



# Macquarie Group Limited

Presentation to Debt Investors

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March 2025

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# Agenda

01

Overview

02

1H25  
Result

03

3Q25 Trading  
Update

04

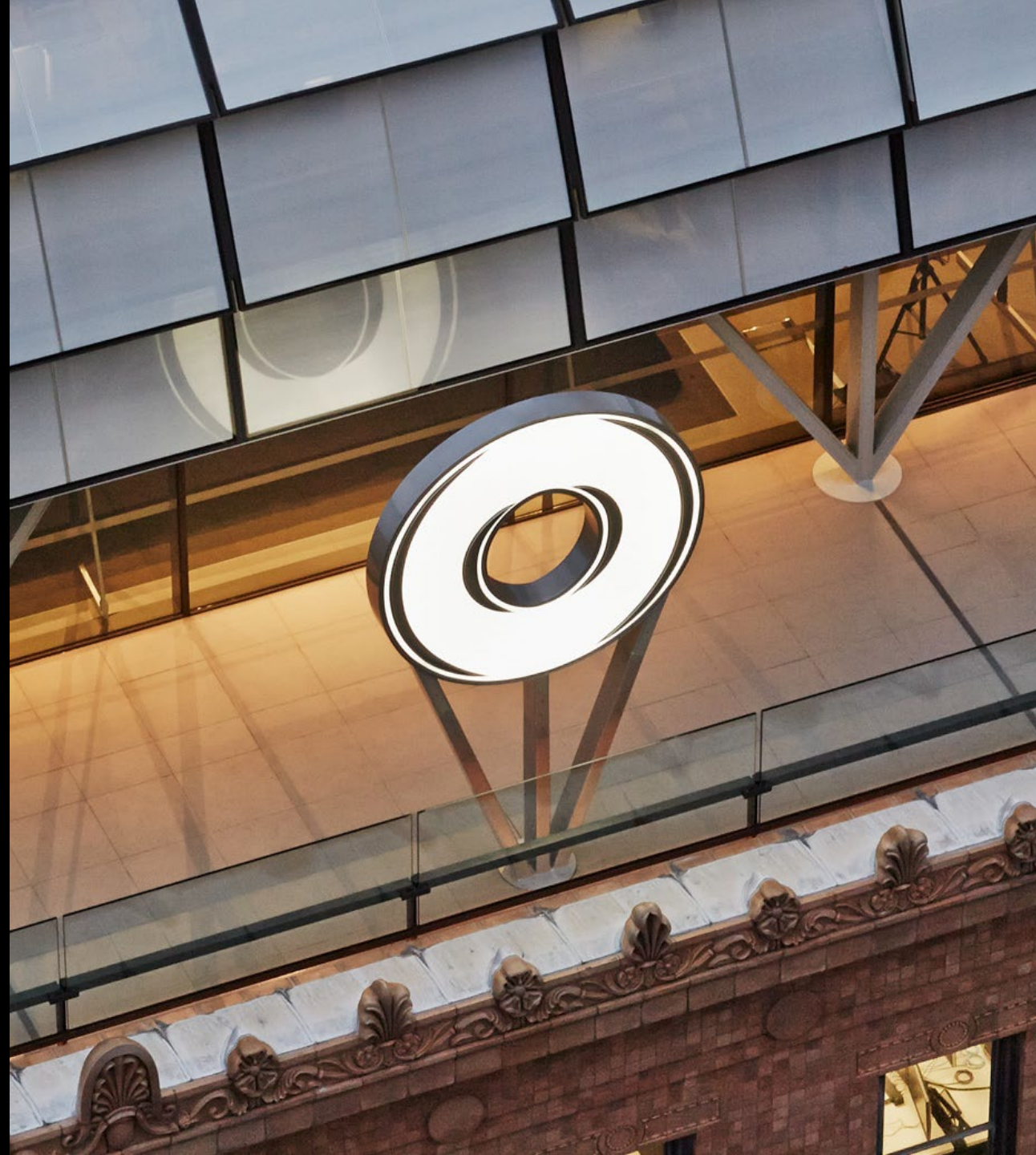
Outlook

05

Capital and  
Funding

06

Appendices



# 01

## Overview

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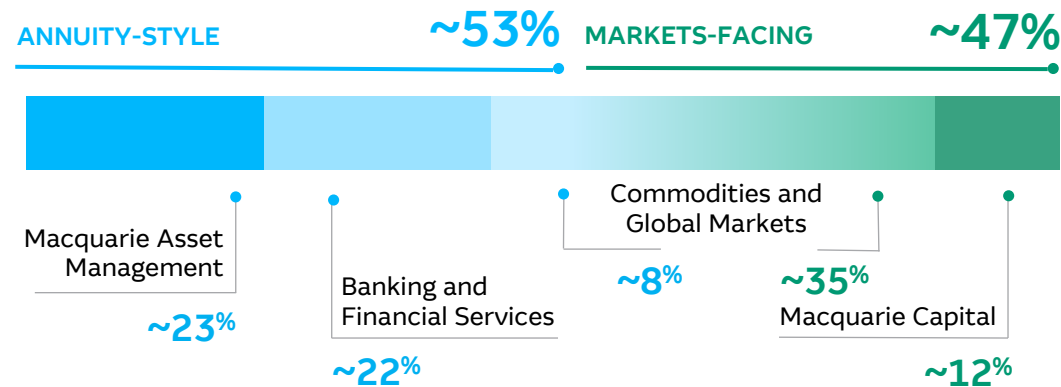
Presentation to Debt Investors

Milan, Italy

# Introduction to Macquarie

Macquarie is a global financial services group operating in 34 markets in asset management, retail and business banking, wealth management, leasing and asset financing, market access, commodity trading, renewables development, specialist advice, access to capital and principal investment

## Macquarie Group overview



## Global presence



1H25 net profit **\$A1,612m**  
1H24 net profit **\$A1,415m**

**\$A942.7b**  
assets under management<sup>1</sup>  
as at 31 Dec 24

**MBL**  
**A+ / Aa2 / A+**  
credit rating

**APRA**  
primary regulator for  
MBL & MGL

**19,795**  
staff<sup>2</sup>

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

1. MAM Private Markets AUM includes equity yet to deploy and equity committed to assets but not yet deployed. 2. As at 31 Dec 24. Where referenced in this document headcount numbers include staff employed in certain operationally segregated subsidiaries.

# About Macquarie

~53%

~47%

## 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 BFS deposits<sup>1</sup> of \$A163.8b<sup>2</sup>, loan portfolio<sup>3</sup> of \$A156.2b<sup>2</sup> and funds on platform<sup>4</sup> of \$A152.4b<sup>2</sup>
- 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

- A global integrated asset manager with assets under management of \$A942.7b<sup>5</sup>, investing to deliver positive outcomes for our clients, portfolio companies and communities
- Provides a diverse range of investment solutions to clients including real assets, real estate, credit, equities & multi-asset and secondaries

### 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 across Commodities, Financial Markets and Asset Finance

- 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 and logistics: supporting clients with access to physical commodities and facilitating their transport from production to consumption

CGM's deep expertise and physical presence allow us to optimise how we manage both our clients' risk exposures and trading opportunities we see which are conducted within Macquarie's strong internal risk management framework

### MacCap

#### Macquarie Capital

Global capability in:

- Advisory and capital raising services, providing clients with specialist expertise and flexible capital solutions across a range of sectors
- Specialist investing across private credit, private equity, real estate, growth equity, venture capital and in infrastructure and energy projects and companies
- Equities brokerage, providing clients with access to equity research, sales, execution capabilities and corporate access

## 1H25 Net Profit Contribution

BFS | ~22%

MAM | ~23%

CGM | ~8%

CGM | ~35%

MacCap | ~12%

### Risk Management Group

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

### Legal and Governance Group

Provides a full range of legal and corporate governance services, including strategic legal and governance advice and risk assessment on corporate transactions, treasury and funding, insurance, regulatory enquiries and litigation.

### Financial Management, People and Engagement

Responsible for managing the Group's financial, tax and treasury activities and strategic priorities, fostering our culture through people and community engagement, and engaging with stakeholders to protect and promote Macquarie's reputation globally.

### Corporate Operations Group

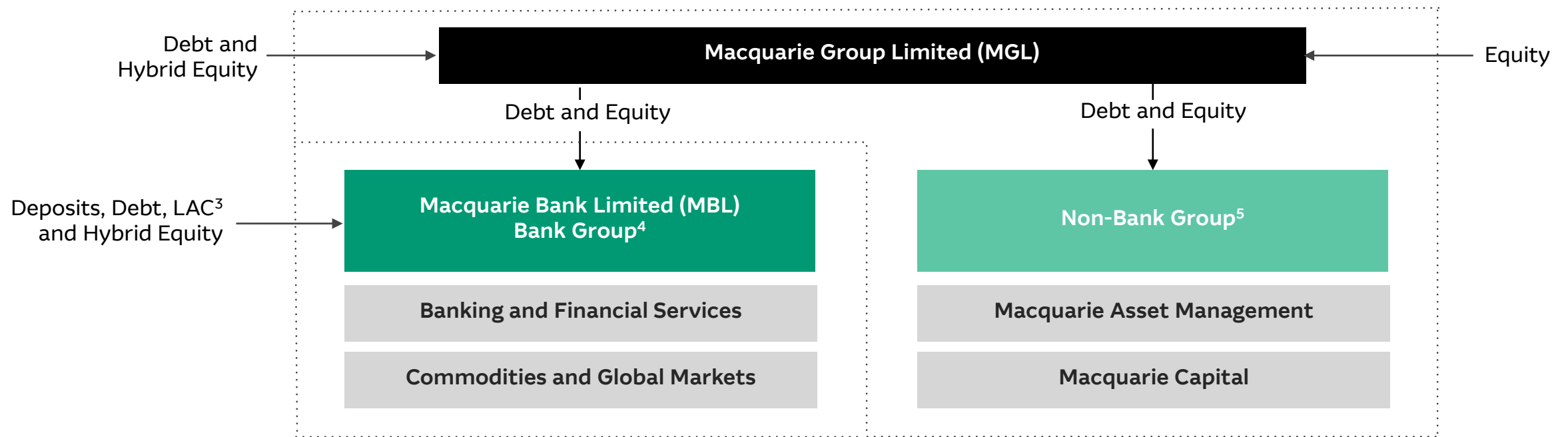
Brings together specialist capabilities in technology, data, digital, market operations, corporate real estate, business resilience, procurement and global security to support Macquarie's growth.

Note: Where referenced in this document, net profit contribution is management accounting profit before unallocated corporate items, profit share and income tax. 1. BFS deposits include home loan offset accounts. 2. As at 31 Dec 24. 3. The loan portfolio comprises home loans, loans to businesses, car loans and credit cards. 4. Funds on platform includes Macquarie Wrap, FUM in relation to institutional relationships and Macquarie Vision (used by Macquarie Private Bank). 5. As at 31 Dec 24. MAM Private Markets Assets under Management (AUM) includes equity yet to deploy and equity committed to assets but not yet deployed.

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# Macquarie funding structure

- MGL and MBL are Macquarie's two primary external funding vehicles which have separate and distinct funding, capital and liquidity management arrangements
- MBL provides funding to the Bank Group<sup>1</sup>
- MGL provides funding predominantly to the Non-Bank Group<sup>2</sup>



The Bank Group comprises BFS and CGM (excluding certain assets of the Financial Markets business, certain activities of the Commodity Markets and Finance business and some other less financially significant activities which are undertaken from within the Non-Bank Group). 2. The Non-Bank Group comprises Macquarie Capital, MAM and certain assets of the Financial Markets business, certain activities of the Commodity Markets and Finance business and some other less financially significant activities of CGM.

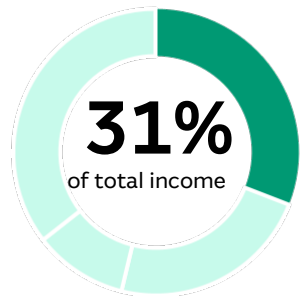
3. Subordinated debt to meet APRA's Loss-Absorbing Capacity (LAC) requirements. 4. MBL is the primary external funding vehicle for the Bank Group. Macquarie International Finance Limited (MIFL) and Macquarie Bank Europe (MBE) also operates as an external funding vehicle for certain subsidiaries within the Bank Group. 5. MGL is the primary external funding vehicle for the Non-Bank Group.

# Diversification by region

International income 65% of total income<sup>1</sup>

Total staff<sup>2</sup> 19,795 of which 51% is based internationally

## Americas



3,104

Total income

\$A2,340m

Assets under management<sup>4</sup>

\$A365.6b

### CANADA

Calgary  
Toronto

### USA

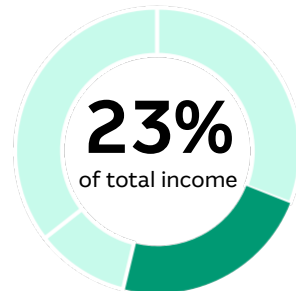
Boise  
Boston  
Chicago  
Dallas  
Houston  
Jacksonville  
Kansas  
Los Angeles

Minneapolis  
Nashville  
New York  
Philadelphia  
San Diego  
San Francisco  
San Jose  
Seattle

### LATIN AMERICA

Mexico City  
Santiago  
Sao Paulo

## EMEA



2,882

Total income

\$A1,730m

Assets under management<sup>4</sup>

\$A198.9b

### EUROPE

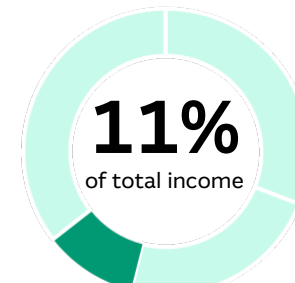
Amsterdam  
Braintree  
Copenhagen  
Coventry  
Dublin  
Edinburgh  
Frankfurt  
Geneva  
Limerick  
London

Luxembourg  
Madrid  
Milan  
Munich  
Paris  
Solihull  
Vienna  
Watford  
Zurich

**MIDDLE EAST**  
Dubai

**SOUTH AFRICA**  
Johannesburg

## Asia



4,199

Total income

\$A798m

Assets under management<sup>4</sup>

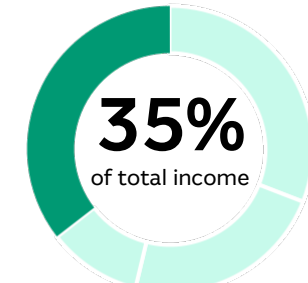
\$A53.3b

### ASIA

Bangkok  
Beijing  
Dongguan  
Gurugram  
Hong Kong  
Hsin-Chu  
Jakarta  
Kuala Lumpur

Manila  
Mumbai  
Seoul  
Shanghai  
Singapore  
Taipei  
Tokyo

## Australia<sup>3</sup>



9,610

Total income

\$A2,676m

Assets under management<sup>4</sup>

\$A299.0b

### AUSTRALIA

Adelaide  
Brisbane  
Canberra  
Gold Coast  
Manly

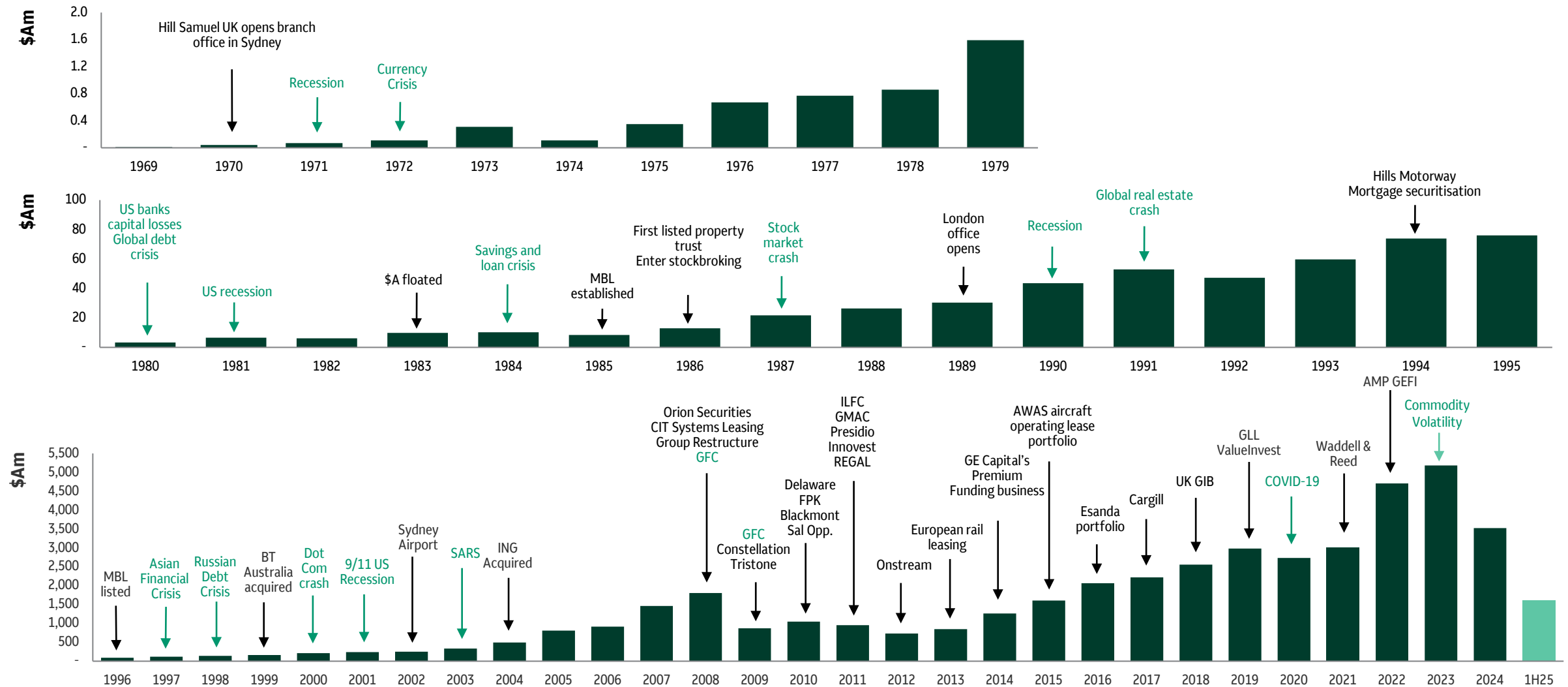
Melbourne  
Newcastle  
Perth  
Sydney

### NEW ZEALAND

Auckland

All data as at 30 Sep 24 unless otherwise stated. 1. Net operating income excluding earnings on capital and other corporate items. 2. As at 31 Dec 24. Includes staff employed in certain operationally segregated subsidiaries throughout the presentation. 3. Includes New Zealand. 4. MAM Private Markets Assets under Management (AUM) includes equity yet to deploy and equity committed to assets but not yet deployed.

# 55 years of unbroken profitability



Above dates refer to Macquarie financial years.

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# 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 **55+ years** of unbroken profitability

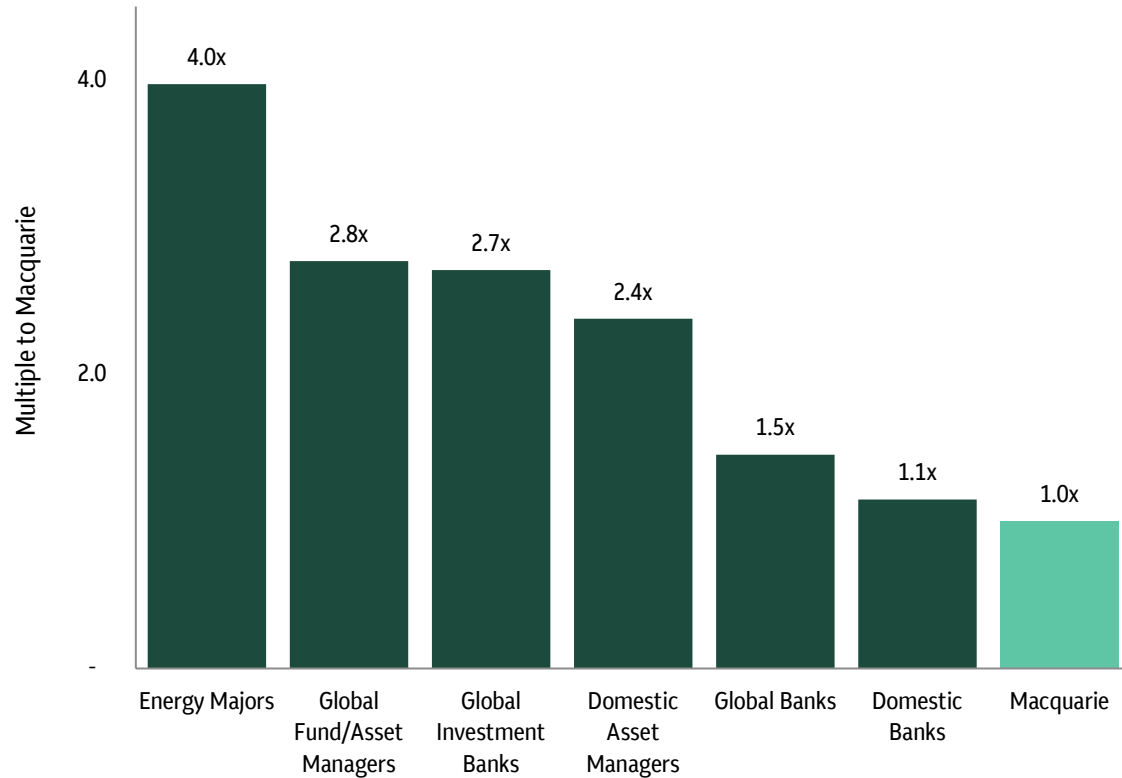
## Our approach is consistent with the 'three lines of defence' model with clear accountability for risk management

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.

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

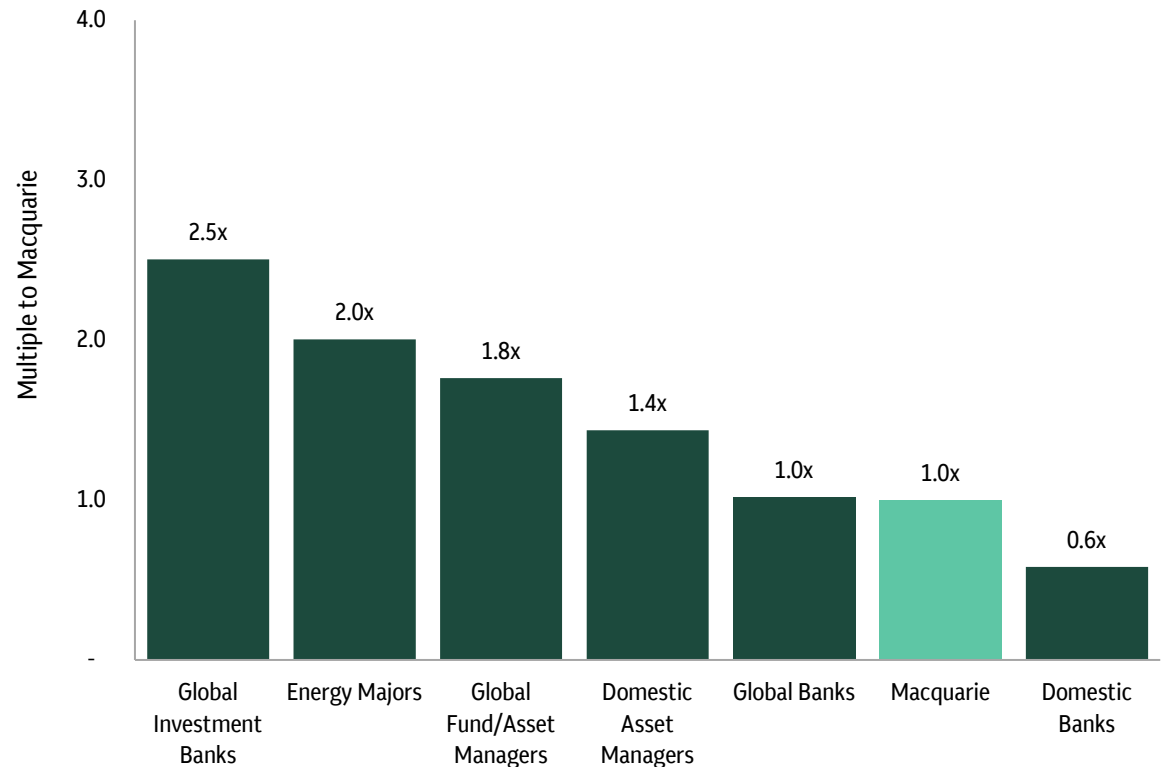
# Stable earnings

## 5 year earnings volatility relative to Macquarie



## Earnings volatility relative to Macquarie

From the Global Financial Crisis (2008) to Aug 24 – 16 years



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 30 Aug 24.

# 02

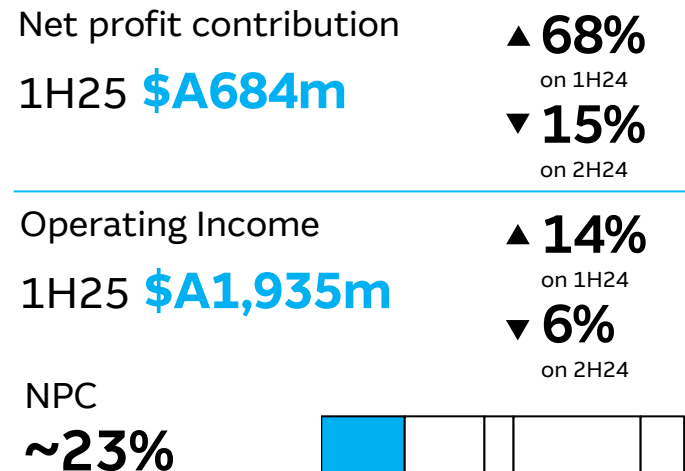
## MGL 1H25 Result

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Presentation to Debt Investors

# Macquarie Asset Management

**Actively manages funds** for investors across multiple asset classes



**\$A916.8b**

assets under management<sup>1</sup>

Note: Chart is based on 1H25 net profit contribution from Operating Groups. 1. As at 30 Sep 24. Private Markets Assets under Management (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. Private Markets AUM includes equity yet to deploy and equity committed to assets but not yet deployed. 2. As at 30 Sep 24. Private Markets total Equity under Management 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. 3. Equity to deploy across a combination of fund commitments and co-investment demand. 4. With the exclusion of MAM's Mexican industrial and retail real estate platform, FIBRA Macquarie. 5. As at 30 Sep 24. 6. IPE Real Assets (Jul 24), ranking is based on infrastructure AUM as at 31 Mar 24. 7. Infrastructure Investor (Mar 24), the ranking is based on the amount of infrastructure direct investment capital raised by firms between 1 Jan 18 and 31 Aug 23. 8. Lipper Fund Award 2024 UK. 9. Money Magazine: Best of the Best Awards 2024.

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## Awards & rankings



No. 1 Infrastructure Investment Manager<sup>6</sup>



No. 3 Infrastructure Debt Manager<sup>7</sup>



Best Equity - Infrastructure Fund<sup>8</sup>



Australia Investment Manager of the Year 2024<sup>9</sup>

## Private Markets

**\$A373.6b**

Assets under management<sup>1</sup>  
Broadly in line with Mar 24

**\$A7.2b**

Equity raised

**\$A31.8b**

Equity to deploy<sup>5</sup>

**\$A217.5b**

Equity under management<sup>2</sup>

▼ 2%  
Mar 24

**\$A10.9b**

Invested across 24 new investments, including: 14 real assets, two real estate and eight private credit investments

**\$A4.1b**

Equity proceeds from asset divestments

**\$US1.9b**

Of equity to deploy<sup>3</sup> from final close of Macquarie Real Estate Partners (MREP)

MAM has announced plans to spin off the majority of its Core/Core Plus real estate activities to enable the creation of Manova Partners, an independent boutique real estate investment manager with ~€11b of AUM. Transaction is subject to customary closing conditions and regulatory approvals<sup>4</sup>

## Public Investments

**\$A543.2b**

Assets under management<sup>1</sup>

▼ 4%  
Mar 24

- \$A298.5b AUM<sup>1</sup> in Fixed income
- \$A220.5b AUM<sup>1</sup> in Equities
- \$A24.2b AUM<sup>1</sup> in Multi-Assets

▼ 3%  
Mar 24

▼ 6%  
Mar 24

▼ 7%  
Mar 24

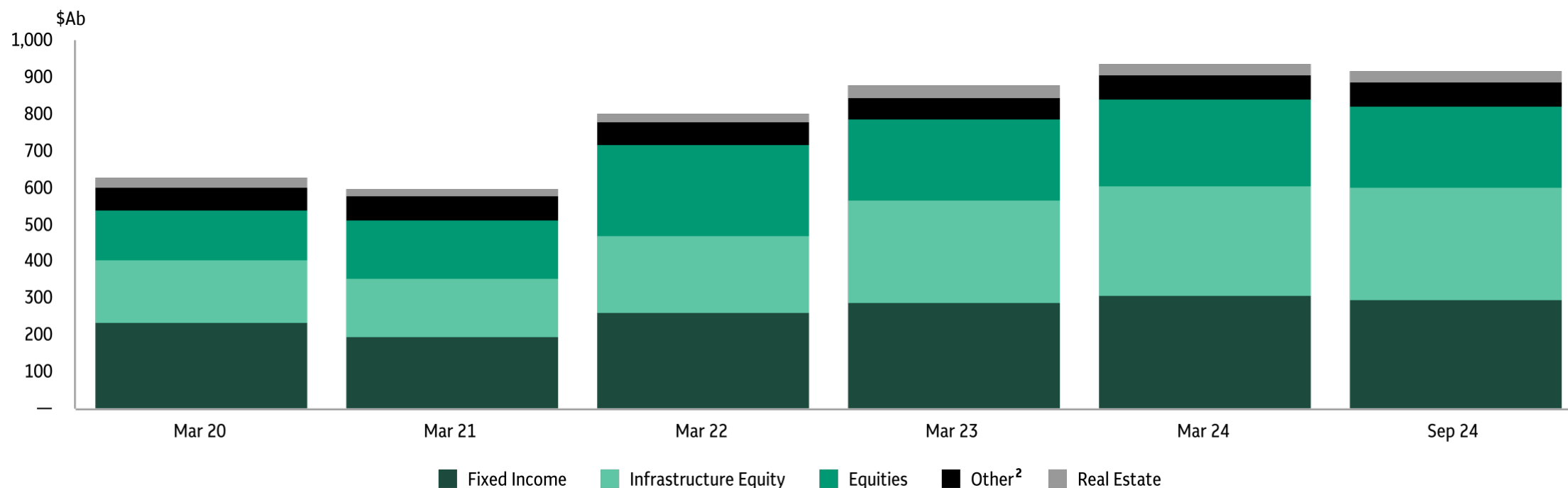
**65%**

of assets under management<sup>5</sup> outperforming their respective 3-year benchmarks

# Assets under management of \$A916.8b

AUM as at 30 Sep 24 decreased 2% from \$A938.3b<sup>1</sup> as at 31 Mar 24

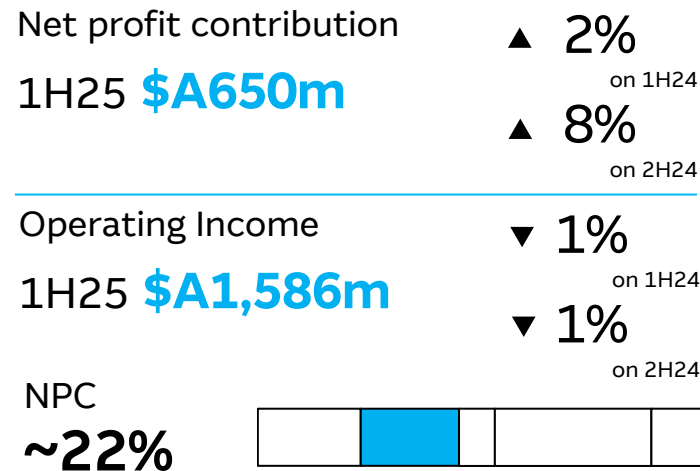
Decrease due to unfavourable foreign exchange movements, outflows in equity strategies and divestments, partially offset by favourable market movements, increased fund investments and net asset valuations



1. MAM Private Markets Assets under Management (AUM) includes equity yet to deploy and equity committed to assets but not yet deployed. 2. Includes equity yet to deploy and equity committed to assets but not yet deployed.

# Banking and Financial Services

Macquarie's **retail banking and financial services business**



  
Approximately  
1.9 million  
Australian clients

  
Personal  
Banking  
  
Wealth  
Management

  
Business  
Banking

## Awards



## Personal Banking

**\$A129.9b** ▲ 9%  
Mar 24

Home loan portfolio<sup>1</sup>

Home loan growth driven by strong demand in lower loan-to-value ratio (LVR) and owner-occupier lending tiers

### Home loan portfolio summary 30 Sep 24

Average LVR at Origination <sup>2</sup>	65 %
Average Dynamic LVR <sup>3</sup>	51 %
Owner Occupied <sup>4</sup>	64 %
Principal and Interest <sup>4</sup>	81 %
Fixed Rate <sup>4</sup>	4%

## Deposits<sup>5</sup>

**\$A153.1b** ▲ 7%  
Mar 24

## Wealth management

**\$A152.4b** ▲ 7 %  
Mar 24

Funds on platform

## Business Banking

**\$A16.6b** ▲ 5%  
Mar 24  
Business banking loan portfolio

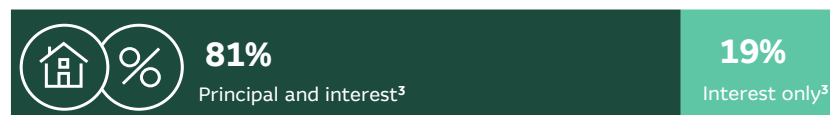
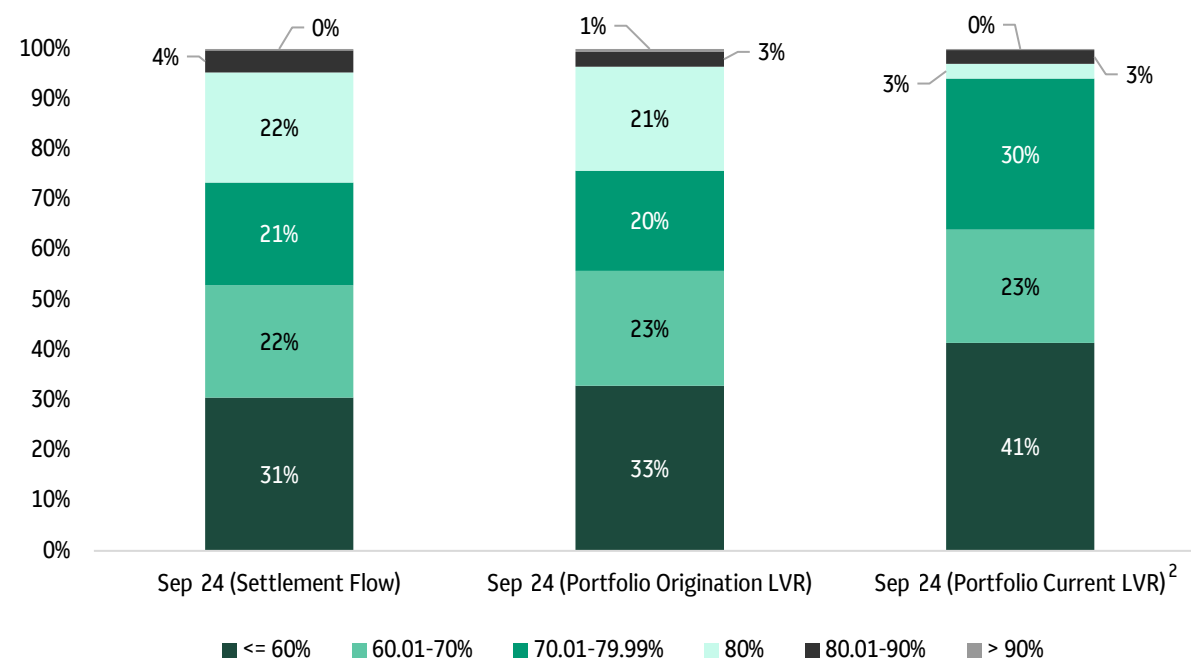
Business Banking loan growth driven by an increase in client acquisition across core segments and a continued build into emerging segments

**30+ years**  
bringing innovation and competition to Australian consumers

Note: Chart is based on 1H25 net profit contribution from Operating Groups. 1. Home loan portfolio excludes offset accounts. 2. Based on facilities on books as at 30 Sep 24, weighted by size of loan. 3. Property valuation source: Corelogic. 4. Calculated on a gross balance basis, excluding offsets, for the portfolio. 5. BFS deposits include home loan offset accounts.

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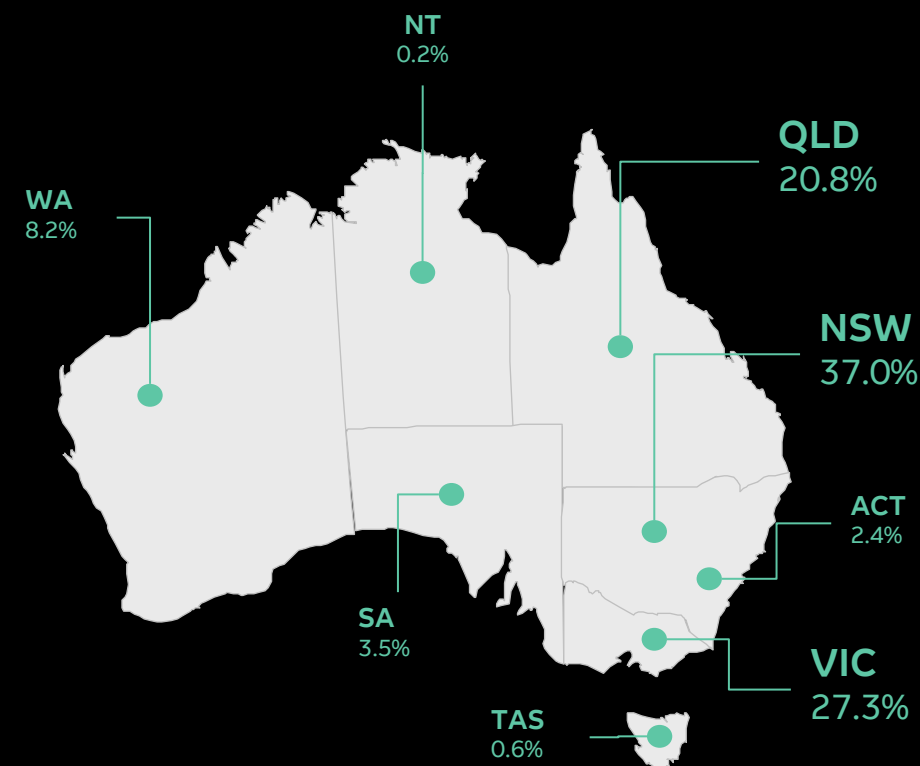
# Home loan portfolio composition



**\$A129.9<sub>b1</sub>**  
Total Home Loans under management

1. As at 30 Sep 24. Figure includes all securitisation trusts under management and MBL balance sheet loans. 2. Current LVR is calculated based on the current balance of loans against their initial appraisal amount. 3. Calculated on a gross balance basis, excluding offsets, for the portfolio.

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**\$A640k**  
Average loan size



**65.3%**  
Weighted average current LVR

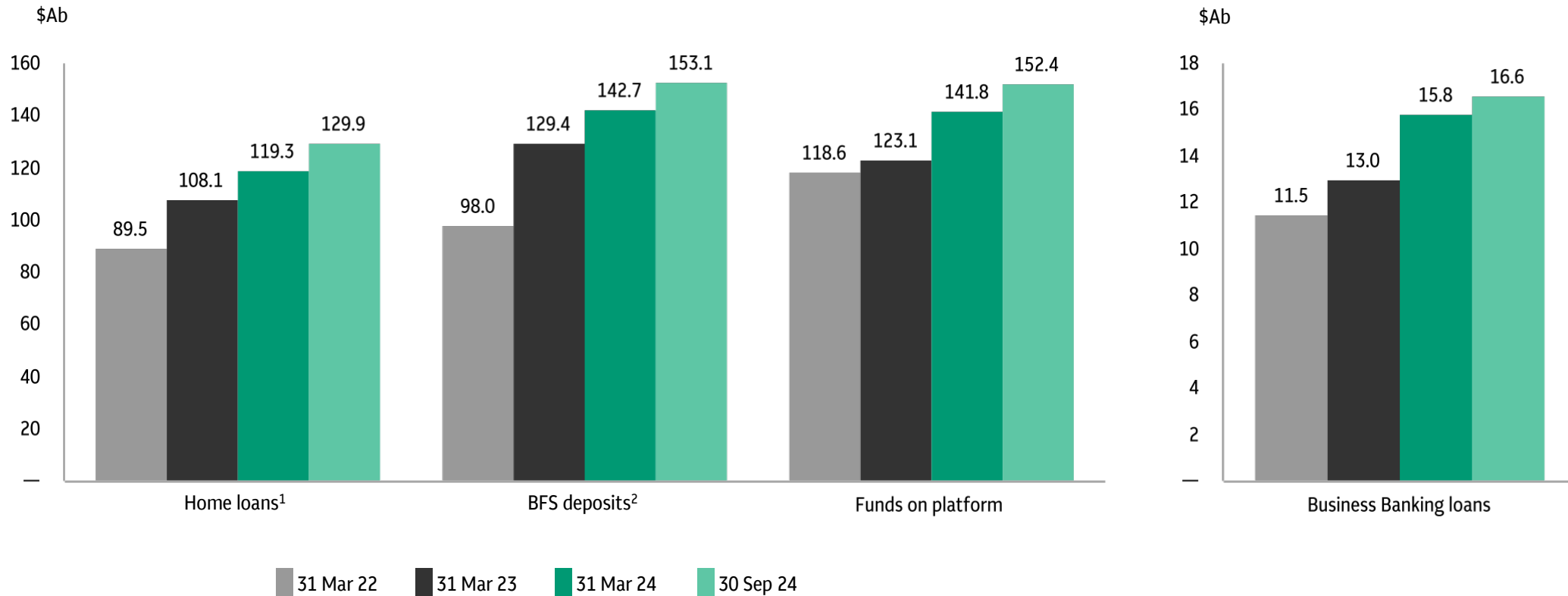


**28.2**  
Months seasoning

17

# Banking and Financial Services

Growth in Home loans, BFS deposits, Funds on platform and Business Banking loans



Note: Data based on spot volumes at period end. As at 30 Sep 24, the car loan portfolio was \$A3.6b (down from \$A4.6b as at 31 Mar 24). 1. Home loan portfolio excludes offset accounts. 2. BFS deposits include home loan offset accounts.

# Commodities and Global Markets

CGM is a **global business** offering capital and financing, risk management, market access, physical execution and logistics solutions to its diverse client base across Commodities, Financial Markets and Asset Finance

Net profit contribution

1H25 **\$A1,316m**

▼ **5%**

on 1H24

▼ **28%**

on 2H24

Operating Income

1H25 **\$A2,894m**

▼ **1%**

on 1H24

▼ **15%**

on 2H24

NPC

**~43%**



**45+ years**  
in metals,  
futures and foreign  
exchange



**25+ years**  
in agriculture and  
technology,  
media and  
telecoms (TMT)



**20+ years**  
in energy,  
renewables and  
sustainability

Note: Chart is based on 1H25 net profit contribution from Operating Groups. 1. As at 30 September 2024. 2. ASX Futures 24 (SFE) Monthly Report Sep 24. 3. Energy Risk Awards 2024. 4. Energy Risk Asia Awards 2024. 5. Percentages are based on net profit contribution before impairment charges.

## Awards & rankings

**~7.9 billion** cubic feet of **natural gas volume** traded across North America daily<sup>1</sup>

**No. 1**

Futures broker on the ASX<sup>2</sup>

**Named House of the Year** for Oil and Products<sup>3</sup>, Natural Gas/LNG<sup>3</sup>, Commodities Research<sup>3,4</sup>, Base Metals<sup>4</sup>, Commodity Trade Finance<sup>4</sup>, and Derivatives<sup>4</sup>

 **EnergyRisk**  
Awards 2024

 **EnergyRisk**  
Asia Awards  
2024

## Commodity Markets (54%<sup>5</sup>)

Decreased Commodities risk management income primarily in Global Gas, Power and Emissions and Global Oil driven by decreased client hedging activity due to subdued volatility across energy markets. These reductions were partially offset by an increased contribution from Resources, primarily from the metals sector

Increased inventory management and trading income driven by trading gains in North American Gas and Power, relative to a weak prior corresponding period. This was partially offset by the unfavourable impact of timing of income recognition primarily on North American Gas and Power contracts

## Financial Markets (38%<sup>5</sup>)

Foreign exchange, interest rates and credit

- Strong client activity globally driven by continued volatility across FX markets with growth in Japan and North America
- Increased contribution from financing activity with continued strong performance from the Americas and growth in client engagement across the Americas, Australia and Europe

Futures

- Solid contribution in all regions across both commission and interest income

## Asset Finance (8%<sup>5</sup>)

**\$A6.5b** average 1H25 portfolio up 2% from \$A6.4b at 31 Mar 24

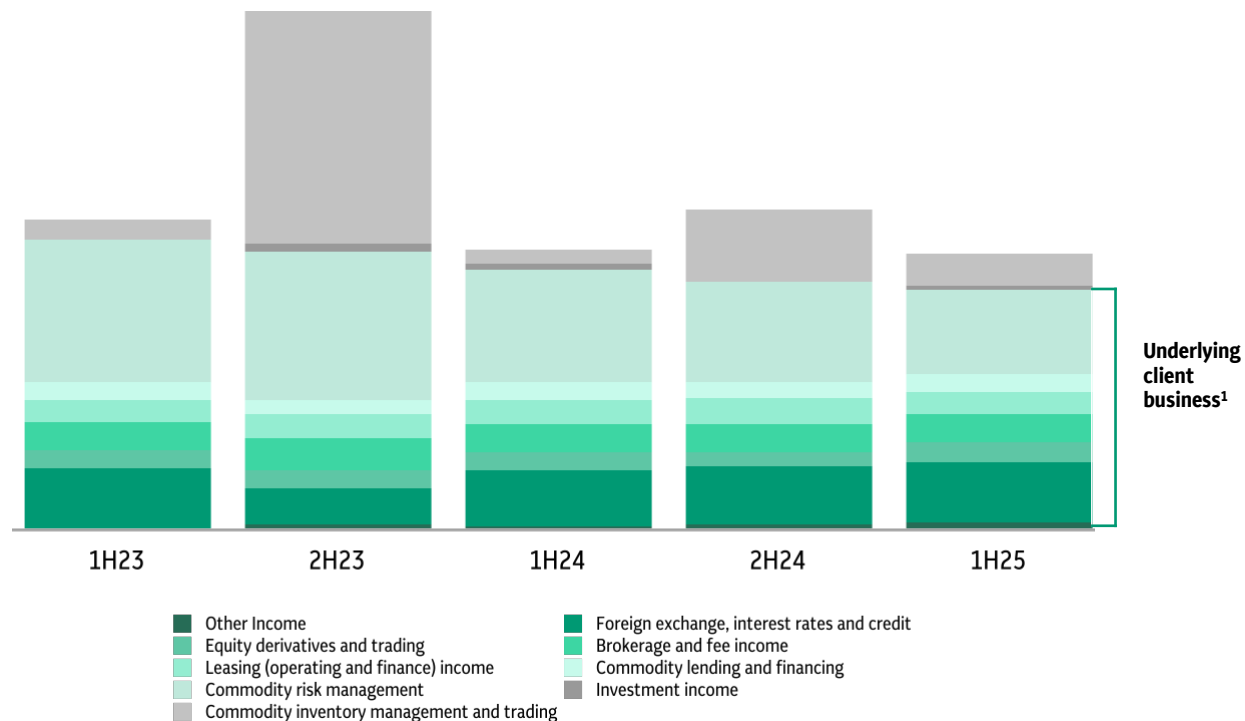
Particularly strong origination and portfolio growth in Shipping Finance

# Strong underlying client business

## Consistent levels of income derived from underlying client business

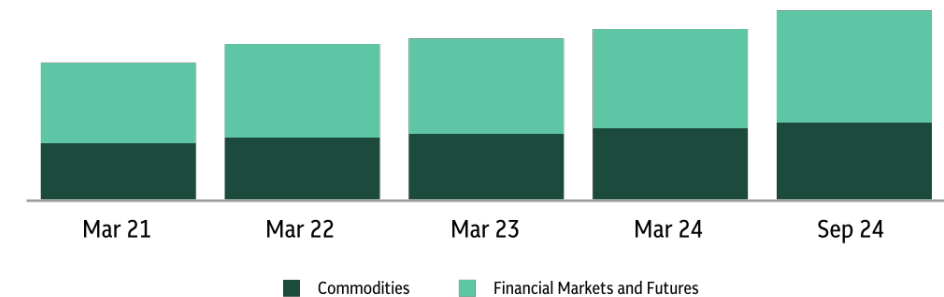
### Operating Income

(excl. credit and other impairment charges)

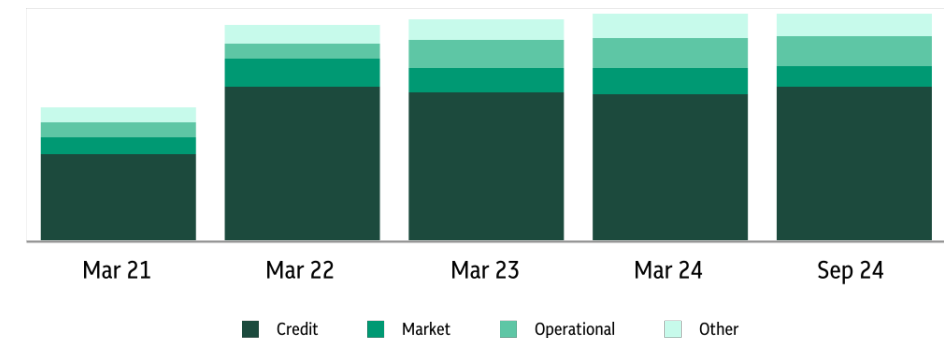


### Client numbers

(excl. Asset Finance)



### Regulatory capital²

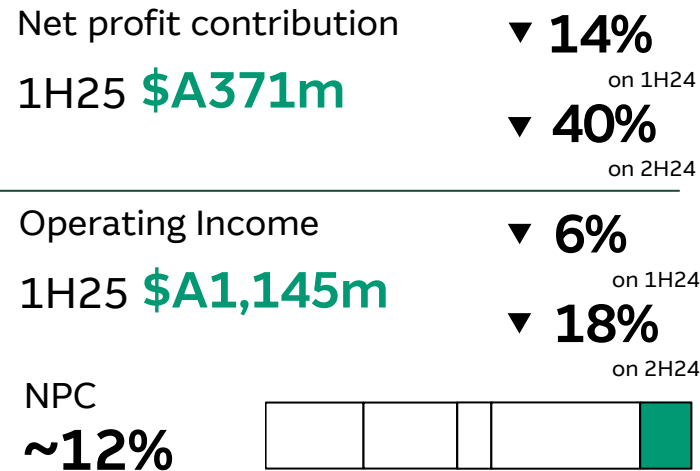


- Majority of capital relates to **credit risk** reflecting **client focussed business**
- Risk management is **core: built on 55+ years of accumulated experience** in managing risk for our clients and our business

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. Includes the impact of APRA's "Unquestionably Strong" bank capital framework which came into effect from 1 Jan 23. Implementation of UQS resulted in an increase in CGM capital requirements, largely on account of higher regulatory buffers, along with RWA calculation changes. All figures are shown at the post-UQS ratio of 10.5% RWA. Prior periods have not been normalised for RWA calculation changes, including the implementation of the Standardised Measurement Approach to Operational Risk.

# Macquarie Capital

Global capability in advisory and capital raising services providing clients with specialist expertise and flexible capital solutions across a range of sectors



136 transactions in 1H25 valued at **\$A162b<sup>1</sup>**

Note: Chart is based on 1H25 net profit contribution from Operating Groups. 1. Source: Dealogic and IJGlobal for Macquarie Group completed M&A, investments, ECM and DCM transactions converted as at the relevant report date. Deal values reflect the full transaction value and not an attributed value. 2. Committed equity portfolio as at 30 Sep 24. 3. Dealogic (1 Oct 14 to 30 Sep 24 completed, any ANZ involvement and announced by deal count). 4. Dealogic (1 Jan 24 to 30 Sep 24, follow-ons, excl. blocks, over \$A50m by deal value). 5. 2024 Australasian Investor Relations Association (AIRA) Best Practice Investor Relations Awards. 6. IJ Global Awards 2023. 7. PFI Awards 2023. Macquarie acted as exclusive financial adviser to Partners Group on this transaction.

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## Awards & rankings

- No. 1 in ANZ for M&A<sup>3</sup> over the past decade
- No. 1 in ASX ECM<sup>4</sup>
- Best International Investor Access for Australasian Listed Entities<sup>5</sup>



European PPP Deal of the Year, Ireland Higher Education PPP Bundle 1<sup>6</sup>



Asia Pacific Acquisition Deal of the Year<sup>7</sup>

## Summary

Advising and investing in areas of deep expertise in sectors such as Infrastructure, Critical Minerals & Energy, Digital Infrastructure, Energy Transition, Government Services, Insurance Broking, FinTech, IT Services and Software Services

As at 30 Sep 24, committed private credit portfolio grew to over **\$A22.5b**, with **~\$A5b** deployed in the period through focussed investment in credit markets and bespoke financing solutions

Equity portfolio<sup>2</sup> **\$A5.5b+**, increase of **~40%** from 30 Sep 23

## Notable Deals

Exclusive sell-side adviser to Azure Summit Technology on its sale to CACI International for **\$US1.275b**

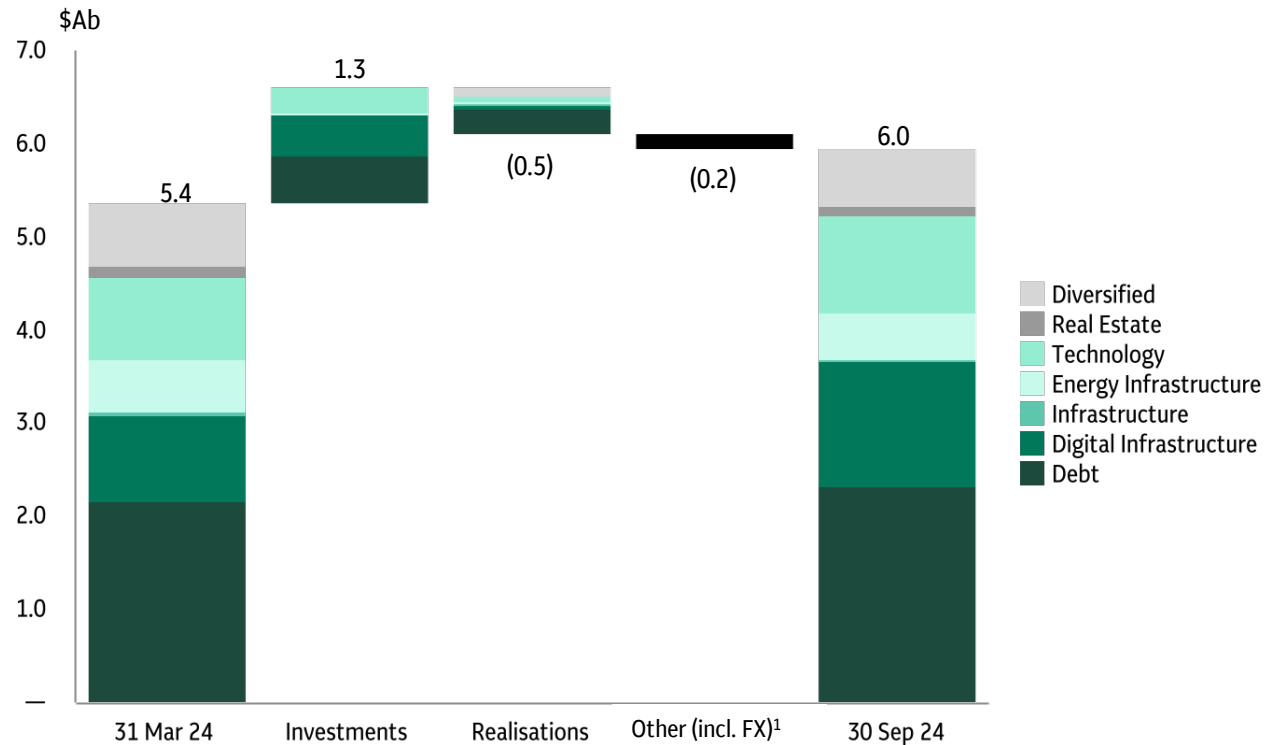
Sole financial adviser to Archer Capital on the sale of illion to Experian plc for **\$A820m**, executed in conjunction with Macquarie Principal Finance's sell-down of 100% of its interest

Joint lead manager, bookrunner and underwriter on Auckland International Airport's **\$NZ1.2b** institutional placement. This transaction is the largest follow-on equity issuance in NZX history marking a notable achievement for the market

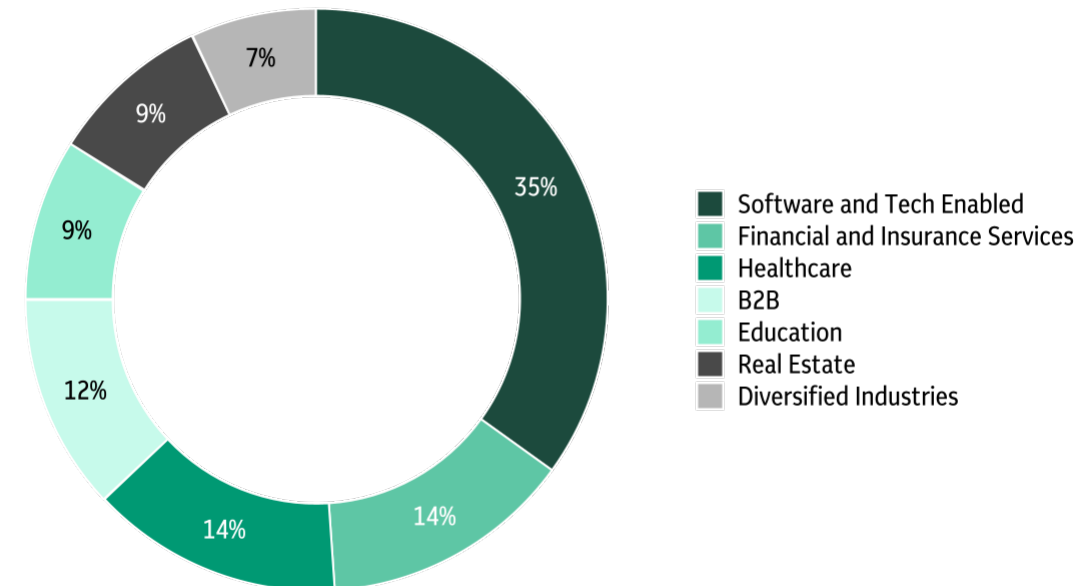
Acquired Kalkomey, a leading provider of online outdoor recreation education solutions serving more than 110 government agencies

# Macquarie Capital

## Movement in capital



## Private Credit sector exposures<sup>2</sup>



1. Other (incl. FX) includes accounting movements. 2. Exposures shown follow the economic capital adequacy methodology.

# 1H25 net profit contribution from Operating Groups

## \$A3,021m up 6% on 1H24

### Annuity-style activities

**\$A1,614m** ————— **↑ 25%**  
ON 1H24

### Markets-facing activities

**\$A1,407m** ————— **↓ 10%**  
ON 1H24

### Non-Banking Group

**↑**  
on 1H24

#### Macquarie Asset Management (MAM)

Increase primarily driven by higher performance fees. Base fees broadly in line with the prior corresponding period

**↓**  
on 1H24

#### Macquarie Capital (MacCap)

Lower investment-related income primarily driven by reduced credit and other impairment reversals and higher funding costs reflecting growth in the equity investment portfolio, partially offset by growth in net interest income on the private credit portfolio. Fee and commission income up, primarily driven by higher brokerage and advisory fee income

### Banking Group

**↑**  
on 1H24

#### Banking and Financial Services (BFS)

Growth in the loan portfolio and BFS deposits, together with lower expenses reflecting lower average headcount and the cessation of car loan originations, partially offset by margin compression and run-off in the car loan portfolio

**↑**  
on 1H24

#### Commodities and Global Markets<sup>1</sup> (CGM)

Result is slightly up on prior corresponding period across Asset Finance and Commodity Lending and Financing portfolios, as a result of portfolio growth in Shipping Finance and higher contribution across certain commodity sectors, respectively

**↓**  
on 1H24

#### Commodities and Global Markets<sup>1</sup> (CGM)

Decreased contribution from Commodities, particularly in risk management due to the impact of subdued volatility on client hedging activity, partially offset by an increased contribution from Resources, primarily the metals sector as well as equity trading in Financial Markets. Inventory management and trading income increased driven by trading gains in North American Gas and Power, relative to a weak prior corresponding period, partially offset by the unfavourable impact of timing of income recognition primarily on North American Gas and Power contracts

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

# 1H25 net profit contribution from Operating Groups

## \$A3,021m down 22% on 2H24

### Annuity-style activities

**\$A1,614m** ————— ↓ **6%**  
ON 2H24

### Markets-facing activities

**\$A1,407m** ————— ↓ **34%**  
ON 2H24

### Non-Banking Group

↓  
on 2H24

#### Macquarie Asset Management (MAM)

Decrease primarily driven by timing of asset realisations in green investments

↓  
on 2H24

#### Macquarie Capital (MacCap)

Lower investment-related income primarily driven by reduced credit and other impairment reversals, lower net gains on investments and higher funding costs due to growth in the equity investment portfolio. This was partially offset by growth in net interest income on the private credit portfolio and an increase in fee and commission income predominantly driven by Advisory fee income

### Banking Group

↑  
on 2H24

#### Banking and Financial Services (BFS)

Growth in the loan portfolio and BFS deposits, together with lower expenses reflecting lower average headcount and the cessation of car loan originations; partially offset by higher credit impairment charges and margin compression

↓  
on 2H24

#### Commodities and Global Markets<sup>1</sup> (CGM)

Result is slightly down on the prior period across Asset Finance and Commodity Lending and Financing portfolios

↓  
on 2H24

#### Commodities and Global Markets<sup>1</sup> (CGM)

Decreased contribution from Commodities risk management and inventory management and trading in energy sectors due to the impact of subdued volatility on client hedging activity and the timing of income recognition primarily on Gas contracts, partially offset by an increased contribution from equity trading and the sale of an unlisted equity investment

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

# 1H25 result: \$A1,612m up 14% on 1H24; down 23% on 2H24

Net operating income
Total operating expenses
<b>Operating profit before income tax</b>
Income tax expense
Effective tax rate <sup>1</sup> (%)
Loss/(profit) attributable to non-controlling interests
<b>Profit attributable to MGL shareholders</b>
Annualised return on equity (%)
Basic earnings per share
Dividend per ordinary share

1H25 \$Am	2H24 \$Am	1H24 \$Am
8,216	8,977	7,910
(5,919)	(6,142)	(5,919)
<b>2,297</b>	<b>2,835</b>	<b>1,991</b>
(686)	(704)	(587)
<b>29.9</b>	<b>25.0</b>	<b>29.3</b>
1	(24)	11
<b>1,612</b>	<b>2,107</b>	<b>1,415</b>
9.9	12.9	8.7
\$A4.25	\$A5.49	\$A3.69
\$A2.60	\$A3.85	\$A2.55

1H25 v 1H24	1H25 v 2H24
↑ 4%	↓ 8%
- —	↓ 4%
↑ 15%	↓ 19%
↑ 17%	↓ 3%
↑ 14%	↓ 23%
↑ 14%	↓ 23%
↑ 15%	↓ 23%
↑ 2%	↓ 32%

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



# 03

## MGL 3Q25 Trading Update

Presentation to Debt Investors

London, UK



# 3Q25

## Overview



- FY25 year to date (YTD) net profit after tax broadly in line with FY24 YTD
- Macquarie's annuity-style businesses' (MAM and BFS) combined December 2024 quarter (3Q25) net profit contribution was substantially up on the prior corresponding period (pcp) (3Q24), mainly due to continued volume growth in BFS
  - FY25 YTD net profit contribution substantially up on FY24 YTD, primarily due to higher performance fees and investment income in MAM. Continued volume growth and lower operating expenses, partially offset by margin compression, drove an increased contribution in BFS
- Macquarie's markets-facing businesses' (CGM and Macquarie Capital) combined 3Q25 net profit contribution was substantially down on the pcp, mainly due to subdued conditions in certain commodity markets and the unfavourable impact of timing of income recognition primarily on North American Gas and Power contracts in CGM, partially offset by higher fee and commission income in Macquarie Capital
  - FY25 YTD net profit contribution significantly down on FY24 YTD mainly due to subdued conditions in certain commodity markets in CGM

# 3Q25 Overview

## Annuity-style businesses

### Macquarie Asset Management

~23%

1H25 contribution<sup>1</sup>

- AUM of \$A942.7b at Dec 24, up 3% on Sep 24
- Private Markets: \$A371.7b in AUM<sup>2,3</sup>, broadly in line with Sep 24, primarily driven by fund divestments, offset by favourable foreign exchange movements and increased net asset valuations
- Private Markets: \$A212.9b in EUM<sup>4</sup>, broadly in line with Sep 24
- Raised \$A3.8b in new equity in 3Q25, \$A11.0b YTD, from clients across a diverse range of strategies, including energy transition, regional and global infrastructure, agriculture and private credit
- Invested \$A7.3b of equity in 3Q25, \$A18.2b YTD across 36 investments including 17 real assets, 3 real estate and 16 private credit investments
- \$A12.7b of equity returned to clients in 3Q25 from divestments, including AirTrunk
- \$A27.4b of equity to deploy, down 14% on Sep 24, with transactions announced including a partnership with Dow<sup>5</sup> to launch Diamond Infrastructure Solutions and Vocus<sup>5</sup> announcement to acquire TPG's Enterprise, Government and Wholesale fixed business
- Public Investments: \$A571.0b in AUM<sup>6</sup>, up 5% on Sep 24, primarily driven by favourable foreign exchange movements
  - \$A313.2b AUM<sup>6</sup> in Fixed income, up 5% on Sep 24
  - \$A231.1b AUM<sup>6</sup> in Equities, up 5% on Sep 24
  - \$A26.7b AUM<sup>6</sup> in Multi-Assets, up 10% on Sep 24

### Banking and Financial Services

~22%

1H25 contribution<sup>1</sup>

- BFS deposits<sup>7</sup> of \$A163.8b at Dec 24, up 7% on Sep 24
- Home loan portfolio<sup>8</sup> of \$A136.2b at Dec 24, up 5% on Sep 24
- Funds on platform<sup>9</sup> of \$A152.4b at Dec 24, in line with Sep 24
- Business banking loan portfolio of \$A16.5b at Dec 24, down 1% on Sep 24

1. Based on 1H25 net profit contribution from operating groups as reported on 1 Nov 24. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 2. As at 31 Dec 24. Private Markets Assets under Management (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. Private Markets AUM includes equity yet to deploy and equity committed to assets but not yet deployed. 3. Real Estate AUM includes AUM of its investee platforms with projects under construction valued at estimated total project costs. 4. Private Markets' total Equity under Management (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. Transaction subject to customary closing conditions and any required regulatory approvals. 6. As at 31 Dec 24. 7. BFS deposits include home loan offset accounts. 8. Home loan portfolio excludes offset accounts. 9. Funds on platform includes Macquarie Wrap, FUM in relation to institutional relationships and Macquarie Vision (used by Macquarie Private Bank).

# 3Q25 Overview

## Markets-facing businesses

### Commodities and Global Markets

**~43%**

1H25 contribution<sup>1</sup>

- Commodities contribution decreased on the pcg, primarily due to subdued conditions in certain commodity markets and the unfavourable impact of timing of income recognition on North American Gas and Power contracts. The result also included a reduced contribution from risk management income, primarily in EMEA Gas, Power and Emissions and Global Oil as price movements stabilised across commodity markets
- Increased contribution across Financial Markets from corporates and private equity firms from client risk management and financing activity across sectors, particularly in foreign exchange, fixed income and credit
- Improved performance in Asset Finance compared to pcg, with portfolio growth being driven by Shipping Finance, Technology and Resources
- ~7.5 billion cubic feet of natural gas volume traded across North America daily<sup>2</sup>
- House of the Year: Oil and Products<sup>3</sup>, Natural Gas/LNG<sup>3</sup>, Commodities Research<sup>3,4</sup>, Base Metals<sup>4</sup>, Commodity Trade Finance<sup>4</sup>, and Derivatives<sup>4</sup>
- Maintained ranking as No.1 Futures Broker on ASX<sup>5</sup>
- \$A7.9b asset finance and loan portfolio<sup>2</sup>

### Macquarie Capital

**~12%**

1H25 contribution<sup>1</sup>

- Fee and commission income up on the prior period and a weak pcg, primarily driven by higher M&A fees. This was partially offset by lower investment-related income, mainly driven by the timing of gains on investments
- Equity portfolio<sup>6</sup> \$A6b+, increase of ~25% on pcg
- Private credit portfolio<sup>7</sup> of over \$A25b, with more than \$A3.2b deployed in 3Q25 through focused investment in credit markets and bespoke financing solutions including:
  - Provided a bespoke financing package for Therme Group to complete the acquisition of Therme Erding, a specialised leisure and wellness real estate asset in Germany
- Notable deals:
  - Financial adviser to BMS Group on the acquisition of DR&P Group, one of the fastest growing independent insurance brokers based in the UK
  - Financial adviser and debt arranger to Global Power Generation Australia on the ~\$A2.3b portfolio financing of its Australian renewable energy portfolio
  - Sole financial adviser to Paladin Energy Ltd on its 100% acquisition of Fission Uranium Corp for \$CA1,140m
  - Financial adviser to the University of St. Augustine for Health Sciences on its sale to Perdoceo Education Corporation
- Natural Resources Finance Deal of the Year – water pipeline PPP in Chile<sup>8</sup>
- Macquarie Equities recognised as a market leader across ANZ in sales trading, large block trades and corporate access<sup>9</sup>

1. Based on 1H25 net profit contribution from operating groups as reported on 1 Nov 24. Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax. 2. As at 31 Dec 24. 3. Energy Risk Awards 2024. 4. Energy Risk Asia Awards 2024. 5. ASX Futures 24 (SFE) Monthly Report Sep 24. 6. Committed equity portfolio as at 31 Dec 24, with pcg adjusted for FX. 7. Committed private credit portfolio as at 31 Dec 24, excluding equity portfolio and equity deployment. 8. Global Banking & Markets: Latin Americas Awards 2024. Macquarie acted as exclusive financial adviser and sole placement agent. 9. Peter Lee Associates 2024 Survey of Australian Institutional Investors.



# 04

## Outlook

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Presentation to Debt Investors



# Short-term outlook

## Factors impacting short-term outlook

### Annuity-style

### Markets-facing

#### Non-Banking Group

##### Macquarie Asset Management (MAM)

- Base fees expected to be broadly in line
- Subject to market conditions and timing of transactions:
  - Net Other Operating Income<sup>1</sup> is expected to be significantly up, mainly due to higher investment-related income
  - Net expenditure in green platforms on balance sheet expected to be broadly in line

##### Macquarie Capital (MacCap)

Subject to market conditions:

- Transaction activity is expected to be significantly up on a challenging year
- Investment-related income is expected to be broadly in line, supported by growth of the private credit portfolio and asset realisations
- Continued balance sheet deployment in both debt and equity investments

#### Banking Group

##### Banking and Financial Services (BFS)

- Growth in loan portfolio, deposits and platform volumes
- Market dynamics to continue to drive margin pressure
- Ongoing monitoring of provisioning
- Continued investment in digitisation and automation supporting scalable growth

##### Commodities and Global Markets<sup>2</sup> (CGM)

Subject to market conditions:

- Commodities income is expected to be down, albeit volatility may create opportunities
- Continued contribution from client and trading activity across the Financial Markets platform
- Continued contribution across Asset Finance sectors

### Corporate

- Compensation ratio expected to be broadly in line with historical levels
- The FY25 effective tax rate is expected to be broadly in line with historical levels

Note: Comparative period is FY24, unless stated otherwise. 1. Net Other Operating Income includes all operating income excluding base fees. 2. Certain assets of the Financial 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: global economic conditions, inflation and interest rates, significant volatility events, and the impact of geopolitical events
- Completion of period-end reviews and the completion 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

## Annuity-style

## Markets-facing

### Non-Banking Group

#### Macquarie Asset Management (MAM)

- Well-positioned to respond to current market conditions and grow assets under management through its diversified product offering, track record and experienced investment teams
- Continuing to invest in green platforms on balance sheet as MAM Green Investments transitions to a fiduciary business

### 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 scalable growth

#### Macquarie Capital (MacCap)

- Continues to support clients globally across long-term trends including tech-enabled innovation, the need for infrastructure and resilience and the growth in private capital
- Opportunities for balance sheet investment alongside clients and management teams and in infrastructure project development
- Continues to tailor the business offering to current opportunities and market conditions including providing flexible solutions across advisory, capital markets, principal investing, development and equities
- Well-positioned to respond to changes in market conditions

#### Commodities and Global Markets<sup>1</sup> (CGM)

- Opportunities to grow the commodities business, both organically and through adjacencies
- 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 Financial 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.



# Medium-term outlook

Macquarie remains well-positioned to deliver superior performance in the medium term with established, diverse income streams

Deep expertise across diverse sectors in major markets with structural growth tailwinds

- Customer focused digital bank
- Private Markets and Public Investments
- Commodities, Financial Markets and Asset Finance
- Specialist advice, capital solutions and investment

Patient adjacent growth across new products and new markets

Ongoing investment in our operating platform

Strong and conservative balance sheet

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

Proven risk management framework and culture

Empowering people to innovate and invest for a better future



# 05

## Capital and Funding

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Presentation to Debt Investors



# Capital and liquidity update

## Group surplus and regulatory ratios at Dec 24

- Group capital surplus of \$A8.5b<sup>1,2</sup>. Reduction in surplus of \$A1.3b from Sep 24 predominantly driven by an increase in business capital requirements and the 1H25 dividend, partially offset by 3Q25 P&L
- APRA Basel III Level 2 CET1 ratio of 12.6% (Harmonised Basel III Level 2 CET1 ratio: 17.7%<sup>3</sup>). APRA Basel III Leverage ratio of 5.0% (Harmonised Basel III Leverage ratio: 5.7%<sup>3</sup>)
- The quarter average Liquidity Coverage Ratio (LCR) was 196%<sup>4,5</sup> and the Net Stable Funding Ratio (NSFR) was 113%<sup>5</sup>

## Dividend Reinvestment Plan (DRP)

- On 17 Dec 24, the DRP in respect of the 1H25 dividend was satisfied through the allocation of ordinary shares at a price of \$A231.23 per share<sup>6</sup>. The shares allocated under the DRP were acquired on-market

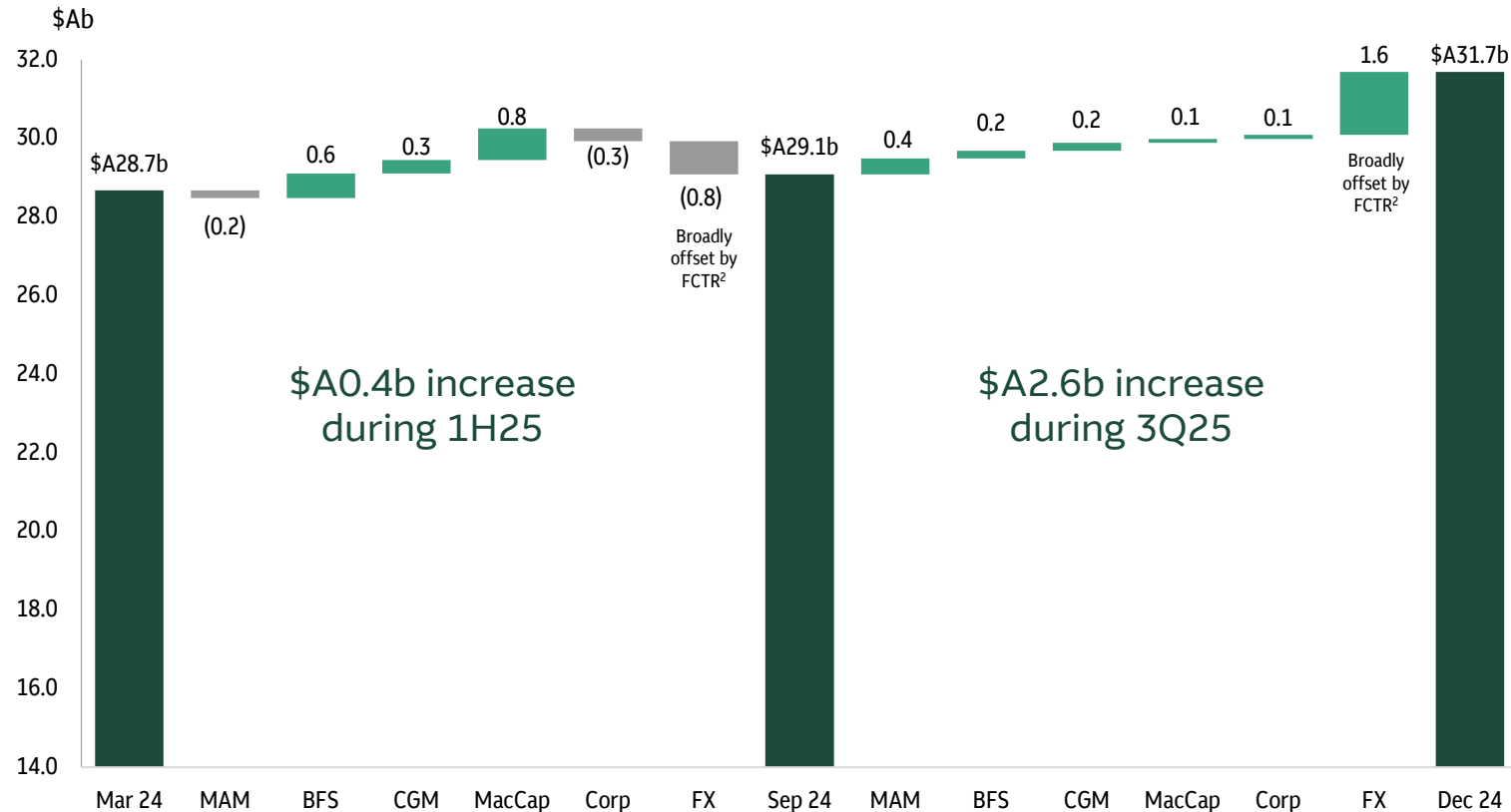
## On-market share buyback

- On 1 Nov 24, Macquarie announced that the Board approved an extension of the on-market share buyback of up to \$A2b for a further 12 months
- The buyback provides additional flexibility to manage the Group's capital position and Macquarie retains the ability to vary, pause or terminate the buyback at any time
- The timing and actual number of ordinary shares purchased under the buyback will be subject to a number of factors including the Group's surplus capital position, market conditions and opportunities to deploy capital by the businesses
- As at 10 Feb 25, a total of \$A1,013m of ordinary shares were acquired on-market at an average price of \$A189.80 per share

1. The Group capital surplus is the amount of capital above APRA regulatory requirements. Bank Group regulatory requirements are calculated in accordance with Prudential Standard APS 110 - Capital Adequacy (APS 110), at 10.5% of RWA. This includes the industry minimum Tier 1 requirement of 6.0%, capital conservation buffer (CCB) of 3.75% and a countercyclical capital buffer (CCyB). The CCyB of the Bank Group at Dec 24 is 0.76%, this is rounded to 0.75% for presentation purposes. The individual CCyB varies by jurisdiction and the Bank Group CCyB is calculated as a weighted average based on exposures in different jurisdictions at period end. 2. The surplus reported includes provisions for internal capital buffers and differences between Level 1 and Level 2 requirements, including the \$A500m operational capital overlay imposed by APRA. 3. 'Harmonised' Basel III estimates are calculated in accordance with the updated BCBS Basel III framework, noting that MBL is not regulated by the BCBS therefore the ratios are indicative only. 4. Average LCR for Dec 24 quarter is based on an average of daily observations. 5. APRA imposed a 25% add-on to the Net Cash Outflow component of the LCR calculation from 1 May 22, and a 1% decrease to the Available Stable Funding component of the NSFR calculation, effective from 1 Apr 21. 6. The DRP price was determined in accordance with the DRP Rules and is the arithmetic average of the daily volume-weighted average price of all Macquarie Group shares sold through a Normal Trade on the ASX automated trading system over the ten trading days from 19 Nov 24 to 2 Dec 24.

# Business capital requirements<sup>1</sup>

3Q25 business capital requirement growth of \$A1.0b excluding FX movements



1. Regulatory capital requirements are calculated in accordance with APS 110, at 10.5% of RWA. 2. The FCTR forms part of capital supply and broadly offsets FX movements in capital requirements.

## 3Q25 Key drivers

### MAM

- Predominantly net movements in Real Assets co-investments and underwrites

### BFS

- Growth in home loans and business banking

### CGM

- Increased credit risk capital predominantly driven by portfolio growth in Specialised Asset Finance and Fixed Income and Currencies

### Macquarie Capital

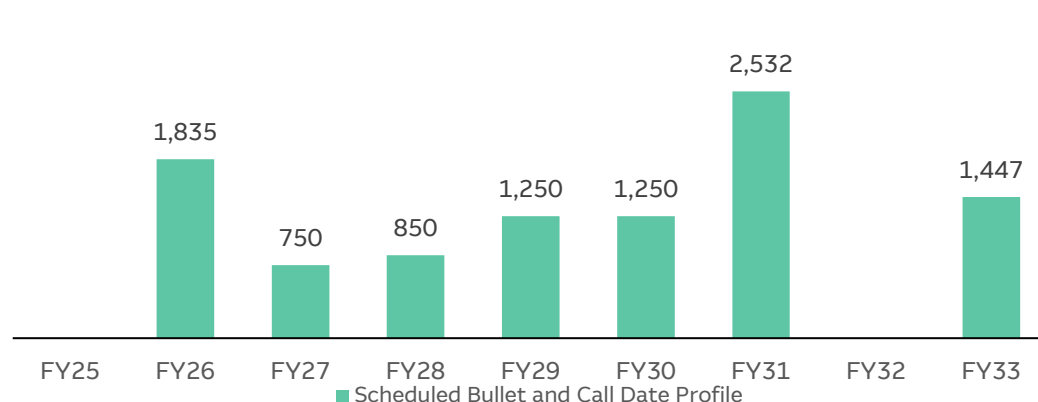
- Predominantly driven by growth in Private Credit

# Tier 2 Capital Profile

## MBL Tier 2

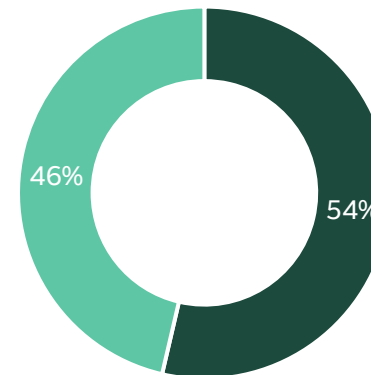
- As at 30 Sep 24, MBL had \$A9.1b of eligible Tier 2 capital on issue<sup>1,2</sup>
- APRA announced Australian major banks will be subject to an additional loss absorbing capital (“**LAC**”) requirement of 6.5% of RWA by 1 Jan 26<sup>3</sup>
- MBL is subject to additional LAC requirements in line with the major banks
- On 9 Dec 24, APRA confirmed it will look to phase out hybrid instruments as eligible capital for Australian banks. The changes are expected to increase LAC requirements for MBL to 7.75% of RWA by 1 Jan 27, with transition arrangements in place for AT1 instruments outstanding until 1 Jan 32
- MBL has three AT1 instruments totalling \$A2.4b which have all first call dates prior to 1 Jan 32<sup>4</sup>
- Based on 30 Sep 24 disclosures, MBL Tier 2 on issue represented ~6.5% of RWAs<sup>5</sup>

## Tier 2 Redemption Profile<sup>1,4,6</sup> (\$Am)

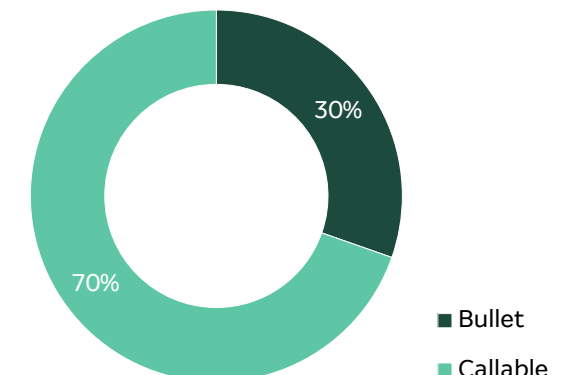


## Eligible Tier 2 Capital<sup>1,2</sup>

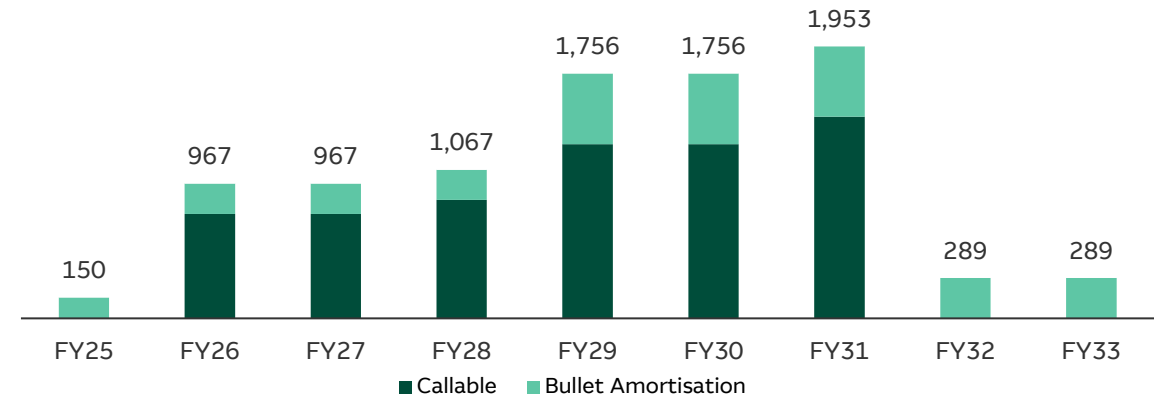
Composition by currency



Composition by format



## Tier 2 Capital Amortisation Profile<sup>1,2,6</sup> (\$Am)



# 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 deposits<sup>1</sup> continuing to grow, up 7% to \$A158.3b as at Sep 24 from \$A148.3b as at Mar 24**
- **\$A23.6b<sup>2</sup> of term funding raised during 1H25:**
  - \$A15.4b of unsecured loan facilities
  - \$A5.0b of term wholesale issued paper comprising of \$A3.7b of senior unsecured debt (including \$A1.0b of green bond) and \$A1.3b of subordinated unsecured debt
  - \$A1.5b of MCN7 Hybrid instrument issuance
  - \$A1.4b of securitisation issuance; and
  - \$A0.3b refinance of secured trade finance facilities
- **Credit ratings:**

MACQUARIE BANK LIMITED			MACQUARIE GROUP LIMITED	
	Short-term rating	Long-term rating	Short-term rating	Long-term rating
Moody's Ratings	P-1	Aa2/Stable	P-1	A1/Stable
Standard and Poor's	A-1	A+/Stable	A-2	BBB+/Stable
Fitch Ratings	F-1	A+/Stable	F-1	A/Stable

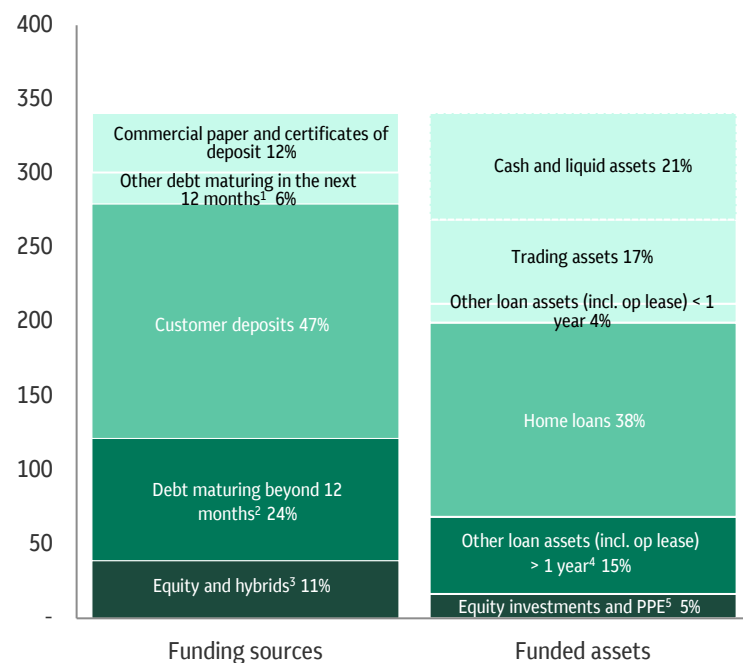
1. Total customer deposits as per the funded balance sheet (\$A158.3b) differs from total deposits as per the statutory balance sheet (\$A158.5b). The funded balance sheet reclassifies certain balances to other funded balance sheet categories. 2. Issuances cover a range of tenors, currencies and product types and are AUD equivalent based on FX rates at the time of issuance. Includes refinancing of loan facilities.

# Funded balance sheet remains strong

## Term liabilities exceed term assets

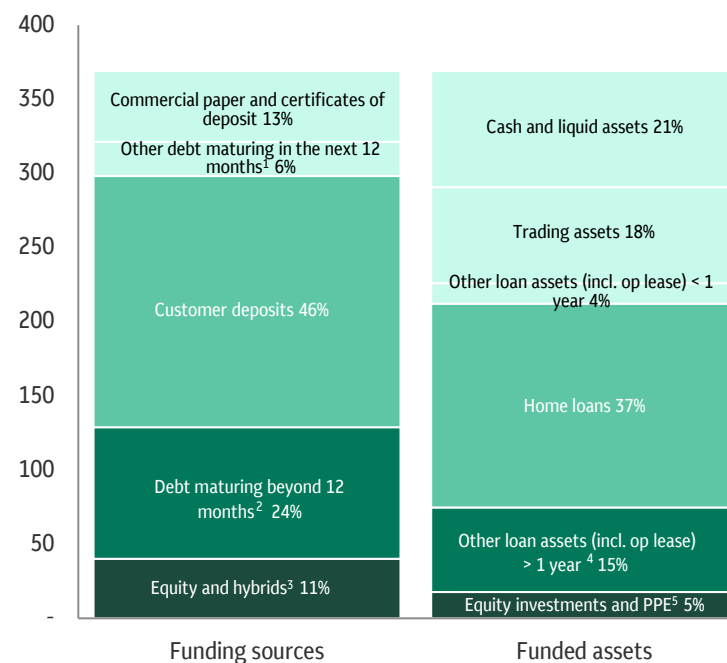
30 Sep 24

\$Ab



31 Dec 24

\$Ab



Total customer deposits<sup>6</sup>

\$A169.4b

↑ 7%  
FROM SEP 24

Term funding raised<sup>7</sup>

\$A3.8b

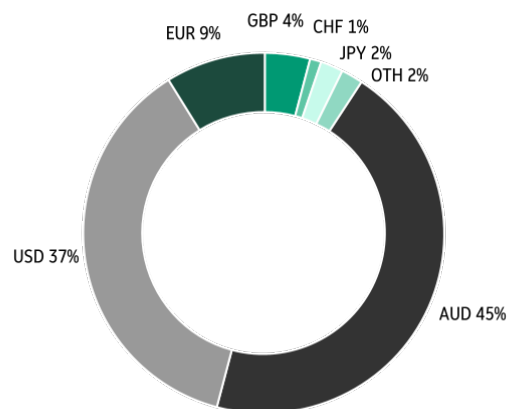
Since  
SEP 24

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 Subordinated debt, Secured funding, Bonds, Structured notes, Unsecured loans and Net trade creditors. 2. Debt maturing beyond 12 months includes Subordinated debt, Secured funding, Bonds, Structured notes, Unsecured loans and Commercial paper and certificates of deposit (\$A0.4b at 31 Dec 24). 3. Includes hybrids with first call date within 12 months representing \$A0.6b at 31 Dec 24 (\$A0.4b at 30 Sep 24). 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 (\$A169.4b) differs from total deposits as per the statutory balance sheet (\$A169.6b). 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.

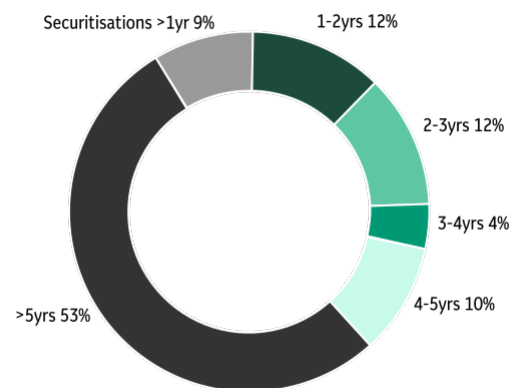
# Diversified issuance strategy

Term funding as at 30 Sep 24 - diversified by currency, tenor and type

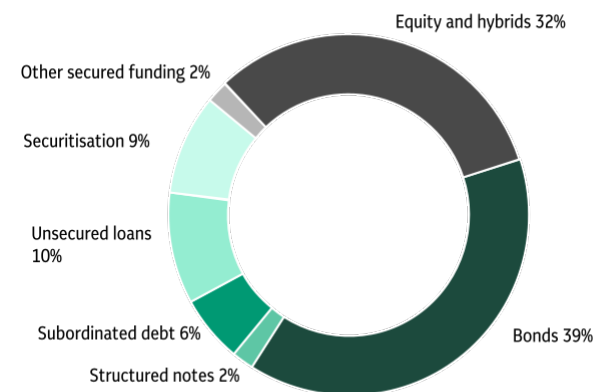
Currency<sup>1</sup>



Tenor<sup>2</sup>

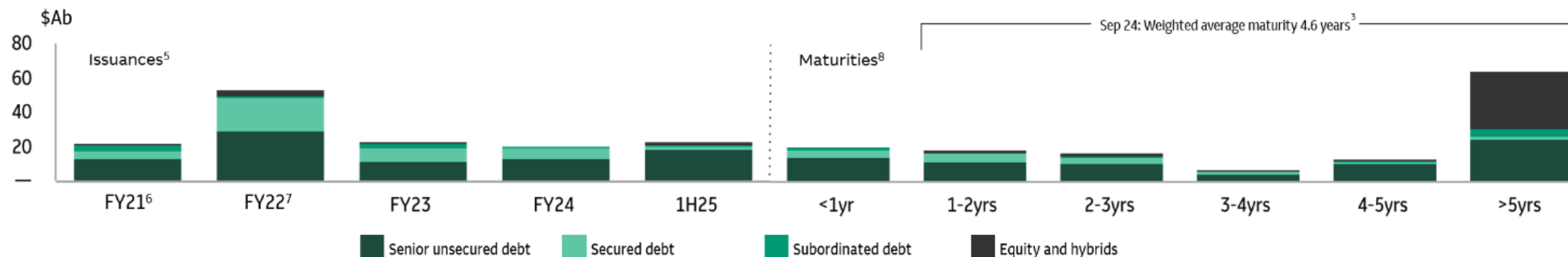


Type



**4.6 years WAM<sup>3</sup>**  
of Term funding<sup>4</sup>

## 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 > 1 year. 3. WAM represents weighted average term to maturity of term funding maturing beyond one year excluding customer deposits, equity and securitisations. 4. Excludes customer deposits. 5. Issuances include refinancing of loan facilities and are converted to AUD at the 30 Sep 24 spot rate. 6. Includes RBA TFF of \$A1.72b. 7. Includes RBA TFF of \$A9.53b. 8. Maturities are shown as at 30 Sep 24.

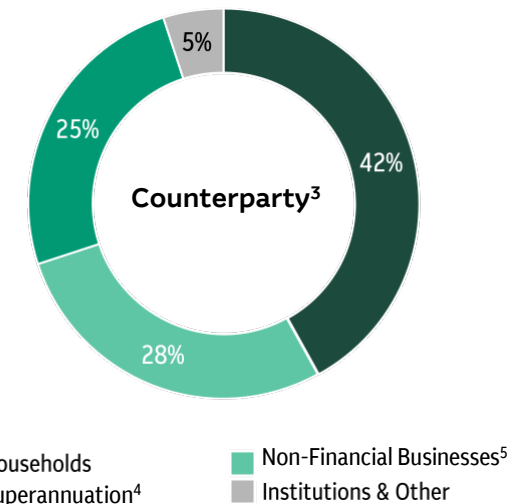
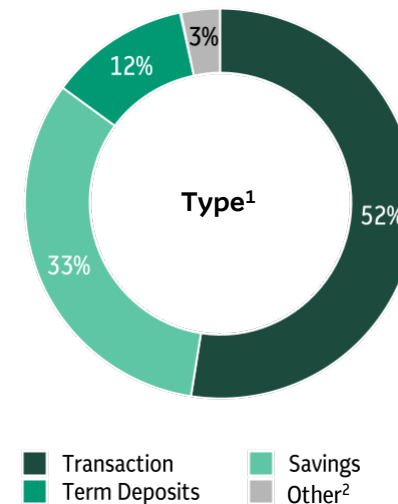
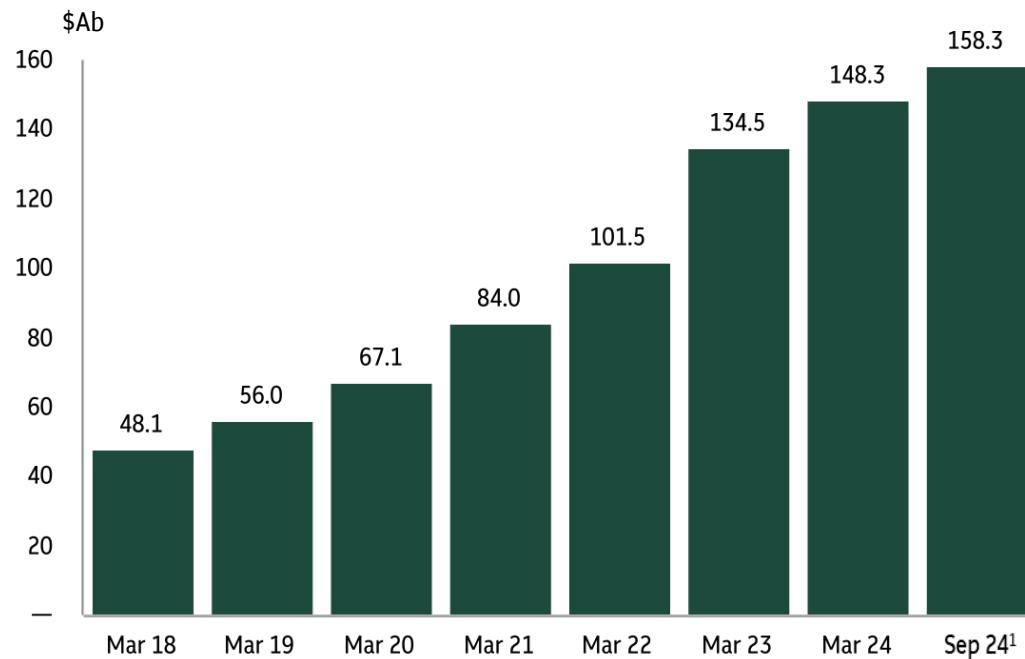
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# Diversified deposit base

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

Of approximately 1.9 million BFS clients, ~1.5 million are depositors

## Composition of customer deposits



1. Total customer deposits include BFS deposits of \$A153.1b and \$A5.2b of corporate/wholesale deposits, including those taken by MBE as at 30 Sep 24. 2. Includes corporate/wholesale deposits. 3. As at 30 Sep 24 for Total Residents Deposits on Australian books per APRA Monthly Authorised Deposit-Taking Institution Statistics (MADIS). 4. Predominantly Self-Managed Super Funds. 5. Predominantly Private Enterprises and Trusts.



# 06

## Appendix A: Further Financial Information and Governance

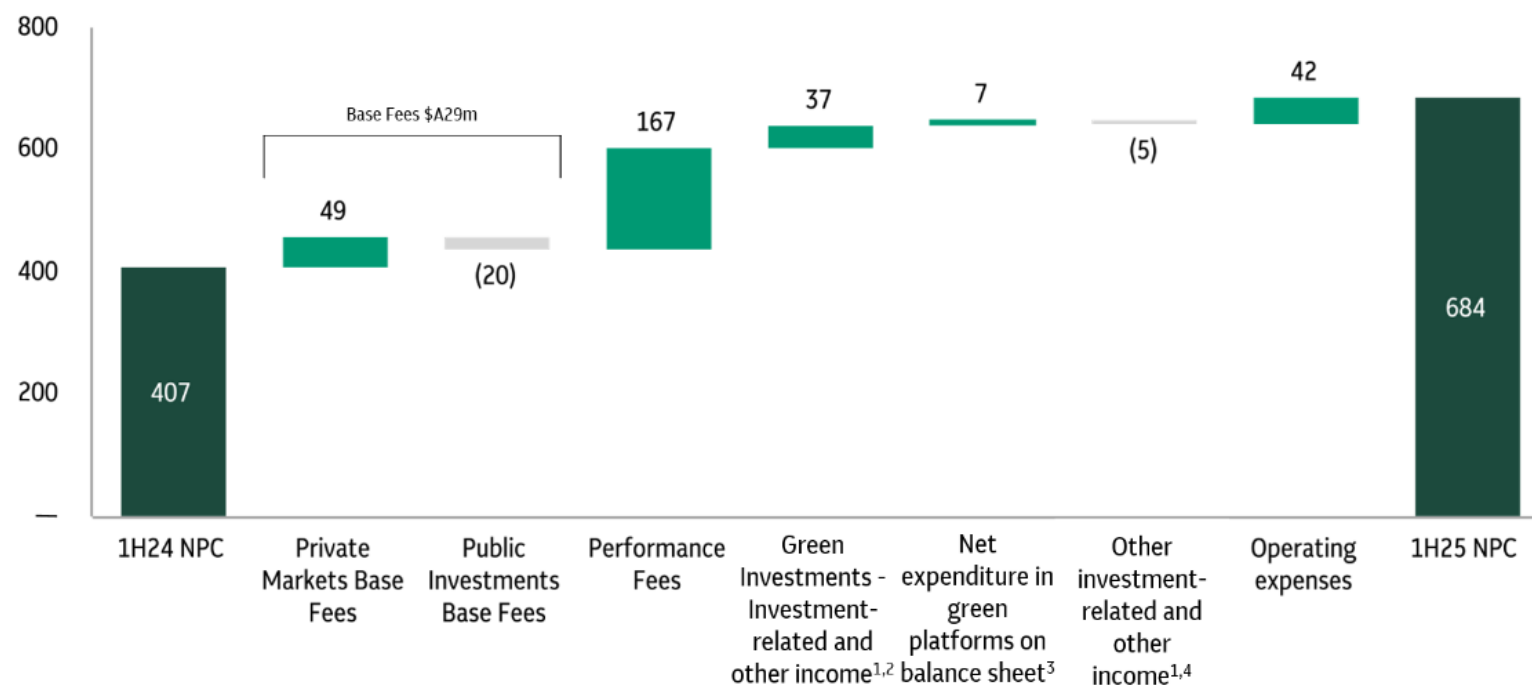
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Presentation to Debt Investors

Macquarie Office, Sydney

# Macquarie Asset Management

Increase primarily driven by higher performance fees and investment-related and other income in green investments due to higher asset realisations



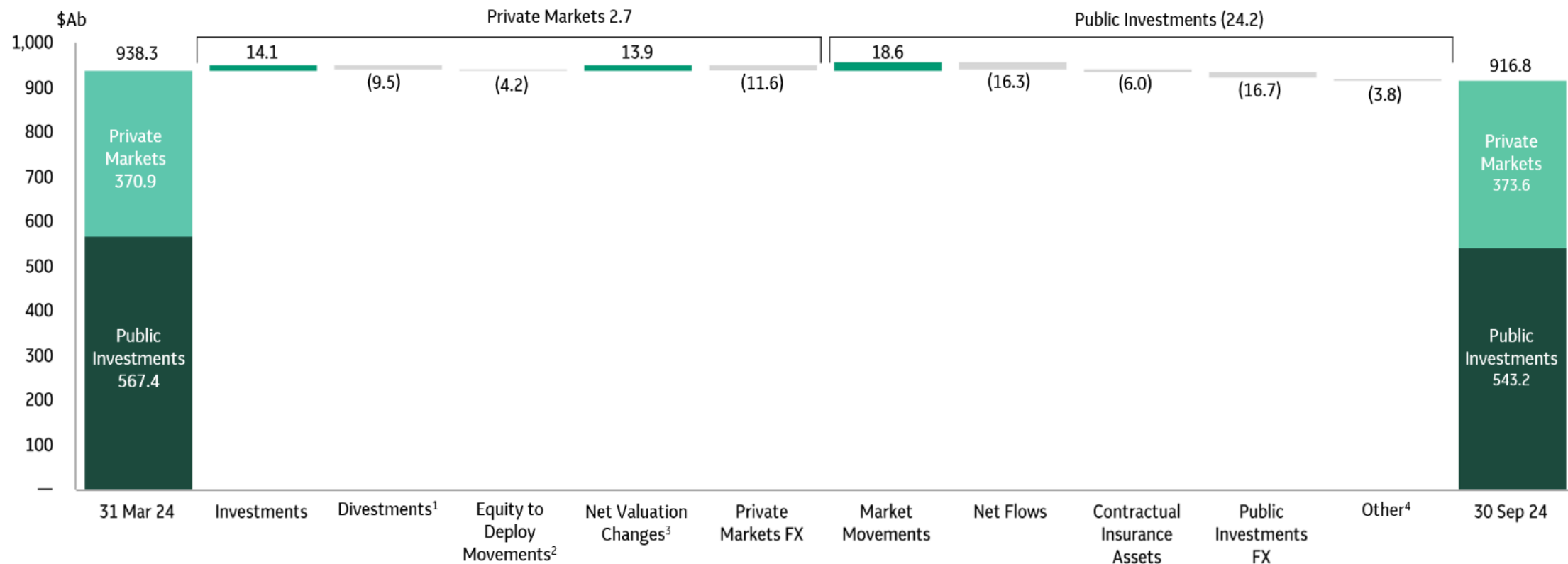
1. Investment-related income includes net income on equity, debt and other investments, share of net profits/(losses) from associates and joint ventures, credit and other impairment reversals/(charges). Other income includes net interest and trading expense, other fee and commission income, other (expenses)/income, internal management revenue and non-controlling interests. 2. Excludes net expenditure in green platforms on balance sheet being disclosed separately. 3. Green platforms on balance sheet represent net profit/(losses) from subsidiaries held for investment purposes within MAM Green Investments as recognised in other (expenses)/income and adjusted for corresponding non-controlling interests. 4. Other investment-related and other income includes total MAM investment-related and other income excluding Green Investments - investment-related and other income and Net expenditure in green platforms on balance sheet.

## Key drivers

- Higher Private Markets base fees due to fundraising and investments made by funds and mandates, partially offset by asset realisations in funds and unfavourable foreign exchange movements
- Lower Public Investments base fees primarily due to outflows in equity strategies and unfavourable foreign exchange movements, partially offset by favourable market movements
- Current period included performance fees from MAIF2, MEIF4, MIP III and other Private Markets managed funds, managed accounts and co-investors
- Higher green investments investment-related and other income primarily driven by higher asset realisations
- Net expenditure in green platforms on balance sheet was broadly in line with the prior corresponding period
- Lower operating expenses primarily driven by a specific legacy matter in the prior corresponding period and reduced expenses in the current period due to lower average headcount, partially offset by wage inflation and higher transaction costs

# MAM AUM movement

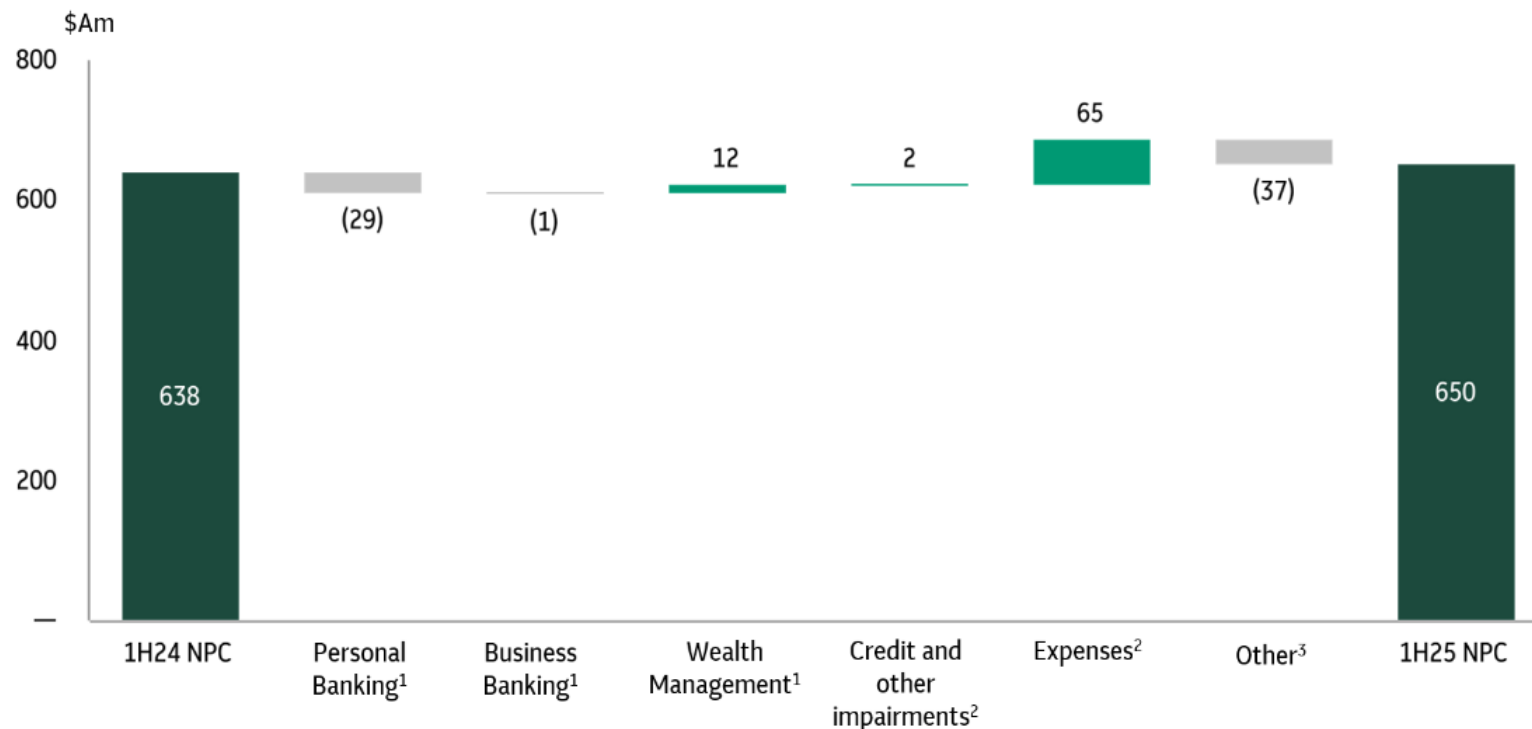
Decrease due to unfavourable foreign exchange movements, outflows in equity strategies and divestments, partially offset by favourable market movements, increased fund investments and net asset valuations



1. Divestments include assets no longer managed. 2. Includes equity committed to assets but not yet deployed. 3. Net valuation changes include net movements in enterprise valuations of portfolio assets and listed share price movements. 4. Other includes movements in model portfolio, capital gain distributions and re-investments and changes related to corporate acquisitions and divestments.

# Banking and Financial Services

Growth in the loan portfolio and BFS deposits, together with lower expenses, partially offset by margin compression and run-off in the car loans portfolio



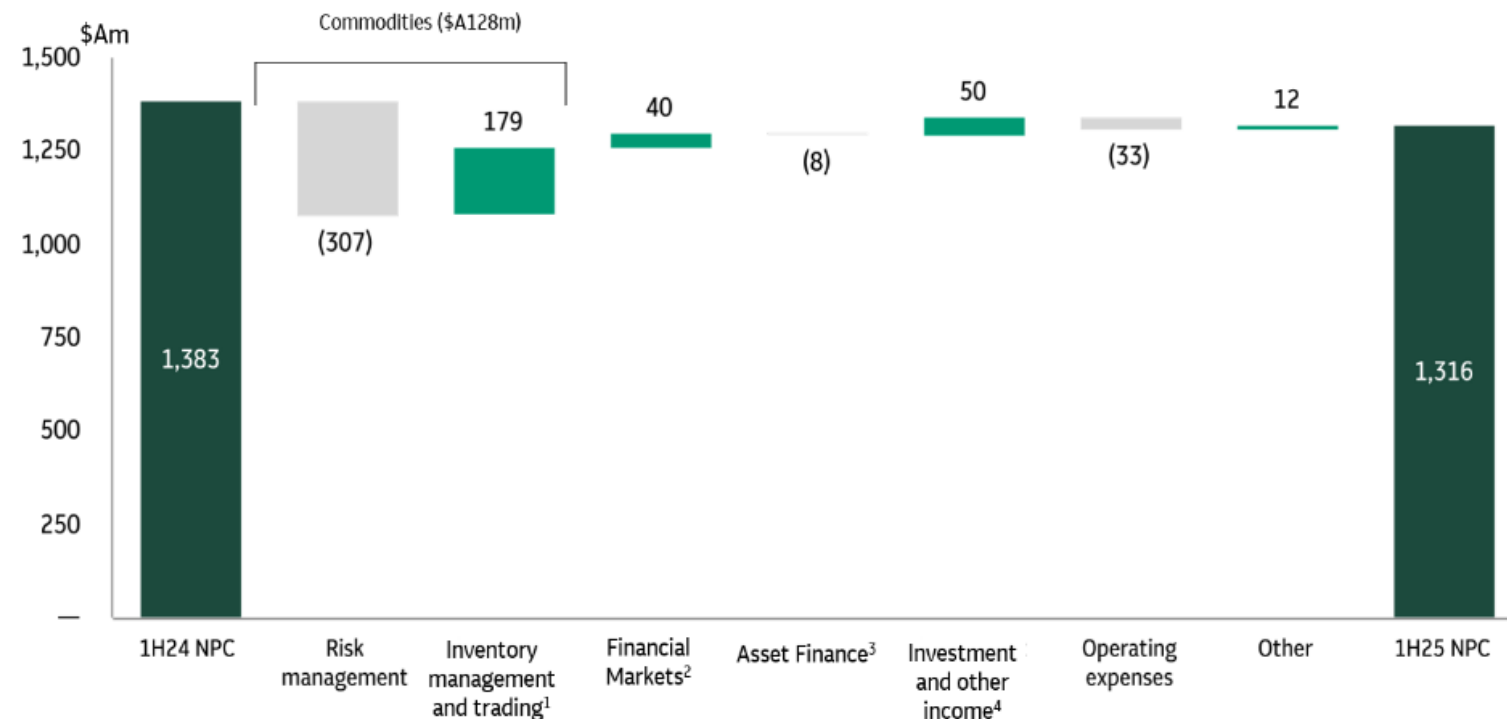
1. Includes brokerage, commission and fee expenses. 2. Includes associated credit and other impairment charges and expenses relating to Car Loans. 3. Includes Car Loans run-off excluding associated credit and other impairment charges and expenses. 4. Calculated based on average volumes net of offsets.

## Key drivers

- Lower Personal Banking income driven by margin compression, partially offset by 12% growth in average home loan volumes<sup>4</sup>
- Business Banking income broadly stable driven by margin compression, offset by 17% growth in average business lending volumes and 7% growth in average deposit volumes
- Higher Wealth Management income driven by 13% growth in average funds on platform
- Credit and other impairment charges broadly in line with slower growth in business lending, partially offset by changes to the recovery outlook in the residual car loan portfolio
- Lower operating expenses reflecting lower average headcount driven by digitalisation and operational improvements and the cessation of car loan originations
- Lower other income driven by run-off in the car loan portfolio

# Commodities and Global Markets

Strong underlying client business, well-positioned for upside opportunities



1. Inventory management and trading increase includes Oil, Gas, Power and Resources trading and timing of income recognition on Oil, Gas and Power contracts. 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.

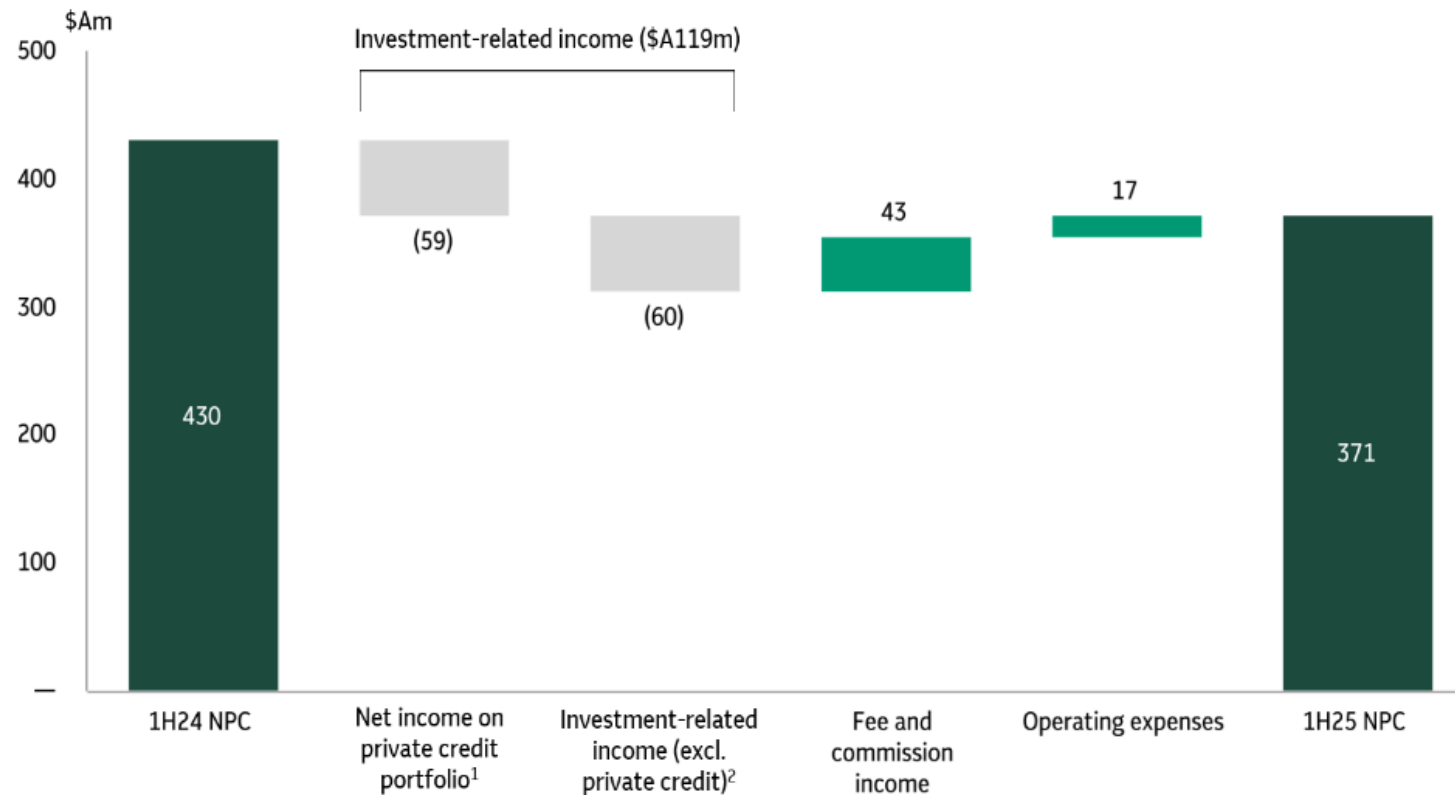
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## Key drivers

- Commodities down on 1H24
  - Risk management income decreased on 1H24 primarily in Global Gas, Power and Emissions and Global Oil driven by decreased client hedging activity due to subdued volatility across energy markets. These reductions were partially offset by an increased contribution from Resources, primarily from the metals sector
  - Inventory management and trading income up on 1H24 driven by trading gains in North American Gas and Power, relative to a weak prior corresponding period, partially offset by the unfavourable impact of timing of income recognition primarily on North American Gas and Power contracts
- Financial Markets up on 1H24 due to continued strong client hedging activity in structured foreign exchange products and increased contribution from financing origination
- Asset Finance slightly down on 1H24 due to reduced contribution from end of lease income, partially offset by increased volumes in the shipping sector
- Investment and other income up on 1H24 primarily driven by higher gains on sale of unlisted equity investments and increased Asset Finance inventory sales
- Higher operating expenses driven by increased hedging and trading related costs across equity and financial markets and expenditure on technology platform

# Macquarie Capital

Reflects lower investment-related income, partially offset by higher fee and commission income and lower operating expenses



1. Represents the interest earned, net of associated funding costs, net credit impairment charges (incl. origination ECL) and other gains and losses on the private credit portfolio. 2. Includes realised gains and losses 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 impairment (charges)/reversals, other (expenses)/income, internal management revenue and non-controlling interests and excludes net income on private credit portfolio. 3. Average volume calculation is based on balances converted at spot FX rates as at reporting period end.

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## Key drivers

- Lower net income on the private credit portfolio primarily due to:
  - Higher origination credit provisions due to higher deployment
  - Lower credit impairment reversals compared to the prior corresponding period
 Partially offset by:
  - Higher net interest income on the private credit portfolio, benefitting from \$A2.7b<sup>3</sup> of growth in average drawn loan assets
- Lower investment-related income (excluding private credit) primarily driven by higher funding costs reflecting growth in the equity investment portfolio
- Higher fee and commission income primarily driven by:
  - Brokerage income, up 12% due to increased market activity, particularly in Asia
  - Mergers and acquisitions fee income was up 5% and capital markets fee income was broadly in line with the prior corresponding period
- Operating expenses were down on the prior corresponding period, mainly driven by the impact of lower average headcount, partially offset by higher brokerage, commission and fee expenses due to increased market activity

# Cost of regulatory compliance and technology spend

We continue to invest in regulatory compliance and technology. Total spend during 1H25 reflects progress on a number of initiatives to support regulatory changes

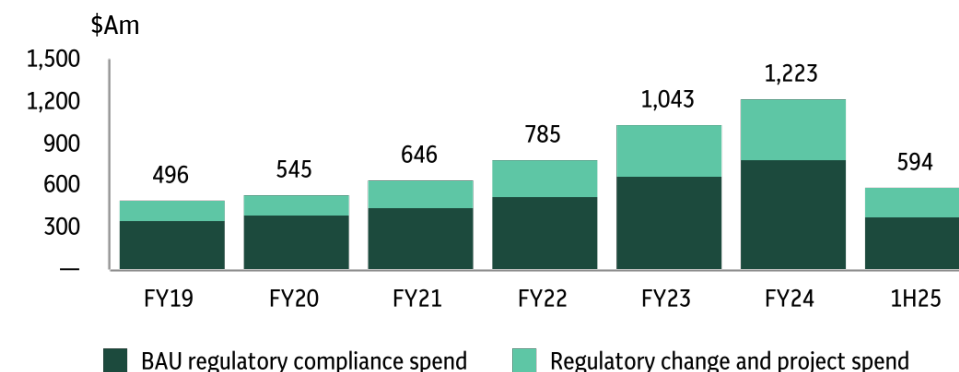
Regulatory compliance spend	1H25 \$Am	2H24 \$Am	1H24 \$Am
Regulatory change spend	126	131	135
Regulatory project spend	87	73	89
BAU regulatory compliance spend	381	397	398
<b>Total regulatory compliance spend<sup>1</sup></b>	<b>594</b>	<b>601</b>	<b>622</b>

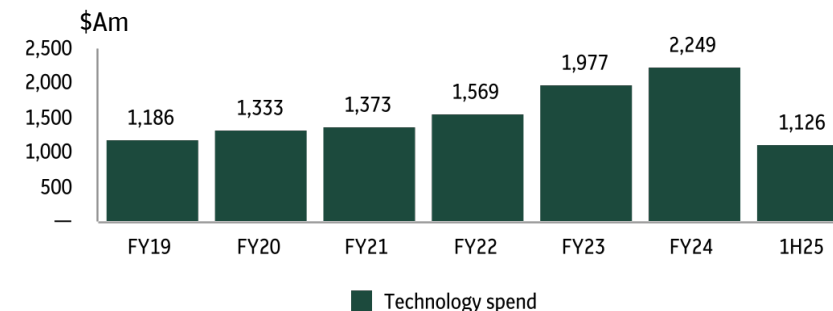
Technology spend	1H25 \$Am	2H24 \$Am	1H24 \$Am
<b>Total technology spend<sup>2</sup></b>	<b>1,126</b>	<b>1,106</b>	<b>1,143</b>

- 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<sup>1</sup> of \$A594m in 1H25 down 5% on 1H24
  - Regulatory change spend decreased 7% and regulatory project spend decreased 2% on 1H24 as a result of the completion of several initiatives
  - BAU regulatory compliance spend decreased 4% on 1H24 largely due to lower average headcount driven by operational improvements
- Total technology spend is broadly in line with 1H24 driven by increased business investment in platforms and digitalisation to support business growth, drive efficiencies, increase agility and improve customer experience, partially offset by completed regulatory programs

## Regulatory compliance spend<sup>1</sup>



## Technology spend<sup>2</sup>



1. Excluding indirect costs. 2. Total technology spend across the Group includes spend related to regulatory compliance. It includes remuneration paid to staff in the Technology division, spend with technology vendors including market data and software licences and maintenance.

# Approximate business Basel III Capital and ROE

30 Sep 24

Operating Group	APRA Basel III Capital @ 10.5% (\$Ab)	1H25 Return on Ordinary Equity <sup>1</sup>	18-year Average Return on Ordinary Equity <sup>2</sup>
<b>Annuity-style businesses</b>	<b>11.6</b>		
Macquarie Asset Management	5.1	14%	22%
Banking and Financial Services	6.5		
<b>Markets-facing businesses</b>	<b>15.8</b>		
Commodities and Global Markets	9.8	12%	17%
Macquarie Capital	6.0		
<b>Corporate</b>	<b>1.7</b>		
Total regulatory capital requirement @ 10.5%	29.1		
Group surplus	9.8		
<b>Total APRA Basel III capital supply</b>	<b>38.9<sup>3</sup></b>	<b>9.9%</b>	<b>14%</b>

Note: Differences in totals due to rounding. 1. NPAT used in the calculation of 1H25 ROE is based on Operating Groups' annualised 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. 2. 18-year average covers FY07 to FY24, inclusive, and has not been adjusted for the impact of business restructures or changes in internal P&L and capital attribution. 3. Comprising \$A32.2b of ordinary equity and \$A6.7b of hybrids.

# Regulatory update

## Australia (Prudential)

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

- On 9 Dec 24, APRA confirmed it will look to phase out hybrid instruments as eligible capital.<sup>1</sup> The total amount of regulatory capital that APRA requires banks to hold would remain unchanged and banks would remain 'unquestionably strong'. Consequential amendments to the capital framework will be finalised in 2025 and effective from 1 Jan 27, with transition arrangements in place for instruments outstanding until 1 Jan 32
- On 8 Jul 24, APRA released its final revised APS 117 Capital Adequacy: Interest Rate Risk in the Banking Book (IRRBB)<sup>2</sup>. The revisions follow its final consultation in Dec 23 and are designed to address lessons learned from recent large interest rate movements, create better incentives for managing IRRBB risk and simplify the IRRBB framework. The revised standard will be effective from 1 Oct 25
- Macquarie has been working with APRA on a remediation plan that strengthens MBL's governance, culture, structure and remuneration to ensure full and ongoing compliance with prudential standards and management of MBL-specific risks. The changes under the plan, on which we will continue to deliver through 2025 and beyond, will have a positive impact on MBL through improved systems, frameworks, processes, and further strengthen its risk culture

## Germany

- The ongoing, industry-wide investigation in Germany relating to dividend trading continues. Over a dozen criminal trials related to cum-ex have been or are being prosecuted against individuals in German courts and there have been convictions. Under German law, companies cannot be criminally prosecuted, but they can be added as ancillary parties to the trials of certain individuals. Ancillary parties may be subject to confiscation orders requiring the disgorgement of profits. Macquarie has provided for German dividend trading matters. 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 and there are a number of civil claims against Macquarie. Macquarie has been responding to requests for information about its historical activities and expects the German authorities to continue to seek information from former and current Macquarie employees as the industry-wide investigation continues

1. 'APRA to phase out AT1 as eligible bank capital'; 9 Dec 24. 2. 'Revisions to framework on Interest Rate Risk in the Banking Book'; 8 Jul 24

# Loan and lease portfolios<sup>1</sup> – funded balance sheet

Operating Group	Category	Sep 24 \$Ab	Mar 24 \$Ab	Description
<b>BFS</b>	Home loans	131.0	120.4	Loans secured by mortgages over residential property
	Business banking	16.4	15.7	Loan portfolio secured largely by working capital, business cash flows and real property
	Car loans	3.5	4.5	Secured by motor vehicles
	Other	0.4	0.4	Includes credit cards
	<b>Total BFS<sup>2</sup></b>	<b>151.3</b>	<b>141.0</b>	
<b>CGM</b>	Loans and finance lease assets	3.6	3.4	
	Operating lease assets	2.3	2.3	
	<b>Asset finance</b>	<b>5.9</b>	<b>5.7</b>	Predominantly secured by underlying financed assets
	Loan assets	3.6	4.1	
	Operating lease assets	0.9	0.9	
	<b>Resources and commodities</b>	<b>4.5</b>	<b>5.0</b>	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	7.8	8.4	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	0.1	0.1	Equity collateralised loans
	<b>Total CGM</b>	<b>18.3</b>	<b>19.2</b>	
<b>MAM</b>	Operating lease assets	1.2	1.4	Secured by underlying financed assets including transportation assets
	Other	0.1	0.1	Secured by underlying financed assets
	<b>Total MAM</b>	<b>1.3</b>	<b>1.5</b>	
<b>MacCap</b>	Corporate and other lending	21.0	19.8	Diversified corporate and real estate lending portfolio, predominantly consisting of loans which are senior, secured, covenanted and with a hold to maturity horizon
	<b>Total MacCap</b>	<b>21.0</b>	<b>19.8</b>	
<b>Total loan and lease assets per funded balance sheet<sup>3</sup></b>		<b>191.9</b>	<b>181.5</b>	

1. Loan assets per the statutory balance sheet of \$A187.1b at 30 Sep 24 (\$A176.4b at 31 Mar 24) 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. Per the funded balance sheet, figures for home loans of \$A131.0b, business banking of \$A16.4b and car loans of \$A3.5b differ from the figures disclosed on slides 15 and 17 of \$A129.9b, \$A16.6b and \$A3.6b, respectively. The balances on slides on 15 and 17 exclude capitalised costs, provisions, deferred income, accrued interest and establishment fees. 3. Total loan assets per funded balance sheet includes self-securitised assets.

# Equity investments of \$A12.3b<sup>1</sup>

Category	Carrying value Sep 24 \$Ab	Carrying value Mar 24 \$Ab	Description
Macquarie Asset Management Private Markets-managed funds	2.2	2.0	Includes investments in regional infrastructure and core infrastructure, real estate, core renewable energy and energy transition funds
Investments acquired to seed new Private Markets-managed products and mandates	0.2	1.1	Includes investments acquired to seed new initiatives in the green energy sector
Other Macquarie-managed funds	0.4	0.5	Includes investments in MAM Public Investments funds
Transport, industrial and infrastructure	3.3	2.9	Over 30 separate investments
Telecommunications, IT, media and entertainment	2.0	1.7	Over 50 separate investments
Green energy	2.2	2.4	MAM Green Investments includes 63% at development stage, 35% at operational stage and 2% at construction stage, with 62% offshore wind and 38% solar and on-site storage <sup>2</sup>
Conventional energy, resources and commodities	0.7	0.8	Over 30 separate investments
Real estate investment, property and funds management	0.6	1.2	Over 15 separate investments
Finance, wealth management and exchanges	0.7	0.6	Includes investments in fund managers, investment companies, securities exchanges and other corporations in the financial services industry
<b>Total equity investments</b>	<b>12.3</b>	<b>13.2</b>	

1. Equity investments includes interests in associates, joint ventures and other assets classified as held for sale, subsidiaries and certain other assets held for investment purposes and financial investments excluding trading equities. Equity investments per the statutory balance sheet of \$A10.2b (Mar 24: \$A10.7b) have been adjusted to reflect the total net exposure to Macquarie. Total funded equity investments of \$A10.0b as at Sep 24 (Mar 24: \$A10.6b). 2. Balances presented are approximate.



# 06

## Appendix B: 1H25 Funding and Liquidity

Presentation to Debt Investors



UK, Farnborough

# Funded balance sheet reconciliation

- 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
- A funded balance sheet reconciliation has been prepared to reconcile the reported assets of Macquarie to the assets that require funding

	Sep 24 \$Ab	Mar 24 \$Ab	Sep 23 \$Ab
<b>Total assets per statement of financial position</b>	<b>414.3</b>	<b>403.4</b>	<b>394.6</b>
Accounting deductions:			
Derivative revaluation	(22.4)	(25.6)	(29.5)
Segregated funds	(10.6)	(11.7)	(8.1)
Outstanding trade settlement balances	(11.6)	(6.3)	(6.5)
Working capital assets	(16.3)	(17.4)	(16.6)
Non-controlling interests	(0.5)	(0.5)	(0.5)
<b>Self-funded assets:</b>			
Self-funded trading assets	(10.4)	(10.2)	(14.8)
Non-recourse and security backed funding	(1.7)	(1.6)	(1.6)
<b>Net funded assets per funded balance sheet</b>	<b>340.8</b>	<b>330.1</b>	<b>317.0</b>

Note: For an explanation of the above deductions refer to slide 59.

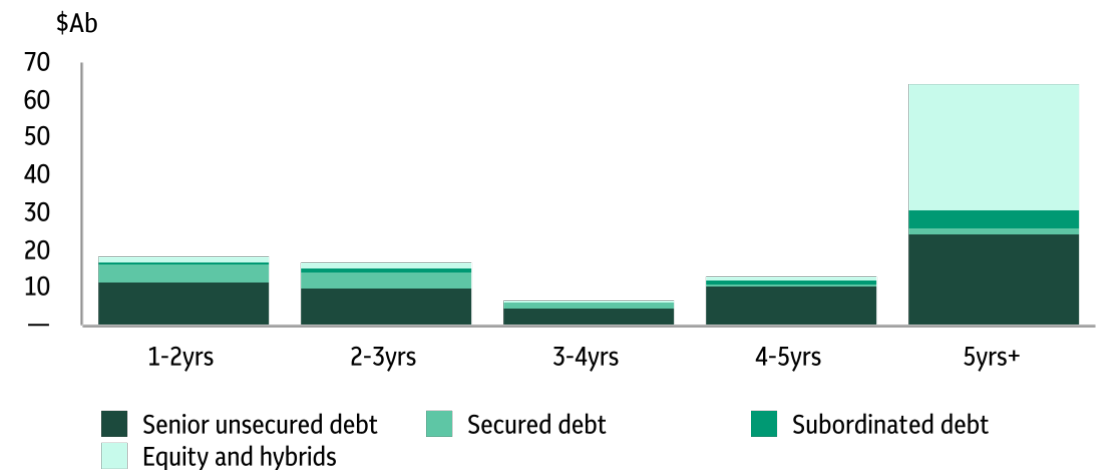
# Funding for Macquarie

	Sep 24 \$Ab	Mar 24 \$Ab	Sep 23 \$Ab
<b>Funding sources</b>			
Commercial paper and certificates of deposit	40.2	29.7	37.4
Net trade creditors	0.7	1.3	1.2
Structured notes	2.3	2.0	1.6
Securitisation	13.1	13.5	12.9
Other secured funding	3.3	13.3	13.3
Bonds	58.4	59.0	55.1
Unsecured loans	16.0	15.4	14.2
Customer deposits	158.3	148.3	135.8
Subordinated debt	9.6	8.4	7.1
Equity and hybrids	38.9	39.2	38.4
<b>Total funding sources</b>	<b>340.8</b>	<b>330.1</b>	<b>317.0</b>
<b>Funded assets</b>			
Cash and liquid assets	71.9	76.8	86.6
Net trading assets	56.7	50.4	38.4
Other loan assets including operating lease assets less than one year	12.7	14.6	13.9
Home loans	131.0	120.4	115.2
Other loan assets including operating lease assets greater than one year	48.2	46.5	43.5
Debt investments	3.9	4.7	5.0
Co-investment in Macquarie-managed funds and other equity investments	10.0	10.6	8.5
Property, plant and equipment and intangibles	6.4	6.1	5.9
<b>Total funded assets</b>	<b>340.8</b>	<b>330.1</b>	<b>317.0</b>

1. As at 30 Sep 24. 2. Includes drawn term funding only.

- Well diversified funding sources
- Term assets covered by term funding, stable deposits, hybrids and equity
- Short-term wholesale funding covered by cash, liquids and other short-term assets
- Deposit base represents 47%<sup>1</sup> of total funding sources
- Term funding beyond one year (excluding customer deposits, equity and securitisations) has a weighted average term to maturity of 4.6 years<sup>1</sup>

## Macquarie's term funding maturing beyond one year (includes Equity and hybrids)<sup>2</sup>

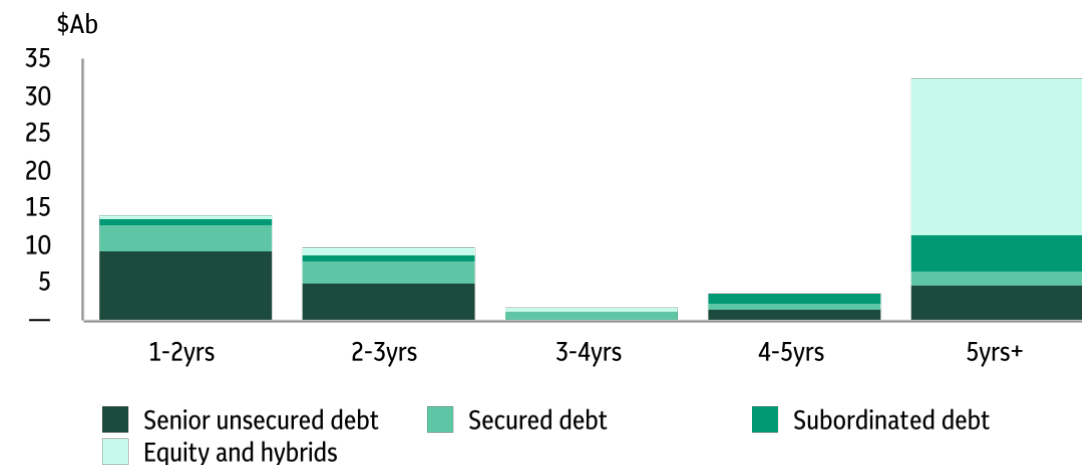


# Funding for the Bank Group

	Sep 24 \$Ab	Mar 24 \$Ab	Sep 23 \$Ab
<b>Funding sources</b>			
Commercial paper and certificates of deposit	40.2	29.7	37.4
Net trade creditors	2.0	2.2	2.2
Structured notes	0.7	0.5	0.4
Securitisation	11.1	11.6	10.9
Other secured funding	2.4	12.4	12.4
Bonds	22.0	20.9	18.8
Unsecured loans	9.0	8.6	6.8
Customer deposits	158.3	148.3	135.8
Subordinated debt	9.6	8.4	7.1
Equity and hybrids	23.4	23.8	22.5
<b>Total funding sources</b>	<b>278.7</b>	<b>266.4</b>	<b>254.3</b>
<b>Funded assets</b>			
Cash and liquid assets	59.9	63.0	72.0
Net trading assets	48.9	45.3	33.4
Other loan assets including operating lease assets less than one year	11.0	12.7	12.6
Home loans	131.0	120.4	115.2
Other loan assets including operating lease assets greater than one year	27.4	26.9	24.9
Debt investments	2.7	2.6	2.5
Non-Bank Group balances with the Bank Group	(5.2)	(7.3)	(8.5)
Co-investment in Macquarie-managed funds and other equity investments	0.7	0.7	0.7
Property, plant and equipment and intangibles	2.3	2.1	1.5
<b>Total funded assets</b>	<b>278.7</b>	<b>266.4</b>	<b>254.3</b>

- Bank balance sheet remains liquid and well capitalised, with a diverse range of funding sources
- Term funding beyond one year (excluding customer deposits, equity and securitisations) has a weighted average term to maturity of 3.4 years<sup>1</sup>
- Accessed term funding across a variety of products and jurisdictions

## Bank Group term funding maturing beyond one year (includes Equity and hybrids)<sup>2</sup>



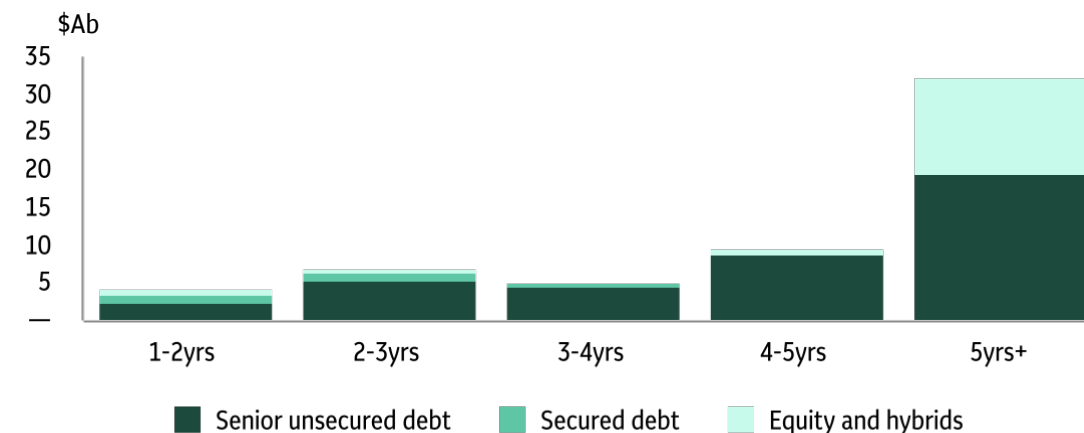
1. As at 30 Sep 24. 2. Includes drawn term funding only.

# Funding for the Non-Bank Group

	Sep 24 \$Ab	Mar 24 \$Ab	Sep 23 \$Ab
<b>Funding sources</b>			
Net trade (debtors)/creditors	(1.3)	(0.9)	(1.0)
Structured notes	1.6	1.5	1.2
Securitisation	2.0	1.9	2.0
Other secured funding	0.9	0.9	0.9
Bonds	36.4	38.1	36.3
Unsecured loans	7.0	6.8	7.4
Equity and hybrids	15.5	15.4	15.9
<b>Total funding sources</b>	<b>62.1</b>	<b>63.7</b>	<b>62.7</b>
<b>Funded assets</b>			
Cash and liquid assets	12.0	13.8	14.6
Non-Bank Group balances with the Bank Group	5.2	7.3	8.5
Net trading assets	7.8	5.1	5.0
Other loan assets including operating lease assets less than one year	1.7	1.9	1.3
Other loan assets including operating lease assets greater than one year	20.8	19.6	18.6
Debt investments	1.2	2.1	2.5
Co-investment in Macquarie-managed funds and other equity investments	9.3	9.9	7.8
Property, plant and equipment and intangibles	4.1	4.0	4.4
<b>Total funded assets</b>	<b>62.1</b>	<b>63.7</b>	<b>62.7</b>

- Non-Bank Group is predominantly term funded
- Term funding beyond one year (excluding equity and securitisations) has a weighted average term to maturity of 5.5 years<sup>1</sup>
- Accessed term funding across a variety of products and jurisdictions

## Non-Bank Group term funding maturing beyond one year (includes Equity and hybrids)<sup>2</sup>



1. As at 30 Sep 24. 2. Includes drawn term funding only.

# Explanation of funded balance sheet reconciling items

## Derivative revaluation

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Offsetting derivative positions do not generally require funding and therefore gross revaluations are netted in the funded balance sheet. Derivative positions that result in a funding requirement are included as part of net trading assets.

## Segregated funds

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These represent the assets and liabilities that are recognised where Macquarie holds segregated client monies. The client monies will be matched by assets held to the same amount. Any excess client funds placed with Macquarie are netted down against cash and liquid assets.

## Outstanding trade settlement balances

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At any particular time, Macquarie will have outstanding trades to be settled as part of its brokering business and trading activities. These amounts (payables) can be offset in terms of funding by amounts that Macquarie is owed on other trades (receivables).

## Working capital assets

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As with the outstanding trade settlement balances, Macquarie through its day-to-day operations generates working capital assets (e.g. receivables and prepayments) and working capital liabilities (e.g. creditors and accruals) that produce a 'net balance' that either requires or provides funding.

## Non-controlling interests

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These include the portion of equity ownership in subsidiaries not attributable to Macquarie. As this is not a position that Macquarie is required to fund, it is netted against the consolidated assets and liabilities in preparing the funded balance sheet.

## Self-funded trading assets

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Macquarie enters into stock borrowing and lending as well as repurchase agreements and reverse repurchase agreements in the normal course of trading activity that it conducts with its clients and counterparties, as well as for liquidity management purposes. Also as part of its trading activities, Macquarie pays and receives margin collateral on its outstanding derivative positions. These trading and liquidity management related asset and liability positions are viewed as being self funded to the extent that they offset one another and, therefore, are netted as part of this adjustment.

## Non-recourse and security backed funding

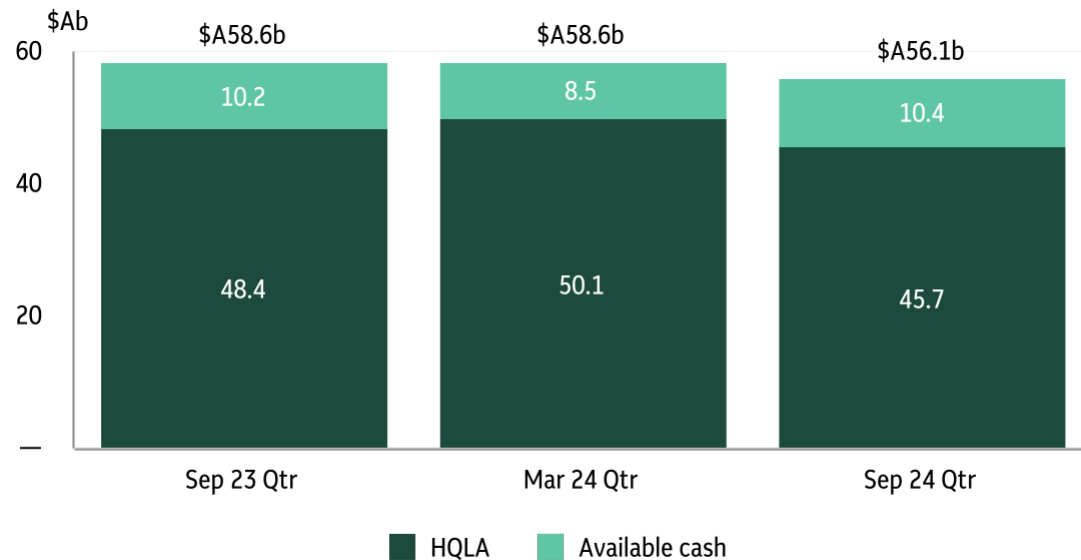
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These include assets funded by third party debt with no recourse to Macquarie beyond the borrowing entity.

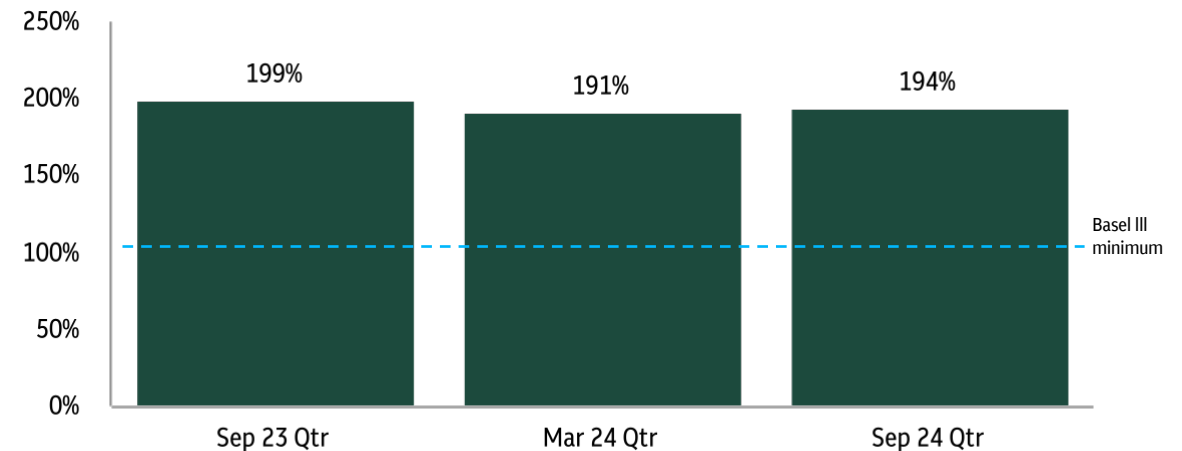
# Strong liquidity position maintained

- 194% average LCR for Sep 24 quarter, based on daily observations<sup>1,2</sup>
  - Well above regulatory minimum
- Reflects longstanding conservative approach to liquidity management
- \$A56.1b of unencumbered liquid assets and cash on average over the quarter to Sep 24 (post applicable haircuts). This excludes additional liquid assets held in entities outside MBL
- MBL hedges its cash and liquid asset portfolio to a minimal residual interest rate risk position, in accordance with the non-traded market risk policy

## MBL Unencumbered Liquid Asset Portfolio<sup>2,3</sup>



## MBL LCR position<sup>1,2</sup>



1. APRA imposed a 25% add-on to the Net Cash Outflow component of Macquarie Bank's LCR calculation effective from 1 May 22. 2. Represents quarterly average balances. 3. In addition to the unencumbered liquid asset portfolio in MBL, unencumbered liquid assets are also maintained in other Macquarie entities such as Macquarie Bank Europe (MBE), Macquarie Financial Holdings Pty Limited (MFHPL) and Macquarie Group Limited (MGL).

# Conservative long standing liquidity risk management framework

## Liquidity Policy

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The liquidity risk appetite is intended to ensure that Macquarie is able to meet all of its liquidity obligations during a period of liquidity stress:

- A twelve month period with constrained access to funding markets for MBL, no access to funding markets for MGL while preserving the capabilities of Macquarie's franchise businesses

Term assets are funded by term funding, stable deposits, hybrids and equity

## Liquidity Framework

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A robust liquidity risk management framework is designed to ensure that both MGL and MBL are able to meet their obligations as they fall due under a range of market conditions

Key tools include:

- Liability driven approach to balance sheet management
- Scenario analysis
- Maintenance of unencumbered liquid asset holdings

Liquidity management is performed centrally by Group Treasury, with oversight from the MGL and MBL Asset and Liability Committees, the MGL and MBL Boards and the Risk Management Group (RMG)

The MGL and MBL Boards approve the liquidity policies and are provided with liquidity reporting on a regular basis



# Macquarie Group Limited

Presentation to Debt Investors

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March 2025