

ATTACHMENT - COMPARISON OF PROPOSED AND CURRENT ARRANGEMENTS

	Current Arrangements	Proposed Arrangements
Chief Executive Officer	<ul style="list-style-type: none"> ▪ Profit Share – 55% retained. ▪ 35% of retained profit share vests in year three and is retained in the form of fully paid ordinary Macquarie shares. ▪ 20% of retained profit share vests from 5 to 10 years and is notionally invested in Macquarie-managed fund equity under the Director’s Profit Share (DPS) Plan. ▪ Minimum Shareholding - satisfied through the equity retention arrangements. ▪ Options - Eligible for options with a performance hurdle. Vesting in years 2, 3 and 4. 	<ul style="list-style-type: none"> ▪ Profit Share – 55% of retained profit share vests from 3 to 7 years. ▪ Investment mix may include fully paid ordinary Macquarie shares* as well as Macquarie-managed fund equity. ▪ Minimum Shareholding - satisfied through the new equity retention arrangements. ▪ Options - Eligible for options with a performance hurdle. Vesting in years 2, 3 and 4.
Executive Committee members	<ul style="list-style-type: none"> ▪ Profit Share – 40% retained. ▪ 20% of retained profit share vests in year three and is retained in the form of fully paid ordinary Macquarie shares. ▪ 20% of retained profit share vests from 5 to 10 years and notionally invested, to varying degrees, depending on role, in Macquarie-managed fund equity and cash under the DPS Plan. ▪ Minimum Shareholding - satisfied through the equity retention arrangements. ▪ Options - Eligible for options with a performance hurdle. Vesting in years 2, 3 and 4. 	<ul style="list-style-type: none"> ▪ Profit Share – 50% of retained profit share vests from 3 to 7 years. ▪ Investment mix may include fully paid ordinary Macquarie shares* as well as Macquarie-managed fund equity. ▪ Minimum Shareholding - satisfied through the new equity retention arrangements. ▪ Options - Eligible for options with a performance hurdle. Vesting in years 2, 3 and 4.
Executive Directors	<ul style="list-style-type: none"> ▪ Profit Share – 20% of retained profit share vests from 5 to 10 years and notionally invested, to varying degrees, depending on role, in Macquarie-managed fund equity and cash under the DPS Plan. ▪ Minimum Shareholding - Required to hold shares to the value of at least 5% of total profit share over the last 5 years. ▪ Options - Eligible for options with a performance. Vesting in years 2, 3 and 4. 	<ul style="list-style-type: none"> ▪ Profit Share – 50% of retained profit share vests from 3 to 7 years. ▪ Investment mix may include fully paid ordinary Macquarie shares* as well as Macquarie-managed fund equity. ▪ Minimum Shareholding - satisfied through the new equity retention arrangements. ▪ No options – 50% of profit share will be retained in the form of fully paid ordinary Macquarie shares* & Macquarie-managed fund equity.
Division Directors/ Associate	<ul style="list-style-type: none"> ▪ Retention of 25% of annual profit share amounts above certain thresholds. Vesting in years 2, 3 and 4. 	<ul style="list-style-type: none"> ▪ Retention of 25% of annual profit share above certain thresholds delivered via fully paid ordinary Macquarie shares*. No

	Current Arrangements	Proposed Arrangements
Directors	<ul style="list-style-type: none"> ▪ Eligible for options for promotion and performance. 	<p>change to thresholds or vesting period.</p> <ul style="list-style-type: none"> ▪ No options – Up to 25% of profit share will be retained in the form of fully paid ordinary Macquarie shares*. ▪ Replace with fully paid ordinary Macquarie shares* for promotion and new hires.
Non-Director Staff	<ul style="list-style-type: none"> ▪ Retention of 25% of annual profit share amounts above certain thresholds. Vesting in years 2, 3 and 4. 	<ul style="list-style-type: none"> ▪ Retention of 25% of annual profit share above certain thresholds delivered via fully paid ordinary Macquarie shares*. No change to thresholds or vesting period.

* How Macquarie shares are delivered may differ from country to country depending on legal requirements.