



2022 Annual General Meeting

Macquarie Group Limited

28 July 2022



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This presentation may contain forward looking statements – that is, statements related to future, not past, events or other matters – including, without limitation, statements regarding our intent, belief or current expectations with respect to Macquarie's businesses and operations, market conditions, results of operation and financial condition, capital adequacy, provisions for impairments and risk management practices. Readers are cautioned not to place undue reliance on these forward looking statements. Macquarie does not undertake any obligation to publicly release the result of any revisions to these forward looking statements or to otherwise update any forward looking statements, whether as a result of new information, future events or otherwise, after the date of this presentation. Actual results may vary in a materially positive or negative manner. Forward looking statements and hypothetical examples are subject to uncertainty and contingencies outside Macquarie's control. Past performance is not a reliable indication of future performance.

Unless otherwise specified all information is for the year ended 31 March 2022.

Certain financial information in this presentation is prepared on a different basis to the Financial Report within the Macquarie Group Financial Report ("the Financial Report") for the year ended 31 March 2022, which is prepared in accordance with Australian Accounting Standards. Where financial information presented within this presentation does not comply with Australian Accounting Standards, a reconciliation to the statutory information is provided.

This presentation provides further detail in relation to key elements of Macquarie's financial performance and financial position. It also provides an analysis of the funding profile of Macquarie because maintaining the structural integrity of Macquarie's balance sheet requires active management of both asset and liability portfolios. Active management of the funded balance sheet enables the Group to strengthen its liquidity and funding position.

Any additional financial information in this presentation which is not included in the Financial Report was not subject to independent audit or review by PricewaterhouseCoopers. Numbers are subject to rounding and may not fully reconcile.

Agenda

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Chair's Update

02

Overview of
FY22

03

1Q23 Update

04

FY23 Outlook

05

Formal
Business

06

Glossary



01

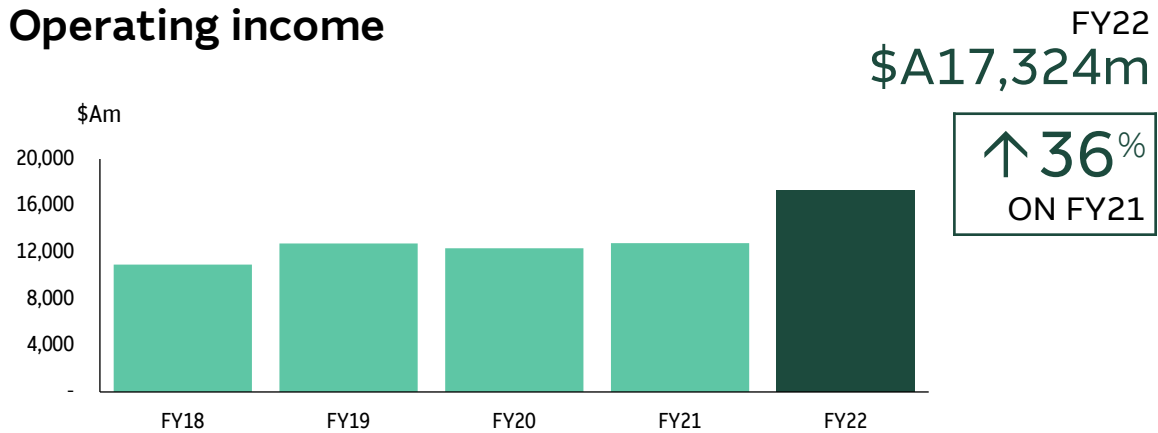
Chair's Update

Glenn Stevens
Chairman

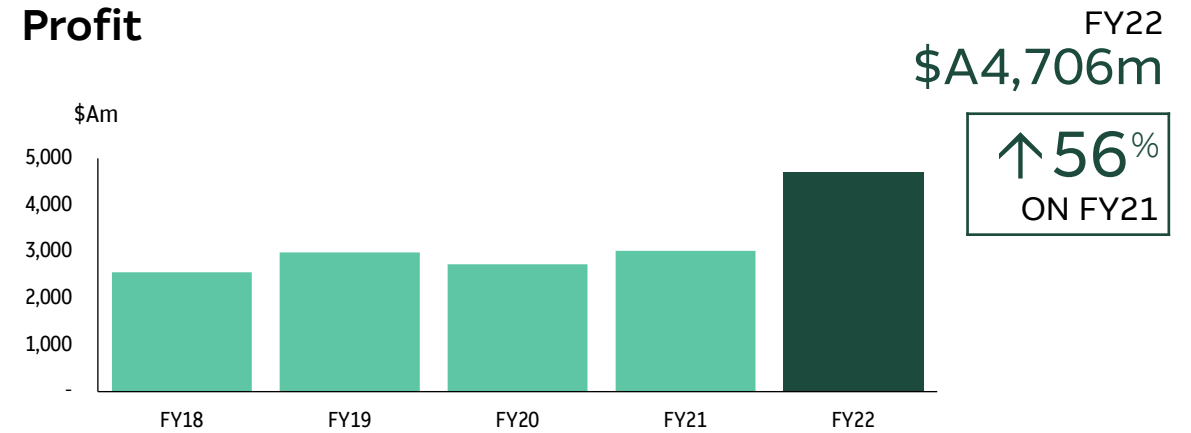


Financial performance

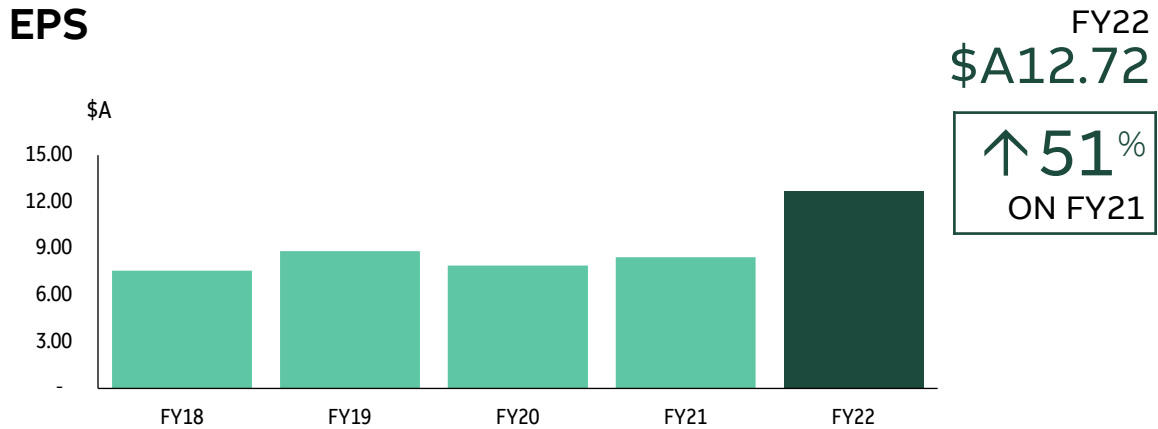
Operating income



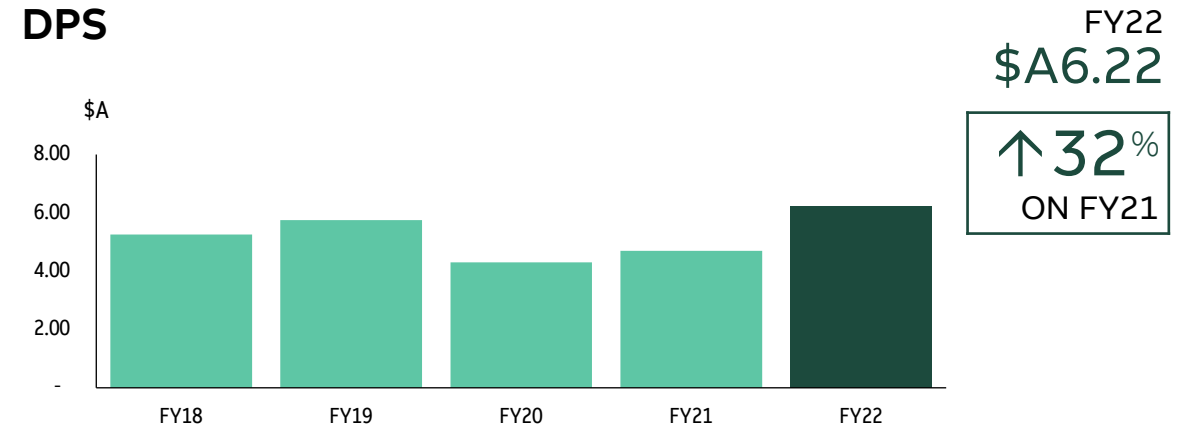
Profit



EPS



DPS



Final dividend

2H22 Ordinary Dividend

\$A3.50

(40% franked)

FROM
↑ \$A3.35
(40% franked)
IN 2H21

FY22 Ordinary Dividend

\$A6.22

(40% franked)

FROM
↑ \$A4.70
(40% franked)
IN FY21

2H22 Record Date

17 May 22

2H22 Payment Date

4 July 22

DRP shares for
the 2H22 dividend
to be issued¹

Payout Ratio

2H22

50%

FY22

50%

Dividend
policy remains
50-70% annual
payout ratio²

1. The Board resolved to issue shares to satisfy the DRP for the 2H22 dividend at a discount to the prevailing market price of 1.5%. The prevailing market price was determined in accordance with the DRP rules as the average of the daily volume weighted average price over the five business days from 23 May 22 to 27 May 22. 2. Payout ratio calculated as estimated number of eligible shares multiplied by dividend per share, divided by profit attributable to MGL shareholders.

Risk culture and conduct

- Macquarie's long-established risk culture and our management of conduct risk is well embedded across all parts of the organisation. Key aspects include:
 - Primary responsibility resides at the individual and business unit level
 - Independent oversight by the Risk Management Group
 - Independent and objective risk-based assurance by Internal Audit
- Macquarie's long track record of unbroken profitability is supported by our risk culture which is underpinned by our principles of Opportunity, Accountability and Integrity
- The Board is provided with qualitative and quantitative analysis to support its key oversight role in ensuring that the Macquarie culture is aligned with our risk appetite
- Macquarie's remuneration framework and consequence management process is designed to promote accountability, encourage and reward appropriate behaviours and discourage inappropriate behaviours
 - In FY22, there were 82 matters (FY21: 97) involving conduct or policy breaches (for example, Code of Conduct, appropriate workplace behaviour, risk management and technology breaches) that resulted in formal consequences. These 82 matters were considered isolated incidents and there was no evidence of broader systemic conduct issues. Of those:
 - For 29 matters, termination of employment was the outcome; for 53 matters, a formal warning was issued. Of the 53 matters, 12 have resulted in individuals subsequently leaving Macquarie and 40 individuals had their profit share reduced by an average of 44%
- APRA's Prudential Standard Remuneration ("CPS 511") will come into effect for Macquarie on 1 Jan 23. Work is underway to implement changes required to Macquarie's remuneration framework and we maintain regular dialogue with APRA on this topic. The Board undertook a review of the various components of remuneration to address certain aspects of CPS 511 (including the deferral arrangements for senior executives), as well as the evolving expectations of our stakeholders. As part of this review, the Board considered diverse perspectives, including those of shareholders and regulators, as well as global peer group benchmarking and increased global competition for talent in many of Macquarie's areas of activity. These changes will be implemented in a phased approach from FY22. Full details are disclosed in the Remuneration Report



Risk culture and conduct in practice

Operating and Central Service Groups, Risk Management Group (RMG), Integrity Office and Human Resources work together to maintain our strong risk culture and conduct

Recent risk culture and conduct specific initiatives

- Macquarie's leadership standards have been cascaded to all director levels, informing performance appraisals and the promotions process
- Leadership and general staff training has included a focus on resiliency and inclusive leadership. Comprehensive Regulatory Awareness training was rolled out to staff responsible for prudential standards and engagement, with a focus on deepening the expectations in Regulatory Engagement Principles
- Enhanced the Conduct Issue Rating Standard (CIRS) which supports a consistent assessment of behaviours contributing to risk
- Delivery of online Supervisory training to new people managers and Directors, including supervising in a hybrid working environment and creating a Speak Up culture
- Risk culture deep dives including follow up reviews to assess progress made against previous findings and recommendations and reported to the Board
- Contributed to the risk culture elements in the development of a comprehensive remediation plan for Macquarie Bank Limited

The Integrity Office

- Established in 1998 as an internally independent function to allow staff to speak up safely about misconduct, illegal or unethical behaviour or breaches of the Code of Conduct
- Reports directly to CEO and meets regularly with the Chairman
- Runs the Whistleblower Program and conducts or coordinates investigations into concerns that are raised. The global Whistleblower Policy is reviewed annually
- Integrity Officers are appointed across all regions to provide staff with a confidential point of contact. An externally managed whistleblower service provides staff with the option to report concerns anonymously
- Continued to work closely with Behavioural Risk, Compliance and Human Resources on initiatives relating to conduct and culture
- Updated the Macquarie Code of Conduct (in partnership with Behavioural Risk) to include supervising in a hybrid working environment. The Code is available in 5 languages.
- Mandatory training was provided online to all staff globally on the Code of Conduct
- Over 6,000 staff received tailored training, workshops and leadership sessions focusing on conduct, supervision in a hybrid working environment, integrity, speaking up and psychological safety
- All staff completed online speak up and Whistleblower Policy training in the Annual Compliance training

What We Stand For

Our purpose explains **why** we do business

**Empowering people
to innovate and invest
for a better future**

Enabled by three long-held principles
that define **how** we do business

Opportunity | Accountability | Integrity

Environmental, Social and Governance (ESG)

Macquarie's ESG commitment reflects our responsibility to clients, shareholders, communities, our people and the environment in which we operate

Environmental



- Aligning activities with the global goal of net zero emissions by 2050
- Investing in sustainability solutions and supporting the global energy transition
- Actively managing environmental risks including climate change risks
- Engaging in climate leadership initiatives such as GCA, CFLI, GFANZ, NZBA, UNGISD and SMI¹
- Supporting TCFD, UN PRI and other external ESG standards and frameworks²
- Promoting sustainable workplaces
- Commitment to the RE100 initiative³

Social



- Investing in social infrastructure and services including housing and health
- Enabling education at all levels as an advisor and investor in education and education technology
- Actively managing social risks including human rights and modern slavery risk
- Providing a diverse, inclusive workplace
- Seeking to operate harm-free environments through the maintenance of high Work, Health & Safety standards and performance across all our activities
- Engaging Macquarie and its staff in the wider community

Governance



- Strong corporate governance
- Ethical conduct by staff
- Customer advocacy
- Whistleblowing framework
- Anti bribery and anti corruption
- Anti money laundering
- Managing conflicts of interest
- Cyber security and data privacy
- Dealing with 3rd parties and suppliers
- Reporting transparently

1. GCA: Global Commission on Adaptation; CFLI: Climate Finance Leadership Initiative; GFANZ: Glasgow Financial Alliance for Net Zero; NZBA: Net Zero Banking Alliance; UNGISD: Global Investors for Sustainable Development; SMI: Sustainable Markets Initiative. 2. TCFD: Taskforce on Climate-related Financial Disclosures; UN PRI: United Nations Principles for Responsible Investment. 3. RE100: Renewable 100 percent initiative

Environmental, Social and Governance



Environmental and social risk management

431
transactions
assessed under
our Environmental
and Social Risk
(ESR) Policy



Climate change

**Alignment
to net zero by
2050**
\$A6.40
invested in renewable
energy for every \$A1
invested in
conventional energy¹



Environmental and social financing

Over
30 GW
of green energy
assets in
development or
construction as at
31 March 2022²
16 GW
of green energy
assets in operation or
under management²



Sustainability in direct operations

100%
renewable electricity
sourced globally in
FY2022³
Emissions
per capita reduced by
91%
from FY2010 baseline
(43% reduction
from FY2021⁴)
**Carbon
neutral**
since 2010⁵
Over \$A16.5m
spent with minority
owned businesses in
FY22



Client experience

**2021 MFAA
Excellence Awards** for
Major Lender of the Year
2022 CANSTAR
Outstanding value
award for Savings and
Transaction Accounts
**#1 IPE Real Assets Top
100 Infrastructure
Investment Managers**
since 2017
**2021 Financial
Standard Investment
Leadership Awards**
Investment Manager of
the Year
Top rating for
Australian ESG research
by institutional investors
in 2021 Peter Lee survey



People and workplace

Australian Workplace
Equality Index
**Platinum
Employer**
No. 1
among Stonewall's
2022 most inclusive
UK employers
100%
on the US Corporate
Equality Index 2022



Business conduct and ethics

Tailored training,
workshops and
leadership sessions
provided to over
8,000 staff⁶



Macquarie Group Foundation

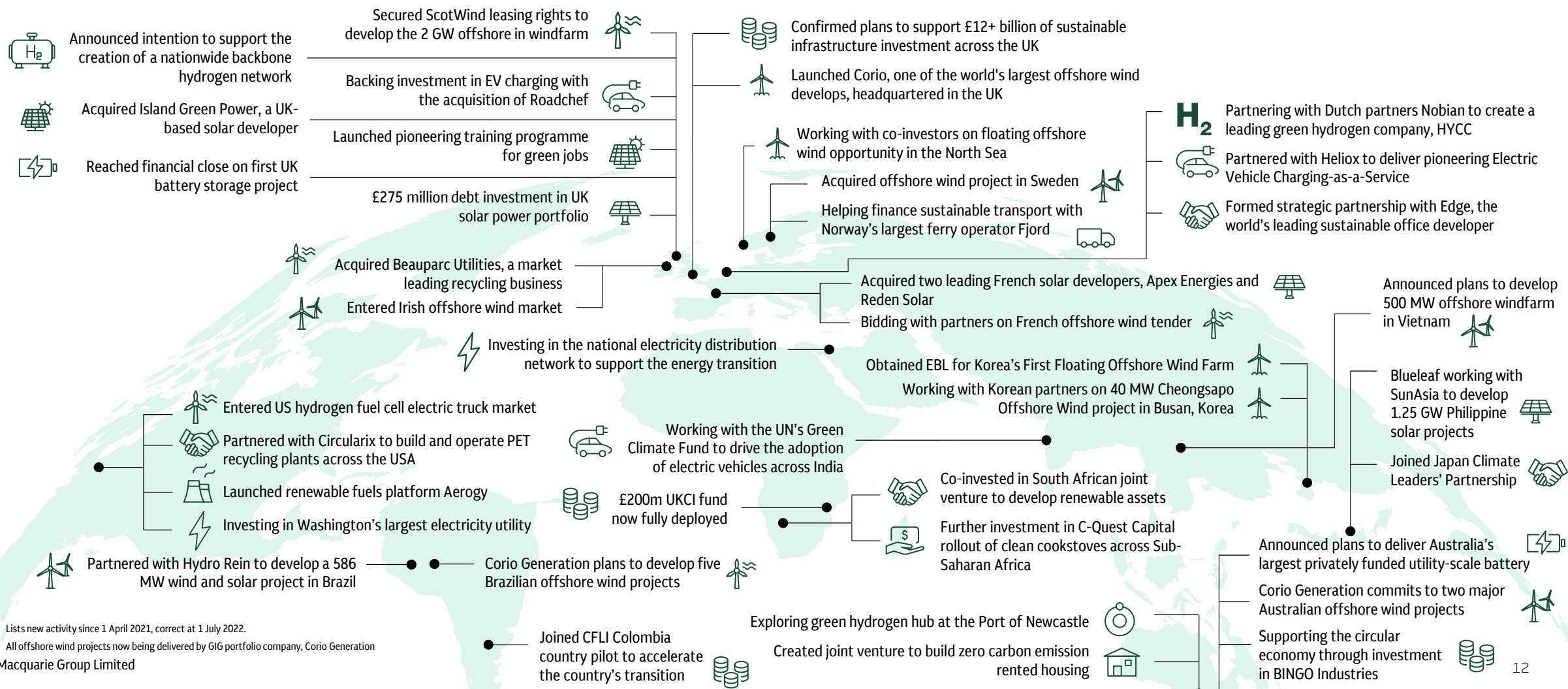
Over
\$A520 million
donated by
Macquarie staff and
the Foundation since
inception in 1985
(\$A44 million in
FY2022⁷)

More detailed information is also available at macquarie.com/ESG

1. Includes (i) banking book equity investments fair valued through profit or loss; (ii) investments in which Macquarie has significant influence or joint control (investments in associates and joint ventures); and (iii) investments held through consolidated subsidiaries. Excludes off balance sheet equity commitments. 2. As at March 2022, GW of green energy assets reflect 100% generating capacity of each asset, not the proportion owned/managed by Macquarie. 3. The equivalent of 100% of our FY2022 electricity consumption was sourced from renewable sources through a combination of green tariffs (43%) and energy attribute certificates (57%). Due to a lack of availability, we were unable to source renewable energy certificates within the South Korean market, which is a requirement of the RE100 market boundary criteria. All other renewable energy purchases were sourced in line with the criteria and we are 98.4% compliant at this time. We are working towards full RE100 compliance by FY2023, ahead of our FY2025 commitment. 4. FY2022 emissions per capita are calculated as total operational market-based emissions of 14,238 tCO₂e (covers Scopes 1 and 2 emissions, and Scope 3 business travel) divided by the total headcount of 17,556 (based on total global workforce excluding staff employed in operationally segregated subsidiaries as at 31 March 2022). 5. Covers scope 1 and scope 2 emissions, and business travel. 6. Tailored content focused on conduct, supervision in a hybrid working environment, integrity, speaking up and psychological safety. Macquarie also requires all staff globally to undertake mandatory online Code of Conduct training. 7. Comprises Macquarie Group Foundation matching support for staff donations and fundraising; Foundation donations to commemorate staff attaining 10 year and 25 year anniversaries at Macquarie; Foundation grants to non profit organisations to recognise 12 months of board service by a Macquarie employee; and Macquarie and Foundation grants to community organisations.

Driving global climate solutions

Highlights of activities over the past year



Our commitment to net zero

Macquarie committed to align our financing activities with the global goal of net zero by 2050 and we are on track to release our first Net Zero Plan by the end of 2022

01

We have been working on understanding the emissions associated with fossil fuels to determine 2030 goals that set us on the right path to our 2050 commitment

02

We are committed to net zero for our own operations¹ by 2025 and developing emissions reduction strategies across other aspects of our own operations

03

We have committed to managing our asset management portfolio in line with global net zero emissions by 2040

1. Operational emissions include scope 1 and scope 2 emissions, and emissions from business travel.



Diversity, Equity & Inclusion

Macquarie recognises that the diversity of our people is one of our greatest strengths. An inclusive, equitable workplace enables us to deliver more innovative and sustainable solutions for our people, clients, shareholders and communities

56% of Macquarie Group's Board of Directors are women at 30 Jun 22	43% of Macquarie's total workforce are women	96% Macquarie's global parental leave return-to-work rate
1,600+ Directors across Americas, Asia and ANZ attended Inclusive Leadership Masterclass	135+ different cultural identities represented around the globe	\$US5m multi-year Racial Equity fund continued to support community groups working to promote racial equity in the US

Diversity, Equity & Inclusion awards and partnerships



Macquarie Group Foundation

The Foundation encourages our people to give back to the communities in which they live and work by contributing service, leadership, and financial support to the causes and community serving organisations they feel passionately about

\$A520 million¹

total contribution since our inception in 1985

\$A44 million²

contributed in FY22

2,300³

Non-profits supported in FY22

\$A5 million⁴

in value donated through skilled volunteering in FY22

Over

\$A3.5 million⁵

donated to humanitarian support for Ukraine

Additional

\$A20 million

allocation announced for Social Impact Investing

Racial Equity Fund expanded to **\$US5 million**

over 5 years in partnership with the Americas Management Committee

Launched pioneering

Green Jobs

program, in partnership with Macquarie's Green Investment Group & Generation UK

\$A20 million

COVID-19 donation fund fully deployed to **40⁶ organisations** in **32⁷ countries** around the world

1. Contributed by the Foundation and Macquarie staff since inception in 1985. 2. Contribution figures comprise Macquarie employees' donations and fundraising; Foundation matching support for employees' donations and fundraising; Foundation donations to commemorate employees attaining 10-year and 25-year anniversaries at Macquarie; Foundation grants to non-profit organisations to recognise 12 months of board service by a Macquarie employee; and Macquarie and Foundation grants to community organisations in the 12 months to 31 March 2022. 3. In the 12 months to 31 March 2022. 4. In the 12 months to 31 March 2022. Figure calculated using Taproot Foundation's average hourly value of pro bono service (\$US195 per hour converted to \$A259.24 as per exchange rate on 31 March 2022) multiplied by Macquarie employees' skilled volunteering hours (19,180 hours). 5. As at 31 March 2022. 6. Three organisations received more than one grant. 7. Country total includes both project location and organisation headquarters location where applicable.



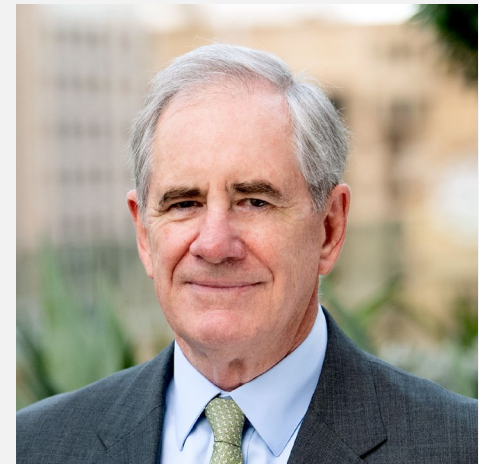
Macquarie Bank Limited Board update

Enhancing Macquarie Bank Limited's (MBL) governance, culture and structure

- Macquarie has been working with APRA to strengthen the voice of MBL within the Group, and making good progress on a comprehensive remediation plan in recent months, including detailed programs of work across governance, remuneration, risk culture, regulatory reporting, prudential risk management, and a simplified group structure.
- The changes proposed under the plan, on which we will continue to deliver through FY23 and beyond, will have a positive impact on MBL through improved systems, frameworks, processes, and further strengthen its risk culture.
- As part of the governance workstream, three bank-only non-executive directors (BONDS) are proposed to be added to the MBL Board. Consistent with similar structures in other markets where a banking entity sits within a broader group structure, this change introduces additional safeguards to better protect the interests of MBL within the Group.
- On 6 May 2022, Macquarie announced Ian Saines as the first MBL BOND, subject to completion of necessary approvals.
- As previously announced, Michael Coleman will retire from the MGL Board after today's Annual General Meeting, however he will remain on the MBL Board as the second MBL BOND for one further two-year term to assist with the transition in governance arrangements.
- A final MBL BOND announcement to be made in due course. After these appointments, the MBL Board will comprise the MGL non-executive directors, Shemara Wikramanayake, Stuart Green and the three BONDS with all MBL Board committees benefiting from BONDS representation.



Ian Saines



Michael Coleman

Board elections and retirements

Directors seeking election to the Board



Michelle Hinchliffe

Directors seeking re-election to the Board



Jillian Broadbent



Philip Coffey

FY22 Director retirements



Peter Warne

02

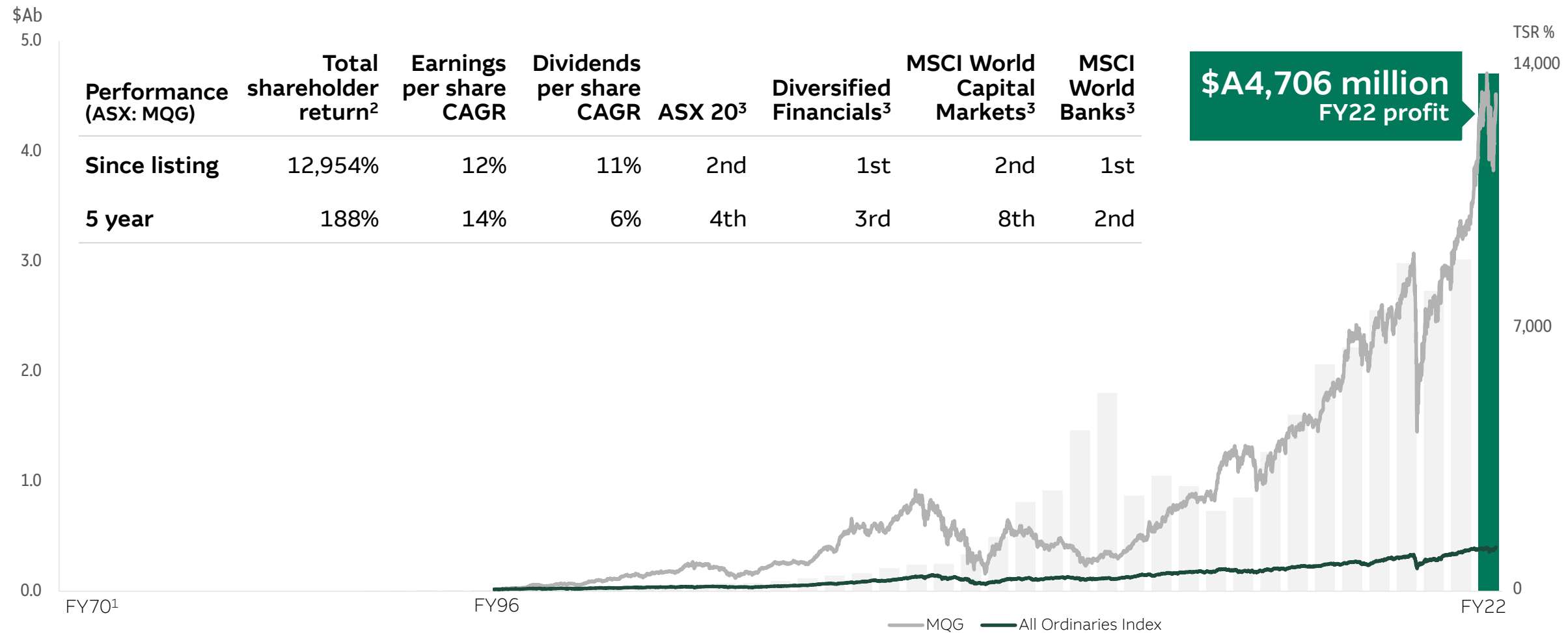
Overview of FY22

Shemara Wikramanayake

Managing Director and
Chief Executive Officer



53 years of unbroken profitability



Historical figures converted at FY22 FX rate for comparative purposes. Macquarie TSR calculations assume continuous listing, and is indexed to 100 on 29 Jul 96, being when MBL shares were first quoted on ASX. The All Ordinaries Accumulation Index (All Ords Index) comprises the 500 largest ASX listed companies by market capitalisation. The TSR chart is displayed on a base-10 logarithmic scale, which displays relative percentage movements over an extended historical timeframe as similar in size, without visually skewing the performance in more recent years. 1. FY70-FY96 were profitable years. 2. At 31 Mar 22. 3. Ranking refers to TSR against the respective index constituents that have been continuously listed since Macquarie's inclusion. Source: Bloomberg. Data to 31 Mar 22.

FY22 result: \$A4,706m up 56% on FY21

	2H22 \$Am	1H22 \$Am	2H22 v 1H22	FY22 \$Am	FY21 \$Am	FY22 v FY21
Net operating income	9,520	7,804	↑ 22%	17,324	12,774	↑ 36%
Total operating expenses	(5,716)	(5,069)	↑ 13%	(10,785)	(8,867)	↑ 22%
Operating profit before income tax	3,804	2,735	↑ 39%	6,539	3,907	↑ 67%
Income tax expense	(983)	(603)	↑ 63%	(1,586)	(899)	↑ 76%
Effective tax rate ¹ (%)	27.0	22.8		25.2	23.0	
Loss attributable to non-controlling interests	(158)	(89)		(247)	7	
Profit attributable to MGL shareholders	2,663	2,043	↑ 30%	4,706	3,015	↑ 56%
Annualised return on equity (%)	19.6	17.8	↑ 10%	18.7	14.3	↑ 31%
Basic earnings per share	\$A7.06	\$A5.63	↑ 25%	\$A12.72	\$A8.43	↑ 51%
Dividend per ordinary share	\$A3.50	\$A2.72	↑ 29%	\$A6.22	\$A4.70	↑ 32%

1. Calculation of the effective tax rate is after adjusting for the impact of non-controlling interests.

FY22 net profit contribution from operating groups

\$A9,462m up 55% on FY21

Annuity-style businesses

\$A4,132m

↑ 25%
ON FY21

Markets-facing businesses

\$A5,330m

↑ 92%
ON FY21

Non-Banking Group

↑
on FY21

Macquarie Asset Management (MAM)

Increase driven by disposition fee and equity accounted income from MIC as well as base fee growth, partially offset by gain on sale of Macquarie European Rail in the prior year and lower performance fees

↑
on FY21

Macquarie Capital (MacCap)

Significantly higher fee and commission income due to M&A and DCM, partially offset by lower ECM fee income and brokerage income. Investment-related income up substantially due to material asset realisations in the green energy, technology and business services sectors and an increase in the private credit portfolio

Banking Group

↑
on FY21

Banking and Financial Services (BFS)

Growth in the loan portfolio, funds on platform and total BFS deposits; net credit impairment releases, partially offset by increased technology investment and higher average headcount to support business growth and regulatory requirements

↑
on FY21

Commodities and Global Markets¹ (CGM)

Increased contribution from Asset Finance largely related to the partial sale of the UK Meters portfolio of assets comprising the industrial and commercial portfolio in May 21 and increased activity across its other sectors. Commodities lending and financing revenue down on FY21

↑
on FY21

Commodities and Global Markets¹ (CGM)

Increased revenue across Commodities with strong risk management from Gas and Power businesses, Resources, Agriculture and Global Oil driven by increased client hedging activity and trading activity as a result of elevated volatility and commodity price movements, partially offset by the impact of fair value adjustments across the derivatives portfolio. Commodities inventory management and trading up on FY21 - strong trading gains from supply and demand imbalances in North American Gas and Power, partially offset by unfavourable impact of timing of income recognition on Gas storage and transport contracts. Continuing strong performance from Financial Markets across major products and markets from client and trading activity

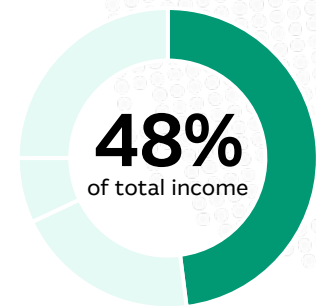
Note: All references relate to the full year ended 31 Mar 22 as reported on 6 May 22. 1. Note certain assets of the Credit Markets business, certain activities of the Commodity Markets and Finance business, and some other less financially significant activities are undertaken from within the Non-Banking Group.

Diversification by region

International income 75% of total income¹

Total staff² 18,133 of which 54% international. A further ~225,000 people employed across managed fund assets and investments³

Americas



3,205

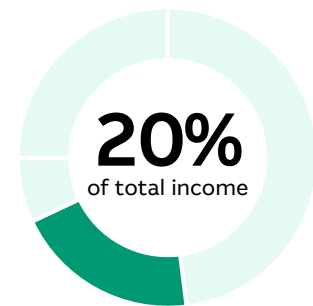
Total income
\$A8,246m

Assets under management
\$A371.0b

Employing 54,000+ people³

CANADA	USA	
Calgary	Boise	New York
Montreal	Boston	Orlando
Toronto	Chicago	Overland Park
Vancouver	Dallas	Philadelphia
	Houston	San Diego
LATIN AMERICA	Jacksonville	San Francisco
Mexico City	Los Angeles	San Jose
Sao Paulo	Minneapolis	Seattle
Santiago	Mission	Walnut Creek
	Nashville	

EMEA



2,624

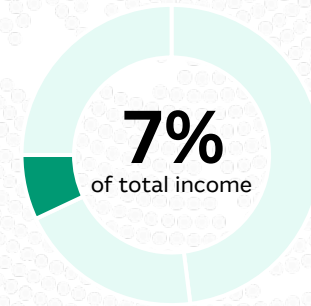
Total income
\$A3,511m

Assets under management
\$A137.7b

Employing 83,000+ people³

EUROPE		MIDDLE-EAST
Amsterdam	Luxembourg	Dubai
Braintree	Madrid	
Coventry	Munich	
Dublin	Paris	SOUTH AFRICA
Edinburgh	Reading	Johannesburg
Frankfurt	Solihull	
Geneva	Vienna	
Limerick	Watford	
London	Zurich	

Asia



3,972

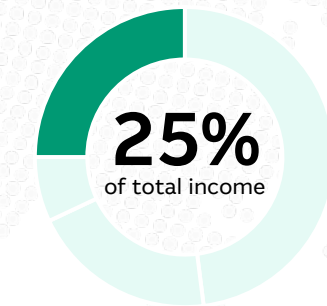
Total income
\$A1,137m

Assets under management
\$A40.0b

Employing 75,000+ people³

ASIA	
Bangkok	Manila
Beijing	Mumbai
Gurugram	Seoul
Hong Kong	Shanghai
Hsin-Chu	Singapore
Jakarta	Taipei
Kuala Lumpur	Tokyo

Australia⁴



8,332

Total income
\$A4,390m

Assets under management
\$A226.1b

Employing 15,000+ people³

AUSTRALIA		NEW ZEALAND
Adelaide	Manly	Auckland
Brisbane	Melbourne	Wellington
Canberra	Perth	
Gold Coast	Sydney	

1. Net operating income excluding earnings on capital and other corporate items. 2. Includes staff employed in certain operationally segregated subsidiaries throughout the presentation. 3. Includes people employed through Private Markets-managed fund assets and investments where Macquarie Capital holds significant influence. 4. Includes New Zealand.

Macquarie Asset Management

Global specialist asset manager
investing to deliver positive impact for everyone

FY22 Net profit contribution
\$A2,150m

▲ **4%**
on FY21



~2,400
people



24
markets



~170
portfolio
companies¹



\$A773.1 billion
assets under management²
up **38%** on Mar 21

Note: References relate to the full year ended 31 Mar 22. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Pie chart is based on FY22 net profit contribution from operating groups as reported on 6 May 22. 1. Excludes real estate assets. 2. As at 31 Mar 22. 3. IPE Real Assets (Jul/Aug 22) based on AUM. 4. Infrastructure Investor 100 (Nov 21) based on equity raised. 5. Infrastructure Investor Debt 30 Ranking (Feb 22) based on equity raised. 6. Infrastructure Investor Awards (Mar 22) 7. Winner of the 2021 Investment Manager of the Year in Australia at the Financial Standard Investment Leadership Award. 8. PFI Awards (May 22).

Awards & rankings



#1 Infrastructure
Investment Manager³



World's largest
infrastructure manager⁴
Top 5 Infrastructure Debt
Manager⁵
Global Debt Fundraising⁶



Investment Manager of the
Year 2021⁷



Europe M&A Deal of the
Year – Open Fiber⁸

Private Markets

\$A238.0b ▲ 22%
on Mar 21
Assets under management²

\$A31.0b
Equity deployed across 91 new
investments

\$A27.0b
Equity raised

\$A19.9b
Equity to deploy

\$A10.3b
Equity returned to clients from
divestments

Public Investments

\$A535.1b ▲ 46%
on Mar 21
Assets under management²

71%
of assets under management
outperforming respective 3-year
benchmarks²

\$A10.5b
Positive net flows across equities,
fixed income and multi-asset
strategies

Successful acquisition and
ongoing integration of Waddell &
Reed Financial, Central Park
Group and AMP Capital's public
investments business adding
combined \$A149.7b² to assets
under management

Banking and Financial Services

A technology-driven Australian retail bank and wealth manager

FY22 Net profit contribution
\$A1,001m

▲ **30%**
on FY21



3,350+
people



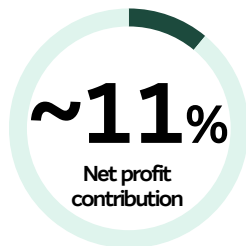
Personal
Banking



Business
Banking



Wealth
Management



Approximately
1.7 million
clients

Note: References relate to the full year ended 31 Mar 22. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Pie chart is based on FY22 net profit contribution from operating groups as reported on 6 May 22. 1. BFS deposits include home loan offset accounts and exclude corporate/wholesale deposits.

FY22 awards



\$A89.5b ▲ 34%
on Mar 21
Home loan portfolio

\$A98.0b ▲ 21%
on Mar 21
Total BFS deposits¹

\$A11.5b ▲ 13%
on Mar 21
Business Banking loan portfolio

\$A8.8b ▼ 23%
on Mar 21
Car loan portfolio

\$A118.6b ▲ 17%
on Mar 21
Funds on platform

30+ years bringing
innovation and competition
to Australian consumers

Launched Australia's fastest
digital account opening
experience for new
transaction and savings
account customers

Commodities and Global Markets

Global business offering capital and financing, risk management, market access and physical execution across Commodities, Financial Markets and Asset Finance

FY22 Net profit contribution
\$A3,911m

▲ **50%**
on FY21



2,170+
people



21
markets



**40+ years of
client partnership**

Note: References relate to the full year ended 31 Mar 22. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Pie chart is based on FY22 net profit contribution from operating groups as reported on 6 May 22. 1. ASX Futures 24 (SFE) Monthly Report Mar 22. 2. Platts Q1 - Mar 2022. 3 Awarded by Singapore Exchange Derivatives Clearing Ltd 2021.

FY22 awards & rankings

EnergyRisk
Awards 2022
Winner

Derivatives
house of the year
Macquarie

EnergyRisk
Awards 2022
Winner

Natural gas/LNG
house of the year
Macquarie

EnergyRisk
Awards 2022
Winner

Oil and products
house of the year
Macquarie

No.1
Futures broker on
the ASX¹

No.4
physical gas
marketer in North
America²

Top 5
Commodities
General Clearing
Member³

Strong underlying client business

Commodity Markets

Increased revenue across Commodities with strong risk management income from Gas and Power businesses, Resources, Agriculture and Global Oil due to increased client hedging activity and trading activity as a result of elevated volatility and commodity price movements

Increased inventory management and trading income with strong gains from supply and demand imbalances in North American Gas and Power partially offset by unfavourable impact of timing of income recognition on Gas storage and transport contracts

Asset Finance

Total portfolio of \$A6.0b, up 2% from \$A5.8b at 31 Mar 21

Gain on partial sale of UK Meters portfolio in May 21

Continued positive performance and contribution across most industries

Financial Markets

Foreign exchange, interest rates and credit

Increased client activity in foreign exchange and interest rates across all regions

Continued growth in financing activity with clients engaged in the US corporate direct lending market

Equity Derivatives and Trading

Improved results from equity finance

Increased activity providing solutions for corporate clients

High levels of financing and trading with corporate clients and event driven trading and financing

Futures

Improved commission and interest revenues due to elevated commodity price volatility and continued recovery from challenges of FY21

Macquarie Capital

Advises and invests alongside clients and partners **to realise opportunity**

FY22 Net profit contribution
\$A2,400m

▲ **269%**
on FY21



1,840+
people



27
markets



\$A4.9b
Capital invested¹



\$A457 billion
completed deals in FY22²

Note: References relate to the full year ended 31 Mar 22. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Pie chart is based on FY22 net profit contribution from operating groups, as reported on 6 May 22, including GIG. 1. Regulatory capital as at 31 Mar 22. 2. Source: Dealogic & IJGlobal for Macquarie Group completed M&A, investments, ECM & DCM transactions converted as at the relevant report date. Deal values reflect the full transaction value & not an attributed value. 3. Dealogic (1/04/2012-31/03/2022 completed by value and announced by deal count). 4. Dealogic (1/04/2012-31/03/2022 ASX and NZX by value). 5. Inspiratia (CY21 by deal value). 6. Macquarie Capital advised on the deal. 7. Dealogic (CY21 completed by value & deal count). 8. Peter Lee Associates 2021 and 2020 Survey of Australian Investors. 9. Committed portfolio. 10. As at 31 Mar 22. 11. Deployment is based on cash invested during the year, including projects that formed part of Corio Generation from Apr 22. 12. Transaction Value based on Enterprise Value.

FY22 rankings & awards

No. 1 in ANZ for M&A³ and IPOs⁴ for the past decade

No 1. Global Infrastructure Financial Adviser⁵



Digital Infrastructure Deal of the Year APAC⁶



M&A Financial Adviser of the Year - Australia



Europe M&A Deal of the Year - Open Fiber

Summary

Maintained a leading market position in ANZ across M&A in 2021⁷

Macquarie Equities maintained market leading ranking in Australia across Research, Trading, ECM and Corporate Access⁸

Principal Finance portfolio of over \$A15b⁹ including \$A13b credit portfolio, with record deployment in FY22 through focused investment in credit markets and bespoke financing solutions

Over 15 infrastructure and energy projects under development or construction¹⁰

GIG continued to expand its development platforms through the year, deploying over \$A0.45b¹¹

Effective 1 Apr 22, GIG transferred from Macquarie Capital and is operating as part of MAM

Transaction Activity

Financial adviser to Sydney Aviation Alliance on its ~\$A32b¹² acquisition of Sydney Airport

Exclusive financial adviser to Light & Wonder f/k/a Scientific Games Corporation on its \$US6.05b sale of its Lottery Business to Brookfield Business Partners and provided debt financing to Brookfield to fund a portion of the acquisition

Lead sell-side adviser on the sale of McGraw Hill, a portfolio company of Apollo Global Management, to Platinum Equity for \$US4.5b and joint bookrunner on the debt financing

Principal Finance has provided more than 30 unitranche financings to clients in FY22, including to support Onex's acquisition of TES Global, a well-established international provider of comprehensive software solutions for the education sector

Realisation of a number of renewable assets, including Savion (US), BRUC Iberia Energy Investment Partners (Spain), partial realisation of Green Lighthouse Development (France) and assets within the AR Wind Energy portfolio (Japan)

Approximate business Basel III Capital and ROE

31 Mar 22

Operating Group	APRA Basel III Capital ¹ @ 8.5% (\$Ab)	Approx. FY22 Return on Ordinary Equity ²	Approx. 15-year Average Return on Ordinary Equity ³
Annuity-style businesses	8.5		
Macquarie Asset Management	3.5	21%	22%
Banking and Financial Services	5.0		
Markets-facing businesses	12.8		
Commodities and Global Markets	7.9	30%	16%
Macquarie Capital	4.9		
Corporate	1.6		
Total regulatory capital requirement @ 8.5%	22.9		
Group surplus	10.7		
Total APRA Basel III capital supply	33.6⁴	18.7%	14%

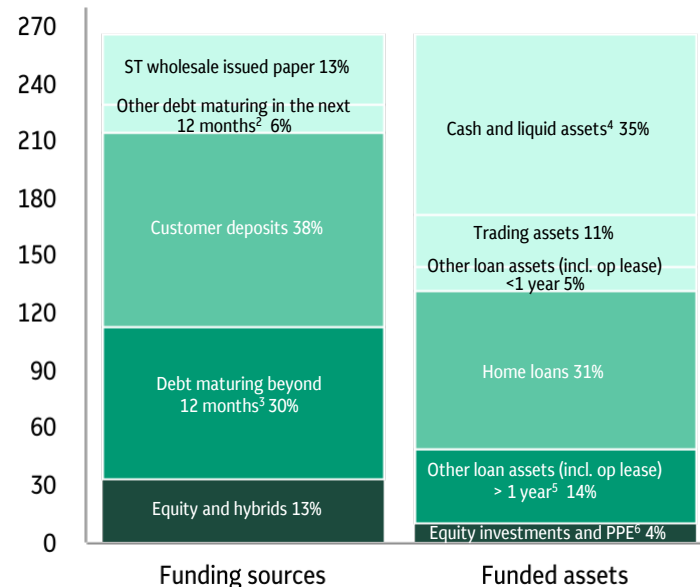
Note: Differences in totals due to rounding. All figures above are as reported on 6 May 22. 1. Operating Group capital allocations are based on 31 Dec 21 allocations adjusted for material movements over the Mar 22 quarter. 2. NPAT used in the calculation of approximate FY22 ROE is based on operating groups' net profit contribution adjusted for indicative allocations of profit share, tax and other corporate items. Accounting equity is attributed to businesses based on quarterly average allocated ordinary equity. 3. 16-year average covers FY07 to FY22, inclusive, and has not been adjusted for the impact of business restructures or changes in internal P&L and capital attribution. 4. Comprising of \$A28.7b of ordinary equity and \$A4.9b of hybrids.

Business backed by strong funding and capital

MGL funded balance sheet

31 Mar 22¹

\$Ab

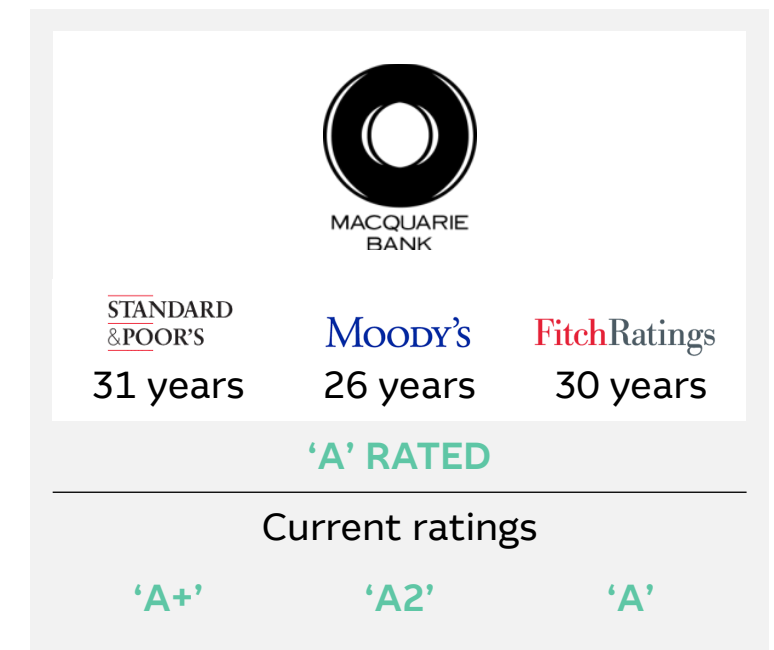


APRA Basel III capital position⁷

31 Mar 22



Credit ratings



The funded balance sheet is a simple representation of Macquarie's funding requirements once accounting related gross-ups and self-funded assets have been netted down from the statement of financial position. The funded balance sheet is not a liquidity risk management tool, as it does not consider the granular liquidity profiling of all on and off-balance sheet components considered in both Macquarie's internal liquidity framework and the regulatory liquidity metrics. 1. There has been a change in presentation of certain items on the funded balance sheet in the current year. Refer slide 59 of the FY22 Results presentation for more details. 2. Other debt maturing in the next 12 months includes Secured funding, Bonds, Other loans, Subordinated debt and Net trade creditors. 3. Debt maturing beyond 12 months includes Subordinated debt, Structured notes, Secured funding (including RBA TFF), Bonds, Syndicated loan facilities and Other loans not maturing within next 12 months. 4. Cash and liquid assets includes self-securitisation of repo eligible Australian assets originated by Macquarie and held as contingent collateral for RBA facilities (such as the CLF). 5. Other loan assets (incl. op lease) > 1 year includes debt investments. 6. Equity investments and PPE includes Macquarie's co-investments in Macquarie-managed funds and other equity investments. 7. The capital surplus shown is above regulatory minimums including the capital conservation buffer (CCB), per APRA ADI Prudential Standard 110, calculated at 8.5% RWA on a Level 2 basis for MBL. This surplus also includes provision for internal capital buffers, forthcoming regulatory changes, as well as differences between Level 2 and Level 1 capital requirements, such as the \$A500m operational capital overlay imposed by APRA which has been applied to Level 1 only, effective from 1 Apr 21. Based on materiality, the 8.5% used to calculate the Group capital surplus does not include the countercyclical buffer (CCyB) of ~1bps. The individual CCyB varies by jurisdiction and the Bank Group's CCyB is calculated as a weighted average based on exposures in different jurisdictions.

03

1Q23 Update

Shemara Wikramanayake
Managing Director and Chief
Executive Officer



1Q23

Overview



Favourable trading conditions with 1Q23 operating group contribution up on the prior corresponding period (pcp) (1Q22), although trading conditions did soften during the quarter

- Macquarie's annuity-style businesses (MAM and BFS) combined 1Q23 net profit contribution¹ significantly up on pcp, primarily due to income from GIG asset realisations in MAM partially offset by the Macquarie Infrastructure Corporation disposition fee in the pcp. BFS contribution was broadly in line with pcp
- Macquarie's markets-facing businesses (CGM and Macquarie Capital) combined 1Q23 net profit contribution¹ slightly up on pcp primarily due to strong results across the Commodities platform in CGM including the impact of timing of income recognition on gas transport and storage contracts and higher investment-related income in Macquarie Capital, partially offset by the sale of the CGM UK commercial and industrial smart meters portfolio in the pcp

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Net profit contribution and prior corresponding periods above are inclusive of the GIG transfer to MAM from MacCap.

1Q23 Overview

Annuity-style businesses

Macquarie Asset Management

~32%¹

FY22 contribution²

- AUM³ of \$A773.9b at Jun 22, broadly in line with Mar 22
- Private Markets: \$A256.1b in AUM, up 8% on Mar 22 predominantly due to investment activity and foreign exchange impacts
- Private Markets: \$A175.5b in EUM⁴, up 11% on Mar 22 predominantly driven by strong fundraising activity and foreign exchange impacts
- Private Markets: record \$A12.1b in new equity raised; \$A5.9b of equity invested; \$A1.7b equity divested in 1Q23
- Private Markets: \$A28.8b of equity to deploy at Jun 22
- Public Investments: \$A517.8b in AUM, broadly in line with Mar 22, predominantly driven by unfavourable market movements offset by favourable foreign exchange impacts
- Public Investments: 71% of assets under management outperforming respective 3-year benchmarks⁵
- Effective 1 Apr 22, the Green Investment Group (GIG) transferred from Macquarie Capital and is operating as part of MAM. In 1Q23 a number of GIG assets held on balance sheet were realised

Banking and Financial Services

~11%

FY22 contribution²

- Home loan portfolio of \$A96.9b at Jun 22, up 8% on Mar 22
- Business Banking loan portfolio of \$A11.9b at Jun 22, up 3% on Mar 22
- Total BFS deposits⁶ of \$A106.4b at Jun 22, up 9% on Mar 22
- Funds on platform of \$A109.3b at Jun 22, down 8% on Mar 22 as strong net flows were offset by market movements
- Car loan portfolio of \$A7.9b at Jun 22, down 10% on Mar 22

1. Based on FY22 net profit contribution from operating groups with GIG restated for its transfer to MAM from MacCap on 1 Apr 22. MAM FY22 contribution as reported on 6 May 22 is ~23%. 2. Based on FY22 net profit contribution from operating groups. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 3. AUM is calculated as the proportional ownership interest in the underlying assets of funds and mandated assets that Macquarie actively manages or advises for the purpose of wealth creation, adjusted to exclude cross-holdings in funds and reflect Macquarie's proportional ownership interest of the fund manager. AUM excludes uninvested equity in Private Markets. 4. Private Markets' total EUM includes market capitalisation at measurement date for listed funds, the sum of original committed capital less capital subsequently returned for unlisted funds and mandates as well as invested capital for managed businesses. 5. As at 30 Jun 22. 6. BFS deposits include home loan offset accounts and exclude corporate/wholesale deposits.

1Q23 Overview

Markets-facing businesses

Commodities and Global Markets

~41%

FY22 contribution²

- Elevated volatility and commodity prices contributed to strong results across the Commodities platform, driven by trading and client hedging opportunities.
- Strong client activity continued across Financial Markets businesses including foreign exchange, fixed income and credit products.
- Consistent balance sheet deployment across Asset Finance contributed to annuity revenues from the Technology, Media and Telecoms, Energy and Shipping Finance sectors.
- Maintained ranking as No.4 physical gas marketer in North America³
- Named Oil and Products House of the Year as well as Natural Gas/LNG House of the Year⁴ and Derivatives House of the Year⁴

Macquarie Capital

~16%¹

FY22 contribution²

- 76 transactions valued at \$A90b completed globally⁵, down on pcp and prior period
- Fee and commission income up on pcp driven by M&A and DCM, partially offset by ECM. Increased investment-related income compared to pcp, primarily due to asset realisations and an increase in the credit portfolio
- Principal Finance deployed over \$A2.5b in 1Q23 through focused investment in credit markets and bespoke financing solutions, with over \$A17b⁶ total portfolio including over \$A15b credit portfolio.
- Equities Research ranked 1st in Institutional Investor's 2022 Asia-Pacific (ex-Japan) Regional/Local Broker Rankings⁷
- Effective 1 Apr 22, GIG transferred from Macquarie Capital and is operating as part of MAM

Transaction Activity

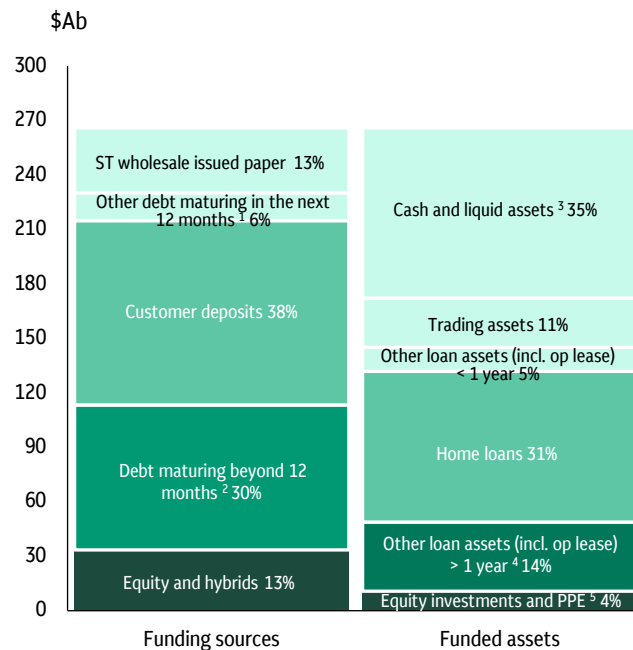
- Exclusive financial adviser to Macquarie Asset Management, Unisuper, PGGM and UBS Asset Management and others, on the \$A3.6b sale of Axicom, Australia's largest independent mobile towers owner
- Financial adviser to Ampol Limited on its ~\$NZ2b acquisition of dual ASX and NZX listed Z Energy Limited, a leading fuel distributor in New Zealand
- Exclusive financial advisor to ArcLight Capital Partners on its \$US857m acquisition of a 25% equity interest in Gulf Coast Express Pipeline from Targa Resources Corp. We also served as Joint Bookrunner on the senior secured credit facilities to support the acquisition
- Exclusive financial adviser to SI-UK, an international student marketing and placement platform to UK universities, on the investment by Avera Capital
- Onivia, Macquarie Capital's wholesale fibre network in Spain introduced Arjun Infrastructure Partners as a new investor, positioning for future growth opportunities
- Growth equity investment in Autobooks, a leading provider of B2B invoicing and payments catering to small and medium businesses

1. Based on FY22 net profit contribution from operating groups with GIG restated for its transfer to MAM from MacCap on 1 Apr 22. MacCap FY22 contribution as reported on 6 May 22 is ~25%. 2. Based on FY22 net profit contribution from operating groups. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 3. Platts Q1 March 2022. 4. Energy Risk Awards 2022. 5. Source: Dealogic & IJGlobal for Macquarie Group completed M&A, investments, ECM & DCM transactions converted as at the relevant report date. Deal values reflect the full transaction value & not an attributed value. 6. Committed portfolio. 7. Ranked Top 3 in all 11 countries with 4 winning positions at firm level supported by 37 ranked analysts, up from 24 last year.

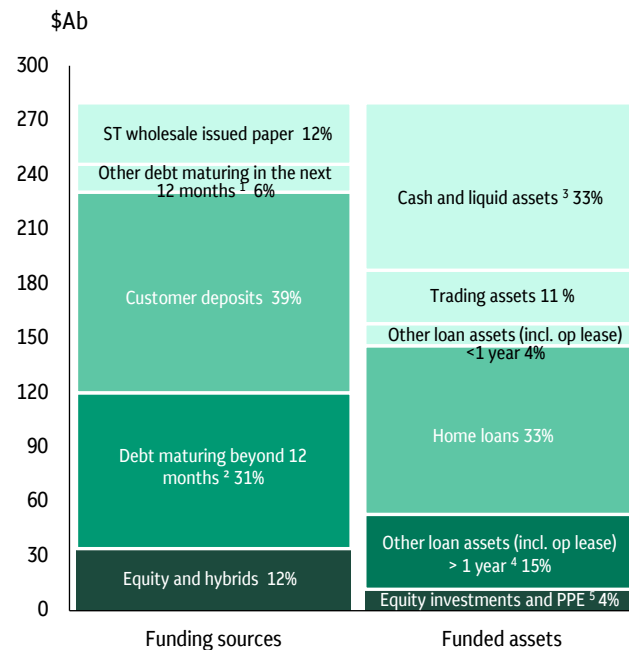
Funded balance sheet remains strong

Term liabilities exceed term assets

31 Mar 22



30 Jun 22



Total customer deposits⁶

\$A110.4b ↑ 9%
FROM MAR 22

Term funding raised⁷

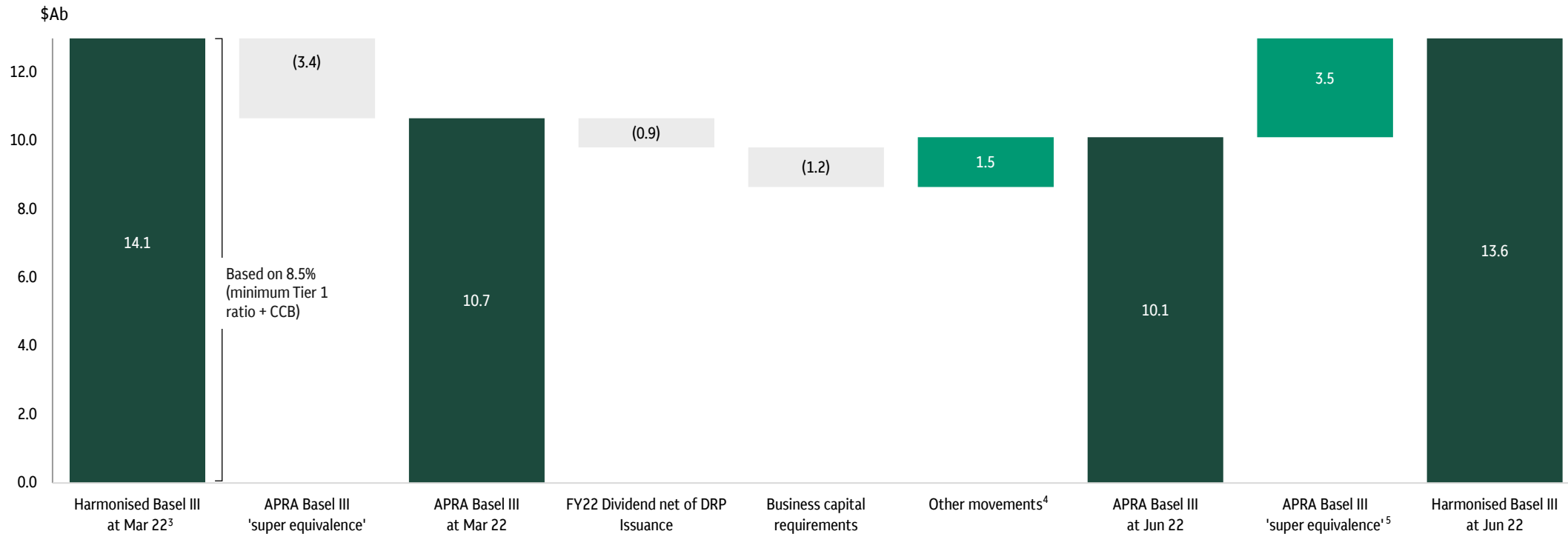
\$A7.0b Since
MAR 22

These charts represent Macquarie's funded balance sheets at the respective dates noted above. The funded balance sheet is a simple representation of Macquarie's funding requirements once accounting related gross-ups and self-funded assets have been netted down from the statement of financial position. The funded balance sheet is not a liquidity risk management tool, as it does not consider the granular liquidity profiling of all on and off-balance sheet components considered in both Macquarie's internal liquidity framework and the regulatory liquidity metrics. 1. Other debt maturing in the next 12 months includes Secured funding, Bonds, Other loans and Net trade creditors. 2. Debt maturing beyond 12 months includes Subordinated debt, Structured notes, Secured funding (including RBA TFF), Bonds, Syndicated loan facilities, Other loans and Wholesale issued paper not maturing within next 12 months. 3. Cash and liquid assets includes self-securitisation of repo eligible Australian assets originated by Macquarie and held as contingent collateral for RBA facilities (such as the CLF). 4. Other loan assets (incl. op lease) > 1 year includes Debt investments. 5. Equity investments and PPE includes Macquarie's co-investments in Macquarie-managed funds and other equity investments. 6. Total customer deposits as per the funded balance sheet (\$A110.4b) differs from total deposits as per the statutory balance sheet (\$A110.6b). The funded balance sheet reclassifies certain balances to other funded balance sheet categories. 7. Issuances cover a range of tenors, currencies and product types and are AUD equivalent based on FX rates at the time of issuance. Includes refinancing of loan facilities.

Basel III capital position

- APRA Basel III Group capital at Jun 22 of \$A34.1b; Group capital surplus of \$A10.1b^{1,2}
- APRA Basel III Level 2 CET1 ratio at Jun 22: 12.3%; Harmonised Basel III Level 2 CET1 ratio: 15.6%

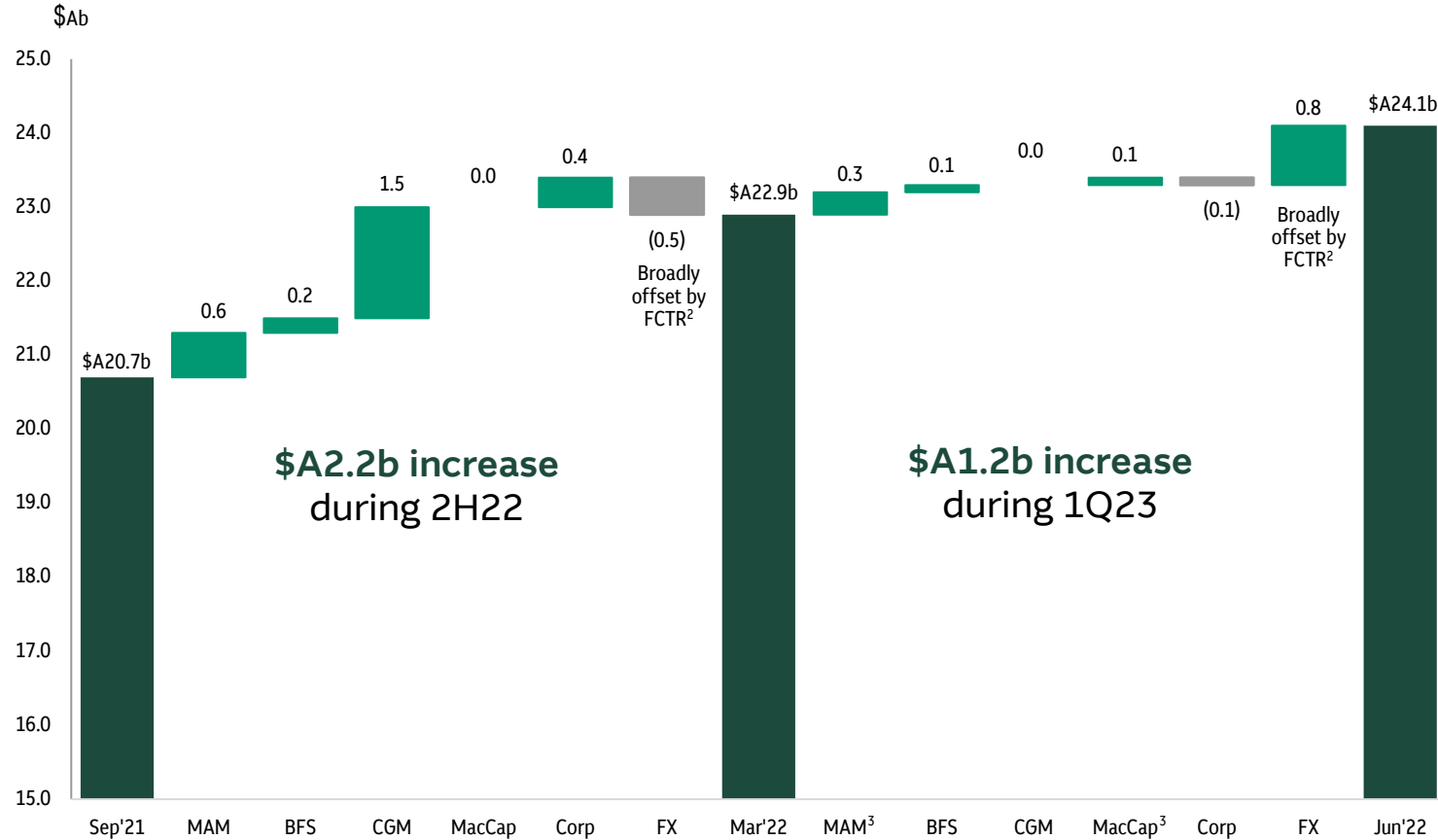
Group regulatory surplus: Basel III (Jun 22)



1. The capital surplus shown is above regulatory minimums including the capital conservation buffer (CCB), per APRA ADI Prudential Standard 110, calculated at 8.5% RWA on a Level 2 basis for MBL. This surplus also includes provision for internal capital buffers, forthcoming regulatory changes, as well as differences between Level 2 and Level 1 capital requirements, including the \$A500m Level 1 operational capital overlay imposed by APRA from 1 Apr 21. 2. Based on materiality, the 8.5% used to calculate the Group capital surplus does not include the countercyclical buffer (CCyB) of ~1bps. The individual CCyB varies by jurisdiction and the Bank Group's CCyB is calculated as a weighted average based on exposures in different jurisdictions. 3. Basel III applies only to the Bank Group and not the Non-Bank Group. 'Harmonised' Basel III estimates are calculated in accordance with the BCBS Basel III framework, noting that MBL is not regulated by the BCBS and so impacts shown are indicative only. 4. Includes current quarter P&L, treasury shares, movements in foreign currency translation and share-based payment reserves and other movements. 5. APRA Basel III 'super-equivalence' includes the impact of changes in capital requirements in areas where APRA differs from the BCBS Basel III framework, including the treatment of mortgages \$A1.5b; capitalised expenses \$A0.6b; equity investments \$A0.5b; investment into deconsolidated subsidiaries \$A0.2b; DTAs \$A0.6b; IRRBB \$A0.1b.

Business capital requirements¹

1Q23 business capital requirement growth of \$A0.4b excluding FX movements



1. Regulatory capital requirements are calculated at 8.5% RWA. 2. The foreign currency translation reserve (FCTR) forms part of capital supply and broadly offsets FX movements in capital requirements. 3. Quarter-on-quarter movements do not include the impact of the transfer of the Green Investment Group from MacCap to MAM on 1 Apr 22.

1Q23 key drivers

MAM

- Includes fund underwriting activity

BFS

- Growth in home loans, partially offset by run off in vehicles financing

Macquarie Capital

- Continued Principal Finance lending activity

Capital management update

Dividend Reinvestment Plan (DRP)

- The Board determined that a 1.5% discount would apply to shares allocated under the DRP for the 2H22 dividend
- On 4 Jul 22, 2,736,737 ordinary shares were issued and allocated at \$A177.11 per share¹ under the DRP reflecting a total issuance of \$A485m

Macquarie Group Employee Retained Equity Plan (MEREP)

- On 21 Jun 22, the acquisition of Macquarie ordinary shares pursuant to the Macquarie Group Employee Retained Equity Plan (MEREP) was completed. A total of \$A923m² of shares were purchased at a weighted average purchase price of \$A168.81 per share.

Loss-Absorbing Capacity (LAC) - Tier 2 Capital

- On 7 Jun 22, MBL issued \$A500m fixed-to-float and \$A350m floating rate Tier 2 capital as part of its programme to meet Loss-Absorbing Capacity requirements

Additional Tier 1 Capital

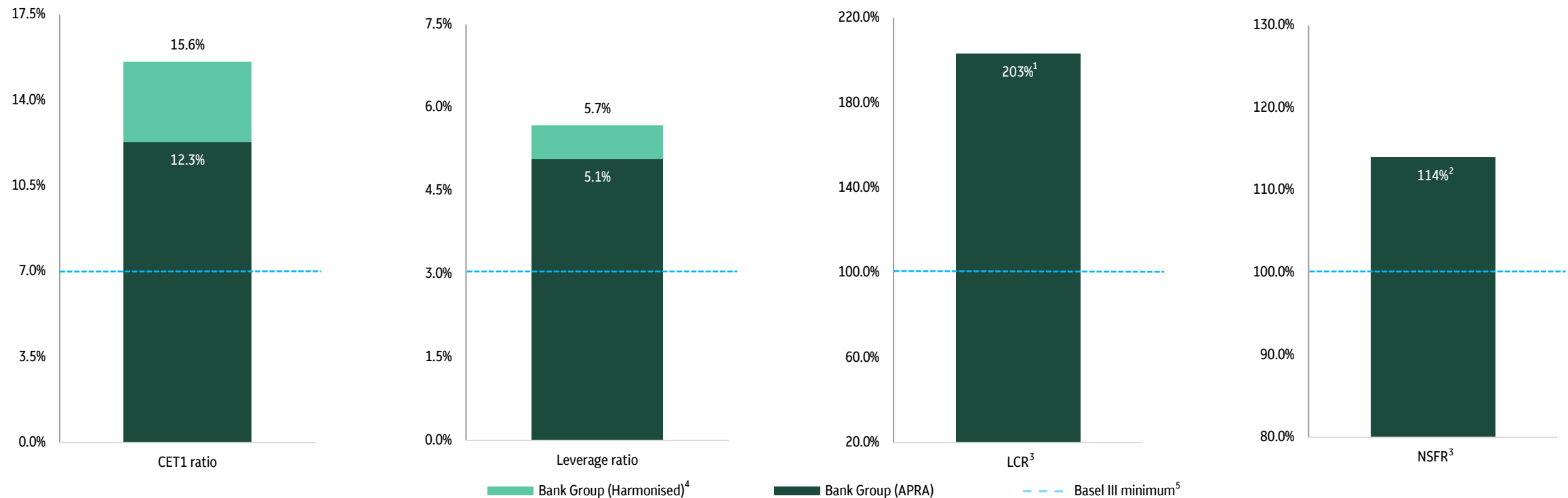
- On 15 Jul 22, MGL issued 7,500,000 Macquarie Group Capital Notes 6 (MCN6) at an issue price of \$A100 each, raising \$A750m

1. Determined in accordance with the DRP rules as the average of the daily volume weighted average price over the five business days from 23 May 22 to 27 May 22. 2. Comprising \$A338m off market and \$A585m on market purchases.



Strong regulatory ratios

Bank Group Level 2 Ratios (Jun 22)



1. Average LCR for Jun 22 quarter is based on an average of daily observations and excludes CLF allocation (221% including CLF allocation). 2. NSFR as at 30 Jun 22 excludes CLF allocation (116% including CLF allocation). 3. APRA imposed a 15% add-on to the Net Cash Outflow component of the LCR calculation, and a 1% decrease to the Available Stable Funding component of the NSFR calculation, effective from 1 Apr 21. The LCR Net Cash Outflow add-on increased to 25% from 1 May 22. 4. 'Harmonised' Basel III estimates are calculated in accordance with the BCBS Basel III framework, noting that MBL is not regulated by the BCBS and so impacts shown are indicative only. 5. Includes the capital conservation buffer in the minimum CET1 ratio requirement. APRA released the final 'Prudential Standard APS 110 Capital Adequacy' on 29 Nov 21 which has a minimum requirement for the leverage ratio of 3.5% effective 1 Jan 23.

Regulatory update

Australia

APRA has finalised or is in the process of implementing changes to a number of prudential standards¹. Macquarie notes the following key updates:

- On 27 Oct 21, APRA provided an update on the extended timelines for revisions and implementation of market risk prudential standards including APS 117 from 1 Jan 23 to 1 Jan 24; implementation of the Basel Committee on Banking Supervision's fundamental review of the trading book ("FRTB") through a revised APS 116 and an updated Credit Valuation Adjustment risk framework through a revised APS 180 will be conducted in parallel, with a planned effective date of 1 Jan 25 (previously 1 Jan 24)².
- On 29 Nov 21, APRA finalised its new bank capital framework, and will continue to consult with the industry on certain areas prior to the 1 Jan 23 implementation date³. The estimated pro forma impact on MGL's capital surplus above regulatory minimums as at 31 Mar 22 is a reduction of ~\$A2.3b⁴, largely on account of the increases to regulatory capital buffers. MGL's capital surplus has included a provision for these regulatory changes for some time.
- APRA's Prudential Standard Remuneration ("CPS 511") will come into effect for Macquarie on 1 Jan 23⁵. Work is underway to implement changes required to Macquarie's remuneration framework and we maintain regular dialogue with APRA on this topic. The Board undertook a review of the various components of remuneration to address certain aspects of CPS 511 (including the deferral arrangements for senior executives), as well as the evolving expectations of our stakeholders. As part of this review, the Board considered diverse perspectives, including those of shareholders and regulators, as well as global peer group benchmarking and increased global competition for talent in many of Macquarie's areas of activity. These changes are being implemented in a phased approach from FY22. Full details have been disclosed in the FY22 Remuneration Report.
- On 30 Jun 22, APRA released an information paper presenting the findings on the post-implementation review of Basel III liquidity reforms focusing on the core measures of the Liquidity Coverage Ratio ("LCR") and Net Stable Funding Ratio ("NSFR")⁶. The review found that the reforms have been effective in strengthening liquidity risk management and the financial resilience of the banking system, and a net benefit has been achieved in implementation. However, there remain some potential opportunities to improve the efficiency of the prudential framework that will be explored as part of a review of APS 210. APRA plans to consult on draft revisions to APS 210 in 2023, with a view to the revised standard coming into effect from 2025 onwards.
- APRA finalised its loss-absorbing capital requirements for the major banks in Dec 21 as an additional 4.5% of risk weighted assets to be met by 1 Jan 26⁷. APRA has confirmed that MBL will be subject to the same requirement.

Germany

- Macquarie continues to respond to requests for information about its historical activities as part of the ongoing, industry-wide investigation in Germany relating to dividend trading. As previously noted, in total, the German authorities have designated as suspects approximately 100 current and former Macquarie staff, most of whom are no longer at Macquarie. There has been an increase in German civil claims relating to dividend trading. While Macquarie disputes any such claims, it continues to provide for these and other German dividend trading matters.

1. These changes include APS 110, APS 112, APS 113, APS 115, APS 116, APS 117, APS 180, APS 210. 2. 'APRA releases updated timelines on the revisions to market risk standards'; 27 Oct 21. 3. 'APRA finalises new bank capital framework designed to strengthen financial system resilience'; 29 Nov 21. 4. This estimate includes the impact of finalised standards for APS 110, 112, 113 and 115. Assumes a default level Australian CCyB of 1.0%, which combined with the increase in the CCB of 1.25% gives rise to an increase in the regulatory minimum of 1.75% based on Macquarie's business and geographic mix as at 31 Mar 22. 5. 'APRA releases final remuneration standard'; 27 Aug 21. 6. 'Post-implementation review of Basel III liquidity reforms'; 30 Jun 22. 7. 'Finalising loss-absorbing capacity requirements for domestic systemically important banks'; 2 Dec 21.

04

FY23 Outlook

Shemara Wikramanayake

Managing Director and
Chief Executive Officer



Short-term outlook

Factors impacting short-term outlook

Annuity-style businesses

Non-Banking Group

Macquarie Asset Management (MAM)

- Base fees expected to be broadly in line, with raising and deployment in Private Markets and the impact of recent Public Investments acquisitions, substantially offset by unfavourable market movements
- Net Other Operating Income¹ expected to be down due to non repeat of MIC gains partially offset by higher performance fees
- Green Investment Group expected to be significantly down due to strong FY22 performance

Banking Group

Banking and Financial Services (BFS)

- Ongoing momentum in loan portfolio and platform volumes and deposits growth
- Market dynamics to continue to drive margin pressure
- Ongoing monitoring of provisioning
- Higher expenses to support volume growth, technology investment and regulatory requirements

Corporate

- Compensation ratio expected to be within the range of historical levels

Markets-facing businesses

Macquarie Capital (MacCap)

Subject to market conditions:

- Transaction activity is expected to be substantially down on a record FY22, with market conditions weakening during 1Q23 compared to the prior period
- Investment-related income expected to be up, with increased revenue from growth in the Principal Finance credit portfolio partially offset by lower revenue from asset realisations with fewer notable realisations expected compared to FY22
- Continued balance sheet deployment in both debt and equity investments

Effective 1 Apr 22 Green Investment Group transferred to operate as part of Macquarie Asset Management

Commodities and Global Markets² (CGM)

Subject to market conditions, which make forecasting difficult:

- Commodities income including the impact of timing of income recognition on gas transport and storage contracts is expected to be down following a strong FY22, albeit volatility may create opportunities
- Consistent contribution from client and trading activity across the Financial Markets platform
- Continued contribution from Asset Finance across sectors (excluding FY22 gain on disposal of certain assets)

1. Net Other Operating Income includes all operating income excluding base fees as well as income related to GIG. 2. Certain assets of the Credit Markets business and certain activities of the Commodity Markets and Finance business, and some other less financially significant activities are undertaken from within the Non-Banking Group.



Short-term outlook

The range of factors that may influence our short-term outlook include:

- Market conditions including: significant volatility events, global inflation and interest rates, and the impact of geopolitical events
- Completion of period-end reviews and the completion rate of transactions
- The geographic composition of income and the impact of foreign exchange
- Potential tax or regulatory changes and tax uncertainties

We continue to maintain a cautious stance, with a conservative approach to capital, funding and liquidity that positions us well to respond to the current environment



Medium-term outlook

Macquarie remains well-positioned to deliver superior performance in the medium term

Deep expertise in major markets

Build on our strength in business and geographic diversity and continue to adapt our portfolio mix to changing market conditions

- Annuity-style income is primarily provided by two operating groups' businesses which are delivering superior returns following years of investment and acquisitions
 - Macquarie Asset Management and Banking and Financial Services
- Two markets-facing businesses well positioned to benefit from improvements in market conditions with strong platforms and franchise positions
 - Commodities and Global Markets and Macquarie Capital

Ongoing program to identify cost saving initiatives and efficiency

Ongoing technology spend across the group

Strong and conservative balance sheet

- Well-matched funding profile with short-term wholesale funding covered by short-term assets, cash and liquid assets
- Surplus funding and capital available to support growth

Proven risk management framework and culture

Medium term

Annuity-style businesses

Non-Banking Group

Macquarie Asset Management (MAM)

- Global specialist asset manager, well-positioned to respond to current market conditions and grow assets under management through its diversified product offering, track record and experienced investment teams
- Commitment to achieving net zero emissions across the investment portfolio by 2040; integration of Green Investment Group to provide strong momentum as the low carbon transition accelerates

Banking Group

Banking and Financial Services (BFS)

- Growth opportunities through intermediary and direct retail client distribution, platforms and client service
- Opportunities to increase financial services engagement with existing business banking clients and extend into adjacent segments
- Modernising technology to improve client experience and support growth

Markets-facing businesses

Macquarie Capital (MacCap)

- Continues to support clients globally across themes including tech-enabled innovation, energy transition and sustainability
- Opportunities for balance sheet investment alongside clients and infrastructure project development
- Continues to tailor the business offering to current opportunities and market conditions including providing flexible capital solutions across sectors and regions
- Positioned to respond to changes in transaction activity

Commodities and Global Markets¹ (CGM)

- Opportunities to grow the commodities business, both organically and through acquisition
- Development of institutional and corporate coverage for specialised credit, rates and foreign exchange products
- Tailored financing solutions globally across a variety of industries and asset classes
- Continued investment in the asset finance portfolio
- Supporting the client franchise as markets evolve, particularly as it relates to the energy transition
- Growing the client base across all regions

1. Certain assets of the Credit Markets business and certain activities of the Commodity Markets and Finance business and some other less financially significant activities are undertaken from within the Non-Banking Group.

05

Formal Business

Glenn Stevens
Chairman





2022 Annual General Meeting

Macquarie Group Limited

28 July 2022



06

Glossary



Glossary

\$A / AUD	Australian Dollar
\$US / USD	United States Dollar
£ / GBP	Pound Sterling
€	Euro
1H21	Half Year ended 30 September 2020
1H22	Half Year ended 30 September 2021
1Q22	Three months ended 30 June 2021
1Q23	Three months ended 30 June 2022
2H21	Half Year ending 31 March 2021
2H22	Half Year ending 31 March 2022
2Q22	Three months ended 30 September 2021
ABN	Australian Business Number
ADI	Authorised Deposit-Taking Institution
AML	Anti-Money Laundering
ANZ	Australia and New Zealand
Approx.	Approximately
APRA	Australian Prudential Regulation Authority
ASX	Australian Securities Exchange
AUM	Assets under Management
BCBS	Basel Committee on Banking Supervision
BFS	Banking and Financial Services
Capex	Capital Expenditure
CCB	Capital Conservation Buffer
CET1	Common Equity Tier 1

CGM	Commodities and Global Markets
CLF	Committed Liquidity Facility
CMA	Cash Management Account
CRM	Customer Relationship Management
CY20	Calendar Year ending 31 December 2020
CY21	Calendar Year ending 31 December 2021
DCM	Debt Capital Markets
DPS	Dividends Per Share
DRP	Dividend Reinvestment Plan
DTA	Deferred Tax Asset
ECAM	Economic Capital Adequacy Model
ECM	Equity Capital Markets
EMEA	Europe, the Middle East and Africa
EPS	Earnings Per Share
EUM	Equity Under Management
FCTR	Foreign currency translation reserve and net investment hedge reserve
FX	Foreign Exchange
FY18	Full Year ended 31 March 2018
FY19	Full Year ended 31 March 2019
FY20	Full Year ended 31 March 2020
FY21	Full Year ending 31 March 2021
FY22	Full Year ending 31 March 2022
FY23	Full Year ending 31 March 2023
GIG	Green Investment Group

Glossary

IPO	Initial Public Offering
IRB	Internal Ratings-Based
IFRS	International Financial Reporting Standards
IMTT	International-Matex Tank Terminals
IT	Information Technology
LBO	Leveraged Buyout
LCR	Liquidity Coverage Ratio
M&A	Mergers and Acquisitions
MacCap	Macquarie Capital
MAM	Macquarie Asset Management
MBL	Macquarie Bank Limited
MD&A	Management Discussion & Analysis
MEIF1	Macquarie European Infrastructure Fund 1
MEIF3	Macquarie European Infrastructure Fund 3
MEIF4	Macquarie European Infrastructure Fund 4
MEREP	Macquarie Group Employee Retained Equity Plan
MFAA	Mortgage and Finance Association of Australia
MGL / MQG	Macquarie Group Limited
MGSA	Macquarie Group Services Australia
MIC	Macquarie Infrastructure Corporation
MiFID	Markets in Financial Instruments Directive
MIP I	Macquarie Infrastructure Partners Fund 1
MIP II	Macquarie Infrastructure Partners Fund 2
MPA	Mortgage Professional Australia

MSCIF	Macquarie Super Core Infrastructure Fund
MW	Mega Watt
MWDC	Mega Watt direct current
MW hr	Mega Watt hour
NGLs	Natural gas liquids
No.	Number
NPAT	Net Profit After Tax
NPC	Net Profit Contribution
NSFR	Net Stable Funding Ratio
OTC	Over-The-Counter
P&L	Profit and Loss
PPE	Property, Plant and Equipment
PPP	Public Private Partnership
RBA	Reserve Bank of Australia
ROE	Return on Equity
RWA	Risk Weighted Assets
SBI	State Bank of India
SME	Small and Medium Enterprise
SMSF	Self Managed Super Fund
TFF	Term Funding Facility
UK	United Kingdom
US	United States of America
VaR	Value at Risk