



September Conferences

Presentation to Investors and
Analysts

September 2022



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

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

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

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

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

Agenda

01

Overview of
Macquarie

02

Operating
Groups

03

1Q23 Update

04

Outlook

05

Appendix



01

Overview of Macquarie



About Macquarie

~44%

~56%

Annuity-style activities | Net Profit Contribution

Markets-facing activities | Net Profit Contribution

BFS

Banking and Financial Services

- Macquarie's retail banking and financial services business with total BFS deposits¹ of \$A98.0b², loan portfolio³ of \$A110.2b² and funds on platform of \$A118.6b²
- Provides a diverse range of personal banking, wealth management, and business banking products and services to retail clients, advisers, brokers and business clients

MAM

Macquarie Asset Management

- Global specialist asset manager with \$A773.1b² of assets under management building sustainable value for clients and communities, investing to deliver positive impact for everyone
- Provides investment solutions to clients across a range of capabilities in Private Markets and Public Investments, including infrastructure, green investments, agriculture and natural assets, real estate, private credit, asset finance, equities, fixed income and multi-asset solutions

CGM

Commodities and Global Markets

Global business offering capital and financing, risk management, market access, physical execution and logistics solutions to its diverse client base

- Capital and financing: provides clients with financing and asset management solutions across the capital structure
- Risk Management: helping clients manage exposure to price changes in commodities, currencies, credit and equity markets
- Market access: helping clients access assets and prices via liquidity and electronic markets globally
- Physical execution & logistics: supporting clients with access to physical commodities and facilitating their transport from production to consumption

MacCap

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 investment in infrastructure and energy projects and companies, with a focus on transport, digital and social infrastructure
- Equities brokerage, providing clients with access to equity research, sales, execution capabilities and corporate access

FY22 Net Profit Contribution

BFS | ~11%

MAM | ~23%

CGM | ~10%

CGM | ~31%

MacCap | ~25%

Risk Management Group

An independent and centralised function responsible for objective review and challenge, oversight, monitoring and reporting in relation to Macquarie's material risks.

Legal and Governance

Provides a full range of legal and corporate governance services, including strategic legal and governance advice and risk assessment.

Financial Management Group

Provides financial, tax, treasury, corporate affairs and advisory services to all areas of Macquarie.

Corporate Operations Group

Provides specialist support services through technology, operations, human resources, workplace, strategy, operational risk management, data and transformation, resilience and global security, and also includes the Macquarie Group Foundation.

Note: Where referenced in this document, net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 1. BFS deposits include home loan offset accounts and exclude corporate/wholesale deposits. 2. As at 31 Mar 22. 3. The loan portfolio comprises home loans, loans to businesses, car loans and credit cards.

Macquarie at a glance

Empowering people to innovate and invest for a better future



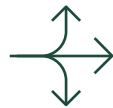
Global financial group

- **Headquartered** and listed in Australia
- Top 10 Australian company¹
- ~\$A68.5 billion market capitalisation¹
- **18,133 employees** in 33 markets
- \$A774.8 billion assets under management²



Long-term orientation

- **53 years of unbroken profitability**
- 31 years MBL S&P 'A' Credit Rating³
- **Strong funding and capital** position



Diverse business mix

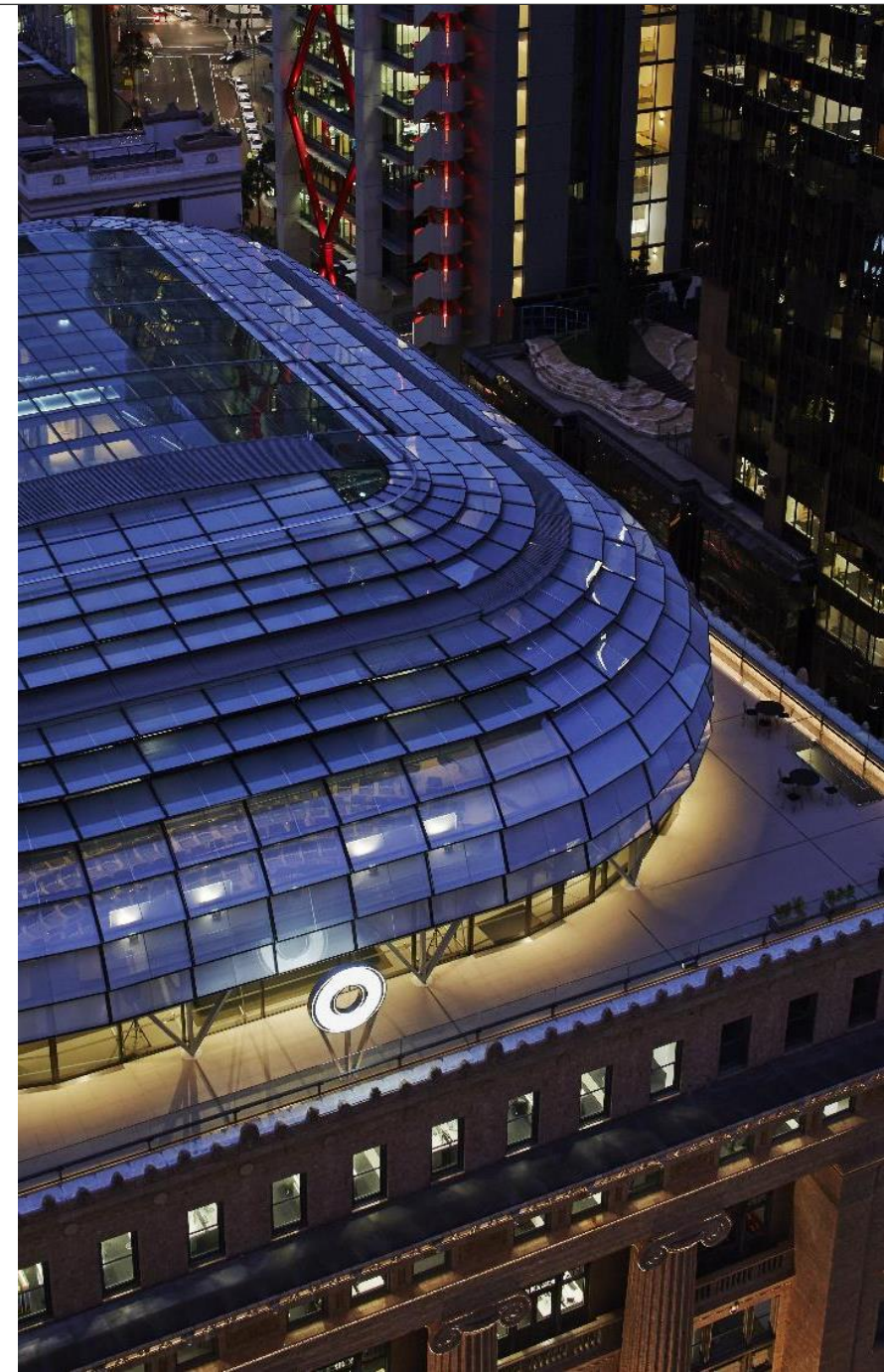
Located in **33 markets**, we conduct a mix of annuity-style and markets-facing activities that deliver solid returns in a **range of market conditions**



Outcome-focused culture

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

All figures in this slide are as at 31 Mar 22, unless otherwise stated. 1. Based on market capitalisation. Sourced from Bloomberg 31 Aug 22. 2. As at 31 Mar 22. Includes MAM and BFS AUM. 3. Upgraded to A+ on 11 Dec 19.



Why Macquarie?

Unbroken profitability

FY22 net profit:

\$A4,706m

up 56% on FY21

FY21 net profit: **\$A3,015m**
up 10% on FY20



Earnings growth

14%

5yr EPS CAGR¹



Consistent dividend growth

6%

5yr DPS CAGR¹



Average return on equity

over last 15 years

14%

FY22:

18.7%



Diverse business mix

FY22 net profit contribution²

~44%

by annuity-style
activities

~56%

by markets-facing
activities



Geographically diverse

75% international
income in FY22³

68% in FY21; two-thirds of
income generated outside
of Australia



Group capital surplus

\$A10.1b⁴

at 30 Jun 22



Strong shareholder returns

**Consistently outperformed major
indices since listing**

ASX 20⁵ – 2nd highest returns since listing
Diversified Financials⁵ – 1st
MSCI World Capital Markets⁵ – 2nd
MSCI World Banks⁵ – 1st



Underpinned by a long standing conservative risk management framework

1. Based on 31 March 2022 2. Based on net profit contribution from operating groups. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 3. International income is calculated using net operating income excluding earnings on capital and other corporate items. 4. The capital surplus shown is above regulatory minimums including the capital conservation buffer (CCB), per APRA ADI Prudential Standard 110, calculated at 8.5% RWA on a Level 2 basis for MBL. This surplus also includes provision for internal capital buffers, forthcoming regulatory changes, as well as differences between Level 2 and Level 1 capital requirements, including the \$A500m Level 1 operational capital overlay imposed by APRA from 1 Apr 21. Based on materiality, the 8.5% used to calculate the Group capital surplus does not include the countercyclical buffer (CCyB) of ~1bps. The individual CCyB varies by jurisdiction and the Bank Group's CCyB is calculated as a weighted average based on exposures in different jurisdictions. 5. As at 31 Aug 22. Based on companies that have been continuously listed since Macquarie's date of listing (29 Jul 96).

Macquarie's evolution is driven by our people

Our people are closest to client needs and markets



We seek to identify **opportunity** and realise it for our clients, community, shareholders and our people



From positions of **deep expertise**, we pursue opportunities **adjacent** to existing businesses, largely via organic growth



We are **accountable** for all our actions to our clients, our community, our shareholders and each other



We act with **integrity** and earn the trust of our clients, colleagues, community and shareholders through the quality of our work and our high ethical standards

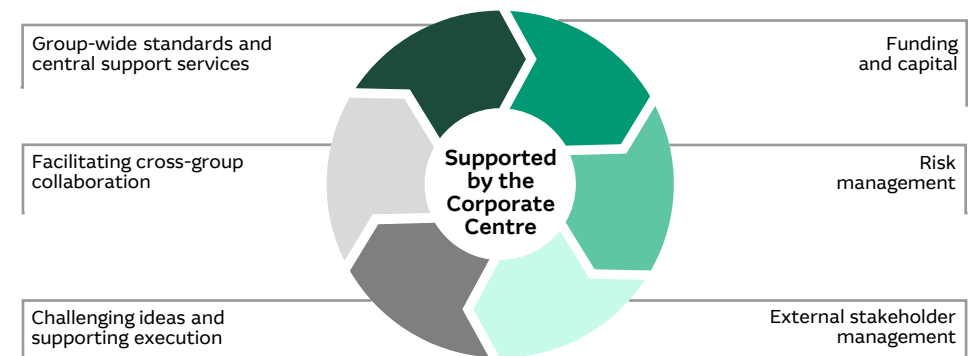
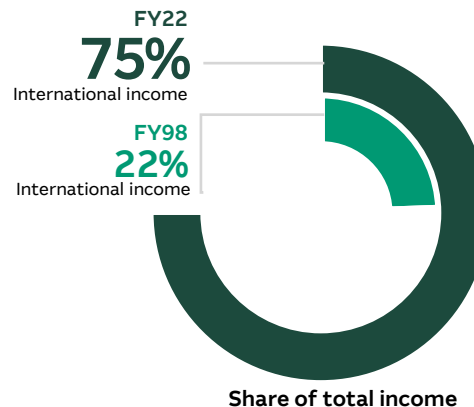


We pursue opportunities that deliver real outcomes to achieve an appropriate and resilient **long-term return on capital**



Evolution in the business

Macquarie has a global presence across operating groups



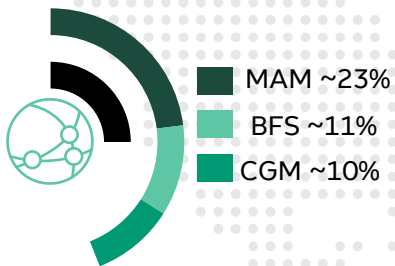
Diversification by region

Business mix¹

Annuity-style activities

FY22
~44%

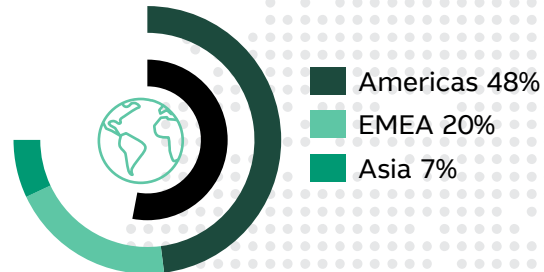
FY07
25%



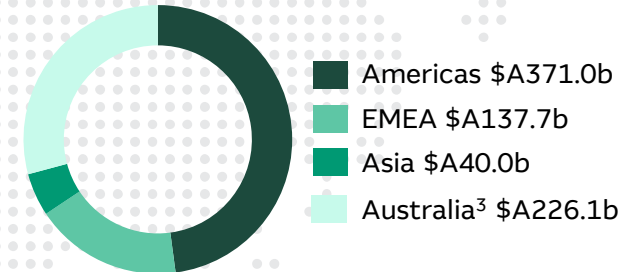
International income²

FY22
75%

FY07
53%



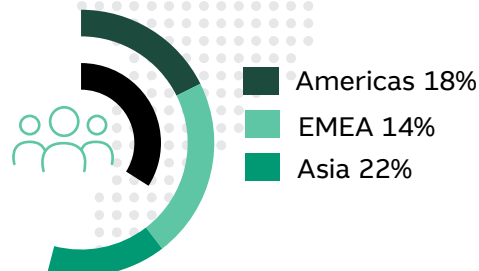
AUM



International staff⁴

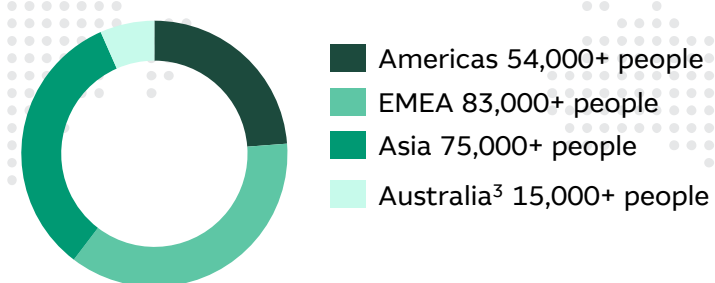
FY22
54%

FY07
34%



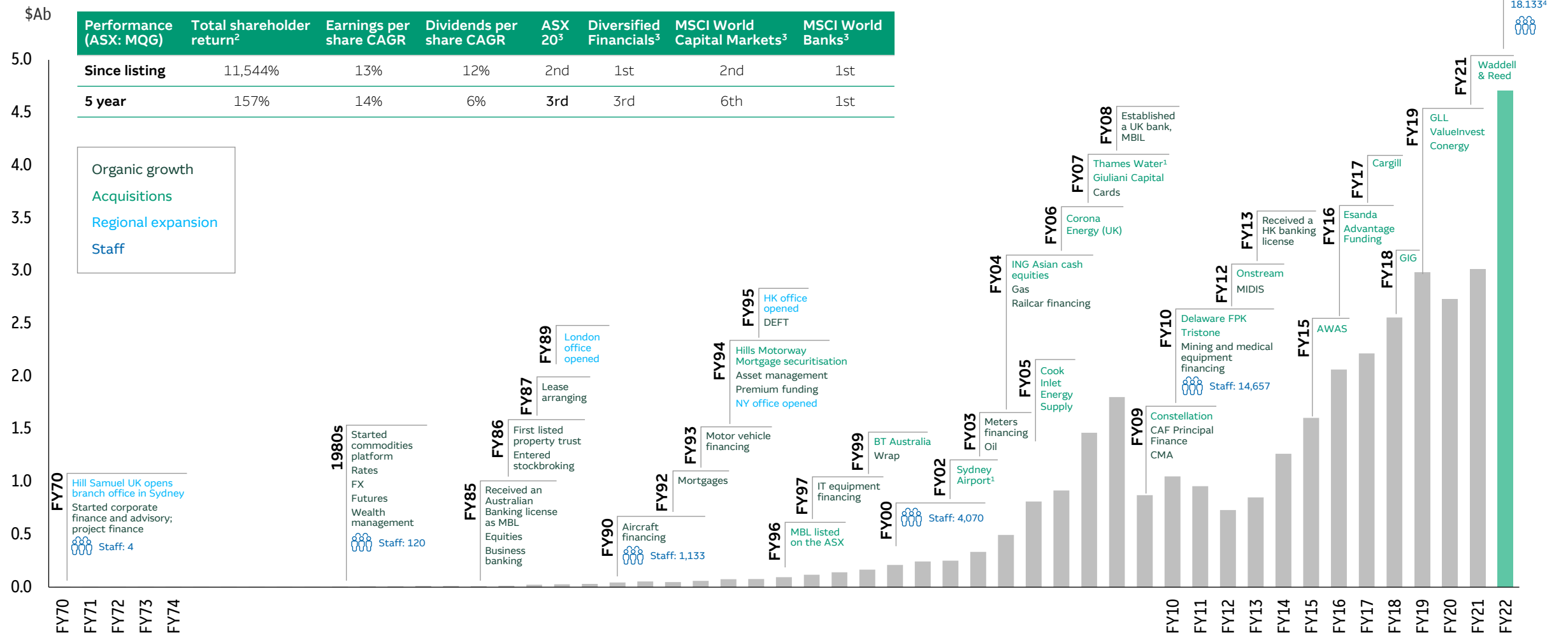
Employing people

through managed funds assets and investments⁵



All numbers on this slide as at 31 Mar 22. 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 FY22 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. Includes New Zealand. 4. Headcount includes certain staff employed in operationally segregated subsidiaries. 5. Includes people employed through Private Markets-managed fund assets and investments where Macquarie Capital holds significant influence.

Over 50 years of unbroken profitability

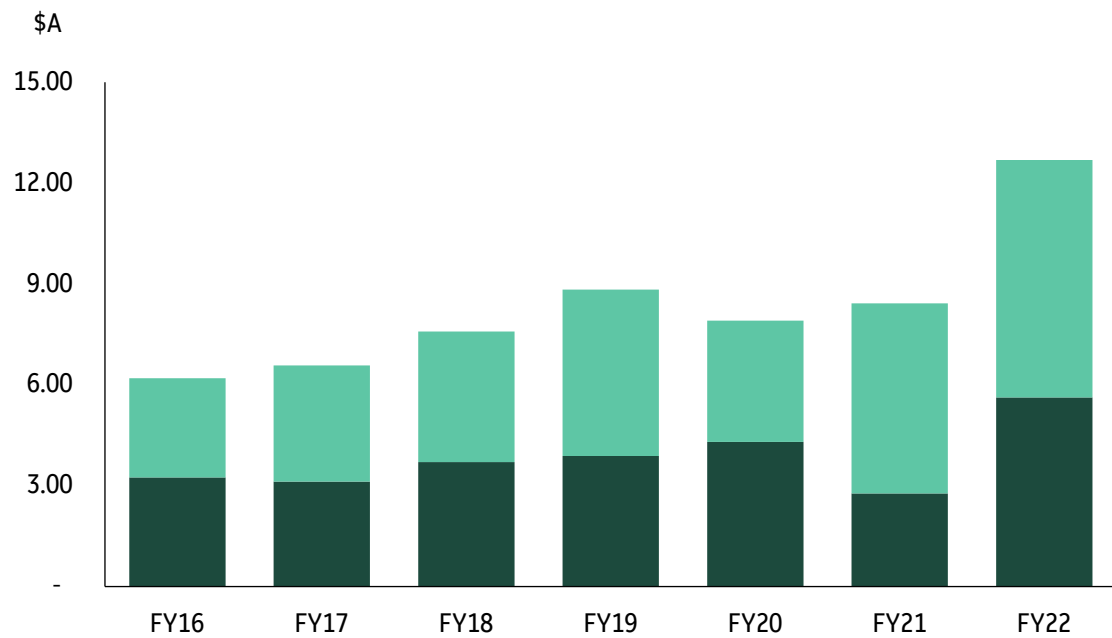


Note: the above list is not exhaustive. 1. Acquired on behalf of managed funds and accounts. 2. At 31 Aug 22. 3. Ranking refers to TSR against the respective index constituents that have been continuously listed since Macquarie's inclusion. Source: Bloomberg. Data to 31 Aug 22. 4. As at 31 Mar 22

Strong earnings growth

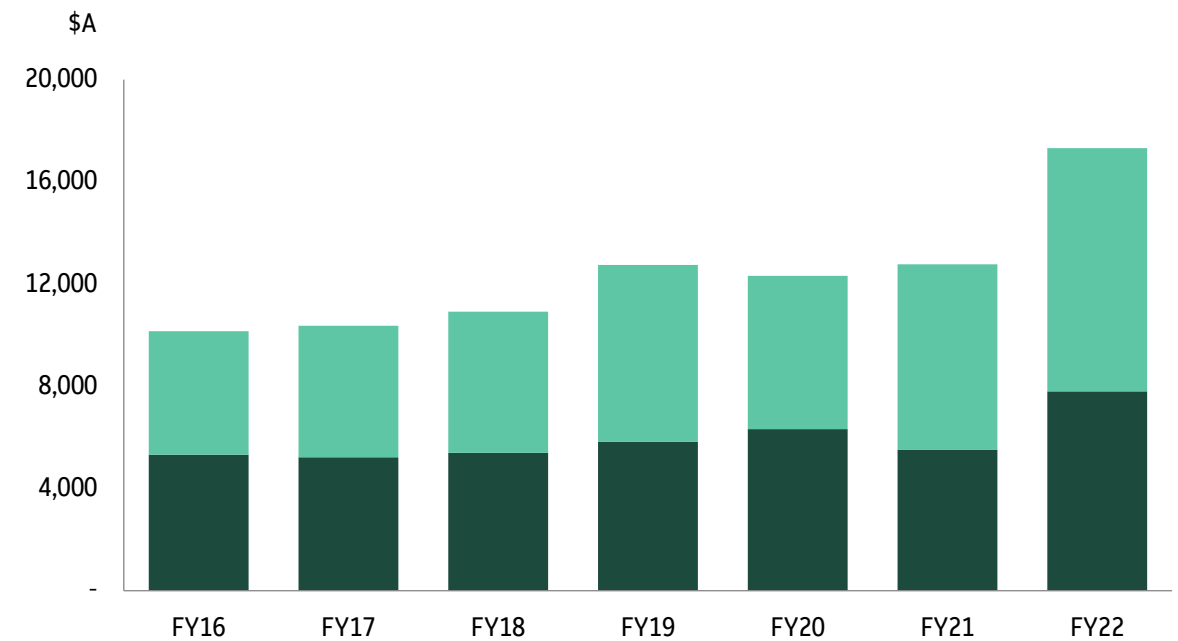
FY22 EPS of \$A12.72

Up 51% on pcp



FY22 Operating income of \$A17,324m

Up 36% on pcp

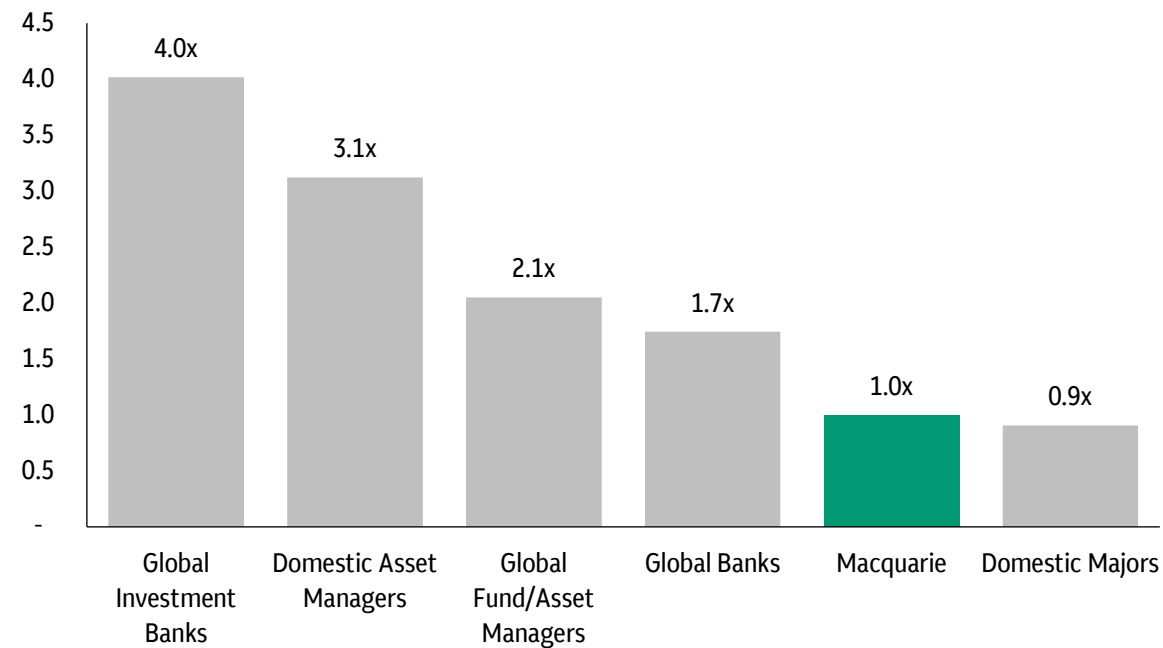


1H 2H

Stable earnings

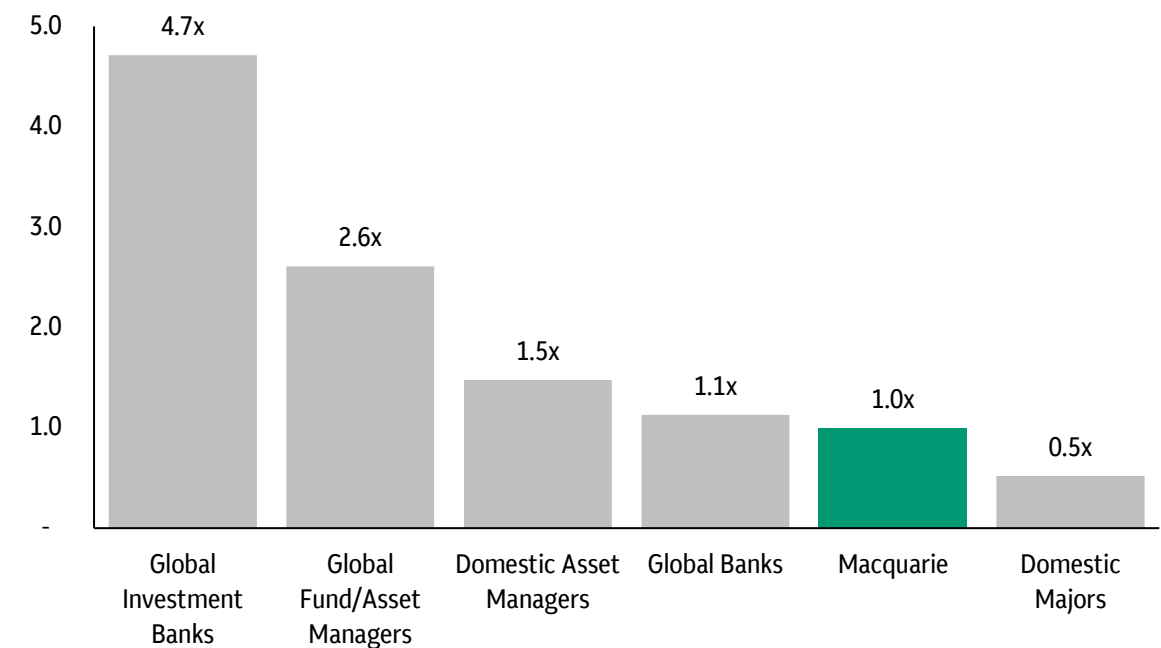
5 year earnings volatility relative to Macquarie

Multiple to Macquarie



15 year earnings volatility relative to Macquarie (includes GFC)

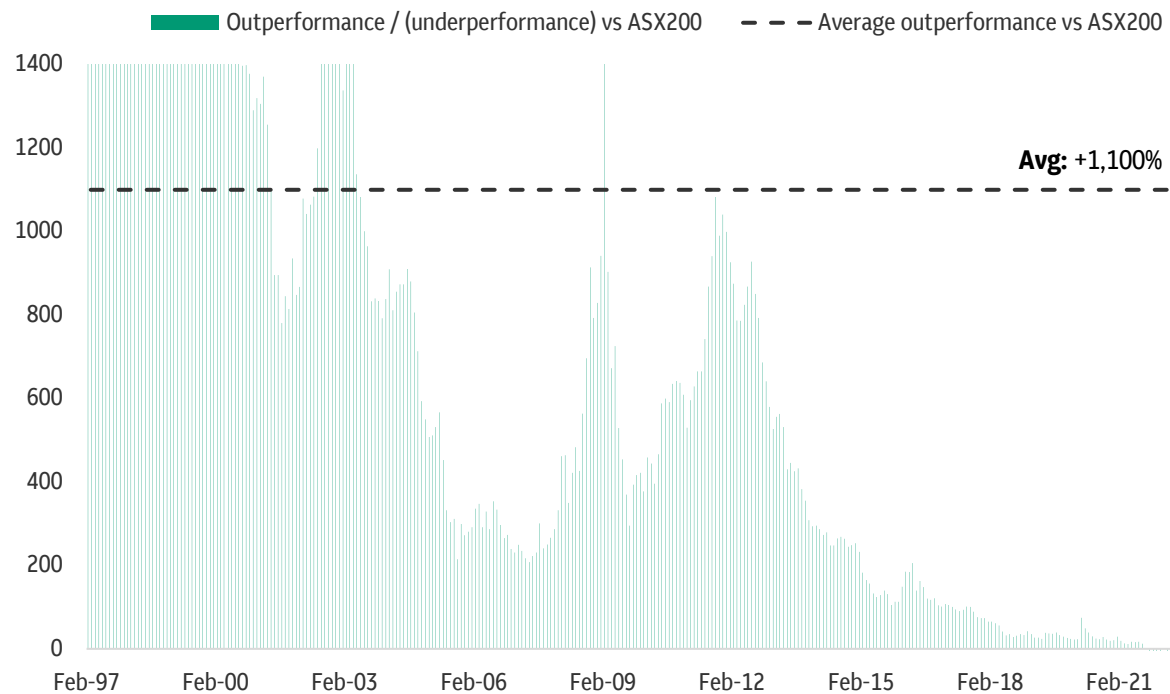
Multiple to Macquarie



This page compares the historical earnings volatility among certain firms, and is not intended to represent that Macquarie has a comparable business model, risks or prospects to any other firm mentioned. Volatility of P&L is defined as standard deviation of P&L divided by average P&L (coefficient of variation), based on most recent annual disclosures. Source: Bloomberg as at 31 Aug 22.

Strong shareholder returns

For purchases made and held to sale Macquarie has generally outperformed the ASX 200, Diversified Financials and MSCI World Capital Markets Index

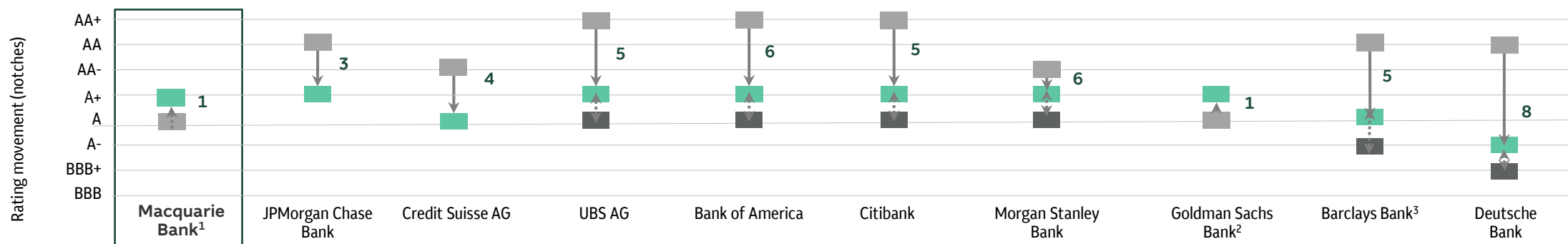


	Outperformance vs ASX 200 ¹	Outperformance vs ASX 200 Diversified Financials ¹	Outperformance vs MSCI World Capital Markets Index ¹
Since listing	10,504%	n/a ²	n/a ²
10 years	850%	666%	841%
5 years	100%	121%	106%

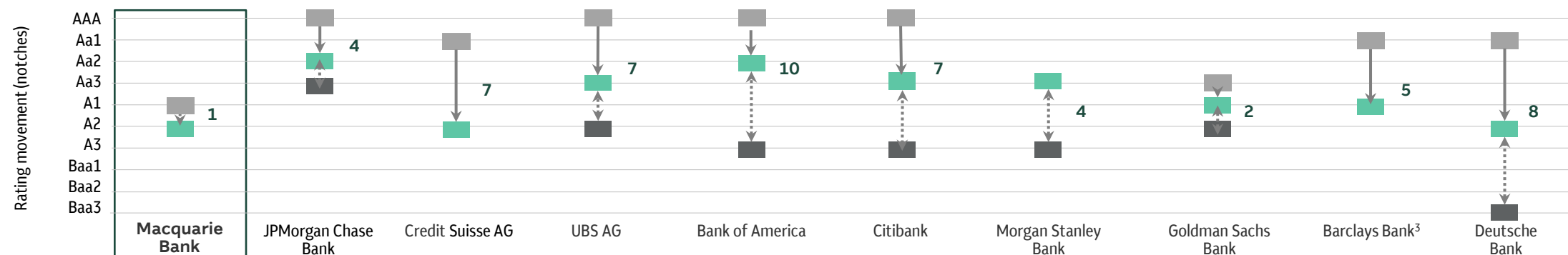
Data to 31 Aug 22 for purchases made at different purchase points on a monthly basis. Source: Bloomberg, as at 31 Aug 22. 1. Total shareholder returns. 2. Macquarie was listed prior to the formation of the MSCI World Capital Markets Index and ASX 200 Diversified Financials Index.

Macquarie Bank Limited Long Term Ratings Stability

Standard & Poor's Ratings Movements from 2007



Moody's Ratings Movements from 2007



■ 2007 ■ 2022 ◀.....▶ Intra-period ratings movement # No. ratings movements

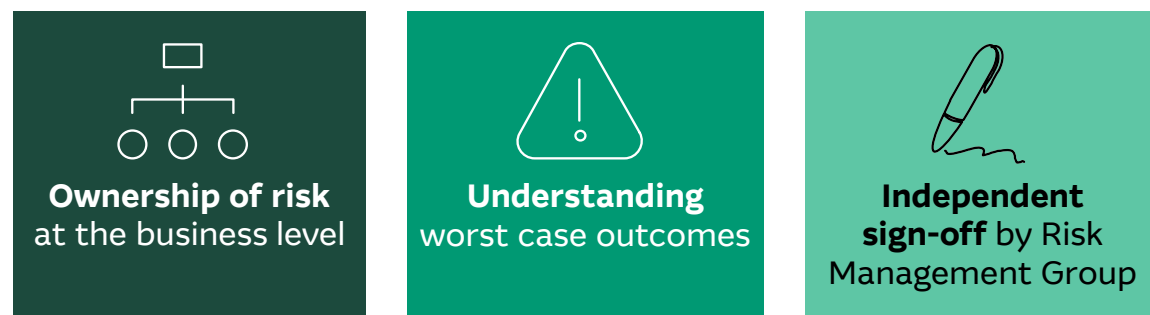
As at Aug 22. Macquarie Bank upgraded to A+ on 11 Dec 19. 1. Goldman Sachs bank only rated by Standard & Poor's from 2012. 2. Barclays Bank PLC.

Macquarie's approach to risk management

Strong focus on business accountability and risk ownership

Stable and robust core risk management principles

Supported by our longstanding approach to establishing and maintaining an appropriate risk culture



Principles stable for **30+ years**

A key factor in our 53 years of unbroken profitability

Our approach is consistent with the 'three lines of defence' model with clear accountability for risk management

The three lines of defence model, which is a widely adopted standard across the industry, sets risk ownership responsibilities functionally independent from oversight and assurance

Line 1	Primary responsibility for risk management lies with the business.
Line 2	The Risk Management Group (RMG) forms the second line of defence and independently assesses material risks.
Line 3	Internal Audit provides independent and objective risk-based assurance on the compliance with, and effectiveness of, Macquarie's financial and risk management framework.

Environmental, Social and Governance (ESG)

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

Environmental



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

Social



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

Governance



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

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



Environmental and social risk management

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



Climate change

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



Environmental and social financing

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



Sustainability in direct operations

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



Client experience

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



People and workplace

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



Business conduct and ethics

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



Macquarie Group Foundation

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

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

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

Our commitment to net zero

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

01

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

02

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

03

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

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



Approximate business Basel III Capital and ROE

31 Mar 22

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

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

02

Operating Groups



Macquarie Asset Management

Global specialist asset manager
investing to deliver positive impact for everyone

FY22 Net profit contribution
\$A2,150m

▲ **4%**
on FY21



~2,400
people



24
markets



~170
portfolio
companies¹



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

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

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Awards & rankings



#1 Infrastructure
Investment Manager³



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



Investment Manager of the
Year 2021⁷



Europe M&A Deal of the
Year – Open Fiber⁸

Private Markets

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

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

\$A27.0b
Equity raised

\$A19.9b
Equity to deploy

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

Public Investments

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

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

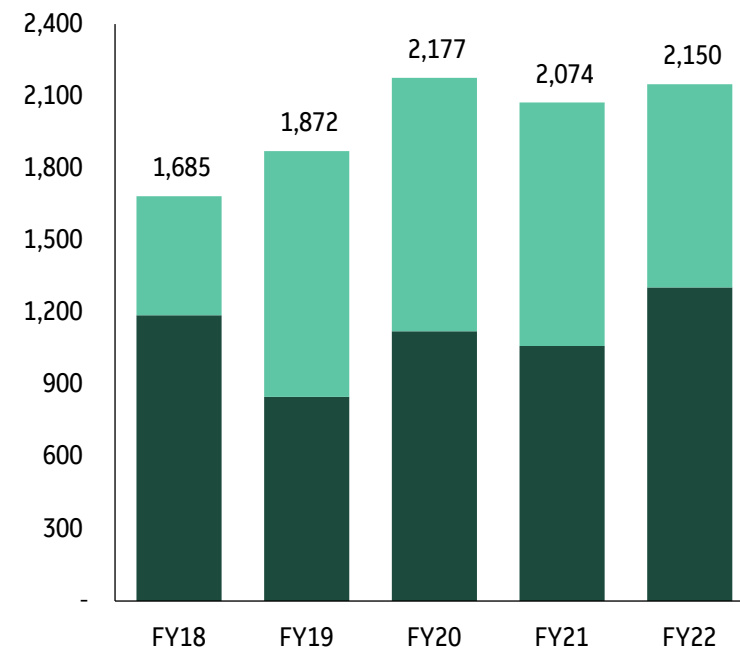
\$A10.5b
Positive net flows across equities,
fixed income and multi-asset
strategies

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

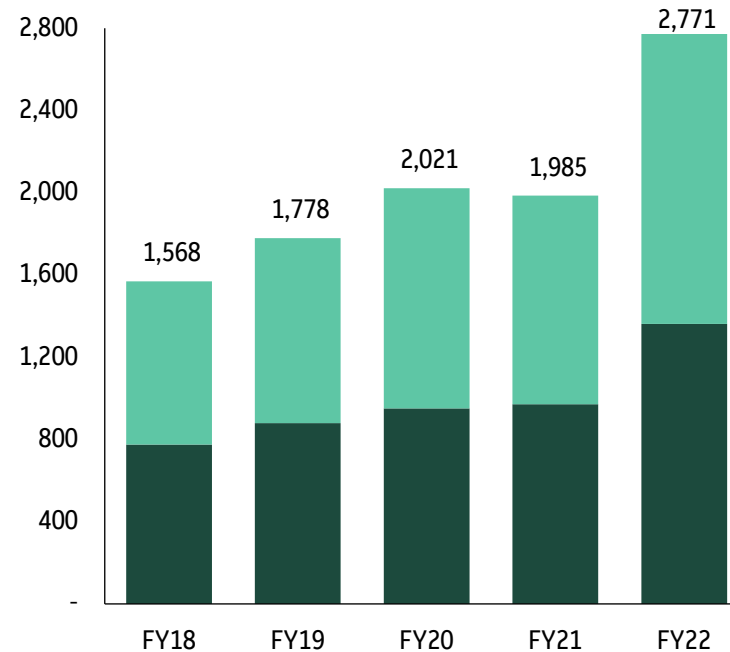
Macquarie Asset Management

Actively manages funds for investors across multiple asset classes

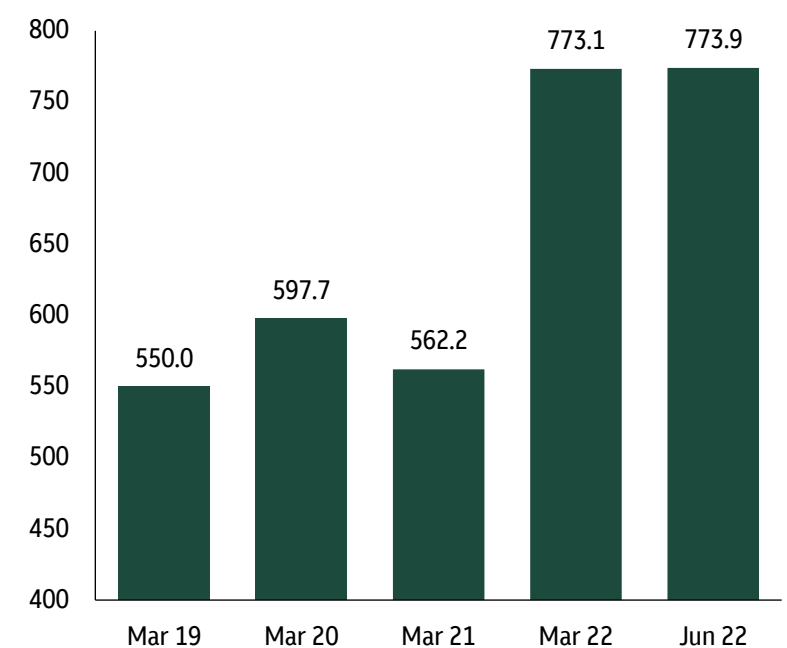
Net Profit Contribution¹ (\$Am)



Base Fees (\$Am)



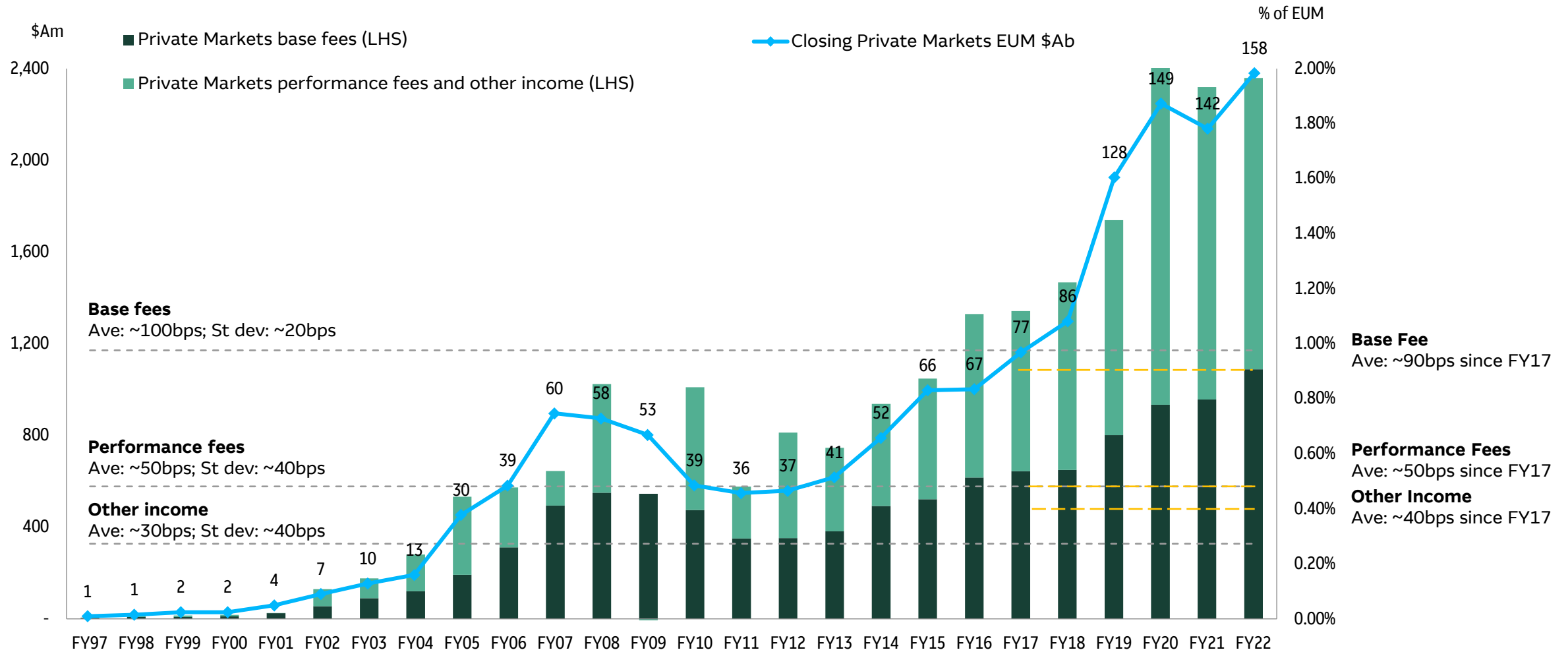
AUM (\$Ab)



■ 1H ■ 2H

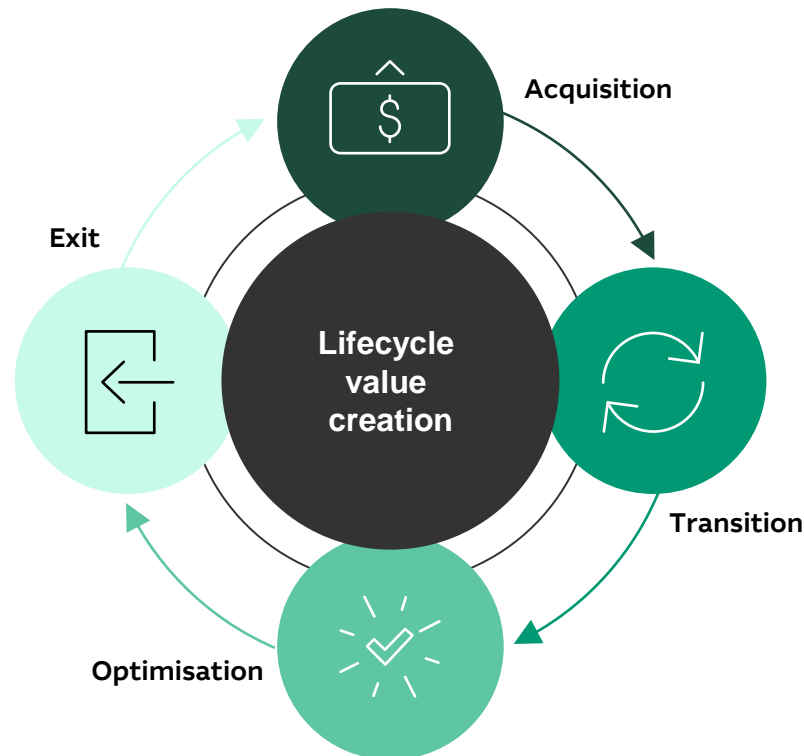
1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

Private Markets Historical Income

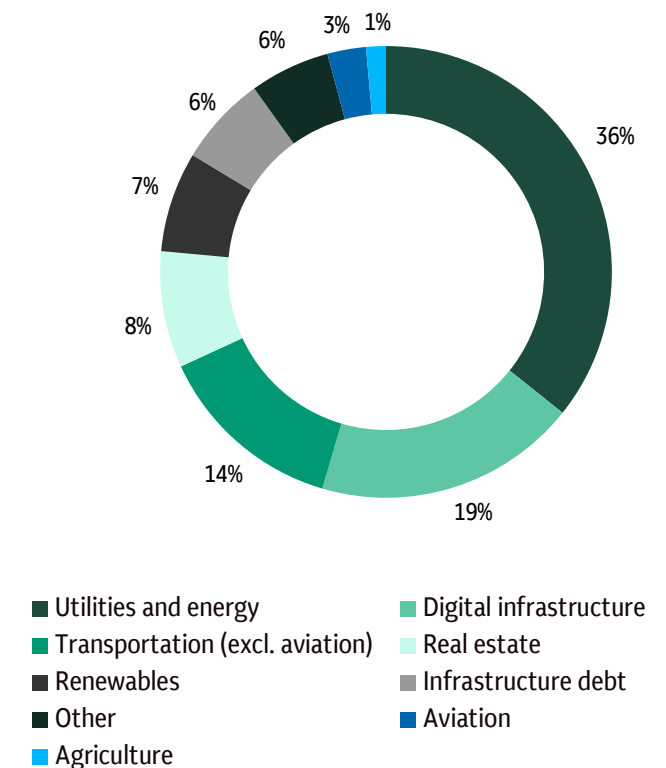


Adding value throughout the investment lifecycle

- Long-term investment approach, delivering positive outcomes for clients, portfolio companies and communities
- Boutique active public investments teams with deep sectoral expertise across equities and fixed income.
- Diverse alternatives team with deep industry and operational experience to manage and enhance real asset businesses
- Global scale, technical expertise and networks allow us to undertake increasingly complex transactions
- ESG considerations embedded within our investment decision making and asset management frameworks



Our alternatives portfolio¹



1. Based on AUM at 30 Jun 20.

Green Investment Group

One of the leading renewable energy developers and investors in the world – with a team of 400 green energy experts¹ committed to accelerating the green transition



Developing & investing

Scale & strength in established technologies

£25b+

Of capital committed or arranged to support green energy projects²

250+

projects in development and construction

30+ GW

Global development and construction pipeline³



Platform companies

Regional development platforms

- Regionally focused: platforms in US, Europe and the Asia Pacific region
- Technology focused: platforms focused on utility-scale and C&I solar, energy storage or distributed energy



Powering clients

Supporting client achieve sustainability goals

4+ GW

Of renewable energy projects with PPAs⁴

25

Corporates with their green transition through PPAs signed with GIG⁵

Large industrial partnerships



Our platforms



Example customers



Industries that matter

1. Includes Macquarie Group employees operating under the GIG brand or the brand of one of GIG's portfolio companies. Portfolio companies are companies operating as operationally segregated subsidiaries of GIG or companies where GIG has entered a joint venture with another partner. 2. Combining historic activity where UK Green Investment Bank (GIB) or Green Investment Group (GIG) have committed their own funds or arranged third-party capital and / or financing. 3. Includes projects being developed directly by GIG or through portfolio companies (as defined in footnote 1). 4. Total capacity of renewable energy projects in development, construction or operation where GIG (either directly or via portfolio companies) have contributed equity investment, which is supported by power purchase agreements structured by GIG or its portfolio companies. 5. Total capacity of renewable energy projects where GIG (either directly or via portfolio companies) have contributed equity investment, supported by PPAs structured by GIG or its portfolio companies.

Banking and Financial Services

A technology-driven Australian retail bank and wealth manager

FY22 Net profit contribution
\$A1,001m

▲ **30%**
on FY21



3,350+
people



Personal
Banking



Business
Banking



Wealth
Management



Approximately
1.7 million
clients

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

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FY22 awards



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

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

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

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

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

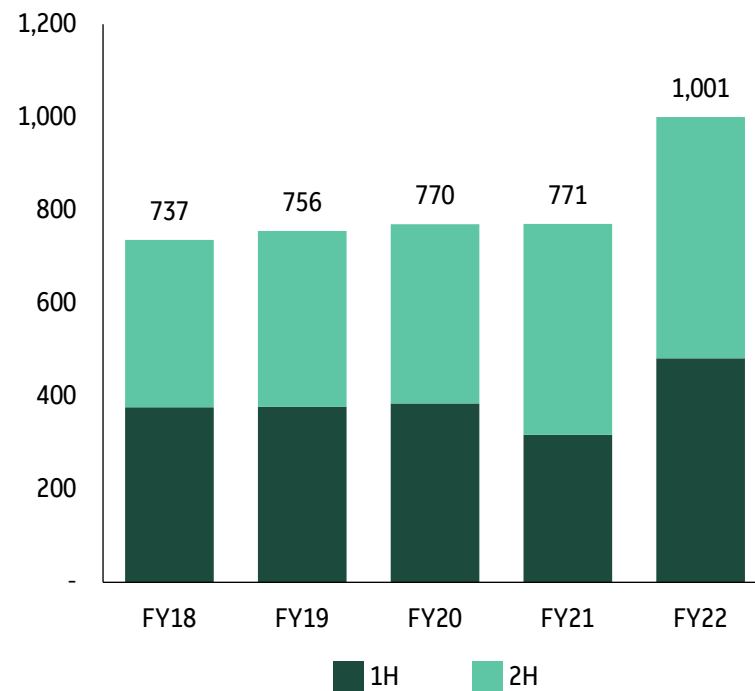
30+ years bringing
innovation and competition
to Australian consumers

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

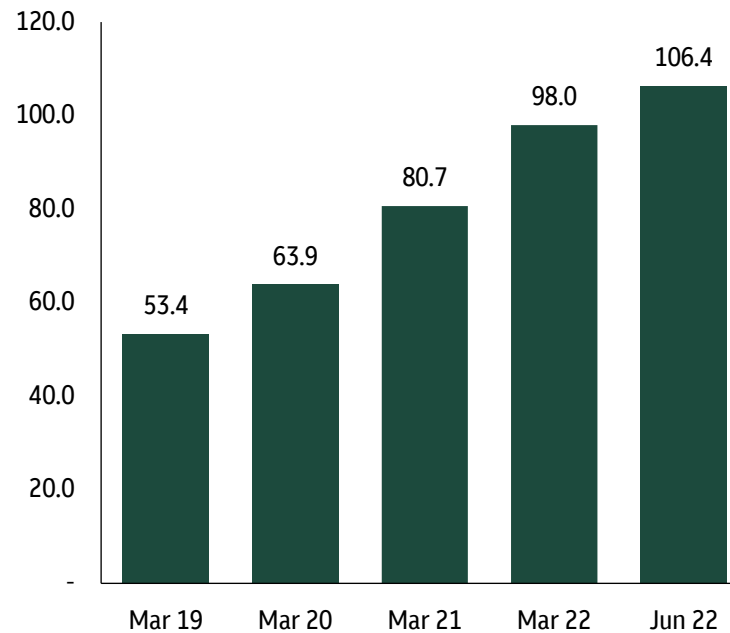
Banking and Financial Services

A technology-driven Australian retail bank and wealth manager

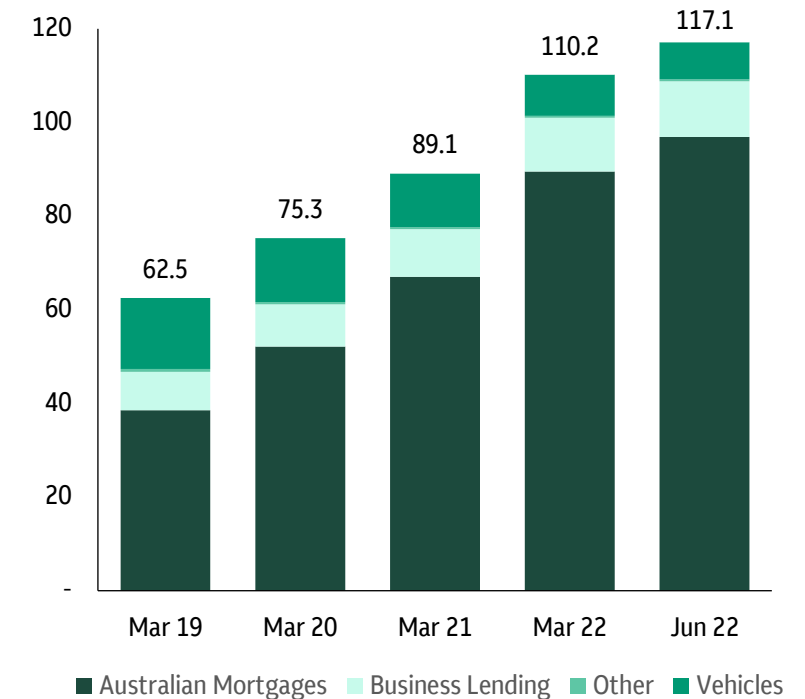
Net Profit Contribution¹ (\$Am)



BFS Deposits² (\$Ab)

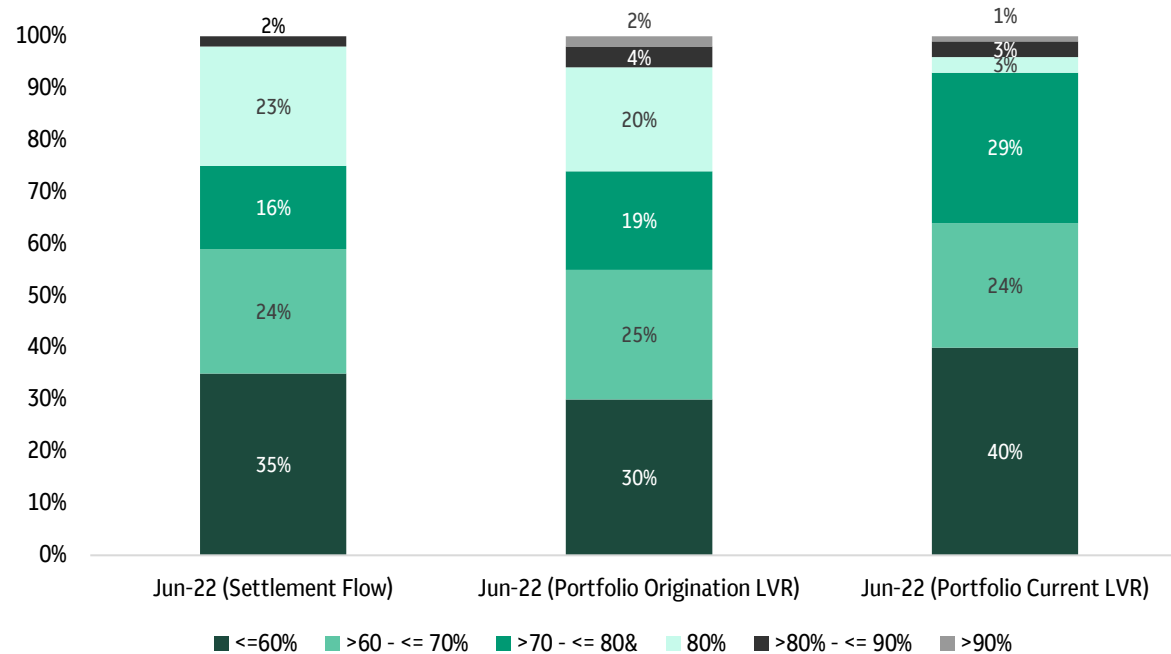


Australian loan and lease portfolio³ (\$Ab)

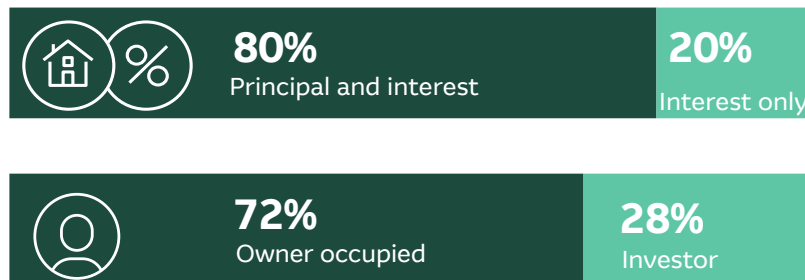


1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. During 2018, vehicle finance moved from Corporate and Asset Finance to BFS as a part of a reorganisation between Operating Groups. FY18 financial results were restated to reflect this change. 2. BFS deposits exclude any Corporate/Wholesale deposit balances. 3. The Australian loan and lease portfolio comprises residential mortgages, loans to Australian businesses, vehicle asset finance, and other includes insurance premium funding and credit cards. Vehicles asset finance moved from CAF Asset Finance to BFS effective 1 Dec 18.

Home loan portfolio composition

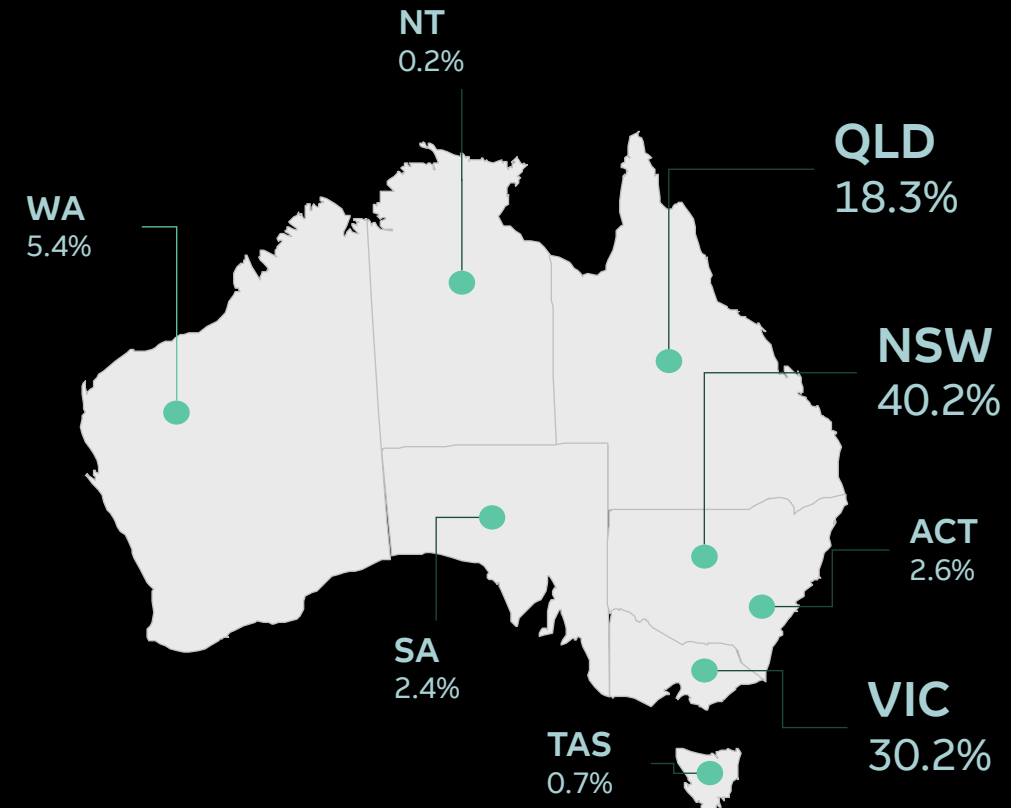


Note: Current LVR is calculated based on the current balance of loans against their initial appraisal amount.



\$A 96.9 billion¹
Total Home Loans under management

1. As at 30 Jun 22. 2. As at 30 Jun 22 and weighted by size of loan. Average LVR at Origination 64%, based on accounts still on books and weighted by size of loan. Note: figures are based on overall portfolio of home loans originated by MBL.



\$A620k

Average loan size



50%

Average dynamic LVR²



27.1

Months seasoning

Commodities and Global Markets

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

FY22 Net profit contribution
\$A3,911m

▲ **50%**
on FY21



2,170+
people



21
markets



**40+ years of
client partnership**

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

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FY22 awards & rankings

EnergyRisk
Awards 2022
Winner

Derivatives
house of the year
Macquarie

EnergyRisk
Awards 2022
Winner

Natural gas/LNG
house of the year
Macquarie

EnergyRisk
Awards 2022
Winner

Oil and products
house of the year
Macquarie

No.1
Futures broker on
the ASX¹

No.4
physical gas
marketer in North
America²

Top 5
Commodities
General Clearing
Member³

Strong underlying client business

Commodity Markets

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

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

Asset Finance

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

Gain on partial sale of UK Meters portfolio in May 21

Continued positive performance and contribution across most industries

Financial Markets

Foreign exchange, interest rates and credit

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

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

Equity Derivatives and Trading

Improved results from equity finance

Increased activity providing solutions for corporate clients

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

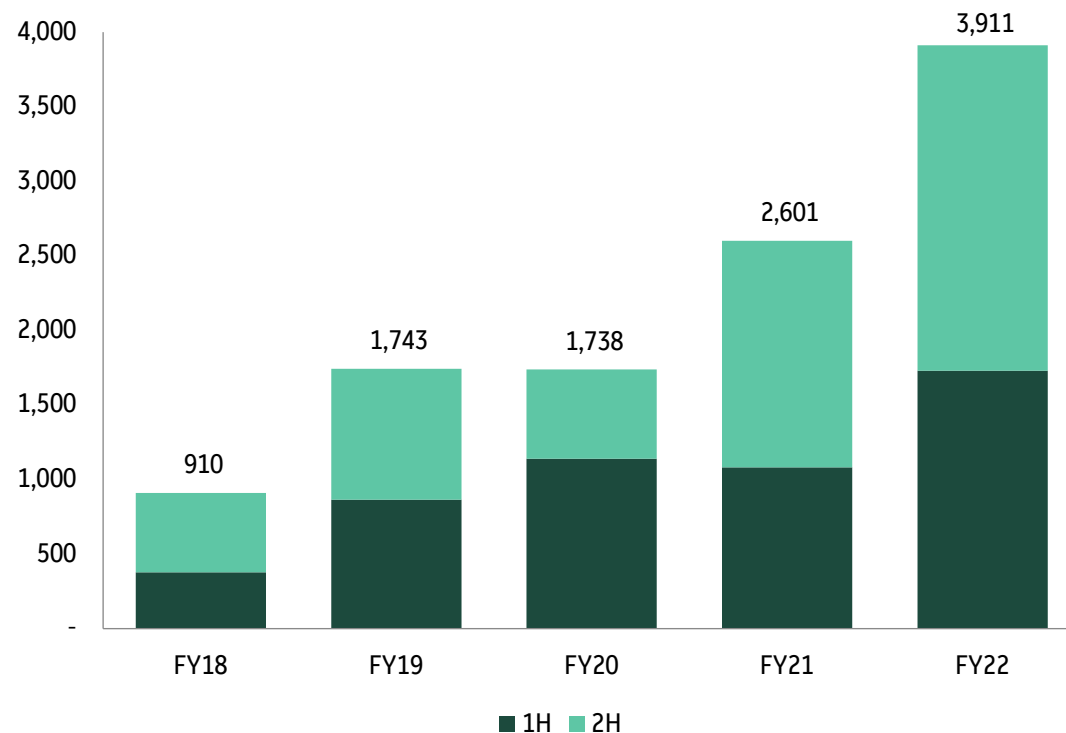
Futures

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

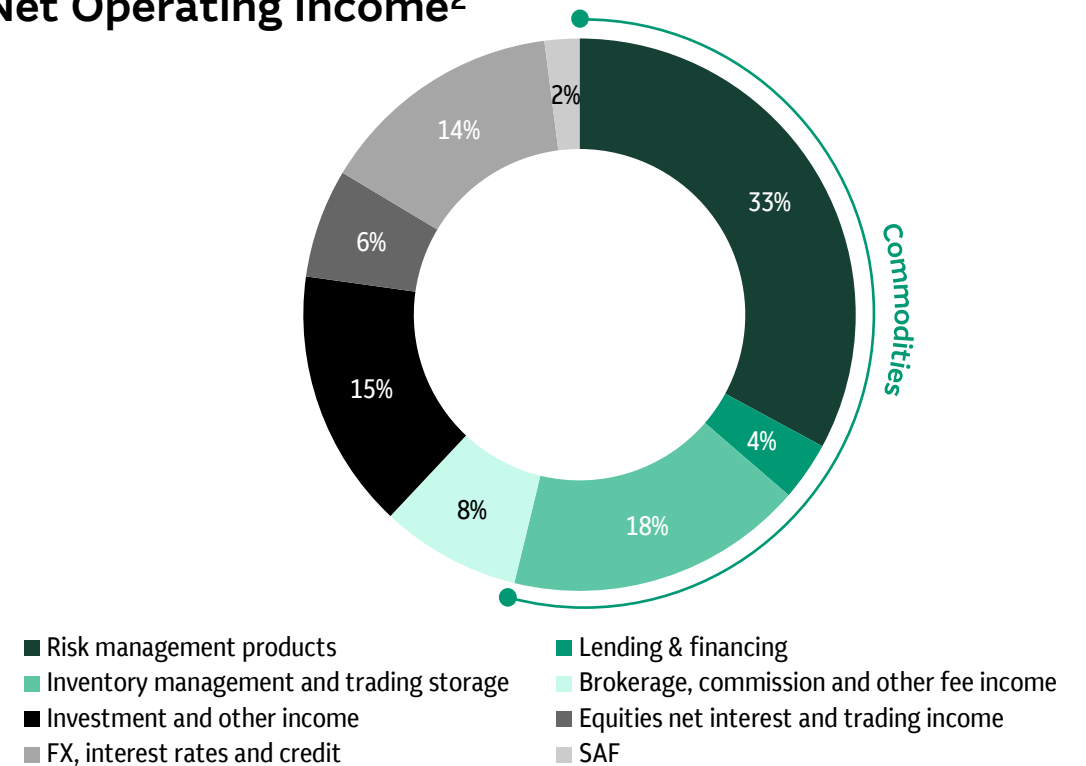
Commodities and Global Markets

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

Net Profit Contribution¹ (\$Am)



Net Operating Income²



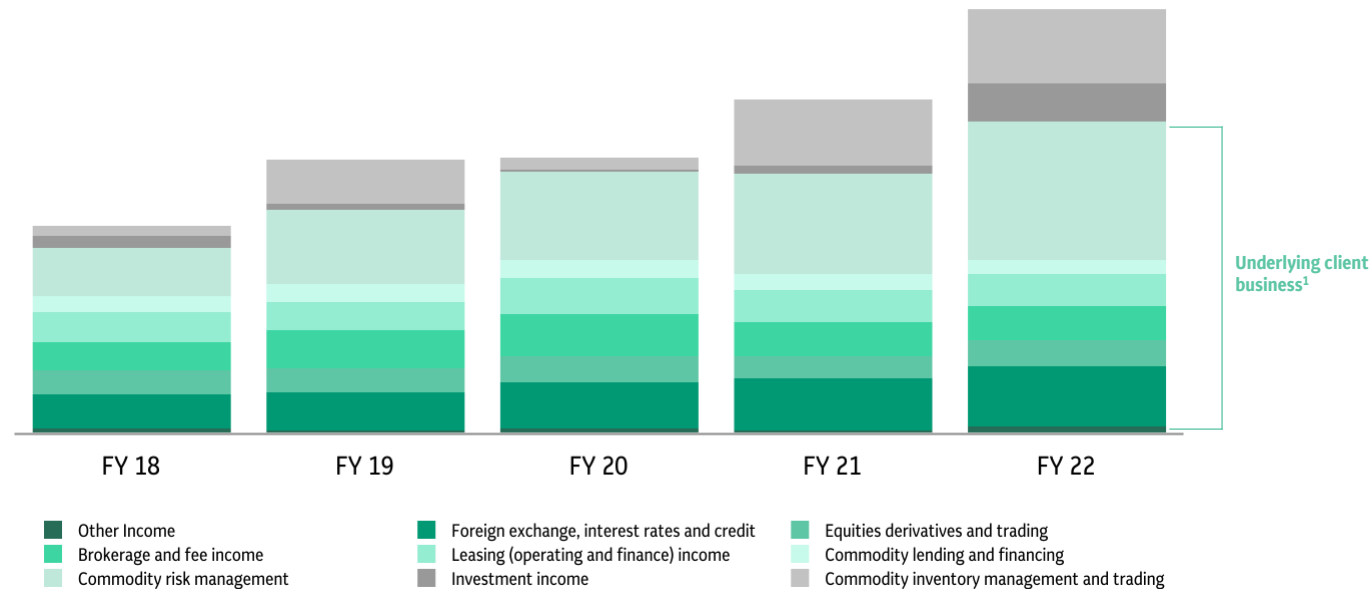
1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Numbers as reported at full year results announcement on 6 May 2022. 2. For the full year ended 31 Mar 22, excluding impairment charges, provisions, net gains on sale and internal management (charge)/revenue, based on the Management Discussion & Analysis income classifications.

Strong underlying client business

Majority of income derived from underlying client business

Operating Income

(excl. credit and other impairment charges)

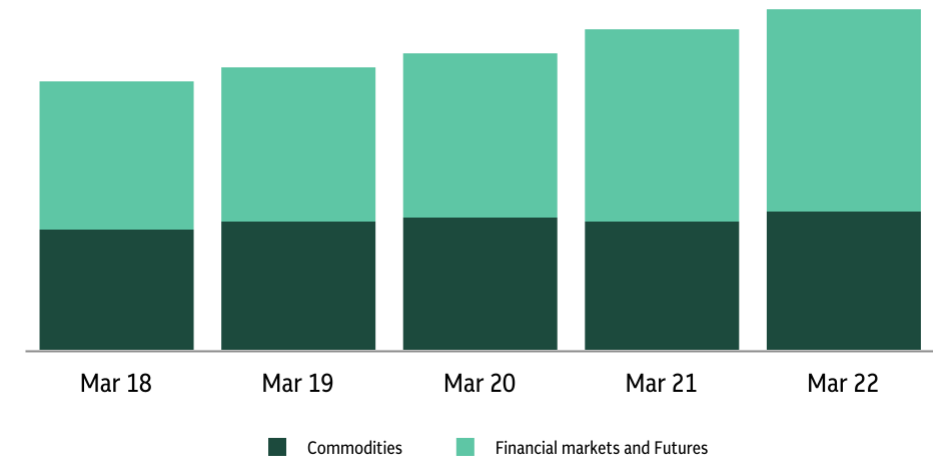


- **40+ years** of client partnerships evolving into niche activities in some markets, and scale in others
- Platform **diversity drives earnings** stability and de-risks the portfolio
- Dedicated **specialist staff** with deep sector knowledge and market insights
- **Risk** management is core
- **Industry recognition** in select markets and sectors is strong

1. Included within Underlying client business is a relatively small (~5%) amount of FX, IR, Credit and EDT trading activity not related to clients. 2. 5-year CAGR of 5% from FY18 to FY22. Financial markets and futures client numbers will differ to previously reported numbers with the inclusion of Equity Derivatives and Trading clients and the transfer of Cash Equities to Macquarie Capital effective 1 Jun 20.

Client numbers²

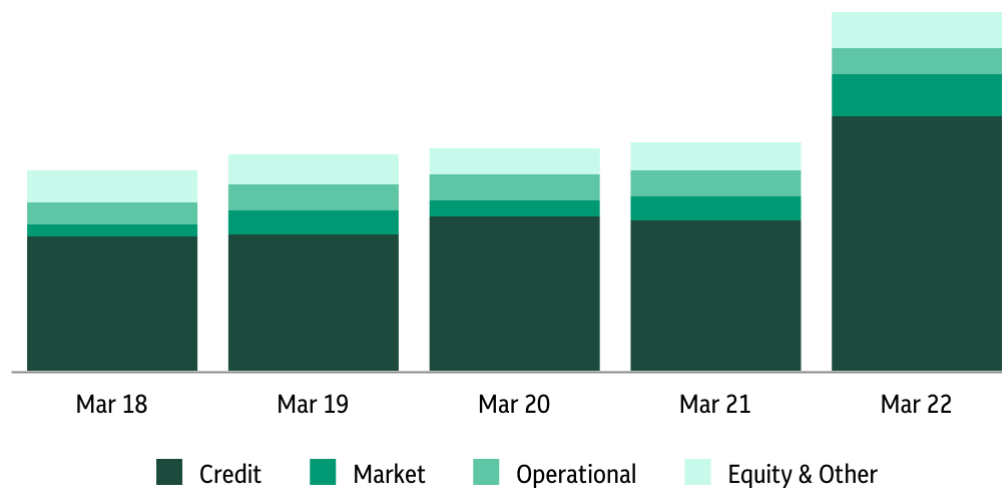
(excl. Asset Finance)



- Client-led business with **deep longstanding client relationships**:
 - Diverse and growing **client base**
 - Strong **repeat client business** with ~85% of client revenue generated from existing relationships
 - Client relationships spread over a full spectrum of products and services

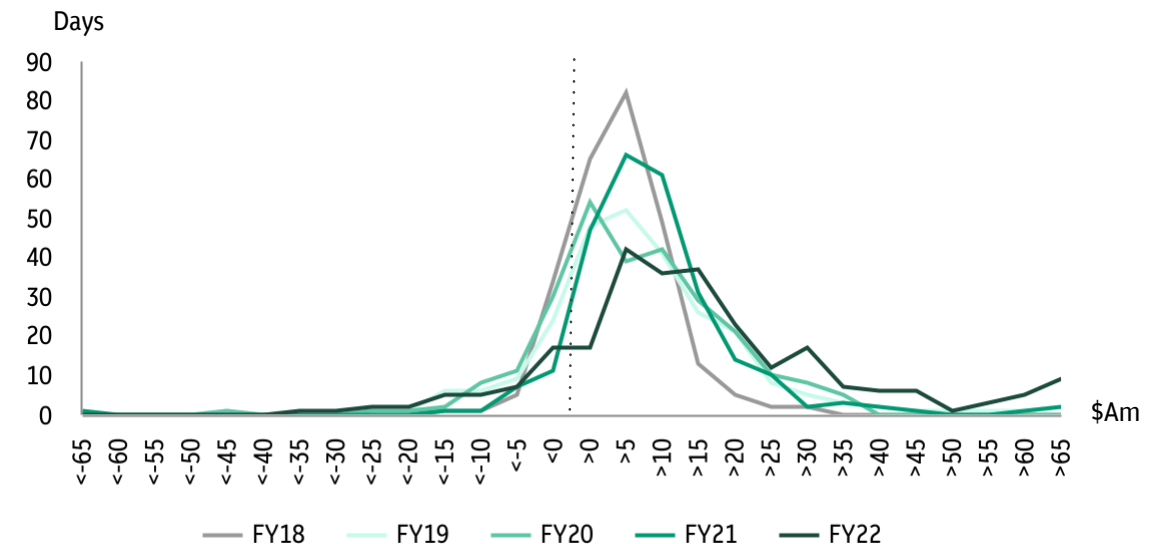
Underlying client activity driving regulatory capital and trading revenues

Regulatory capital (normalised)¹



- Majority of capital relates to **credit risk** reflecting client focused business
- Risk management is **core: built on 50+ years of accumulated experience** in managing risk for our clients and our business

Group Daily trading profit and loss² FY18 - FY22 (\$Am)



- **Consistency of shape of the curves over the years**
 - Consistent framework and approach to risk management
- **Mean clusters between \$A0-10m**
- Trading income largely derived from client franchise activities

1. Normalised for FX (31 Mar 22) and SA-CCR impacts. Numbers will not reconcile to previously disclosed regulatory capital numbers. 2. The daily profit and loss refers to results that are directly attributable to market-based activity from Macquarie's desk.

Macquarie Capital

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

FY22 Net profit contribution
\$A2,400m

▲ **269%**
on FY21



1,840+
people



27
markets



\$A4.9b
Capital invested¹



\$A457 billion
completed deals in FY22²

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

FY22 rankings & awards

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

No 1. Global Infrastructure Financial Adviser⁵



Digital Infrastructure Deal of the Year APAC⁶



M&A Financial Adviser of the Year - Australia



Europe M&A Deal of the Year - Open Fiber

Summary

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

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

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

Over 15 infrastructure and energy projects under development or construction¹⁰

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

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

Transaction Activity

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

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

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

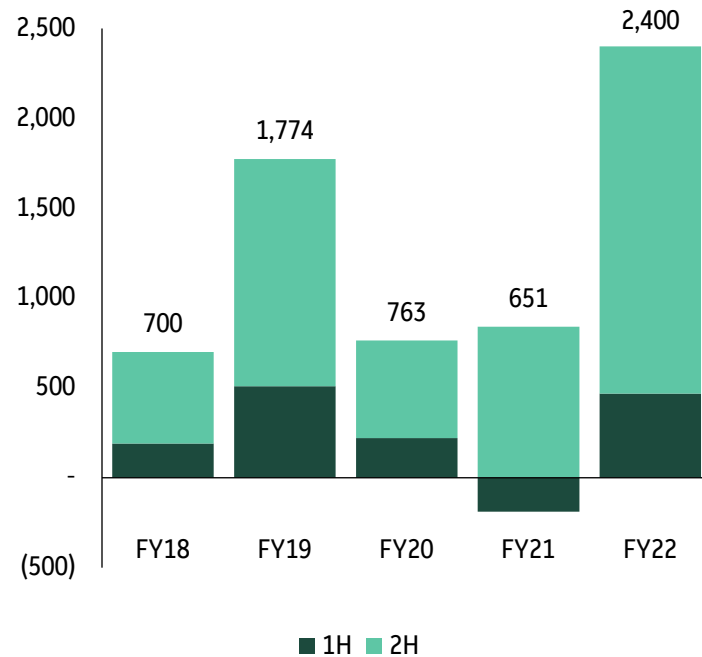
Principal Finance has provided more than 30 unitranche financings to clients in FY22, including to support Onex's acquisition of TES Global, a well-established international provider of comprehensive software solutions for the education sector

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

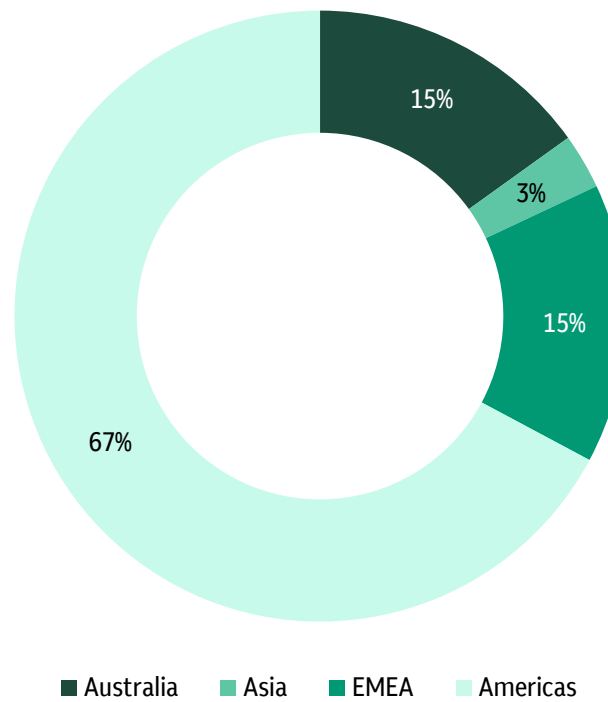
Macquarie Capital

Advises and invests alongside clients and partners to realise opportunity; develops and invests in infrastructure and energy projects

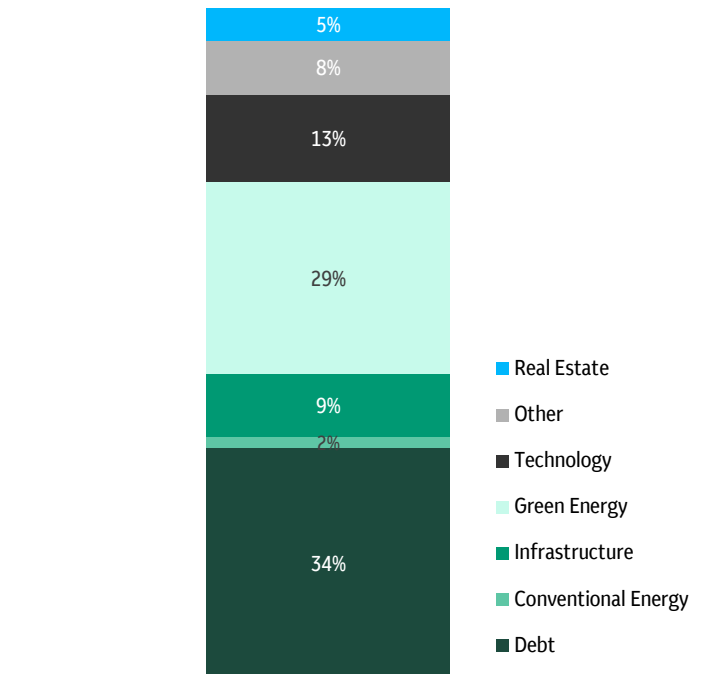
Net Profit Contribution¹ (\$Am)



Income by region²



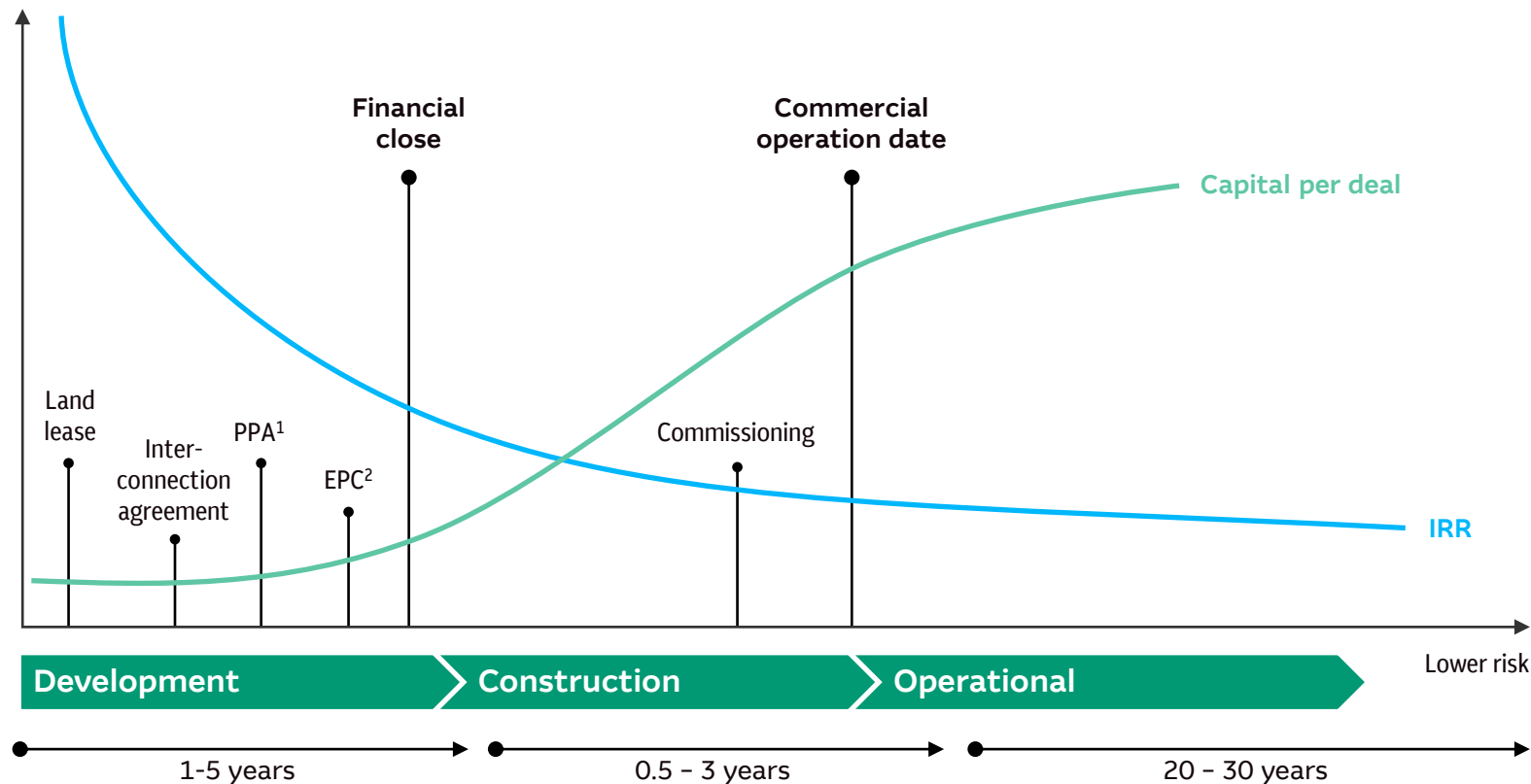
Regulatory capital (\$A4.9b)³



1. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. Numbers as reported at full year 31 Mar 22 announcement on 6 May 2022. 2. Income by region reflects FY22 net operating income excluding internal management revenue/(charge). 3. As at 31 Mar 22.

We're building the future one project at a time

The asset creation journey typically starts at development stage, through construction, and into operations

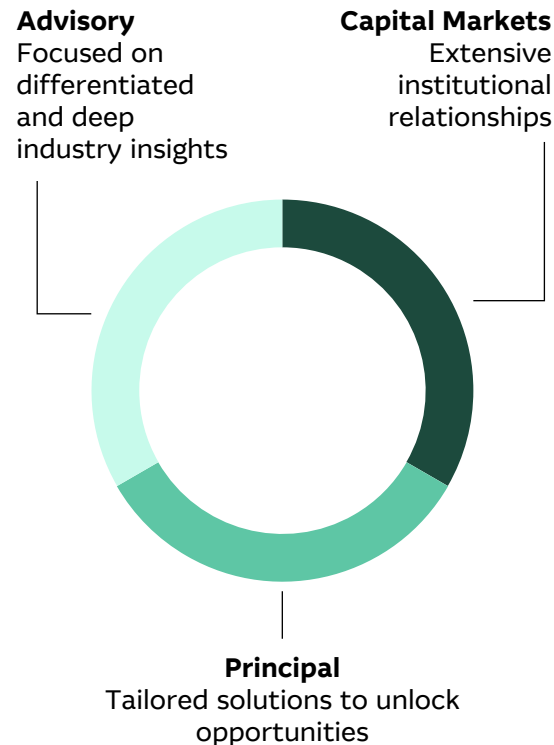


Case study: Murra Warra wind farm



We unlock opportunities by combining ideas and capital

We evolve with our clients and areas of opportunity



Private capital

Abundant capital looking for increasingly diverse ways to access non-public market opportunities

Tech-enabled innovation

Technology is transforming industries, evolving business models and leading to convergence between sectors

Principal investment

Supporting clients with principal investment, combined with advisory and capital market capabilities and industry insights

Sub-sectors we're working in

FINANCIAL SPONSORS |
GROWTH EQUITY |
FAMILY OFFICES

SOFTWARE | DATA | SERVICES |
EDUCATION | FINTECH |
HEALTHCARE

PRIVATE CREDIT | PRIVATE EQUITY |
GROWTH EQUITY | REAL ESTATE

Market backdrop

\$US9.8t

private market AuM has grown more than threefold since 2010¹

42% increase

in the percentage of PE dry powder in growth equity strategies since 2016²

Over \$A2.5b

Principal Finance deployed in 1Q23

1. McKinsey Global Private Markets Review, 2022. 2. PitchBook Data, Inc. PitchBook's Analyst Note on Growth Equity Overview.

03

1Q23 Update



1Q23

Overview



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

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

1Q23 Overview

Annuity-style businesses

Macquarie Asset Management

~32%¹

FY22 contribution²

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

Banking and Financial Services

~11%

FY22 contribution²

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

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

1Q23 Overview

Markets-facing businesses

Commodities and Global Markets

~41%

FY22 contribution²

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

Macquarie Capital

~16%¹

FY22 contribution²

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

Transaction Activity

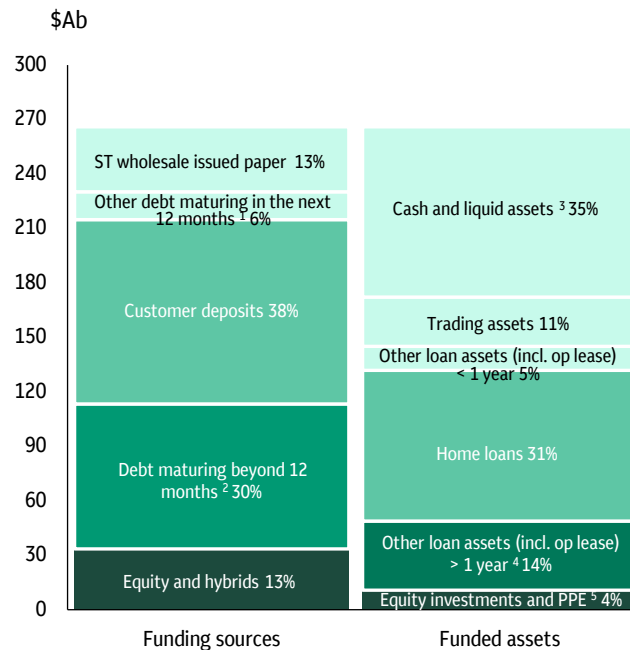
- Exclusive financial adviser to Macquarie Asset Management, Unisuper, PGGM and UBS Asset Management and others, on the \$A3.6b sale of Axicom, Australia's largest independent mobile towers owner
- Financial adviser to Ampol Limited on its ~\$NZ2b acquisition of dual ASX and NZX listed Z Energy Limited,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

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

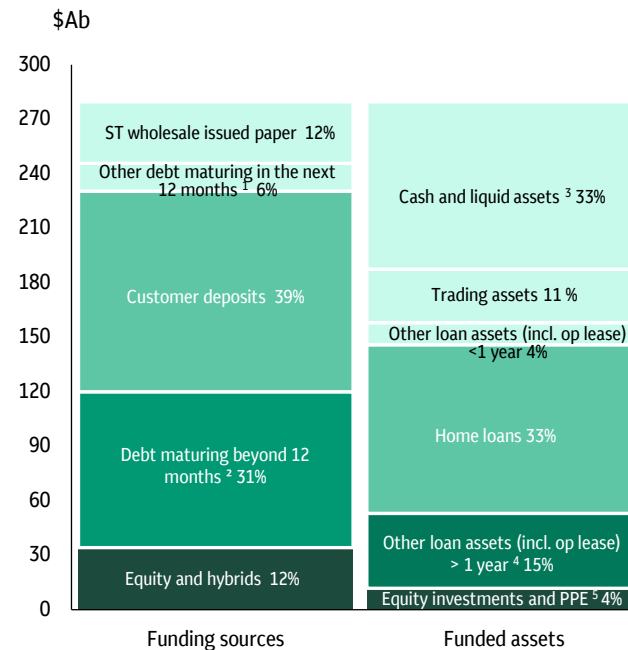
Funded balance sheet remains strong

Term liabilities exceed term assets

31 Mar 22



30 Jun 22



Total customer deposits⁶

\$A110.4b ↑ 9%
FROM MAR 22

Term funding raised⁷

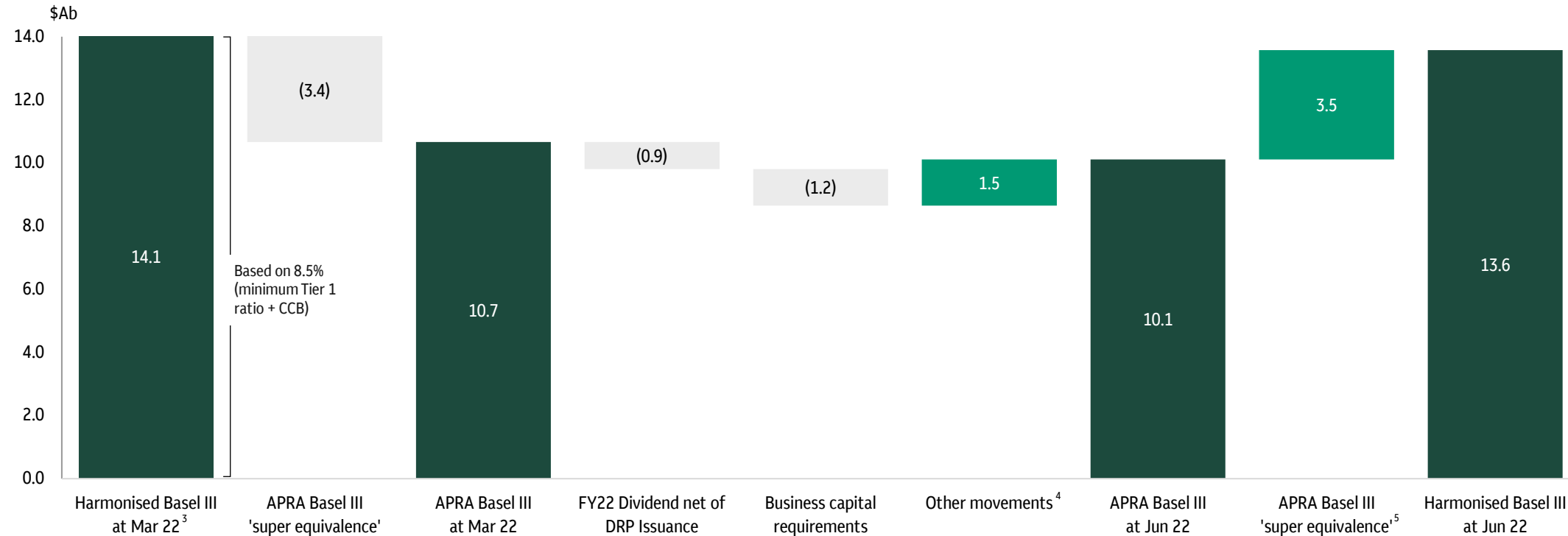
\$A7.0b Since
MAR 22

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

Basel III capital position

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

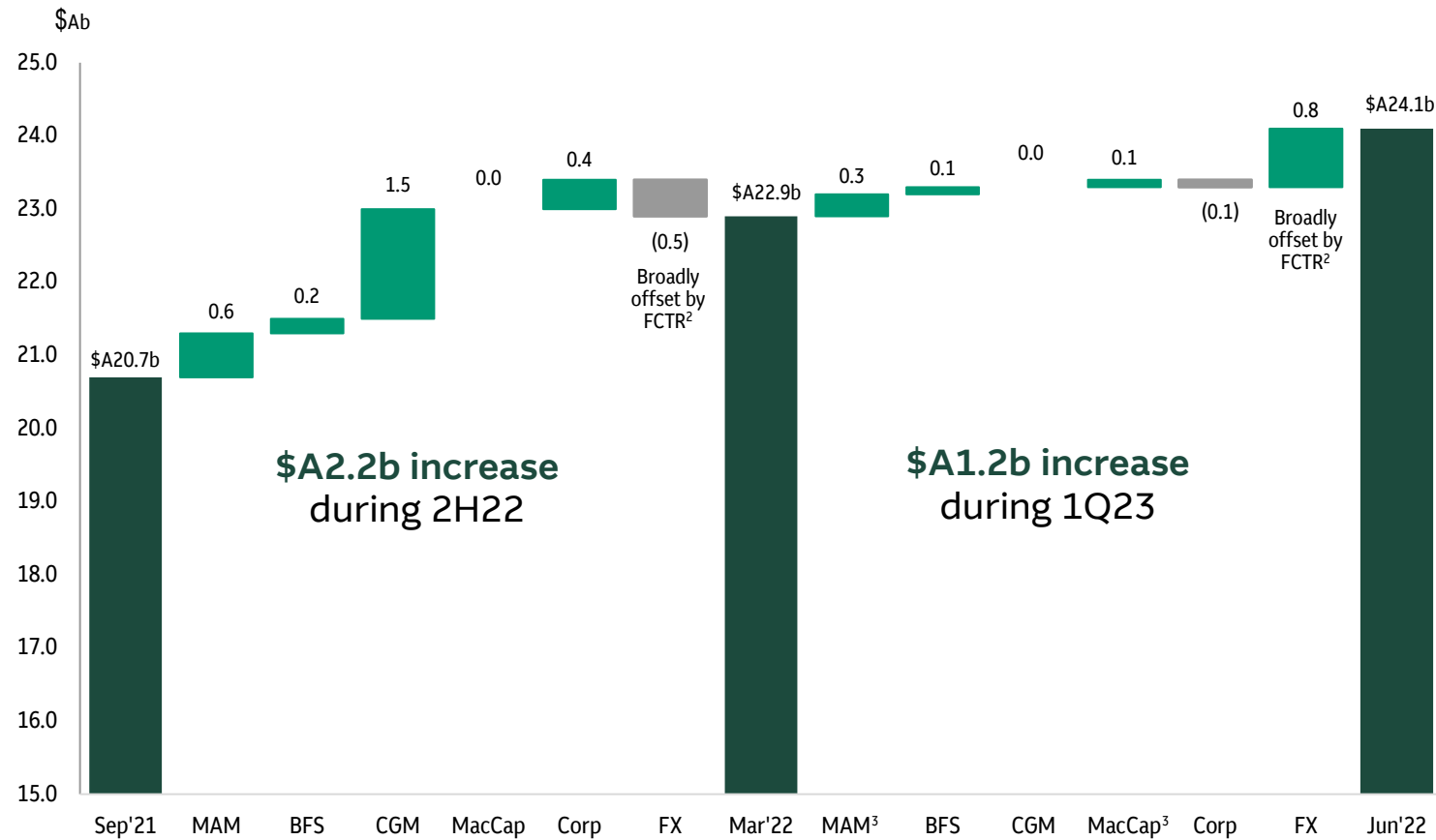
Group regulatory surplus: Basel III (Jun 22)



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

Business capital requirements¹

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



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

1Q23 key drivers

MAM

- Includes fund underwriting activity

BFS

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

Macquarie Capital

- Continued Principal Finance lending activity

Capital management update

Dividend Reinvestment Plan (DRP)

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

Macquarie Group Employee Retained Equity Plan (MEREP)

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

Loss-Absorbing Capacity (LAC) - Tier 2 Capital

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

Additional Tier 1 Capital

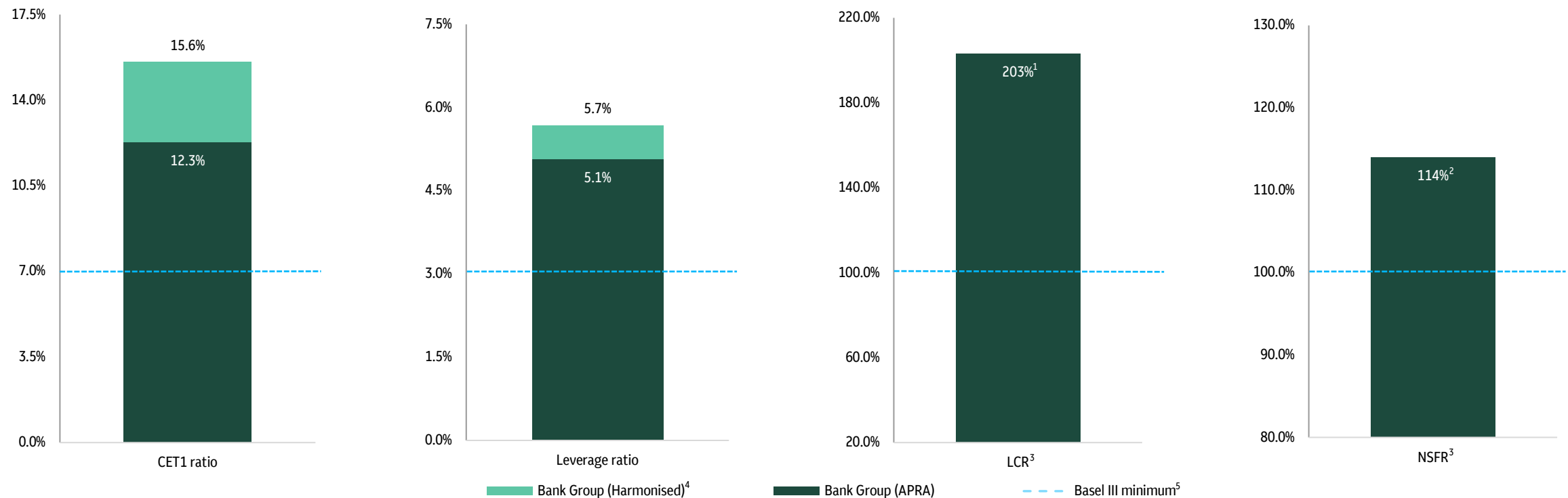
- On 15 Jul 22, MGL issued 7,500,000 Macquarie Group Capital Notes 6 (MCN6) at an issue price of \$A100 each, raising \$A750m

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



Strong regulatory ratios

Bank Group Level 2 Ratios (Jun 22)



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

Regulatory update

Australia

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

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

Germany

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

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

04

Outlook



Short-term outlook

Factors impacting short-term outlook

Annuity-style businesses

Non-Banking Group

Macquarie Asset Management (MAM)

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

Banking Group

Banking and Financial Services (BFS)

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

Markets-facing businesses

Macquarie Capital (MacCap)

Subject to market conditions:

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

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

Commodities and Global Markets² (CGM)

Subject to market conditions, which make forecasting difficult:

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

Corporate

- Compensation ratio expected to be within the range of historical levels
- The FY23 effective tax rate is expected to be within the range of recent historical outcomes

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



Short-term outlook

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

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

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



Medium-term outlook

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

Deep expertise in major markets

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

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

Ongoing program to identify cost saving initiatives and efficiency

Ongoing technology spend across the group

Strong and conservative balance sheet

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

Proven risk management framework and culture

Medium term

Annuity-style businesses

Non-Banking Group

Macquarie Asset Management (MAM)

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

Banking Group

Banking and Financial Services (BFS)

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

Markets-facing businesses

Macquarie Capital (MacCap)

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

Commodities and Global Markets¹ (CGM)

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

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

05

Appendix A

Select slides from Macquarie's
result announcement for the full
year ended 31 March 2022



Income statement key drivers

	2H22 \$Am	1H22 \$Am	FY22 \$Am	FY21 \$Am
Net interest and trading income	3,824	3,032	6,856	5,677
Fee and commission income	3,435	3,452	6,887	5,176
Net operating lease income	216	186	402	466
Share of net profits/(losses) from associates and joint ventures	(2)	242	240	(3)
Net credit impairment charges	(74)	(176)	(250)	(434)
Other impairment charges	(205)	(54)	(259)	(90)
Investment income	2,297	994	3,291	2,023
Other income and charges	29	128	157	(41)
Net operating income	9,520	7,804	17,324	12,774
Employment expenses	(3,561)	(3,164)	(6,725)	(5,517)
Brokerage, commission and fee expenses	(531)	(498)	(1,029)	(879)
Other operating expenses	(1,624)	(1,407)	(3,031)	(2,471)
Total operating expenses	(5,716)	(5,069)	(10,785)	(8,867)
Operating profit before tax and non-controlling interests	3,804	2,735	6,539	3,907
Income tax expense	(983)	(603)	(1,586)	(899)
(Profit)/Loss attributable to non-controlling interests	(158)	(89)	(247)	7
Profit attributable to MGL shareholders	2,663	2,043	4,706	3,015

Net interest and trading income of \$A6,856m, up 21% on FY21

- Higher commodities income mainly driven by increased risk management income with gains across the platform, particularly from Gas and Power, Resources, Agriculture, and Global Oil in CGM
- Growth in the private credit portfolio in Macquarie Capital
- Growth in the average loan portfolio and average deposit volumes in BFS

Partially offset by:

- lower income in Corporate due to accounting volatility from changes in the fair value of economic hedges
- the impact of fair value adjustments across the derivatives portfolio in CGM

Fee and commission income of \$A6,887m, up 33% on FY21

- MAM included higher base fee income primarily driven by the acquisition of Waddell & Reed and a disposition fee from MIC
- Higher mergers and acquisitions fee income and debt capital markets fee income in Macquarie Capital

Partially offset by:

- lower performance fees in MAM following a strong prior year
- lower equity capital markets fee and brokerage income in Macquarie Capital

Share of net profits from associates and joint ventures of \$A240m, significantly up from FY21, primarily driven by increased equity accounted income from MIC and lower equity accounted losses in Macquarie AirFinance in MAM

Decrease in credit and other impairment charges of \$A15m driven by the partial release of COVID-19 overlays in BFS and CGM. Credit provisioning levels remain prudent with the combined downside macroeconomic scenarios having a higher weighting than the upside scenario

Partially offset by:

- a small number of underperforming equity investments in Macquarie Capital

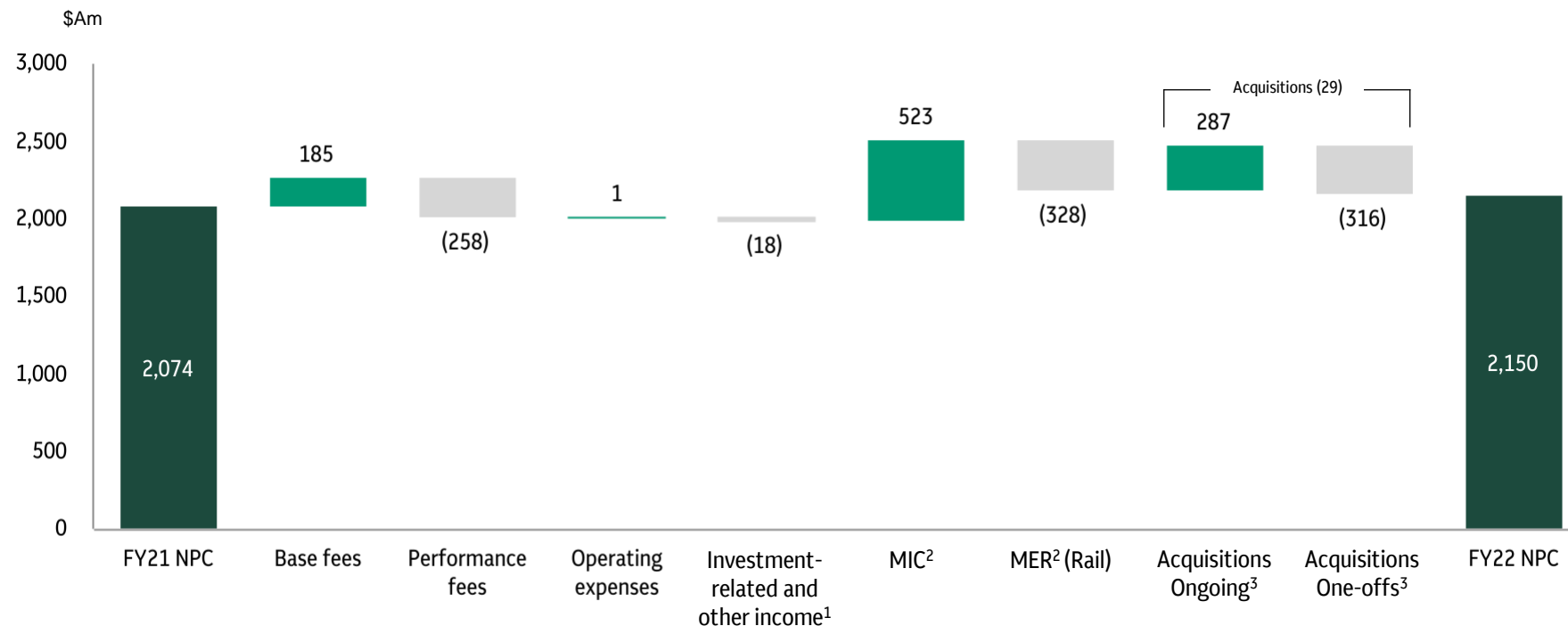
Investment income of \$A3,291m, up 63% on FY21 due to substantially higher revenue from material asset realisations in the green energy, technology and business services sectors and included realisations across all regions. Plus the gain on the partial sale of the UK Meters portfolio of assets in CGM. This was partially offset by the non-recurrence of the gain on sale of Macquarie European Rail in the prior year in MAM

Total operating expenses of \$A10,785m, up 22% on FY21. The increase in operating expenses was mainly as a result of the one-off acquisition and ongoing costs related to Waddell & Reed, which had a material impact across all operating expense categories. In addition, the current year included higher employment expenses driven mainly by higher performance-related profit share expense and share-based payments as a result of the performance of the Group, wage inflation and higher average headcount

Profit attributable to non-controlling interests of \$A247m was primarily driven by the share of gains on disposal attributable to non-controlling interests

Macquarie Asset Management

Increase driven by income related to the disposition of MIC assets and increased base fees, partially offset by gain on sale of Macquarie European Rail in prior year and lower performance fees



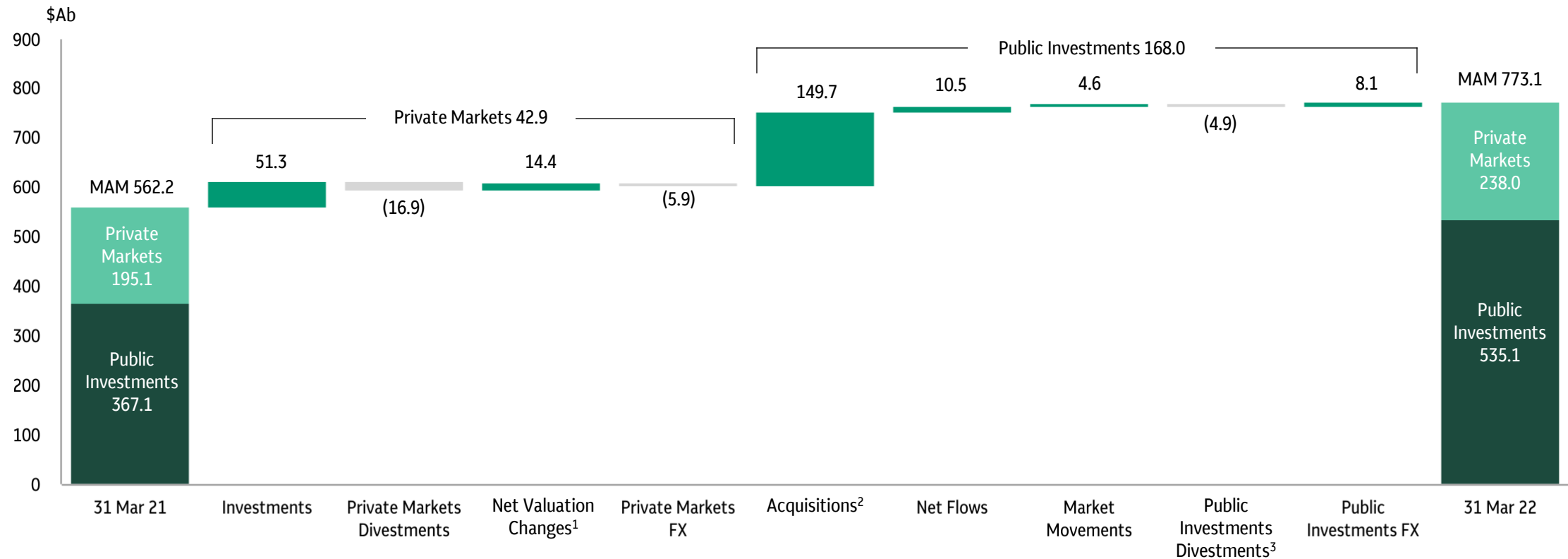
1. Investment-related income includes net income on equity, debt and other investments and share of net profits/(losses) from associates and joint ventures, credit and other impairment reversals/(charges). Other income includes net interest and trading expense, other fee and commission income, net operating lease income, other income, internal management revenue and non-controlling interests. 2. Macquarie Infrastructure Corporation and Macquarie European Rail include Investment-related and other income, which is excluded from total MAM Investment-related and other income. 3. Acquisitions ongoing and one-offs (Waddell & Reed Financial, AMP Capital's public investments business and Central Park Group) include the net impact of all income and expenses excluded from the other categories.

Key drivers

- Base fees up due to:
 - Investments made by Private Markets-managed funds and positive market movements in Public Investments funds
 - Partially offset by equity returns in Private Markets-managed funds
- Lower performance fees following a strong prior year. Current year includes fees from Macquarie Infrastructure Partners (MIP) III, Macquarie European Infrastructure Fund (MEIF) 4 and other Private Markets-managed funds, managed accounts and co-investors
- Lower Investment-related and other income due to non-recurrence of gains on investments in the prior year, partially offset by lower Macquarie AirFinance equity accounted losses
- MIC income includes recognition of a disposition fee and equity accounted income
- Macquarie European Rail (MER) gain on sale in prior year
- Acquisition one-offs, driven by costs which are not expected to be repeated

MAM AUM movement

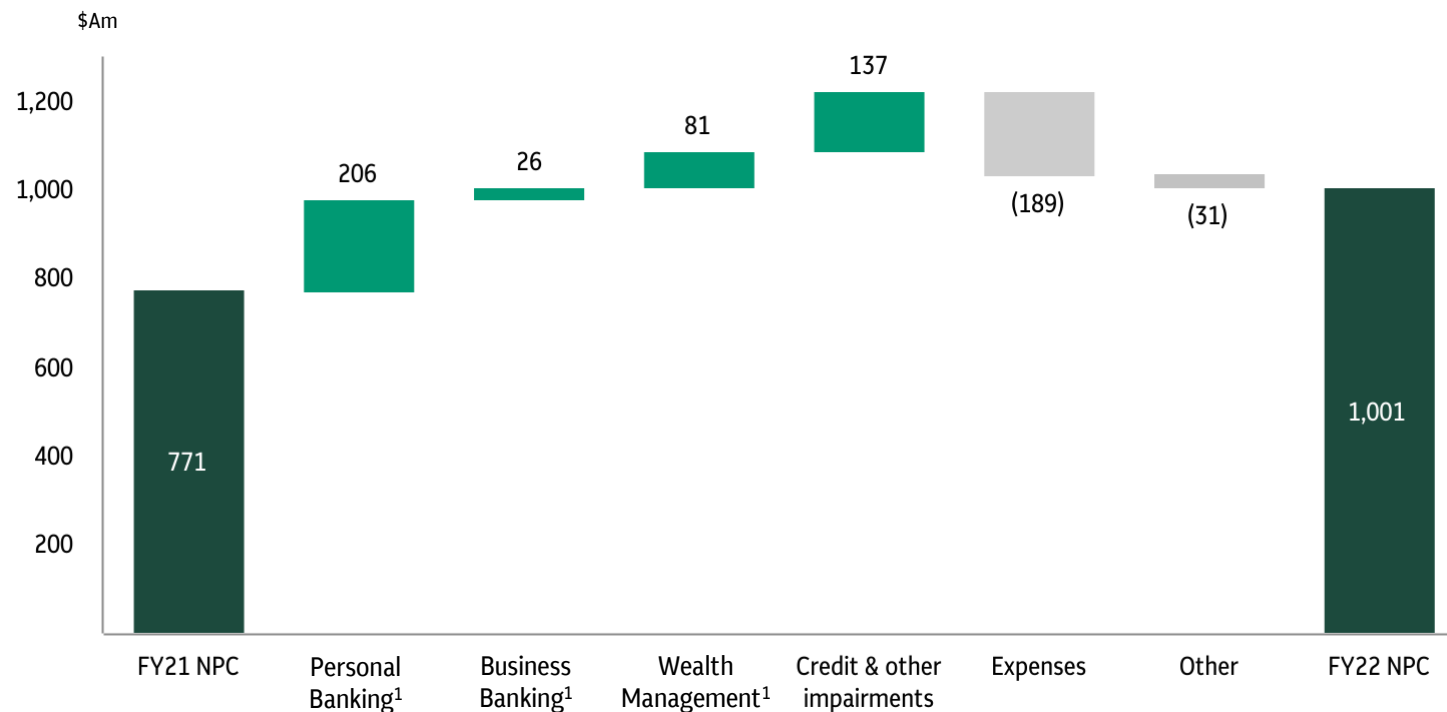
Increase due to acquisitions of Waddell & Reed Financial, AMP Capital's public investments business and Central Park Group as well as investments made by Private Markets-managed funds and net inflows in Public Investments



1. Net Valuation changes include net movements in unlisted valuations of portfolio assets, post distributions paid in the period, and listed share price movements. 2. Acquisitions include Waddell & Reed Financial, AMP Capital's public investments business and Central Park Group. 3. Public Investments divestments include Jackson Square Partners and the Korea business.

Banking and Financial Services

Strong home loan and deposit growth; net credit impairment releases, partially offset by increased technology investment and higher headcount to support business growth and regulatory requirements



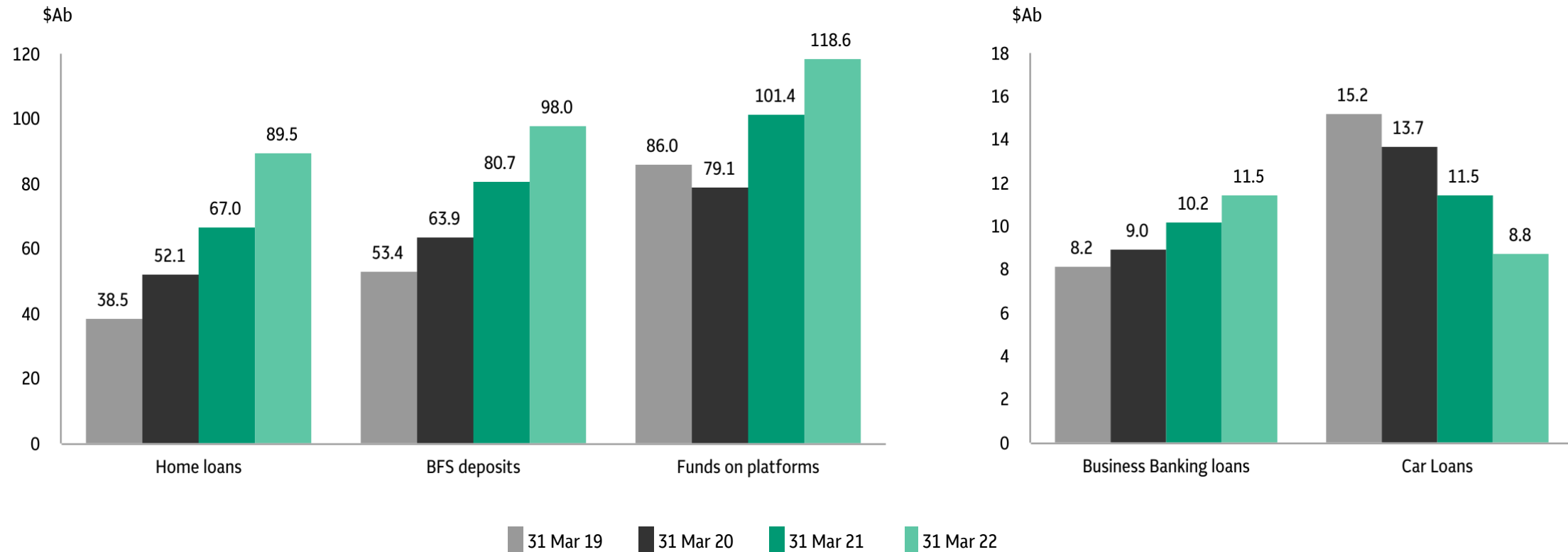
1. Includes brokerage, commission and fee expenses.

Key drivers

- Higher Personal Banking income driven by 27% growth in average home loans volumes
- Higher Business Banking income driven by 20% growth in average business lending volumes and 21% growth in average business deposit volumes, partially offset by 20% lower average car loan volumes and lower business lending margins
- Higher Wealth income driven by 24% growth in average Platform FUA and 14% growth in average CMA volumes
- Decrease in credit and other impairment charges driven by partial release of COVID-19 overlays. Credit provisioning levels remain prudent with the combined downside macroeconomic scenarios having a higher weighting than the upside scenario
- Higher costs due to increased technology investment and higher average headcount to support business growth and to meet regulatory requirements
- Other includes equity investment related income and the bank levy

Banking and Financial Services

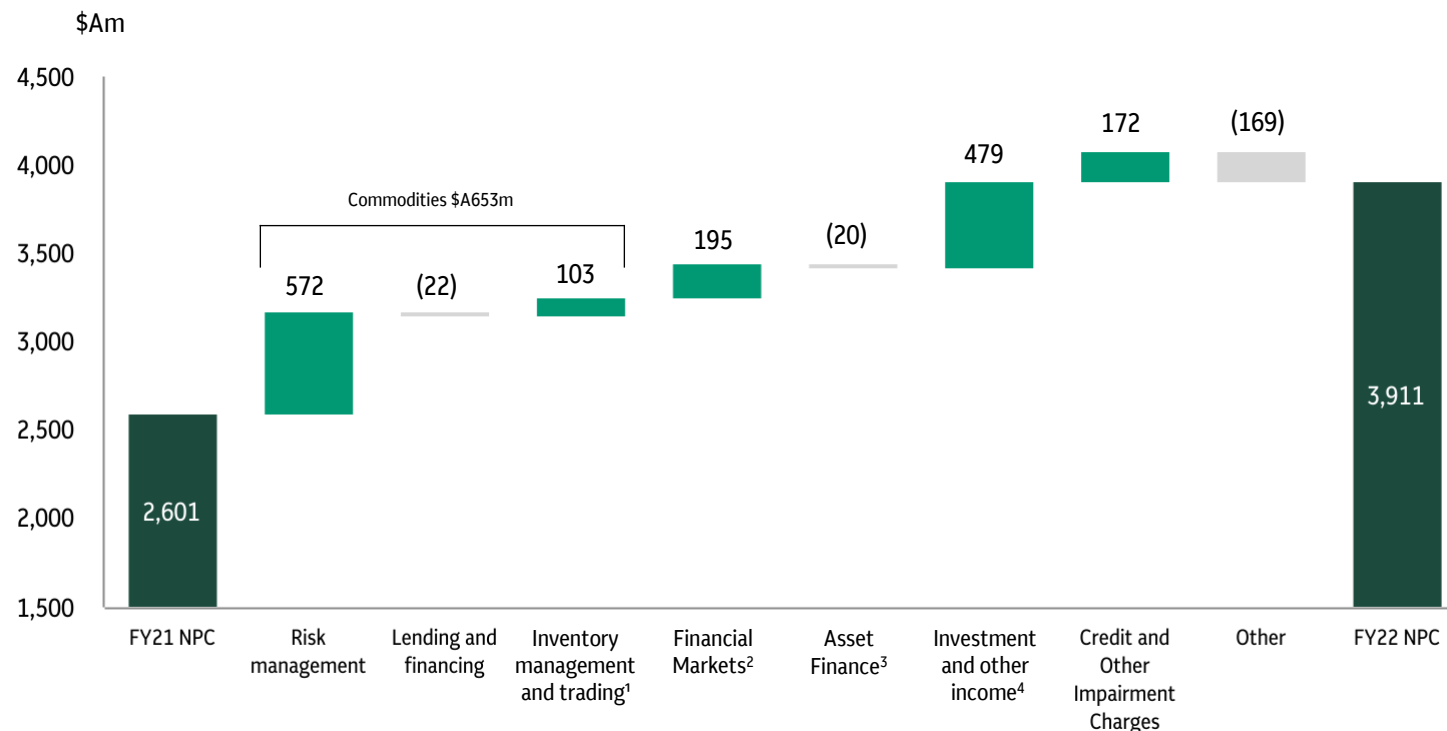
Strong growth across home loans, deposits and funds on platform



Note: Data based on spot volumes at period end.

Commodities and Global Markets

Strong underlying client business which benefited from elevated levels of volatility along with partial sale of UK Meters portfolio



1. Inventory management and trading increase includes Oil, Gas, Power and Metals trading and timing of income recognition on Oil and Gas storage contracts and transport agreements. 2. Financial Markets includes FX, interest rates and credit and equities. 3. Asset Finance includes net interest and trading income and net operating lease income. 4. Includes net income on equity, debt and other investments, share of net profits from associates and joint ventures, internal management revenue and other income.

Key drivers

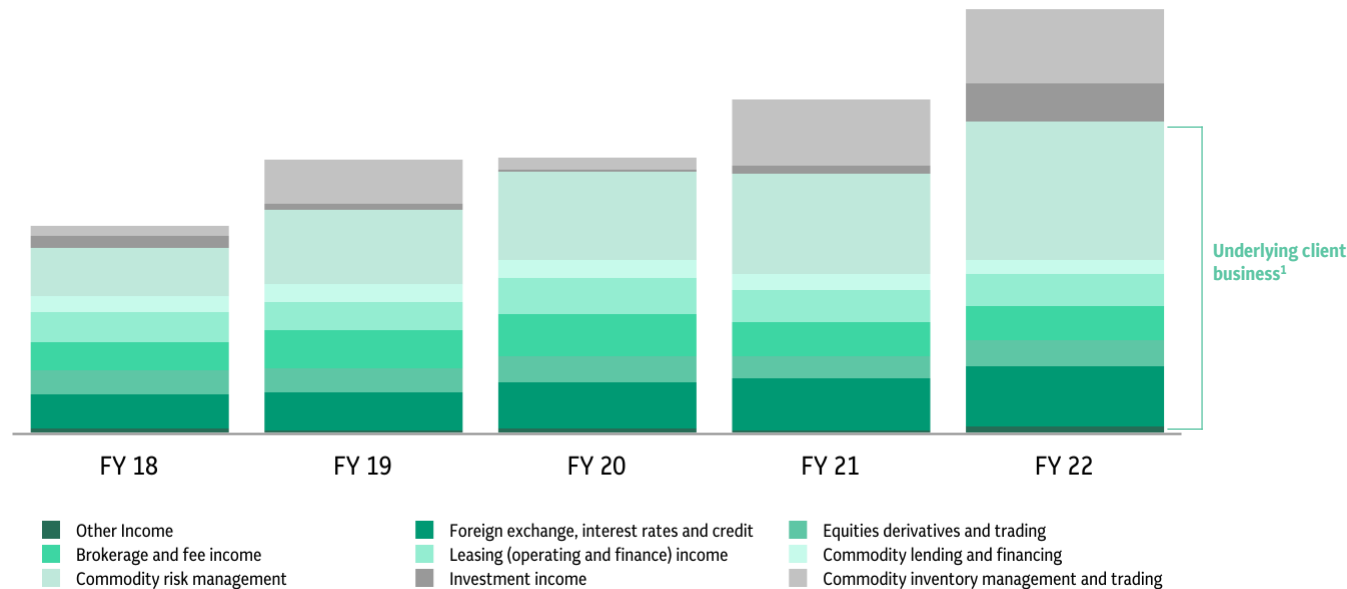
- **Commodities** up significantly on FY21
 - **Increased Risk Management** revenue across platform particularly Gas and Power businesses, Resources, Agriculture and Global Oil driven by increased client hedging activity and trading activity as a result of elevated levels of volatility and price movements in Commodity markets, partially offset by the impact of fair value adjustments across the derivatives portfolio
 - Lending and Financing down on FY21 with reduced contributions in specific sectors
 - Inventory management and trading up on FY21 driven by trading gains from supply and demand imbalances particularly in North American Gas and Power partially offset by unfavourable impact of timing of income recognition on Gas storage and transport contracts
- Financial Markets up on FY21 primarily due to increased client activity in global structured foreign exchange products, growth in securitisation and credit products and improved contribution from Equity Finance
- Asset Finance down in the Technology, Media and Telecoms (TMT) sector due to a reduction in secondary income, partially offset by increased financing income from growth in Structured Lending and Shipping Finance portfolios
- Investment and other income gains primarily due to the gain on partial sale of UK Meters portfolio of assets
- Decrease in credit and other impairment charges driven by partial release of COVID-19 overlays. Credit provisioning levels remain prudent with the combined downside macroeconomic scenarios having a higher weighting than the upside scenario
- Other down on FY21 due to an increase in Operating Expenses driven by higher expenditure on technology platform and infrastructure and increasing compliance and regulatory management spend

Strong underlying client business

Majority of income derived from underlying client business

Operating Income

(excl. credit and other impairment charges)

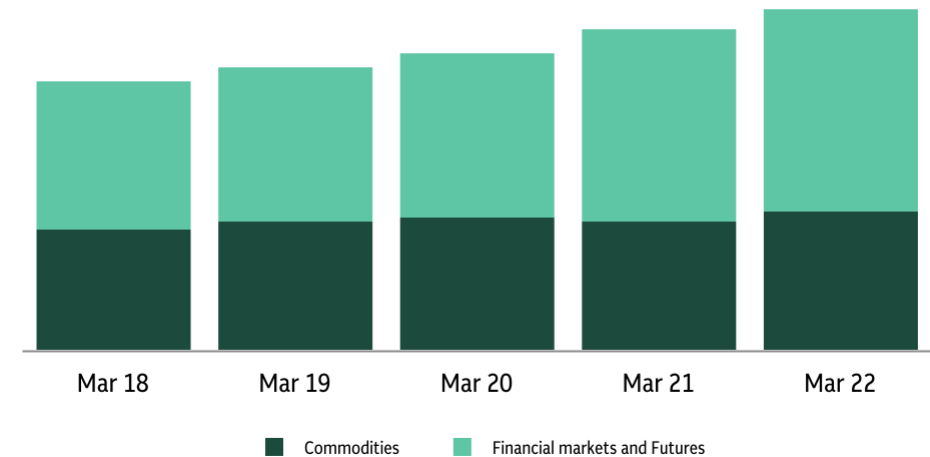


- **40+ years** of client partnerships evolving into niche activities in some markets, and scale in others
- Platform **diversity drives earnings** stability and de-risks the portfolio
- Dedicated **specialist staff** with deep sector knowledge and market insights
- **Risk** management is core
- **Industry recognition** in select markets and sectors is strong

1. Included within Underlying client business is a relatively small (~5%) amount of FX, IR, Credit and EDT trading activity not related to clients. 2. 5-year CAGR of 5% from FY18 to FY22. Financial markets and futures client numbers will differ to previously reported numbers with the inclusion of Equity Derivatives and Trading clients and the transfer of Cash Equities to Macquarie Capital effective 1 Jun 20.

Client numbers²

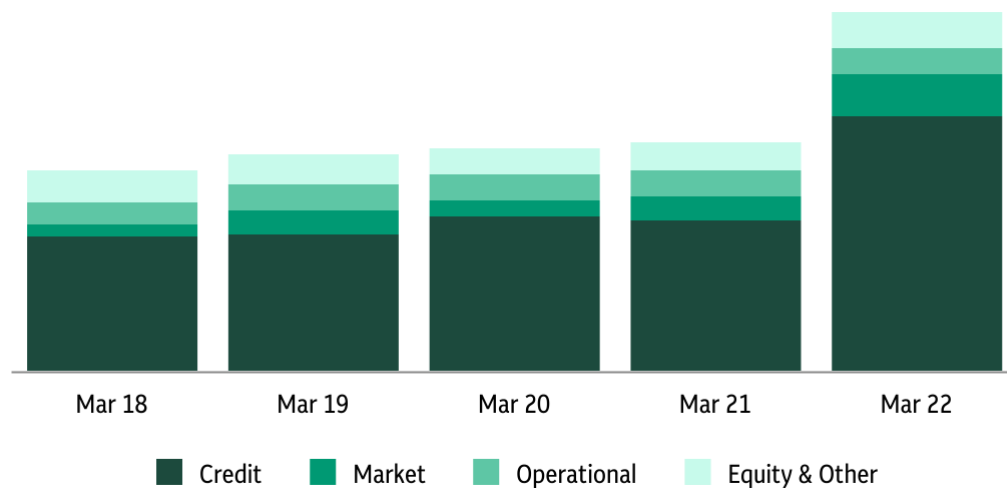
(excl. Asset Finance)



- Client-led business with **deep longstanding client relationships**:
 - Diverse and growing **client base**
 - Strong **repeat client business** with ~85% of client revenue generated from existing relationships
 - Client relationships spread over a full spectrum of products and services

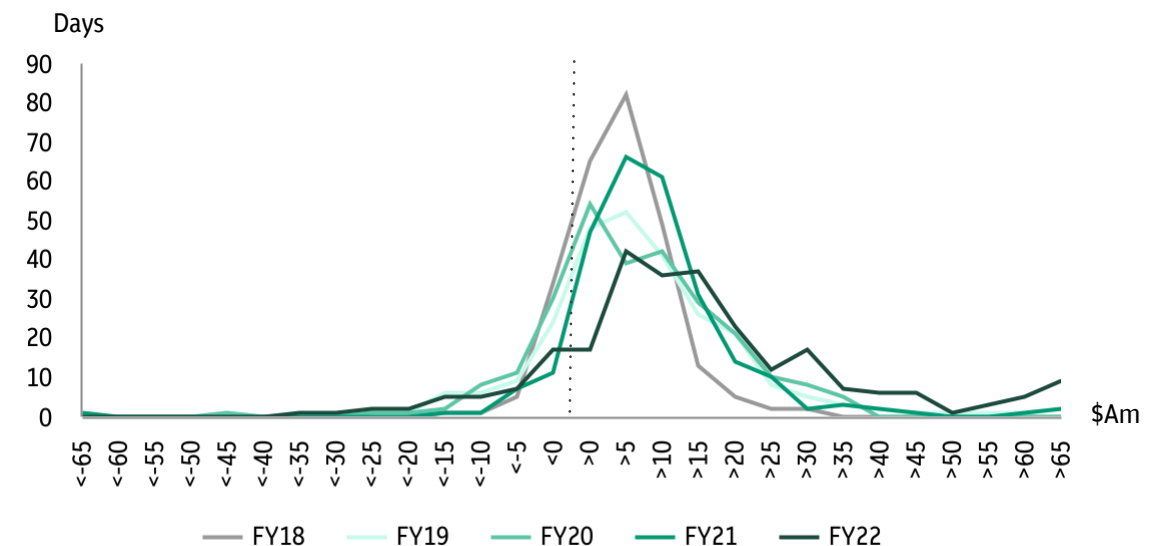
Underlying client activity driving regulatory capital and trading revenues

Regulatory capital (normalised)¹



- Majority of capital relates to **credit risk** reflecting client focused business
- Risk management is **core: built on 50+ years of accumulated experience** in managing risk for our clients and our business

Group Daily trading profit and loss² FY18 - FY22 (\$Am)

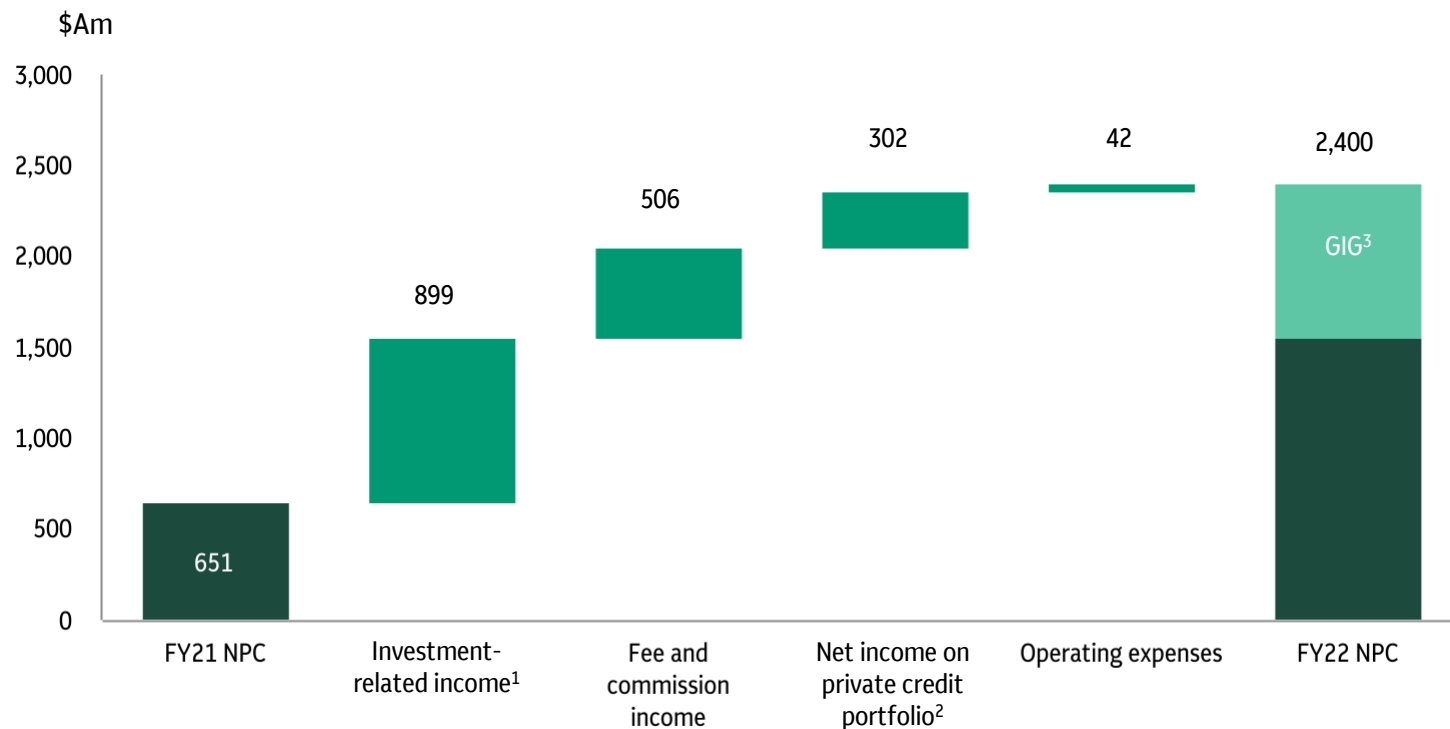


- **Consistency of shape of the curves over the years**
 - Consistent framework and approach to risk management
- **Mean clusters between \$A0-10m**
- Trading income largely derived from client franchise activities

1. Normalised for FX (31 Mar 22) and SA-CCR impacts. Numbers will not reconcile to previously disclosed regulatory capital numbers. 2. The daily profit and loss refers to results that are directly attributable to market-based activity from Macquarie's desk.

Macquarie Capital

Result reflects higher investment-related income, higher fee and commission income and higher net income on private credit portfolio



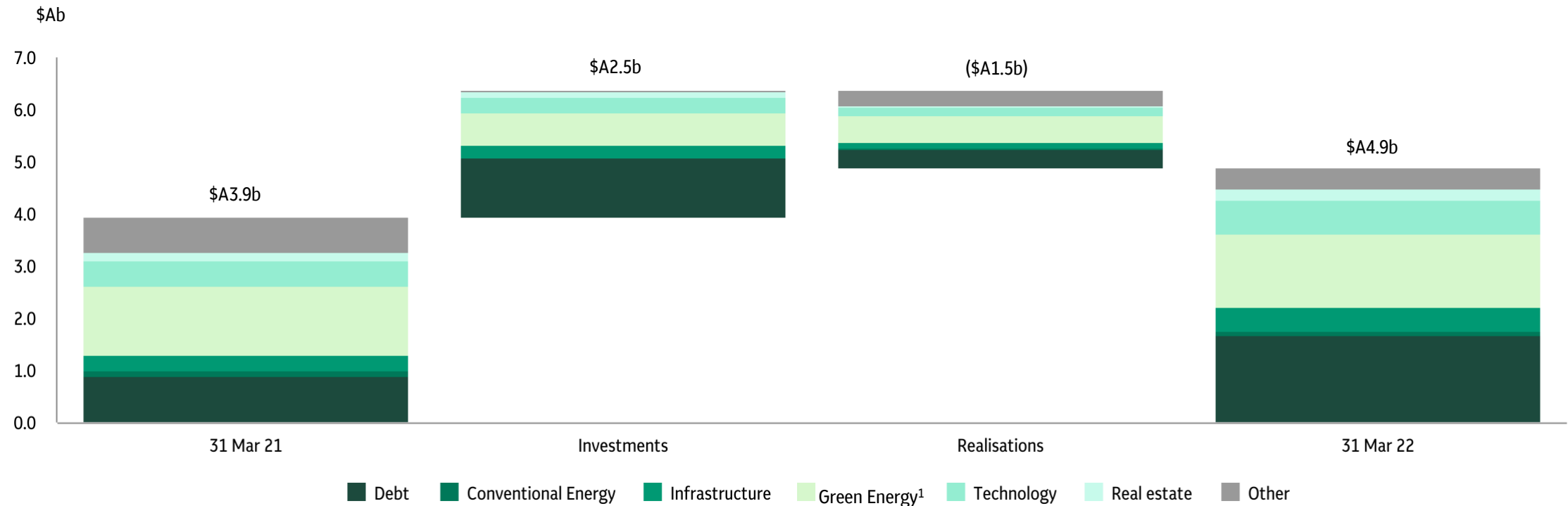
1. Includes gains and losses from sale and revaluation of equity, debt and other investments, net interest and trading income (which represents the interest earned from debt investments and the funding costs associated with Macquarie Capital's balance sheet positions), share of net losses from associates and joint ventures, credit and other impairments, other income/(expenses), internal management revenue and non-controlling interests and excludes net income on the private credit portfolio. 2. Represents the interest earned, net of associated funding costs and credit impairments on the private credit portfolio. 3. FY22 NPC Includes approximately \$A850m from GIG.

Key drivers

- Higher investment-related income primarily driven by:
 - Substantially higher revenue from material asset realisations in the green energy, technology and business services sectors and included realisations across all regions
- Partially offset by:
 - Higher impairment charges due to a small number of underperforming equity investments
- Higher fee and commission income due to higher mergers and acquisitions fee income and debt capital markets fee income, partially offset by lower equity capital markets fee income and brokerage income, which were down on a strong prior year
 - Mergers and acquisitions fee income increased across all major regions due to improved market conditions, and was up 90% compared to the prior year
 - Debt capital markets fee income was significantly up compared to the prior year
 - Fee and commission income was the highest on record, driven by record levels of mergers and acquisitions fee income in ANZ and the Americas
 - Fee income in the current year was significantly up across the Education Services, Gaming, Healthcare Services, Critical Minerals, FinTech and Aerospace & Defence sectors
- Higher net income on the private credit portfolio which more than doubled throughout the current year
- Lower operating expenses predominantly driven by lower employment costs

Macquarie Capital

Movement in capital



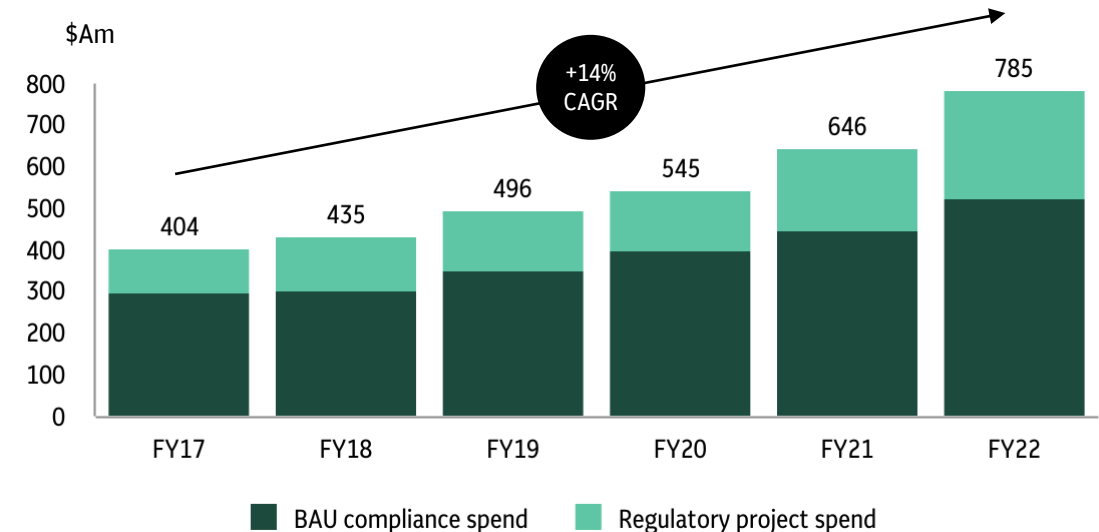
Note: Impact of foreign exchange immaterial to year ended 31 Mar 22. 1. Green Energy represents GIG.

Costs of compliance

Total compliance spend¹ \$A785m in FY22, up 22% on FY21

Regulatory project spend	FY22 \$Am	FY21 \$Am
IBOR Reforms	13	18
Brexit	1	16
OTC Reforms	5	6
Access Management	10	4
Capital and Liquidity Projects	13	12
CGM Transaction Reporting & Data related Projects	14	12
Enterprise Data Management	35	20
Regulatory Remediation Plan	42	0
Other Regulatory Projects	126	108
Total	259	197
Business as usual compliance spend	FY22 \$Am	FY21 \$Am
National Consumer Credit Protection (NCCP)	7	7
Business Resilience	7	8
Privacy & Data Management	16	15
Regulator Levies	20	18
Regulatory Capital Management	40	30
Tax compliance and reporting	45	45
Financial & Regulatory reporting and compliance	113	93
Risk oversight	191	160
Other regulatory compliance activities	87	72
Total	526	449
Total compliance spend	785	646

- The industry continues to see an increase in regulatory initiatives, resulting in increased compliance requirements across all levels of the organisation
- Direct cost of compliance is approx. \$A785m in FY22 (excluding indirect costs), up 22% on FY21
- Regulatory project spends increased 31% from FY21 as a result of number of Technology projects and includes Regulatory Remediation Plan for the first time
- Business as usual (BAU) spend increased 17% from FY21 driven by regulatory projects being completed and moved to BAU functions, increased global regulations and continued focus of management on a range of compliance activities



1. Excluding indirect costs.

Balance sheet highlights

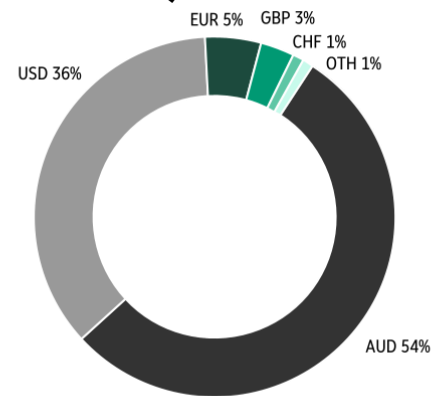
- **Balance sheet remains solid and conservative**
 - Term assets covered by term funding, stable deposits, hybrids and equity
 - Short-term wholesale funding covered by cash, liquids and other short-term assets
- **Total customer deposits¹ continuing to grow, up 21% to \$A101.5b as at Mar 22 from \$A84.0b as at Mar 21**
- **\$A2.8b of equity capital raised through institutional placement and SPP during FY22**
- **\$A48.3b² of term funding raised during FY22:**
 - \$A21.7b of term wholesale issued paper comprising of \$A20.9b of senior unsecured debt and \$A0.8b of subordinated unsecured debt
 - \$A9.5b draw down of the RBA Term Funding Facility (TFF)³
 - \$A6.8b of PUMA RMBS securitisation issuance
 - \$A6.6b of syndicated unsecured loan facilities
 - \$A3.0b refinance of secured trade finance facilities; and
 - \$A0.7b of BCN3 Hybrid instrument issuance

1. Total customer deposits as per the funded balance sheet (\$A101.5b) differs from total deposits as per the statutory balance sheet (\$A101.7b). The funded balance sheet reclassifies certain balances to other funded balance sheet categories. 2. Issuances cover a range of tenors, currencies and product types and are AUD equivalent based on FX rates at the time of issuance. Includes refinancing of loan facilities. 3. \$A9.5b of Supplementary and Additional Allowance drawn in Jun 21. \$A1.7b of Initial Allowance was drawn in Sep 20.

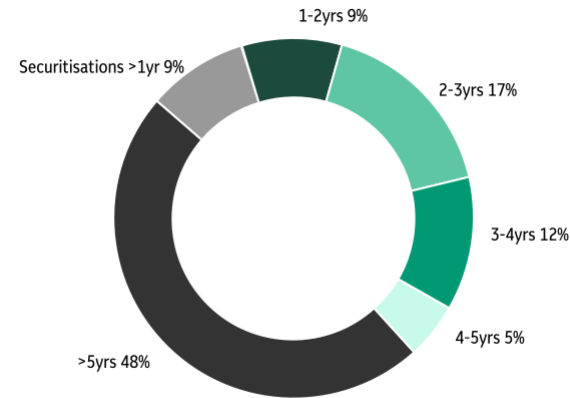
Diversified issuance strategy

Term funding as at 31 Mar 22 – diversified by currency¹, tenor² and type

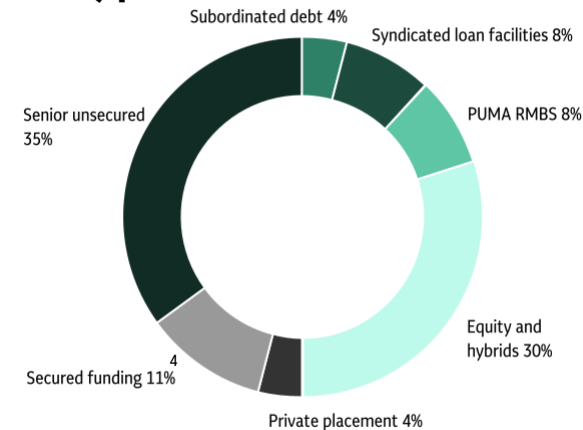
Currency



Tenor

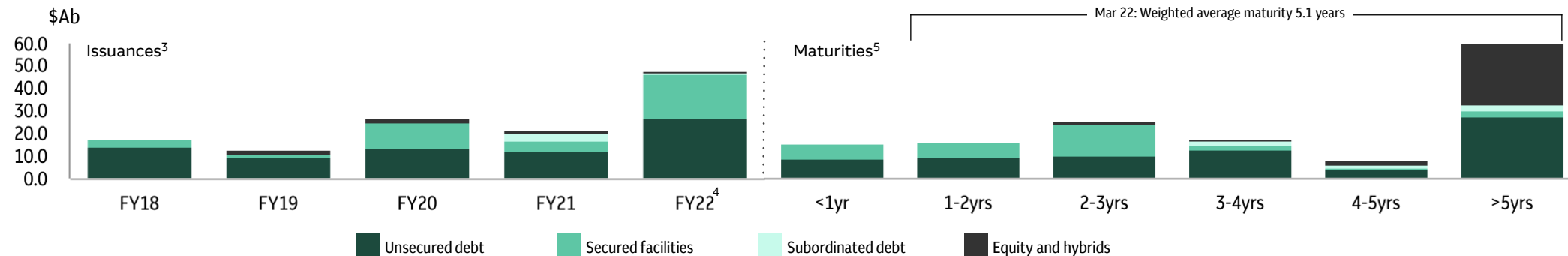


Type



5.1 years WAM⁶
of Term funding excluding TFF
(4.7 years including TFF)

Term Issuance and Maturity Profile

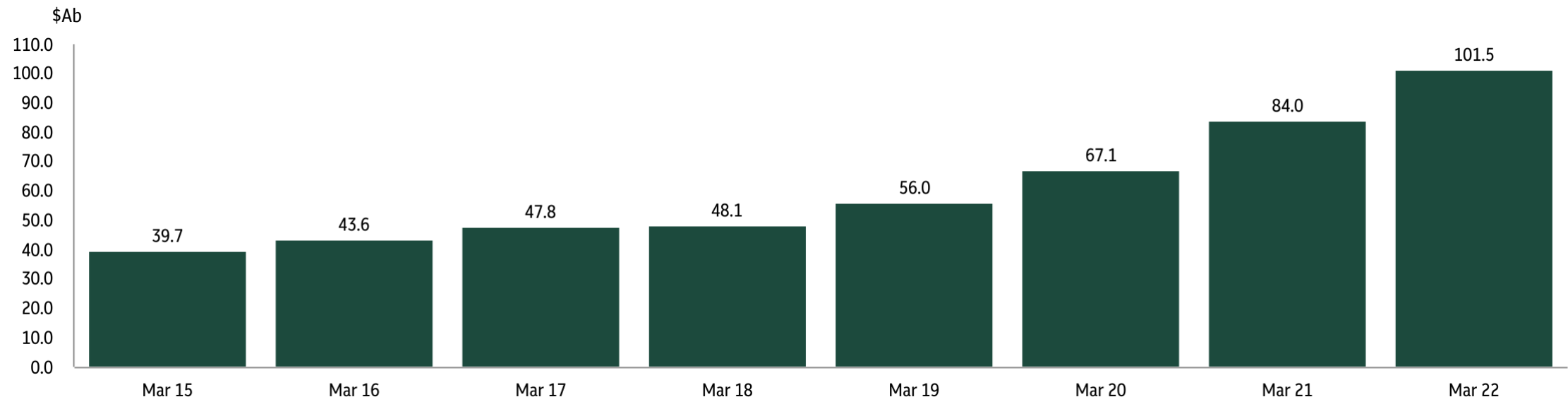


1. Equity has been allocated to the AUD currency category. 2. Securitisations have been presented on a behavioural basis and represent funding expected to mature in >1yr. 3. Issuances include refinancing of loan facilities and are converted to AUD at the 31 Mar 22 spot rate. 4. Includes RBA TFF. 5. Maturities are shown as at 31 Mar 22. 6. WAM represents weighted average term to maturity of term funding maturing beyond one year excluding equity and securitisations.

Continued customer deposit growth

Macquarie has seen continued success in its long-term strategy of diversifying funding sources by growing its deposit base

- Of approximately 1.7 million BFS clients, ~880,000 are depositors
- Focus on the quality and diversification of the deposit base
- CMA deposits of \$A38.9b, up 23% on Mar 21



Note: Total customer deposits include total BFS deposits of \$A98.0b and \$A3.5b of Corporate/Wholesale deposits as at Mar 22.

Loan and lease portfolios¹ – funded balance sheet

Operating Group	Category	Mar 22 ² \$Ab	Mar 21 ² \$Ab	Description
BFS	Home loans	89.9	66.9	Secured by residential property
	Business banking	11.8	10.5	Loan portfolio secured largely by working capital, business cash flows and real property
	Car loans	8.7	11.3	Secured by motor vehicles
	Total BFS³	110.4	88.7	
CGM	Loans and finance lease assets	3.3	3.9	
	Operating lease assets	1.9	1.8	
	Asset finance	5.2	5.7	Predominantly secured by underlying financed assets
	Loan assets	2.7	2.1	
	Operating lease assets	0.7	—	
	Resources and commodities	3.4	2.1	Diversified loan portfolio primarily to the resources sector that are secured by the underlying assets with associated price hedging to mitigate risk
	Foreign exchange, interest rate and credit	6.5	4.1	Diversified lending predominantly consisting of loans which are secured by other loan collateral, assets including rights and receivables and warehoused security from mortgages and auto loans
	Other	0.3	—	Equity collateralised loans
	Total CGM	15.4	11.9	
	Operating lease assets	0.9	0.8	Secured by underlying financed assets including transportation assets
MAM	Total MAM	0.9	0.8	
MacCap	Corporate and other lending	11.9	6.0	Diversified corporate and real estate lending portfolio, predominantly consisting of loans which are senior, secured, covenanted and with a hold to maturity horizon
	Total MacCap	11.9	6.0	
Total loan and lease assets per funded balance sheet⁴		138.6	107.4	

1. Loan assets per the statutory balance sheet of \$A134.7b at 31 Mar 22 (\$A105.0b at 31 Mar 21) are adjusted to include fundable assets not classified as loans on a statutory basis (e.g. assets subject to operating leases which are recorded in Property, Plant and Equipment in the statutory balance sheet). 2. There has been a change in presentation of certain items on the funded balance sheet in the current year. Comparatives have been restated to reflect this change. Refer slide 59 for more details. 3. Per the funded balance sheet, figures for home loans of \$A89.9b, business banking of \$A11.8b and car loans of \$A8.7b differ from the figures disclosed on slide 15 of \$A89.5b, \$A11.5b and \$A8.8b respectively. The balances on slide 15 excludes capitalised costs, provisions, deferred income, accrued interest, establishment fees and credit cards business. 4. Total loan assets per funded balance sheet includes self-securitised assets.

Equity investments of \$A8.3b¹

Category	Carrying value Mar 22 \$Ab	Carrying value Mar 21 \$Ab	Description
Macquarie Asset Management Private Markets-managed funds	1.5	1.5	Includes Macquarie Real Estate Partners Fund, Macquarie Korea Infrastructure Fund, Macquarie Super Core Infrastructure Fund, MIC
Investments acquired to seed new Private Markets-managed products and mandates	0.3	—	
Other Macquarie-managed funds	0.3	0.3	Includes MAM Public Investments funds as well as investments that hedge directors' profit share plan liabilities
Transport, industrial and infrastructure	1.4	1.4	Over 35 separate investments
Telecommunications, IT, media and entertainment	1.2	1.2	Over 45 separate investments
Green energy	1.6	1.3	Over 65 separate investments
Conventional energy, resources and commodities	0.5	0.4	Over 40 separate investments
Real estate investment, property and funds management	1.1	1.0	Over 15 separate investments
Finance, wealth management and exchanges	0.4	0.6	Includes investments in fund managers, investment companies, securities exchanges and other corporations in the financial services industry
Total equity investments	8.3	7.7	

1. Equity investments have been revised to include subsidiaries and certain other assets held for investment purposes. Equity investments per the statutory balance sheet of \$A6.4b (Mar 21: \$A5.7b) have been adjusted to reflect the total net exposure to Macquarie. Total funded equity investments of \$A6.3b as at Mar 22 (Mar 21: \$A5.7b). Equity investments includes Total interests in associates and joint ventures as per Note 14 of the Financial Report, and interests in associates classified as held for sale.

Approximate business Basel III Capital and ROE

31 Mar 22

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

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

05

Appendix B

Detailed result commentary



Macquarie Asset Management

Result

	FY22 \$Am	FY21 \$Am
Base fees	2,771	1,985
Performance fees	394	653
Net operating lease income	63	79
Investment-related and other income ¹	1,144	752
Credit and other impairment reversal	112	85
Net operating income	4,484	3,554
Brokerage, commission and fee expenses	(431)	(249)
Other operating expenses	(1,898)	(1,225)
Total operating expenses	(2,329)	(1,474)
Non-controlling interests	(5)	(6)
Net profit contribution	2,150	2,074
AUM (\$Ab)	773.1	562.2
Private Markets EUM (\$Ab)	158.3	142.0
Headcount	2,399	1,921

- Base fees of \$A2,771m, up on FY21 primarily driven by
 - Acquisition of Waddell & Reed in the current year
 - Investments by Private Markets-managed funds and mandates and Public Investments market movements
 - Partially offset by foreign exchange movements and asset realisations in Private Markets-managed funds
- Performance fees of \$A394m, down on FY21
 - FY22 included performance fees from a range of funds including MIP III, MEIF4, and other Private Market-managed funds, managed accounts and co-investors
 - FY21 included performance fees from MIP II, MIP III, MEIF4, Macquarie Super Core Infrastructure Fund (MSCIF) and other Private Market-managed funds, managed accounts and co-investors
- Net operating lease income of \$A63m, down on FY21, driven by the sale of the Macquarie European Rail in the prior year and foreign exchange movements
- Investment-related and other income of \$A1,144m, up on FY21 primarily driven by
 - Gain on MIC, including disposition fee and equity accounted income
 - Waddell & Reed acquisition in FY22
 - Lower equity accounted losses in Macquarie AirFinance
 - Partially offset by gain on sale of Macquarie European Rail in FY21
- Credit and other impairment net reversal of \$A112m included a reversal of the impairment previously recognised on MAM's investment in MIC
- Total operating expenses of \$A2,329m, up on FY21 primarily driven by one-off acquisition and ongoing costs related to Waddell & Reed
- Headcount of 2,399, up on FY21, primarily driven by the acquisition of Waddell & Reed, AMP and CPG

1. Investment-related income includes net income on equity, debt and other investments and share of net (losses)/profits from associates and joint ventures. Other income includes other fee and commission income, net interest and trading expense, other income and internal management revenue.

Banking and Financial Services

Result

	FY22 \$Am	FY21 \$Am
Net interest and trading income ¹	1,972	1,746
Fee and commission income	457	419
Wealth management fee income	304	274
Banking and lending fee income	153	145
Credit and other impairment reversals/(charges)	22	(115)
Other income ²	10	28
Net operating income	2,461	2,078
Total operating expenses	(1,460)	(1,307)
Net profit contribution	1,001	771
Funds on platform (\$Ab)	118.6	101.4
Loan portfolio ³ (\$Ab)	110.2	89.1
BFS Deposits ⁴ (\$Ab)	98.0	80.7
Headcount	3,359	2,986

- Net interest and trading income of \$A1,972m, up 13% on FY21
 - 23% growth in the average loan portfolio and 19% growth in the average BFS deposit volumes
- Fee and commission income of \$A457m, up 9% on FY21
 - 24% growth in average platform FUA growth resulting in higher administration and adviser fees
- Decrease in credit and other impairment charges driven by partial release of COVID-19 overlays. Credit provisioning levels remain prudent with the combined downside macroeconomic scenarios having a higher weighting than the upside scenario
- Other income down due to revaluation of an equity investment in the prior year
- Total operating expenses of \$A1,460m, up 12% on FY21
 - higher total operating expenses driven by higher average headcount, investment in technology and digitisation to support business growth and to meet regulatory requirements
 - partially offset by lower brokerage, commission and fee expenses largely due to the cessation of grandfathered commission payments to third party advisors in line with legislation. A corresponding benefit, passed on to customers, is reflected in Net interest and trading income

1. Includes net internal transfer pricing on funding between Group Treasury and BFS that is eliminated on consolidation in the Group's statutory P&L. 2. Includes share of net (losses) from associates and joint ventures, internal management revenue and other income. 3. Loan portfolio comprises home loans, loans to businesses, car loans and credit cards. 4. BFS deposits include home loan offset accounts and exclude corporate/wholesale deposits.

Commodities and Global Markets

Result

	FY22 \$Am	FY21 \$Am
Commodities	3,324	2,671
Risk management	2,033	1,461
Lending and financing	212	234
Inventory management and trading	1,079	976
Foreign exchange, interest rates and credit	888	748
Equities	394	339
Asset Finance	126	98
Net interest and trading income¹	4,732	3,856
Fee and commission income	507	485
Net operating lease income ²	335	383
Investment and other income ³	670	191
Credit and other impairment charges	(65)	(237)
Net operating income	6,179	4,678
Brokerage, commission and fee expenses	(389)	(388)
Other operating expenses	(1,879)	(1,689)
Total operating expenses	(2,268)	(2,077)
Net profit contribution	3,911	2,601
Headcount	2,179	2,133

- Commodities income of \$A3,324m, up 24% on FY21;
 - Risk management up 39% on a strong FY21 with gains across the platform, particularly in Gas and Power, Resources, Agriculture and Global Oil driven by increased client hedging activity and trading activity due to elevated levels of volatility and price movements in commodity markets partially offset by the impact of fair value adjustments across the derivatives portfolio.
 - Lending and financing down 9% on FY21 with reduced contributions in specific sectors.
 - Inventory management and trading up 11% on FY21 driven by trading gains from supply and demand imbalances in North American Gas and Power partially offset by unfavourable impact of timing of income recognition on Gas storage and transport contracts.
- Foreign exchange, interest rates and credit income of \$A888m, up 19% on FY21 due to increased client activity in global structured foreign exchange products and growth in securitisation and credit products.
- Equities income of \$A394m, up 16% on FY21 due to an improved performance in equity finance. In addition, there was a strong contribution from trading activities.
- Asset Finance interest and trading income of \$A126m, up 29% on FY21 due to net proceeds from end of lease asset sales and increased earnings from Structured Lending and Shipping Finance portfolios.
- Fee and commission income of \$A507m, up 5% on FY21 primarily due to an increase in Futures client activity driven by volatility across commodity markets.
- Net operating lease income of \$A335m, down 13% on FY21 due to a reduction in secondary income in Technology, Media and Telecoms and the impact of the partial sale of the UK Meters portfolio of assets, partially offset by an increase in income from other areas of the Macquarie Energy, Resources & Sustainability portfolio.
- Investment and other income of \$A670m, up significantly on FY21 largely driven by the gain on partial sale of the UK Meters portfolio of assets.
- Decrease in credit and other impairment charges driven by partial release of COVID-19 overlays. Credit provisioning levels remain prudent with the combined downside macroeconomic scenarios having a higher weighting than the upside scenario
- Brokerage, commission and fee expenses of \$A389m, in line with the prior year.
- Other operating expenses of \$A1,879m, up 11% on FY21 driven by higher expenditure on technology platform and infrastructure and increasing compliance and regulatory management spend.

1. Includes internal net interest expense and transfer pricing on funding provided by Group Treasury that is eliminated on consolidation in the Group's statutory P&L. 2. Generated from Asset Finance. 3. Includes net income on equity, debt and other investments, share of net profits from associates and joint ventures, internal management revenue and other income.

Macquarie Capital

Result

	FY22 \$Am	FY21 \$Am
Net interest and trading income ¹	327	69
Fee and commission income	1,893	1,387
Investment-related income ² (ex non-controlling interests)	2,556	990
Credit and other impairment charges	(573)	(229)
Internal management revenue ³	10	31
Net operating income	4,213	2,248
Total operating expenses	(1,572)	(1,614)
(Profit)/Loss attributable to non-controlling interests	(241)	17
Net profit contribution ⁴	2,400	651
Capital markets activity ⁵ :		
Number of transactions	476	417
Transactions value (\$Ab)	457	364
Headcount	1,843	1,821

- Higher net interest and trading income of \$A327m, increased significantly compared to the prior year primarily due to higher net interest income driven by the growth in the private credit portfolio, which more than doubled throughout the current year.
- Fee and commission income of \$A1,893m, up 36% on FY21 due to higher mergers and acquisitions fee income and debt capital markets fee income, partially offset by lower equity capital markets fee income and brokerage income.
- Investment-related income of \$A2,556m, increased substantially on FY21 driven by higher revenue from material asset realisations in the green energy, technology and business services sectors and included realisations across all regions.
- Credit and other impairment charges of \$A573m in FY22, compared to charges of \$A229m in FY21, increased primarily due to a small number of underperforming equity investments and growth of the private credit portfolio.
- Total operating expenses of \$A1,572m, down 3% on FY21 was predominantly driven by lower employment costs.
- Profit attributable to non-controlling interests of \$A241m in FY22, compared to a loss of \$A17m in FY21. The current year balance was driven by the share of gains on disposal attributable to non-controlling interests.

1. Represents the interest earned from debt investments and the funding costs associated with Macquarie Capital's balance sheet positions. 2. Includes gains and losses from sale and revaluation of equity, debt and other investments, share of net losses from associates and joint ventures and, other income/(expenses). 3. Internal revenue allocations are eliminated on consolidation in the Group's statutory P&L. 4. FY22 includes approximately \$A850m of net profit contribution from GIG. 5. Source: Dealogic and IJGlobal for Macquarie Group completed M&A, investments, ECM and DCM transactions converted as at the relevant reporting date. Deal values reflect the full transaction value and not an attributed value.

05

Appendix C

Glossary



Glossary

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

CLF	Committed Liquidity Facility
CMA	Cash Management Account
CRM	Customer Relationship Management
CY20	Calendar Year ending 31 December 2020
CY21	Calendar Year ending 31 December 2021
DCM	Debt Capital Markets
DPS	Dividends Per Share
DRP	Dividend Reinvestment Plan
DTA	Deferred Tax Asset
ECAM	Economic Capital Adequacy Model
ECM	Equity Capital Markets
EMEA	Europe, the Middle East and Africa
EPS	Earnings Per Share
EUM	Equity Under Management
FCTR	Foreign currency translation reserve and net investment hedge reserve
FX	Foreign Exchange
FY17	Full Year ended 31 March 2017
FY18	Full Year ended 31 March 2018
FY19	Full Year ended 31 March 2019
FY20	Full Year ended 31 March 2020
FY21	Full Year ending 31 March 2021
FY22	Full Year ending 31 March 2022
FY23	Full Year ending 31 March 2023
GIF II	Macquarie Global Infrastructure Fund 2
GIF III	Macquarie Global Infrastructure Fund 3

Glossary

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

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



September Conferences

Presentation to Investors and
Analysts

September 2022

