

## Macquarie Group Limited, Americas Investor Tour

Day 1, Philadelphia

7 March 2023

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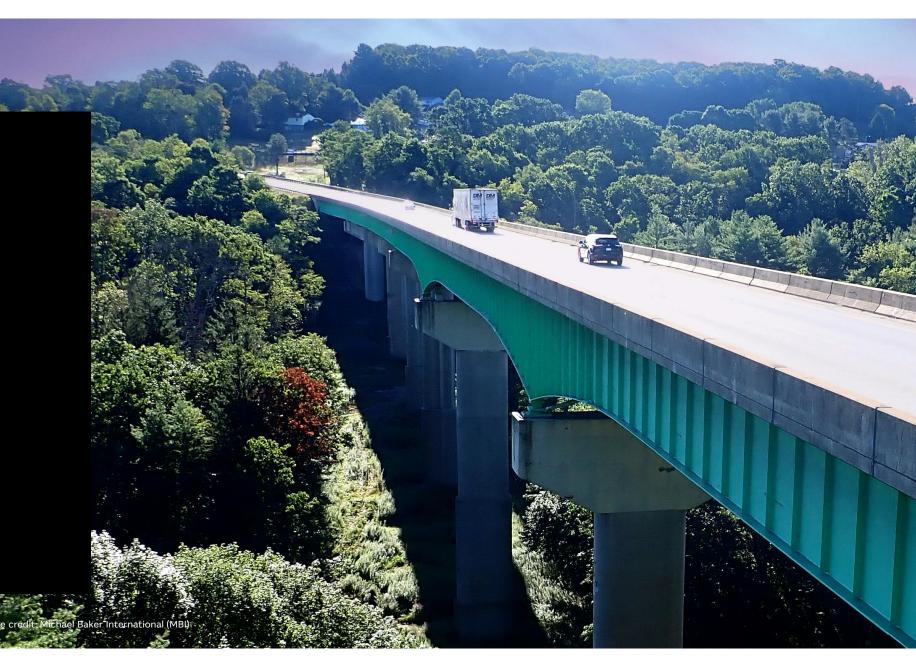
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# Macquarie in the Americas

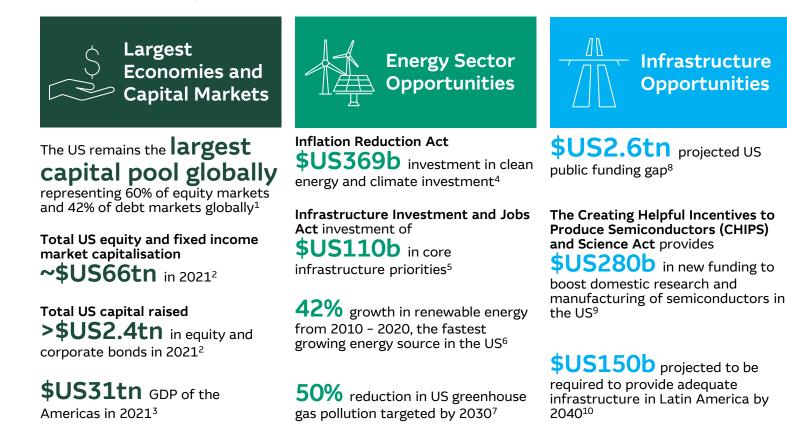
Shawn Lytle



## Market opportunity

Overview

The Americas region contains the world's largest markets representing massive opportunities



1. MSCI ACWI (all country world index) weights as of Feb 23 and Bank for International Settlements. 2. 2022 SIFMA Capital Markets Fact Book. 3. World Bank. Americas includes North America and Latin America. 4. The White House: Inflation Reduction Guidebook. 5. The White House. Factsheet: Bipartisan Infrastructure Investment and Jobs Act. 6. Centre for Climate and Energy Solutions. 7. The White House, "Face Sheet: President Biden Sets 2030 Greenhouse Gas Pollution Reduction Target", Apr 21. 8. ASCE's 2021 Report Card for America's Infrastructure - through 2029. 9. McKinsey, The CHIPS and Science Act: Here's what's in it, Oct 22. 10. Infrastructure Investor, "Room to grow in Latin America", 1 Jun 21. 11. BCG Global Asset Management 2022 report. Americas includes both North America and Latin America. 12. 5-year average to 2022. Source: Dealogic completed M&A, ECM, DCM and syndicated lending transactions fee revenue. Non-USD transactions converted to USD as at the relevant reporting date.



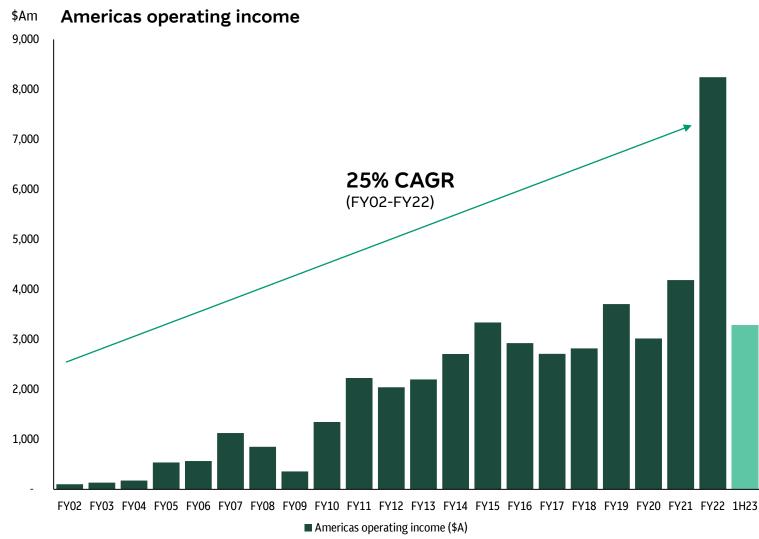
Q&A



Public Investments

Glossary

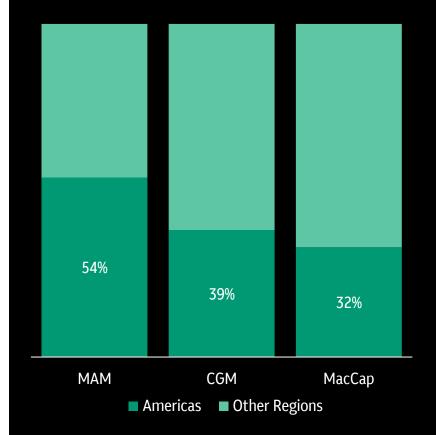
## Growing contribution to Group income



Note: where referenced, operating income is net operating income excluding earnings on capital and other corporate items. 1. Average share of Americas income contribution as a proportion of total operating income for each Operating Group over the past three years (FY20 to FY22). FY22 calculation excludes the restatement of Green Investment Group income contribution from Macquarie Capital to MAM.

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Average share of Americas income as a proportion of total Operating Group income over the past three years<sup>1</sup>



Public Investments

Building 'Solutions' Capabilities

development<sup>10</sup>

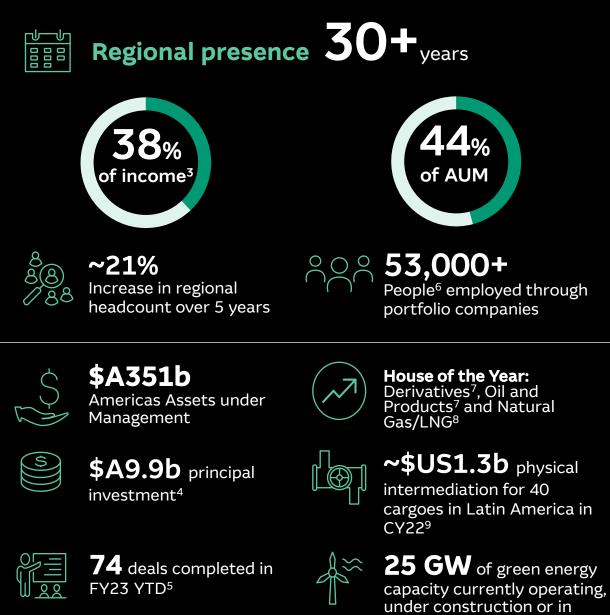
Q&A

Glossarv

## Overview Americas snapshot \_ocations<sup>1</sup> ~21% Markets <u>\$</u> 3,300+ staff<sup>2</sup> Americas regional headquarters

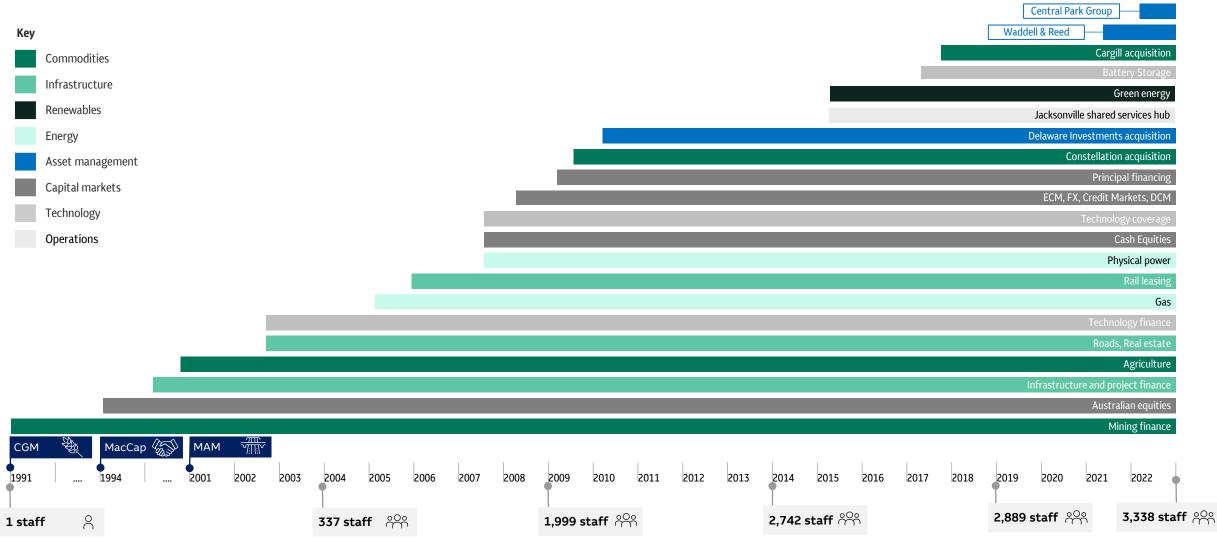
As at 31 Dec 22 unless otherwise stated. 1. Locations disclosed for 3Q23 on 7 Feb 23 have been re-stated. 2. Includes staff employed in certain operationally segregated subsidiaries throughout the presentation. 3. At 30 Sep 22. Net operating income excluding earnings on capital and other corporate items. 4. Macquarie Capital commitment as at 31 Dec 22. 5. Dealogic and IJGlobal for Macquarie Group completed M&A, investments, ECM and DCM transactions. 6. As at 30 Sep 22. Includes people employed through Private Markets-managed fund assets and investments where Macquarie Capital holds significant influence. 7. Energy Risk Awards 2022 and Energy Risk Asia Awards 2022. 8. Energy Risk Awards 2022. 9. Measured at prices as at funded date. 10. As at 30 Sep 22. Across Americas-based portfolio companies.

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Q&A

## 30+ years of growth, innovation and commitment to the Americas



Public Investments

Glossarv

### Recent updates

#### 2019 Operational Briefing 🕨 2023 Update

Overview



#### **Opportunity in largest** capital market

Expanding our offering



#### A changing energy landscape

Harnessing opportunities



#### Significant new potential in infrastructure and real estate

Leveraging expertise



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|--------|----------|------|---------|

Raised \$A20b+ capital for Americas funds over the last three years for MAM Private Markets

~\$A2.0b+ principal investments made in FY23 YTD<sup>1</sup>

The development of Macquarie's new digital offering, Aurora eFX platform, upgraded Fixed Income and Currencies capabilities to increase the reach and scalability of the Fixed Income and **Currencies franchise** 

~\$US20b of private debt loans funded in the Americas

Q&A

#### Acquisitions of Waddell & Reed and Central Park Group

Executed world's first renewable fuel refinery supply and offtake agreement

Launch of Aerogy, a platform that develops, operates and invests in renewable natural

gas infrastructure projects that convert waste into low-carbon energy

Acquisition of Treaty Oak Clean **Energy**, a clean energy platform for utility-scale solar plus storage projects in targeted US energy markets

\$A52b AUM

in infrastructure in the Americas

#### **\$A13b AUM**

in real estate in the Americas

Lead developer, equity sponsor and exclusive financial adviser to sponsors for "Package One" of the **\$US2.1b** Pennsylvania Major Bridge P3 program (to repair six bridges)

#### First principal investment in Chile in multi-year agreement to improve 137km road connecting Minera Escondida, the highest producing copper mine in

the world, to Ruta 5

1. To 31 Dec 22, based on commitments

#### Glossary

## Focused on delivering growth in region

People, Talent and Culture

Overview



• Attract a wide range of specialist talent. Launched our employer value proposition program in region to attract specialists who match our

program in region to attract specialists who match our capabilities

#### Value and develop diverse perspectives; create an inclusive

**Culture.** Launched **development programs** targeting diverse talent. Rolled out **Inclusive Leadership Masterclass** to support employees in being active and visible allies, and promoting a stronger sense of inclusion and belonging for all our people

#### **Operations and Risk**



#### Enable business performance.

Supporting significant increase in trade volumes versus pre-COVID period, while **focusing on digitalisation**, examples include E-invoicing from 20% to 54%, vendor payment times decreased from 40 to 24 days in FY22

#### Protect operations and growth.

Rolled out **Conduct Week** to raise awareness of the importance of good conduct and accountability in the workplace, promote risk culture

#### Innovate solutions for the future.

Connected to sustainable environments. **Our future workplaces** are connected, data-driven environments that are inclusive and sustainably designed to create collaboration and foster innovation Community

Q&A



 Increase local visibility. New offices in Philadelphia, New York and Houston promoting Macquarie brand through building signage. Community level engagement throughout the Americas

Engage and connect. Active staff led

**engagement** with non-profit organizations across Americas. Over 100 staff directly engaged with nonprofit boards through BoardLead program since 2016. During Foundation Week 2022, Americas staff organised 60+ events, across 13 locations to raise awareness and funding for 50+ organisations. Our staff had 7,000+ hours of skilled volunteering work





Q&A

Glossary

## Glossary

| \$A / AUD  | Australian Dollar   |
|------------|---|
| \$US / USD | United States Dollar  |
| £ / GBP    | Pound Sterling  |
| €          | Euro  |
| 1H23       | Half Year ended 30 September 2022   |
| 3Q23       | Three months ended 31 December 2022   |
| ADI        | Authorised Deposit-Taking Institution   |
| ANZ        | Australia and New Zealand   |
| APAC       | Asia-Pacific  |
| APRA       | Australian Prudential Regulation Authority  |
| AUM        | Assets under Management   |
| B2B        | Business to Business  |
| BCBS       | Basel Committee on Banking Supervision  |
| bcf        | Billion cubic feet  |
| BFS        | Banking and Financial Services  |
| ССВ        | Capital Conservation Buffer   |
| CET1       | Common Equity Tier 1  |
| СGМ        | Commodities and Global Markets  |
| CHIPS      | The Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act of 2022 |
| СЮ         | Chief Investment Officer  |
| CLF        | Committed Liquidity Facility  |
| СМА        | Cash Management Account   |
| CO2        | Carbon Dioxide  |

| СҮ      | Calendar Year   |
|---------|---|
| DCM     | Debt Capital Markets  |
| DPS     | Dividends Per Share   |
| DRP     | Dividend Reinvestment Plan  |
| EaaS    | Energy as a Service   |
| EBITDA  | Earnings Before Interest, Taxes, Depreciation and Amortisation        |
| ЕСМ     | Equity Capital Markets  |
| EMEA    | Europe, the Middle East and Africa                                    |
| EPS     | Earnings Per Share  |
| ESG     | Environmental, Social and Governance                                  |
| ETF     | Exchange Traded Fund  |
| EU      | European Union  |
| EUM     | Equity Under Management   |
| EV      | Electric Vehicle  |
| FCTR    | Foreign currency translation reserve and net investment hedge reserve |
| FIC     | Fixed Income and Currencies   |
| FIG     | Financial Institutions Group  |
| FX      | Foreign Exchange  |
| FY      | Full Year ended 31 March  |
| FY23YTD | Nine months ended 31 December 2022                                    |
| G10     | Group of Ten  |
| GDP     | Gross Domestic Product  |
| GFC     | Global Financial Crisis   |

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Glossary

Q&A

## Glossary

| GIG       | Green Investment Group                          |
|-----------|---|
| GP        | General Partner                                 |
| GW        | Gigawatt  |
| ha        | Hectres   |
| HNW       | High Net Worth                                  |
| HVDC      | High-voltage direct current                     |
| IRA       | Inflation Reduction Act of 2022                 |
| KPI       | Key Performance Indicator                       |
| LAC       | Loss-Absorbing Capacity                         |
| LatAm     | Latin America                                   |
| LCR       | Liquidity Coverage Ratio                        |
| LP        | Limited Partner                                 |
| M&A       | Mergers and Acquisitions                        |
| MacCap    | Macquarie Capital                               |
| МАМ       | Macquarie Asset Management                      |
| MBL       | Macquarie Bank Limited                          |
| MERS      | Macquarie Energy, Renewables and Sustainability |
| MGL / MQG | Macquarie Group Limited                         |
| МІС       | Macquarie Infrastructure Corporation            |
| Mtpa      | Million Tonnes Per Annum                        |

| IW    | Megawatt   |
|-------|--|
| IWh   | Megawatt Hour  |
| РАТ   | Net Profit After Tax                                   |
| РС    | Net Profit Contribution                                |
| SFR   | Net Stable Funding Ratio                               |
| ZE    | Net Zero Emissions                                     |
| ECD   | Organisation for Economic Co-operation and Development |
| &L    | Profit and Loss  |
| PE    | Property, Plant and Equipment                          |
| BA    | Reserve Bank of Australia                              |
| OE    | Return on Equity                                       |
| WA    | Risk Weighted Assets                                   |
| aaS   | Software as a Service                                  |
| A-CCR | Standardised Approach (Counterparty Credit Risk)       |
| FF    | Term Funding Facility                                  |
| мт    | Technology, Media and Telecoms                         |
| К     | United Kingdom   |
| S     | United States  |
| TD    | Year to date   |



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