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
• ~$US18 billion market capitalisation
• 15,849 employees in 31 markets
• $US372.6 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

Outcome-focused culture
• Opportunity for our clients, communities and staff
• Accountability for outcomes
• Integrity in everything we do

¹ Based on market capitalisation. Sourced from Bloomberg 31 March 2020.
² Upgraded to A+ in 11 December 2019.
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Global financial group

Australia and New Zealand
- People: 6,670
- Assets under management: $US71.5 billion, employing 7,000+ people
- 33% of total income

Asia
- People: 4,014
- Assets under management: $US41.1 billion, employing 50,000+ people
- 13% of total income

Europe, the Middle East and Africa
- People: 2,409
- Assets under management: $US81 billion, employing 57,000+ people
- 29% of total income

Americas
- People: 2,756
- Assets under management: $US179 billion, employing 27,000+ people
- 25% of total income

15,849 people in 31 markets

1. Represents net operating income at 31 March 2020, excluding earnings on capital and other corporate items.
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

Performance (ASX: MQG)

<table>
<thead>
<tr>
<th>Since listing</th>
<th>Total shareholder return</th>
<th>Earnings per share CAGR</th>
<th>Dividends per share CAGR</th>
<th>ASX 20</th>
<th>Diversified Financials</th>
<th>MSCI World Capital Markets</th>
<th>MSCI World Banks</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,019%</td>
<td>11%</td>
<td>11%</td>
<td>2nd</td>
<td>1st</td>
<td>1st</td>
<td>1st</td>
<td>1st</td>
</tr>
<tr>
<td>50%</td>
<td>10%</td>
<td>5%</td>
<td>6th</td>
<td>3rd</td>
<td>15th</td>
<td>5th</td>
<td></td>
</tr>
</tbody>
</table>

$US1,859.5 million FY20 profit

$USb

Historical figures converted at FY20 FX rate for comparative purposes. 1. Based on companies that have been continuously listed since Macquarie’s date of listing (29 July 1996). 2. At 31 March 2020.

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Consistent financial performance

Operating income

FY20
$US8,392 million

Profit

FY20
$US1,859.5 million

Earnings per share

FY20
$US5.40

Dividend per share

FY20
$US2.90

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

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 manager
- US$371.9 billion assets under management, 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 finance products and services to retail clients, advisers, brokers and business clients
- US$48.6 billion funds on platform
- US$32 billion loan and lease portfolio
- US$39.2 billion total BFS deposits

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
- Integrated, end-to-end offering across global markets including equities, fixed income, foreign exchange, commodities and technology
- Provides clients with risk and capital solutions across physical and financial markets

FY20 Net Profit Contribution

<table>
<thead>
<tr>
<th>MAM</th>
<th>BFS</th>
<th>CGM</th>
</tr>
</thead>
<tbody>
<tr>
<td>~40%</td>
<td>~14%</td>
<td>~9%</td>
</tr>
</tbody>
</table>

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

Markets-facing activities

Net Profit Contribution

~63%

Macquarie Asset Management

~37%

Commodities and Global Markets

- US$48.6 billion funds on platform
- US$32 billion loan and lease portfolio
- US$39.2 billion total BFS deposits

Macquarie Capital

- 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
- Integrated, end-to-end offering across global markets including equities, fixed income, foreign exchange, commodities and technology
- Provides clients with risk and capital solutions across physical and financial markets

- Top 50 global asset manager
- US$371.9 billion assets under management, diversified across regions, products, asset classes and investor types

© Macquarie Group Limited
Macquarie Asset Management

Actively manages money for investors across multiple asset classes

- Equities
- Fixed income
- Multi-asset
- Infrastructure
- Renewables
- Agriculture
- Real Estate
- Transportation
- Finance
- Private Credit

$US1,482.3 million
FY20 net profit contribution¹

$US371.9 billion
assets under management³

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

© Macquarie Group Limited
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

Business banking
- Property services
- Professional services
- Dealer and wholesale finance

$US524.3 million
FY20 net profit contribution

~14%

More than
1.6 million Australian clients

Award winning digital banking offering

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

A leading Australian vehicle financier
475,000+ vehicles

$US39.2 billion
total BFS deposits

$US32 billion
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

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

© Macquarie Group Limited
Commodities and Global Markets

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

30+ years
in metals, agriculture, equities, futures and FX

20+ years
in technology, media and telecoms (TMT)

15 years
in energy, renewables and sustainability

$US1,188.8 million
FY20 net profit contribution¹

200+ products
across 25+ market segments

No.2
physical gas marketer in North America³

Differentiated insights on
1,200+
listed companies globally⁴

$US5 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

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

© Macquarie Group Limited
Advises and invests alongside clients and partners to realise opportunity

- Infrastructure
- Green Energy
- Technology
- Telecommunications & Media
- Resources
- Real estate
- Industrials
- Healthcare
- Financial institutions
- Consumer, Gaming & Leisure
- Services
- Aerospace, Defence & Government Services

$US514.1 million
FY20 net profit contribution

$US212.6 billion
completed deals in FY20³

1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

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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

$US31.3 million
record contribution in FY20

46,000+
hours volunteered

1,600+
non-profits supported

More than
$US251.7 million
contributed since 1985

$US12.3 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 Banking\(^1\) clients: no penalty or credit score impact.
  - Business Banking\(^1\) clients: for all loans up to $US6 million.
  - Leasing\(^1\) 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 Dovel Technologies analytics to review antiviral clinical trials.

Community
- 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.

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$US12.3 million
COVID-19 donation

~100 million
Daily users of essential services

~12%
Clients accessing assistance\(^2\)

>98%
Staff working remotely
Our culture
Our business approach
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

1970s
Financial market innovations
FX, swaps, bullion

1980s
Cash management account

1990s
Infrastructure investment

2000s
Energy trading

2010s
Renewables
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.

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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

Commodities
- Precious metals
- Base metals
- Agricultural commodities
- Physical commodities
- Oil, gas and power

Global commodities platform: 200+ products across 25+ market segments

Investment management
- Fixed income
- Equities funds
- Delaware Investments acquisition

$US235 billion in assets under management

Infrastructure
- Utilities
- Communications
- Energy
- Renewables
- Transport

$US91.7 billion equity under management

An infrastructure investment pioneer

Asset Finance
- IT
- Rotorcraft
- Energy meters
- Medical equipment
- Resources
- Renewables
- Smart phones
- Storage

Offering specialised asset finance solutions

Renewables
- Onshore wind
- Solar
- Offshore wind
- Storage
- Energy from waste
- Green Investment Group

Green energy investment and development expertise

A diversified business that is continually evolving
And adapt our portfolio mix for changing market conditions

Business mix¹
Annuity-style activities

FY20 ~63%
FY07 25%

International income²

FY20 67%
FY07 53%

International staff³

FY20 58%
FY07 34%

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.

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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

$US251.7 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

<table>
<thead>
<tr>
<th>Environmental and social risk management</th>
<th>Environmental and social financing</th>
<th>Climate change</th>
<th>Sustainability in direct operations</th>
<th>Customer and client experience</th>
<th>People and workplace</th>
<th>Business conduct and ethics</th>
<th>Macquarie Group Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>391 transactions assessed under our Environmental and Social Risk (ESR) Policy in FY2020</td>
<td>$US5.5 billion invested or arranged in renewable energy and energy efficiency projects in FY2020</td>
<td>13.6% of total funded loan equity investments exposed to renewable energy</td>
<td>100% renewable electricity by 2025</td>
<td>Partnerships Gold Award 2019 for Financial Advisor of the Year</td>
<td>3,000 classroom events and 350,000 online courses and knowledge tests delivered to our staff in FY2020</td>
<td>Tailored training, workshops and leadership-led sessions provided to over 8,700 staff</td>
<td>$US31.3 million donated by Macquarie staff and the Foundation in FY2020 (US$251.7 million since inception in 1985)</td>
</tr>
<tr>
<td>$US13 billion renewable energy assets under management</td>
<td>12,800 MW of renewable energy assets in operation or under management</td>
<td>2.2% of total funded equity investments exposed to conventional energy</td>
<td>FY2020 emissions per capita reduced by 45% from FY2010 baseline (18% reduction from FY2019)</td>
<td>Mozo Experts Choice Awards 2020 for Excellent banking app, Internet banking and Exceptional everyday account</td>
<td>Canstar Outstanding Value Transaction Account (2018 and 2019)</td>
<td></td>
<td>1,600 non-profit organisations supported in FY2020</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>46,000 Hours volunteered in FY2020</td>
</tr>
</tbody>
</table>

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

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 $A7.4 billion as at 31 March 2020 ($A5.9 billion at 31 March 2019). 3. Content includes conduct and conduct risk, psychological safety (aimed at staff and supervisors) and ethical decision-making. Macquarie also 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).

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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

Year on year increase in female representation across total workforce

Over 1/4
One-quarter of the Executive Committee and 36.4% of Macquarie’s Board of Directors are female

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

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
Our culture
Our community engagement
Macquarie Group Foundation

More than $US251.7 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
- Volunteering
- Skills sharing
- Financial support

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

$US12.3 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 $US2.9 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.

$US0.6 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.

Listed recipients accurate at May 2020.
© Macquarie Group Limited
James Tylor, *Un-resettling (A frame hut)*, 2013, hand coloured digital print edition of 5, 50 x 50cm © the artist.

© Macquarie Group Limited

Established in 1987
Supports emerging Australian artists
Over 850 works in 40 offices
Themed around the Australian landscape

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

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 life-saving 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

The social need
40% of the world’s population live in areas vulnerable to devastating 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

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.

To find out more, visit macquarie.com/50award
Social Finance
Mobilising capital to drive social progress

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

To find out more, visit macquarie.com/50award
The Ocean Cleanup
Developing advanced technologies to rid the world’s oceans of plastic

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 Interceptor™, 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.

To find out more, visit macquarie.com/50award
Our global presence
Australia and New Zealand
Macquarie in Australia and New Zealand

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

～$US18 billion
market capitalisation¹ – one of Australia’s largest listed companies

Leading positions in our home market

Operating since 1969

*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

11 locations

2 markets

6,670 staff

Global headquarters
Sydney

Adelaide    Manly
Auckland    Melbourne
Brisbane    Newcastle
Canberra    Parramatta
Gold Coast  Perth

33% of income*

~$US18 billion
market capitalisation¹ – one of Australia’s largest listed companies

Leading positions in our home market

Operating since 1969

“

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
- One of Australia’s largest diversified farmers, 4.8 million hectares
- 2020 Investment Manager of the Year
- Leading Australian equities research team
- Leading digital banking offering with features that are firsts in Australian banking
- Leading Australian vehicle financier, 475,000+ vehicles

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

No.1 Financial Advisor in ANZ

No.1 Financial Advisor in ANZ for PPP

Retail banking and financial services portfolio includes:

- $US48.6 billion funds on platform
- $US32 billion Australian mortgage portfolio


© Macquarie Group Limited
Our global presence

Asia
Macquarie in Asia

14 locations
11 markets
4,014 staff

Local expertise and insight
linking Asia with the rest of the world

Established presence
in world’s largest growth region
Regional presence
since 1994

Our business activities in Asia

Singapore Warrants awarded 2019 Top Traded Leveraged Products Issuer for the third year in a row

50% of staff in shared services, providing support to Macquarie’s global businesses

Licenced in 14 exchanges with execution capability in 16 across Asia

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

Driving cross-border flows

850+ stocks under coverage

Asia Electronic Execution team tops 2019 Greenwich rankings across seven categories

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.


© Macquarie Group Limited
Macquarie in China

20+ year of experience in the China market

4,000+ people employed at invested assets

690+ people in Macquarie’s Greater China offices with 90+ in mainland China

Invested 4GW+ of renewable energy capacity across solar and wind

650,000 sqm mixed use cold and dry logistics platform

Comprehensive local and offshore commodities platform

Research, sales and trading capabilities over China equities

Advised on M&A cross-border deals totalling over $US13.5 billion

Supporting our community through the Macquarie Group Foundation

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

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 in South Korea

- 20 year commitment to South Korea
- 210+ people employed in Macquarie’s South Korean office

**Comprehensive platform**
Equities markets, commodities, asset finance, advisory and fund sales

**Domestic and global funds**
Across equity and fixed income

Largest foreign asset manager in South Korea with
34 assets across infrastructure, renewables, energy and IT sectors

**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

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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 in Taiwan

15+ years of experience in the Taiwan market

~2GW of projects to provide power to ~2 million homes

90+ people employed across three office locations

70+ stocks under coverage\(^1\) with expertise across the technology sector

Semiconductor
Leading equipment trading and advisory platform

Warrants
Only foreign warrants issuer in Taiwan

$US3.7 billion managed for investors\(^2\) across public and private asset classes globally

Supporting our community through the Macquarie Group Foundation

Fundraising and volunteering
Supporting vulnerable children and local communities

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1. Includes over 50 technology stocks. 2. MAM only. All other data at 31 March 2020.
© Macquarie Group Limited
Macquarie in Japan

- **20+** year commitment to Japan
- **140+** people employed in Macquarie’s Japan office
- **2,000+** 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 investors

**Hedging and finance solutions**
- **1st** electricity futures and derivatives
- **1st** petrochemical and JCC² hedge
- **FX and integrated products**

Supporting our community through the Macquarie Group Foundation

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

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1. Provided by newly established Client Solutions Group (CSG) under MAM. 2. Japan Crude Cocktail (JCC). All other data at 31 March 2020.

© Macquarie Group Limited
Macquarie in India

15 year commitment to India

1,500+ people in Gurugram support Macquarie’s global operations across finance, risk and technology

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

Infrastructure advisor
National Highways Authority of India (NHAI)
Ministry of Finance (MOF)¹

Top 10 ranked domestic equities broker and a leading research house

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

INR 270 million contributed via CSR since 2013, funding access to education, livelihoods, welfare and other support for vulnerable communities

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

20+ year commitment to Singapore

350+ people in Macquarie’s Singapore office

$US1 billion total equity raised for LOGOS Property Group¹

Top 5 Foreign broker, awarded Top SGX-ST Member – Global²

Regional hub for Macquarie’s ASEAN operations and regional commodities business

Project advisory centre of excellence

Leading Asia Pacific infrastructure fund managing $US4.6 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

15+ year commitment to the Philippines

940+ people in Manila support Macquarie’s global operations across operations, finance, technology and risk

Top 5 Foreign broker Cash equities and research coverage¹

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

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

15+ organisations actively supported by way of staff engagement, across the Philippines

1. Top 5 share based on trading volume on the Philippine Stock Exchange. All data at 31 March 2020.

© Macquarie Group Limited
Our global presence
Europe, the Middle East and Africa
Macquarie in Europe, the Middle East and Africa

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

4 platform acquisitions in two years

2,409 staff

22 locations

13 markets

29% of income*

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

London
Amsterdam
Braintree
Cape Town
Coventry
Dubai
Dublin
Dusseldorf
Edinburgh
Frankfurt
Geneva
Johannesburg
Limerick
Luxembourg
Madrid
Munich
Paris
Reading
Solihull
Vienna
Watford
Zurich

Regional presence since 1994

4 platform acquisitions in two years

29% of income*
Our business activities in Europe, the Middle East and Africa

$US81 billion 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

1. 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
30 year commitment to the UK
An established presence since 1989

No. 1
Financial Advisor in UK for PPP Finance
Financial Advisor in the UK for Infrastructure

Winner of 2019 Transition Manager of the Year

30 year commitment to the UK
An established presence since 1989

10 million+ meters provided for homes and businesses

12,000+ people employed at invested assets

1,700+ 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

Supporting our community through the Macquarie Group Foundation
7 grant partners funded supporting social mobility opportunities for young people
12 years of the CoRe programme which has supported 80 local charities with 12,000+ volunteers hours

© Macquarie Group Limited
Our global presence
Americas
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 Lytle
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
Our business activities in the Americas

**No.2**
physical gas marketer in North America – the highest ranked non-producer

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

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

65+ bookrun DCM deals completed in FY20 valued at over $US43 billion

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 Year


© Macquarie Group Limited
Macquarie in the United States

25+ years in the US market

2,500+ people in Macquarie’s US offices

26,200+ people employed at invested assets

No.1 PPP Financial Advisers in USA

No.2 physical gas marketer in North America

Top 50 US active mutual fund manager

18 locations connected to our global platform

Award rankings

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

Supporting our community through the Macquarie Group Foundation

Helping 1,000+ low-income US college students secure paid internships in their field of interest


© Macquarie Group Limited
Our infrastructure expertise at a glance

3. At 20 April 2020.

- Largest infrastructure manager globally¹
- Manager of 128 infrastructure assets²
- 20+ years sector experience
- Strong financial, investor and community outcomes
- 80+ stocks under coverage³
- No.1 Global Financial Advisor for PFI/PPP for Project Finance Financial Advisor⁴
- Global Finance Best Investment Bank Award 2019 Infrastructure sector⁵

A pioneer in the global infrastructure sector
How we built our infrastructure expertise

Social infrastructure (since '07)
Ports (since '05)
Energy infrastructure (since '04)
Communications and Media (since '02)
Utilities (since '01)
Airports (since '01)
Roads (since '94)

Corporate finance and advisory (since 1981)
Asset management (since 1994)
Research coverage (since 1995)
Debt and equity solutions (since 2009)
Global opportunities in infrastructure

Urbanisation
68% of world population to live in urban areas by 2050\(^1\)

Global infrastructure investment expected to reach $US79 trillion by 2040\(^2\)

Growing demand for improved transport and digital infrastructure globally

41 megacities with populations exceeding 20 million operating by 2030\(^3\)

New infrastructure driving growth in emerging economies

Increased investor appetite for infrastructure

Macquarie continues to evolve its leading sector offering

“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

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© Macquarie Group Limited
Case studies
Infrastructure
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.

Outcomes\(^3\)

- **€5 billion**
  - Invested to expand and upgrade APRR’s network

- **~50%**
  - Reduction in network fatalities and enhanced employee WHS record\(^2\)

- **Expanded wildlife crossings** and tree planting to support local ecosystems

- **Reduction in CO\(_2\) emissions** with new electric vehicle charging stations, car-pool car parks and an electrified service vehicle fleet

- **Improved efficiency** by widening roads and introducing automatic and non-stop tolling technology
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.

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

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 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 passengers annually to the Tohoku region

Information accurate at 31 March 2020 unless otherwise stated.
1. FY2019/2020
© Macquarie Group Limited
Transforming rental housing in the Netherlands into an investable asset class

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

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
Transforming the public transport network in South-East Queensland

Opportunity
South East Queensland is growing, with an extra 1.9 million people expected by 2036. 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 consortium for the Cross River Rail (CRR) Tunnel, Stations and Development public private partnership (PPP).

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.


© Macquarie Group Limited
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

- $US1.31 billion (JPY137.7 billion) for the concession rights
- 1st toll road privatisation in Japan
- 3rd infrastructure privatisation project in Japan
- 28 years weighted average concession term in five separate concessions

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
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**
- **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
- ** Expanded waste treatment capacity**
- **Generated 267GWh** of its own energy in 2016/17, from renewable sources
- **Average £1 billion** annual investment over 12 years
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.

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
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 in total economic activity

10-foot-wide pedestrian and bicycle walkway
Improved safety environment – separate span for traffic traveling in each direction

2,000+ direct jobs

Information accurate at 31 March 2020 unless otherwise stated. Source: Port Authority of New York and New Jersey. © Macquarie Group Limited
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

Provided £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 numbers\(^1\)
- **60+** new destinations\(^1\)
- Contributed **€3.2 billion** in added value to the Belgian economy each year
- **Major terminal upgrade**
  - New airport business district and world-class cargo facilities
  - Achieved **carbon neutral** status in 2018\(^2\)
  - Generating **20,000+** jobs in the region

© Macquarie Group Limited
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 fund\(^1\) 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 year\(^2\)
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

2.2% of total funded equity investments exposed to conventional energy¹

10 million+ meters provided for homes and businesses²

No.2 physical gas marketer in North America³

No.1 global renewables financial advisor⁴

Research across 45+ energy stocks⁵

Leading global renewables developer

20+ years’ sector experience

450+ green energy and investment specialists⁶

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.
How we built our energy expertise

- **Coal** (since ’08)
- **Renewables** (since ’05)
- **Energy Infrastructure** (since ’04)
- **Gas** (since ’04)
- **Meters** (since ’03)
- **Oil** (since ’03)
- **Power** (since ’97)

- **Provision of financial products** (since 1970s)
  - Corporate finance and advisory (since 1980s)
  - Research coverage (since 1992)
  - Asset management; asset financing (since 2003)
  - Debt and equity solutions (since 2009)

- **Started commodities platform**
- **Late 1970s**

© Macquarie Group Limited
Global opportunities in energy

Electricity demand to triple in Asia by 2040

Renewable energy will account for ~50% of installed capacity by 2030

US to become a net exporter of energy by 2020

Electric vehicles predicted to account for 50% of new car sales globally by 2035

Powering the transition to a low carbon economy


© Macquarie Group Limited
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

<table>
<thead>
<tr>
<th><strong>10GW</strong></th>
<th><strong>124</strong></th>
</tr>
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<tbody>
<tr>
<td>solar and energy storage development pipeline</td>
<td>current projects in various stages</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th><strong>11GW</strong></th>
<th><strong>25</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>of total solar and energy storage projects</td>
<td>US states with Savion projects in various stages</td>
</tr>
</tbody>
</table>
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 operational

688,000 tonnes of reduced CO2 emissions per annum once operational

$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).
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 further positions Preem to increase its renewable fuel production as part of its transition to clean fuels.

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

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 industry-first 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.

Information accurate at 31 March 2020 unless otherwise stated.
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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 years. 1

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


© Macquarie Group Limited
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 $US7 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.
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Outcomes

**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 independent smart meter owner in the UK, helping consumers to better control their energy use and what it costs them.

**Outcomes**

**Largest**

1. independent 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

Information accurate at 31 March 2020 unless otherwise stated. 1. Not part of a distribution network or a vertically integrated utility.

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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.

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
Our expertise in focus
Technology
Our technology expertise at a glance

Research across 280+ telco, media and technology stocks¹

Australia’s 1st open banking platform

1st Australian bank with lending and retail deposits powered by one core banking system

Award winning digital banking offering²

Leading advisor for IPOs in Australia with dominant market share in technology sector IPOs³

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


© Macquarie Group Limited
How we built our technology expertise

Investing in platforms
- Innovative wrap investment platform since '99
- Australian Core Banking platform
- Global oil trading platform introduced
- API-enabled technology
- Car buying and financing ecosystem
- Smart meters for UK residents
- Supported Google Pay
- Leading digital banking experience
- Search-as-you-speak natural language recognition for online and mobile banking
- Supported Apple Pay

Investing with entrepreneurs
- Seek '99
- RPData '04
- Smart Salary '04
- oOh!media '06
- SeekAsia '10
- Nuix
- PEXA
- Temple & Webster
- Takeaway.com
- FinTech Collective (Fund I)
- RedEye
- Renrui HR
- Informatica
- Stone & Chalk
- Digital River
- Console
- FoodByUs
- FinTech Collective (Fund II)
- PropertyIQ

Investing in Macquarie capability
- Award winning workplace experience at 50 Martin Place
- Cloud-first strategy
- Enhanced cyber security capabilities
- Private Cloud (Asia)
- Public Cloud (Global)
- Network Transformation Program
- Private Cloud (Australia)
- Private Cloud (Americas and EMEA)
Global opportunities in technology

AI 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

Global number of IoT-connected devices to reach 43 billion by 2023 up 300% from 2018²

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

Helping entrepreneurs develop our future technologies

5. Global Ecommerce, eMarketer, June 2019
6. China Internet Watch, China Internet Statistics, June 2019

© Macquarie Group Limited
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-date\(^1\). 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.

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Information accurate at 31 March 2020 unless otherwise stated. 1. Figures as of 28 April 2020.
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%

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 period

Information accurate at 31 March 2020 unless otherwise stated.
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

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1. Notional dollar value.
2. Private Debt Investor Awards 2019, Fund Financier of the Year – Americas.

© Macquarie Group Limited
Delivering innovative solutions for over one million Australian businesses and accountants

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

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

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

Macquarie Capital completed an acquisition of the UK’s PTSG for more than £300 million

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.

Information accurate at 31 March 2020.
© Macquarie Group Limited
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 fast-growing business and a partner with capital resources and cultural compatibility.

**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

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
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 world\(^1\)

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 transactions\(^2\)

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

Information accurate at 31 March 2020 unless otherwise stated. 1. CB Insights. 2. As of April 2018.
© Macquarie Group Limited
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

First Australian bank with retail lending and deposits on a real time banking platform

Australia’s
1st of a kind features in Australia

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
- Brought Australia’s property auctions into the digital age
- Reduced back office administration for agents
- Enables deposits to be paid online in 2 minutes
- 1,000+ transactions since August 2017
Our expertise in focus
Commodities
Our commodities expertise at a glance

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

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

In-house technical experts including: logistics experts, geologists, meteorologists, petroleum and mining engineers, data scientists, and quant finance and theoretical physics PHDs

Risk and capital solutions across physical and financial markets

~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

A core Macquarie business for four decades


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How we built our commodities expertise

Expansion into **adjacent spaces** through acquisitions and **organic growth**

- **Bulk commodities and coal** (‘08)
- **North American power** (‘08)
- **European power** (‘11)
- **Australian power** (‘11)
- **Cargill North America Power and Gas acquisition** (‘17)
- **Structured commodity finance** (‘06)
- **Commodity Investor Products** (‘12)
- **European gas trading** (‘04)
- **Cook Inlet gas supply acquisition** (‘05)
- **Corona retail gas supply acquisition** (‘09)
- **Constellation gas trading acquisition** (‘09)
- **No.2 physical gas marketer in North America** (‘19)
- **Global oil derivatives** (‘03)
- **Physical oil platform** (‘11)
- **Latin America marketing** (‘16)
- **Cargill Petroleum acquisition** (‘17)

**Started commodities platform**

- Agriculture (‘90s)
- Base metals (‘90s)
- Precious metals (‘70s)

Timeline:

- 1970s
- 2000
- 2002
- 2004
- 2006
- 2008
- 2010
- 2012
- 2014
- 2016
- 2018
- 2020
Global opportunities in commodities

Changing energy market dynamics

58% increase in global power demand by 2040¹

Global population 10 billion by 2050²

Requires a 50% increase in global food production³

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

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

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

Providing access across the commodities spectrum in a dynamic global market

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Case studies
Commodities
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.

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

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

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

- **80Moz**
  - Gold endowment as part of the greater Golden Mile and Mt Charlotte Systems

- **590kozpa**
  - Average gold production over the last two calendar years, Australia’s 3rd largest gold mine

- **$A765 million**
  - Equity raised to partially fund the transaction

Information accurate at 31 March 2020 unless otherwise stated.

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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**

- **Increased oil logistics capability** across Latin America, China, Africa, the Middle East.
- **Greater oil insights**
- **Expanded geographic coverage**
- **Access to new markets** and customers.

Enhanced capability, adding 110+ energy specialists.
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
- **90,000 hectares** managed down to 2cm accuracy
- **32%** above Australian national average for primary winter crop production yield in 2017
- **60%** reduction in chemicals using weedseeker technology, reducing environmental impact
- Employs 300+ people from local communities
- Drone and satellite technology monitors crops

Information accurate at 31 March 2020 unless otherwise stated.
© Macquarie Group Limited
Our expertise in focus
Renewables
Our renewables expertise at a glance

$US13 billion renewable energy assets under management

No.1 global renewables financial advisor

$US5.5 billion invested in or arranged in green projects in FY20

European Renewables Deal of the Year
– East Anglia ONE

Leading global renewables developer

Renewable Energy Deal of the Year
– Formosa 1 Offshore Wind Farm

450+ green energy and investment specialists

Best syndicated green loan

A global leader in the transition to a greener economy

How we built our renewables expertise

- Offshore Wind (since '10)
- 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)
- Power (since '97)

Green Investment Bank acquisition ('17)
Geothermal ('17)
Global opportunities in renewables

$8.4 trillion to be invested in wind and solar globally by 2050\(^1\)

250% expected increase in green energy generation globally from 2018 to 2025\(^1\)

25% of US coal-fired power set to be retired by 2025\(^1\)

58% of total electricity globally will be wind and solar by 2025\(^1\)

40% increase year-on-year globally in energy storage deployment until 2025\(^2\)

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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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.

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
- 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

128MW capacity in Formosa 1 and is Taiwan’s first and only commercial-scale wind farm in operation.
Supporting Australia’s transition to renewable energy

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.

Information accurate at 31 March 2020 unless otherwise stated.
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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, India\(^2\).

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
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 2030. 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.

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.


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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-its-kind, 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 loan 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 2019

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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

500MW is targeted for completion by 2023

1st commercial floating LiDAR system installed in Korea

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

Information accurate at 31 March 2020 unless otherwise stated.
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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 value

$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

Information accurate at 31 March 2020 unless otherwise stated. 1. Including fixed escalation.
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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

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Turning industry green with Scotland’s waste resources

Opportunity
Following a ban on waste-to-landfill 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.

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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