

ASX ANNOUNCEMENT

Tuesday, 21 October 2025

NAB announces executive changes

NAB Group Chief Executive Officer Andrew Irvine today announced the following changes to the Bank's Executive Leadership Team and their accountabilities:

- **Shane Conway** has been promoted to Group Executive, Transformation, reporting to Mr Irvine, effective 1 December. Mr Conway will continue to be accountable for the ongoing delivery of NAB's Technology Modernisation and Simplification agenda
- **Sharon Cook**, Group Executive, Customer & Corporate Services (CCS) and Group General Counsel, will retire effective 31 December
- Group Chief Operating Officer **Les Matheson** will be accountable for CCS from 1 December. This includes Customer Services, Corporate Affairs, Climate and Group Governance
- A new role Executive, Group General Counsel, will be created from 1 December, reporting to Mr Matheson, and will be accountable for legal and regulatory affairs. **Jon Benson**, currently Chief Legal Officer, Corporate & Customer Divisions Legal, will be appointed to this role

"These changes enable our strategic ambition by bringing together key programs of work that support faster delivery of simpler and better customer experiences. The changes also reflect the ongoing renewal of our executive team and the depth of talent and experience we have across NAB," Mr Irvine said.

"Shane's promotion further elevates the importance of our ongoing technology modernisation. He will work closely with Patrick Wright, our Group Executive, Technology & Enterprise Operations, to make things simpler, easier, faster and safer for our customers and colleagues.

"I thank Sharon for her significant contribution since joining NAB in 2017 as a member of the Executive Leadership Team. She has always demonstrated a strong commitment to do the right thing by our customers. We will miss her counsel and wish her the best in retirement."

Mr Conway's appointment is subject to regulatory approvals.

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Authorised for release by Andrew Irvine, Group Chief Executive Officer.

Biography – Shane Conway

Shane Conway has over 25 years' experience in the financial services industry, covering strategy, corporate finance, transformation, product management, operations, payments and specialist sales.

In his time at NAB, Shane has held senior leadership roles in deposits, transaction banking, payments and trade finance businesses as well as strategy, planning and remediation and analytics enablement roles. Prior to NAB, Shane worked for PricewaterhouseCoopers where he specialised in providing valuation and strategic advisory services.

Shane has a Bachelor of Business, is a qualified Chartered Financial Analyst (CFA) and is a Board Member of Australian Payments Plus.