Vacquarie Group

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Macquarie at a glance

Empowering people to innovate and invest for a better future



Global financial group

- Headquartered and listed in Australia
- Top 10 Australian company¹
- ~£14 billion market capitalisation
- 15,849 employees in 31 markets
- £299.7 billion assets under management



Diverse business mix

Located in **31 markets**, we conduct a mix of annuity-style and markets-facing activities that deliver solid returns in a **range of market conditions**



Long-term orientation

- 51 years of unbroken profitability
- 29 years MBL S&P 'A' credit rating²
- · Strong funding and capital position

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Outcome-focused culture

- **Opportunity** for our clients, communities and staff
- · Accountability for outcomes
- Integrity in everything we do

All figures at 31 March 2020 throughout presentation, unless otherwise stated. 1. Based on market capitalisation. Sourced from Bloomberg 31 March 2020. 2. Upgraded to A+ in 11 December 2019. © Macquarie Group Limited



Global financial group



Australia and New Zealand

People **6,670**²

Assets under management **£57.5 billion** employing 7,000+ people³

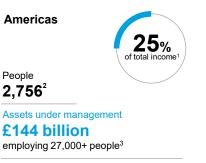
Asia 33% of total income¹ People 4,014²

13% of total income

Assets under management **£33 billion** employing 50,000+ people³

Europe, the Middle East and Africa

Assets under management **£65.2 billion** employing 57,000+ people³



 Represents net operating income at 31 March 2020, excluding earnings on capital and other corporate items.
 At 31 March 2020. 3. Includes staff employed at MIRA-managed fund assets and investments where Macquarie Capital holds a significant influence. 4. Includes staff employed in certain operationally segregated subsidiaries throughout the presentation.
 Macquarie Group Limited



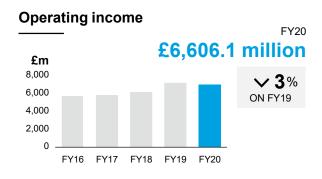
51 years of unbroken profitability

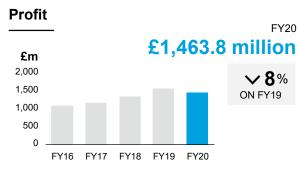


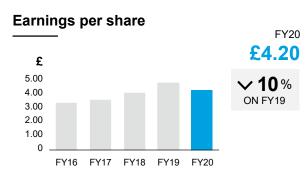
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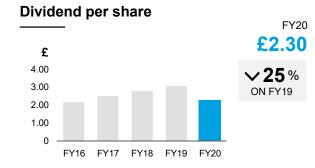
1.62	Performance (ASX: MQG)	Total shareholder return ¹	Earnings per share CAGR	Dividends per share CAGR	ASX 20 ²	Diversified Financials ²	MSCI World Capital Markets ²	MSCI World Banks ²	£1,463.8 million FY20 profit
1.35	Since listing	5,019%	11%	11%	2nd	1st	1st	1st	
1.08	5 year	50%	10%	5%	6th	3rd	15th	5th	
0.81									
0.54									
0.04									
0.27									
0.00 Ý	1821011 11213								&1, &1, &1, &1, &1, &1, &1, &1, &1, &1,

Consistent financial performance









Historical figures converted at FY20 FX rate for comparative purposes. Non-AUD figures have been converted at average FY20 FX rates. © Macquarie Group Limited



Diverse business mix



~37%

Annuity-style activities **Net Profit Contribution**

Macquarie Asset Management

Provides investment solutions to clients across a range of capabilities, including infrastructure and renewables, real estate, agriculture, transportation finance, private credit, equities, fixed income and multi-asset solutions

- Top 50 global asset manager¹
- £299.1 billion assets under management², diversified across regions, products, asset classes and investor types

Banking and Financial Services

Provides a diverse range of personal banking, wealth management, business banking and vehicle finance³ products and services to retail clients, advisers, brokers and business clients

- £39.1 billion funds on platform⁴
- £25.7 billion
 loan and lease portfolio⁵
- £31.6 billion total BFS deposits⁶

Commodities and Global Markets

Diverse platform covering more than 25 market segments, with more than 200 products

- Delivers a range of tailored specialised asset finance solutions across a variety of industries and asset classes
- Commodity market lending and financing provides clients with loans and working capital finance across a range of commodity sectors including metals, energy and agriculture

~63% Markets-facing activities Net Profit Contribution

Integrated, end-to-end

offering across global

fixed income, foreign

and technology

· Provides clients with

across physical and

financial markets

exchange, commodities

risk and capital solutions

markets including equities,

Macquarie Capital

Global capability in:

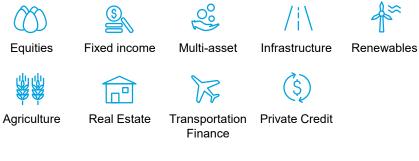
- Advisory and capital raising services, investing alongside partners and clients across the capital structure, providing clients with specialist expertise, advice and flexible capital solutions across a range of sectors
- Development and construction of infrastructure and energy projects, and in relation to renewable energy projects, the supply of green energy solutions to corporate clients



Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 1. P&I Largest Money Managers 2019. 2. As at 31 March 2020. 3. Includes general plant and equipment. 4. As at 31 March 2020, funds on platform includes Macquarie Wrap and Vision. 5. As at 31 March 2020, the loan and lease portfolio comprises home loans in Australia, loans to Australian businesses, vehicle finance and credit cards. 6. As at 31 March 2020, BFS deposits exclude corporate/wholesale deposits. @ Macquarie Group Limited

Macquarie Asset Management

Actively manages money for investors across multiple asset classes





£1,166.9 million

FY20 net profit contribution¹



 Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.
 Based on FY20 net profit contribution from operating groups. 3. At 31 March 2020. 4. Based on AUM. IPE Real Assets Top 75 Infrastructure Investment Managers 2019, published in July/August 2019. 5. P&I Largest Money Managers 2019.
 At 31 March 2020. Simfund Fund Family AUM (excludes passive/index funds).
 Macquarie Group Limited **No.1** infrastructure manager globally⁴

150+ infrastructure and real assets used by ~100+ million people every day



Top 50 global asset manager⁵

Top 50 US active mutual fund manager⁶





Banking and Financial Services

A technology-driven Australian retail bank and wealth manager

Personal banking Credit cards Home loans Bank accounts Vehicle finance Wealth management Investments Financial advice Wrap

Property services Professional services Dealer and wholesale finance

Business banking



£412.7 million

FY20 net profit contribution¹

More than **1.6 million** Australian clients

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 2. Based on FY20 net profit contribution from operating groups. 3. Winner in 2020 Mozo Experts Choice Awards for Exceptional Everyday Account, Excellent Banking App and Internet Banking / Macquarie Transaction account awarded a Canstar 5 star rating for outstanding value travel debit card / Winner in the 2019 Mozo Experts Choice Awards for Internet Banking and Exceptional Everyday Account / Winner in the 2018 Mozo Experts Choice Awards in the Travel Money/International Money Transfer category. 4. At 31 March 2020. © Macquarie Group Limited Award winning digital banking offering³

Australia's 1st open banking platform gives customers control over their data

A leading Australian vehicle financier **475,000+** vehicles

£31.6 billion total BFS deposits⁴

£25.7 billion⁴ Australian loan and lease portfolio

30+ years bringing innovation and competition to Australian consumers

Rebuilt our tech stack and are the first to offer lending and retail deposits on **one core banking system**



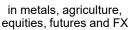




Commodities and Global Markets

Provides clients with access to markets, financing, financial hedging, research and market analysis and physical execution





20+ years in technology, media and telecoms (TMT) **15** years in energy, renewal

in energy, renewables and sustainability



£935.8 million

FY20 net profit contribution¹



Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.
 Based on FY20 net profit contribution from operating groups. 3. Platts Q4 – March 2020. 4. 31 March 2020. 5. At 31 March 2020 in the Specialised and Asset Finance (SAF) division. 6. At 31 March 2020, largest independent meter funder in UK, not part of a distribution network or vertically integrated utility. 7. SAF TMT origination data as at 31 March 2020. 8. 2019 Energy Risk Awards.
 Maccurate Group Limited

No.2

physical gas marketer in North America³

Differentiated insights on **1,200+** listed companies globally⁴

£4 billion asset finance portfolio⁵





10 million+ meters provided for homes and businesses⁶

Leased 2 million+

smartphones worldwide to telcos⁷

Natural Gas / LNG House of the Year⁸

Research House of the Year⁸

Macquarie Capital

Advises and invests alongside clients and partners to realise opportunity



Infrastructure





Financial institutions



Resources





Real estate

Green Energy



Consumer. Gaming & Leisure

鴌 Services



Aerospace, Defence & Government Services

Telecommunications

& Media

Healthcare

£404.7 million

Technology

Industrials

FY20 net profit contribution¹

£167.5 billion completed deals in FY20³

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 2. Based on FY20 net profit contribution from operating groups. 3. Dealogic and IJGlobal for Macquarie Group completed M&A, balance sheet investments, ECM and DCM transactions converted at the relevant report date. Deal values reflect the full transaction value and not an attributed value, 4. Inspiratia (CY19, by deal count and transaction volume), 5. Refinitiv (FY20. No.1 for completed deals in ANZ by deal count), 6. Partnership Awards 2019, 7. Inframation CY19 by deal value. 8. Global Finance (2019). © Macquarie Group Limited

No.1 Global Infrastructure Financial Advisor⁴

No.1 in ANZ for completed and announced M&A⁵

Financial Advisor of the Year⁶

No.1 Global Power Financial Advisor⁷

Global Finance Best Investment Bank Award 2019 Infrastructure sector⁸

Global leader in green energy

250+ green energy projects under development or construction

Best Education and Higher Education Project – Grangegorman Campus PPP⁶

Partnerships Bulletin Special Award – Acquisition of John Laing Infrastructure Fund⁶





Macquarie in the community

"

As a company is a member of the society in which it operates, it follows that one of its important duties is to work in a multitude of ways for the betterment of society. In the long run this is consistent with a company's duty to its shareholders."

David Clarke Macquarie Group Chairman 1984–2011



Macquarie Group Foundation £25.2 million

record contribution in FY20

46,000+ hours volunteered

1,600+ non-profits supported

More than **£202.4 million** contributed since **1985**



£9.9 million COVID-19 donation fund for organisations providing relief efforts

Macquarie Group Collection

Supporting emerging artists **since 1986**

Macquarie Sports

Sporting opportunities for children in regional and remote communities

Macquarie's response to COVID-19



Supporting our people, clients, portfolio companies and the wider community

Employees

- Moved >98% of staff to remote working by mid-March 2020 with no notable service interruption.
- Demonstrated resilience of our technology (reflecting high levels of routine flexible working).
- Continued candidate selection, onboarding and training of new hires virtually.
- Enhanced flexible leave and wellbeing programs.

Clients

- Repayment deferrals of six months:
- Personal Banking¹ clients: no penalty
- or credit score impact.
- Business Banking¹ clients: for all loans up to £5 million.
- Leasing¹ clients: 3-6 month payment deferrals available.
- Enhanced support for vulnerable customers.
- Expertise, advice and capital solutions to help clients and partners navigate COVID-19 and related disruption.

Portfolio companies

- Working with portfolio companies to ensure BCP, financial resilience and employee wellbeing.
- Maintaining essential community services to ~100 million daily users while practicing remote working.
- Capacity upgrades to MAM's digital infrastructure assets enabled smooth handling of activity increases from widespread remote working.
- Our portfolio companies have also:
- Repurposed carparks at MIRA's AGS Airports as mobile coronavirus testing centres;
- Donated PPE to healthcare workers from CLH and free parking from Empark;
- Trained nurses in COVID-19 testing with Penn Foster and are using DovelTechnologies analytics to review antiviral clinical trials.

Community

- £9.9 million allocation to Macquarie Group Foundation to help combat COVID-19.
- Foundation continues to match staff giving and support existing partners.
- BFS engaging workers furloughed by other employers to meet short-term call centre demand.
- CGM sourcing computer equipment for US-based educators.
- Macquarie portfolio companies:
- Achieve3000 offering 2 million low-income students in US with free access to its education platform.
- INEA providing free internet to teachers in Poland.

£9.9 million

COVID-19 donation

~100 million Daily users of essential services

~12% Clients accessing assistance²

> >98% Staff working remotely





Our culture **Our business approach**

© Macquarie Group Limited

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

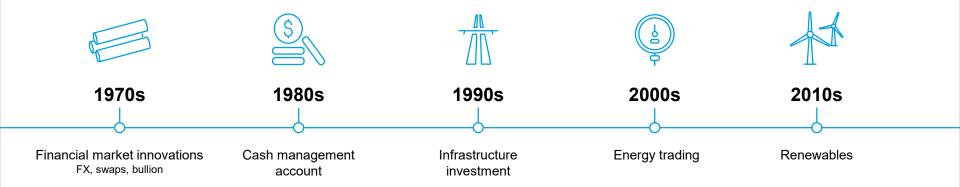
We thrive on new ideas



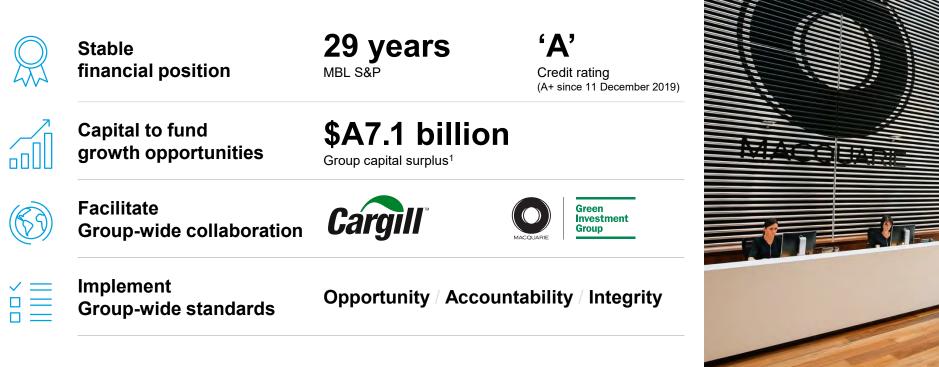
"

We have a bottom-up culture. We empower our people to make decisions quickly and react to what they see before opportunity passes."

Shemara Wikramanayake Chief Executive Officer



And equip our businesses to succeed



1. Calculated at 8.5% RWA including the capital conservation buffer (CCB), per APRA ADI Prudential Standard 110. Based on materiality, the 8.5% used to calculate the Group capital surplus does not include the countercyclical capital buffer (CCyB) of ~3bps. The individual CCyB varies by jurisdiction and the Bank Group's CCyB is calculated as a weighted average based on exposures in different jurisdictions. @ Macouarie Group Limited

Within a robust risk management framework







Ownership of risk at the business level

Understanding worst case outcomes

Independent sign-off by Risk Management Group

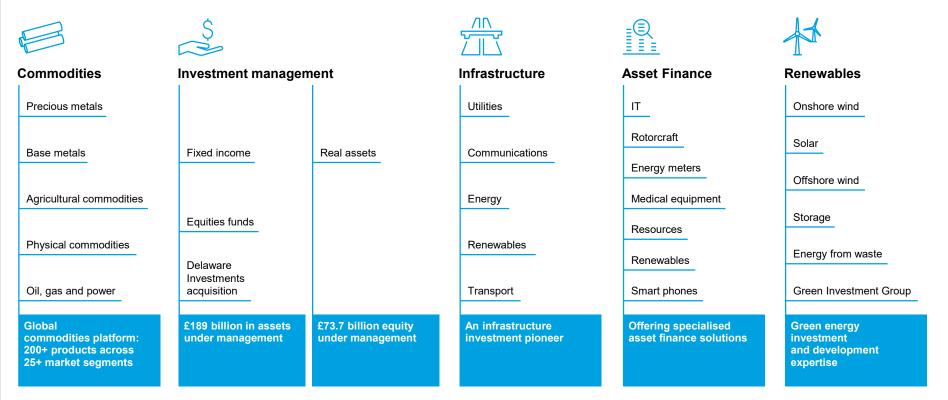
Principles stable for **30+ years**

A key factor in our 51 years of unbroken profitability



We build expertise and expand into adjacencies





A diversified business that is continually evolving

© Macquarie Group Limited

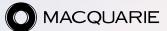
And adapt our portfolio mix for changing market conditions





1. Annuity-style income includes income derived from Macquarie Asset Management, Banking and Financial Services and parts of Commodities and Global Markets. % split is based on FY20 net profit contribution from Operating Groups. 2. International income includes income generated outside of Australia and New Zealand based on net operating income excluding earnings on capital and other corporate items. 3. Headcount includes certain staff employed in operationally segregated subsidiaries

Always mindful of our impact







~100 million people

use Macquarie-managed essential services daily



12,800 MW of renewable energy

assets in operation or under management



Carbon neutral

since 2010



£202.4 million

community commitment since 1985



140,000+ people

employed by Macquarie-managed assets



250+ green energy projects under development or construction



Emissions reductions

45% per capita from FY2010 baseline



21,000 suppliers globally

Environmental, Social and Governance





1. MW of renewable energy assets in operation or under management reflect 100% generating capacity of each asset, not the proportion owned/managed by Macquarie. 2. Equity investments are reported on a funded balance sheet basis and therefore exclude equity hedge positions and non controlling interests. Macquarie's carrying value of its interest in East Anglia ONE Limited is \$A2.8 billion, which has been partially funded with asset-specific borrowings of \$A2.3 billion at 31 March 2020. Total funded equity investments amount to \$A7.4 billion as at 31 March 2020. Total so requires staff to undertake mandatory online Code of Conduct training .4. Contribution 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 (including Year 1 donations for the 50th Anniversary Award).

A longstanding commitment to workforce diversity and inclusion

Our diversity is our strength and helps us deliver innovative and sustainable solutions for our clients, communities, shareholders and our people

68

nationalities, speaking **70+ languages**

50:50

gender balance in graduates and interns hired in FY20

ŶŶŶ

Year on year **increase in female representation** across total workforce

Over $\frac{1}{4}$

One-quarter of the Executive Committee and 36.4% of Macquarie's Board of Directors are female

8

Employee network groups include Gender, Pride, Culture & Heritage, First Australians, Families & Carers, Veterans, and Wellness



In the UK, ranked **No. 33** on top 100 employer in the Stonewall Workplace Equality Index \mathbb{Q}

Gold Employer status in the 2019 Australian Workplace Equality Index for LGBTI inclusion



Received 100/100 score in the 2020 **Corporate Equality Index rating** from the US based Human Rights Campaign



At Macquarie we seek to create a workplace where every person feels valued for their uniqueness and where different views and ideas are embraced."

Shemara Wikramanayake Chief Executive Officer



MACQ

Our culture Our community engagement

© Macquarie Group Limited

Macquarie **Group Foundation**

More than £202.4 million committed to community organisations since 1985



Grant-making focus



Supporting social and economic opportunities for young people

Capacity building in the community sector

Integrated approach



Staff-led philanthropy "

Our grassroots approach to philanthropy enables staff to support the community organisations they feel passionately about."

Lisa George Head, Macquarie Group Foundation

Supporting COVID-19 relief efforts

£9.9 million allocated to the Foundation to support non-profits working to combat COVID-19 and provide relief to affected communities

To date, the Foundation has allocated £2.3 million to non-profits focused on direct relief efforts providing critical food, medical support, humanitarian relief kits and information to a range of vulnerable groups affected by COVID-19 around the world.

£0.5 million has also been directed to research via the Burnet Institute for its large-scale study on isolation/quarantine and physical distancing, to assist in restoring economic and recreational activity.



The**Global**













Macquarie Group Collection



Established in 1987

Supports **emerging** Australian artists



Over **850 works** in 40 offices



Themed around the Australian landscape

James Tylor, *Un-resettling (A frame hut), 2013,* hand coloured digital print edition of 5, 50 x 50cm © the artist. © Macquarie Group Limited





"

The collection acknowledges Macquarie's heritage and reflects our culture as an organisation that actively explores ideas, supports emerging talent and embraces diversity of thought."

Helen Burton Director Macquarie Group Collection



Last Mile Health

Saving lives in the world's most remote communities

To find out more, visit macquarie.com/50award



The social need

The World Health Organisation estimates that 1 billion people in remote communities live without access to healthcare

The solution

Last Mile Health is expanding access to primary healthcare in sub-Saharan Africa by partnering with governments to recruit, train, equip, manage and pay national networks of community and frontline health workers

The award funding

The award funding will help Last Mile Health upskill 27,000 community and frontline health workers, strengthen existing operations in Liberia and expand to Malawi and Ethiopia, providing lifesaving community-based healthcare for up to 100 million+ people and directly reaching 9 million people



Monash University's World Mosquito Program

Protecting vulnerable communities from mosquito-borne diseases

To find out more, visit macquarie.com/50award



The social need

40% of the world's population live in areas vulnerable to devasting mosquito-borne diseases, including dengue fever, Zika virus, chikungunya and yellow fever. Around three billion people are at risk of contracting dengue fever alone each year

The solution

Monash University's World Mosquito Program has developed an innovative **natural and self-sustaining intervention** where a naturally-occurring bacteria called *Wolbachia* is introduced into the *Aedes aegypti* mosquito, the species most responsible for transmission of these diseases between people

The award funding

The award funding will expand the **World Mosquito Program to more than 20 countries** across Asia, the Americas and Oceania, accelerating it to reach its goal of protecting **100 million people by 2023**



Murdoch Children's Research Institute World Scabies Elimination Program

Taking action to eliminate scabies across the world

To find out more, visit macquarie.com/50award



The social need

200 million+ people worldwide are affected by scabies, a debilitating skin condition that can lead to severe skin infections and other fatal illnesses such as rheumatic heart disease

The solution

The Institute and its partners are using a medication called **ivermectin** to address the disease. Providing a single round of the drug in a community **can reduce the prevalence of scabies by 90% within 12 months**

The award funding

The award funding will be used to lead projects in Fiji and the Solomon Islands to **demonstrate that scabies can be eliminated.** 1.5 million people will be treated for scabies



Social Finance

Mobilising capital to drive social progress

To find out more, visit macquarie.com/50award



The social need

The United States is facing an entrenched workforce development crisis relating to the future of work while income equality in the US is the highest it's been since 1928

The winner

Social Finance uses innovative finance strategies, like social and career impacts bonds, to address declining economic mobility and a growing skills gap in the US economy

The award funding

The award funding will help launch 20-25 economic mobility Pay for Success projects, reaching an estimated 20,000-25,000 individuals over the life of the grant. The award will also provide seed capital for a \$US50 million evergreen fund, which will sustainably recycle returns and unlock additional impact investment capital, ultimately benefitting hundreds of thousands of low-income Americans



The Ocean Cleanup

Developing advanced technologies to rid the world's oceans of plastic

To find out more, visit macquarie.com/50award



The social need

1.8 trillion pieces of plastic are currently floating in the Great Pacific Garbage Patch (GPGP), and ocean plastic pollution costs the global economy \$US19 billion every year

The winner

The Ocean Cleanup's goal is to rid the world's oceans of **90 per cent of floating plastic by 2040.** The organisation is developing technological solutions to rid our world's oceans of plastic: one is a passive ocean clean up system to remove existing plastic pollution; and the second is the InterceptorTM, a new technology that intercepts plastic from rivers before reaching the ocean

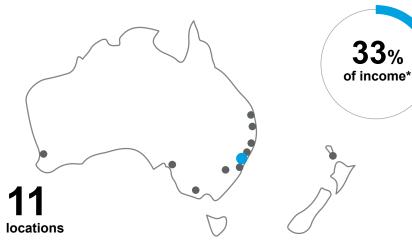
The award funding

The award will accelerate the critical development phase of The Ocean Cleanup's technology. Once the design is proven, The Ocean Cleanup can begin its scale-up to a full fleet of systems to be deployed across the GPGP and the remaining four gyres, and tackle the top 1,000 most polluted rivers responsible for 80% of the plastic outflow



Our global presence Australia and New Zealand

Macquarie in Australia and New Zealand





6,670

Global headquarters Sydney

AdelaideManlyAucklandMelbourneBrisbaneNewcastleCanberraParramattaGold CoastPerth

~£14 billion

market capitalisation¹ – one of Australia's largest listed companies

Leading positions in our home market

Operating since 1969

"

The strong business we built in Australia and New Zealand over half a century provided a platform and culture to grow globally."

Shemara Wikramanayake Chief Executive Officer

*Pie charts based on net operating income at 31 March 2020, excluding earnings on capital and other corporate items. 1. At 31 March 2020. © Macquarie Group Limited

Our business activities in Australia and New Zealand



Full-service offering across all business groups



Leading Australian equities research team



One of Australia's largest diversified farmers **4.8 million hectares**



Leading digital banking offering with features that are firsts in Australian banking



2020 Investment Manager of the Year¹ Leading Australian
 vehicle financier
 475,000+ vehicles

No.1 in ANZ for completed and announced M&A²

No.1 Financial Advisor in ANZ³

No.1 Financial Advisor in ANZ for PPP³

Retail banking and **financial services** portfolio includes⁴:

£39.1 billion

funds on platform⁵

£26 billion

Australian mortgage portfolio



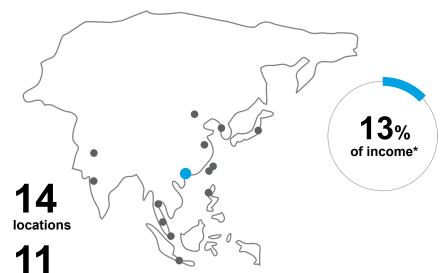
1. 2020 Financial Standard Investment Leadership Awards. 2. Refinitiv (FY20, No.1 for completed deals in ANZ by deal count). 3. Inframation (CY19 by value). 4. At 31 March 2020. 5. Funds on platform includes Macquarie Wrap and Vision. © Macquarie Group Limited

Our global presence Asia

MACQUARIE

- -

Macquarie in Asia



markets

4,014

Hong Kong

BangkokMumbaiBeijingSeoulGurugramShanghaiHsin-ChuSingaporeJakartaTaipeiKuala LumpurTokyoManilaKumbar



Local expertise and insight

linking Asia with the rest of the world

Established presence

in world's largest growth region

Regional presence since 1994

"

Asia is becoming more important to the world than ever before and we're able to **facilitate that connectivity.**"

Ben Way Chief Executive Officer, Asia

Our business activities in Asia



Singapore Warrants awarded 2019 Top Traded Leveraged Products Issuer for the third year in a row¹ ဂိ႙ဂိ 50% of staff in shared services, providing support to Macquarie's global businesses

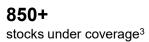


Licenced in 14 exchanges with execution capability in 16 across Asia²



A global integrated offering across equities, fixed income, commodities and foreign exchange

Q 9 D Drivina с С cross-border flows



Asia Electronic Execution team tops 2019 Greenwich rankings across seven categories⁴

1. Awarded by Singapore Stock Exchange 2. Macquarie is licensed to more than one exchange in 5 markets. 3. At 20 April 2020, covering 11 markets in Asia. 873 stocks to be precise. 4. Rankings are for Asia (ex-Japan and Australia) equities: (1) No. 1 Overall Product and Service Quality - Long Only, (2) No. 1 Best Implementation Shortfall Algo - All clients (up from #6 in 2018), (3) No. 1 Best Implementation Shortfall Algo – Large institutions (up from #10 in 2018), (4) No. 1 Best Implementation Shortfall Algo - All Long Only (up from #4 in 2018), (5) No. 1 Most Reliable and Easiest to Use - Long Only, (6) No. 2 Best VWAP Algorithm - Long Only (up from #6 in 2018), (7) No. 2 Best Opportunistic Algorithm - Long Only. 5. At 31 March 2020. 6. The Asset Triple A Infrastructure Awards 2019. © Macquarie Group Limited

£33 billion

assets under management⁵



Leading regional infrastructure and energy business



IACQUARIE



Renewable **Deal of the Year** Offshore Wind Farm⁶

Macquarie in China



20+

year of experience in the China market

people employed at invested assets¹

 $\mathcal{V}\mathcal{O}$





people in Macquarie's Greater China offices with 90+ in mainland China



Invested **4GW+**

of renewable energy capacity² across solar and wind

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Advised on M&A cross-border deals³ totalling over £10.9 billion

Supporting our community through the Macquarie Group Foundation

> Fundraising and volunteering Supporting education, environment and welfare projects for rural youth and local communities



650,000 sqm

mixed use cold and dry logistics platform



Comprehensive local and offshore commodities platform

Research, sales and trading capabilities over China equities

1. Including staff employed at MIRA-managed fund assets and assets MacCap has invested in. Includes permanent and temporary staff as well as construction workers. 2. Operating and under construction. 3. Over the past 3 financial years from 1 April 2017 to 31 March 2020. All data at 31 March 2020. © Macquarie Group Limited

Macquarie in South Korea



year commitment to South Korea

people employed in Macquarie's South Korean office



Comprehensive platform

Equities markets, commodities, asset finance, advisory and fund sales



Largest foreign asset manager in South Korea with

34 assets

across infrastructure, renewables, energy and IT sectors¹



Domestic and global funds

across equity and fixed income

Principal investment

focused on renewable energy sectors - fuel cell, offshore wind, data centres

Supporting our community through the Macquarie Group Foundation



Fundraising and volunteering Supporting vulnerable children and communities

10+ years of annual Community Volunteering Days

1. No. of assets is as at 31 March 2020 and excludes Daesung Industrial Gases (energy) & LG CNS (IT). All data at 31 March 2020. © Macquarie Group Limited

MACQUARIE

Macquarie in Taiwan





90+

years of experience in the Taiwan market



people employed across three office locations



Semiconductor

Leading equipment trading and advisory platform



Warrants Only foreign warrants issuer in Taiwan

~2GW

70+

of projects to provide power

to ~2 million homes

stocks under coverage¹

with expertise across

the technology sector

000

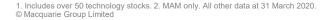


managed for investors² across public and private asset classes globally

Supporting our community through the Macquarie Group Foundation

Fundraising and volunteering

Supporting vulnerable children and local communities



Macquarie in Japan



ిగి 140+

people employed in Macquarie's Japan office



people employed at invested assets



Solar and wind development

platforms through partnerships with local companies Capital solutions

for small/mid-caps, blocks/warrants, arbitrage trading strategies and synthetics

Investment solutions

across alternatives and traditional asset classes for Japanese investors¹

Supporting our community through the Macquarie Group Foundation



Fundraising and volunteering Providing funds, mentorship and educational support for vulnerable middle school students

MACQUARIE

Hedging and finance solutions

1st electricity futures and derivatives

1st petrochemical and JCC² hedge FX and integrated products

Macquarie in India



ೆಗೆ 1,500+

year commitment to India

people in Gurugram support Macquarie's global operations across finance, risk and technology

120+

ىللە

1 5

stocks under research with a combined market cap of ~\$US1 trillion

Largest international investor in Indian toll roads

25,000+ hours of road safety training each year Supporting our community through the Macquarie Group Foundation

8,000+

beneficiaries of youth job training and career development programmes

مَنْ **≝ 270** million

 contributed via CSR since 2013, funding access to education, livelihoods, welfare and other support for vulnerable communities

Infrastructure advisor

National Highways Authority of India (NHAI)

Ministry of Finance (MOF)¹

Top 10 ranked

domestic equities broker and a **leading** research house

1. NHAI: Hybrid Annuity Model and Toll Operate Transfer initiatives. MOF: National Infrastructure and Investment Fund. All other data at 31 March 2020. © Macquarie Group Limited

Macquarie in Singapore





Top 5

awarded

Foreign broker,

Top SGX-ST

Member – Global²

<u>ిగి 350+</u>

year commitment to Singapore

people in Macquarie's Singapore office

Regional hub

ASEAN operations

commodities business

for Macquarie's

and regional

£0.8 billion total equity

ſ∷E

raised for LOGOS Property Group¹

Project advisory centre of excellence

Leading Asia Pacific infrastructure fund managing **£3.7 billion** across energy, infrastructure, utilities and technology assets³ Market leader

in listed warrants

Supporting our community through the Macquarie Group Foundation



Fundraising and volunteering Supporting at-risk vulnerable children and communities



4+ years of annual Community Volunteering Days

1. An Asia Pacific logistics real estate developer and fund manager. Equity raised for LOGOS's Singapore and Southeast Asian strategy since 2016. 2. 2019 Top SGX_ST Members – Global for the eighth year in a row awarded by Singapore Exchange. 3. For MAIF1 and MAIF2 funds. All data at 31 March 2020. © Macquarie Group Limited

Macquarie in the Philippines





്റ് 940+

people in Manila support Macquarie's global operations across operations, finance, technology and risk



Foreign broker Cash equities and research coverage¹

Supporting our community through the Macquarie Group Foundation



Fundraising and volunteering

Supporting access to education, social welfare, and support for at-risk vulnerable children and communities



organisations

actively supported by way of staff engagement, across the Philippines

Leading infrastructure asset manager \$US1.6 billion AUM across transportation, energy storage, geothermal, wind and solar

Infrastructure

M&A and PPP advisory business with a growing focus on renewable energy principal investments

Enough clean energy to power ~2 million households Energy Development Corporation

Our global presence Europe, the Middle East and Africa

MACQUARIE

Macquarie in Europe, the Middle East and Africa



markets

2,409 staff

Amsterdam **Braintree** Cape Town Coventry Dubai Dublin Dusseldorf

Edinburgh Munich Frankfurt Paris Geneva Reading Johannesburg Solihull Limerick Vienna Luxembourg Watford Zurich Madrid

29% of income*

"

Our business in EMEA has grown consistently, trebling in size over the past decade, driven by our leadership in infrastructure, energy and commodities. Our priority is to continue to support our existing clients in areas where we have an established presence, while expanding our footprint, capabilities and client base across other parts of the region."

Paul Plewman Chief Executive Officer. Europe, the Middle East and Africa Regional presence since 1994

MACQUARIE

Δ platform acquisitions in two years

*Pie charts based on net operating income at 31 March 2020, excluding earnings on capital and other corporate items. © Macquarie Group Limited

Our business activities in Europe, the Middle East and Africa





assets under management in EMEA¹

33 Infrastructure business assets under management²

Sponsor/Developer of the Year³

FY20 investments include⁴

Telecoms in the UK Superfast broadband in the UK

Fibre broadband in Spain Roads in the Netherlands Road tunnels in the UK Oil refinery in Sweden Social housing in the UK

A leading risk management provider in the **European Gas market**, actively supplying and trading across all liquid wholesale European gas hubs

At 31 March 2020. 2. Represents infrastructure portfolio businesses which MIRA manages on behalf of investors with various direct percentage stakes held in each. In some instances, portfolio businesses may operate multiple infrastructure assets. 3. EMEA and APAC Partnership Awards 2019. 4. Includes investments made through managed funds. 5. CY19 Infrastructure Investor. All other data at 31 March 2020.
 Macquarie Group Limited





Developing and managing new renewable projects, from wind power in Scandinavia to solar power in the southern Mediterranean





Macquarie in the United Kingdom



30 year commitment to the UK An established presence since 1989 **10** million+ meters provided for homes and businesses¹



people employed at invested assets²

👭 No. 1

Financial Advisor in UK for PPP Finance³

Financial Advisor in the UK for Infrastructure⁴

TTTP:

people employed across 3 offices Regional headquarters for EMEA in London Renewable energy global principal investment business The Green Investment Group – is led from the UK

\sim

Winner of 2019 Transition Manager of the Year⁵

World's largest infrastructure manager⁶ Our global infrastructure and real assets division is headquartered in London

1. At 31 March 2020, largest independent meter funder in UK, not part of a distribution network or vertically integrated utility. 2. At 31 March 2020. Including staff employed at MIRA-managed fund assets and assets MacCap has invested in. Includes permanent and temporary staff as well as construction workers. 3. Inframation (CY19 by Deal Value). 4. Inframation (CY19 by Deal Count). 5. 2019 Local Authority Pension Fund (LAPF) Investments Awards https://www.lapfinvestmentsawards.com/archive/2019-lapf-investments-awards. 6. Based on AUM. IPE Real Assets Top 75 Infrastructure Investment Managers 2019, published in July/August 2019. 7. The Community Resourcing Programme (CoRe) aims to capacity build the local non-profit sector by connecting London employees with local non-profits. All other data at 31 March 2020.

Supporting our community through the Macquarie Group Foundation



grant partners

MACQUARIE

funded supporting soc mobility opportunities for young people



2 years

of the CoRe programme which has supported 80 local charities with 12,000+ volunteers hours⁷



Our global presence Americas

© Macquarie Group Limited

50

Macquarie in the Americas





staff

North

Calgary Montreal Toronto Vancouver

USA – New York

Austin

Boise

Boston

Chicago Dallas

Houston

Nashville New York Orlando Philadelphia San Diego San Francisco Jacksonville San Jose Los Angeles Seattle Minneapolis Walnut Creek

25% of income*

South

Mexico Citv Santiago São Paulo



44

Macquarie has grown significantly in the US over the past decade. Our diversified businesses have allowed us to deliver steady performance for clients in the world's largest capital market, even in challenging conditions and a competitive landscape."

Shawn Lvtle Head of Americas Macquarie Group

Regional presence since 1991

Leading participant in changing US energy and infrastructure landscape

Providing asset management and advisory services in world's largest capital market

*Pie charts based on net operating income at 31 March 2020, excluding earnings on capital and other corporate items. © Macquarie Group Limited

Our business activities in the Americas



physical gas marketer in North America the highest ranked non-producer¹



cubic feet of natural gas volume traded across North America daily¹



Equal No. 1 **Financial Advisors** in the USA for Infrastructure²

65+

bookrun DCM deals completed in FY20 valued at over \$US43 billion³



US sector specialist Research, Execution, and Asia-Pacific Sales providing access to global markets

North America Natural Gas

Western US and Canada Dealer of the Year⁴

1. Platts Q4 - March 2020. 2. Inframation (CY19 by Deal Count). 3. Dealogic, at 31 March 2020. 4. No.1 in the 2020 Energy Risk Commodity Rankings, 5, At 31 March 2020, Simfund Fund Family AUM (excludes passive/index funds). 6. At 31 March 2020. 7. Excludes funds managed as part of Joint Ventures. © Macquarie Group Limited









£144 billion

assets under management⁶



infrastructure and real assets funds⁷

Macquarie in the United States



years in the US market

<u> ~~~ 2,500+</u>

people in Macquarie's US offices

people employed at invested assets¹

No.1 PPP Financial Advisers in USA²

locations connected

to our global platform

18



Top 50 US active mutual fund manager⁴

Awards rankings

- Winner of 2019 PDI Fund Financier of the Year⁵
- Equal No. 1 Financial Advisors in the USA for Infrastructure⁶

1. At 31 March 2020. Includes staff employed at MIRA-managed fund assets and assets MacCap has invested in. 2. Inframation (CY19 by Deal Value). 3. Platts Q4 – March 2020. 4. At 31 March 2020, Simfund Fund Family AUM (excludes passive/index funds), 5. Private Debt Investor Awards 2019, Fund Financier of the Year - Americas, 6. Inframation (CY19 by Deal Count). 7. Together with the Macquarie Group Foundation's eight college and career success grant partners. All other data at 31 March 2019. © Macquarie Group Limited

Supporting our community through the Macquarie **Group Foundation**

Helping

MACQUARIE

-000+low-income US college students secure paid internships in their field of interest⁷







Our expertise in focus Infrastructure

© Macquarie Group Limited

54

Our infrastructure expertise at a glance

Largest infrastructure manager globally¹





financial, investor and community outcomes



No.1
 Global Financial
 Advisor for PFI/PPP
 for Project Finance
 Financial Advisor⁴

20+ years

sector experience

Global Finance Best Investment Bank Award 2019 Infrastructure sector⁵

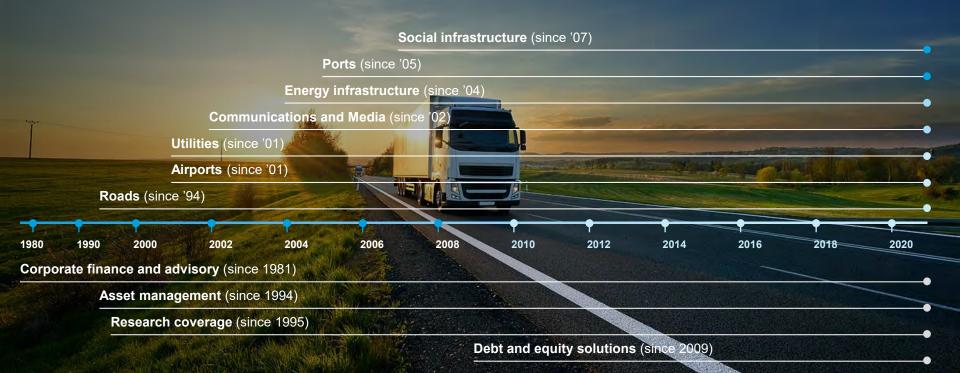
A pioneer in the global infrastructure sector

1. Based on AUM. IPE Real Assets Top 75 Infrastructure Investment Managers 2019, published in July/August 2019. 2. At 31 March 2020. 3. At 20 April 2020. 4. Dealogic by volume CY19. 5. Global Finance (2019). © Macquarie Group Limited



How we built our infrastructure expertise





Global opportunities in infrastructure

Urbanisation **68%**

world population to live in urban areas by 20501

Global infrastructure investment expected to reach **\$US79 trillion** bv 2040²

Growing demand for improved transport and digital infrastructure globally

megacities with populations exceeding 20 million operating by 20303

New infrastructure driving growth in emerging economies

Increased investor appetite for infrastructure

Macquarie continues to evolve its leading sector offering

1. United Nations, 2018. 2. World Economic Forum https://www.weforum.org/agenda/2019/01/infrastructure-around-the-world-failing-heres-how-to-make-itmore-resilient, 3, EY - The Power of Three https://www.ev.com/Publication/vwLUAssets/EY-the-power-of-three-for-smarter-more-resilient-cities/\$FILE/EY-thepower-of-three-for-smarter-more-resilient-cities.pdf © Macquarie Group Limited

There is a growing global need for quality infrastructure as urban populations grow and the world transitions to a low carbon economy."

Shemara Wikramanayake **Chief Executive Officer**



Case studies Infrastructure

=

© Macquarie Group Limited

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Developing key French transport infrastructure



Opportunity

APRR is the fourth largest motorway group in Europe, operating more than 2,300 km of toll roads across France that are relied on by approximately 23 million customers each year^{1,2}

Actions

Recognising the important role APRR's motorways play in connecting French communities and supply chains, MIRA and its co-shareholders supported the business as it developed its network, enhanced safety outcomes, reduced its environmental impact and improved the customer experience

Outcomes³

>€5 billion invested to expand and upgrade APRR's network

~50%

reduction in network fatalities and enhanced employee WHS record²

Reduced CO2 emissions

with new electric vehicle charging stations, car-pool car parks and an electrified service vehicle fleet Expanded wildlife crossings and tree planting to support local ecosystems

Enabled the development of **~200 km of motorway**

Improved efficiency

by widening roads and introducing automatic and non-stop tolling technology

Information accurate at 31 March 2020 unless otherwise stated. 1. By network length. 2. APRR Management Data, 2020. 3. Outcomes achieved during MIRA's 14-year association with APRR. © Macquarie Group Limited

Upgrading Korea's critical transport infrastructure network



Opportunity

The Incheon Bridge Project began during the Asian Financial Crisis in the late 1990s when the Korean government was developing Incheon City and its associated traffic network, intended to lay the foundation for reinvigorating Korea's economy and accelerating its recovery from the financial crisis

Actions

Macquarie Korea Infrastructure Fund contributed to the Project in 2006 in the capacity of a senior debt, subordinated debt and equity investor. The Project involved a 4-year construction period with a 30-year concession right to successfully operate the facility. In 2017, Macquarie acquired an additional 23 per cent equity stake to become the largest controlling shareholder of the Project

Outcomes

Incheon Grand Bridge has successfully closed a **vital infrastructure gap** in Korea

Driving Korea's economic growth and profile as one of the major **economic and logistics hubs of North East Asia**

Expansion of city development

Providing

~60k

daily users with direct travel access to Yeongjong Island and the Incheon International Airport

Clear shareholder roadmap for

- operational stability
- growth trajectory
- financial profitability

Supporting North America's largest and most energy-efficient seawater desalination plant

Opportunity

The Carlsbad Desalination Plant (Plant) is a seawater reverse-osmosis desalination plant located in Carlsbad, California, producing 54 million gallons of water per day. The plant is a true marquee asset in the infrastructure space, being the largest, most technologically advanced and energy-efficient seawater desalination plant in North America, and one of a very limited number of privately held water assets in the US

Actions

Macquarie Capital acted as exclusive financial adviser in the sale of 100% equity interests in the plant. Macquarie Capital was able to distill a complex project structure, technical details and documentation in a marketable due diligence, helping the vendors and bidders navigate critical permitting and approval processes. In addition, Macquarie Capital's Private Capital Markets team identified, attracted and managed strong interest from leading global infrastructure investors



Outcomes

The plant was sold to a consortium of Korean investors led by Aberdeen Standard Investments, **increasing its access to capital**

The plant provides 9% of San Diego County's water supply, which is enough to serve up to 400,000 people

Planned enhancements

to the plant, pipeline and existing San Diego Water County Authority (SDCWA) facilities

The plant continues to operate under a **30-year** water purchase agreement with SDCWA

Advising on the structuring and sale of a UK meter portfolio



Opportunity

Smart Metering Systems plc (SMS) sought to raise capital to fund their roll-out of smart meter assets under the UK Smart Meter Implementation Programme

Actions

Macquarie Capital acted as sole financial adviser to SMS on the successful structuring and carve-out of a portfolio of 183,000 I&C meter assets via a sale to Equitix Investment Management Limited for a total gross cash consideration of £291 million

Outcomes

Established a new source of additional funding for SMS, to enable their continued investment in the UK Smart Meter Implementation Programme

Execution excellence – maintained competitive tension during a turbulent UK economic and political environment to achieve a successful outcome for our client

Enabled the implementation of an enhanced long-term sustainable dividend policy and re-shaping of SMS' capital structure Macquarie Capital helped develop a bespoke structure to overcome contractual obstacles for our client and their counterparties

Smart meters facilitate a **cleaner**, greener and more efficient energy system – fundamentally supporting the transition to a more sustainable energy future

Delivering a world class court facility for the Australian Capital Territory

Opportunity

The ACT Law Courts Project was the Australian Capital Territory's (ACT) first public-private partnership, seeking to refurbish Canberra's existing court facilities through the construction of a four story building fronting Vernon Circle, joining the existing Magistrates and Supreme Court buildings

Actions

Macquarie Capital entered a Juris Partnership with Laing O'Rouke to design, construct, commission, maintain and finance the redevelopment of the Magistrates Court, and rebuild of the Supreme Court



Outcomes

Meeting the Territory's needs for the next 50 years in a **functional**, **flexible and sustainable way**

Completed on January 2020 with **no additional cost to the ACT Government**, despite experiencing multiple delays **350** new jobs created throughout the construction phase of the project

Facility features an **110KW** capacity solar photo-voltaic array

Opening-up the broadband network in Spain



Opportunity

The introduction of an independent wholesale fibre operator in Spain will create growth opportunities for the traditional telecoms players and facilitate new partners to enter the market by having access to a secure, flexible and first quality broadband proposal

Actions

Macquarie Capital, with co-investment from Aberdeen Standard Investments, created Spain's first independent wholesale only provider with the acquisition of a FTTH network covering ~940,000 building units from MasMovil, Spain's fourth largest telecoms company

Outcomes

Macquarie Capital is guiding the new company's growth through the **next stage of its development** with its expertise as a global infrastructure developer and flexible balance sheet capital

The new business will operate as an **independent wholesaler** providing capacity to internet service providers looking to supply broadband to homes and businesses Digital Infrastructure is an increasingly appealing asset class to infrastructure funds. As an immature infrastructure investment, fibre creates a great opportunity to **deploy capital** and generate a better **risk-adjusted return**

By investing in critical fibre projects, Macquarie Capital aims to improve business and people connectivity which should have a positive impact on the economy

Privatising the first Japan airport – Sendai Airport



Opportunity

Sendai Airport is one of Japan's largest and busiest international airports with 3.7 million passengers per annum¹. In 2011, the airport was severely damaged by the Great East Japan Earthquake and tsunami after which time, the Japanese government was looking for a bidder to revitalise and operate the airport's facilities

Information accurate at 31 March 2020 unless otherwise stated. 1. FY2019/2020. © Macquarie Group Limited

Actions

Combining our global network of infrastructure experience in airport privatisation and our local expertise, Macquarie Capital developed the consortium committed to revitalise Sendai Airport. From the early stages of the deal, we also advised public sector partners and investors on matters including transactional structure and rules as well as delivering tactical bid advice to maximise competitiveness in this landmark transaction

Outcomes

JPY2.2 billion (\$US21.1 million) contract agreement reached with a 30-year public service

with a 30-year public service concession scheme

1st Japan airport

to be privatised – a milestone in Japan's history of public-private partnerships in infrastructure Complete recovery from the impacts of Great East Japan Earthquake with modernised airport facility

Central transportation hub in north-eastern Japan, connecting >3 million passengers¹ annually to the Tohoku region

Transforming rental housing in the Netherlands into an investable asset class

Omegane

Opportunity

Following regulatory and structural changes to the housing market, buy-to-let (BTL) mortgages are in increasing demand in the Dutch private rental sector

Actions

Macquarie helped to establish Domivest, a specialist non-bank BTL lender in the Netherlands

Outcomes

First fully residential BTL trade in mainland EU

Launched via a **€250 million bond issue**, followed by a second **€318 million** bond issue that closed in March 2020

Inaugural issuance was **2.4 times oversubscribed**, with orders received from investors across Europe, the UK and the US Both bond issues attracted strong demand from existing and new clients

By financing professional landlords in the private rented sector, Domivest is **filling the gap** left by a shrinking social housing sector

Combined total of **over 2,500 BTL loans** provided since October 2017

Transforming the public transport network in South-East Queensland

Opportunity

South East Queensland is growing, with an extra 1.9 million people expected by 2036¹. To accommodate this rising population, the region needed a rejuvenated rail network to ease congestion and improve accessibility for those travelling to and from Brisbane's CBD

Actions

Macquarie Capital acted as exclusive financial adviser, Over Station Development adviser and debt arranger to the Pulse consortium² for the Cross River Rail (CRR) Tunnel, Stations and Development public private partnership (PPP)

Information accurate at 31 March 2020 unless otherwise stated. 1. https://buildingqueensland.qld.gov.au/wpcontent/uploads/2017/08/Executive-Summary.pdf. 2. Pulse consortium is led by CIMIC Group companies, Pacific Partnerships, CPB Contractors, and UGL with international partners DIF, BAM and Ghella. Information accurate at 31 March 2020. @ Macquarie Group Limited

Outcomes

The Tunnel, Stations and Development PPP is the largest of three packages as part of the broader CRR project

10.2km of new rail including 5.9km of twin tunnels and four new underground stations in Brisbane

Will support up to **7,700 jobs** during its 5-year construction period Enables a turn-up-and-go transport system across South East Queensland

Once operational, CRR will build capacity to enable **18,000 more seats** into Brisbane during morning peak

Will **reduce road users** on key feeder roads into Brisbane

Revitalising toll roads in Japan's Aichi prefecture

Opportunity

Under the Japanese government's Japan Revitalisation Strategy, the country was actively promoting public-private partnerships to rejuvenate and introduce efficient management of its infrastructure. In 2015, the Aichi Prefectural Road Public Corporation was seeking a strong bidder for the concession to operate eight toll roads in the Aichi prefecture

Actions

Macquarie Capital acted as an exclusive financial adviser to the consortium, utilising our strong expertise in debt raising and strong relationships with major Japanese banks which resulted in a successful bid which required the procurement of financing for the first privately operated toll road project in Japan



Outcomes

Aichi Road Concession, Inc. established to operate eight toll roads spanning a total length of 72.5km

1St toll road privatisation in Japan

3rd infrastructure privatisation project in Japan

\$US1.31 billion (JPY137.7 billion) for the concession rights

28 years

weighted average concession term in five separate concessions

Once-in-a-century upgrade to London's water supply



Opportunity

A Macquarie-led consortium acquired a stake in Thames Water on behalf of investors in 2006, when the company faced criticism for underinvestment and missing leakage targets

Actions

First new investment in Victorian pipes to improve water quality and built a desalination plan to improve security of supply for London homes and businesses

Outcomes

Expanded waste treatment capacity

Generated **267GWh**

of its own energy in 2016/17, from renewable sources

Average **£1 billion** annual investment over **12 years** 9 million+ water customers

15 million+ waste water customers

Completed Lee Tunnel

 the largest capital project in UK's privatised water industry

22% reduction in leakage rates

First major road crossing of the River Thames in 30 years

Opportunity

The Silvertown Tunnel Project is expected to ease congestion and increase public transport usage in East London. The project being tendered by Transport for London is to build a new tunnel under the River Thames for access to the East of London

Actions

Macquarie Capital acted as a lead equity sponsor and sole financial adviser to the RiverLinx Consortium which has been appointed by Transport for London to design, build, finance, operate and maintain the Silvertown Tunnel project

Outcomes

A new **1.4km twin-bore**

road tunnel under the River Thames easing congestion in East London

UK's first road tunnel to have **dedicated bus lanes** in both directions

A vital piece of infrastructure which will support **London's** future population growth Designed to primarily **relieve congestion** on the 122-year old Blackwall Tunnel, it will be the first major road crossing of the River Thames in 30 years

Expected to increase public transport usage by up to **30%**

Complex transaction including difficult ground conditions

Replacing essential infrastructure connecting New York and New Jersey



Opportunity

To replace the existing, functionally outdated Goethals Bridge, opened in 1928

Actions

Through a public-private partnership, a Macquarie-led consortium is constructing a new, modern bridge to support economic activity in the region

Outcomes

Increased capacity – **3 lanes** in each direction

Delivered **best value proposal** to the public authority, including risk transfer

~\$US872 million

10-foot-wide pedestrian and bicycle walkway

Improved **safety environment** – separate span for traffic traveling in each direction

2,000+ direct jobs

Providing quality drinking water to China's growing cities

Opportunity

The eight million residents of China's Shenyang City were historically supplied tap water from lower quality underground sources

Actions

A Macquarie-managed fund acquired a joint controlling stake in a water portfolio in Shenyang, to complete one of China's largest tap water treatment plants

Outcomes

Exceeds highest standards of tap water quality

Providing clean drinking water to ~500,000 residents in Shenyang **301 million cubic metres** of high quality surface water provided in 2017

Contributing to Chinese Government's 2020 environment and drinking water objectives

Provides **50%** of Shenyang's total water usage

Financing social, affordable and shared ownership housing in West London

Opportunity

The shortage of affordable homes in West London, coupled with high property prices, continues to drive the need for lower cost housing solutions

Actions

Macquarie provided a long-term debt facility to the charitable Shepherds Bush Housing Association (SBHA) on behalf of investors, enabling them to boost the delivery of social, affordable and shared ownership housing



Outcomes

Supporting SBHA's ambition to improve the **provision of affordable housing** in West London

200

more affordable homes per year in the next **four** years

Connecting like-minded pension schemes and insurance funds with socially conscious borrowers

Meeting the **longer-term funding requirements** of SBHA to support future investment

£150 million

in financing facilities to help SBHA grow its development pipeline made up of **£50 million** committed and **£100 million** uncommitted facilities

Investing in a European transport and logistics hub

Opportunity

A Macquarie-led consortium acquired a stake in Brussels Airport following its privatisation in 2004

Actions

Macquarie and its co-shareholders oversaw a €1 billion capital expenditure programme over 15 years to transform the airport into a leading European transport and logistics hub

Outcomes

64% increase in annual passenger numbers¹

60+ new destinations¹

Contributed €3.2 billion in added value to the Belgian economy each year

Major terminal upgrade

MACQUARIE

New airport business district and world-class cargo facilities

Achieved **carbon neutral** status in 2018²

Generating **20,000+** jobs in the region

Developing an important link in the global supply chain



Opportunity

Positioned at the crossroads of the Baltic's deep-sea trading routes, Gdańsk had the potential to become the world's gateway to the fast growing markets of Central and Eastern Europe

Actions

A Macquarie-managed fund¹ led the greenfield development and operation of DCT Gdańsk, driving its evolution from an undeveloped stretch of waterfront to Poland's largest and fastest growing container terminal

Outcomes

Oversaw a significant capital investment programme over 13 years

Generating **thousands** of direct and indirect jobs

Capacity to handle ~3 million shipping containers each year² Established a **reliable** and **cost effective** alternative to the ports of Northern Europe

Improving the efficiency of **Polish exports**

Contributing **€2 billion** in additional customs duties and

tax revenue for Poland each year

Information accurate at 31 March 2020 unless otherwise stated. 1. 64% stake. 2. Twenty-foot equivalent units (TEU). © Macquarie Group Limited



Our expertise in focus Energy

Our energy expertise at a glance

13.6% of total funded loan equity investments exposed to renewable energy¹



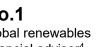
No.2 physical gas marketer in North America³



years' sector experience



2.2% of total funded equity investments exposed to conventional



No.1 global renewables financial advisor⁴

energy¹

Research across 45+ energy stocks⁵

450+ green energy and investment specialists⁶

10 million+

meters provided

for homes and

businesses²

Leading

developer

global renewables

Capabilities across the energy spectrum

1. Equity investments are reported on a funded balance sheet basis and therefore exclude equity hedge positions and non controlling interests. Macquarie's carrying value of its interest in East Anglia ONE Limited is \$A2.8 billion, which has been partially funded with asset specific borrowings of \$A2.3 billion at 31 March 2020. Total funded equity investments amount to \$A7.4 billion as at 31 March 2020 (\$A5.9 billion at 31 March 2019). 2. At 31 March 2020, largest independent meter funder in UK, not part of a distribution network or vertically integrated utility. 3. Platts Q4 – March 2020. 4. Inspiratia (CY19, by transaction volume and deal count). 5. At 20 April 2020. 6. Includes operating platform employees. All data at 31 March 2020. © Macquarie Group Limited



How we built our energy expertise





Global opportunities in energy



SF-

Renewable energy will account for ~50% of installed capacity by 2030¹

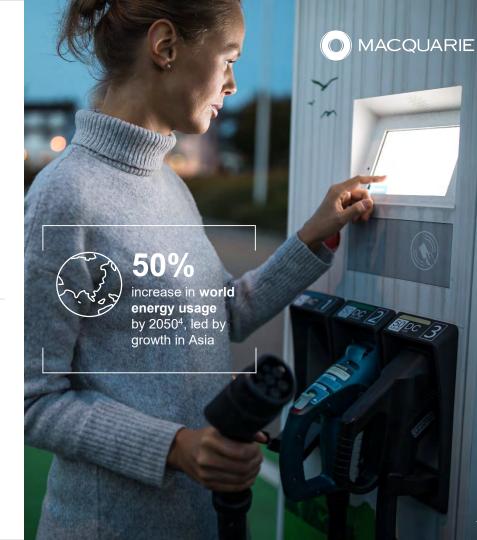


US to become a **net exporter** of energy by 2020²

Electric vehicles predicted to account for **50%** of new car sales globally by 2035³

Powering the transition to a low carbon economy

1. Future Energy Asia, 2018. 2. US Energy Information Administration, 2019. 3. Electric Vehicle Uptake: Modelling a Global Phenomenon 2019 https://www.bitre.gov.au/sites/default/files/bitre-report-151.pdf. 4. International Energy Outlook 2019 https://www.eia.gov/outlooks/ieo. @ Macquarie Group Limited





Case studies Energy

Accelerating the green energy transition with Savion

Opportunity

Savion LLC is an integrated US solar and energy storage development platform with industry-leading enterprise and site evaluation systems. Macquarie's Green Investment Group (GIG) backs developers globally to invest in, manage and provide services to green energy projects, advancing its vision to create a leading solar and energy storage development platform in the US

Actions

Backed by the belief that the US solar market presents an attractive investment opportunity, GIG acquired Savion in March 2019. The acquisition secures an additional 6GW development pipeline of utility-solar and storage projects, setting the stage for Savion's continued growth and a shared partnership with Macquarie Capital

Outcomes

10GW

solar and energy storage development pipeline

11GW

of total solar and energy storage projects

124 current projects in various stages

25 US states with Savion projects in various stages

Attracting further investment and jobs in regional South Australia



Opportunity

With its strong wind resource and proximity to the national transmission grid, the Carmody's Hill wind farm development will support further investment and job creation in regional South Australia. Construction is expected to commence in 2022

Actions

Together with Georgetown Hills Renewable Energy, Macquarie Capital is developing the Carmody's Hill wind farm, a high quality onshore wind farm development with up to 270MW capacity, c. 180km north of Adelaide, South Australia

Outcomes

Equivalent to powering **179,000 homes** with renewable energy once operational¹

688,000 tonnes

of reduced CO2 emissions per annum once operational²

\$A115-130 million

forecasted economic benefit during the construction and operational phases

Creating 200 direct and 320 indirect jobs during construction and 20 full time and support roles (up to five direct and three indirect local to the project) during the operation and maintenance phase

Information accurate at 31 March 2020 unless otherwise stated. 1. Based on an average Australian house usage of 5,200kwh. 2 Based on average Electricity Sector Emissions 2018/19 0.739 CO2e/MWh (Australian Government Clean Energy Regulator). © Macquarie Group Limited Positioning Preem, Sweden's largest refiner, to expand its renewable fuel capacity



Opportunity

To meet the demand in growth associated with national and European environmental legislation, Preem set out to expand its clean fuel business

Actions

Preem mandated Macquarie to lead, arrange and co-underwrite a \$US540 million loan facility structure

Outcomes

Macquarie succeeded in creating a **term loan structure** that accommodated Preem's working capital financing requirements

The transaction enabled Preem to refinance its existing debt ahead of further investment in its Göteborg refinery The transaction supported Preem's commercial goals to **expand production of hydrogen and renewable diesel** at its Göteborg refinery

The transaction further positions Preem **to increase its renewable fuel production** as part of its transition to clean fuels

Building Los Angeles' energy grid for tomorrow with AMS, CIT and Tesla

Opportunity

The rapid growth of renewables coupled with the retirement of aging power plants has created significant stress on California's electrical grid. To address this, Advanced Microgrid Solutions (AMS) developed an aggregated fleet of battery-based energy storage systems for large-load commercial and industrial customers

Information accurate at 31 March 2020 unless otherwise stated. Macquarie Group Limited

Actions

Macquarie Capital acquired a 62MW in-development portfolio of distributed battery storage systems from AMS in 2016. Macquarie Capital structured, arranged and established a bankable contractual framework to secure \$US200 million of project capital to design and build the fleet using Tesla batteries. The financing, with CIT Bank, was one of the largest project financing deals in the emerging sector, and an industryfirst for this asset in the US 

Outcomes

62 MW / 342 MWh fleet of behind-the-meter battery storage

Landmark industry-first project financing in the emerging behind-the-meter energy storage sector

\$US200 million of project capital to roll-out the portfolio

Alleviating California's electrical grid congestion

Customer electricity bills lowered across the West Los Angeles Basin

Diverse grid services

from flexible reserve capacity to voltage management

Enabling energy supplier roll outs of smart technology in the United Kingdom



Opportunity

So Energy is one of the UK's fastest growing energy suppliers and Macquarie is one of the UK's largest meter asset providers

Actions

In partnership with Morrison Data Services, we are funding So Energy's installation of second-generation (SMETS2) smart meters for UK energy consumers

Outcomes

Macquarie will fund a material proportion of So Energy's smart meter roll out

This creates a platform to support other independent energy suppliers to deliver their own smart meter programmes

These programmes can combine meter procurement, installation and maintenance

This programme **supports the UK Government's commitment** to help consumers better manage their energy use

It enables and delivers a smarter grid for the connection of electric vehicles, distributed generation and home energy management devices

Capturing geothermal energy to power the Philippines



Opportunity

The Philippines' energy needs are expanding, driven by population growth and urbanisation, with 7GW more power generation facilities required over the next five years¹

Actions

A Macquarie-led consortium acquired 47.5 per cent of the world's largest vertically integrated geothermal company, Energy Development Corporation, through a public tender offer

Outcomes

Working alongside a **Strong local partner**

Provides 1.4GW

of clean energy to the local community

Contributing to the Department of Energy's **2016–2030** energy roadmap

90% of energy generated contracted for an average eight years

Information accurate at 31 March 2020 unless otherwise stated. 1. https://uk.reuters.com/article/uk-philippinesenergy/philippines-seeks-investors-to-power-growth-extra-7000-mw-needed-idUKKBN1661BF. © Macquarie Group Limited

Supplying affordable and reliable electricity to Sydney's Greater West and the Illawarra



Opportunity

Sydney's Greater West is one of the fastest growing regional economies in Australia, requiring increasing levels of reliable power

Actions

Macquarie led a consortium of investors to acquire a 50.4 per cent stake in Endeavour Energy, with a five year plan in place to continue downward pressure on electricity bills while maintaining a safe and reliable network

Outcomes

Reducing operating expenses per customer to maintain the **lowest network bill** in NSW

\$A6.2 billion electricity distribution network serving **2.4 million+** people

Investing efficiently to replace ageing equipment and connect ~105,000 new customers over five years Connecting to solar, batteries, microgrids and smart meters, providing customers with **choice and control**

59,000km+ power lines

430,000+ power poles

164 zone substations

120,000 customers with renewable generation

Helping to meet the energy needs of Washington State



Opportunity

Washington State is focused on providing resilient, reliable and sustainable energy generation for its growing population

Actions

In February 2009 Macquarie led a consortium of investors in the take-private of Puget Sound Energy and has supported the company to improve energy delivery for its 1.5 million customers

Outcomes

More than \$U\$7 billion

of capital expenditure invested across the business

Added 400+MW

of hydro, wind and solar generation

Replaced coal-based generation with **renewable energy**

More than **3,100 employees** in 2018, **up** from 2,800 in 2008

First-quartile ranking for **employee safety** each year since 2012

Improved regulatory outcomes and stakeholder relationships

Information accurate at 31 March 2020 unless otherwise stated. On August 8, 2018, the MIRA entities that hold interests in Puget signed binding agreements to divest such interests. The sale is subject to customary closing conditions. © Macquarie Group Limited

Giving consumers better control of their energy use



Opportunity

As part of a plan to upgrade energy supply and improve efficiency, the UK Government has mandated the adoption of smart meters to reduce carbon emissions

Actions

Since being awarded its first gas and electric meter installation contract in 2003, Macquarie has become the largest independent¹ smart meter owner in the UK, helping consumers to better control their energy use and what it costs them

Outcomes Largest

independent¹ smart meter owner in the UK

Installed smart meters in

~6 million

UK homes and commercial premises by 2021

~20% of UK smart meter market

Contracts to own and deploy **10 million+**

residential smart gas and electricity meters in UK to 2021

Ensuring the provision of gas and electricity meters for energy suppliers

Opportunity

As traditional energy meters are no longer manufactured ahead of the UK's mandated smart meter rollout, existing traditional energy meters can be refurbished, allowing energy suppliers to continue to service their customers

Actions

Macquarie's Meter Processing Centre stores and refurbishes high quality, pre-used traditional meters to ensure ongoing supply and service delivery, while lowering costs and reducing waste

Outcomes

Investment in **equipment**, **systems and processing** to increase the volume, quality and efficiency of refurbished meters

Building a stockpile of **260,000**

refurbished meters for future use

Providing **lower cost** traditional meters for energy suppliers and their customers

~10,000

traditional meters refurbished and redeployed **per month**

560,000+

traditional meters refurbished and redeployed **in total**

Our expertise in focus **Technology**

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ARIE

Our technology expertise at a glance



Research across **280+**

telco, media and technology stocks¹



open banking platform



Australian bank with lending and retail deposits powered by **one core banking system**



ంగిల్లి Leading advisor for IPOs

in Australia with dominant market share in technology sector IPOs³

Equipping our business – and our clients – for the **technology revolution**

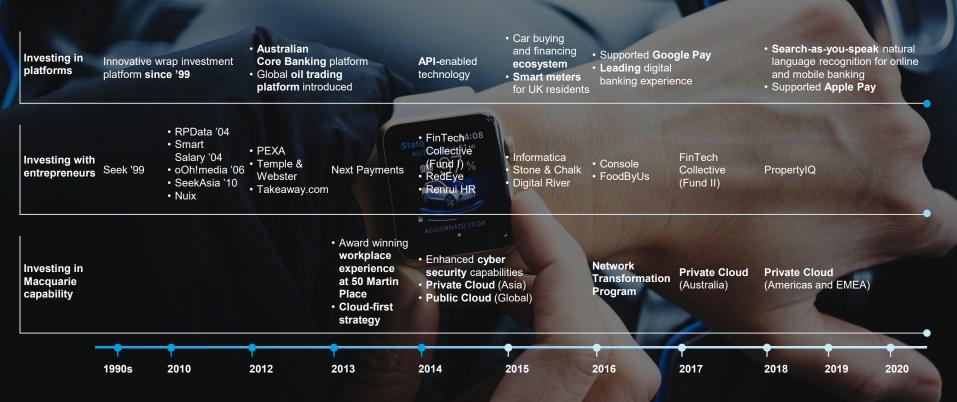
1. At 20 April 2020. 2. Winner in 2020 Mozo Experts Choice Awards for Exceptional Everyday Account, Excellent Banking App and Internet Banking / Macquarie Transaction account awarded a Canstar 5 star rating for outstanding value travel debit card / Winner in the 2019 Mozo Experts Choice Awards for Internet Banking and Exceptional Everyday Account / Winner in the 2018 Mozo Experts Choice Awards in the Travel Money/International Money Transfer category. 3. Dealogic at December 2019. Number of deals – ASX tech IPOs >A\$50m since 2009. © Macquarie Group Limited



MACQUARIE

How we built our technology expertise





Global opportunities in technology



Al to provide \$US14 trillion

economic boost to developed economies by 2035¹



The brain-computer interfaces market is expected to reach **\$US283 million**

in value by 2025³

~5 million 5G subscriptions in 2019
– expected to increase to
1.9 billion by 2024⁴

Global number of IoT-connected

devices to reach

43 billion by 2023

up 300% from 2018²

Helping entrepreneurs develop our future technologies

1. Unleashing AI Power https://www.accenture.com/us-en/insight-ai-industry-growth 2. McKinsey & Company https://www.mcKinsey.com/industries/private-equity-and-principal-investors/our-insights/growing-opportunities-in-the-internet-ofthings. 3. Bloomberg 2019 https://www.bloomberg.com/press-releases/2019-06-06/global-brain-computer-interface-bci-marketprojected-to-be-worth-us-283-04-mn-by-2025-with-high-incidence-of-brain-disorders. 4. The Evolution of 5G Promises Powerful New Features and Capabilities https://www.bloomberg.com/press-releases/2020-01-16/the-evolution-of-5g-promises-powerful new-features-and-capabilities. 5. Global Ecommerce, eMarketer, June 2019. 6. China Internet Watch, China Internet Statistics, June 2019. @ Macouarie Group Limited



ecommerce market⁵

MACQUARIE

of the Chinese population are still not on the internet⁶

Case studies **Technology**

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ARIE

Investing in the future of transport with Via

Opportunity

Via is an on-demand transit provider focused on shared rides, with services in more than 20 cities and 700+ million global rides to-date¹. In early 2020, Via initiated a fifth round of financing to further advance its vision of a more efficient, accessible and equitable public mobility model

Actions

In a Series E financing led by EXOR, Macquarie Capital contributed to a capital raise that values the company at \$US2.25 billion. Macquarie Capital's investment was backed by the firm belief in Via as the mobility-tech platform with the greatest long-term potential, and in the creation of value through a strategic partnership



Outcomes

Strategic partnership established with Macquarie Capital, driving shared mission of next-gen transportation infrastructure that is scalable, energy-efficient, technology-led and affordable

Equity raise currently values Via at **\$US2.25 billion** Through increased **access to capital**, Via is well-positioned to continue powering the next generation of public transportation

Via to leverage its emergency services and transit network optimisation expertise to help communities impacted by COVID-19

Creating a leading experience for Australian home loan customers

Opportunity

To offer a leading experience for Australian home loan customers

Actions

- Used Human Centred Design to create an exceptional customer experience on the home loan journey
- Invested in our teams and processes to deliver industry leading turnaround times for clients and brokers
- Developed a leading digital banking experience for clients, using world class technology
- Launched a real-time home loans originations platform, delivering far greater speed and efficiency
- Simplified our offering to focus on Macquarie branded home loans, with a strategic focus on lower risk loans

Outcomes

An award winning home loan offering for Australian homebuyers, a growing share of the competitive Australian home loan market, all while maintaining our prudent approach to lending

Leading turnaround times for home loans – 2 days median time to formal approval for fully documented loans

Award-winning digital banking experience with Australian first features for clients

Tier 1 Lender of the Year at the 2019 Mortgage Choice Awards

Shortlisted in the Major Lender category of the MFAA Banking Awards in all states and territories for 2020

Home loan portfolio of **\$A52.1 billion**, up 35% on March 2019

Settlements growth of 75%1

Portfolio overweight in **sub 70%** LVR loans

More than 90% of home loans originated through brokers

20% share of the broker market for <=70% LVR, an increase of 14% on the prior corresponding period²

Information accurate at 31 March 2020 unless otherwise stated. 1. FY20 versus FY19. 2. Comparator QMD for home loans as at December 2019 / December 2018. © Macquarie Group Limited

Meeting the liquidity needs of private credit funds

Opportunity

Traditional financing products with lengthy negotiation processes were limiting the agility of investment managers to source and deploy capital to fund transactions

Actions

Providing flexibility and speed to market, Macquarie introduced Settlement Solutions – a repo-like liquidity product that bridges short term capital needs and alleviates operational challenges



Outcomes

Bridges to capital calls, syndication, co-investments, and new debt and equity capital in as little as 2 weeks

Facilitates optimal allocation of new and existing deals

Hedging in multiple currencies to manage FX exposures

Closed

\$US7 billion+1

of trades across **250+ private debt deals**, facilitating efficient flow of capital across all industry sectors

Winner of 2019 PDI Fund Financier of the Year²

Delivering innovative solutions for over one million Australian businesses and accountants

Macquarie

Opportunity

Macquarie Capital advised private equity firm KKR on its acquisition of MYOB, Australia's leading accounting and business management software which provides accounting, payroll, tax, practice management, CRM, job costing, and inventory solutions. Headquartered in Melbourne, Australia, MYOB provides software solutions to ~1.2 million businesses and accountants across Australia and New Zealand

Actions

Macquarie Capital used its deep expertise to navigate complexities unique to the acquisition, including pre-bid tactics, offer price revisions, and responding to an activist attempt to influence the transaction

Outcomes

Privatisation

accelerating MYOB's ambitions to develop new innovative business solutions for customers

~1.2 million

businesses and accountants across Australia and New Zealand to benefit from KKR's partnership

Full-service capabilities

offering M&A and debt capital markets expertise

Providing deep sector knowledge and demonstrating leadership in M&A, securing our position as **exclusive** buy-side adviser to KKR Supporting the growth of a leading specialist in testing and compliance services



Opportunity

Premier Technical Services Group (PTSG) provides tech-enabled specialist testing and compliance services to over 20,000 customers in the UK. It ensures the safety of life-saving systems like fire and fall-arrest protection in buildings across the nation

Actions

Macquarie Capital and our co-investors provided capital and financial expertise to acquire the business in a public to private deal and enable PTSG to realise its growth ambitions as a private company

Outcomes

Supporting PTSG management's ambition to continue delivering strong growth supported by highly recurring testing and maintenance revenue

Macquarie Capital completed an acquisition of the UK's PTSG for more than £300 million **200,000** buildings inspected annually to ensure statutory and regulatory compliance

Ongoing commitment to employee safety having been distinguished by official safety bodies since 2011

Future growth to be realised through a combination of continued organic growth and targeted acquisitions

Expanding academic opportunities for healthcare professionals across the US



Opportunity

Founded in 1992, Unitek Learning (Unitek) is an industry-leading nursing and medical services education provider in the US, producing highly qualified, licensed healthcare professionals. To support its continued growth, Unitek was seeking additional investment and a partner with capital resources, healthcare expertise and a proven track record in the education sector

Actions

Macquarie Capital advised Unitek on its sale to the Vistria Group. Macquarie Capital structured a highly competitive and targeted sale process, focused on investors with proven success in education and healthcare. Along with highlighting Unitek's robust enrolment pipeline and industry-leading student outcomes, Macquarie Capital's comprehensive approach helped ensure a successful outcome for shareholders

Outcomes

Increased **access to capital**, allowing Unitek to grow and transform its business

Unitek is one of the largest **nursing footprints,** with **14 campuses** across the Western US Unitek is well-positioned to enhance its capabilities, technologies and learning opportunities for students

Unitek continues to deliver highly qualified nurses to the US healthcare system

Enabling the healthcare workforce in the US



Opportunity

Orbis Education Services, LLC builds strategic partnerships with academic institutions and healthcare systems to deliver healthcare education programs, helping address the shortage of skilled healthcare workers in the US. In 2018, Orbis was seeking additional investment in its fastgrowing business and a partner with capital resources and cultural compatibility

Information accurate at 31 March 2020 unless otherwise stated. Macquarie Group Limited

Actions

Macquarie Capital acted as the exclusive sell-side adviser to Orbis on its sale to Grand Canyon Education, Inc. (GCE) – a leading service provider in the education, healthcare, business and liberal arts disciplines. Macquarie Capital's unique dual-track process including buyout and pre-IPO recap provided shareholders significant optionality and maximised competitiveness, driving further value by focusing prospective investors on the growth trajectory of Orbis and its steady-state profitability

Outcomes

A definitive business combination agreement between Orbis and GCE

GCE acquired all the **outstanding stock** of Orbis in cash

Increased **access to capital** enabling Orbis to address nationwide shortage in licensed healthcare professionals Orbis' **academic** and **healthcare partnerships** remain in place

Increasingly diversified client base for GCE

Orbis' **operations** continue to operate from Carmel, Indiana with **new locations** opening in the future

Connecting global investors to China's sought-after unlisted technology companies

Opportunity

China's technology sector has been growing rapidly over the past decade, as home to six of the 10 largest "unicorns" (unlisted firms worth over \$US1 billion) in the world¹

Actions

Macquarie is bringing together global investors with China's leading private telecommunications, media and technology companies, to create opportunities for both sides



Outcomes

Pre-IPO investment in some of China's fastest-growing disruptive companies in:

- Transportation and logistics
- Lifestyle
- Delivery
- Online education
- Travel and tourism

Expected **\$US1.5 billion+** of private placement transactions² Providing a gateway to investors from the US, the Middle East, Europe and across Asia

Supplying capital and liquidity

to China's entrepreneurs who are changing their society

Digitally disrupting Australian retail banking



Opportunity

Australians expect their banking experience to feel like the social and digital services they use every day

Actions

Macquarie's highly personalised and intuitive digital banking experience uses the same technology as Netflix and Facebook

Outcomes

Award-winning digital banking for customers **Technology-led innovation**

1St of a kind features in Australia

First Australian bank

with retail lending and deposits on a real time banking platform

Australia's

1st open banking platform

Driving innovation in retail financial services



Opportunity

Australian consumers have continually sought advancements in the delivery of banking and financial services

Actions

Macquarie has a long history of introducing innovative products to the Australian market, improving competition and increasing efficiencies for consumers

Outcomes

Introduced Australia's first Cash Management Trust in 1980 pooling retail funds to provide wholesale interest rates

Pioneered the Australian RMBS market in 1992 promoting greater competition in the home loans market

Created **DEFT in 1995**, Australia's first rental collection payment system Launched a **Wrap platform in 1999** which has since become one of Australia's largest wrap platforms

Created a leading **digital banking experience in 2016** with features that are firsts in Australian banking

Introduced Australia's first open banking platform in 2017 giving customers control over their own data

Introducing an innovative way to pay property deposits



Opportunity

Despite instant payments in other areas, Australian homebuyers were still expected to bring a pre-issued bank cheque to property auctions

Actions

Macquarie created Australia's first mobile payment platform to allow buyers to pay deposits online

Outcomes

Improved customer experience for Australians in competitive property auctions

First-of-its kind digital platform: **DEFT Auction Pay**

1,000+ transactions since August 2017 Brought Australia's property auctions into the **digital age**

Reduced back office administration for agents

Enables deposits to be paid online in

2 minutes



Our expertise in focus **Commodities**

© Macquarie Group Limited

Our commodities expertise at a glance



115+ products

across 15+ market segments, covering agriculture, energy and metals

$\hat{\gamma}$

In-house technical experts including: logistics experts, geologists, meteorologists, petroleum and mining engineers, data scientists, and quant finance and theoretical physics PHDs Electricity and Environmental Products House of the Year¹



No.2 physical gas marketer in North America – the highest ranked non-producer² Natural Gas/ LNG House of the Year³

\$

Risk and capital **Solutions** across **physical and financial** markets J. M

~12 billion cubic feet of natural gas volume traded across North America daily²



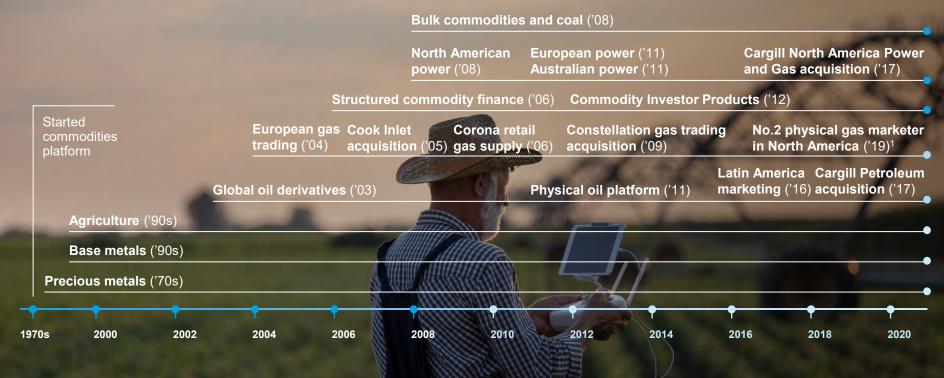
One of the longest **track records** in metals markets globally for a financial institution – **40+ years** MACQUARIE



A core Macquarie business for four decades

How we built our commodities expertise

Expansion into adjacent spaces through acquisitions and organic growth



MACQUARIE

Global opportunities in commodities

Changing energy market dynamics



58% increase in global power demand by 2040¹ Global population **10 billion** by 2050²



50% increase in global food production³

Requires a

4

Lithium demand to double or even triple by 2030⁴ as electric vehicles and their batteries surge in popularity US to become a net exporter of energy by 2020⁵

Mid-2020s – US becomes world's largest liquefied natural gas exporter⁶

Providing access across the commodities spectrum in **a dynamic global market**

1. Bloomberg, 2017. 2. United Nations, World Population Prospects 2019 https://population.un.org/wpp/Publications/Files/WPP2019_10KeyFindings.pdf. 3. Food and Agricultural Organisation, United Nations 2017. 4. Commodities and Development Report 2019

https://unctad.org/en/PublicationsLibrary/ditccom2019d3_en.pdf. 5. US Energy Information Administration, 2019. 6. International Energy Agency, 2017. 7. World Energy Outlook 2019 https://www.iea.org/reports/world-energy-outlook-2019/electricity#abstract.

© Macquarie Group Limited



Africa's increase in oil consumption to surpass China's by 2040⁷

MACQUARIE



Africa's population expected to increase by half a billion people by 2040⁷



Case studies Commodities

© Macquarie Group Limited

Helping sustain global food supplies





Opportunity

Ammonia is a globally traded commodity critical to the agriculture and manufacturing industries. Most commonly used in the production of fertilisers, it is essential to helping boost crop yield and feeding the world's growing population. As demand for the chemical continues to rise so will the need for energy and chemical producers to increase output and ultimately help sustain global food supplies

Information accurate at 31 March 2020 unless otherwise stated. Macquarie Group Limited

Actions

Macquarie Capital, Agrifos and Mabanaft joined forces to develop Gulf Coast Ammonia (GCA) which. upon completion, will be both the largest single train ammonia loop and largest ammonia storage tank in the world. Macquarie Capital's energy principal team provided fundamental guidance on the commercial structuring of the Texas-based project while sourcing and negotiating key offtake agreements. Macquarie Capital's industry-leading infrastructure advisory team successfully led the construction equity raise and advised on the debt structuring in a first of its kind transaction for US infrastructure capital

Outcomes

The **world's largest** single train ammonia loop

1st ammonia transaction

completed in the US project finance commercial lending market

1.3 million tons of ammonia annually

+1,000 jobs at peak construction

Shaping the future of sustainable commodity markets

Opportunity

First exchange that uses machine learning and AI to convert ESG data into digital, environmental commodity attributes to be traded with, or disaggregated from, physical commodities

Actions

Issued by Sydney and San Francisco-based Xpansiv CBL Holding Group (XCHG), Macquarie, as part of a consortium, invested in a \$US25 million convertible note round

Outcomes

Investment anticipates the evolution of the commodities market, and **Macquarie's** growing presence in sustainable commodities

Data is captured at source onwards and provides environmental provenance and visibility over the commodity's **GHG footprint and other ESG characteristics** XCHG platform empowers participants to value products based on **environmental impact**, water usage and carbon emissions

XCHG will be a key enabler for Macquarie's wider **carbon offset financing and trading business** Acquisition brings iconic Australian gold asset under 100% domestic ownership for the first time



Opportunity

Following the sale of Barrick Gold Corporation's 50% interest in the Kalgoorlie Super Pit to Saracen Mineral Holdings in November 2019, Northern Star Resources Limited and Macquarie Capital quickly pivoted to engage with Newmont Goldcorp Corporation regarding the possible sale of its remaining 50% interest in the asset

Actions

Macquarie Capital assisted Northern Star to successfully negotiate, finance and agree the terms of the \$US800 million transaction with Newmont. Macquarie Capital acted as financial adviser to Northern Star on the acquisition and as global coordinator, joint lead manager, bookrunner and underwriter to the associated \$A765 million equity raising

Outcomes

100% Australian ownership of Kalgoorlie Super Pit

590kozpa

average gold production over the last two calendar years, Australia's 3rd largest gold mine

80Moz

gold endowment as part of the greater Golden Mile and Mt Charlotte Systems



Offering clients a deeper, broader global energy team



Opportunity

Macquarie saw the opportunity to expand the depth and breadth of its global energy platform, adding new capabilities and expertise

Actions

Completing the acquisitions of the Cargill Petroleum and Cargill North America Power and Gas businesses, Macquarie has grown the services and support it provides to customers

Outcomes

Enhanced capability, adding **110+** energy specialists

Expanded geographic coverage

Access to new markets and customers

Increased oil logistics

capability across Latin America, China, Africa, the Middle East

Greater oil insights

Expands coverage of North American gas and power

Maximising primary production through precision farming





Opportunity

Demand for food is being driven by global population growth, and increasing urbanisation and wealth in emerging markets

Actions

Precision farming technologies have been introduced to the 90,000 hectares of cropping farmland owned by a Macquarie-managed fund

Outcomes 20 years of experience in agriculture

32% above Australian national average for **primary winter crop production yield** in 2017

Employs 300+ people from local communities

90,000 hectares

managed down to 2cm accuracy

60%

reduction in chemicals using weedseeker technology, reducing environmental impact

Drone and satellite technology monitors crops



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Our expertise in focus **Renewables**

© Macquarie Group Limited

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Our renewables expertise at a glance



£10 billion

renewable energy assets under management¹



No.1 global renewables

financial advisor²



Leading

global renewables developer $\bigcirc \oslash$

450+

green energy and investment specialists³

£4.4 billion

invested in or arranged in green projects in FY20



European Renewables Deal of the Year – East Anglia ONE⁴



Renewable Energy Deal of the Year

– Formosa 1
 Offshore Wind Farm⁵

A global leader in the transition to a greener economy

At 31 March 2020. 2. Inspiratia (CY19, by transaction volume and deal count). 3. Including investment platform personnel.
 CY19 Infrastructure Investor. 5. The Asset Triple A Infrastructure Awards 2019.
 Macquarie Group Limited



Best syndicated green loan⁵



How we built our renewables expertise



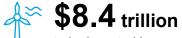
Green Investment Bank acquisition ('17)

Geothermal ('17)

	Solar PV (since '08)
	Biomass (since '05)
	Landfill gas/Biogas (since '05)
	Hydro (since '05)
	Onshore Wind (since '05)
	Renewables (since '05)
	Energy Infrastructure (since '04)
Mete	ers (since '03)
Power (since '97)	
+ +	
2000 2002	2004 2006 2008 2010 2012 2014 2016 2018

199

Global opportunities in renewables





to be invested in wind and solar globally by 20501

expected increase in green energy generation globally from 2018 to 2025¹



of US coal-fired power set to be retired by 20251



of total electricity globally will be wind and solar by 20251



40% increase year-on-year globally in energy storage deployment until 2025²

A powerful platform supporting the **next phase of expansion** in renewable energy

1. BNEF. 2. IRENA, 2020 https://www.irena.org/newsroom/articles/2020/Mar/Battery-storage-paves-way-for-a-renewable-powered-future. © Macquarie Group Limited

What's going on in green energy globally is an exciting story presenting opportunities that we have the expertise to pursue."

Daniel Wong Co-Head of Macquarie Capital





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Case studies Renewables

© Macquarie Group Limited

Powering the first offshore wind farm in Taiwan



Opportunity

Taiwan is prioritising renewable energy development. The Government aims to increase electricity generated from renewable power from 5% now to 20% in 2025, including 5.5GW of offshore wind and an additional 10GW by 2035

Information accurate at 31 March 2020 unless otherwise stated. \circledcirc Macquarie Group Limited

Actions

Macquarie's Green Investment Group, alongside partners, has been developing and investing in the Formosa projects, which includes Taiwan's first offshore wind farm – Formosa 1. The team utilised extensive offshore wind expertise and considered issues less common in the mature markets of Europe, such as typhoons, tsunamis and limited grid infrastructure. Formosa 2 is now under construction while Formosa 3 pursues its next round of grid allocation

Outcomes

Up to **2.5GW** offshore wind assets under development

128MW

capacity in Formosa 1 and is Taiwan's first and only commercial-scale wind farm in operation Powering over approximately **2 million** homes in Taiwan once completed

Industry recognitions of Formosa 1

- The Asset's Renewable Deal of the Year APAC 2019
- PFI Renewables
 Deal of the Year 2018
- IJGlobal's Offshore Wind Deal of the Year in Asia-Pacific 2018

Supporting Australia's transition to renewable energy

O MACQUARIE

Opportunity

Palisade Investment Partners (Palisade), on behalf of funds managed by Palisade and First State Super, sought to grow and diversify their Australian renewable energy portfolio through the acquisition of the 270MW Snowtown 2 Wind Farm from Tilt Renewables (Tilt)

Actions

Macquarie Capital acted as financial adviser and debt arranger to Palisade on the acquisition, successfully navigating a highly competitive sales process. The project reached financial close in December 2019, shortly after entering into binding sales arrangements

Outcomes

Largest sale transaction

for an operational wind farm in Australia by value

Capable of generating 270MW of energy, equivalent to providing **power to over 140,000 homes** per year

Enterprise value of ~\$A1,073 million

with proceeds to Tilt of \$A472 million

Builds on Macquarie's extensive track-record of success in the Australian renewable energy sector

Supporting green energy infrastructure in emerging economies



Opportunity

To mobilise capital to help the world's developing economies adapt to climate change, Macquarie's Green investment Group formed UK Climate Investments (UKCI)¹ with the UK Government

Actions

With a mandate to invest £200 million from the International Climate Fund across a range of projects, UKCI first helped finance a utility-scale solar farm in Maharashtra, India²

Outcomes

Clean electricity for **20,000+** homes in India's second

most populous state

60MWp of generation capacity

200,000+

solar photovoltaic panels installed across ~240 acres

Helped avoid **80,000** tonnes of carbon emissions

Information accurate at 31 March 2020 unless otherwise stated. 1. Joint venture between the Green Investment Group and the UK Government's Department for Business, Energy and Industrial Strategy. 2. 49% stake. © Macquarie Group Limited

Supporting the transition to a greener economy in Poland



Opportunity

Poland is committed to having 21% of gross final energy consumed come from renewable energy sources by 2030¹. Kisielice onshore wind farm is a contributor towards that goal

Actions

Macquarie's Green Investment Group (GIG) acquired the 42 MW Kisielice onshore wind farm in Poland.

GIG brought together an intricate set of contracts, structures and concepts across fields of expertise ranging from infrastructure investment to project financing, and renewable energy trading to operational asset management

Information accurate at 31 March 2020 unless otherwise stated. 1. https://www.gov.pl/web/energia/draft-energy-policy-ofpoland-until-2040. © Maccuartie Group Limited

Outcomes

Operational since 2014, the wind farm consists of **21 Enercon E82 turbines**, generating enough renewable electricity to power 45,000+ homes per year

A physical route-to-market Power Purchase Agreement (PPA) was structured with a floating price, together with hedging contracts for Polish Property Right Certificates, with a leading utility and energy trading company, Axpo GIG underpinned the equity investment with a long-term corporate PPA with Signify

The PPA will deliver ~85 GWh

of renewable energy annually to Signify's Polish operations, contributing to their RE100 commitments Partnering with Japanese clients to fuel Macquarie's green energy development

Opportunity

In response to the growing interest in green investment across Japan, Macquarie engaged investors extensively in the region throughout 2019 and early 2020 with the objective of issuing the Samurai green loan facility – a first-of-itskind, green loan issued by an Australian financial institution into the Japanese market

Actions

To demonstrate Macquarie's longstanding commitment to green energy and technology, we issued the \$US300 million Samurai Ioan facility (the Facility), including a \$US150 million green tranche. The Facility was arranged by Sumitomo Mitsui Banking Corporation (SMBC) and Macquarie Capital Securities Japan Limited (Tokyo Branch) with the participation of four Japanese bank financiers



Outcomes

First-of-its-kind

green loan issued by an Australian financial institution into the Japanese market

\$US300 million

Samurai loan facility, including a \$US150 million green tranche

Four Japanese bank financiers participated in arranging the loan facility

Eligible green projects

across all continents stand to benefit from proceeds from the loan's green tranche

Macquarie's green footprint expected to increase, with the Samurai loan building on >10 green projects funded by Macquarie's Green Financing transactions in 2019¹

Accelerating energy transition in the UK



Opportunity

East Anglia ONE is one of the world's largest offshore wind farms with 102 turbines installed, contributing to the UK's target of net zero emissions by 2050

Actions

Macquarie's Green Investment Group (GIG) acquired a 40% stake in the 714 MW East Anglia ONE offshore wind farm, adding to our extensive UK offshore wind track record

GIG was able to leverage our extensive sector experience to drive value, reduce project risk and improve project negotiations

Outcomes

When fully operational East Anglia ONE will supply clean energy to the equivalent of over **600,000 households**

Over 50% of all project investment will be spent in the UK – with **£70 million** pledged to support businesses in the East of England The development is supporting **thousands of jobs** throughout the supply chain

Macquarie Group, including GIG, has now supported almost **50%** of the UK's offshore wind capacity

Installing the first commercial floating LiDAR in Korea

Opportunity

South Korea is currently the fourth largest coal importer in the world. Fossil fuel energy accounts for nearly two-thirds of the country's electricity generation. In 2017, South Korea announced the Renewable Energy 3020 Implementation Plan ("RE3020") setting a goal to produce 20% of its energy from renewable sources by 2030

Actions

Macquarie's Green Investment Group (GIG) has installed Korea's first floating LiDAR system – it is one of the first critical steps in the development of GIG's first South Korean offshore wind farm located 60km off the coast of Ulsan, the industrial powerhouse in Korea. The LiDAR will collect wind resource data and support GIG in designing the project and evaluating its influence on the environment, ecosystem and fishing industry



Outcomes

1.5GW offshore wind assets under development

1st commercial floating LiDAR system installed in Korea

500MW

is targeted for completion by 2023

2 years

of wind-measurement campaign will commence to collect valuable data of wind resources on project design

Facilitating Australia's transition to a lower carbon electricity system

Opportunity

With the falling costs of new renewables and thermal generation progressively retiring, the National Electricity Market is transitioning to a lower-emissions future. This requires substantial investment in energy storage to ensure affordable, reliable, and stable energy is always available to Australian households and businesses. Snowy 2.0 is a crucial step in achieving this

Actions

Macquarie Capital acted as sole financial adviser to Snowy Hydro on the \$A5.1 billion Snowy 2.0 expansion of the historic Snowy Mountains Scheme. Macquarie Capital worked with Snowy Hydro's management team to raise \$A3.2 billion of bilateral corporate facilities and ensure a robust, market-leading debt package was achieved



Outcomes

\$A5.1 billion

Total project value¹

\$A3.2 billion Bi-lateral corporate facilities

350,000MWh

Deep energy storage to provide network reliability

2,000MW

Additional flexible renewable energy capacity

5,000 Direct and indirect jobs over the life of the project

Financing the largest onshore wind farm in Europe

Opportunity

The EU has ambitious climate and energy targets for 2030, aiming to provide affordable, secure and sustainable energy

Actions

In its first investment outside the UK, the Green Investment Group acted as development partner and equity investor in Sweden's Markbygden ETT wind farm, with Macquarie Capital acting as financial adviser

Outcomes

Largest known wind power purchase agreement in the world to underwrite supply

Committed **~€160** million for 50% stake

Europe's **largest single-site** onshore wind farm

Uses 179 3.63MW best-in-class wind turbines

To provide 650MW to Nordic region

Turning industry green with Scotland's waste resources



Opportunity

Following a ban on waste-tolandfill and a goal to improve industry productivity, Scotland's Climate Change Plan is creating demand for a new generation of energy-from-waste infrastructure

Actions

Macquarie's Green Investment Group (GIG) partnered with Covanta & Brockwell Energy to develop and fund a 21.5 MWe energy-from-waste combined heat and power facility in Scotland

Outcomes

The £210 million facility is expected to create 500 construction jobs and 30 long-term roles

Transforming **216,000**

tonnes p.a of waste into 79 GWh power 81 GWh heat Will supply 100% of chemical manufacturer CalaChem's heat and power needs through a tailored agreement

A direct source of **heat and power** for residents of Earls Gate Industrial Park

Estimated to avoid **95 ktCO2e** per year equivalent to taking **41,500 cars** off the road

Partnerships to develop new investment models



Opportunity

Sweden's ambitious goal to reach net zero emissions of greenhouse gases by 2045 is accelerating efforts to develop and build new renewable project

Actions

Macquarie's Green Investment Group (GIG) partnered with Swedish developer SCA Energy to commercialise, structure and finance a 235 MW onshore wind farm in central Sweden, including originating a 29 year fixed-volume corporate Power Purchase Agreement

Outcomes

Secured €270 million total funding – committing 100% of the equity and raising ~€160 million of senior debt

Adding **235 MW** of renewable capacity in the Nordic region

Will feature 56 4.2MW turbines from Siemens Gamesa creating some of the largest structures in Sweden Originated a 29 year PPA with Norsk Hydro – one of the largest known European power purchase agreements to date

Contributing potential CO2 savings of **33 ktonnes p.a.**

to support delivery of Sweden's climate change targets



Discover more about the outcomes Macquarie generates at www.macquarie.com/discover

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