

2026 Annual Report

Macquarie Group
Year ended 31 March 2026



Macquarie is a diversified financial services group providing clients with asset management, retail and business banking, wealth management, as well as advisory, and risk and capital solutions across debt, equity, financial markets and commodities.

2026 Annual General Meeting

Macquarie Group Limited's 2026 AGM will be held at 10:30 am on Thursday, 23 July 2026.

Details of the meeting will be sent to shareholders separately.



Cover image

Aligned Data Centers, United States

Aligned Data Centers develops and operates hyperscale data centres across the Americas. On behalf of two of its managed funds and its co-investors, Macquarie Asset Management supported Aligned's growth from two data centres to over 50 operational and planned sites across the Americas, helping meet rapidly growing AI and cloud demand.

Inside cover image

Matrix Networks Group, United Kingdom

Matrix is a leading provider of specialist utility infrastructure in the UK. As a portfolio company of Macquarie Capital Private Equity, it has access to growth capital and expertise to expand its operations and ownership of connection assets.



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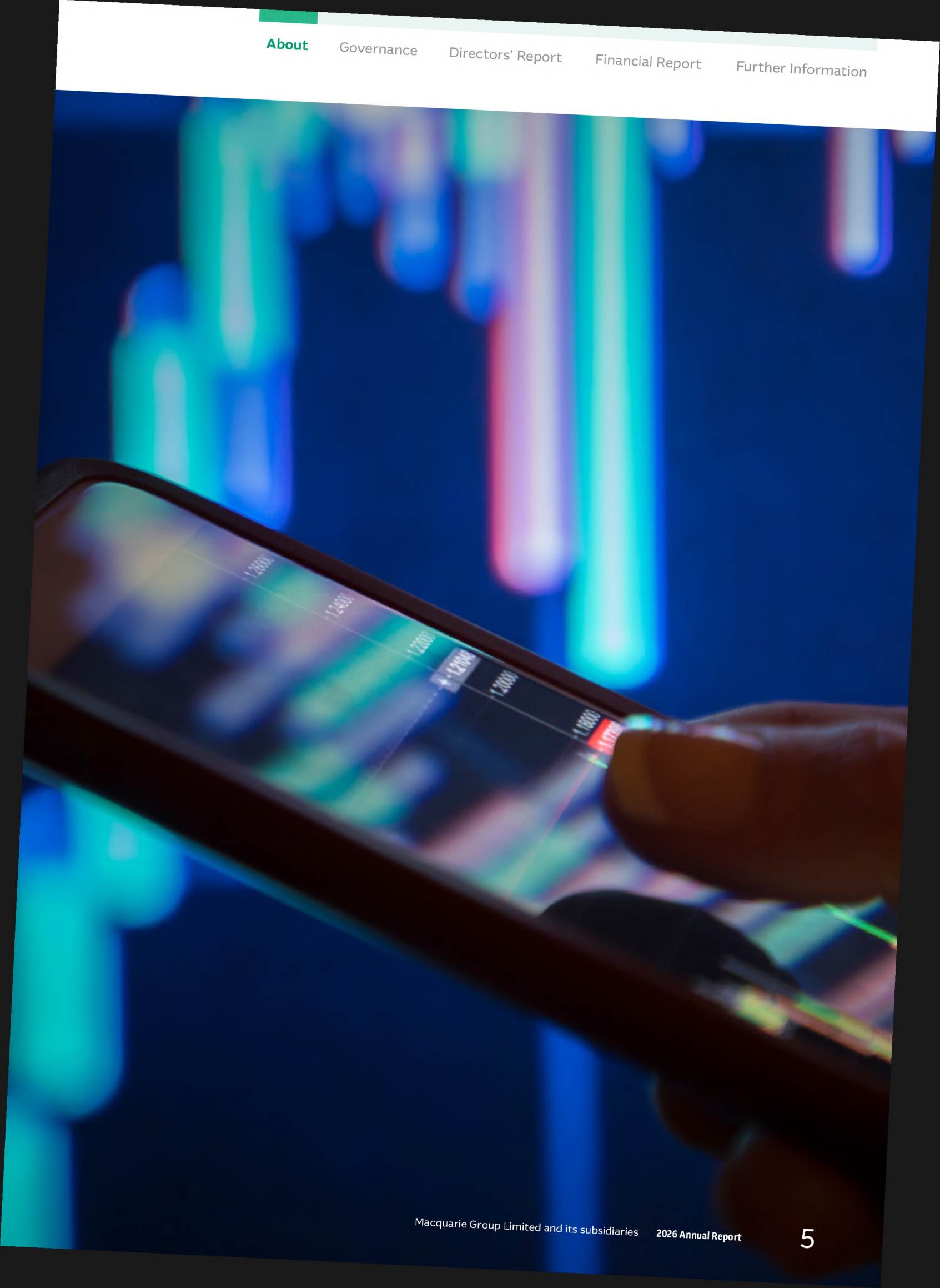
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01

About

Erova Energy, Ireland

Erova Energy provides route-to-market and optimisation services for wind, solar, waste-to-energy and battery storage assets across the UK and Ireland. In 2025, Commodities and Global Markets acquired 100% of Erova Energy.



Macquarie (MGL and its subsidiaries, the Consolidated Entity) is a global financial services group with offices in 30 markets.

Macquarie now employs 19,124¹ people globally across 30 markets.

EMEA ~15%



Americas ~12%



Asia ~23%



ANZ ~50%



¹ This figure includes staff employed in certain operationally segregated subsidiaries (OSS). Unless otherwise stated, further references to staff data and policies do not include those in OSS.

About Macquarie

Macquarie Group Limited (MGL, the Company) is listed in Australia and is regulated by the Australian Prudential Regulation Authority (APRA), the Australian banking regulator, as a Non-Operating Holding Company (NOHC) of Macquarie Bank Limited (MBL), an authorised deposit-taking institution (ADI). Macquarie's activities are also subject to supervision by various other regulatory agencies around the world.

Founded in 1969, Macquarie now employs 19,124 people globally, has total assets of \$A540.1 billion and total equity of \$A36.9 billion as at 31 March 2026.

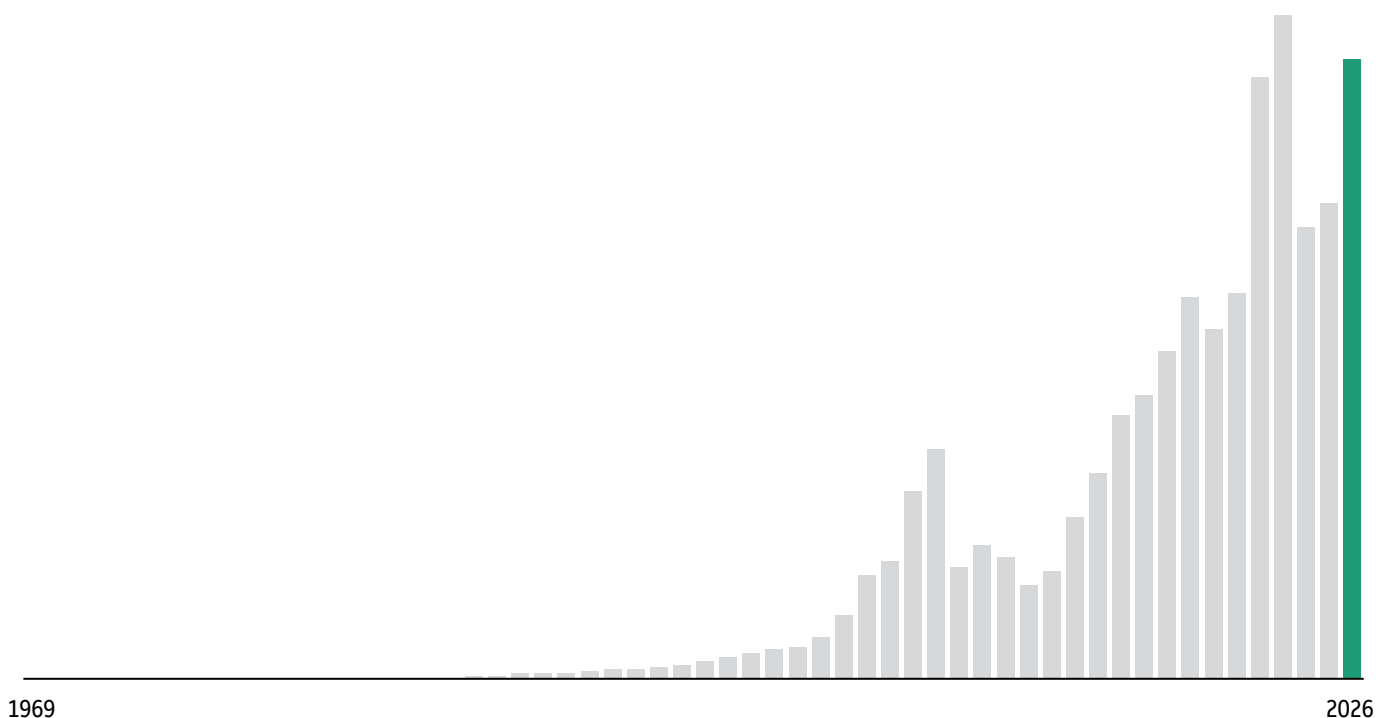
Macquarie's breadth of expertise covers asset management, retail and business banking, wealth management, as well as advisory, risk and capital solutions across debt, equity, financial markets and commodities. The diversity of our operations, combined with a strong capital position and robust risk management framework, has contributed to Macquarie's 57-year record of unbroken profitability.

Macquarie works with government, institutional, corporate and retail clients and counterparties around the world, providing a diversified range of products and services. We have established leading market positions as a global specialist in a wide range of sectors, including renewables, infrastructure, resources, technology and services, commodities and energy.

Alignment of interests is a longstanding feature of Macquarie's client-focused business, demonstrated by our willingness to both invest alongside clients and closely align the interests of our shareholders and staff.

\$A4,847m

FY2026 profit





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In an operating environment presenting no shortage of challenges, earnings increased in each of Macquarie’s major business areas.”

Letter from the Chair

Macquarie Group earned a profit of \$A4,847 million in FY2026, up 30% on the FY2025 result, as earnings increased in each of the major business areas.

The company earned a return on shareholders’ funds of 14% for the year, compared with around 11% in the preceding two years. This outcome was more in line with earlier historical performance. The FY2026 result benefitted from some significant transactions, but underlying performance improved in the year. A disciplined approach, including the reallocation of capital towards those activities most likely to offer attractive risk-adjusted returns, remains key to ongoing improvement.

The operating environment presents no shortage of challenges. The past year has been marked by a further proliferation of armed conflict. Associated with that has been a major disruption to the supply of energy and carbon-based raw materials for the world. This is raising economies’ cost structures and, if persistent, will be very disruptive to economic activity. There will be expectations that governments act to ease adjustment pressures, and act to make supply chains more resilient. All of this carries cost, at a time when public debt burdens are already high.

Technological disruption of some established business models appears to be accelerating, the software industry being one of the more visible examples but hardly the only one. The continued expansion of Artificial Intelligence is a key driver of disruption and brings both opportunities and threats. It also brings prodigious demand for energy and capital. Macquarie will need to continue to navigate this environment with care and agility.

Risk culture

Macquarie’s remediation work for past regulatory and compliance shortcomings continues, with good progress on platform and data upgrades and regulatory engagement. Much of the original work program that dates from April 2021 has now been completed. Remediation of additional matters that have arisen since then is proceeding on schedule. In view of progress being made, there was a partial removal by APRA of some regulatory overlays.

Two new matters arose in FY2026. First, in May 2025, shortly after the company had announced its FY2025 results, ASIC launched court action against Macquarie for failings in transaction reporting over a number of years. During FY2026, Macquarie reached a settlement with ASIC that was approved by the court in March 2026.

Second, Macquarie decided to facilitate the payment of 100% of the net capital invested in the Shield Master Fund by those who had invested through the Macquarie wrap platform during 2022 and 2023. This decision incurred some short-term costs for shareholders but was nonetheless judged to be fair to customers and in the company's longer-run interests. In addressing learnings from these issues, as we always seek to do, some adjustments have been made to the funds available to clients on the platform.

At the 2025 Annual General Meeting, a significant minority of shareholders voted against the Remuneration Report, with a number voicing dissatisfaction over the way Macquarie reflected regulatory and compliance shortcomings in remuneration for relevant executives. This constituted a 'strike', which creates obligations on the Board for a response. The Board's formal responses are included later in this Annual Report. But aside from such obligations the Board accepts the need to be much clearer about how such matters, and any other relevant matters, are reflected in remuneration decisions.

To that end, the Board Remuneration Committee has presented a refreshed layout of the Remuneration Report, including the level of detail of its disclosures, for this Annual Report. The letter from the Chair of the Board Remuneration Committee gives more detail on this.

Board of Directors

William Vereker joined the MGL Board in February 2026. Resident in the United Kingdom, he brings extensive global experience in financial services, both as an executive and as a director.

Jillian Broadbent has decided to step down from the MGL and MBL Boards in December 2026, having served eight years. I am very grateful for Jillian's significant contribution to the Boards over this time, including as Chair of the Remuneration Committee. She has overseen major change in the operation of and reporting on Macquarie's remuneration arrangements. Susan Lloyd-Hurwitz will assume the Chair of the Remuneration Committee following the AGM from 1 August.

Capital and Dividends

Macquarie maintains a strong balance sheet. The demand for capital for the banking businesses continued to expand, particularly in the early part of calendar year 2026 for CGM. Nonetheless, the Banking Group ended FY2026 with a common equity tier 1 capital ratio of 12.8% as per APRA standards. Measured on a strict Basel III basis, the ratio was 17.5%. Capital held for the non-bank businesses was above minimum requirements.

The Board resolved to pay a final dividend of \$A4.20 per share, making for a total dividend for FY2026 of \$A7.00 per share. This is consistent with the Board's longstanding policy of returning between 50% and 70% of earnings in dividends to shareholders. The Board also resolved to issue shares on-market to satisfy the Dividend Reinvestment Plan for the final dividend at a discount to the prevailing market price of 1.5%.

Given significant business growth over recent periods, together with prevailing market conditions, Macquarie has not purchased any shares under the buyback since the Board-approved extension announced on 7 November 2025. There is currently no expectation of further share purchases under the extended buyback and so the Board has resolved to conclude the on-market share buyback.

Management continues to identify opportunities for redeployment of shareholders' capital at expected rates of return that look attractive, given the associated risk.

I thank my colleagues on the Board, and the staff and Management of Macquarie, for their outstanding efforts over the past year.

Finally, your Directors thank you, the owners of Macquarie, for your ongoing support.

We look forward to seeing you at the Annual General Meeting in Sydney on 23 July.



Glenn Stevens AC
Independent Director and Chair

Sydney
8 May 2026



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Each of our businesses used its specialist expertise in navigating the current environment, identifying opportunities that support long-term growth and delivering positive outcomes for our clients and communities.”

Letter from the Managing Director and CEO

Against a backdrop of increasing global uncertainty, Macquarie's four client franchises grew over the past year, benefitting from deep and differentiated expertise across key sectors in major markets and adjacently growing from established franchises to new products and markets.

Each of our businesses used its specialist expertise in navigating the current environment, identifying opportunities that support long-term growth and delivering positive outcomes for our clients and communities. Supported by ongoing uplift to our scalable operating platform and technology infrastructure, and our strong and conservative balance sheet and proven risk management framework, Macquarie delivered a 57th consecutive year of unbroken profitability since inception.

For the year ended 31 March 2026, Macquarie delivered net profit after tax of \$A4,847 million, up 30% on last year, representing the third consecutive year of earnings growth and the second highest result in Macquarie's history. The return delivered on shareholders' equity rose to 14% reflecting business growth, cost control, and a conservative capital position above our regulatory requirements.

Banking and Financial Services (BFS) delivered a net profit contribution of \$A1,610 million, up 17% from \$A1,380 million in FY2025. The result primarily reflected strong growth in the loan portfolio and BFS deposits,

partially offset by lower margins and higher technology expenses to support business growth and scalable operations.

Commodities and Global Markets (CGM) delivered a net profit contribution of \$A4,221 million, up 49% from \$A2,829 million in FY2025. The result reflected improved contributions across the business, particularly from the gain on sale from the divestment of the OnStream meters platform in Asset Finance; improved income from Global Gas and Power businesses and Global Oil in Commodities; and financing origination and strong client hedging activity in Financial Markets.

Macquarie Asset Management (MAM) delivered a net profit contribution of \$A2,602 million, up 27% from \$A2,049 million in FY2025. This was primarily driven by higher performance fees. MAM completed the sale of its North American and European public investments business during the year.

Macquarie Capital delivered a net profit contribution of \$A1,491 million, up 43% from \$A1,043 million in FY2025. The result was driven by higher income from equity investments, higher mergers and acquisitions fees, brokerage and the private credit portfolio, partially offset by higher equity and credit impairment charges and an increased share of net losses from associates and joint ventures.

In this report, we showcase examples of how our teams work together to identify areas of unmet need, realise innovative solutions to complex challenges, and deliver positive long-term outcomes for our clients, communities and shareholders. All underpinned by disciplined risk management and a prudent approach to funding, liquidity and capital.

Delivering global value from Australia

Together with our differentiated proposition and unique culture, over the last 57 years we have grown into a global business by leveraging the market-leading expertise each of our businesses has built across our home region of Australia and New Zealand.

BFS has become one of Australia's fastest-growing banks and leading wealth managers, through focused investment in customer experiences, technology and product innovation. Since introducing Australia's first Cash Management Trust in the 1980s, which unlocked higher returns for savers, Macquarie Bank has invested in delivering superior digital experiences while designing retail banking products that deliver greater value to consumers. The team is helping Australians meet their savings goals sooner with simple, fee-free products that pay competitive interest rates, and buy a home with some of the fastest home loan turnaround times in the industry. Our customer-centric culture and focus on delivering leading end-to-end digital experiences has seen our share of Australia's deposit and home loan markets grow to over 6 and 7%, respectively.

MAM has grown from its origins in Australia into a leading global infrastructure asset manager, and built a substantial business in real assets, real estate and private credit asset management. It operates in 19 markets with investments spanning 33 markets, and 87% of its income was generated outside Australia in FY2026. Anticipating where communities are heading and connecting emerging needs with savings, Macquarie pioneered the infrastructure asset class in Australia, completing the first toll road listing in the early 1990s; executed what was then the world's largest airport privatisation in the 2000s with Sydney Airport; designed and implemented the world's first motor vehicle registry commercialisation in 2022; and supported the growth of a largely Australian-based hyperscale data centre platform into a regional leader. It is trusted by over 130 institutional investors across Australia, including nine of the ten largest superannuation funds, to responsibly manage \$A325.9 billion in assets in Australia and \$A722.1 billion in assets globally.

CGM has expanded from a Sydney-based team to offering financing, risk management, market access and physical execution and logistics solutions to a diverse, global client base across commodities, financial markets and asset finance. It now operates in 20 markets, generating 82% of its income outside Australia in FY2026. In response to opportunities in the energy transition and volatility across global energy markets, the team has continued to strengthen its well-developed trading and risk management capabilities across its Australian and international energy platforms. From becoming the first merchant bank to gain member status on the Sydney Futures Exchange in 1979 and a forerunner in the development of Australia's foreign exchange market, it has grown into a leading futures broker on the ASX and a provider of comprehensive execution, clearing, and financing services to corporate and institutional clients globally.

Macquarie Capital leads the Australian market in mergers and acquisitions by both volume and value. From its origins dating back to the beginning of Macquarie Group in 1969, when it provided international standard financial advisory services to Australian businesses, Macquarie Capital now operates in 22 markets and generated 84% of its income outside Australia in FY2026. With deep and longstanding client relationships across Australia, across an integrated advisory, capital markets, principal investing, and equities platform, it provides access to global markets, capital and investment opportunities. Macquarie Capital's principal investment teams manage \$A27.3 billion in credit and \$A5.2 billion of equity globally.

Supporting national priorities

As Macquarie grows into new markets and sectors, we actively build relationships with national and federated governments and intergovernmental organisations, supporting shared objectives and offering expertise in policy areas affecting our clients and businesses.

Throughout the year, senior colleagues and I met with government officials from many of the key markets in which we operate, including here in Australia, as well as Canada, Italy, Singapore, Spain, the UK, the US, and from across Latin America and the Middle East.

I took part in the Australian Government's Economic Reform Roundtable in Beijing as part of the Australian Government's delegation to China, which explored ways of improving national economic productivity and resilience, and strengthening fiscal sustainability. At a time of significant change around the world, these were important discussions in ensuring we capitalise on Australia's economic advantages and support the reforms needed to cement its competitiveness and prosperity over the long term.

I also represented Macquarie at the 8th Australia-China CEO Roundtable in Beijing as part of the Australian Government's delegation to China, which discussed ways of strengthening commercial ties and opportunities for expanding trade and collaboration between our two nations.

Macquarie colleagues, meanwhile, took part in the UK Government's first Regional Investment Summit, exploring ways of boosting local growth through public and private sector collaboration. We have supported £65 billion of investment across the UK, with plans to invest £20 billion more in the coming years.

In the US, we supported the Australian Government's Superannuation Investment Summit for the second year. Bringing together Australia's largest superannuation funds with business, industry and political leaders, the Summit explored opportunities that can deliver long-term returns for Australian retirees and drive impact in US communities.

External outlook

The rapid acceleration of AI development is driving significant change across industries, offering the potential of substantial gains in economic productivity and operational efficiency by fundamentally redesigning processes. However, this progress also raises important considerations around AI safety, its impact on economies and workforces, and the need to consider how society prepares people for these shifts, all questions we are factoring into a measured approach to adoption at Macquarie.

Heightened global tensions over the course of the year, as well as the geopolitical events of recent months indicate an ongoing period of uncertainty. This will require markets and investors to continue navigating further disruption and ambiguity.

While the external environment remains complex, for over five decades we have delivered strong outcomes across a range of market conditions. The diversity of our activities and deep expertise of our teams, which are aligned to structural themes that have proven resilient over time, and our businesses' ability to adapt and lean into opportunities, position us well to maintain this performance.

On behalf of Senior Management, we would like to thank the Macquarie team and the people working in our portfolio companies for their ongoing commitment and dedication, and our clients, shareholders and other stakeholders for their continued partnership and support.



Shemara Wikramanayake
Managing Director and Chief Executive Officer

Sydney
8 May 2026



London City Airport, United Kingdom

Macquarie Asset Management, via a fund it manages on behalf of long-term institutional investors, acquired a 75% stake in London City Airport.



Empowering people to innovate and invest for a better future

Guided by our purpose of 'Empowering people to innovate and invest for a better future', our people around the world identify and realise opportunity for our clients, communities and partners.

By unlocking capital, ideas and innovation, we create investment opportunities, facilitate economic activity, seek to address unmet community need and deliver long-term value for our shareholders.



Helping nations and clients meet their energy needs

Energy is an essential pillar of modern economies, with disruption to its flows in recent months once again serving to highlight the fragility and critical importance of reliable and affordable supply.

High energy costs, and the accompanying impact on the cost of living, have seen a shift in public policy priorities and greater recognition in recent years that fossil fuels, particularly natural gas, will be required for some time, even as the transition to renewables continues.

We remain committed to the goals of the Paris Accord and our businesses continue to invest in clean energy solutions at scale, but our longstanding view remains that a managed glidepath to deliver an orderly energy transition is the only long-term solution to the energy trilemma of availability, affordability, and emissions reduction.

Across the world, we invest in, finance and manage critical energy infrastructure; provide trading, risk and capital solutions across major energy, commodity and emissions markets; and support the development and operation of green energy projects.

During the year, Macquarie Asset Management (MAM) portfolio company Island Green Power secured a 20-year Contract for Difference from the UK Government for its West Burton project – the largest solar farm to date to do so.² MAM also announced long-term financing for Nexamp, one of the largest owners of commercial and industrial solar projects in the US, which will support the construction of utility-scale solar and battery storage projects.

Commodities and Global Markets (CGM) is investing in solutions supporting clean energy producers in increasingly complex power markets, including through its acquisition of Erova Energy, which services a growing portfolio of UK and European wind, solar, waste to energy and battery storage assets. Corona Energy, which has been part of CGM for 20 years, is expanding its presence in the UK business energy supply market, with about 25% of energy supplied to customers backed by renewables.

CGM also signed an agreement for the sale of its leading Meter Asset Provider (MAP) platform, OnStream, comprising a portfolio of more than seven million later generation smart meters operating across the UK and Germany.

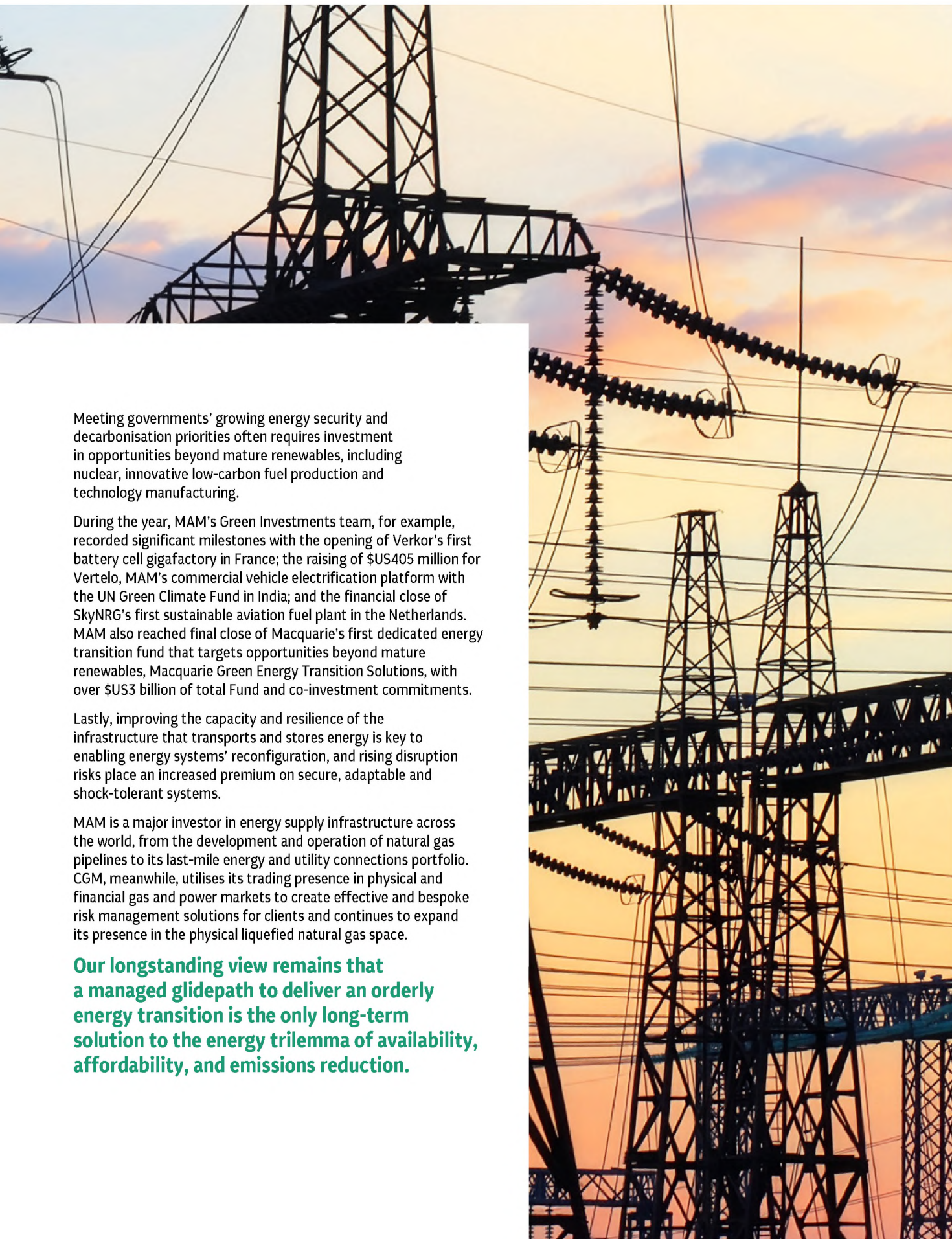
Macquarie Capital continues to act as financial adviser to clients investing across clean energy, notably in Australia where it supported renewable energy company Atmos Renewables' refinancing of its domestic renewable generation and energy storage portfolio. It also advised Lightsource bp on the sale of its portfolio of five operating solar farms and co-located battery development projects in Australia to MAM portfolio company Aula Energy. In the Netherlands, it acted as lead equity investor in one of the largest battery storage systems under development in Europe.

Dispatchable and flexible capacity, which is notably provided by gas, hydropower, nuclear and batteries, and access to secure fossil fuel supplies, are essential to the stability of energy systems. These systems are also now integrating a growing share of renewable energy to deliver on energy security, competitiveness, public health and climate imperatives.

Macquarie Capital acted as a financial adviser to Ardian on the sale of a 620 MW gas power plant in Pennsylvania that supplies the largest power grid operator in the US. MAM provided a \$US450 million financing facility to the 1.2 GW Sandow Lake Energy Station gas plant in Texas, US, in a bespoke financing solution that allows the turbines to be delivered in parallel with the associated digital infrastructure development the plant will power. MAM also supported US-based Calibrant Energy in deploying on-site battery storage systems to support data centres in accelerating their grid connections.

CGM is supporting clients with the financing of upstream and midstream oil and gas activities, including the development of oil and gas resources and infrastructure in emerging markets where energy demand is growing and domestic resources remain undeveloped. It is also investing in the establishment of a Flexible Power Platform, providing enhanced analytics, structuring and risk management tools and enabling it to expand its existing capabilities by supporting a broad range of flexible power assets and clients navigating increasingly volatile power markets.

² 'New auction delivers unprecedented clean, homegrown power', UK Government, February 2026.



Meeting governments' growing energy security and decarbonisation priorities often requires investment in opportunities beyond mature renewables, including nuclear, innovative low-carbon fuel production and technology manufacturing.

During the year, MAM's Green Investments team, for example, recorded significant milestones with the opening of Verkor's first battery cell gigafactory in France; the raising of \$US405 million for Vertelo, MAM's commercial vehicle electrification platform with the UN Green Climate Fund in India; and the financial close of SkyNRG's first sustainable aviation fuel plant in the Netherlands. MAM also reached final close of Macquarie's first dedicated energy transition fund that targets opportunities beyond mature renewables, Macquarie Green Energy Transition Solutions, with over \$US3 billion of total Fund and co-investment commitments.

Lastly, improving the capacity and resilience of the infrastructure that transports and stores energy is key to enabling energy systems' reconfiguration, and rising disruption risks place an increased premium on secure, adaptable and shock-tolerant systems.

MAM is a major investor in energy supply infrastructure across the world, from the development and operation of natural gas pipelines to its last-mile energy and utility connections portfolio. CGM, meanwhile, utilises its trading presence in physical and financial gas and power markets to create effective and bespoke risk management solutions for clients and continues to expand its presence in the physical liquefied natural gas space.

Our longstanding view remains that a managed glidepath to deliver an orderly energy transition is the only long-term solution to the energy trilemma of availability, affordability, and emissions reduction.



Strengthening sovereign resilience

In response to geopolitical, economic and technological shifts, governments are increasingly committed to strengthening self-sufficiency across technology, energy, supply chains and national security. Through boosting manufacturing capacity, strengthening infrastructure, advancing technology development and building strategic relationships, they are looking to reduce reliance on global supply chains, while prioritising domestic capabilities.

The private sector can support these objectives through innovative financial structures, diverse capital access and investment in innovation, especially where government budgets are limited.

In both an advisory and investment capacity, Macquarie Capital is leveraging expertise and relationships around the world to support nations in strengthening their sovereign resilience.

During the year, it made an add-on investment to existing portfolio company Earth Resources Technology (ERT), acquiring Sev1Tech, which supports government organisations as they modernise legacy systems, enhance cyber resilience and accelerate digital adoption across complex enterprise environments. Amid evolution in Europe's defence sector, it advised international industrial and technology group thyssenkrupp on the spin-off of TKMS into a global supplier of submarines, naval surface vessels and maritime electronics. It also acted as exclusive financial adviser to cybersecurity innovator Penten on its merger with Amiosec, creating one of the most advanced global providers of digital information security technologies.

Critical minerals are essential for modern technologies and national security, but their supply chains remain vulnerable and highly concentrated. Leveraging its cross-border partnerships and advisory expertise, Macquarie Capital is helping unlock opportunities in the sector. During the year, it advised VOC Group on its sale of Rhodes Ridge in Western Australia, one of the world's largest and highest quality undeveloped iron ore assets; supported Lynas Rare Earths, one of the world's largest producers of separated rare earth oxides outside China with an institutional capital raise; and advised Harmony Gold Mining, South Africa's largest gold producer by volume, on its acquisition of Australia-focused MAC Copper.

MAM invests in transportation and logistics infrastructure that services national supply chains. The final close of its Macquarie Infrastructure Partners VI fund this year included a record level of investor commitments across transportation, digital infrastructure, utilities and energy, and waste infrastructure. Investments have included Diamond Infrastructure Solutions, which manages critical industrial infrastructure at five US Gulf Coast manufacturing sites; TraPac Terminals, a container ship terminal serving the Ports of Los Angeles and Oakland; and

Montréal Metropolitan Airport passenger terminal, scheduled to commence operations this year.

Together with its managed funds and co-investors, MAM announced the signing of a Scheme Implementation Deed to acquire all of the shares in Qube Holdings Limited by way of scheme of arrangement.³

It also announced the sale of DIG Airgas, a leading industrial gas provider in South Korea. Since acquiring the business in 2020, MAM supported its operational expansion and broadened its end-customer base across multiple industries, reinforcing its market position and demonstrating MAM's ability to drive value creation in essential industrial infrastructure across Asia.

CGM's specialist Shipping Finance business strengthened its position as a global provider of tailored financing and risk management solutions to this critical industry, with its loan book reaching ~\$US2.7 billion and more than 650 vessels financed globally since the platform was launched in 2017.

As governments around the world look to increase investment in technologies, manufacturing and systems critical to national security, it's opening up new opportunities for investors.

³ The Scheme is subject to customary conditions and regulatory approvals, including from the Foreign Investment Review Board (FIRB) and the Australian Competition & Consumer Commission (ACCC).

Building capacity across the digital ecosystem

Our businesses have been investing across the digital ecosystem for over two-and-a-half decades, anticipating the evolving needs of growing communities and supporting them in benefitting from the opportunities of digitalisation.

Together with our partners, we are investing in the data centres of the future, growing fibre networks and telecommunications infrastructure, financing cybersecurity and software advancements, and supporting technological innovation.

This year, MAM furthered its sector leadership by signing the largest-ever global data centre transaction,⁴ with the sale of US-based Aligned Data Centers. Alongside partners, MAM played a pivotal role in Aligned's growth, from two data centres to over 50 operational and planned sites across the Americas, helping meet the region's demand for data, cloud services and artificial intelligence. This followed MAM's support for the growth of AirTrunk from a largely Australian-based hyperscale data centre platform into a regional leader, on behalf of two of its privately managed infrastructure funds and co-investment partners.

In Australia, Vocus, a MAM portfolio company, completed its acquisition of TPG Telecom's fibre assets. Their combined assets create an integrated fibre network and key digital infrastructure challenger – driving competition in a sector which is critical for Australia's future and benefitting customers. In South Korea, a MAM-managed fund announced a strategic partnership with Gabia, a company specialising in cloud, domain and internet exchange, to develop more than 100 MW of data centre capacity across key metropolitan and regional locations. And, continuing its near 20-year track record of managing mobile tower platforms in the Americas, MAM agreed to acquire the South American wireless tower operations of IHS Towers,⁵ one of the largest independent owners, operators and developers of shared communications infrastructure in the world,⁶ contributing to the buildout of 5G network coverage in South America.

To help meet Brazil's demand for reliable, high-speed internet services, Macquarie Capital invested \$R287 million in Brasil TecPar, one of the largest internet service providers in Brazil, supporting its aim of making high-quality broadband more accessible. Macquarie Capital worked with Prime Data Centers, an

international provider of hyperscale and wholesale data centers headquartered in Texas, to grow its capacity and capabilities through a strategic partnership.

Macquarie Capital also advised global commercial real estate information provider CoStar Group on its acquisition of Australian property marketplace Domain for an enterprise value of \$A3 billion, supporting further innovation in the Australian property sector. And it supported Pony.ai, a leader in achieving large-scale commercialisation of autonomous mobility, on its dual primary listing IPO on the Hong Kong Stock Exchange.

Macquarie Capital Principal Finance supported global investment firm Permira in its acquisition of The Key Group, which provides education software to over 20,000 UK schools, strengthening its focus on deepening its AI capabilities. And Macquarie Capital Venture Capital led a Series A funding round for Foresight, a comprehensive AI-powered platform transforming how major infrastructure projects are delivered.

CGM is supporting ambitions for greater AI sovereignty by financing next-generation AI infrastructure. This includes working with German startup Polarise to support the fitout of one of the first European AI factories for industrial use cases, and financing Eclairion, a French AI Factory purpose-built to support high-performance computing and generative AI workloads.

CGM's Macquarie Aurora platform now provides clients with access to a broad range of FX and commodity products on a single, integrated digital portal, supporting clients in managing price risk in an increasingly volatile environment.

The sale of Aligned Data Centers – the largest data centre transaction at the time – is representative of how Macquarie's teams identify key thematic early and find opportunities that create value for our clients and partners.

Vocus Group



⁴ At the time of the transaction.

⁵ The transaction is expected to close later in 2026, subject to, among other things, the satisfaction of certain conditions being met.

⁶ By tower count.



Delivering greater value to Australian retail banking customers

For over 40 years, we have worked to deliver market-defining innovations in Australia's retail banking sector, providing greater competition and value for consumers and businesses.

Prior to securing an Australian banking licence in 1985, as Hill Samuel Australia we launched Australia's first Cash Management Trust in 1980, giving retail customers access to higher wholesale interest rates on their deposits. And by introducing Australia's first securitisation for non-bank lender originated mortgages in 1993, we contributed to home loan interest rates falling by around 2%.

Since then, by fostering a digital-first, customer-obsessed culture, and through significant investment in technology and the development of unique products and experiences, Banking and Financial Services (BFS) has set about delivering a genuinely different offering, helping foster greater competition in the sector.

This includes addressing typical pain points for customers. Macquarie Bank's transaction and savings accounts have no fees, and its savings accounts are free from complex bonus interest conditions. Its simplified account-opening experience, meanwhile, allows any Australian to easily become a customer within minutes.

In home lending, we are aligned with the mortgage broker channel, which now supports Australians with more than two in three home lending applications.⁷ By establishing a clear and consistent credit policy, and the technology foundations needed to support the rapid review and approval of home loan applications, mortgage brokers have the confidence to recommend Macquarie Bank to their customers.

Leveraging the efficiencies of its investments in digitalisation, this year Macquarie Bank extended its fee-free banking offering to Australian businesses, removing monthly account-keeping and transaction fees on its range of business accounts. It also expanded the functionality of its award-winning mobile banking app for business banking customers, delivering the same efficient, secure and simple digital experience enjoyed by its personal banking customers.

As part of its ongoing commitment to digital innovation, and enabled by its investments in AI, it continued to launch new solutions that deliver safer, smarter and more intuitive banking. Its launch of 'Q' - an intelligent, human-like support assistant powered by AI - now provides customers with support across a range of everyday banking services through the Macquarie Mobile Banking app and Macquarie Online. Using advanced language processing to understand common customer questions and requests, Q responds instantly with personalised support 24/7.

BFS further invested in the digital security of its customers by joining BioCatch Trust™ Australia - the world's first inter-bank, behaviour and device-based, fraud and scams intelligence-sharing network. By assessing the potential risks associated with the accounts to which customers direct their domestic online payments in real time, it adds an additional layer of security for customers, and forms part of the Bank's broader initiatives to tackle scams and fraud prevention.

During the year, it was the fastest major Australian bank to pass on lower home loan rates when the Reserve Bank of Australia was reducing the official cash rate last year. As the official cash rate began to rise, it delayed passing on the increase, providing its customers with additional time to adjust and plan their household finances.

This customer-focused mindset has seen Macquarie Bank's share of the deposit and home loan markets grow to over 6% and 7%, respectively.⁸

As a leading technology bank, Macquarie Bank leverages its culture, customer-centricity, modern platforms, data and AI to deliver value to customers and build a durable competitive advantage.

⁷ Mortgage and Finance Association of Australia.

⁸ Australian Prudential Regulation Authority.

Making an impact together

During the past year, Macquarie's people have continued to contribute their time, skills and money to causes that matter to them, coming together to make a meaningful impact in the community. In FY2026, Macquarie employees, together with the Macquarie Group Foundation (Foundation), contributed \$A62 million to the community.

Now in its third year, the Macquarie Shared Value Award recognises Macquarie teams, investments and portfolio companies delivering commercial returns while addressing unmet community needs.

Four non-profit partners of MAM portfolio companies received grants. These include Construyendo y Creciendo A.C, non-profit partner of Energía Mayakan, which received a \$A250,000 grant to strengthen skills and literacy among construction workers in Mexico. INROADS Mexico was awarded a \$A200,000 grant to expand employment opportunities for up to 900 high performing disadvantaged university students, who will be connected to internship opportunities, including within MAM's portfolio companies. The Energy Development Corporation's partner The Keitech Educational Foundation received a \$A175,000 grant to help underrepresented high school graduates in the Philippines access high demand industries. While Social Builder, a partner of Verkor, was awarded a \$A75,000 grant to support workforce training essential to automotive electrification.

Grandes Amigos, grant partner of Onivia, in which Macquarie Capital is a co-investor, received a \$A100,000 grant for its Connected to Care initiative demonstrating how advanced fibre, wi-fi sensing and AI can enhance independent living for older adults in Spain.

During the year, the Foundation announced support for three organisations breaking down barriers to employment in Asia, in partnership with the Amplifier global mentorship programme. Delivered by the Centre for Impact Investing and Practices and the Philanthropy Asia Alliance, the programme aims to facilitate access to long-term, quality jobs across the region.

The organisations supported include BagoSphere, which drives job readiness, productivity and retention amongst frontline workers; DeafTawk, which empowers the deaf and hard of hearing community; and Inklus, which is advancing disability inclusion through training, learning and employment opportunities. Each will receive up to \$A115,000 in catalytic capital, alongside tailored mentoring from Singapore-based Macquarie employees and other Amplifier partners.

As part of the Opportunity Fund, which supports organisations working to advance a more equitable and just society across the US, the Foundation provided a grant to the Bullard Center for Environmental and Climate Justice, used to fund the new Historically Black College and University (HBCU) Environmental Justice and Climate Corps (GreenCorps) at Texas Southern University. The training program, designed to expose HBCU students to climate-related career opportunities and the impacts of environmental justice on their communities, equips students with tools and knowledge to make a difference.

The Foundation also introduced the Macquarie Community Resilience Prize during the year, which will award \$A1.5 million to innovative solutions that build climate-resilient communities in Brazil, Australia and the Pacific Islands, while creating meaningful employment and skill-building opportunities.

The funding we provide to organisations focuses on supporting people on their path to employment and a better future.

The Keitech Educational Foundation



Financial highlights

FY2026 net profit⁹

\$A4,847m

↑ 30% on the prior year

FY2026 net operating income

\$A19,477m

↑ 13% on the prior year

FY2026 operating expenses

\$A12,748m

↑ 5% on the prior year

FY2026 earnings per share

\$A12.77

↑ 30% on the prior year

FY2026 return on equity

14.0%

↑ from 11.2% in the prior year

FY2026 return on tangible equity

14.8%

↑ from 12.7% in the prior year

FY2026 dividends per share

\$A7.00

(35% franked)

↑ 8% on the prior year

FY2026 effective tax rate

27.6%

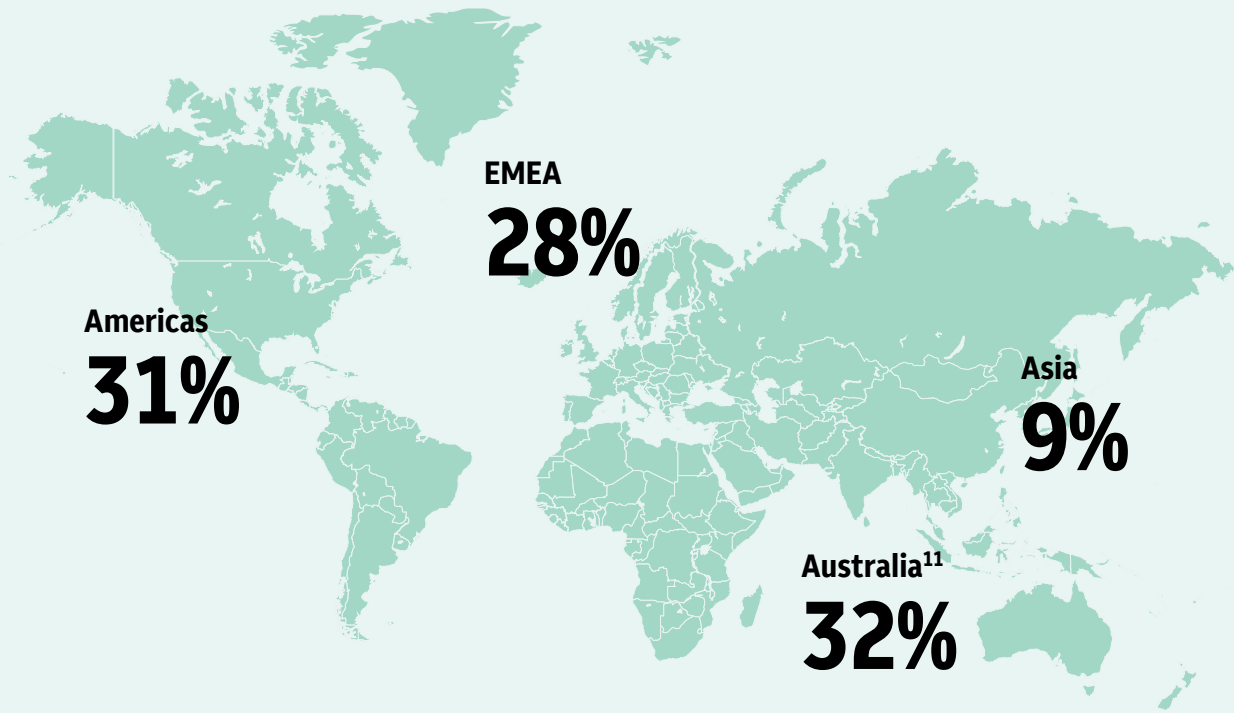
↑ from 26.2% in the prior year

Assets under Management

\$A722.1b

⁹ Net profit is profit after tax attributable to ordinary equity holders of Macquarie Group Limited.

FY2026 international income¹⁰



Diversity of income¹²



¹⁰ International income reflects net operating income excluding earnings on capital and other corporate items, including internal management revenue/(charge).

¹¹ Includes New Zealand.

¹² Reference to Macquarie's established, diverse income streams is based on FY2026 net operating income.

Operating and financial review

Our businesses

Macquarie is a diversified financial services group providing clients with asset management, retail and business banking, wealth management, as well as advisory, and risk and capital solutions across debt, equity, financial markets and commodities.

For internal reporting and risk management purposes, Macquarie is divided into four Operating Groups, which are supported by four Central Service Groups.

Central Service Groups

The Central Service Groups provide a range of functions supporting Macquarie's Operating Groups, ensuring they have the appropriate workplace support and systems to operate effectively and the necessary resources to meet their regulatory, compliance, financial, legal and risk management requirements.

Risk Management Group (RMG)

An independent and centralised function responsible for independent and objective review and challenge, oversight, monitoring and reporting in relation to Macquarie's material risks. RMG designs and oversees the implementation of the risk management framework.

Financial Management, People and Engagement (FPE)

Responsible for managing Macquarie 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 Group's reputation globally.

Legal and Governance Group (LGG)

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.

Corporate Operations Group (COG)

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

Operating and financial review

Our businesses continued

Macquarie Asset Management

\$A2,602m

↑ 27% on prior year

MAM is a leading global asset manager, investing to deliver positive outcomes for our clients, portfolio companies and communities.

MAM provides a diverse range of investment solutions including real assets, real estate, credit and insurance, secondaries and systematic investments.

FY2026 Highlights

MAM AUM of \$A722.1 billion as at 31 March 2026 was up 8% on 31 March 2025 (excluding the impact of divested business), primarily driven by increased investments, net asset valuation changes and net flows, partially offset by unfavourable foreign exchange movements and divestments.

During the period, MAM raised \$A20.9 billion in new equity from clients across a diverse range of strategies in real assets, real estate, private credit and secondaries.

MAM invested \$A25.2 billion of equity across 32 investments, including: 16 in private credit, 11 in real assets and five in real estate, with transactions including Diamond Infrastructure Solutions, Bristol and Birmingham Airports and Vocus.

Medium-term

MAM is well-positioned to respond to current market conditions and build on our leading global position in private markets and our leading position in Australian public markets, as we focus on providing solutions for our institutional, insurance and wealth clients.

Banking and Financial Services

\$A1,610m

↑ 17% on prior year

BFS serves the Australian market and is organised into the following three business divisions:

- **Personal Banking:** Provides a diverse range of retail banking products to clients with home loans, transaction and savings accounts and credit cards
- **Wealth Management:** Provides clients with a wide range of wrap platform and cash management services, investment and superannuation products, financial advice and private banking
- **Business Banking:** Provides a full range of deposit, loan and payment solutions, as well as tailored services to business clients across a range of key industry segments.

FY2026 Highlights

For the full year ended 31 March 2026, the loan portfolio increased 24% to \$A199.9 billion, BFS deposits increased 25% to \$A215.3 billion and funds on platform increased 1% to \$A155.9 billion.

The home loan portfolio increased 28% to \$A181.3 billion driven by strong demand in lower loan-to-value ratio and owner-occupier lending tiers, while the Business Banking loan portfolio increased 8% to \$A18.1 billion driven by an increase in client acquisition across core segments and a continued build into emerging segments.

Medium-term

BFS remains focused on 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; and modernising technology to improve client experience and support scalable growth.

Commodities and Global Markets

\$A4,221m

↑ 49% on prior year

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:** Provides risk management, capital and financing, and physical execution and logistics solutions across power, gas, emissions, agriculture, oil and resources sectors globally
- **Financial Markets:** Provides risk management, capital and financing solutions, and market access to corporate and institutional clients with exposure to foreign exchange, rates, fixed income, credit markets and listed derivatives markets
- **Asset Finance:** Global provider of specialist finance and asset management solutions across a variety of industries and asset classes.

FY2026 Highlights

CGM recorded a net profit contribution of \$A4.2 billion, up 49% on the prior year.

Commodities contribution was up on the prior year, due to increased risk management, lending and financing, and inventory management and trading income. Risk management income was primarily driven by increased contributions across Global Gas and Power businesses and Global Oil. Inventory management and trading income was primarily driven by supply and demand imbalances in North American Gas and Power and oil trading, partially offset by timing of income recognition on gas storage and transport contracts.

Financial Markets contribution was up on the prior year, due to increased contributions from financing activity as well as continued strong client hedging activity in structured foreign exchange products.

Asset Finance contribution was significantly up on the prior year, due to the gain on sale from the divestment of the OnStream meters platform and other investment activity in technology and energy sectors.

CGM continues to be recognised across the industries it operates in, with a number of awards earned during the period including House of the Year for Oil and Products and Derivatives at the Energy Risk Awards 2025 and House of the Year for Base Metals, Commodity Trade Finance, Oil and Products, Natural Gas/LNG and Derivatives at the Energy Risk Asia Awards 2025.

Medium-term

CGM remains focused on: opportunities to grow the commodities business through adjacencies, both organically and inorganically; the development of institutional and corporate coverage for specialised credit, rates and foreign exchange products; providing 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 and growing the client base across all regions.

Macquarie Capital

\$A1,491m

↑ 43% on prior year

Macquarie Capital has global capability in advisory and capital raising services, providing clients with specialist expertise and flexible capital solutions across a range of sectors.

It also has global capability in specialist investing across private credit, private equity, real estate, growth equity, venture capital, and infrastructure and energy.

Macquarie Capital's Equities brokerage business provides clients with access to equity research, sales, execution capabilities and corporate access with a focus on Asia-Pacific.

FY2026 Highlights

Macquarie Capital continued to invest in its private credit portfolio. As at 31 March 2026, MacCap's committed private credit portfolio was \$A27.3 billion, up 5% on 31 March 2025, including \$A11.3 billion deployment in FY2026. Example of investments included supporting Keylane as a lead lender in its acquisition of Heywood Pension Technologies and supporting the acquisition of US Salt, a US provider of evaporated salt.

The committed equity portfolio was \$A5.2 billion as at 31 March 2026, down 13% on 31 March 2025, primarily driven by exits in the infrastructure and technology sectors. Macquarie Capital continued to focus on the recycling of capital and completed the sale of its remaining stake in Prime Data Centers, a leading data center developer across North America and Europe. This was the culmination of a successful 5-year journey, taking Prime from a single less than 10 MW asset to a platform with multiple gigawatts of capacity under development.

Macquarie Capital's advisory and capital business was up year-on-year and maintained its No. 1 position in ANZ for M&A (by completed, any ANZ involvement deal value and count) in FY2026; whilst notable deals included advising on the take-private of ECN Capital (which originates and services high-quality consumer credit assets) and also completed 37 ECM transactions, including AUB Group Limited's \$A400 million institutional placement.

The equities business contributed 15% year-on-year growth in brokerage income, led by Asia, benefitting from strong capital inflows into the region and elevated market volatility.

Medium-term

Macquarie Capital deploys its balance sheet alongside clients and management teams as well as in infrastructure project development. It tailors the business offering to current opportunities and market conditions including providing flexible capital solutions across advisory, capital markets, principal investing, development and equities. It supports clients globally across long-term trends including growth in private capital, tech-enabled innovation and the need for infrastructure and resilience. Macquarie Capital is well-positioned to respond to changes in market conditions.



For more details on the financial performance of the Operating Groups, see section 2.0 Segment analysis of the Management Discussion and Analysis available at [macquarie.com/management-discussion-and-analysis](https://www.macquarie.com/management-discussion-and-analysis)

Operating and financial review

Our businesses continued

Our business strategy

The growth of Macquarie’s global operations over 57 years reflects our philosophy to expand selectively, focusing on specialist areas where we bring deep expertise to address areas of unmet need on behalf of clients and communities in line with our purpose and longstanding operating principles. We offer our teams significant operating freedom balanced by limits on risk. Alignment of interests is a longstanding feature, demonstrated by willingness to both invest alongside clients and closely align the interests of shareholders and staff.

This approach has helped us to grow into a diversified global business, conducting a broad range of activities and creating enduring franchises where we have differentiated perspectives. Our approach has not been to place big bets, but to expand adjacently, taking learnings from one market to another, or using expertise built in one part of a sector to grow into another.

This philosophy is reflected in our flexible approach to allocating capital. We rely on our teams who are close to their markets and clients to drive ideas, setting out the opportunity they have identified and the associated risks, and how they plan to manage them, with the teams in the business remaining accountable for the long-term outcomes they deliver. Teams at the centre of the organisation assess the business case being made, including second line review of risks, before allocating capital with a view to maintaining diversification across our activities while seeking an acceptable risk-adjusted return for each project, based on its specific characteristics.

Our Purpose

Why we exist

Empowering people to innovate and invest for a better future

Our Principles

How we do business



Opportunity



Accountability



Integrity

Our Strategy

is developed from the bottom up

MAM

Macquarie
Asset Management

BFS

Banking and
Financial Services

CGM

Commodities and
Global Markets

Macquarie Capital

Our core business involves utilising our human capital

to realise opportunities, backed by a strong balance sheet

Evolution driven by:

- Building enduring franchises from positions of deep expertise and pursuing adjacent growth opportunities
- Managing diversified businesses across regions and service offerings to deliver consistent returns through cycles
- Addressing unmet client and community needs, focusing on areas aligned to structural growth trends
- Ensuring accountability and entrepreneurial endeavour from staff in pursuing opportunities
- Continuously enhancing our operating platform
- Adopting a disciplined approach to risk management, underpinned by a sound risk culture embedded across the organisation
- Maintaining a strong and conservative balance sheet with diversified sources of funding.

Supported from the centre

COG

Corporate
Operations Group

FPE

Financial
Management, People
and Engagement

RMG

Risk Management
Group

LGG

Legal and
Governance Group



Our purpose and principles and what we expect of our staff are set out in our *Code of Conduct*. [macquarie.com/what-we-stand-for](https://www.macquarie.com/what-we-stand-for)

Risk management

Maintaining an appropriate and effective risk culture continues to be integral to Macquarie's risk management framework.

Risk culture

Macquarie's approach to maintaining an appropriate and effective risk culture is based on an integrated and iterative cycle of:

- setting behavioural expectations
- promoting risk culture
- monitoring and reflecting.

Risk management framework

Macquarie's risk management framework is the totality of systems, structures, policies, processes and people within Macquarie that identify, measure, evaluate, monitor, report and control or mitigate all internal and external sources of material risk.

Macquarie's approach to risk management is based on stable and robust core risk management principles. These are:

- all staff have a role in managing risk
- ownership of risk at the business level
- understanding worst-case outcomes
- requirement for an independent sign-off by RMG.

Macquarie's approach to risk management adopts the 'three lines of defence' model, which sets risk ownership responsibilities functionally independent from oversight and assurance:

- primary responsibility for day-to-day risk management lies with the business
- RMG forms the second line of defence
- the Internal Audit Division, as the third line, provides independent and objective risk-based assurance.

In determining those risks that are material to Macquarie, we assess the potential for a risk to affect our earnings resilience and financial strength across market cycles, our ability to meet regulatory obligations, our stakeholders, and our reputation. Macquarie's material risks include asset, conduct, country, credit, environmental and social, equity, financial crime, legal, liquidity, market, model, operational, regulatory and compliance, tax, technology and cyber, artificial intelligence, and work health and safety risks.



More details on the management of these material risks are available at macquarie.com/risk-management



More details on Macquarie's risk management framework, risk culture and conduct risk management are in the [Risk Management](#) section of this Annual Report.

Macroeconomic factors

The key macroeconomic risks to Macquarie's short and medium term financial outlook noted on page 34 are:

Market conditions

The general condition of markets, driven by macroeconomic, environmental (including climate) and social and geopolitical factors, may have a bearing on Macquarie's businesses. Changing market conditions influence the volume and timing of client and principal transactions across businesses and the value of various equity, credit and market risk exposures held by Macquarie on its balance sheet.

The value of the Australian dollar

A significant proportion of Macquarie's net income is denominated in foreign currency. Therefore, net income will be lower in Australian dollar terms if the Australian dollar appreciates against other foreign currencies, and net income will be higher in Australian dollar terms if the Australian dollar depreciates against other foreign currencies.

Potential regulatory changes

Macquarie is affected by changes in regulation. Regulatory change continues to increase at both the global and Australian levels and has the potential to affect the regulatory capital and funding requirements and profitability of Macquarie's businesses.

Funding and liquidity

Macquarie uses deposits and debt markets, among other funding sources, to fund its assets. Macquarie is therefore exposed to the risk of an increase in the cost of funding, or of reduced access to funding sources.

Technology

Technological change, including the increasing adoption of artificial intelligence across global financial markets, is reshaping how financial services are delivered, competed for and regulated. These developments may disrupt industry business models, alter client expectations, intensify competitive pressures, increase reliance on complex and interconnected digital ecosystems, and heighten regulatory and supervisory scrutiny. Such changes may influence Macquarie's financial performance and risk profile, and could result in adverse operational, financial, regulatory, or reputational outcomes.

Operating and financial review

for the year ended 31 March 2026

Review of Group performance and financial position

Overview

Profit attributable to ordinary equity holders of \$A4,847 million for the year ended 31 March 2026 increased 30% from \$A3,715 million in the prior year.

	FULL YEAR TO		
	31 Mar 26	31 Mar 25	Movement
	\$Am	\$Am	%
Net operating income	19,477	17,208	13
Total operating expenses	(12,748)	(12,140)	5
Income tax expense	(1,860)	(1,326)	40
Profit attributable to non-controlling interests ¹³	(22)	(27)	(19)
Profit attributable to ordinary equity holders of Macquarie Group Limited	4,847	3,715	30



For more details on the financial performance of the Operating Groups, see section 2.0 Segment Analysis of the Management Discussion and Analysis available at [macquarie.com/management-discussion-and-analysis](https://www.macquarie.com/management-discussion-and-analysis)

¹³ Non-controlling interests adjust reported consolidated profit or loss for the share that is attributable to non-controlling interests, such that the net profit/(loss) contribution represents the net profit/(loss) attributable to ordinary equity holders.

FY2026 net profit contribution¹⁴ by Operating Group

Summary of the Operating Groups' performance for the year ended 31 March 2026.

Non-Banking Activities	<p>Macquarie Asset Management (MAM)¹⁵ \$A2,602m</p> <p>↑ 27% on prior year due to</p> <ul style="list-style-type: none"> increased performance fees from Private Markets-managed funds, managed accounts and co-investors increased net investment income primarily driven by the gain on sale of the North American and European Public Investments business ("divested business") in the second half, net of associated transaction and separation costs, partially offset by the gain on sale of Macquarie Rotorcraft in the prior year. <p>Partially offset by:</p> <ul style="list-style-type: none"> lower base fees and other fee and commission income, partially offset by lower total operating expenses following the sale of the divested business in the second half. 	<p>Macquarie Capital \$A1,491m</p> <p>↑ 43% on prior year due to</p> <ul style="list-style-type: none"> higher net investment income, primarily due to gains on the equity investment portfolio driven by exits in the infrastructure and technology sectors higher net interest income primarily from the private credit portfolio, which benefitted from \$A2.5 billion¹⁶ of growth in average drawn loan assets higher fee and commission income driven mainly by higher mergers and acquisitions fee income, particularly in the Americas and ANZ, and higher brokerage fee income due to increased market activity, particularly in Asia. <p>Partially offset by:</p> <ul style="list-style-type: none"> higher impairment charges driven by a small number of underperforming assets higher share of net losses from associates and joint ventures which reflected changes in the composition and performance of the investment portfolio.
	<p>Banking and Financial Services (BFS) \$A1,610m</p> <p>↑ 17% on prior year due to</p> <ul style="list-style-type: none"> higher net interest income primarily driven by growth in the average loan and deposit portfolios, partially offset by lower margins reflecting changes in portfolio mix and lending and deposit competition higher fee and commission income driven by growth in average funds on platform, the loan portfolio and BFS deposits. <p>Partially offset by:</p> <ul style="list-style-type: none"> higher operating expenses reflecting increased technology expenses to support business growth and scalable operations. 	<p>Commodities and Global Markets (CGM)¹⁷ \$A4,221m</p> <p>↑ 49% on prior year due to</p> <ul style="list-style-type: none"> increased net investment income primarily due to the gain on sale from the divestment of the OnStream meters platform and other Asset Finance investment activity in the technology and energy sectors increased risk management income primarily driven by increased client hedging activity across Global Gas and Power businesses and Global Oil increased inventory management and trading income driven by supply and demand imbalances in North American Gas and Power and oil trading, partially offset by timing of income recognition on gas storage and transport contracts. <p>Partially offset by:</p> <ul style="list-style-type: none"> higher operating expenses reflecting increased investment in the CGM platform, including adjacent business opportunities, significant transaction-related costs and higher brokerage expenses higher credit and other impairment charges driven by portfolio growth, uncertainty in the macroeconomic environment and specific impairments for a small number of counterparties.
	<p>Corporate¹⁵ Net expenses of \$A5,077m</p> <p>↑ 42% on prior year due to</p> <ul style="list-style-type: none"> higher employment expenses driven by higher performance-related profit share higher income tax expense driven by the performance of the group, as well as the geographical composition and nature of earnings lower net investment income primarily driven by the non-recurrence of asset realisations in Green Investments higher other charges driven by impairments of Green Investments and the non-recurrence of a gain on the sale of centrally held assets, partially offset by lower net expenditure on Green Investment platforms. 	



For more details on the financial performance of the Operating Groups, see section 2.0 Segment analysis of the Management Discussion and Analysis available at [macquarie.com/management-discussion-and-analysis](https://www.macquarie.com/management-discussion-and-analysis)

¹⁴ Net profit contribution is management accounting profit before unallocated corporate costs, profit share and income tax.

¹⁵ On 1 September 2025, the Green Investments assets retained on balance sheet were transferred to a Macquarie Group portfolio, centrally managed in Corporate. Prior comparatives have been restated.

¹⁶ Average volume calculation is based on balances converted at spot foreign exchange rates as at 31 March 2026.

¹⁷ Certain activities in the Financial Markets and Commodity Markets and Finance businesses are undertaken from within the Non-Banking Group.

Operating and financial review

Review of group performance and financial position continued

Net operating income

Net operating income of \$A19,477 million for the year ended 31 March 2026 increased 13% from \$A17,208 million in the prior year. The increase was primarily driven by higher investment income, net interest and trading income and fee and commission income. This was partially offset by lower net other operating income and higher credit and other impairment charges.

Net interest and trading income

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
10,159	8,877

↑ **14%**

on prior year

Largely driven by:

- higher risk management income primarily due to increased client hedging activity across Global Gas and Power businesses and Global Oil, in CGM
- higher inventory management and trading income driven by supply and demand imbalances in North American Gas and Power and oil trading, partially offset by timing of income recognition on gas storage and transport contracts, in CGM
- higher net interest income due to growth in the average loan and deposit portfolios, in BFS
- higher interest income driven mainly by InEvo Re and lower funding costs following the sale of Macquarie Rotorcraft, in MAM
- higher net interest income due to growth in the average private credit portfolio in Macquarie Capital.

Partially offset by:

- lower margins reflecting changes in portfolio mix and lending and deposit competition, in BFS.

Net investment income

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
2,776	1,338

↑ **substantially**

on prior year

Largely driven by:

- the gain on sale from the divestment of the OnStream meters platform, in CGM
- higher gains on the equity investment portfolio, primarily driven by exits in the infrastructure and technology sectors, in Macquarie Capital
- the net gain on sale of the divested business in MAM.

Partially offset by:

- the gain on sale of Macquarie Rotorcraft in the prior year in MAM
- the non-recurrence of asset realisations in Green Investments in Corporate.

Credit and other impairment charges

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
(708)	(361)

↑ **96%**

on prior year

Largely driven by:

- higher credit impairment charges primarily due to portfolio growth, uncertainty in the macroeconomic environment and specific impairments for a small number of counterparties
- higher other impairment charges driven by a small number of underperforming assets in Macquarie Capital.

Fee and commission income

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
7,216	6,790

↑ **6%**

on prior year

Largely driven by:

- higher performance fees from Private Markets-managed funds as well as funds managed on behalf of wealth investors, managed accounts and co-investors, in MAM
- higher advisory fee income, particularly in the Americas and ANZ, and higher brokerage fee income mainly due to increased market activity, particularly in Asia, in Macquarie Capital
- higher structuring fees in commodities products and increased client activity in Futures, in CGM.

Partially offset by:

- lower base fees following the sale of the divested business in MAM.

Share of net profits/(losses) from associates and joint ventures

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
51	167

↓ **69%**

on prior year

Largely driven by:

- lower equity accounted net income from the sale of assets by the underlying funds in MAM
- higher net losses primarily driven by changes in the composition and performance of the investment portfolio, in Macquarie Capital.

Partially offset by:

- revaluation gains in MAM.

Net other operating (charges)/ income

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
(17)	397

↓ **substantially**

on prior year

Largely driven by:

- higher impairments of Green Investments in Corporate
- the non-recurrence of gains on sale of centrally held assets in Corporate
- the non-recurrence of operating lease income following the sale of Macquarie Rotorcraft and the remeasurement of reinsurance and related obligations in InEvo Re, in MAM.

Partially offset by:

- lower net expenditure on Green Investment platforms in Corporate
- increased contribution from the meters sector in CGM.

Operating expenses

Total operating expenses of \$A12,748 million for the year ended 31 March 2026 increased 5% from \$A12,140 million in the prior year, primarily driven by higher employment expenses.

Employment expenses

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
8,217	7,660

↑ **7%**
on prior year

Largely driven by:

- higher performance-related profit share
- wage inflation.

Brokerage, commission and fee expenses

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
1,223	1,206

↑ **1%**
on prior year

Largely driven by:

- increased hedging and trading-related expenses across equities, foreign exchange, interest rates and credit, in CGM.

Non-salary technology expenses

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
1,267	1,200

↑ **6%**
on prior year

Largely driven by:

- increased investment in technology initiatives, with a focus on data and digitalisation, to support business growth and scalable operations.

Other operating expenses

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
2,041	2,074

↓ **2%**
on prior year

Largely driven by:

- lower expenses due to the sale of the divested business in MAM.

Partially offset by:

- higher expenses due to increased investment in the CGM platform, including adjacent business opportunities and significant transaction-related costs, in CGM.

Income tax expense and Effective tax rate

Income tax expense

FULL YEAR TO	
31 Mar 26	31 Mar 25
\$Am	\$Am
1,860	1,326

↑ **40%**
on prior year

Effective tax rate

FULL YEAR TO	
31 Mar 26	31 Mar 25
%	%
27.6	26.2

↑ **1.4%**
on prior year

This movement was largely driven by the performance of the group, as well as the geographical composition and nature of earnings.

Operating and financial review

Review of group performance and financial position continued

Statement of Financial Position

Total assets	
AS AT	
31 Mar 26	31 Mar 25
\$Ab	\$Ab
540.1	445.2

↑21%
on 31 Mar 25

Total assets of \$A540.1 billion as at 31 March 2026 increased 21% from \$A445.2 billion as at 31 March 2025.

The principal drivers for the increase were as follows:

- loan assets of \$A253.5 billion as at 31 March 2026 increased 23% from \$A205.6 billion as at 31 March 2025, driven by volume growth in BFS home loans and corporate, commercial and other lending, in CGM
- derivative assets of \$A43.5 billion as at 31 March 2026 increased 79% from \$A24.3 billion as at 31 March 2025, driven by movements in gas and power commodity prices due to market volatility. After taking into account related financial instruments, cash and other collateral, the residual derivative exposure was \$A12.4 billion (31 March 2025: \$A7.2 billion). The majority of the residual derivative exposure is short-term in nature and managed within the Consolidated Entity's market and credit risk frameworks, with a substantial portion of the exposure with investment grade counterparties
- cash collateralised lending and reverse repurchase agreements of \$A83.0 billion as at 31 March 2026 increased 25% from \$A66.6 billion as at 31 March 2025, driven by an increase in holdings of reverse repurchase agreements as part of Group Treasury's liquid asset portfolio management and higher trading activity, in CGM
- trading assets of \$A42.8 billion as at 31 March 2026 increased 22% from \$A35.0 billion as at 31 March 2025, driven by an increase in holdings of listed equity securities, in CGM
- financial investments of \$A31.0 billion as at 31 March 2026 increased 44% from \$A21.5 billion as at 31 March 2025, driven by growth in the portfolios of high quality liquid assets held across Group Treasury's liquidity portfolio and in MAM.

Total liabilities	
AS AT	
31 Mar 26	31 Mar 25
\$Ab	\$Ab
503.2	409.4

↑23%
on 31 Mar 25

Total liabilities of \$A503.2 billion as at 31 March 2026 increased 23% from \$A409.4 billion as at 31 March 2025.

The principal drivers for the increase were as follows:

- deposits of \$A221.5 billion as at 31 March 2026 increased 25% from \$A177.7 billion as at 31 March 2025, driven by volume growth in deposits, in BFS
- derivative liabilities of \$A37.7 billion as at 31 March 2026 increased 61% from \$A23.4 billion as at 31 March 2025, commensurate with the movement in derivative assets
- issued debt securities and other borrowings of \$A150.0 billion as at 31 March 2026 increased 11% from \$A135.2 billion as at 31 March 2025, driven by the net issuance of commercial paper, certificates of deposit and borrowings, in Group Treasury
- margin money and settlement liabilities of \$A35.9 billion as at 31 March 2026 increased 25% from \$A28.8 billion as at 31 March 2025, driven by an increase in margin placed by financial institutions and broker settlement balances, in CGM
- trading liabilities of \$A12.5 billion as at 31 March 2026 increased 116% from \$A5.8 billion as at 31 March 2025, driven by an increase in short positions on listed equity securities, in CGM.

Total equity	
AS AT	
31 Mar 26	31 Mar 25
\$Ab	\$Ab
36.9	35.8

↑3%
on 31 Mar 25

Total equity of \$A36.9 billion as at 31 March 2026 increased 3% from \$A35.8 billion as at 31 March 2025.

The principal drivers for the increase were as follows:

- \$A4.8 billion of earnings generated during the current period.

Partially offset by:

- \$A2.5 billion in dividend payments
- \$A1.7 billion decrease in the foreign currency translation reserve, largely driven by the appreciation of the Australian Dollar against the United States Dollar.

Funding

Macquarie's liquidity risk management framework is designed to ensure that it is able to meet its obligations as they fall due under a range of market conditions.

Macquarie has a funding base that is stable with short-term wholesale funding covered by cash, liquids and other short-term assets. As at 31 March 2026, Macquarie's term assets were covered by term funding maturing beyond one year, stable deposits, hybrids and subordinated debt and equity.

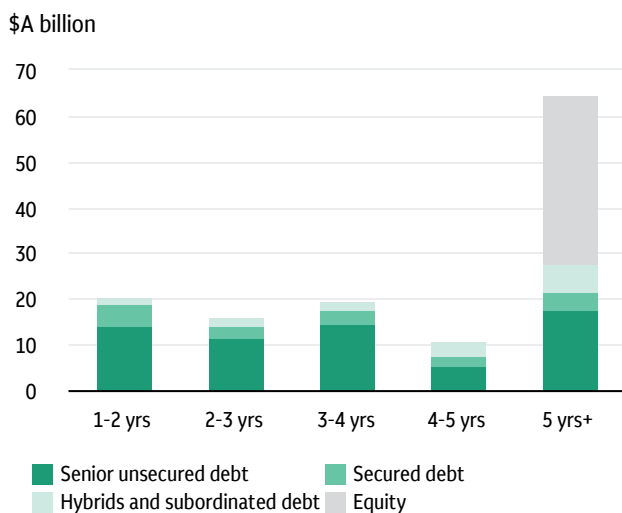
The weighted average term to maturity of term funding beyond one year (excluding deposits, equity and securitisations) was 4.1 years as at 31 March 2026.

4.1
years

Weighted
average
maturity

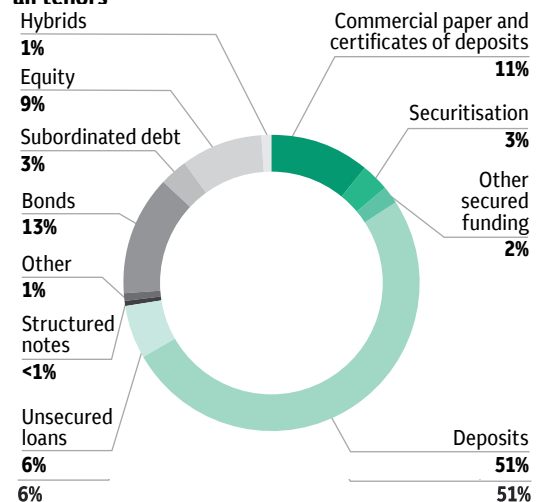
Term funding profile

Detail of drawn funding maturing beyond one year



Diversity of funding sources

Details of drawn funding sources maturing across all tenors



Macquarie has a liability-driven approach to balance sheet management, where funding is raised prior to assets being taken on to the balance sheet. Macquarie continues to develop its presence across different funding markets and products.

Details of term funding raised between 1 April 2025 and 31 March 2026:

		Bank Group	Non-Bank Group	Total
		\$Ab	\$Ab	\$Ab
Issued paper	- Senior unsecured	16.6	0.7	17.3
Loan facilities	- Unsecured loan facilities	0.9	3.5	4.4
Secured funding	- Term securitisation, covered bond and secured facilities	3.7	0.4	4.1
Loan capital	- Subordinated debt	4.1	-	4.1
Total¹⁸		25.3	4.6	29.9

¹⁸ Issuances cover a range of tenors, currencies and product types and are Australian dollar equivalent based on foreign exchange rates at the time of issuance. Includes refinancing of loan facilities.

Operating and financial review

Review of group performance and financial position continued

Capital

\$A9.3b

Group capital surplus

As an Australian Prudential Regulation Authority (APRA) authorised and regulated Non-Operating Holding Company (NOHC), Macquarie's capital adequacy framework requires it to maintain minimum regulatory capital requirements calculated as the sum of:

- the Bank Group's minimum Tier 1 capital requirement, based on a percentage of risk-weighted assets plus Tier 1 deductions using prevailing APRA ADI Prudential Standards; and
- the Non-Bank Group's capital requirement, calculated using Macquarie's Board approved Economic Capital Adequacy Model (ECAM).

Transactions internal to Macquarie are eliminated.

The Bank Group's Level 2 minimum Common Equity Tier 1 (CET1) capital ratio in accordance with Prudential Standard APS 110 Capital Adequacy is 9%. This includes the industry minimum CET1 prudential capital requirement (PCR) of 4.5%, capital conservation buffer (CCB) of 3.75% and a countercyclical capital buffer (CCyB)¹⁹ of 0.75%. The corresponding requirement for Tier 1 capital and Total capital is 10.5% and 17%, respectively, inclusive of the CCB, CCyB¹⁹ and APRA's loss-absorbing capacity (LAC) requirements. APRA also requires ADIs to maintain a minimum leverage ratio of 3.5%. In addition, APRA may impose ADI-specific minimum ratios which may be higher than these levels.

Macquarie is well capitalised, with the following capital adequacy ratios as at 31 March 2026:

Bank Group Level 2 Basel III ratios	APRA Basel III	Harmonised Basel III ²⁰
Common Equity Tier 1 Capital Ratio	12.8%	17.5%
Tier 1 Capital Ratio	14.2%	19.2%
Total Capital Ratio	21.4%	27.9%
Leverage Ratio	4.7%	5.3%



For further information relating to the capital adequacy of Macquarie, refer to section 5.0 Capital of the Management Discussion and Analysis at [macquarie.com/management-discussion-and-analysis](https://www.macquarie.com/management-discussion-and-analysis) and to the Macquarie Bank Pillar 3 document available at [macquarie.com/investors/regulatory-disclosures](https://www.macquarie.com/investors/regulatory-disclosures).



Outlook

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.

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.

¹⁹ The CCyB of the Bank Group at 31 March 2026 is 0.79%; 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.

²⁰ 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.

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02

Governance

Digital banking, Australia

Banking and Financial Services offers a variety of digital-first and award-winning personal banking, business banking and wealth management products and services to approximately 2.3 million customers across Australia.



Corporate Governance Statement

This Corporate Governance Statement has been approved by the Macquarie Group Limited Board (Board). It describes our key governance practices and articulates how decision-making is guided to meet stakeholder expectations of sound corporate governance and prudent decision-making, acknowledging Macquarie’s specific and broader responsibilities to its shareholders, funders, clients, employees and the communities in which it operates.

Macquarie Group Limited’s (MGL) corporate governance practices have followed the recommendations set by the 4th edition of the ASX Corporate Governance Council’s *Corporate Governance Principles and Recommendations* throughout the financial year ended 31 March 2026.

MGL, together with its subsidiaries (Macquarie), is a global financial services group operating in 30 markets in asset management, retail and business banking and wealth management, as well as advisory, risk and capital solutions across debt, equity, financial markets and commodities.

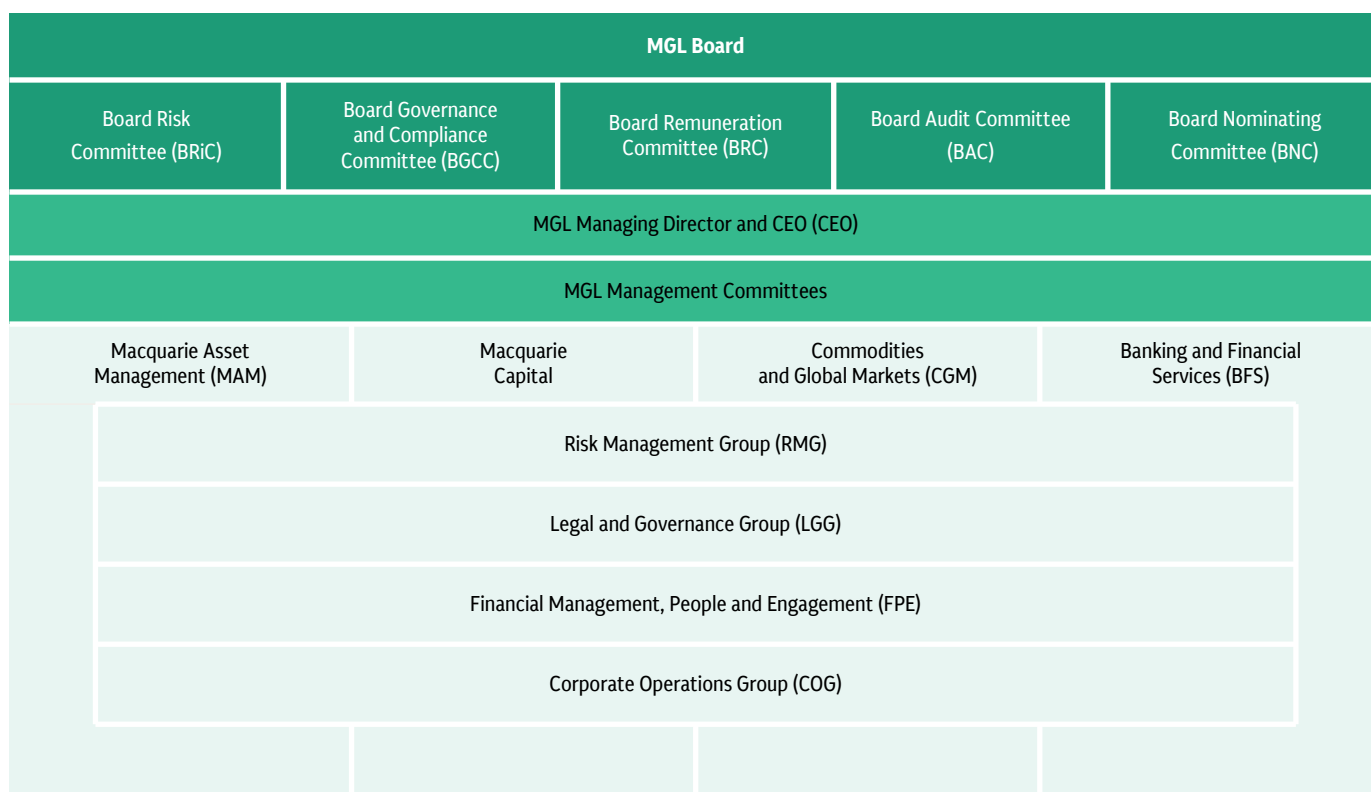
Macquarie’s purpose statement ‘Empowering people to innovate and invest for a better future’ explains why we exist. We believe that by empowering people we will achieve our shared potential.

The way we fulfil our purpose is defined by our principles of Opportunity, Accountability and Integrity. These principles guide Board, management and staff conduct, and it is expected that they will all meet these standards and deal honestly and fairly with our clients, counterparties and regulators. There are appropriate consequences for anyone who fails to meet our standards.

Corporate Governance framework

Our corporate governance framework defines the relationship between the Board and management, underpinned by a strong risk management framework and the infrastructure needed for our Operating Groups to manage their businesses.

Macquarie



Macquarie Bank

Macquarie Bank Limited (MBL) is a regulated authorised deposit-taking institution in Australia and is a key subsidiary of MGL. It has a similar governance structure to MGL, with five standing MBL Board Committees: a Board Audit, Board Remuneration, Board Risk, Board Governance and Compliance and Board Conflicts Committee. In addition to supporting the MGL Board, the MGL Board Nominating Committee supports the MBL Board in satisfying itself that the MBL Board has an appropriate mix of skills, experience, tenure and diversity for the Board.

The MBL Board is comprised of a majority of Non-Executive Directors (NEDs), the MGL CEO and MBL CEO. There are three Bank-only Non-Executive Directors (BONDs) on the MBL Board: Mr Wayne Byres, Mr Ian Saines and Mr David Whiteing, and seven NEDs who also serve on the MGL Board.

The MBL CEO is assisted by MBL's management committees and the MBL CEO Office.

During FY2026, Macquarie and MBL continued their oversight of ongoing programs that focus on strengthening MBL's processes and controls, including those around intra-group funding arrangements and internal exposures; capital and liquidity reporting; risk management frameworks; and accountabilities and governance.

Board oversight

The Board sets the 'tone at the top' in a highly visible manner. Board members have broad contact with staff at various levels within the organisation and across regions.

There is a culture of open and frank discussion at the Board. Actions taken by the Board seek to promote long-term sustainability and prudent management of risk consistent with *What We Stand For*.

Board workshops scheduled during FY2026 covered topical, emerging business and governance issues, including presentations on artificial intelligence (AI), sustainability reporting, enterprise data management, project governance and Australian anti-money laundering and counterterrorism financing reforms. Board workshops, information sessions and an offsite visit during FY2026 brought in external perspectives on a range of topics including AI, quantum computing and the pace of change in these technologies.

NEDs also met regularly without members of management and Board Committees held private meetings with each of the external auditor, Head of Internal Audit, Head of Compliance and Chief Risk Officer (CRO) to assist with their oversight role.

Board members believe that informal conversations with staff are important in assessing the culture within Macquarie and seeing Macquarie's purpose at work. Board members generally attend various staff functions in Australia and conduct two international trips to Macquarie offices each year.

In FY2026, the Board travelled to various international Macquarie offices engaging with staff across all levels and hearing from external speakers.

Key highlights from these visits included presentations from regional staff and external speakers about topical issues in each region; regional business updates; and seeing Macquarie's culture and purpose in practice. Each visit brought together staff from various locations within the regions, increasing and enhancing the Board's opportunity for engagement with staff.

- During the US Board visit, Board members engaged with approximately 500+ staff across the New York and Houston regional hubs, including participating in floor walks and attending a Macquarie AI expo.
- During the visit to Hong Kong, Board members engaged with approximately 150 staff, including attending and participating in a staff lunch and networking event.
- During the visit to London, approximately 130 staff members were invited to engage with Board members at a networking event.











Corporate Governance Statement

Continued

Board oversight		
<ul style="list-style-type: none"> • Commitment to achieving the highest standards of professional conduct across all Macquarie operations • Regularly reinforce company-wide expectations • Diligently take action as part of its responsibility to shareholders, funders, clients, employees and the communities in which Macquarie operates • Review and monitor operations and challenge of management 		
Culture and Conduct		
<ul style="list-style-type: none"> • Set high behavioural standards, including through the <i>Code of Conduct</i>, and act in accordance with these standards • Take a dynamic approach to oversight of risk culture and conduct risk management, including consideration of business outcomes and expectations of communities and regulators • Monitor the actions management take to embed behavioural expectations (including an effective risk culture) through qualitative and quantitative indicators, targeted assessments and reviews, and enabling the identification of focus areas 		
Business strategy	Financial and non-financial risk management	Pay for performance
<p>Assess ability of strategy to adapt to markets and deliver sound client and community outcomes within Board approved risk appetite and related limits.</p> <p>Approve budget and funding and capital management strategy to deliver on business strategy.</p>	<p>Approve MGL's <i>Risk Appetite Statement</i> and Macquarie's <i>Risk Management Strategy</i>, monitor material risks faced by Macquarie and review how they are managed.</p> <p>Oversee management's operation of Macquarie's risk management framework, including its compliance framework.</p>	<p>Approve a remuneration policy that aligns the interests of staff and shareholders to deliver sustained results for our customers, clients and communities.</p> <p>Remuneration outcomes reflect an assessment against a range of financial and non-financial factors including risk management and compliance.</p>

FY2026 Governance activities

During FY2026, the MGL Board's key governance activities included:

 <p>Continuing Board renewal and succession planning including the appointment of Mr William Vereker to the Board, effective 1 February 2026</p>	 <p>Continuing cross-committee information sharing and reporting (e.g. through Board and Board Committee Chair meetings and regular reporting by Board Committee Chairs)</p>
 <p>Monitoring Macquarie's regulatory engagement, including interacting with some key regulators directly</p>	 <p>Continuing activities relating to the Financial Accountability Regime (FAR)</p>
 <p>Speaking with shareholders and proxy advisors as part of Macquarie's ongoing engagement to discuss matters relating to Macquarie's business performance, governance and remuneration</p>	 <p>Some key areas of Board focus in FY2026 included regulatory remediation and risk culture, operational resilience, business strategy and performance, non-financial risk, sustainability reporting, technology and overseeing the external audit tender process</p>
 <p>Conducting its annual Board performance review, Board skills self-assessment and enhancing Board operations and Board reporting</p>	 <p>Meeting staff in Australia, Hong Kong, the US and the UK to discuss in informal settings topics relating to risk and compliance, regional opportunities, Macquarie's reputation, and driving growth</p>
 <p>Continuing oversight of ongoing programs that focus on strengthening risk management frameworks and accountabilities and governance</p>	 <p>Hearing external perspectives on topics including private markets, geopolitics, AI and innovation in the workplace</p>

Board and management

MGL's Constitution sets out requirements concerning board size, meetings, election of directors and the powers and duties of directors. In accordance with the Constitution, the Board has resolved that the maximum number of Voting Directors (Directors) is currently 12.

The Board Charter details the Board's role and responsibilities and matters expressly reserved for the Board, which include annually approving the strategy and business plan, adopting an annual budget, approving Macquarie's funding and capital management strategy, approving Macquarie's *Risk Appetite Statement* and *Risk Management Strategy*, monitoring material risks faced by Macquarie and how they are managed, appointing the CEO and approving major group policies and the *Code of Conduct*.

The role of the Board is to promote the long-term interests of Macquarie, taking into account Macquarie's specific and broader responsibilities to its shareholders, funders, clients, employees and the communities in which it operates. The Board is assisted by its various Board Committees as detailed in each Board Committee Charter.



MGL's Constitution and Board Charter are available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

The Board determines delegations to management and approves applicable limits and policies.

The CEO has been granted authority for matters not reserved for the Board at law or as set out in the Board's Charter, for a Board Committee or one or more other Directors. Macquarie's management committees assist in the exercise of the CEO's delegated authority. The CEO and the CFO report to the Board at each meeting. In addition to regular reporting from management, the Board has unrestricted access to senior management and external advisers.

The Company Secretary is appointed by and accountable to the Board, through the Chair, for matters relating to the proper functioning of the Board.

Board renewal, appointment and performance

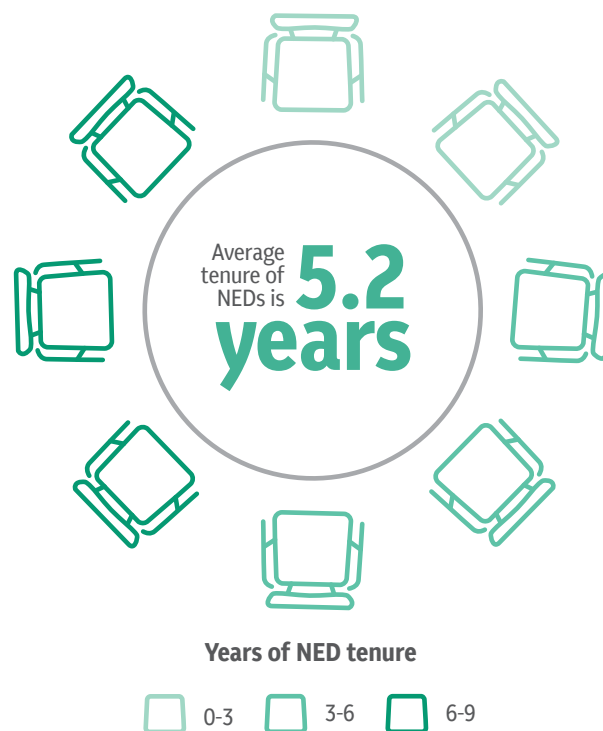
The Board, with the assistance of the BNC, regularly assesses the skills, experience, tenure and diversity required collectively for the Board to effectively fulfil its role. MGL's *Policy on Board Renewal, Appointment of Directors and Board Performance Review* sets out the fundamental factors relevant to the selection and appointment of new Directors and the process for assessing performance of the Board.



MGL's *Policy on Board Renewal, Appointment of Directors and Board Performance Review* is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Board diversity and tenure

The Board believes that its membership should comprise Directors with an appropriate mix and diversity of skills, professional experience, tenure, gender and personal background. The general expectation is that NEDs will serve three 3-year terms from first election by shareholders. NEDs may serve for longer than three 3-year terms if the Board considers it to be of significant benefit to MGL.



Corporate Governance Statement

Continued

Director appointment, induction and development

In accordance with Macquarie's *Fit and Proper Policy*, for a Director appointment, appropriate background checks are undertaken (typically including criminal record, bankruptcy, employment history and education checks). Directors appointed to fill a casual vacancy stand for election at the first AGM following their appointment. The notice of meeting provides shareholders with material information relevant to a decision as to whether to elect or re-elect a Director including their skills, experience, other directorships and an acknowledgement that they will have sufficient time to fulfil their responsibilities as a Director.

All Directors have received an appointment letter setting out the terms of their appointment. The material terms of appointment are set out in MGL's *Policy on Board Renewal, Appointment of Directors and Board Performance Review*.

New Directors also undertake an induction program covering relevant matters such as Board and Board Committee practices and procedures, prudential requirements and briefings with Heads of Operating and Central Service Groups and other staff.

NEDs identify business awareness needs on an ongoing basis and regular Board workshops are held during the year on topical, emerging business and governance issues relevant to Macquarie. The BRIC and the Chairs of the Board and Board Committees review the annual schedule of Board workshop sessions. In addition to workshops, the Board has generally scheduled two separate visits to international Macquarie offices annually, and holds Board meetings overseas from time to time.

The BNC reviews the skills and experience of the NEDs. As part of the Board performance review, the Board periodically considers whether there is a need for existing Directors to undertake professional development to maintain the skills and knowledge needed to perform their role on the Board effectively.

Board performance

A Director's continuing Board membership is subject to their performance and ongoing relevance of their skills and experience. The Board undertakes a formal annual performance evaluation to review its performance and the performance of each Director with emphasis on those individual Directors who are required to stand for re-election at the next AGM. The Board considers the performance and skills of Directors standing for re-election and whether other particular skills or experience not currently available are needed prior to determining whether to recommend their re-election to shareholders.

Every three years an external facilitator conducts the Board's performance review. In the intervening years, an internal performance assessment is led by the Chair with the support of the Company Secretary. The process for conducting the review is agreed by the Board. Typically, the process includes individual interviews by the Chair or an external facilitator with each Director and the use of a self-assessment questionnaire to cover matters such as:

- the Board's contribution to developing strategy
- the Board's performance relative to its objectives
- interaction between the Board and management and between Board members
- the Board's oversight of business performance and risk management
- Board composition and renewal, including consideration of relevant skills and capabilities
- the operation of the Board, including the conduct of Board meetings, Board culture and Chair leadership
- stakeholder management
- succession and remuneration.

A written report summarising the results and feedback is presented to the Board and discussed at a Board meeting. A nominated Independent Director or the external facilitator provides performance feedback to the Chair based on discussion with the other Directors.

The Board's review in FY2026 was conducted internally in accordance with the process described above. The next external review is scheduled for FY2028.

Board Committee performance

As part of the Board's annual performance evaluation, the functioning and performance of the Board Committees is reviewed. Each Board Committee also undertakes a more detailed review, at least biennially, of its performance and the extent to which it has met its responsibilities set out in its Charter. The process for the review of Board Committee performance also includes use of a self-assessment questionnaire to cover matters such as interaction between the Board Committee and management, the operation of the Board Committee, including the conduct of Board Committee meetings, Board Committee culture and Chair leadership, and Board Committee composition. A written report summarising the results and outcomes, including recommendations, is reviewed and discussed by each Board Committee, led by the Committee Chair.

During FY2026, each Board Committee undertook its biennial performance review internally, in accordance with the process described above. The next biennial review is scheduled for FY2028.

Employment and performance of senior executives

In accordance with Macquarie's *Fit and Proper Policy*, for a senior executive appointment, appropriate background checks are undertaken (typically including criminal record, bankruptcy, employment history and education checks).

All Executive KMP receive an employment contract setting out the terms of their employment. The material terms of their employment are set out in the Remuneration Report.

The Board and the BRC oversee the process for the annual review of performance of the MGL CEO and each Executive KMP to enable them to determine remuneration outcomes at the end of the year. A performance evaluation for senior executives has taken place during the year in accordance with the framework and approach described on pages 143 to 149 in the Remuneration Report.



Details of the nature and amount of remuneration for each Executive KMP and Macquarie's remuneration policies and practices are contained on pages 136 to 165 in the [Remuneration Report](#) section of this Annual Report.

Board structure

Board Committees

MGL's five standing Board Committees assist the Board in its oversight role. Board members have access to all Board Committee meeting papers and may attend any Board Committee meeting. Subsequent to each Board Committee meeting, the minutes are included in the Board papers and a summary of the major matters considered at each meeting is presented to the Board by the respective Committee Chairs.

The Chairs of the Board and each Board Committee meet to broadly consider the work plan, responsibilities and the performance of each Committee and to focus on any areas of overlap or gaps in Committee reporting and responsibilities, including coordination of non-financial risk reporting between Committees and the coverage of risk reporting across Committees.



The Board Committee Charters detailing the responsibilities of each Committee are available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Corporate Governance Statement

Continued

Allocation of responsibilities between Board Committees

The following table provides a summary of the allocation of responsibilities between Board Committees.

Committee	Role
Board Risk Committee (BRiC)	The BRiC assists the Board by providing oversight of Macquarie's risk management framework and advising the Board on Macquarie's risk appetite, risk culture and risk management strategy. Except to the extent another Board Committee is responsible, the BRiC receives information on material risks and reviews the impact of developments in markets in which Macquarie operates on its risk position and profile. The BRiC monitors Macquarie's risk culture and, with assistance from the BGCC, conduct risk and certain other non-financial risks, and forms a view on Macquarie's risk culture and the extent to which it supports the ability of Macquarie to operate consistently within its risk appetite. The CRO reports directly to the CEO and has a secondary reporting line to the BRiC.
Board Governance and Compliance Committee (BGCC)	The BGCC assists the Board with adopting the most appropriate corporate governance standards for Macquarie and assists the Board in monitoring regulatory, legal, compliance and financial crime risk matters for Macquarie, including reviewing and monitoring compliance with Macquarie's <i>Conduct Risk Management Framework</i> and its implementation. In addition, the BGCC reviews and monitors Macquarie's work health and safety, environmental and social risk management policies, practices and performance, and customer and client reporting. The BRiC, BRC and BAC oversee aspects of the regulatory, legal and compliance risk matters for Macquarie relating to their duties and responsibilities.
Board Remuneration Committee (BRC)	The BRC assists the Board with overseeing the design, operation and monitoring of Macquarie's remuneration framework. It makes recommendations to the Board that promote appropriate remuneration policies and practices for Macquarie. The BRC reviews HR-related reports and consults with the BRiC, BGCC and BAC to ensure risk outcomes are appropriately reflected in remuneration outcomes. The BRC is also responsible for remuneration-related disclosures in the Remuneration Report.
Board Audit Committee (BAC)	The BAC assists the Board with its oversight of the quality and integrity of the accounting, auditing and financial and sustainability reporting of Macquarie. The BAC also reviews the adequacy of Macquarie's control framework for financial regulatory reporting to APRA and prudential regulators in other jurisdictions and monitors the internal financial control environment. The BAC at least annually, reviews and assesses, and reports to the Board on the quality, effectiveness, objectivity and independence of the external auditor, and other matters relating to the prior year's audit and reports to the Board on the annual performance review of the external auditor. The BAC reviews reports from the external auditor and Internal Audit, referring matters relating to the duties and responsibilities of the BRiC and BGCC to the appropriate Board Committee. The BAC also monitors and reviews the performance objectives and rating, remuneration and the degree of independence of the Head of Internal Audit and the effectiveness of the Internal Audit function.
Board Nominating Committee (BNC)	The BNC assists the Board and MBL in satisfying itself that it has an appropriate mix of skills, experience, tenure and diversity for each board to be an effective decision-making body and to provide successful oversight and stewardship of Macquarie and MBL respectively.

Board and Board Committee membership

The Board has nine Directors, comprising eight Independent Directors and one Executive Director, who is the MGL Managing Director and Chief Executive Officer (CEO).

The Chair of the Board is Mr Glenn Stevens, an Independent Director, who has been the Chair of the Board since 10 May 2022. Ms Shemara Wikramanayake is the CEO of MGL.

Each Board Committee has an Independent Director as its Chair and comprises members who are Independent Directors. Other than the Chair of the Board, all Independent Directors are members of at least two Board Committees and all Independent Directors are members of the BNC.

The Chair of the Board and the CEO receive a standing invitation to all Board Committee meetings and attend as they consider appropriate.

During FY2026, Mr Vereker was appointed as a member of the MGL Board and MGL Board Nominating Committee, effective 1 February 2026, and as a member of the Board Audit, Board Risk and Board Remuneration Committees effective 1 March 2026.



Members' attendance at Board and Board Committee meetings during the past year is contained on page 125 in the [Directors' Report](#) section of this Annual Report.

The following table sets out the current composition of the Board, each Director's date of appointment and the membership of each Board Committee.

	MGL Board	Risk	Governance and Compliance	Remuneration	Audit	Nominating
MGL Independent Directors (when commenced)						
Glenn Stevens (November 2017)	Chair					Chair
Jillian Broadbent (November 2018)	Member	Member		Chair		Member
Philip Coffey (August 2018)	Member	Chair	Member			Member
Michelle Hinchliffe (March 2022)	Member		Member		Chair	Member
Susan Lloyd-Hurwitz (June 2023)	Member			Member	Member	Member
Rebecca McGrath (January 2021)	Member	Member	Chair			Member
Mike Roche (January 2021)	Member	Member		Member	Member	Member
William Vereker (February 2026)	Member	Member		Member	Member	Member
MGL CEO (when commenced)						
Shemara Wikramanayake (August 2018)	Member					

Board skills and experience

The Board believes that its membership should comprise high calibre directors with an appropriate mix and diversity of skills, professional experience, tenure and personal background that allow the Directors individually, and the Board collectively, to:

- discharge their responsibilities and duties under the law effectively and efficiently
- consider and form a view on Macquarie's culture and governance
- understand the business of Macquarie and the environment in which it operates so as to be able to set, with management, the objectives, goals and strategic direction that will promote the creation of superior and sustainable shareholder value; and meet Macquarie's responsibilities to its shareholders, funders, clients, employees and the communities in which it operates
- assess the performance of management in meeting those objectives and goals.

Accordingly, in selecting potential new Directors, the BNC identifies the skills and diversity required to enable the Board to fulfil its responsibilities. In doing so, the BNC has regard to the results of the annual appraisal of the Board's performance, the performance of each Director and ongoing succession planning. The BNC also considers the necessary and desirable skills of new MBL directors.

The Board comprises highly experienced senior business leaders from a variety of professional backgrounds who each meet the fundamental requirements and, collectively, possess the skills, experience, tenure and diversity considered necessary to appropriately govern an ASX-listed, global, diversified financial group.

The skills of the BONDs on the MBL Board, including skills in technology, digital and financial services regulation, continue to complement those of the MGL Board.

From time to time there are areas identified by the Board where additional knowledge would be beneficial, which it addresses by engaging external advisers, conducting site visits, Board workshops and/or requesting more detailed reporting from management. Sustainability reporting and artificial intelligence are examples where this approach has been taken.



Details of the Directors' qualifications and experience are contained on pages 126 to 130 in the **Directors' Report** section of this Annual Report.

Corporate Governance Statement

Continued

Skills matrix summary

The skills of the current Board members and the number of Directors with each skill and their experience is set out below.

Skill	Description	Number of Directors ¹
Leadership		
Large P&L leadership (CEO experience)	International CEO experience, significant P&L leadership, financial services (or other relevant industry) leadership, and long-term value creation	7
International business	International leadership, multi-country acquisition integration, internationalisation of a high-performance culture, internationalisation of remuneration and incentives, and international business connections	6
Customer and growth		
Innovation/growth mindset	Portfolio approach to innovation, growth business leadership, early adopter mindset, and multi-decade investment horizon	5
Financial services customer/client understanding	Customer advocacy, financial services customer segments, financial services customer needs and frustrations, and the digital expectations of customers	7
Finance and commercial		
Financial, commercial and strategic acumen	Portfolio based capital allocation, multi-jurisdictional financial systems and processes, successful strategic development and implementation, and business planning and budgeting	9
Technical audit	Financial services accounting, external and internal audit, financial controllership, and process and preparation of financial statements	2
Governance, risk and legal		
Large listed governance	Relevant board experience, board/committee leadership, board procedures and processes, investor engagement, and continuous disclosure regime	9
Financial services regulation	Knowledge of regulation, regulatory relationship leadership, proactive regulatory engagement, regulatory process and decision makers, and regulatory negotiation	6
Sustainability governance	Understanding of sustainability governance within a large organisation including knowledge of sustainability practices, integration of sustainability into strategy, identification and management of sustainability-related (including climate-related) risks and opportunities, greenwashing, oversight mechanisms and sustainability reporting	4
Functional oversight		
People, culture and remuneration	Setting a balanced remuneration framework, external remuneration engagement, short and long-term incentives, and succession planning	8
Change management	Major project governance and oversight, vendor management, change management, and project risk and oversight	5
Technology and digital	Financial services technology, systems integration and vendor management, data management, privacy and data regulation, cybersecurity risk, digital strategy, and execution of digital transformation	2
Risk governance	Risk management systems, risk reporting to the board, crisis management, regulatory risk management, HR and people risks, and development, construction and operations	9
Bank/Group specific		
Australian retail/commercial banking	Australian financial services understanding, banking P&L leadership, retail banking experience, mortgage oversight, banking systems, and wealth management	5
Global financial and capital markets	Trading P&L leadership, trading risk oversight, and global markets understanding	8
Global funds management	Funds management P&L leadership, private asset investment, public securities investment, emerging markets investment, and client knowledge	6
Global investment banking	Global investment banking experience, investment banking P&L leadership, investment banking risk oversight, investment banking people and culture oversight, debt and equity capital markets, advisory, and merchant banking	5

¹ Number of directors who have a primary skill (i.e. a consistent ability to identify complex issues) in each area.

Director independence

Macquarie recognises that independent directors have an important role in assuring shareholders that the Board is able to act in the best interests of MGL and independently of management. MGL's NEDs meet regularly in the absence of management and Directors are also able to consult independent experts at MGL's expense, subject to the estimated costs being approved by the Chair in advance as being reasonable. The Board Charter requires that the Board has a majority of NEDs who satisfy MGL's criteria for independence.

The independence of NEDs is assessed prior to appointment and reviewed annually by the BGCC. The Board believes that independence is evidenced by an ability to constructively challenge and independently contribute to the work of the Board. MGL's criteria for assessing director independence align with the guidance provided in the 4th edition of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*.



MGL's Policy on Director Independence is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

89%

of Board members are Independent Directors

100%

of Board Committee members are Independent Directors

The findings of the annual review of Director independence by the BGCC are considered by the Board. As part of the review, MGL's criteria for assessing director independence are sent to each Independent Director. They are requested to confirm whether they have any interests, positions or relationships with Macquarie that could materially interfere with the Director's capacity to bring independent judgement on matters before the Board and act in the best interests of MGL. This year, there were no material or substantial relationships that were assessed as impacting on the independent judgement of MGL's NEDs. Some of the Directors hold positions in companies with which Macquarie has commercial relationships. All these dealings are not material and are in the ordinary course of business on arm's length commercial terms.

Dealing with potential conflicts of interest

Macquarie recognises that conflicts of interest or potential conflicts of interest may arise from time to time for its Directors. Macquarie has in place procedures to identify and monitor for such conflicts and to adopt appropriate measures where these arise.

The Board has protocols for its members for declaring and dealing with potential conflicts of interest that include:

- Board members declaring their interests required under the Act, the ASX Listing Rules and general law requirements

- Board members with a material personal interest in a matter before the Board not receiving the relevant Board paper and not being present at the Board meeting during the consideration of the matter and subsequent vote, unless the Board (excluding the relevant Board member) resolves otherwise
- as a general rule, Board members with other conflicts not involving a material personal interest in a matter before the Board should not receive the relevant Board paper and not be present at the Board meeting during discussion of the matter.

MBL is a subsidiary of MGL and all MGL NEDs generally also serve on the MBL Board. The MBL Board is ultimately responsible for the sound and prudent management of MBL, with due consideration to the interests of deposit holders. Where potential conflicts arise, there are a number of measures available to Directors of the relevant Board to deal with such conflicts (e.g. consideration by the MBL Board Conflicts Committee, BOND representation on the MBL Board and Board Committees, etc.). Management will also assist by giving Directors sufficient information to manage conflicts appropriately. Each Director has the ability to obtain independent advice or consult with independent experts where that Director considers it necessary to carry out their duties and responsibilities.

Culture and values

The Board approves the *Code of Conduct* and oversees that the culture instilled by management reflects the principles enshrined within it:



Opportunity

We are entrepreneurial. Our people come from diverse backgrounds and are empowered to work together to pursue innovative ideas, to solve problems and challenge conventional thinking and the status quo. We work hard and with enthusiasm and everyone has the opportunity to achieve to their full potential. We have a learning and growth mindset, and continually evolve our expertise. We recognise and reward performance.



Accountability

We take pride and ownership of the long-term outcomes we deliver for our clients and shareholders, our communities and each other. We manage risk to ensure these outcomes are sustainable and invest our time and capital to contribute to a better future. We take ownership of the performance of our endeavours and seek to quickly identify and respond to change, emerging issues and trends.



Integrity

We operate with care and professionalism. We work collaboratively to amplify our impact and consider the effect of our decisions on others. We have the courage, and are encouraged, to speak up with our ideas, when we make a mistake or see something that doesn't seem right. We respect the law, community expectations, our regulators, shareholders, clients and customers and each other.

Corporate Governance Statement

Continued

The Board oversees compliance with key policies that are intended to instil a culture of acting lawfully, ethically and responsibly. An overview of the key policies that apply to our staff, such as the *Whistleblower Policy* and *Anti-bribery and Corruption Policy*, is provided in Macquarie's *Code of Conduct*. Material incidents and breaches relating to those policies and the *Code of Conduct* are reported to the Board, typically through the relevant Board Committee.

Macquarie's Code of Conduct

The Board approved Code of Conduct, which applies to Macquarie's staff and non-executive directors:

- incorporates *What We Stand For*: Macquarie's purpose and the principles of Opportunity, Accountability and Integrity that guide the way staff conduct business
- provides clear guidance on good decision-making and escalation, encouraging staff to speak up and report genuine concerns about improper conduct
- reinforces the main requirements of Macquarie's key policies.

To ensure Macquarie's culture of honesty and integrity remains strong throughout the organisation, all staff who join Macquarie receive specific training on *What We Stand For* and the *Code of Conduct*. Existing staff also receive periodic training and sign an annual certification that they understand the obligations imposed on them by the *Code of Conduct* as well as their responsibility to adhere to the Code.



What We Stand For and the *Code of Conduct* are available at [macquarie.com/what-we-stand-for](https://www.macquarie.com/what-we-stand-for)

The Integrity Office

Consistent with the principles of *What We Stand For*, Macquarie is committed to providing an environment in which people are comfortable escalating improper conduct or voicing concerns about unethical behaviour. The *Code of Conduct* sets out the expectation that staff speak up, and outlines the mechanisms, support and protections available to staff who do so.

The Integrity Office, established in 1998, supports this commitment as an internally independent function dedicated to receiving and investigating concerns about improper conduct or unethical behaviour and protecting those who raise concerns.

Macquarie's Whistleblower Program (Program) provides numerous channels for staff and external parties to confidentially raise concerns about improper conduct, including suspected breaches of the *Code of Conduct*. The Program, which is managed by the Integrity Office, is supported by the *Whistleblower Policy* and the Integrity Hotline, an externally managed service that enables concerns to be raised anonymously. All concerns raised with the Integrity Office or through the Integrity Hotline are assessed and where appropriate, investigated.

The Integrity Office reports directly to MGL's CEO and provides an annual report to the BGCC. Supporting the Group Integrity Officer are Regional Integrity Officers located in various Macquarie offices around the world. The Integrity Office also promotes high ethical standards and good decision-making through communications and engagement with staff.



Macquarie's *Whistleblower Policy* is available at [macquarie.com/whistleblower-policy](https://www.macquarie.com/whistleblower-policy)

Customer Advocate

Macquarie established the Customer Advocate office in March 2017 to enhance its continuing commitment to its Australian retail and small business customers. In addition to customer support provided by the business, the Customer Advocate's role is to:

- listen to Macquarie's customers and provide a customer-centric voice when making recommendations to improve customer experience
- minimise the risk of future problems by reviewing key customer themes and new product approvals to identify opportunities to enhance products, services, systems and processes
- work with Macquarie complaint teams to promote fair and reasonable customer outcomes.

The Customer Advocate reports directly to the CEO and provides reporting to the BGCC.

Anti-bribery and Corruption Policy

Macquarie's *Anti-bribery and Corruption Policy* strictly prohibits the actual or attempted use of any form of bribery or corruption, including by associates, whether direct or indirect and whether involving Public Officials or private persons. Bribery and corruption are incompatible with the *Code of Conduct*, *What We Stand For* and the probity and integrity expected of Macquarie's NEDs and staff.

RMG, headed by the CRO, oversees the operation of the policy.



Macquarie's *Anti-bribery and Corruption Policy* is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Our inclusive culture

Macquarie recognises that the broad range of skills and experiences of its people are fundamental to its success. Macquarie's inclusive culture welcomes diverse ideas and perspectives, empowering people to explore what's possible and deliver to their greatest potential.

Macquarie's commitment, set out in our policy, to maintaining an inclusive culture and diverse representation encompasses:

- a workforce that brings a range of perspectives, ideas and insights to everything they do
- opportunities for people to demonstrate and develop their skills and capabilities as they advance their careers
- a workplace environment where people feel respected, valued and empowered to reach their potential.

Macquarie's Executive Committee and Board receive regular reporting on workforce diversity and inclusive culture. Reporting includes gender representation at senior leadership levels. Macquarie's objectives framework includes an annual People, Conduct & Culture objective for all staff including Senior Leaders (in accordance with local laws). Macquarie's management committees oversee progress towards these objectives. They are supported by dedicated Inclusion Representatives, staff representatives and committees who together respond to business or location specific priorities or circumstances.



Macquarie's objectives, actions and progress on inclusion are detailed on pages 110 to 111 in the [Sustainability Report](#) section of this Annual Report.



Macquarie's policy is available at [macquarie.com/wdipolicy](https://www.macquarie.com/wdipolicy)

Macquarie and the community

Macquarie supports the wider community through various programs, including the Macquarie Group Foundation's (Foundation) employee engagement, grantmaking and social impact investing, and Macquarie Sports and the Macquarie Group Collection (Collection).

The Foundation is governed by the Macquarie Group Foundation Committee (Committee), which comprises senior executives from across Macquarie. In FY2026, the Committee was chaired by Ms Evie Bruce, Group General Counsel.

Committee members bring specific areas of expertise and experience and represent the geographical spread of Macquarie's employees. The Committee meets regularly to assess funding applications, review the Foundation's activities, and to set and monitor strategy.

The Foundation's Social Impact Investment Advisory Committee (SIIAC) and Macquarie Sports Advisory Committee comprise senior employees with a range of experience from across Macquarie.

Acquisitions for the Macquarie Group Collection (Collection) are made by an Art Committee, comprising Macquarie employees, together with a curatorial consultant. The Collection has a cohesive integrity and it is the Art Committee's responsibility to uphold this integrity through the acquisition process.



Further information is available on page 117 in the [Sustainability Report](#) section of this Annual Report.

Corporate reporting

Periodic corporate reports are verified internally by management prior to release to ASX and subject to external audit or review by PwC as required. The verification process allocates disclosures within the relevant document to designated persons to substantiate the disclosures by reference to company source documents or, if no source documents are available, by persons with the knowledge and expertise to confirm the accuracy and completeness of the disclosures.

Financial reporting

On behalf of the Board, the BAC:

- **oversees the quality and integrity of Macquarie's financial reporting and the operation of the financial reporting processes:** The processes are aimed at providing assurance that the financial statements and related notes are complete, in accordance with applicable legal requirements and accounting standards and give a true and fair view of Macquarie's financial position and financial performance. During its review of Macquarie's interim and year-end financial reports the BAC meets with the external auditor in the absence of management
- **reviews the external auditor engagement:** At least annually, the BAC reviews the terms of the engagement and assesses the performance, quality, expertise, resources and qualifications, objectivity, independence and effectiveness of the external auditor. The BAC oversees a more detailed, comprehensive review of the external auditor at least every five years. The governance framework for the external auditor is described on page 51. The BAC at least annually recommends to the Board the continuation of, appointment of a new, or removal of the existing external auditor
- **monitors and reviews the operation of Internal Audit:** The BAC monitors and reviews the degree of independence of Internal Audit, approves the Internal Audit annual plan and monitors and reviews the effectiveness of the Internal Audit function. The Head of Internal Audit reports functionally to the BAC and meets with the Chair of the BAC before each BAC meeting. The BAC reviews the performance and remuneration (after seeking input from the CEO) of the Head of Internal Audit and approves their appointment and removal
- **reviews the adequacy of Macquarie's control framework for financial regulatory reporting to banking regulators:** The BAC receives reports prepared by management that assess the financial control effectiveness of Macquarie's Operating and Central Services Groups.

Corporate Governance Statement

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Auditor independence

Before the Board approves the interim and year-end financial reports, the BAC reviews the independence of the external auditor, PricewaterhouseCoopers (PwC).

Macquarie's *Audit and Assurance Independence Policy* sets out the independence requirements Macquarie requires of its auditor. The policy supplements the legal and professional standard requirements applicable to its auditor in each jurisdiction. The policy ensures the independence of the audit firm from MGL, its subsidiaries and Macquarie's managed funds and their controlled portfolio companies.

To ensure an effective and efficient audit, and to ensure the independence of the auditor, the policy guides the use of a single audit firm for MGL, its subsidiaries, Macquarie's managed funds and their controlled portfolio companies (where circumstances allow, and Macquarie has the power to require such appointment).

Where non-audit work to be performed by the external auditor falls outside the scope of pre-approved services or the proposed engagement fee exceeds the policy's local currency threshold, the policy requires BAC approval, or approval of the BAC Chair between meetings for subsequent noting by the BAC.

The policy, which reflects Australian legal requirements, also requires that Macquarie's lead auditor and review auditor be rotated every five years unless the Board grants approval to extend the term for up to a further two years.

Ms Voula Papageorgiou of PwC has been Macquarie's lead auditor since FY2024. PwC attended the Annual General Meeting (AGM) held during the reporting period and was available to answer questions about the conduct of the audit, and the preparation and content of the auditor's report.

Macquarie's auditor provides a declaration to the BAC at the time of Macquarie's interim and year-end financial reports, that no prohibited non-audit services have been provided. The external auditor is also required to declare in their audit report that they are independent of MGL and its subsidiaries in accordance with the auditor independence requirements of the Act and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (including Independence Standards) that are relevant to its audit of the financial report in Australia.



The External Auditor Policy Statement describes key aspects of Macquarie's *Audit and Assurance Independence Policy* and external auditor review process, and are available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Review of the quality and effectiveness of the external auditor's performance

The BAC conducts an annual review of the quality and effectiveness of the external auditor, including qualifications, expertise, resources and performance of the external auditor, PwC. In addition to the BAC's annual external auditor review processes:

- a more detailed comprehensive review of the external auditor occurs at least every five years; and
- under Macquarie's Audit and Assurance Independence Policy, the audit of MGL and its subsidiaries is tendered every 10 years.

As disclosed to the market in November 2025, in FY2026, Macquarie concluded the tender of the audit of MGL and the Board resolved to recommend to shareholders the appointment of KPMG as auditor, subject to regulatory consents, for the financial year commencing on 1 April 2027.

Chief Executive Officer and Chief Financial Officer declaration

Before the MGL and MBL Boards consider and approve the interim and year-end financial statements, each Board receives written confirmation from their respective CEO and the Chief Financial Officer (CFO) that, in their opinion, the financial records have been properly maintained, the financial statements comply with the appropriate accounting standards and give a true and fair view of the company's financial position and performance, in relation to year-end financial statements that the consolidated entity disclosure statement is true and correct, and their opinion is based on a sound system of risk management and internal control which is operating effectively in all material respects.

Commitment to shareholders and an informed market

Macquarie has a *Continuous Disclosure Policy*, which outlines the responsibility of the Continuous Disclosure Committee for authorising the release of any price sensitive market announcements, unless such announcement requires Board approval.

All external communications that include any price sensitive material for public announcement, annual and interim result announcements, release of financial reports, presentations to investors and analysts and other prepared investor presentations for Macquarie will, in accordance with the *Continuous Disclosure Policy*:

- be factual and subject to internal review and authorisation before issue
- not omit material information
- be timely and expressed in a clear and objective manner.

Material announcements relating to matters that fall within the reserved powers of the Board and not delegated to management, or which are otherwise clearly within the purview of the Board's responsibilities, are referred to the Board for approval. The Board receives copies of material market announcements promptly after they have been released by ASX.



Macquarie's *Continuous Disclosure Policy* is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Macquarie has an investor relations program to facilitate effective two-way communication with investors and analysts and to provide a greater understanding of Macquarie's business, performance, governance and financial prospects. Macquarie engages with institutional investors, private investors, sell-side analysts and buy-side analysts throughout the year via scheduled and ad hoc interactions.

As part of Macquarie's commitment to keep its investor base informed, management presents at various investment conferences and conducts investor visits and meetings (including virtual) throughout the year.

All material investor or analyst presentations are lodged with ASX ahead of the presentation and made available on Macquarie's website.

Macquarie's website

Recent announcements, past and current reports to shareholders, including summaries of key financial data, operational briefing presentations, AGM webcasts and copies of recent notices of meeting are available on the investor centre page of our website. Investor Relations contacts are also available on our website.



Further information about Macquarie is available at [macquarie.com](https://www.macquarie.com)

Shareholder meetings

MGL encourages shareholders to participate in general meetings and aims to choose a date, time and venue convenient to its shareholders. For shareholders who are unable to attend in person, MGL provides a webcast of its AGM and any other general meetings. The results of all resolutions are lodged with ASX as soon as they are available after the meeting.

MGL typically holds its AGM in July each year.

Notices of meeting are accompanied by explanatory notes on the items of business and together they seek to clearly explain the nature of business of the meeting.

If shareholders are unable to attend the meeting, they are encouraged to vote on the proposed motions by appointing a proxy. The proxy form sent to shareholders explains how to appoint a proxy. Online proxy voting is also available to shareholders.

Unless specifically stated in a notice of meeting, all holders of fully paid ordinary shares are eligible to vote on all resolutions. MGL's practice is that voting on each proposed resolution is conducted by poll.

MGL seeks to conduct its shareholder meetings in a courteous manner for those attending. In the interests of attending shareholders, the Chair of the meeting will exercise their powers to ensure the meeting is conducted in an orderly and timely fashion.

MGL's 2025 AGM was held as a hybrid meeting with shareholders able to attend in person or online. Shareholders were provided with various alternatives to participate in the AGM, including by participating in the AGM in person or live through an online facility that enabled shareholders to vote, ask written or audible questions or make comments. A webcast of the AGM was also available to shareholders to view the meeting live but not vote or ask questions.

Shareholder communications

Shareholders can elect to receive communications from, and send communications to, MGL and MGL's share registry electronically by visiting the Investor contacts page on Macquarie's website.



Further information about Macquarie is available at [macquarie.com/investors](https://www.macquarie.com/investors)

Corporate Governance Statement

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Risk governance

Macquarie's approach to risk management is based on stable and robust core risk management principles.



The Board annually approves MGL's *Risk Appetite Statement* and Macquarie's *Risk Management Strategy*. The BRiC assists the Board by providing oversight of Macquarie's risk management framework and advising the Board on Macquarie's risk appetite, risk culture and risk management strategy.

The BRiC constructively challenges management's proposals and decisions on risk management arising from Macquarie's activities. The Board is also assisted by the BAC, BRC and BGCC in its oversight of material risks.

Each year, including FY2026, the Board oversees management's operation of Macquarie's risk management framework to satisfy itself that the framework continues to be appropriate and that Macquarie is operating with due regard to the risk appetite set by the Board. The risk management framework is reviewed by the relevant Risk Management Group (RMG) divisions and the results are reported to the Board and relevant Board Committees.

Macquarie's risk management framework incorporates active management, monitoring and reporting of all material risks. Macquarie's governance structure seeks to ensure that senior management and the Board have a comprehensive view of all material risks through regular reporting of Macquarie's risk position and profile to management committees, the Board and Board Committees.

The risk management framework has been established on the premise that a disciplined approach to risk management is best maintained with a single risk management framework that is applied appropriately throughout Macquarie (including the Bank Group). In addition, the Bank Group maintains its own governance structure, which includes the MBL Board and Board Committees, MBL CEO, MBL Executive Committee and other management committees.

The Internal Audit Division (IAD) independently and objectively reviews the compliance with, and effectiveness of, Macquarie's risk management framework at least annually, with coverage of all material elements of the framework over a 3-year period.

Macquarie's risk culture

Risk culture is foundational to risk management, supporting our ability to operate within risk appetite. Maintaining an appropriate and effective risk culture continues to be integral to Macquarie's risk management framework. The Board, assisted by the BRiC, is responsible for forming a view of the risk culture within Macquarie and the extent to which it supports the ability of Macquarie to operate consistently within its risk appetite. Through its oversight, the Board can also identify any necessary or desirable changes or focus areas required to strengthen the risk culture at Macquarie. All staff throughout Macquarie have a role in managing risk and are expected to manage risks in accordance with Macquarie's risk management framework.

Chief Risk Officer

The Head of RMG, as Macquarie's CRO, reports directly to the CEO and is a member of the Executive Committee. The CRO has a secondary reporting line to the BRiC, which reviews the performance and objectives of the CRO and approves the appointment and removal of the CRO. The CRO has unfettered access to the Board and BRiC members. The BRiC meets privately with the CRO at least annually. The CRO reports risk matters at each BRiC meeting and Board meetings, as needed.

Internal audit

The IAD provides independent and objective risk-based assurance to the BAC, Board, or relevant Board Committees and Senior Management on the compliance with, and effectiveness of, Macquarie's risk management framework, including its governance, systems, structures, policies, processes and people for managing material risks.



The structure of the IAD, and further details of Macquarie's material risks and approach to risk management, are contained on pages 56 to 62 in the **Risk Management** section of this Annual Report.

Environmental and social risk

The Board and management recognise the importance of sound environmental, social and governance (ESG) practices as part of their responsibility to shareholders, funders, clients, employees and the communities in which Macquarie operates.

The MGL Board is responsible for approving MGL's Risk Appetite Statement and Macquarie's Risk Management Strategy, which identify environmental and social risks as material risks. Supported by RMG, the BGCC assists the Board in adopting appropriate governance standards and reviewing and monitoring Macquarie's environmental (including climate) and social risk management policies, practices and performance.

Environmental and social risks (ESR) are managed through the 'three lines of defence' model. Operating Groups have primary responsibility for day-to-day ESR management, the Risk Management Group provides independent and objective review and challenge and oversees ESR policy application, and Internal Audit provides independent and risk-based assurance on the compliance with and the effectiveness of Macquarie's financial and risk management framework, including those associated with sustainability.

Environmental and social risks that may arise through Macquarie's investments, financing activities, and relationships with clients and suppliers are managed by implementing the ESR Policy and WHS Policy. The ESR Policy sets out a process for identifying, assessing, managing, mitigating, monitoring, reporting, and, where relevant, remedying environmental and social risks. It adopts a precautionary approach to ESR issues, including labour and employment practices, climate change, human rights, resource efficiency, pollution prevention, biodiversity and cultural heritage.

Information on Macquarie's management of environmental and social risks, including climate-related, nature-related, and human rights risks, is contained on pages 77 to 79 and 108 to 112 in the Sustainability Report section of this Annual Report and in Macquarie's Modern Slavery Statement.



Additional information is available at [macquarie.com/risk-management](https://www.macquarie.com/risk-management)

Oversight of remuneration

Macquarie's longstanding and consistent approach to remuneration ensures we continue to attract, motivate and retain exceptional people with deep industry expertise across the 30 markets in which we operate. The remuneration framework plays an important role in aligning employees to Macquarie's purpose statement, 'Empowering people to innovate and invest for a better future'. The remuneration framework is reviewed regularly to ensure the framework remains fit for purpose, aligns with the expectations of stakeholders, and complies with (and reflects the spirit and intent of) relevant regulatory requirements.

MGL's NEDs oversee Macquarie's remuneration framework. The BRC assists the Board with overseeing the design, operation and monitoring of the remuneration framework and makes recommendations to the Board that promote appropriate remuneration policies and practices.

Non-Executive Director remuneration

MGL's NEDs are remunerated for their services from the maximum aggregate annual amount approved by shareholders, currently \$A5 million. They do not receive payments on their retirement from office other than payments relating to their accrued superannuation contributions comprising part of their remuneration, if any.

To align the interests of the Board with shareholders, NEDs are required to have a meaningful direct shareholding in MGL. Unlike Macquarie executives, NEDs are not granted equity nor are they eligible to receive profit share payments.

The Board minimum shareholding requirement for:

- NEDs other than the Chair, is an investment equivalent to one times the average annual NED fee for the financial year ended prior to their appointment
- the Chair, is an investment equivalent to one times the annual Chair fee

with the minimum number of shares to be acquired by NEDs determined using the share price as at the date of appointment.

The above requirements apply to MGL's NEDs and are to be met within three years from appointment with one third of the requirement to be held after one year, two thirds after two years and in full after three years.



Each NED's current Macquarie shareholding is set out in the Key Management Personnel disclosure on page 160 in the [Remuneration Report](#) section of this Annual Report.

Executive remuneration

Macquarie's remuneration framework has been a key driver of our success. It is characterised by an emphasis on performance-based remuneration, determined based on a range of financial and non-financial factors, and retaining a significant proportion of performance-based remuneration to support the retention of high-performing staff and delivery of long-term alignment to shareholders, clients and customers, while enabling the Board to assess risk outcomes over a longer period.

For Executive KMP, their individual remuneration comprises fixed remuneration, profit share and Performance Share Units (to reflect their roles as members of the Executive Committee). Macquarie retains a percentage of each individuals' annual profit share allocation (retained profit share), which is invested in a combination of Macquarie ordinary shares under the Macquarie Group Employee Retained Equity Plan and Macquarie-managed fund equity.



Details of Macquarie's approach and the amount of remuneration paid to NEDs and Executive KMP are contained on pages 136 to 165 in the [Remuneration Report](#) section of this Annual Report.

Corporate Governance Statement

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Dealing with potential conflicts

Macquarie's *Conflicts of Interest Policy* sets out the framework, controls and administration for identifying, preventing and managing conflicts of interest – whether actual, potential or perceived.

Macquarie has established various systems and controls to prevent and manage conflicts of interest, many of which are outlined in Macquarie's policies in relation to conflicts of interest, information barriers and confidentiality, investment research, personal investments, gifts and entertainment, outside business activities, allocations of financial products, personal relationships in the workplace and political contributions. Conflict checks are required prior to entering into certain business arrangements.

Staff are expected to appropriately manage or avoid any conflict of interest between Macquarie or its clients and the interests of a staff member. Activities such as personal investment and outside business activities are subject to disclosure and pre-approval.

Managing conflicts of interest forms part of the training on *What We Stand For* and the *Code of Conduct* for all new and existing staff.

Trading Macquarie securities

Key requirements of the *Trading Policy* include:

- **trading prohibition while in possession of material non-public information:** dealing in Macquarie securities while in possession of inside information is prohibited
- **trading windows:** generally, Directors and staff may only trade in Macquarie securities during designated trading windows following MGL's announcement of its interim results, full year results and AGM
- **pre-clear securities trading:** directors and staff must pre-clear their Macquarie securities trading
- **excluded dealings:** certain types of transactions such as acquisition of securities under an employee share plan or participation in a dividend reinvestment plan may be effected outside a trading window without pre-clearance
- **unvested equity held in the MEREP and shares held to meet the minimum shareholding requirement cannot be hedged.**

Each member of the Board is encouraged to consider positions in a Macquarie security as a long-term investment and is not permitted to trade derivatives relating to a Macquarie security without the prior approval of the Board Chair (in consultation with the CEO). Board members and Executive KMP are also required to regularly disclose to Macquarie any financing arrangements relating to their Macquarie securities and manage their financing arrangements in accordance with Macquarie's policies.



MGL's *Trading Policy* sets out the restrictions that apply to dealing in Macquarie securities by Directors and Macquarie staff, including Executive KMP, and is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

Corporate governance in Macquarie-managed funds

Macquarie's expertise in managing fund assets and sourcing new value-adding opportunities is a key attraction for investors in Macquarie-managed funds (Funds).

The Funds adopt an appropriate governance framework to ensure that key decisions are taken in the best interests of investors consistent with the Funds' mandates and regulatory requirements.



Macquarie's *Statement of Corporate Governance in Macquarie-managed Funds* sets out the key elements of the corporate governance framework for Macquarie-managed funds and is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

This Corporate Governance Statement is current as at 7 May 2026 and has been approved by the Board.



Our Key to Disclosures (Appendix 4G) has been lodged with ASX and is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

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Risk Management

Risk governance at Macquarie

Role of the Board

The role of the Board is to promote the long-term interests of Macquarie, taking into account Macquarie's specific and broader responsibilities to its shareholders, funders, clients, staff and the communities in which it operates. In accomplishing its role with respect to risk management, among the Board's key responsibilities are overseeing management's operation of Macquarie's risk management framework, approving risk appetite and the risk management strategy, engaging with key regulators and forming a view of risk culture and the extent to which it supports Macquarie operating consistently within its risk appetite.

Role of Management

Each Group Head is responsible for the implementation of the risk management framework within their Operating and Central Service Group, of which they are required semi-annually to attest that key risks have been identified and are adequately controlled. These management representations support the sign-off of the half-year and full-year financial statements.

Three lines of defence

Macquarie's approach to risk management adopts the 'three lines of defence' model, which sets risk ownership responsibilities functionally independent from oversight and assurance:

- primary responsibility for day-to-day risk management lies with the business. The risk owner is the first line of defence
- the Risk Management Group (RMG) forms the second line of defence and provides independent and objective review and challenge, oversight, monitoring and reporting in relation to Macquarie's material risks
- the Internal Audit Division, as the third line, provides independent and objective risk-based assurance on the compliance with, and effectiveness of, Macquarie's risk management framework.

Risk management framework

Macquarie's risk management framework is the totality of systems, structures, policies, processes and people within Macquarie that identify, measure, evaluate, monitor, report and control or mitigate all internal and external sources of material risk. Macquarie maintains a single risk management framework that is applied appropriately throughout the Operating and Central Service Groups.

In determining those risks that are material to Macquarie, we assess the potential for a risk to affect our earnings resilience and financial strength across market cycles, our ability to meet regulatory obligations, our stakeholders, and our reputation.

Macquarie's material risks include asset, conduct, country, credit, environmental and social, equity, financial crime, legal, liquidity, market, model, operational, regulatory and compliance, tax, technology and cyber, artificial intelligence and work health and safety risks.

Emerging risks or material changes in existing risks are identified, assessed and considered across Macquarie's risk management framework. These may include macro-economic risks arising from volatility in financial markets, global credit conditions, and broader economic and geopolitical challenges.

When new or evolving risks are identified, the impacted areas of the risk management framework are assessed and adjusted where required to ensure the risks are managed effectively.

Macquarie is subject to laws, rules and regulations in various jurisdictions, and is supervised by regulators globally. Macquarie has policies, standards, and systems in place to support compliance with its obligations.



Details about the risks we manage are available at [macquarie.com/risk-management](https://www.macquarie.com/risk-management)



More details on Environmental and Social risks, and Work Health and Safety risks, are in the [Sustainability Report](#) and the [Corporate Governance Statement](#) of this Annual Report.

Risk management principles

Macquarie's approach to risk management is based on stable and robust core risk management principles. These are:

- **all staff have a role in managing risk:** All staff throughout Macquarie are expected to manage risks in accordance with the risk management framework and foster an appropriate and effective risk culture
- **ownership of risk at the business level:** Group Heads are responsible for ownership of material risks that arise in, or because of, their business operations, including identification, measurement, evaluation, monitoring, control and mitigation of these risks. Before making decisions, clear analysis of the risks is sought to ensure those decisions are consistent with the risk appetite and strategy of Macquarie
- **understanding worst-case outcomes:** Macquarie's risk management approach is based on examining the consequences of worst-case outcomes and determining whether these are acceptable and within Macquarie's risk appetite. This approach is adopted for all material risk types and is often achieved by stress testing. Macquarie operates a number of sophisticated quantitative risk management processes, but the foundation of the approach is the informed consideration of both quantitative and qualitative inputs by experienced professionals
- **requirement for an independent sign-off by RMG:** Macquarie places significant importance on having a strong, independent risk management function to review, challenge and sign-off all material risk acceptance decisions. It is essential that RMG has the capability to do this effectively. RMG has invested in recruiting skilled professionals from a range of industries, including those with trading or advisory and capital markets experience. For all material proposals, RMG's opinion must be sought at an early stage in the decision-making process. The approval document submitted to Senior Management must include independent input from RMG on risk and return.

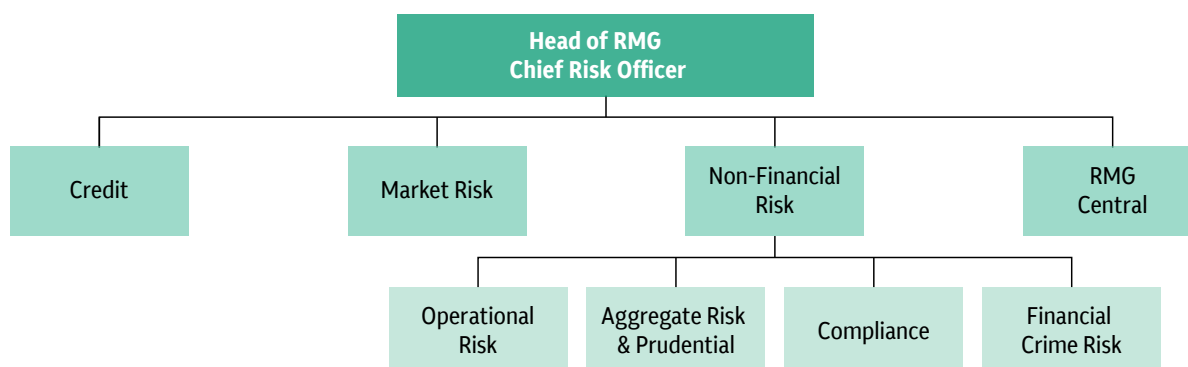
Risk Management Group

RMG, as the second line of defence, is an independent and centralised function responsible for independent and objective review and challenge, oversight, monitoring and reporting in relation to Macquarie's material risks. It provides a comprehensive view of these risks through regular reporting of Macquarie's risk position and profile to Senior Management, the Board, and their respective Board Committees, including BRiC and BGCC. RMG designs and oversees the implementation of the risk management framework. RMG is structured into specialist functional divisions (depicted below) and employs an integrated approach to risk analysis and management across risk classes. RMG's assessment and monitoring of risks involves a collaborative effort across the divisions to ensure a detailed analysis takes place both at the individual and aggregate risk level.

RMG's oversight of risk is based on five principles:

- **independence:** RMG is independent of Macquarie's Operating Groups and other Central Service Groups. The Head of RMG, as the CRO, reports directly to the MGL CEO with a secondary reporting line to the BRiC. RMG approval is required for all material risk acceptance decisions
- **centralised risk management:** RMG's responsibility covers the whole of Macquarie. It assesses risks from a company-wide perspective and provides a consistent approach across Macquarie
- **approval of all new business activities:** the Operating and Central Service Groups may not undertake new businesses or activities, offer new products, enter new markets, or undertake significant projects without first consulting RMG. RMG reviews and assesses risks and sets limits. Where appropriate, these limits are approved by the Executive Committees and relevant Boards
- **continuous assessment:** RMG continually reviews risks to account for changes in market circumstances and developments within Macquarie's business
- **frequent monitoring and reporting:** the risk profile of Macquarie with respect to material risks is monitored by RMG on an ongoing basis. Centralised systems allow RMG to monitor financial risks daily. For the valuation of all trading positions and deals, daily revaluation factors are sourced, where possible, from independent market sources and input independently of dealers. Reporting on material risks is provided to Senior Management, the Board and relevant Board Committees.

RMG structure



Internal audit

The Internal Audit Division (IAD), as the third line, provides independent and objective risk-based assurance to the Board Audit Committee (BAC), Board or relevant Board Committees and Senior Management on the compliance with, and effectiveness of, Macquarie's risk management framework, including its governance, systems, structures, policies, processes and people for managing material risks. The IAD assesses whether material risks have been properly identified by management and reported to the Board or relevant Board Committees, and whether key internal controls have been properly designed and are operating effectively and sustainably to mitigate those material risks. The IAD reports directly and regularly to the BAC, Board or relevant Board Committees and Senior Management on significant audit findings.

The BAC has primary power of direction over the IAD and is accountable for monitoring and reviewing the effectiveness of the IAD. The Head of Internal Audit has a functional reporting line into the Chair of the BAC and is primarily accountable to them. Effective 1 October 2025, the administrative reporting line of the Head of Internal Audit changed from the CRO to the MGL CEO.

Risk Management

Continued

Risk appetite

Risk appetite is set by the Board as the degree and type of risk that Macquarie is prepared to accept in pursuit of its strategy, giving consideration to the interests of its stakeholders. Macquarie's Board-approved *Risk Appetite Statement (RAS)* defines the overarching risk-taking settings of Macquarie through risk appetite and risk tolerances. The Board also determines delegations to management and approves risk acceptance decisions above delegated levels.

Strategic risks are considered and managed by the Operating and Central Service Groups. As part of Macquarie's Annual Strategy Review and Business Planning process, RMG undertakes an independent review of Macquarie's strategy and considers how risks identified could individually or in aggregate impact Macquarie's risk profile and risk appetite. Macquarie's strategy and the outcome of RMG's review together inform the annual review of Macquarie's risk appetite and tolerance settings.

Stress testing

Stress testing is a key component of Macquarie's risk management framework and is integrated with Macquarie's strategy review and financial forecasting. Stress testing, including scenario analysis and sensitivity analysis, is a key tool that informs the calibration of Macquarie's risk tolerances; provides insights into the Annual Strategy Review and Business Planning process; and tests and informs whether Macquarie's strategy remains, and is forecast to remain, in line with its risk appetite.

Policies

Policies are key tools for managing Macquarie's risks, and ensuring that risks taken are consistent with Macquarie's risk appetite. They are designed to set out the principles that govern decision-making across Macquarie.

New product and business approvals

All new products, businesses, major organisational projects, and significant changes to existing products, businesses, processes or systems which will expose Macquarie to new or significantly varied risks must be assessed against the applicable risk appetite and tolerances.

The New Product and Business Approval process sets out the requirement for each Operating and Central Service Group to have a demonstrable robust change management process, and where relevant, to ensure material risks are appropriately identified, assessed and are within Macquarie's risk appetite as defined in the RAS.

Risk culture

Risk culture is foundational to risk management, supporting our ability to operate within risk appetite. Maintaining an appropriate and effective risk culture continues to be integral to Macquarie's risk management framework. The Board, assisted by the BRiC, is responsible for forming a view of the risk culture within Macquarie and the extent to which it supports the ability of Macquarie to operate consistently within its risk appetite. Through its oversight, the Board can also identify necessary or desirable changes or focus areas required to strengthen the risk culture.

Macquarie's approach to maintaining an appropriate and effective risk culture is based on an integrated and iterative cycle of:

- setting behavioural expectations, including through the *Code of Conduct*
- promoting risk culture by embedding the behavioural expectations into day-to-day practices. This is enabled through structural mechanisms, including performance-based remuneration and consequence management
- monitoring through qualitative and quantitative indicators, targeted assessments and reviews, and enabling the identification of focus areas
- reflecting to support the identification of necessary or desirable changes or focus areas.

Remuneration and consequence management

The Board considers the effective alignment of remuneration with prudent risk-taking as fundamental to Macquarie's remuneration approach. Risk considerations, and recognition of behaviours that support positive risk outcomes and strengthen Macquarie's risk culture, are embedded throughout the remuneration process. This includes the way remuneration is structured and delivered, and the determination of individual profit share allocations, business group and company-wide profit share pools.

Effective consequence management is a key component reinforcing Macquarie's risk culture. Macquarie aims to apply consequences for non-compliance in a timely manner, and as fairly and consistently as possible.



More details on Macquarie's remuneration framework and consequence management process are in the [Remuneration Report](#) of this Annual Report.

Conduct risk

Macquarie defines conduct risk as the risk of behaviour, action, or omission by individuals employed by, or on behalf of Macquarie, or who represent Macquarie or its business activities, and which may have a negative outcome for our clients, counterparties, the communities and markets in which we operate, our staff, or Macquarie.

Such behaviour, actions or omissions may include:

- breaches of laws or regulations or Macquarie policies
- disregard for Macquarie's *What We Stand For* principles or the *Code of Conduct*
- negligence and/or a lack of reasonable care and diligence
- failure to escalate improper conduct
- inadequate product design and distribution.

Conduct risk can arise inadvertently or deliberately in any of Macquarie's Operating and Central Service Groups and may result in customer, client or market harm, or adverse financial, regulatory or reputational consequences.

Macquarie's approach to conduct risk management is integrated in our risk management framework and is consistent with our three lines of defence model. Risk-taking must be consistent with Macquarie's Purpose, our principles of *What We Stand For: Opportunity, Accountability and Integrity*, and the Board approved *Code of Conduct*.

Macquarie has a range of controls and processes in place to identify and manage conduct risk, including:

- new and emerging conduct risks are identified through the Annual Strategy Review and Business Planning process
- conduct risks that may arise when Macquarie establishes a new business or product, or makes a significant change to an existing business, product, process or system are identified and assessed through the New Product and Business Approval process
- independent monitoring and surveillance conducted by RMG, in addition to front line supervisory activities performed by the business
- the Risk and Control Self-Assessments require businesses to identify and assess their relevant risk event types related to conduct risk, supporting the efficient operation of markets through appropriate controls and monitoring
- where incidents occur, businesses investigate the underlying contributing behaviours and are responsible for recording conduct-related issues and incidents in Macquarie's Governance, Risk and Compliance system, and escalating within the set timeframes
- performance-based remuneration reflects an individual's performance, which is assessed against a range of financial and non-financial factors including approach to risk management and compliance
- an Integrity Office, which is an internally independent function where staff can safely raise concerns about improper conduct, unethical behaviour or breaches of the *Code of Conduct*, and protects those who raise concerns under Macquarie's *Whistleblower Policy*
- an Integrity Hotline for staff and external parties who wish to speak up anonymously.

Risk Management

Continued

Market and credit risk

Year-end performance indicators

Macquarie monitors and measures a range of risks as outlined above in the risk management framework overview. The following graphs provide historical and current year information on key market and credit risks.

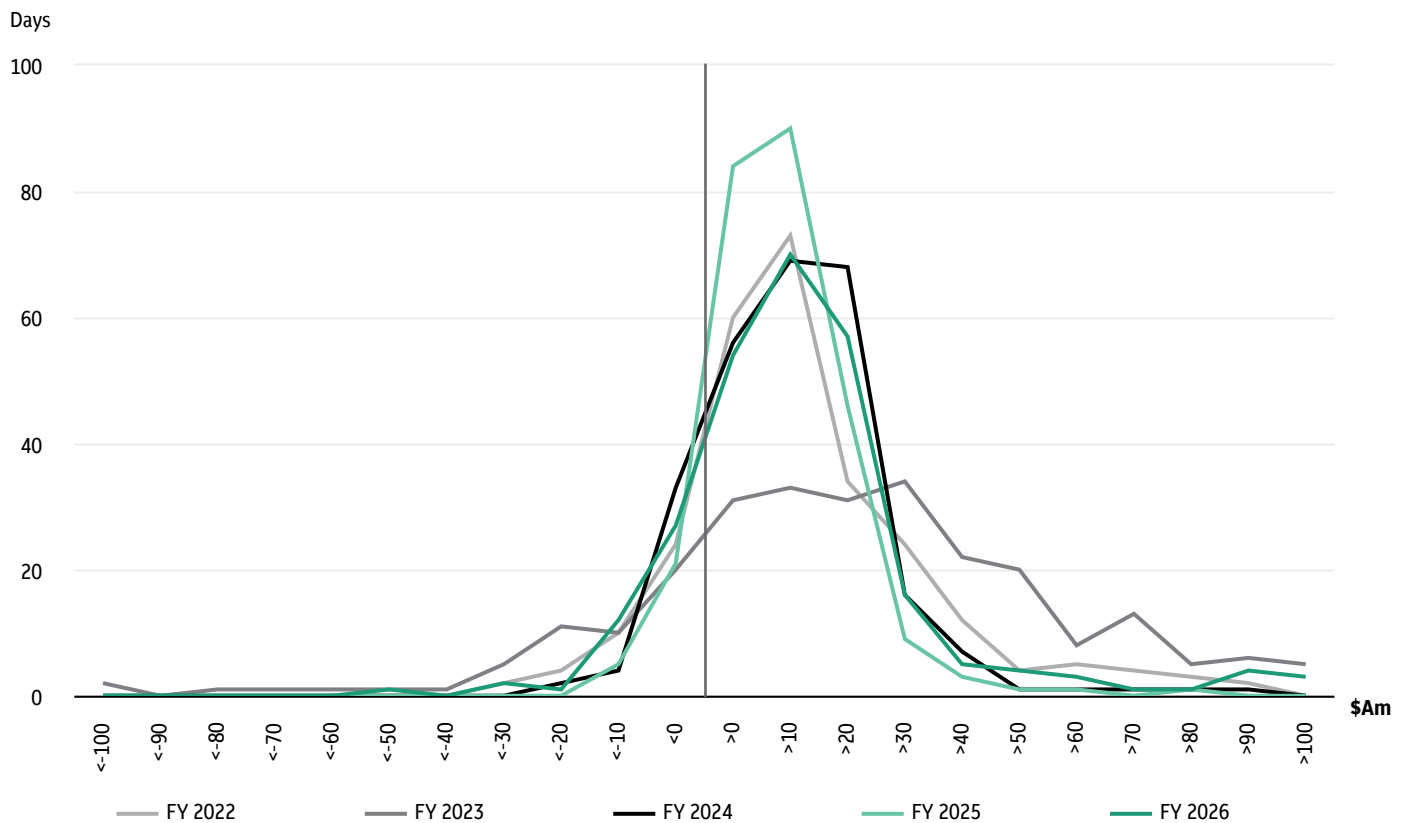
Trading revenue

The effectiveness of Macquarie's market risk management framework can be partially measured by Macquarie's daily trading results. These are daily profit and loss results that are directly attributable to market-based activity from Macquarie's trading desks.

Macquarie's market risk activities continue to be based on earning income from client-facing businesses. The majority of trading income is derived from client activities rather than outright proprietary trading activity.

Macquarie's trading results over time have shown consistent profits and low volatility. In FY2026, Macquarie made a net trading profit on 218 out of 261 trading days (FY2025 results: 235 out of 261 trading days).

Daily trading profit and loss



Value at Risk (VaR)

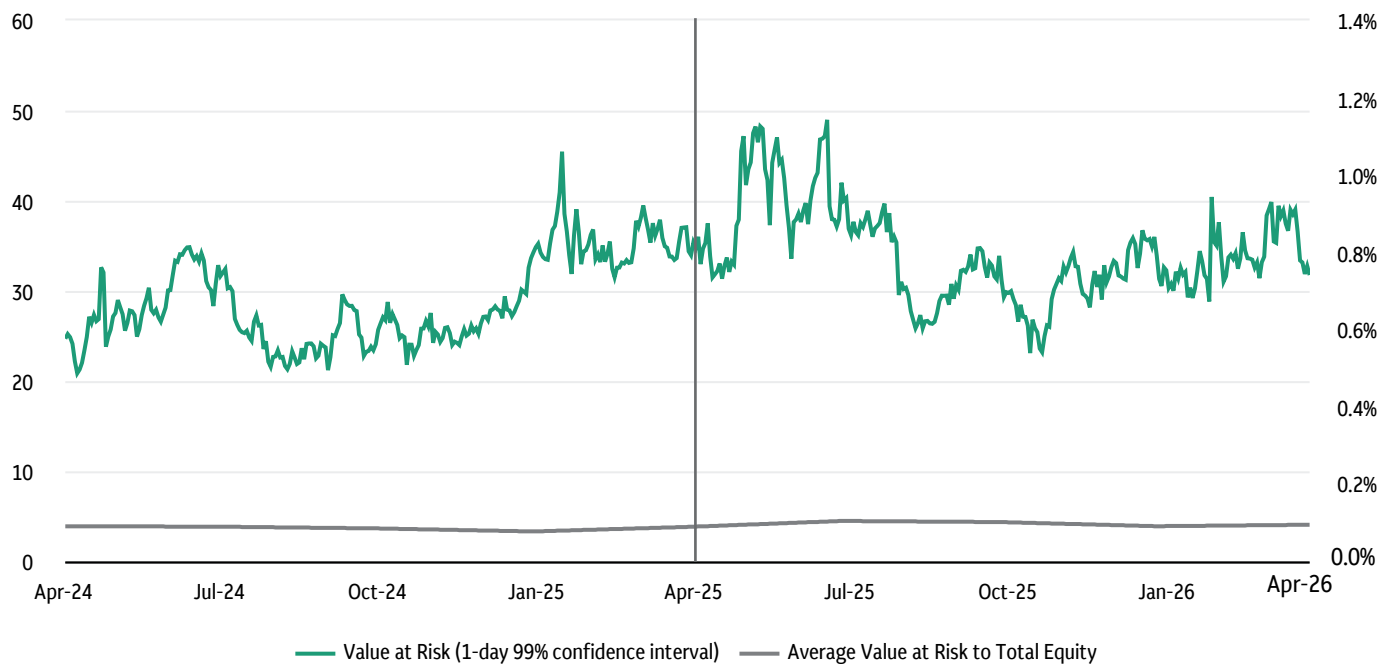
VaR provides a statistically based summary of overall market risk in Macquarie. The magnitude of VaR reflects changes in positions as well as changes in market volatility, correlations and enhancements to the model. The integrity of the VaR model is regularly tested against daily profit and loss.

Macquarie's market risk increased moderately compared to the previous year. VaR remains modest in comparison to capital and earnings, representing less than 0.2% of total equity.

Aggregate VaR

Value at Risk (\$Am)

Average Value at Risk to Total Equity %



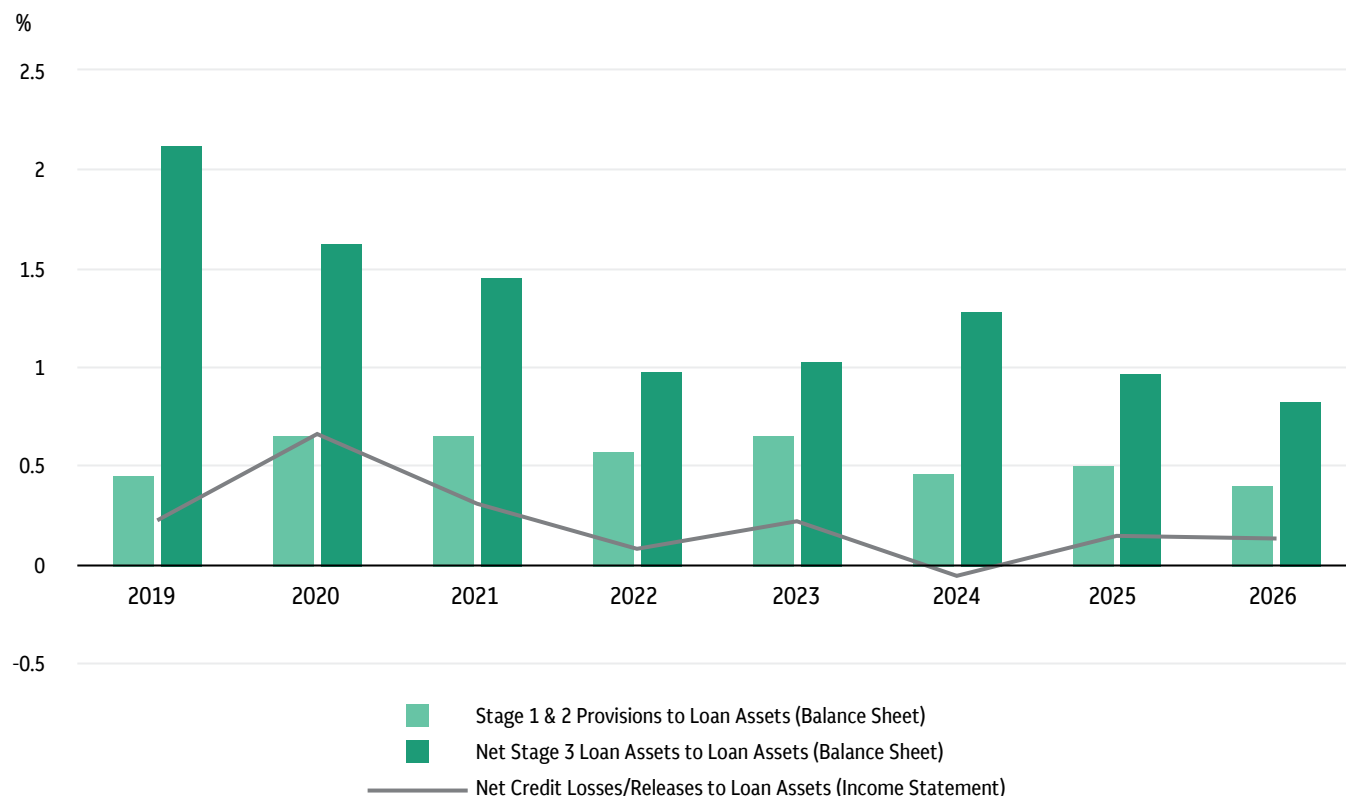
Risk Management

Continued

Loan impairment review

Underlying credit quality in FY2026 remains broadly unchanged relative to FY2025, with the decrease in Stage 1 & 2 Loan Assets Provisions (A\$1,009m as at 31 March 2026 down from A\$1,023m as at 31 March 2025), being the result of the sale of assets and the impact of FX, offset by a more uncertain and pessimistic forward-looking economic outlook as at 31 March 2026 compared to 31 March 2025 (as disclosed in the Notes to the financial statements). The decrease in Stage 3 Loan assets predominantly reflects repayments and upgrades, assisted by increased liquidity and market competitiveness enabling opportunistic exits and a number of upgrades following improved trading performance.

Ratio of Provisions and Credit Impaired Loan Assets to Loans Assets



Notes

- Loans, advances and leases exclude securitised mortgages, securitised Macquarie Capital loans/leases, segregated futures funds and receivables in the form of fees.
- Stage 1 & 2 provisions are intended to cover losses inherent in the existing overall credit portfolio which are not yet specifically identifiable.
- Net impaired assets and net losses exclude investment securities.
- Net credit losses represent the total P&L impact due to additional individual provisions, direct write-offs (net of any writebacks) and change in Stage 1 & 2 provisions.

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Sustainability Report

Introduction

Our approach to sustainability

In line with our purpose of 'Empowering people to innovate and invest for a better future', our approach to sustainability seeks to deliver positive lasting impact for our customers, people, and the communities in which we operate.

Our approach is structured around topics considered to be material to our business and stakeholders, and is underpinned by our *Code of Conduct*. This sets out the way our people are expected to do business, and our three long-held principles of Opportunity – identifying opportunities to pursue using our deep areas of expertise; Accountability – making decisions we are proud of and that stand the test of time while responsibly managing risks; and Integrity – ensuring we operate with consistently high ethical standards.

We are continuously seeking ways to improve our approach, including through engaging with stakeholders, reflecting methodologies, data sources and analytical techniques as they evolve, improving our systems for measurement and reporting, as well as continuing to invest in and enhance our culture, resources and governance.

Structure of the Sustainability Report

The Sustainability Report outlines our approach to topics considered to be material and is comprised of two distinct statements:

1. Climate Statements

The Climate Statements identify and evaluate climate-related risks and opportunities that could be expected to materially affect Macquarie's prospects over the short, medium and long-term. This is the first year our climate-related disclosures have been prepared in accordance with the mandatory requirements of the Australian Accounting Standards Board (AASB) *S2 Climate-related Disclosures*, which came into effect for reporting periods beginning on or after 1 January 2025.

The Climate Statements outline the governance processes in place to monitor and manage climate-related risks and opportunities and how Macquarie considers these in decision-making, including the responsibilities of the MGL Board and Senior Management, together with the policies and processes that we use to identify, assess, prioritise and monitor climate-related risks and opportunities. Macquarie also outlines its climate ambition to support the goals of the Paris Agreement, by committing to maintaining net zero Scope 1 and 2 emissions for our own operations, continuing to reduce the intensity of our financed emissions in accordance with existing targets, and continuing to finance, develop and manage green and climate-resilient assets.

This year also sees Macquarie Asset Management's (MAM) Decarbonisation Strategy and climate-related targets incorporated into the Climate Statements rather than published on a standalone basis.

Our approach to managing climate-related risk continues to evolve to meet the needs of clients and communities we serve, and the requirements of governments and regulators, which differ across markets.

Macquarie recognises that users of its reports may seek different types and levels of information for their respective needs. In the next reporting period, relevant transition reliefs cease to apply under AASB S2, Macquarie expects to disclose emissions associated with assets under management, providing further insight into its portfolio. Macquarie will continue to monitor regulatory and industry developments when considering any further disclosures in future reporting periods including in relation to exposures to carbon-intensive industries where relevant.



Climate-related disclosures in accordance with AASB S2 have been disclosed on pages 65 to 99 in the [Climate Statements](#) section of this Annual Report.

2. Voluntary Statements

The Voluntary Statements provide details on the sustainability-related topics, that are most relevant to our organisation and stakeholders, and that do not form part of our mandatory sustainability-related disclosures in accordance with *Corporations Act 2001 (Cth)*. These include:

- Nature and biodiversity
- Human rights
- Own workforce
- Consumers and end-users
- Cybersecurity, data security, and privacy
- Artificial intelligence
- Community - Macquarie Group Foundation
- Business conduct and ethics.

The focus of these topics has been informed by assessing the issues that could give rise to a sustainability-related risk or opportunity, through our business model and value chain, and that is or may be material to our prospects.



Voluntary sustainability-related disclosures have been disclosed on pages 107 to 119 in the [Voluntary Statements](#) section of this Annual Report.

Climate Statements

Basis of preparation

Statement of compliance

These Climate Statements have been prepared in accordance with AASB S2 *Climate-related Disclosures* (AASB S2), issued by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001* (Cth) for Macquarie Group Limited (MGL) and its subsidiaries (collectively, Macquarie) for the year ended 31 March 2026.

These Climate Statements have been prepared for the same consolidated reporting entity and reporting period as Macquarie's Consolidated Financial Statements (refer to Note 1 Basis of preparation in the financial statements), unless otherwise stated.

Transition provisions

As this is the first year in which Macquarie has prepared climate-related financial disclosures, in accordance with AASB S2, Macquarie has elected to adopt the following transition reliefs:

- **comparative information** – Macquarie has voluntarily disclosed comparative information where the methodology applied in FY2026 is consistent with FY2025. Prior year comparative information was not restated, unless otherwise noted
- **measurement methodology for greenhouse gas (GHG) emissions** – In FY2026, Macquarie used the same methodology for measuring its GHG emissions and applied the same organisational boundary as used in FY2025 under the allowed transition relief in the first year of mandatory reporting. For further detail on Macquarie's organisational boundary and methodology, refer to pages 92 to 99
- **Scope 3 GHG emissions** – While transition relief is available for Scope 3 GHG emissions disclosures, Macquarie has elected to voluntarily disclose Scope 3 GHG emissions in FY2026, using methodologies consistent with disclosures in FY2025. Mandatory Scope 3 emissions reporting is required from FY2027.

Incorporation by cross-reference

Certain information included in material published by Macquarie is incorporated by cross-reference in these Climate Statements. This information is cross-referenced within relevant sections of these Climate Statements. Such cross-referenced information forms part of these Climate Statements. No information other than the specific cross-referenced information is incorporated by cross-reference in or otherwise deemed to be part of these Climate Statements. General references to the Macquarie Group website are not incorporated by cross-reference in these Climate Statements.

Independent assurance

PwC has provided limited assurance over certain disclosures for the FY2026 and, where relevant, the FY2025 reporting period. The independent limited assurance statement on voluntary climate-related metrics is included on pages 104 to 106, and the independent limited assurance statement on specified mandatory Sustainability Disclosures is included on pages 101 to 103.

Sustainability Report

Continued

Significant judgements and measurement uncertainties

In preparing these Climate Statements, management has exercised judgement and applied estimates for information that cannot be measured directly. As a result, the climate-related disclosures are subject to inherent uncertainty and rely on a range of assumptions, methodologies and inputs as at the reporting date. These disclosures are influenced by factors including, but not limited to, uncertainty in future climate-related outcomes, the use of extended time horizons, and evolving regulatory, policy and market developments.

Judgements

Area	Judgement	Reference
Identifying climate-related risks and opportunities	Judgements have been made in analysing and drawing conclusions to identify climate-related risks and opportunities that could reasonably be expected to affect Macquarie's prospects over the short-, medium- and long-term. The judgements are based on information available at the reporting date and reflect the inherent uncertainty in forward-looking assessments.	Climate Strategy
Time horizons	Macquarie has adopted the following time horizons for the assessment and disclosure of its climate-related risks and opportunities, informed by Macquarie's strategic planning cycle and the timeframes considered in the business outlook: <ul style="list-style-type: none"> • short-term: less than one year • medium-term: one to five years • long-term: greater than five years. 	Climate Strategy
Anticipated financial effects	Judgements have been made in determining the information in these climate statements that is material and decision-useful, including judgements about the nature, magnitude and timing of anticipated financial effects from climate-related risks and opportunities. Where such effects are subject to significant estimation uncertainty or cannot be reliably measured or separately identified at the reporting date, quantitative information has not been disclosed.	Climate Strategy
Scenario analysis inputs and assumptions	Judgements have been made in determining appropriate inputs and assumptions that reflect the conditions and variables most relevant to Macquarie's diversified business model and risk profile to stress Macquarie's financial position and financial performance, to inform climate resilience and other forward-looking disclosures.	Climate Strategy
Organisational boundary for GHG emissions	In the first year of reporting, Macquarie has applied its internal GHG emissions methodology, consistent with the prior year and available transition relief under AASB S2. Judgements have been made in determining the organisational boundary and identifying operations under Macquarie's control.	Climate Metrics and Targets
Calculation methodology for GHG emissions	Macquarie has used a combination of methodologies to calculate Scope 1 and Scope 2 GHG emissions, with judgement applied in selecting appropriate methods, emission factors and proxy data based on data availability and quality. Macquarie also voluntarily discloses Scope 3 GHG emissions, for which similar judgements have been applied. Unless otherwise noted, methodologies are consistent with the prior year.	Climate Metrics and Targets
Assessment of assets or business activities vulnerable to climate-related risks	Judgements have been made in assessing the extent of vulnerability and sensitivity of exposures to transition and physical risks.	Climate Metrics and Targets

Measurement uncertainty

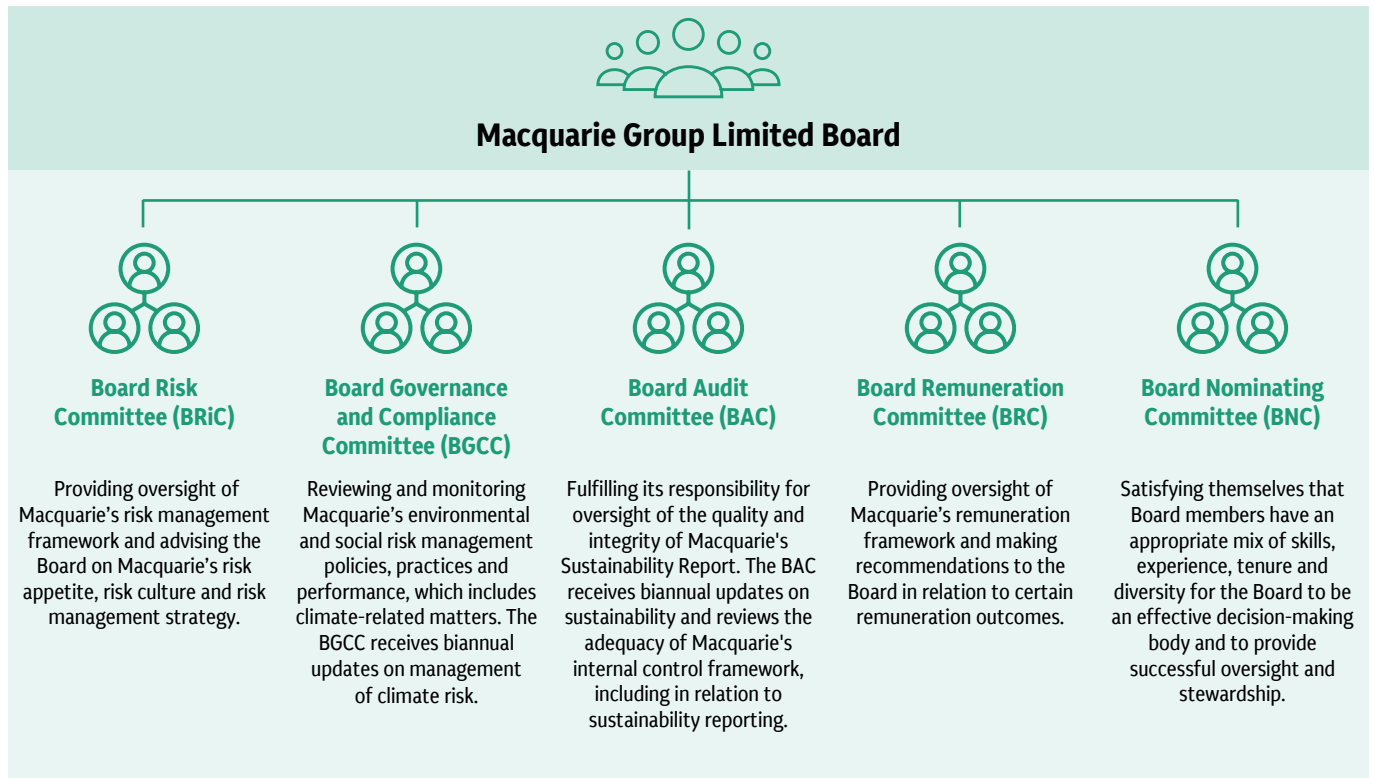
The following metrics have a high degree of measurement uncertainty:

Area	Measurement uncertainties	Reference
GHG emissions	The measurement of emissions is subject to inherent limitations, as it relies on emissions data obtained from third parties and, where such data is unavailable or incomplete, the use of proxy data and sector-based assumptions. The availability and quality of emissions data varies across counterparties, sectors and geographies. As a result, emissions estimates involve assumptions, extrapolations and the application of emission factors, and different methodologies or improvements in data availability may result in different GHG emissions outcomes being reported over time.	Climate Metrics and Targets
Progress towards GHG emissions targets	Progress against GHG emissions reduction targets is assessed using GHG emissions estimates derived from available counterparty data and, where necessary, proxy data and assumptions. As a result, reported progress is subject to data quality limitations, GHG emissions calculation methodologies and external factors outside of Macquarie's control.	Climate Metrics and Targets
Assets and business activities vulnerable to climate-related risks	The figures disclosed in relation to vulnerability to climate-related risks are subject to measurement uncertainty. Vulnerability assessments are inherently forward-looking and are informed by scenario analysis and modelling that depend on evolving inputs and a range of assumptions, variables and management judgements.	Climate Metrics and Targets

Climate Governance

Board and Board Committee oversight

In accordance with their respective Charters (a summary of which is included in the Corporate Governance Statement on page 44 of this Annual Report), each of the Board Committees assists the Board with respect to climate-related matters including by:



Appropriate climate-related skills and competencies

Page 45 to 46 of the Corporate Governance Statement sets out the skills of current Board members, including with respect to 'Sustainability Governance', which includes climate-related risks and opportunities.

To support appropriate climate-related skills and knowledge at a Board level, the Board and Board Committees engage internal and third party advisors on an as-needed basis to provide briefings and workshops on climate-related matters.

Consideration of climate-related risks and opportunities in decision-making

In accordance with its Charter, the Board annually considers and approves the strategies and business plans of Macquarie, including for each of the Operating and Central Service Groups. These include, where relevant, consideration of the risks and opportunities pertaining to climate, and any associated trade-offs.

Macquarie's *Risk Appetite Statement* and *Risk Management Strategy*, which include climate risk, are reviewed and approved by the Board annually. The Board also monitors the material risks faced by Macquarie and reviews how they are managed.

Under the *Environmental and Social Risk (ESR) Policy*, there are review and escalation processes for material environmental and social risks, including climate-related risks. Business transactions involving very high environmental and social risk triggers may require review by one or more of the following, as appropriate: Macquarie's Chief Risk Officer, Macquarie's Chief Executive Officer or at least two Non-Executive Directors of the Board.

Sustainability Report

Continued

Oversight of climate-related targets

Macquarie's overarching climate ambition and supporting targets are set and approved by the Board:

- annual monitoring and achievement of commitments relating to Macquarie's own operations is managed by Macquarie's Corporate Operations Group (COG), which has a dedicated governance model to support this work
- progress against financed emissions targets is reported by Management to the BGCC at least annually
- progress against MAM's Decarbonisation Strategy and climate-related targets is reported by Management to the MAM Executive Committee at least annually.

Further detail on climate-related targets, including monitoring processes, can be found in the Climate Metrics and Targets section.

Climate-related performance metrics in remuneration policies

The Board and the BRC's assessment of each Executive KMP's performance is measured against the following four factors (one financial, three non-financial):

- financial performance
- business leadership (including customer and community outcomes)
- risk management and compliance
- people leadership and professional conduct.

Consistent with Macquarie's longstanding remuneration approach, there is no set weighting applied to performance measures and consideration is given to each of the above factors in varying proportions to reflect an individual's role and responsibilities. At this time, there is no direct linkage between Executive KMP remuneration outcomes and climate-related considerations.



Further information on sustainability considerations relevant to specific Executive KMP is outlined on pages 136 to 165 in the [Remuneration Report](#) of this Annual Report.

Management's role

Macquarie's Executive Risk Committee and Executive Committee, which include Macquarie's Chief Executive Officer and the Heads of each of the Operating and Central Service Groups, review and refer climate-related reporting to the relevant Board Committees, as required. Specifically:

- the Executive Committee is responsible for the review of strategies and business plans of Macquarie and its Operating and Central Service Groups, including in relation to climate risk and opportunities, where relevant
- the Executive Risk Committee is responsible for the review of the effectiveness of Macquarie's risk management framework, policies and practices in managing key risks (financial and non-financial), including in relation to climate risk, where relevant.

Senior Management are responsible for managing Macquarie's climate risk and for the execution of climate-related targets and climate-related reporting, where appropriate. These individuals are supported by dedicated resources across the Operating and Central Service Groups. The policies and processes to support Senior Management in this role are outlined on pages 77 to 79 of the Climate Risk Management section.

Climate Strategy

Our response to climate change

Macquarie's response to climate change is based on three overarching principles:

- the science on our changing climate is clear and unequivocal
- our greatest contribution will come through positive and practical climate solutions, driven by our core capabilities, an area which Macquarie has been involved in for more than two decades
- we believe in a managed, orderly and just transition. This means Macquarie continues to work with carbon-intensive industries and companies, including those in the oil and gas, electricity, agriculture, mining, steel, transport and waste sectors, and increasingly supports them to decarbonise while protecting the vital services and jobs that our communities rely on.

These principles continue to guide activity as Macquarie's Climate Strategy evolves to meet the needs of clients and communities we serve, and the requirements of governments and regulators, which differ across markets.

Our climate ambition

Our ambition is to support the goals of the Paris Agreement by maintaining net zero Scope 1 and 2 emissions for our own operations, continuing to reduce the intensity of our financed emissions in accordance with existing targets, and continuing to finance, develop and manage green and climate-resilient assets.

Overview of approach to operationalise our ambition

To operationalise this ambition Macquarie has set targets covering emissions from our own operations and select carbon-intensive sectors we finance, and implemented sector-specific risk appetite settings and review processes. We also continue to seek out opportunities to invest in relevant assets, both on balance sheet and as a fiduciary. It is important to note that the transition is unlikely to be linear and as such it is expected that annual physical emissions intensity outcomes are likely to exhibit volatility as our portfolio evolves over time. Further detail is provided in the Climate Metrics and Targets section.

Macquarie works in partnership with stakeholders in the public and private sectors to support the energy transition and advance solutions to climate challenges. Our commercial activity is aligned with client and market demand, and growth is pursued through adjacencies across new products, markets and client segments. Macquarie's businesses regularly review and adapt their product offerings to respond to evolving market trends and support clients as they progress their own energy and climate transition objectives. Key activities include:

- investing in climate mitigation by supporting the deployment of renewables and newer technologies that are critical to the transition, including batteries, hydrogen, sustainable aviation fuel and solutions to reduce emissions across agriculture, waste, transportation and real estate
- investing in adaptation approaches to build the resilience of essential infrastructure to climate change impacts
- supporting portfolio companies in developing and implementing net zero plans

- providing advisory services for renewable energy and infrastructure transactions
- providing risk and capital solutions to commodity and energy suppliers, assisting clients with the compliance and voluntary carbon markets, and supporting the scaling-up of clean fuels and carbon capture and storage
- continuing investment in, and trading of, climate-related instruments such as renewable energy certificates and carbon offsets.

With respect to Macquarie's own business operations, the environmental impact predominantly relates to the resources consumed in our offices and data centres, business travel and our procurement activities. We seek to manage this impact in line with our climate ambition by monitoring and reducing resource use, developing innovative and sustainable workplaces and improving the sustainability of our supply chain.

Macquarie does not have a standalone transition plan. Our climate-related targets, actions or commitments are disclosed throughout these Climate Statements.

MAM's approach to climate

As a global asset manager, MAM's fiduciary duty to act in the best interests of its clients requires it to consider material climate-related risks and opportunities in its investment decisions, with a focus on supporting long-term value creation.

MAM's approach reflects the way in which it invests across its portfolio, having regard to material climate-related risks and opportunities, and supports the transition to a low-carbon economy. MAM's efforts are focused on four key actions:

- **managing climate risks:** action to support the identification, assessment, monitoring, management and reporting of physical, transition and liability climate-related risks
- **decarbonisation:** adopting appropriate methodologies, targets, and implementation strategies across asset classes to support the decarbonisation of its portfolio
- **investing in climate solutions:** facilitating client investment in technologies, services and solutions that mitigate climate impacts and enhance adaptation and resilience opportunities
- **stakeholder engagement:** engaging with clients, industry and government to address challenges and barriers to drive an orderly and just transition to a low-carbon economy.

For further details on MAM's approach to managing climate risk refer to page 79.

Supporting the transition to a low-carbon economy is a complex challenge, where policy, technologies and frameworks continue to be developed and refined.

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As a leading global infrastructure manager, MAM continues to support carbon-intensive industries, including those in the electricity, water, gas, agriculture, transport, mining, oil and waste sectors, in recognition that these are industries providing products and services that communities rely on. MAM also recognises that the impacts of a changing climate will not be evenly distributed, with lower-income communities and countries more at risk and with fewer resources to adapt. For these reasons, MAM believes that engagement with investee companies, rather than divestment, supports the development of sustainable long-term solutions.

MAM's Decarbonisation Strategy

Consistent with Macquarie's climate strategy, MAM's ambition is to support the goals of the Paris Agreement by managing its portfolio in line with its Decarbonisation Strategy.

MAM's Decarbonisation Strategy applies to assets that MAM manages directly on behalf of clients. It does not apply to assets held on Macquarie's balance sheet (which fall under Macquarie's climate strategy) or assets managed by third party managers. MAM applies its strategy consistent with its fiduciary duties, client mandates, fund investment objectives and other legal obligations.

How MAM pursues its Decarbonisation Strategy differs across its portfolio, and progress with individual assets is dependent on the degree of MAM's control or influence, its fiduciary duties, and technological and regulatory developments. Under MAM's Decarbonisation Strategy.

- MAM encourages investee companies across all asset classes within MAM's portfolio to implement emissions reduction strategies
- in addition, for assets within its Real Assets and Real Estate portfolios where MAM has control or significant influence, MAM aims to manage those assets in line with net zero Scope 1 and 2 emissions by 2040. Whether MAM has control or significant influence is determined by reference to the criteria set out below.

While MAM will move faster where possible, it acknowledges numerous real-world constraints that will mean its 2040 aim for Real Assets and Real Estate is not possible for some assets, despite MAM having control or significant influence. Those include:

- assets where management in this way would be inconsistent with MAM's fiduciary duties or other legal or regulatory obligations of MAM
- assets operating in a sector with limited credible pathways to net zero
- assets where decarbonisation efforts are impacted by technological limitations
- assets restricted from being managed in line with net zero due to legal or regulatory obligations, shareholder agreements or other contractual arrangements specific to an individual investment or fund
- assets where shareholder or board approval is required for the asset to set a net zero target and the requisite majority declines to approve (or otherwise advise that they will not approve) setting such a target
- assets not yet operational.

MAM acknowledges that climate science, regulatory expectations, and market data are rapidly evolving. MAM reviews and updates its Decarbonisation Strategy to reflect external developments, client requirements and changes to its portfolio.

Details on MAM's climate-related targets are set out on pages 86 to 88.

Determining control or significant influence

Whether or not MAM has control or significant influence over an asset is a critical determinant of whether it manages that asset in line with net zero Scope 1 and 2 emissions by 2040.

MAM generally only has control or significant influence for those assets within its Real Assets and Real Estate businesses where it has significant shareholdings and board representation. MAM has adopted the following concepts to determine whether it has control or significant influence:

- **Real Assets:** MAM has control or significant influence over assets in which MAM has a shareholding of 25 per cent or more and board representation. This approach is consistent with the *Net Zero Investment Framework* Infrastructure guidance published by the Paris Aligned Investment Initiative
- **Real Estate:** MAM has control or significant influence over assets within band 1a of the *Net Zero Investment Framework* Private Equity guidance (which MAM interprets as having a shareholding of more than 50 per cent and more than 50 per cent of board voting seat appointments).

Scope 1 and 2 emissions

MAM generally only has the ability to influence an asset's impact on its Scope 1 and 2 emissions, therefore MAM is only able to manage assets in line with net zero by 2040 with respect to Scope 1 and 2 emissions.

External dependencies

The pathway to net zero is unlikely to be linear. While MAM has set its approach based on the currently available information and methodologies, it has identified external dependencies outside its control that may impact its ability to make progress on its Decarbonisation Strategy and meet its climate-related targets.

The external dependencies MAM has identified include:

- **government policy action:** governments need to implement further legislative and regulatory changes to meet their own commitments under the Paris Agreement and to create the enabling financial environment that will make net zero possible
- **achievement of government targets:** existing government targets need to be met, including but not limited to climate adaptation targets and targets relating to the decarbonisation of energy supplies (such as developing efficient ways to deliver variable renewable energy to the grid and the introduction of appropriate grid stability mechanisms)
- **supportive regulatory framework:** the regulatory environment for asset managers needs to support the integration of net zero considerations in investment decision-making
- **client demand:** client demand for net zero aligned portfolios needs to increase over time as government policy and regulatory change is implemented

- **methodological development:** credible net zero methodologies need to be developed for asset classes or investment strategies where agreed methodologies do not currently exist
- **market pressure on companies:** consumer demand and investor pressure need to encourage companies to adopt net zero plans where not already in place
- **technological advancement:** technological advancements need to occur that assist with reducing GHG emissions, including currently available technologies becoming commercially viable.

Should some of these key external dependencies not be realised, it will become increasingly challenging for MAM to make progress against its Decarbonisation Strategy and meet its climate-related targets.

One of the most significant challenges to MAM's Decarbonisation Strategy is the uncertainty in many of the areas MAM is seeking to address. For example, climate data, models and methodologies used are often relatively new, are rapidly evolving and are not of the same standard as those available in the context of other financial information, nor are they subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles.

Given the uncertainty as to the nature of future policy and market responses to climate change, including between regions, and the effectiveness of any such response, MAM will continue to monitor, assess and evaluate its Decarbonisation Strategy and climate-related targets.

Climate-related risks and opportunities

Given the breadth of sectors and geographies in which Macquarie operates, our business model and activities are inherently exposed to a range of climate-related risks and opportunities that arise from, and affect, the global economy and the clients and communities it serves. These risks are managed through Macquarie's established risk management framework, whilst Macquarie continues to consider climate-related opportunities in line with its climate ambition and strategic objectives.

In identifying climate-related risks and opportunities that could reasonably be expected to affect Macquarie's prospects over the short-, medium- and long-term, Macquarie performed a structured, company-wide materiality assessment. This assessment leveraged existing risk management frameworks and was informed by engagement with relevant risk specialists, business representatives, subject matter experts and where relevant, scenario analysis.

The assessment involved the application of management judgement and the use of assumptions and estimates, reflecting the inherent uncertainty associated with future climate pathways, policy and regulatory developments, market and technological change, and Macquarie's ability to respond and adapt over time. The level of uncertainty increases with longer time horizons, and assessments beyond the medium-term are subject to greater estimation uncertainty due to limitations in the availability and reliability of forward-looking information.

Accordingly, the outcomes of this assessment represent indicative and directional information rather than precise or predictive outcomes. Macquarie expects the methodologies, data sources and analytical techniques used to identify and assess climate-related risks and opportunities to evolve as climate-related information improves and industry practices further develop.

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Climate risk definition

Under AASB S2, climate-related risks are defined as physical risks and transition risks, with climate-related liability risk considered a component of transition risk. For internal risk management purposes, Macquarie assesses climate-related liability risk as a distinct risk category. Accordingly, Macquarie's climate risk definition encompasses the financial and non-financial risks arising from physical, transition or liability climate risk drivers:



Physical climate risk

Physical climate risk includes the chronic risk arising from progressive shifts in climate patterns and the acute risk presented by changes to the frequency and magnitude of extreme weather events.



Transition climate risk

Transition climate risk includes risk arising directly or indirectly from the process of (orderly or disorderly) adjustment towards a lower-carbon and more environmentally sustainable economy, including changes in policy and regulatory settings, technological innovation, social adaptation and market changes.



Liability climate risk

Liability climate risk arises from the potential for litigation or regulatory enforcement due to the failure to adequately consider or respond to the impacts of climate change.

Determined climate-related risks and opportunities

The table below sets out the conclusions from our company-wide materiality assessment. These identified risks and opportunities have been assessed on an inherent basis and are not expected to affect uniformly across all operations, subsidiaries, or elements of our value chain, and their nature, scale, and potential impact may differ across business lines and geographies, reflecting the diverse nature of Macquarie's activities and value chain.

For the purpose of this assessment, Macquarie has adopted short-term (less than one year), medium-term (one to five years), and long-term (greater than five years) time horizons.

Risk or opportunity	Impacted risk or opportunity type	Nature of risk or opportunity	Impact on Macquarie	Time horizon		
				Short	Medium	Long
Transition risks	Credit, equity, and market risk	Exposure of clients, investments, or managed assets to climate-related transition risks, including policy and legal, technology, and market-driven risks.	These risks may adversely affect Macquarie's businesses through impacts on client collateral values, borrowers' ability to service or repay loans, asset valuations, and fair value volatility.	○	●	●
Physical risks	Credit, equity, and market risk	Exposure of clients, investments, or managed assets to climate-related physical risks, encompassing both acute and chronic risk drivers.	These risks may adversely affect Macquarie's businesses through impacts on client collateral values, borrowers' ability to service or repay loans, asset valuations, and fair value volatility.	○	●	●
Opportunities	Revenue and financial position growth	Financing, facilitating activities or developing investment products to help our clients in their transition, decarbonisation and adaptation journeys.	These opportunities may support revenue growth, improved financial performance, business diversification, and increased resilience to climate-related risks.	○	●	●

The materiality assessment did not identify any material liability risks that could reasonably be expected to affect Macquarie's prospects over the specified time horizons.

Opportunities are identified based on current activities, business models, and capabilities, without reliance on forward-looking financial projections. References to the medium- and long-term reflect the expected strategic relevance of these opportunities as the energy transition evolves, rather than predictions of future financial performance or outcomes.

Current and anticipated effects and changes to business model, value chain, strategy and decision-making

Through Macquarie's diversified business model and operations, it is well placed to manage the identified climate-related risks and capitalise on future climate-related opportunities. Macquarie has embedded climate-related capabilities across the organisation which support the delivery of its climate ambition and related targets. The identified climate-related risks and opportunities have not resulted in any current or anticipated effects to Macquarie's business model, resource allocation, strategy or related decision-making processes.

Current and anticipated financial effects

Current financial effects

Macquarie assessed the financial effects of identified climate-related risks and opportunities on its statements of financial position, financial performance and cash flows. Any climate-related financial effects are reflected within the current financial statements and are not separately identifiable from other macroeconomic factors.

Anticipated financial effects

In assessing anticipated financial effects of the identified climate-related risks and opportunities, Macquarie has considered its existing risk management activities and current business strategy out to the medium-term. This assessment has been undertaken having regard to investment and disposal plans and planned sources of funding, within the context of Macquarie's established planning and forecasting processes.

Macquarie's current strategy, including when extended to longer-dated climate time horizons, does not include significant additional investment, disposals or resourcing specifically directed toward managing climate-related risks and opportunities. On this basis, no material financial effects are expected in the short- to medium-term from execution of the current strategy.

Climate-related physical and transition risks are influenced by factors such as changes in future weather patterns, government policy and regulatory developments, and technological advancements. The potential impacts of these factors on Macquarie's business activities, clients, asset valuations and commodity prices are inherently uncertain, particularly across our diverse global operations and jurisdictions in which we operate.

Climate-related opportunities are not expected to be material in the short-term. Over the medium- to long-term, opportunities may emerge; however, these are contingent on a range of external factors, including investor demand and market conditions.

As time horizons extend over the medium- to long-term, the range of possible outcomes and associated probabilities becomes increasingly broad. Consequently, the degree of measurement uncertainty involved in estimating anticipated financial effects beyond the medium-term is such that quantitative information would not be decision-useful as at the reporting date and has therefore not been disclosed.

Climate resilience

Resilience of Macquarie's strategy and business model

Macquarie has assessed the resilience of its strategy and business model to the identified climate-related risks and opportunities over the short-, medium-, and long-term, drawing on a range of inputs including climate scenario analysis. While resilience was considered across all time horizons, greater emphasis was placed on the short- to medium-term, which is most relevant given the nature of Macquarie's business model, strategic focus and planning cycle, and its ability to respond to changing environments and markets. As at the reporting date, this assessment indicates that Macquarie's strategy and business remain resilient across the short- to medium-term.

Macquarie's assessed resilience reflects the predominantly short- to medium-term nature of its portfolio, the breadth and diversity of its business activities, and its risk management framework. It is further supported by Macquarie's flexible approach to capital allocation and its ability to respond to market and client developments, including those related to climate solutions and the global energy transition.

Macquarie implements resilience strategies across its own business operations to prepare for, respond to and recover from unplanned disruptions, including those associated with climate-related risks. These strategies aim to limit customer, market, financial, regulatory and reputational impacts in the event of a disruption.

Climate scenario analysis outputs were benchmarked against Macquarie's current capital adequacy levels, in line with its established capital stress-testing approach. The results indicate that Macquarie is sufficiently capitalised to absorb the potential financial impacts modelled under the climate scenarios over both the short- and medium-term.

Climate scenario analysis

In FY2026, climate scenario analysis was conducted to help identify and assess climate-related risks using two climate scenarios, in line with the requirements of the *Corporations Act 2001* (Cth). The low-warming (1.5°C) scenario is consistent with the ambitious global temperature goal set out in the *Climate Change Act 2022* and the Paris Agreement. The key inputs and assumptions used in these climate scenarios have been outlined below.

Macquarie uses the Network for Greening the Financial System (NGFS) as the main source for climate scenario development as a widely recognised and credible source for climate scenario modelling across the industry.

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Low-warming - Disorderly rapid transition (~1.5°C)

This scenario reflects rapid uncoordinated implementation of stringent climate policies, resulting in a sharp reduction in global emissions and an increase in global average temperature of 1.5°C above pre-industrial levels. This scenario is most relevant to stressing exposure to transition risk.

The NGFS Delayed Transition scenario was used as the basis for scenario development and accelerated to reflect the risks associated with a sudden, disorderly transition scenario that achieves average warming of 1.5°C by 2100 with limited overshoot. The scenario was adapted to closely resemble the NGFS short-term Sudden Wake-up Call scenario, incorporating relevant short-term macroeconomic and market shocks using the Oxford Economics Global Economic Model.

The key assumptions Macquarie used under this climate scenario are outlined below:

Assumptions	Description
Climate-related policies in the jurisdictions in which Macquarie operates	<ul style="list-style-type: none"> Rapid and uncoordinated tightening of climate policies globally, triggered by sudden response to a severe physical climate-related risk event Policy responses include abrupt carbon constraints, accelerated phase-down of fossil fuels, and rapid capital reallocation to low-carbon sectors Policies diverge across regions with Europe moving fastest.
Shadow carbon price	<ul style="list-style-type: none"> Regionally differentiated albeit with sharp near-term increases across all major jurisdictions, reflecting rapid climate policy tightening and consistent with the narrative from the Sudden Wake-up Call scenario.
Macroeconomic trends	<ul style="list-style-type: none"> Restrictive policies and high carbon prices have flow-on impacts to oil prices and emissions-intensive production, leading to higher inflation, greater uncertainty, reduced business confidence, and tighter financial conditions As a result, Gross Domestic Product (GDP) growth experiences broad-based declines Short-term recessionary dynamics in fossil-fuel reliant sectors, with gradual recovery as economies adjust.
Energy usage and mix	<ul style="list-style-type: none"> Significant and rapid decline in fossil-fuel consumption due to policy tightening and market repricing, causing short-term volatility in energy prices Energy demand shifts towards low-carbon sources, driven by both supply constraints and demand substitution.
Developments in technology	<ul style="list-style-type: none"> No acceleration of early transition technological innovation Efficiency improvements, uptake of negative emission technologies, and substitution towards clean fuels continue to occur, but through a disorderly, higher-cost pathway rather than an orderly trajectory.

High-warming - Hot house world (~3°C)

This scenario reflects an increase in global average temperature, well-exceeding 2°C above pre-industrial levels, through continuing to implement current policies. This scenario is most relevant to stressing exposure to physical risk, as it reflects the limited action taken to mitigate the severe physical impacts of global warming, and where emissions remain elevated this century.

The NGFS Current Policies scenario was used as the basis for scenario development. Hot house world scenarios assume that global warming cannot be limited due to insufficient global efforts. As a result, critical temperature thresholds are exceeded, leading to physical risks and irreversible impacts like sea-level rise. Current Policies assumes that only currently implemented policies are preserved, leading to high physical risks.¹

The key assumptions Macquarie used under this climate scenario are outlined below:

Assumptions	Description
Climate-related policies in the jurisdictions in which Macquarie operates	<ul style="list-style-type: none"> No new climate policies are implemented, only those currently enacted are preserved.
Macroeconomic trends	<ul style="list-style-type: none"> Macroeconomic impacts are negligible initially, with notable declines in economic growth in later decades due to increased physical risks, natural disasters and economic damages GDP continues to worsen relative to the baseline with increasingly significant damages and lower economic growth rates expected over time, driven by climate inaction and exacerbated physical risks globally.
National or regional-level variables	<ul style="list-style-type: none"> Weather patterns: acute and chronic physical risk impacts will be similar to the other scenarios in the short- and medium-term due to the locked-in impacts from existing GHG concentrations Impacts are expected to be more severe and continuing to worsen to 2100 Acute physical risks will increase in severity and/or frequency Chronic risks will become more severe post 2050, including extreme temperatures, changes in precipitation and sea level rise, further exacerbating acute risks (including storm surge, storms, fires, and flooding).
Energy usage and mix	<ul style="list-style-type: none"> Renewable energy continues to make up a greater share of total energy composition; however, fossil fuels remain a key component of the energy mix over all time horizons Energy demand continues to increase, with little offsetting impact from increased energy efficiency.
Developments in technology	<ul style="list-style-type: none"> No major technological developments, albeit with continued improvements in line with current policy settings Limited adoption of carbon sequestration technologies.

¹ The NGFS Phase V scenarios (released November 2024) were used, which reflects climate policies and commitments up to March 2024.

Scope of climate scenario analysis

Macquarie's approach to climate scenario analysis reflects the evolving nature of climate scenario methodologies and Macquarie aims to refine and expand the approach and coverage over time. The primary focus areas for this year's approach were as follows:

Scenario		Climate Risk	Financial risk	Scope of operations	BFS	CGM	Macquarie Capital	MAM	Geographical location	Time horizon
Low-warming	Disorderly Rapid Transition (~1.5°C)	Transition Risk	Credit risk	Corporate and retail lending	●	●	●	●	Global	Short- and medium-term
High-warming	Hot House World - Current policies (~3°C)	Physical Risk (Acute)	Credit risk	BFS Home loans	●	—	—	—	Australia	All time horizons
		Physical Risk (Acute & Chronic)	Risk-agnostic	Corporate lending and equity investments	—	●	●	—	Global	All time horizons

Effects identified in climate scenario analysis and implications

The results from the scenario analysis did not lead to any change to Macquarie's strategy and business model. Macquarie continues to monitor climate risk impacts in accordance with our ongoing risk management processes.

Significant areas of uncertainty

Climate scenario analysis and assessment of climate resilience are subject to inherent uncertainties, arising from the complex and interconnected nature of climate systems, the long-term time horizon over which climate-related risks are expected to intensify, and the limited historical precedent regarding their interaction with the global economy.

These scenarios face further challenges by relying on nascent methodologies, models and data limitations. Many of these challenges and limitations are shared across the financial services industry. Macquarie anticipates greater sophistication in modelling methodologies and underlying assumptions as climate data and modelling techniques evolve across the market. This ongoing improvement is expected to support more informed decision-making over time.

Key uncertainties that may affect climate resilience include the possibility of more severe and frequent weather events and unpredictable, divergent regulatory policies across global jurisdictions and the interaction of these impacts with the economy. Macquarie has considered these uncertainties in determining the scope, inputs and assumptions used in the climate scenario analysis and climate resilience assessment.

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Insight: Assessing physical climate-related risk in our Australian home loan portfolio

As the climate continues to warm, extreme weather events are expected to become more frequent and more severe. Over time, this is likely to place growing pressure on communities across Australia and on residential property insurance premiums, both in terms of affordability for households and, in some areas, the availability of coverage from insurers. These pressures have the potential to flow through to household finances and ultimately to credit risk in Australian home loan portfolios.

For our Australian home loan portfolio, we identified the property insurance market as the key channel through which physical climate-related risk could translate into financial risk. This occurs in two different ways:

- **increased Probability of Default (PD):** When a property is uninsured or underinsured, damage from natural disasters such as floods, bushfires or cyclones, can leave borrowers facing significant repair costs. This financial shock can materially increase stress on household budgets and increase the likelihood of default
- **increased Loss Given Default (LGD):** Physical climate-related risk can also affect the value of the collateral. Direct damage to uninsured or underinsured properties could reduce their value, while more broadly, property prices may come under pressure in areas where insurance is perceived to be becoming less affordable or harder to obtain.

To better understand the potential financial impacts of these dynamics, we performed an analysis on our Australian home loan portfolio using property-level data from a specialist third party provider to assess the exposure to physical climate-related risks under a high-warming scenario.

A key part of this assessment is the annual expected damage cost, which is a forward-looking estimate of the average annual cost of physical damage to a property from specific climate perils, such as floods, bushfires, cyclones or severe convective storms. This provides a practical, data-driven proxy for the climate-risk component of a homeowner's insurance premium, that could be impacted by climate-related risk.

By projecting how damage costs could change over time under a high-warming scenario, we can pinpoint areas across Australia where insurance affordability pressures may increase. This approach allows us to test the portfolio's vulnerability to physical climate-related risk, assess potential future credit impacts and understand the portfolio's overall resilience.

Our assessment indicates that an immaterial proportion of the portfolio is located in areas identified as potentially vulnerable to escalating insurance affordability pressures in the short- to medium-term. Over these time horizons, we consider the residual risk to be low, reflecting the portfolio's strong credit quality.

However, we recognise this is a dynamic issue. We will continue to monitor evolving climate conditions and the insurance market's response, and adapt our strategy and risk management processes as required to maintain the resilience of our portfolio.



Figure 1 - Geographic distribution of Australian home loan portfolio collateral

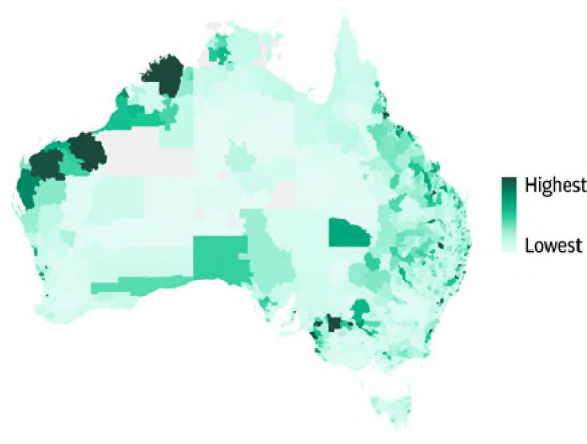


Figure 2 - National heatmap of aggregate acute physical risk

The map on the left shows the geographic distribution of the BFS Australian home loan portfolio as at 31 March 2026. The map on the right shows the national distribution of aggregate acute physical risk based on data from a specialist third party provider and is not specific to the BFS portfolio. Aggregate acute peril risk is the sum of the annual expected damage cost from four perils: flood, bushfire, cyclone, and severe convective storm.

Refer to assets vulnerable to climate-related physical risk metric on page 90 for outcome of the physical risk vulnerability assessment.

Climate Risk Management

Macquarie's risk management framework

Macquarie's approach to identifying and managing environmental and social risks is embedded across the risk management framework. Key artefacts that support Macquarie's risk management framework include the *Risk Appetite Statement* and the *Risk Management Strategy*, which set out Macquarie's approach to managing climate risk.

This section should be read in conjunction with the Risk Management section of this Annual Report.

Policies and processes

The policies and processes to identify, assess, prioritise and monitor climate-related risks are as follows:

Environmental and Social Risk Policy

Macquarie's company-wide *ESR Policy*, approved by Senior Management and subject to review and monitoring by the BGCC, sets the requirements for climate-related risk considerations in transactions including equity investments, financing, leasing, trading and supplier relationships, physical commodities and advisory mandates.

Under the *ESR Policy*, new transactions, investments and products that are escalated to the RMG Credit-ESR team for review are assessed for material environmental and social impacts, including material impacts on, or being materially impacted by, climate change and the energy transition. This includes considering impacts on Macquarie's financed emissions targets as specified in Macquarie's *Financed Emissions Target Risk Assessment Standard*. Further details on how the *ESR Policy* is applied to other environmental and social risks are on page 53 of this Annual Report.

The *ESR Policy* is supported by the following related Macquarie standards:

Financed Emissions Target Risk Assessment Standard

Progress towards Macquarie's financed emissions targets is primarily managed through the *Financed Emissions Target Risk Assessment Standard* which outlines the assessment, monitoring, and reporting processes followed for each target. This *Standard* applies to on-balance sheet equity and lending transactions in sectors where Macquarie has a financed emissions target, consistent with the financed emissions boundaries, as specified on page 95.

Targets may be managed:

- at the deal-level, through assessment of new deals at origination and continued monitoring of deals within portfolio(s) or
- at the portfolio-level, through portfolio monitoring only.

For the residential mortgages sector, portfolio-level processes track progress towards the financed emissions target to determine whether the portfolio emissions intensity is aligning with the sector target trajectory. Portfolio-level monitoring considers financed emissions metrics, portfolio emissions intensity performance compared to target range and projections, and an overview of activities undertaken internally or externally during the year to support meeting the target.

For in-scope upstream oil/gas transactions, both quantitative and qualitative factors may be reviewed to evaluate the client's climate ambition and performance. The analysis considers whether the financed emissions from a given deal will keep our portfolio aligned with the required emissions reduction pathway and where required, whether any mitigants are in place, such as credible decarbonisation activities for that client or broader portfolio levers.

Greenwashing Standard

Macquarie's *Greenwashing Standard* provides information for staff on external communications with potential for greenwashing risk and sets review considerations and requirements to manage greenwashing risk.

This includes review of certain external communications incorporating content on Macquarie's climate strategy and climate-related products, services and disclosures to support the management of legal, regulatory and reputational risks pertaining to these topics.

Macquarie defines greenwashing as a false, misleading, unsubstantiated, ambiguous or overstated representation of the environmental, social or governance (ESG) attributes of an organisation, product or service. This definition is intended to incorporate similar concepts such as impact-washing and social-washing. Greenwashing is one example that falls within Macquarie's wider responsibility to communicate and offer products and services in a fair, clear, non-misleading and balanced manner, under the various laws and regulatory regimes that the organisation operates under. While the regimes governing greenwashing vary between jurisdictions, Macquarie recognises the importance of mitigating this risk for its stakeholders.

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Climate risk management processes

Climate risk is considered a risk driver, which means Macquarie recognises that physical, transition or liability climate risk drivers may impact a broad range of material financial and non-financial risks within its risk management framework.

Macquarie has various climate risk management processes in place to support the identification and management of climate risk, with examples provided below, and considers these in conjunction with existing material risk management processes as necessary.

Risk impacts	Risk management process	Process overview, including identification, monitoring and assessment criteria	Inputs, data sources and scope
Equity & Credit risk	Equity & Credit transaction risk review and approval processes	<p>As part of Macquarie's transaction risk approval process, climate-related risks for new equity investments and credit lending transactions are assessed where material in accordance with Macquarie's <i>ESR Policy</i> requirements and guidance.</p> <p>Where potential material physical or transition climate risks are identified, due diligence is undertaken prior to final approval. The likelihood and significance of these risks are assessed, and if material climate-related risks are found, they are discussed with relevant credit approvers to determine any potential material financial impacts.</p>	Scope of <i>ESR Policy</i> includes credit (i.e. debt) and equity transactions for wholesale clients that meet environmental and social risk triggers outlined in Macquarie's <i>ESR Policy</i> .
Market risk	Market risk scenario analysis	<p>Macquarie uses scenario analysis and stress-testing to quantify and constrain exposure to market volatility across its trading books, including that which may result from climate risk.</p> <p>Stress tests apply at trading desk, divisional and Operating Group levels, with exposure ultimately aggregating under company-wide scenarios. Exposure to these stress tests is calculated daily.</p>	All trading positions across Macquarie.
Operational risk	Risk and control self-assessments	<p>Macquarie's Governance Risk and Compliance system has been enhanced to enable the assessment of climate physical risk, climate transition risk and climate liability risk as part of Macquarie's risk and control self-assessment (RCSA) process.</p> <p>The RCSA is an assessment of material risks across the organisation, aligned to the products, services and enterprise-wide activities that Macquarie performs, considering both inherent and residual risk.</p>	Internal process supported by internal data and performed across the organisation.
	New product and business approval processes	<p>Climate-related risks are considered for relevant new business activities in line with Macquarie's new product and business approval process, where they meet the <i>ESR Policy</i> requirements.</p> <p>Approvals can require certain conditions to be met either prior to, or after the transaction is completed.</p>	Internal process supported by internal data and externally supplied client data.
	Business resilience assessments	<p>Macquarie recognises that business disruption risk can be caused by internal and external factors, including those caused by climate risk such as severe weather events. To prepare for and manage disruptions, Macquarie assesses if critical business services, processes, and physical operational locations are resilient to disruptions. These assessments are conducted annually or upon material change, and use both qualitative and quantitative information.</p>	Internal process supported by internal and external data and performed across the organisation. For physical operational locations, a site's risk profile will guide the assessment scope and cadence.
Regulatory, Legal & Compliance risks	Regulatory and legal obligations processes	<p>Established functions within RMG work with relevant business-aligned compliance and legal teams to provide oversight and guidance on climate risk regulation, legislation and industry guidance, undertake global horizon scanning, and convene regulatory change forums.</p> <p>To help manage legal, regulatory and reputational risks relating to greenwashing, Macquarie's <i>Greenwashing Standard</i> provides guidance on how to identify and manage greenwashing risk.</p>	<p>Horizon scanning and advisory processes apply to ESG-related obligations issued by financial services regulators and government bodies as applicable to Macquarie.</p> <p>Macquarie's <i>Greenwashing Standard</i> sets a proportionate internal greenwashing risk review process for certain written communications issued or published externally by Macquarie which incorporate ESG claims, commitments, goals or attributes.</p>

In addition to the processes listed above, Macquarie also conducts climate scenario analysis to support the identification and assessment of climate-related risks. For further information on the climate scenario analysis conducted by Macquarie, refer to Climate Resilience within the Climate Strategy section on pages 73 to 76 of this Annual Report.

Climate risk management processes of MAM's fiduciary business

The consideration of climate-related risks within MAM's own operations has been incorporated into Macquarie's company-level content within these Climate Statements, outlined above. The following section focuses on the management of climate-related risks within MAM's portfolio of assets under management.

MAM's risk management framework is based upon the Macquarie risk management framework and enables MAM to meet relevant Macquarie policy requirements when conducting its business activities.

In addition to Macquarie's risk management framework, MAM has a suite of frameworks and policies which require it to adequately manage the potential regulatory, reputational, operational and strategic risks that may arise from asset management activities, to ensure decisions are made in the best interests of MAM's clients.

MAM's ESG policies and frameworks require that investments are reviewed for material environmental and social risks as part of the investment process. Where appropriate, the assessment of climate risk is integrated into MAM's investment decision-making processes and asset management activities throughout its holding period.² Investment and asset management teams are supported by specialist sustainability, risk, compliance and legal professionals: together working to ensure that material climate-related risks are identified and managed appropriately.

MAM is continually enhancing its approach to the management of climate risk as the available methodologies and data matures.

Climate-related opportunity management process

Macquarie has processes in place to identify, assess, and prioritise climate-related opportunities. These include regular client and market assessments led by teams who possess deep sector-specific expertise. Being closest to market activity, these teams understand Macquarie's clients' needs and track the latest market trends, enabling them to proactively capitalise on emerging opportunities. In certain instances, climate-related scenario analysis can also support the identification of climate-related opportunities.

In addition, dedicated functions within Macquarie provide insights, thought leadership and access to subject-matter expertise to support its efforts to navigate the opportunities and challenges presented by the transition to a low-carbon economy. This includes the Macquarie Climate Solutions Taskforce (CST), which brings together representatives from all Operating Groups to strengthen coordination and drive action in delivering climate solutions for Macquarie's businesses, clients and partners.

² MAM has exposure to investments for which it does not, or it is not possible to, consider material climate-related risks, such as cash securities, currency, derivatives or indirectly held securities, passively managed portfolios that aim to replicate or closely align with a reference benchmark, or where it has appointed external managers that have not integrated ESG considerations into their investment processes; acknowledging that such appointments are considered in line with the aforementioned risk profile and fiduciary responsibilities.

Sustainability Report

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Climate Metrics and Targets

The following outlines Macquarie's climate-related metrics and targets. The specific emission factors and methodologies used in Macquarie's GHG emissions measurements are available on pages 92 to 99.

Own business operations emissions³

Absolute Scope 1 and Scope 2 (market-based and location-based) emissions

	FY2020 baseline (tCO ₂ e)	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)
Gross Scope 1 GHG emissions	471 ⁴	430	518 ⁵
Gross Scope 2 GHG emissions (location-based)	31,370	18,953	22,363
Gross Scope 2 GHG emissions (market-based)	29,213 ⁶	0	0

Scope 1 and 2 targets and performance

Macquarie measures and manages Scope 1 and 2 emissions, and to support the mitigation of these emissions has established commitments related to use of renewable energy and achieving net zero emissions in its own business operations. These targets are aligned with the Paris Agreement. No revisions were made to these commitments during FY2026, and there was no third party validation of these targets and methodologies against the latest climate science. These commitments, and progress against these, are detailed in the table below.

Annual achievement of these commitments, and Scope 3 commitments detailed on the following page, is managed by COG. COG has a dedicated governance model to support this work, reporting into Macquarie's Chief Operating Officer.

Target (Year)	Methodology and metric used to measure progress	FY2026 progress	FY2025 progress
Source the equivalent of 100% renewable electricity across Macquarie's global offices and data centres (Ongoing)	Since FY2022, Macquarie has sourced the equivalent of 100% renewable energy for global electricity needs, through a combination of renewable energy from building owners or utilities, and energy attribute certificates	Equivalent of 100% renewable electricity purchased, through a combination of renewable energy from building owners or utilities and energy attribute certificates.	Equivalent of 100% renewable electricity purchased, through a combination of renewable energy from building owners or utilities and energy attribute certificates.
Maintain a net zero emissions position across Scope 1 and Scope 2 for our own business operations (Ongoing)	To fully reduce residual Scope 1 emissions, that are difficult to abate, to a net zero position, Macquarie purchases and retires carbon removal units with longer term storage, equivalent to annual Scope 1 emissions, in line with industry guidance on credible carbon offsets. In some years, the purchase and retirement of these offsets occurs after year-end to facilitate the correct amount of offsets being purchased. Together with the purchase of the equivalent of 100% renewable electricity, this reduces Scope 1 and Scope 2 emissions to net zero. ⁷	Net zero position achieved for Scope 1 and 2. For FY2026 requirements, a total of 430 carbon credits were purchased from a nature-based biochar project registered under the Puro.earth Registry to fully offset Scope 1 emissions. The equivalent of 100% renewable electricity has been purchased to reduce Scope 2 emissions to net zero.	Net zero position achieved for Scope 1 and 2. Macquarie retired carbon removal units with longer term storage to offset residual Scope 1 emissions and purchased the equivalent of 100% renewable electricity for office premises, reducing Scope 2 emissions to zero.

³ 'Own business operations' excludes emissions associated with operationally segregated subsidiaries (OSS).

⁴ Scope 1 FY2020 baseline has been restated following the implementation of a new third party software-as-a-service sustainability reporting platform for Scope 1 and 2 which resulted in a small number of emission factors changing to utilise the default sources of the platform.

⁵ Scope 1 FY2025 has been restated to incorporate actual activity data that had been estimated at the time of FY2025 reporting.

⁶ Scope 2 market-based FY2020 baseline has been restated following the implementation of a new third party software-as-a-service sustainability reporting platform for Scope 1 and 2 which resulted in a small number of emission factors changing to utilise the default sources of the platform.

⁷ Macquarie's choice and application of offsets considers guidance provided by the Science Based Targets initiative (SBTI) 'Corporate Net Zero Standard', www.sciencebasedtargets.org/; Net-Zero Banking Alliance 'Supporting note: The Use of Carbon Credits in Climate Target Setting', www.unepfi.org/; and the 'Oxford Principles for Net Zero Aligned Carbon Offsetting', www.smithschool.ox.ac.uk/. The offset projects are selected based on verifiable emissions reductions, after conducting internal due diligence and reviewing third party evaluations. Offsets are purchased and retired to counterbalance the total of Scope 1 emissions that are difficult to abate.

Absolute Scope 3 Categories 1-6 and 8 emissions (Voluntary climate-related disclosure)

Scope 3 emission category	FY2020 baseline (tCO ₂ e)	FY2026 (tCO ₂ e)	FY2025 (tCO ₂ e)
Category 1: Purchased goods and services	137,030	148,182	164,893
Category 2: Capital goods		Included in Category 1	
Category 3: Fuel- and energy-related activities ⁸	7,617	3,946	4,570
Category 4: Upstream transportation and distribution		Included in Category 1	
Category 5: Waste generated in operations	112	119	223
Category 6: Business travel	67,141	51,360	55,274 ⁹
Category 7: Employee commuting	Not currently reported. Reviewing methodology and data sources.		
Category 8: Upstream leased assets		Included in Category 1	
Total	211,900	203,607	224,960

Upstream Scope 3 targets and performance

Macquarie continues to measure and manage emissions for the Scope 3 Categories 1-6 and 8, in its business operational value chain. To support the mitigation of these emissions and to conform with science-based initiatives Macquarie has established commitments for the two most material categories as listed above, being Category 1: Purchased goods and services and Category 6: Business travel. The supplier emissions reduction engagement targets for Categories 1 and 6 (air and hotel) are aligned with the Paris Agreement.¹⁰ No revisions were made to these targets during FY2026 and there was no third-party validation of these targets and methodologies against the latest climate science. These commitments, and progress against these are detailed in the table below.

Target	Methodology and metric used to measure progress	FY2026 progress	FY2025 progress
Continue to offset Scope 3 Category 6: Business travel emissions including air, hotels, taxis, car rental and food and beverages, for own business operations	To fully offset Scope 3 Category 6: Business travel emissions, Macquarie purchases a portfolio of carbon removal and carbon reduction credits. The metric to measure progress is amount of purchased offsets against emissions. In some years, the purchase and retirement of these offsets occurs after year-end to facilitate the correct amount of offsets being purchased.	For FY2026 requirements, a total of 51,360 offsets were purchased and retired to fully offset Scope 3 Category 6 Business travel emissions. These offsets were registered under the Australian Federal Government ACCU Scheme or Climate Action Reserve, and included carbon credits from nature-based savanna fire management and forestry projects.	Scope 3 Category 6: Business travel emissions fully offset.
By 2030, own business operations suppliers representing 75% of our Scope 3 Category 1: Purchased goods and services and Scope 3 Category 6: Business travel (air and hotel) emissions have a science-aligned emissions reduction target	A qualitative review is conducted to assess if a supplier has a science-aligned target, and the share of emissions that can be attributed to that supplier is calculated to provide a total percentage. For business travel (air and hotel) emissions the percentage is calculated using share of expenditure as a proxy for share of emissions.	Category 1: An estimated 47% of emissions covered by Scope 3 Category 1: Purchased goods and services suppliers have a science-aligned emissions reduction target. Category 6: An estimated 83% of emissions covered by Scope 3 Category 6: Business travel (air and hotel) suppliers have a science-aligned emissions reduction target.	Category 1: An estimated 39% of emissions covered by Scope 3 Category 1: Purchased goods and services suppliers have a science-aligned emissions reduction target. Category 6: An estimated 89% of emissions covered by Scope 3 Category 6: Business travel (air and hotel) suppliers have a science-aligned emissions reduction target.

⁸ Fuel- and energy-related activities for FY2020 baseline and FY2025 have been restated to reflect an expanded scope of emissions, now including Scope 3 for gas and diesel and transmission and distribution losses well-to-tank emissions.

⁹ Scope 3 Category 6: Business travel FY2025 has been restated to incorporate actual activity data that had been estimated at the time of FY2025 reporting.

¹⁰ The supplier emissions reduction engagement targets have been developed considering the guidance of the SBTi's 'Corporate Net-Zero Standard', September 2025, www.sciencebasedtargets.org/. The SBTi framework provides standards, tools and guidance which allow companies to set GHG emissions reductions targets in line with the Paris Agreement.

Sustainability Report

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Financed Emissions

We set out below our on-balance sheet lending and equity investment exposures, together with absolute financed emissions and associated PCAF data quality scores.

As this is our first Climate Statement prepared in accordance with AASB S2, the disclosures below are provided on a voluntary basis and are consistent with the methodologies applied in prior years.

Absolute gross financed emissions and Exposure at Default (EAD)¹¹ (Voluntary climate-related disclosure)

Sector ¹²	Scopes included	FY2025			FY2024		
		EAD \$Ab	Absolute financed emissions (MtCO ₂ e)	PCAF data quality score	EAD \$Ab	Absolute financed emissions (MtCO ₂ e)	PCAF data quality score
Oil/gas	1, 2, 3 (Cat. 11)	4.2	6.2	Scope 1,2: 2.9	3.4	5.3	2.8
				Scope 3: 2.6			
• <i>Upstream oil/gas¹⁴</i>	1, 2, 3 (Cat. 11)	2.4	6.0	Scope 1,2: 1.9	2.3	5.0	Scope 1,2: 2.2
				Scope 3: 2.6			Scope 3: 2.8
• Midstream and downstream oil/gas	1, 2	0.6	0.1	2.6	0.3	0.1	2.2
• Other	1, 2	1.2	0.1	5.0	0.8	0.2	5.0
Coal	1, 2, 3 (Cat. 11)	<0.1	0.8	Scope 1,2: 1.0	<0.1	0.1	2.0
				Scope 3: 3.0			
• Thermal coal mining	1, 2, 3 (Cat. 11)	0.0	0.0	N/A	0.0	0.0	N/A
• Metallurgical coal mining	1, 2, 3 (Cat. 11)	<0.1	0.8	Scope 1,2: 1.0	0.0	0.0	N/A
				Scope 3: 3.0			
• Other	1, 2	0.0	0.0	N/A	<0.1	0.1	2.0
Real estate	1, 2	181.4	1.2	4.3	155.7	0.9	4.1
• <i>Residential mortgages</i>	1, 2	157.3	0.8	4.2	134.8	0.7	4.1
• Commercial real estate	1, 2	13.3	0.2	5.0	12.7	0.1	3.9
• Other	1, 2	10.7	0.2	5.0	8.2	0.1	5.0
Transport	1, 2, 3 (Cat. 13)	8.1	2.2	2.9	10.2	2.0	2.9
• Motor vehicles	1, 2	2.6	0.1	2.1	4.4	0.2	2.1
• Shipping	1	2.2	0.9	2.2	1.6	0.8	2.2
• Aviation ¹⁵	1, 3 (Cat. 13)	1.4	0.7	2.0	1.3	0.7	2.0
• Other	1, 2	1.9	0.5	5.0	2.9	0.3	5.0
Power	1, 2	3.7	0.9	4.5	3.5	0.5	4.4
• Power generation	1	0.6	0.6	2.0	0.9	0.5	2.6
• Other	1, 2	3.1	0.3	5.0	2.6	<0.1	5.0
Agriculture	1, 2	0.8	0.2	4.0	0.3	0.3	4.3
• Farming	1, 2	0.4	0.1	3.0	0.1	0.2	3.0
• Other	1, 2	0.4	<0.1	5.0	0.2	0.1	5.0
Aluminium, Cement, Iron/Steel	1, 2	0.0	0.0	N/A	0.0	0.0	N/A
Manufacturing	1, 2	1.4	0.1	5.0	0.8	0.1	5.0
Financial services	1, 2	19.7	<0.1	5.0	18.3	<0.1	5.0
Health and education	1, 2	6.6	0.2	5.0	5.9	0.2	5.0
Technology, media & telecommunications	1, 2	8.1	0.3	5.0	6.3	0.2	5.0
Retail and wholesale trade	1, 2	1.2	0.1	5.0	1.0	<0.1	5.0
Other mining	1, 2	1.1	0.3	5.0	1.7	0.8	5.0
Other	1, 2	11.5	0.8	5.0	9.3	1.0	5.0
Total¹⁶		247.7	13.2	-	216.3	11.4	-

¹¹ Includes on-balance sheet lending and equity investments for all sectors as at 31 March 2025. This includes exposures from operationally segregated subsidiaries and, for motor vehicles, novated leases. Refer to page 95 for the coverage of financed emissions.

¹² Sector also includes segments in-scope for targets - italics indicates sectors with targets. On-balance sheet lending and equity exposures are mapped to an ANZSIC code sector, reflecting the client's primary business activity. In some cases, additional product-level analysis is performed to assign exposure to a sector. Refer to pages 95 to 99 for details.

¹³ Sectors include segments which may not be deemed carbon-intensive. E.g., real estate agents within the real estate sector may not be considered carbon-intensive.

¹⁴ Exposure includes both pre-production and production upstream oil/gas producers. Pre-production producers are excluded from reported emissions.

¹⁵ In the Aviation sector, Macquarie's current exposure is limited to lessor(s) only. Accordingly, this table only includes Scope 3 (Category 13).

¹⁶ Total figures do not sum due to rounding.

Financed emissions targets and performance

Macquarie continues to monitor progress against its existing Scope 3 downstream financed emission targets for the upstream oil/gas sector and the residential mortgages sector. To support our climate ambition to continue to reduce the intensity of our financed emissions in accordance with existing targets Macquarie has focused efforts on the carbon-intensive sectors set out below. We have not purchased carbon offsets to meet our financed emissions sector targets. While we do not obtain third-party validation over our sector targets or the associated methodologies, we have obtained limited assurance over our financed emissions, as set out in the limited assurance report on pages 104 to 106.

Scope					Target details			Target progress			
Sector	Emissions	Financial products	Value chain/ Geographical	Scenario ¹⁷	Target metric	Gross target	Baseline year ¹⁸	Baseline	FY2025	FY2024	FY2025 % change from baseline
Upstream oil/gas	1, 2, 3 (Cat. 11)	Lending and equity investments	Upstream (extraction) Global	NGFS Net Zero 2050	Physical emissions intensity (gCO ₂ e/MJ)	56.3-59.6 gCO ₂ e/MJ, equivalent to a 9-14% reduction by 2030	FY2020	65.8 gCO ₂ e/MJ	62.0 gCO₂e/MJ	62.3 gCO ₂ e/MJ	-6%
Residential mortgages	1, 2	Lending	Operational use Australia	Carbon Risk Real Estate Monitor (CRREM) scenario	Physical emissions intensity (kgCO ₂ e/m ²)	11.6-19.3 kgCO ₂ e/m ² , equivalent to a 50-70% reduction by 2030	FY2021	38.7 kgCO ₂ e/m ²	32.6 kgCO₂e/m²	33.2 kgCO ₂ e/m ²	-16%

Approach to setting and reviewing each target

Macquarie's framework for setting financed emissions targets reflects industry recommendations, our internal expertise and relevant, credible data and decision useful metrics. Macquarie's methodology will continue to evolve to respond to changes to the external and internal environment, including the evolution of our businesses, the macroeconomic environment, updates to available data, tools and net zero scenarios. There have been no revisions to Macquarie's financed emissions targets during FY2026.

When setting a financed emissions target, the process begins by defining the sector and product scope, selecting appropriate metrics, and establishing a baseline. This is followed by determining a net zero pathway and estimating an interim target, with regular reassessment as inputs change or evolve.

Macquarie's approach to Coal

In 2024, Macquarie achieved its original 2021 goal to run off on-balance sheet lending and equity exposure to coal companies by the end of 2024. As at 31 December 2024, Macquarie had zero coal (thermal and metallurgical) company on-balance sheet lending and equity exposures.¹⁹

Macquarie continues to closely monitor developments in the industry and evaluate our approach to coal. As disclosed in Macquarie's FY2025 Sustainability Report, Macquarie now differentiates between metallurgical coal and thermal coal, reflecting the ongoing importance of, and limited viable alternatives to, metallurgical coal for steel making, as well as industry practice. As such, Macquarie's coal appetite has, since FY2025, allowed for advisory transactions, balance sheet lending and equity investments, where the underlying purpose is to fund the purchase, operation, development or expansion of a metallurgical coal mine.

Macquarie continues to have no appetite for financing >12 months using its balance sheet or to advise on transactions where the underlying purpose relates to the purchase, operation, development or expansion of thermal coal activities.²⁰ Macquarie maintains the ability to work with thermal coal companies to finance projects that will reduce their carbon emissions in line with science-based scenarios or are for the purpose of diversifying away from the thermal coal sector in line with a credible transition plan.

As at 31 March 2025, Macquarie has \$A0 EAD in the thermal coal mining sector, as disclosed in the table 'Absolute gross financed emissions and Exposure at Default' on page 82.

¹⁷ Sector targets are derived based on science-based net zero scenarios aligned with reference to the UNEP FI Guidelines for Climate Change Target setting, in line with the goals of the Paris Agreement (i.e. 'well below 2°C' or 1.5°C by 2100 trajectory scenarios).

¹⁸ Macquarie's guiding principle is to determine financed emissions target baselines within a two year period of target setting, enabling measurement of carbon performance over time.

¹⁹ Nil drawn amounts as at 31 December 2024.

²⁰ 'On-balance sheet lending and equity exposures' and 'financing' refer to on-balance sheet lending and equity investment activities, excluding on-balance sheet securities held for client facilitation and market-making purposes. Lending refers to loan assets held at amortised cost and excludes certain items such as leasing, asset finance and short-term financing that generates trading income (e.g. inventory finance, pre-pays, receivables finance or letters of credit). Also, in line with the PCAF Standard Macquarie's product scope excludes issued guarantees that are not related to any potential future loans or equity investments. For coal, this relates to environmental bonds (e.g. to rehabilitate a mine at the end of its life).

Sustainability Report

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Upstream oil/gas

Approach

In Paris-aligned scenarios (e.g. NGFS Net Zero 2050, International Energy Agency Net Zero Emissions and Intergovernmental Panel on Climate Change), oil and gas are projected to remain part of the global energy mix in 2030, underscoring the importance of addressing operational emissions in the sector.

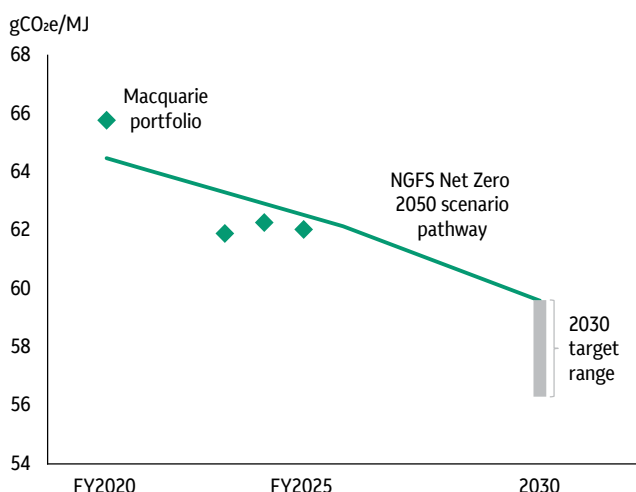
Divestment strategies might not support real world emissions reductions and could result in a disorderly net zero transition that does not address the economic and social needs of the communities affected. Given the scale of the needed transition, Macquarie recognises that much of the world will depend on oil/gas for years to come and will continue to support clients in these sectors.

Progress update

Macquarie is progressing towards its target of 56.3-59.6 gCO₂e/MJ, which implies a 9-14% reduction in physical emissions intensity by 2030 from the FY2020 baseline. In FY2025, the physical emissions intensity of Macquarie's upstream oil/gas portfolio was 62.0 gCO₂e/MJ, down slightly from the FY2024 level and down 6% from the FY2020 baseline. This is in line with Macquarie's pathway trajectory.

Macquarie's progress is partly driven by improvement in operational emissions from our clients, and portfolio optimisation. Our portfolio's emissions intensity performance will also be influenced by data quality improvements. Annual physical emissions intensity outcomes are likely to exhibit considerable volatility (in both directions) and our progress is not expected to be linear. Progress towards our target is influenced by policy, market and technological developments.

Upstream oil/gas emissions intensity - Scope 1, 2 and 3 (Cat. 11)



Assessment of client transition plans for transactions in-scope of the upstream oil/gas financed emissions target

In accordance with our internal *Financed Emissions Target Risk Assessment Standard*, where available, we consider the credibility of client decarbonisation activities, which are often reported within their overall transition plans. When assessing credibility of decarbonisation activities we consider:

- emissions reporting, climate-related commitments and targets
- strategies in place to pursue a reduction in emissions, for example, decarbonisation levers and/or revenue diversification, and track record of implementation
- executive oversight and responsibilities related to the execution of the transition plan.

We do not mandate client transition plans, in part because they have not been widely adopted among our customers, although we continue to monitor the maturity of the oil and gas industry in this area. In addition, reliance on such plans alone would not be sufficient to achieve our upstream oil/gas 2030 target, given ongoing changes to decarbonisation plans across the industry.

Our approach for assessing client decarbonisation activities is informed by industry practice and internal sector-specific expertise and will continue to evolve as global practices for determining transition plan credibility mature. The relevant Operating Group is responsible for completing the initial assessment, with the ESR team providing independent and objective review and challenge where credible decarbonisation activities are used to forecast a reduced emissions profile.

Residential mortgages

Approach

Reducing operational emissions in the residential mortgages sector is dependent on three external factors: the decarbonisation of the national electricity grid, a reduction in household gas usage via electrification, and improvements in residential energy efficiency. Macquarie's ability to meet targets in this sector is therefore dependent on the effective implementation of coordinated government and industry action in these areas.

As Australia's population and housing needs continue to grow, Macquarie remains committed to providing ongoing lending and support to this essential sector. For an intensity-based target, this means our progress is measured not by the size of the portfolio, but by the emissions characteristics of the homes within it.

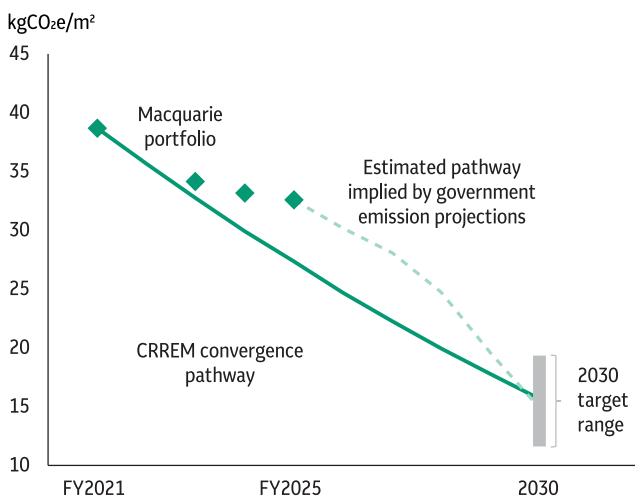
In quantifying financed emissions for residential mortgages, our methodology relies on estimating energy consumption using proxies, as property-specific usage data is not currently available at scale. Macquarie is supportive of government initiatives to deliver a mandatory national disclosure framework.

Progress update

Macquarie's physical emissions intensity target for its residential mortgages portfolio is 11.6-19.3 kgCO₂e/m² by 2030, which implies a reduction of 50-70% from the FY2021 baseline.

As of FY2025, the physical emissions intensity of our portfolio has decreased by 16% to 32.6 kgCO₂e/m² from the FY2021 baseline. While this represents continued progress, the rate of reduction has been slower than our reference scenario pathway. This is primarily due to the slower-than-projected pace of decarbonisation of Australia's electricity grid, presenting a potential systemic challenge to achieving our portfolio-specific target.

Residential mortgages emissions intensity - Scope 1 and 2²¹



²¹ Government-implied projections have been calculated based on Australia's 2025 emissions forecasts, assuming a static composition of Macquarie's mortgage portfolio and consistent usage of natural gas and LPG. 'Australia's emissions projections 2025' Department of Climate Change, Energy, the Environment and Water, November 2025, www.dcccew.gov.au/climate-change/publications/australias-emissions-projections-2025.

Sustainability Report

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Climate-related targets and performance related to asset management activities

MAM's interim targets

In line with MAM's commitments as a member of the Net Zero Asset Managers initiative, in 2022 MAM set the following interim targets in relation to assets within its Real Assets and Real Estate businesses that MAM manages directly on behalf of clients. MAM has used the Net Zero Investment Framework (NZIF) as the basis for its interim targets. For further details on the NZIF categories, refer to page 88.

The interim targets are intended to support MAM's Decarbonisation Strategy. Portfolio holdings that are in scope for MAM's interim targets include both assets where MAM encourages the adoption of emission reduction strategies (that have set long-term net zero goals targeting a date later than 2040) and those assets where MAM has control or significant influence where MAM is managing them in line with net zero Scope 1 and 2 emissions by 2040 (that have set long-term net zero goals of 2040 or sooner).

Real Assets

Asset class	Methodology ²²	Type of target	Interim target	Year	Metric used to measure progress	Baseline 2019	FY2026 progress against target
Real Assets	Net Zero Investment Framework	Asset alignment	By 2030, MAM aims to have 100% of Real Assets in-scope portfolio holdings meeting the criteria for aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions) per the <i>Net Zero Investment Framework</i> (Infrastructure criteria). The target excludes assets acquired within 24 month period prior to 31 March 2030 that may not be aligned or aligning with net zero by the target date due to their recent acquisition.	2030	Percentage of Real Assets in-scope portfolio holdings by AUM aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions).	0%	68% of Real Assets in-scope portfolio holdings are aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions). See below for further details on the proportion of these assets that are managed in line with net zero (Scope 1 and 2 emissions) by 2040.

Real Assets in-scope portfolio holdings refers to the total Real Assets AUM excluding (i) client capital that is yet to be deployed and (ii) assets where MAM has deemed it is not in line with its fiduciary duties, client mandates, fund investment objectives or other legal obligations to manage the asset in line with its Decarbonisation Strategy.

Currently, 92% of MAM's Real Assets AUM is Real Assets in-scope portfolio holdings. Of the 8% of MAM's Real Assets AUM that is not Real Assets in-scope portfolio holdings, 6% consists of client capital that is yet to be deployed and 2% is invested capital in assets that MAM is unable to manage in line with its Decarbonisation Strategy.

Full breakdown of NZIF alignment for in-scope portfolio holdings:

NZIF Alignment	FY2026		Total
	% AUM of assets with a long-term goal of net zero by 2040 or sooner (Scope 1 and 2 emissions)	% AUM of assets with a long-term goal of net zero by a date later than 2040 (Scope 1 and 2 emissions)	
Aligning to a net zero pathway/Aligned to a net zero pathway	58%	10%	68%
Committed to aligning	7%	13%	20%
Not aligned			12%
Total			100%

Note: Assets with a long-term goal of net zero (Scope 1 and 2 emissions) by 2040 or sooner are typically those assets where MAM has control or significant influence and they are not subject to any of the 6 constraints outlined in MAM's Decarbonisation Strategy.

Committed to aligning: These assets have set long-term goals, but their interim targets are either absent or are not ambitious enough to be considered science-based. These assets typically fall into hard-to-abate sectors (such as waste, utilities, and transport) where they are reliant on abatement technologies that are currently not available at scale or are not economically feasible in the near-term. These include technologies like carbon capture utilisation and storage, green hydrogen, and electrified versions of diesel-powered vehicles and equipment.

Not aligned: These are assets that have not yet set long-term net zero goals. The majority of these assets (8%) are new acquisitions and are still within MAM's 24-month transition period to establish targets and net zero plans. The remaining 4% have experienced operational challenges leading to delays in meeting NZIF criteria. MAM will continue to work with these assets to meet the NZIF criteria.

²² NZIF is one of the most widely used guides by investors to set targets and produce related net zero strategies and transition plans. It is acknowledged that investors will implement NZIF differently according to their own unique circumstances and strategies. How MAM interprets and uses NZIF may differ to other asset managers.

Real Estate

Asset class	Methodology ²³	Type of target	Interim target	Year	Metric used to measure progress	Baseline 2019	FY2026 progress against target
Real Estate	Net Zero Investment Framework	Asset alignment	By 2030, MAM aims to have 100% of Real Estate in-scope portfolio holdings meeting the criteria for aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions) per the <i>Net Zero Investment Framework</i> (Private Equity criteria). The target only applies to assets in influence band 1a and excludes assets acquired within 24 month period prior to 31 March 2030 that may not be aligned or aligning with net zero by the target date due to their recent acquisition.	2030	Percentage of Real Estate in-scope portfolio holdings by AUM aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions).	0%	66% of Real Estate in-scope portfolio holdings are aligning to a net zero pathway or aligned to a net zero pathway (Scope 1 and 2 emissions). See below for further details on the proportion of these assets that are managed in line with net zero (Scope 1 and 2 emissions) by 2040.

Real Estate in-scope portfolio holdings refers to the total Real Estate AUM that falls under influence band 1a per the NZIF Private Equity criteria and excludes (i) assets that do not fall within influence band 1a, (ii) client capital that is yet to be deployed and (iii) assets where MAM has deemed it is not in line with its fiduciary duties, client mandates, fund investment objectives and other legal obligations to manage the asset in line with its Decarbonisation Strategy.

Currently, 64% of MAM's Real Estate AUM is Real Estate in-scope portfolio holdings. Of the 36% of MAM's Real Estate AUM that is not Real Estate in-scope portfolio holdings, 3% consists of client capital that is yet to be deployed, 17% are assets that MAM is unable to manage in line with its Decarbonisation Strategy and 16% is invested capital in assets that do not fall within influence band 1a. Where possible, MAM will encourage assets that do not fall within influence band 1a to set emissions reduction strategies in line with its Decarbonisation Strategy.

Full breakdown of NZIF alignment for Real Estate in-scope portfolio holdings:

NZIF Alignment	FY2026		Total
	% AUM of assets with a long-term goal of net zero by 2040 or sooner (Scope 1 and 2 emissions)	% AUM of assets with a long-term goal of net zero by a date later than 2040 (Scope 1 and 2 emissions)	
Aligning to a net zero pathway/Aligned to a net zero pathway	66%	0%	66%
Committed to aligning	14%	0%	14%
Not aligned			20%
Total			100%

Note: Assets with a long-term goal of net zero (Scope 1 and 2 emissions) by 2040 or sooner are typically those assets where MAM has control or significant influence and they are not subject to any of the 6 constraints outlined in MAM's Decarbonisation Strategy.

Committed to aligning: The majority of these assets (10%) are platforms that have set long-term net zero goals but have either limited or no operational assets, or are in early stages of operations and are working to meet the additional NZIF criteria (e.g. establishing their emissions baseline after 1 full calendar year of operations). One investment (4%) has adopted a long-term net zero goal, interim targets, and initiatives, but lacks a costed net zero business plan.

Not aligned: These are assets that have not yet set long-term net zero goals. MAM will continue to work with these assets to meet the NZIF criteria.

²³ NZIF is one of the most widely used guides by investors to set targets and produce related net zero strategies and transition plans. It is acknowledged that investors will implement NZIF differently according to their own unique circumstances and strategies. How MAM interprets and uses NZIF may differ to other asset managers.

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Approach to setting and reviewing each target

MAM's approach to setting climate-related targets takes account of industry guidance, its internal expertise and relevant, credible data and decision-useful metrics.

Methodology

Working alongside an expert third party consultant, MAM has adopted methodologies and set interim targets that are tailored to each asset class. In doing so, MAM considered the methodologies, tools and resources available in the market. MAM has used the Paris Aligned Investment Initiative (PAII) NZIF and supporting asset class-specific guidance, to inform its approach, as MAM believes it most closely aligns with its existing investment approach.²⁴ Note that MAM's interim targets only apply to Scope 1 and 2 emissions therefore, MAM only applies the NZIF criteria with respect to investee company Scope 1 and 2 emissions.

MAM's interim targets reference the proportion of Real Assets in-scope portfolio holdings and Real Estate in-scope portfolio holdings that are aligning or aligned to a net zero (Scope 1 and 2 emissions) pathway per the relevant criteria under the NZIF methodology. NZIF contains five different categories used by the industry to assess alignment to net zero of their underlying investments under the NZIF methodology, each with their own criteria, which can differ slightly across different asset classes – Not aligning, Committed to aligning, Aligning to a net zero pathway, Aligned to a net zero pathway, and Achieving net zero. In general terms:

- Not aligning refers to assets without a commitment to decarbonise in a manner consistent with achieving global net zero
- Committed to aligning refers to assets with a long-term decarbonisation goal consistent with achieving global net zero by 2050 or sooner
- Aligning to a net zero pathway refers to assets that have a long-term decarbonisation goal consistent with achieving global net zero by 2050 or sooner, science-based net zero targets, appropriate governance and accountability, and emissions disclosure. Note that MAM only applies this criteria with respect to Scope 1 and 2 emissions in accordance with its interim targets
- Aligned to a net zero pathway refers to assets that, in addition to meeting the above criteria, have a decarbonisation plan, and current and forecast emissions performance at least equal to a relevant net zero pathway. Note that MAM only applies this criteria with respect to Scope 1 and 2 emissions in accordance with its interim targets
- Achieving net zero refers to assets that meet all relevant criteria and have an emissions performance at net zero which can be expected to continue.

MAM assesses portfolio companies against these criteria, as adapted as specified above.

Baseline

MAM established its baseline by assessing whether the Real Assets in-scope portfolio holdings and Real Estate in-scope portfolio holdings (together in-scope portfolio holdings) were aligned or aligning to a net zero (Scope 1 and 2 emissions) pathway as at 31 December 2019. In the absence of asset-level alignment information, MAM estimated that all in-scope portfolio holdings were not aligned or aligning to a net zero pathway at the baseline date.

In 2025, MAM carried out a review using evidence and assumption-based tests to validate its baseline of 0% of in-scope portfolio holdings aligning or aligned to a net zero (Scope 1 and 2 emissions) pathway as at 31 December 2019. This included identifying in-scope portfolio holdings whose aligning or aligned status was achieved after 31 December 2019, and identifying in-scope portfolio holdings that are not yet aligning or aligned with a net zero pathway. Additionally, for a residual portion of in-scope portfolio holdings, due to the limited maturity of industry methodologies and the absence of asset-level alignment information at that time, MAM has estimated that they were not aligning or aligned to a net zero (Scope 1 and 2 emissions) pathway at the baseline date. Together, these factors support that 0% of in-scope portfolio holdings were aligning or aligned with a net zero (Scope 1 and 2 emissions) pathway at the baseline date.

MAM has not sought formal validation of its climate-related targets or adopted methodology by a third party.

Review of targets

MAM recognises that the transition to a low-carbon economy is an evolving area and is unlikely to be linear. MAM regularly reviews its Decarbonisation Strategy and climate-related targets to ensure they remain appropriate for its business and take into account recent developments.

Since MAM first announced its net zero ambitions in 2020, there have been significant developments in this area - including new methodologies that were not available at that time, a deeper understanding of the various pathways to net zero and their associated challenges across the sectors and asset classes MAM invests, and evolving regulations and reporting standards.

In light of these developments, MAM has periodically refined its Decarbonisation Strategy by specifying the methodologies, interim targets and metrics by which MAM will measure progress across additional asset classes and by aligning its approach to available industry guidance.

Furthermore, in December 2025, MAM completed the sale of its North American and European public investments business to Nomura. Following completion of that transaction, MAM reviewed its Decarbonisation Strategy and climate-related targets to ensure its approach remained appropriate and reflective of its business and underlying asset classes. This included revising some of its interim targets, removing the 2030 asset alignment target for fixed income and listed equities and the 2030 engagement threshold target that applied to its fixed income, listed equities and real estate businesses.

²⁴ 'Net Zero Investment Framework', Paris Aligned Investment Initiative, www.parisalignedassetowners.org/.

Assets or business activities vulnerable to climate-related transition and physical risks

The vulnerability of Macquarie's assets and business activities to transition and physical risks has been assessed on an inherent risk basis.

The assessment is intended to highlight where climate-related vulnerability may arise, rather than to represent Macquarie's overall risk profile or resilience. The assessment does not incorporate the mitigating effects of Macquarie's risk management framework, business strategies, controls or management actions, and should therefore be read as directional in nature only.

The assessment is subject to data and methodological limitations, reflecting the early stage of external climate data availability and the evolving nature of climate risk analytics. Macquarie has engaged third party data providers to support this analysis. However, the use of such data is in its infancy and will continue to mature over time as data quality improves and more granular analysis becomes possible.

All amounts presented are based on balance sheet carrying value as recognised on the Statement of Financial Position as at 31 March 2026.

Assets vulnerable to climate-related transition risk

Macquarie has assessed the vulnerability of its assets to transition risk based on three core components:

- **transition-sensitive sectors** – which represent high-emitting sectors anticipated to face heightened financial, operational and reputational risks during the transition towards a low-carbon economy (transition risks)²⁵
- **asset exposure** – asset classes that have greater sensitivity to transition risk, which are considered to be concentrated within longer dated financing and investment exposures, based on tenor and liquidity. This is on the basis that these are less able to be repriced or exited and therefore more likely to be impacted over the medium- to long-term when transition risks are anticipated to occur
- **vulnerability** – the inherent susceptibility of these assets in transition-sensitive sectors, which may have subsequent potential financial implications to Macquarie, such as risk of default or loss of asset value. Property-backed lending held by BFS was further assessed through a bottom-up analysis.²⁷

There are inherent limitations with this approach. Using broad sector classifications can mask important differences in the types of activities undertaken and transition dynamics across different markets and jurisdictions, including variations in policy pathways and regulatory settings. This means that vulnerability may not be evenly spread across all assets in the sector. In addition, this approach does not take into account differences at an individual product, service or counterparty level, such as credit quality, recoverability, existing transition plans or other risk mitigants, which could reduce or offset an asset's level of vulnerability.

Coverage represents approximately 99% of total assets in scope of analysis as set out above.

	FY2026		
	Assets in sectors vulnerable to transition risk (\$Ab) ^{25,26}	Financial statement line item subject to vulnerability assessment (\$Ab)	Percentage vulnerable to transition risk (%)
Derivative assets	1.1	43.5	
Financial investments	0.6	31.0	
Other assets	0.3	14.2	
Loans assets ²⁷	17.4	253.5	
Interests in associates and joint ventures	0.9	6.3	
Property, plant and equipment and right-of-use assets	1.1	4.2	
Intangible assets	0.1	2.2	
Total	21.5	354.9	6%

²⁵ Transition sensitive sectors were informed by the EU Low Carbon Benchmark and include the following ANZSIC divisions: Division A - Agriculture, Forestry and Fishing, Division B - Mining, Division C - Manufacturing, Division D - Electricity, Gas and Water Supply, Division E - Construction, Division F - Wholesale Trade, Division G - Retail Trade, Division I - Transport and Storage, and real estate within Division L - Property and Business Services. Renewable energy generation exposures from Green Investments on balance sheet are considered low climate impact, so have been excluded.

²⁶ Derivative assets and Other assets includes only exposures with a remaining tenor greater than three years from the reporting date.

²⁷ For BFS property-backed lending in Australia, a location-based transition risk assessment is performed. An exposure is considered vulnerable if the underlying collateral is located in a region with an economy assessed as being heavily reliant on the fossil fuel value chain. This assessment is based on the assumption that property values and local economic activity in these regions are more susceptible to disruption from a low-carbon transition.

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Assets vulnerable to climate-related physical risk

To assess potential vulnerability to physical climate-related risk, Macquarie focused its quantitative analysis on the Australian home loans and business banking portfolios within BFS, where methodologies and data availability is more mature.

For Macquarie's market facing businesses, the data, tools and processes required to support a comprehensive physical climate-related risk vulnerability methodology are still evolving. While a third-party data provider has been engaged to support this analysis, the methodology remains in its early stages of development as at the reporting date.

Inherent limitations and sources of uncertainty

It is important to note that the below metric is not a forecast of expected credit losses, probability of default or value-at-risk.

There are inherent limitations with data and methodologies used to inform physical risk assessments. While data sources use detailed geospatial information, variations in coverage exist. Refinements to data and methodologies will continue in future periods as industry practice and data quality evolve.

Australian home loans and business banking vulnerable to climate-related physical risk

The assessment for BFS' home loans and business banking portfolios is based on the following components, which are used to quantify the total value of loan assets deemed vulnerable²⁸:

- **asset exposure** – The assessment is applied to individual loan assets that are collateralised by property
- **property-level hazard data** – The analysis uses property-level data from a specialist third-party provider. This metric estimates the aggregate annual expected damage cost for an individual property, summing impacts from all assessed acute physical perils (floods, bushfires, cyclones, and severe convective storms)
- **climate scenario context** – The property-level hazard data is modelled under a high-warming climate scenario, over a time horizon consistent with the weighted average life of a loan
- **vulnerability thresholds** – The analysis uses 'insurability risk' as the key proxy for financial vulnerability. A loan facility is flagged as vulnerable if the aggregate annual expected damage cost of its underlying collateral property exceeds the thresholds that define the vulnerability range. This range is based on external benchmarks to identify properties where insurance affordability pressures may already exist or are expected to increase over time.

Population included in the assessment represents approximately 77% of total Home loans and Corporate, commercial and other lending per Macquarie's financial statements.

	FY2026
Total home loans and business lending vulnerable to physical risks (\$Ab)	2.3 to 7.4
Total Macquarie home loans, corporate, commercial and other lending (\$Ab)	248.4
Percentage of home loans and business lending vulnerable to physical risks (%)	1% to 3%

²⁸ The scope of this assessment is limited to exposures collateralised by Australian real property.

Vulnerability within our asset management business

With the majority of MAM's AUM invested in global infrastructure and real estate, MAM's portfolio is inherently exposed to the physical impacts of climate change.

Additionally, the potential of rising GHG pricing - through carbon and energy taxes on the construction and operation of infrastructure and the costs of transitioning to lower-emission alternatives - is the most significant driver of transition risk across MAM's portfolio; with investments in high-climate impact sectors found to be the most exposed.

As an active manager and a fiduciary, MAM is focused on addressing these risks. MAM leverages its scale and experience to support its investee companies to reduce their GHG emissions and transition to a low-carbon economy, and to implement appropriate adaptation and resilience measures.

MAM manages a diverse suite of products and asset classes on behalf of its clients, with varying levels of ownership and influence over the investee companies in which it invests. Consequently, the way MAM exercises its fiduciary responsibilities differs between and within its business divisions.

MAM has embedded the consideration of climate-related risks within its investment decision-making approach, due diligence and asset management frameworks, supporting integration throughout the investment life cycle across its asset classes.

Investee companies within MAM's Real Assets business and platforms within its Real Estate business undergo sustainability reviews at least annually during MAM's holding period. This exercise helps MAM assess, govern and manage the sustainability performance of the relevant investments, including, but not limited to, the management of any identified material physical and transition climate-related risks. Additionally, investee companies report key sustainability performance data on a semi-annual basis to ensure MAM's minimum standard and regulatory requirements are met. For portfolio companies in scope of MAM's Decarbonisation Strategy, on-going assessment of board-approved net zero plans are completed.

This risk management approach seeks to preserve and create value for MAM's clients, while supporting positive outcomes for communities and the environment.

MAM's diversified business model together with how it assesses, evaluates and manages risk as outlined above, means that while individual investee companies in MAM's portfolio may be vulnerable to and impacted by both climate-related physical and transition risk during MAM's investment period, these impacts are not expected to translate into a material impact to Macquarie's revenues over short-, medium- or long-term horizons.

Assets or business activities aligned with climate-related opportunities

Across its businesses, Macquarie is engaged in the energy and climate transition and has established capabilities across advisory, capital deployment, market participation and asset management, where we invest and work with portfolio companies. These activities span areas such as renewable energy, energy storage, electrification, transition fuels and related climate solutions, supporting client and investor demand.

As at the reporting date, we do not consider climate-related opportunities to give rise to material assets or financial impacts and do not anticipate these to be material in the short-term.

Macquarie views that climate-related activities and opportunities may become material over the medium- to long-term, under certain scenarios and assumptions, as transition and physical climate impacts accelerate. The scale and timing is contingent on factors such as the evolution of market conditions, policy setting and patterns of client and investor demand.

Capital deployed

Climate-related risks

The management of climate-related risks is integrated into our normal business operations. Expenditure in this area primarily supports governance, risk management, and reporting activities. As this is embedded in our operational framework, capital allocated to climate-related risk is not separately identifiable or reported.

Climate-related opportunities

Capital deployed, including financing and investment activity, in support of activities, projects or investments aligned with identified climate-related opportunities was not financially material in the current period.

Internal carbon price

Whilst carbon prices are an input into scenario analysis, Macquarie does not presently use an internal carbon price in our operations or when evaluating investments.

Refer to page 74 for more detail on how carbon price is used in our scenario analysis.

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Measurement approach

Macquarie has applied the same organisational boundary as used in FY2025, as permitted under the AASB S2 transition relief for this first year of mandatory reporting.

Scope 1 and 2 GHG emissions

Operational boundary

Macquarie follows the guidance of The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (2004) (GHG Protocol) and applies an operational control approach when establishing the boundary for reporting Scope 1 and Scope 2 emissions (excluding OSS and joint ventures), specifically, measuring and reporting emissions under the operational control of Macquarie's COG.²⁹

Included within this boundary are:

- offices leased by Macquarie and its subsidiaries, which are also occupied by Macquarie people
- data centres globally where Macquarie has oversight of electricity usage and pays for this usage, or where Macquarie is deemed to have operational control of a proportion of co-located facilities
- base building energy and emissions where Macquarie owns and occupies the building. This includes energy required to operate the mechanical plant and other services, such as lifts and lighting in lobbies and other communal areas, and emissions associated with provision of air-conditioning services.

Excluded from the scope of measurement and reporting are:

- offices or buildings that are owned or managed by Macquarie but are not tenanted by Macquarie people
- serviced offices, data centres, business continuity sites under 100 square metres, and cloud computing services used by Macquarie where Macquarie has no operational control
- properties associated with businesses that are deemed to be operationally segregated subsidiaries (OSS)
- indirect emissions associated with electricity purchased by landlords and used to operate air-conditioning equipment to provide air-conditioning for areas where Macquarie is a tenant
- third party tenant energy use in Macquarie-owned or -operated buildings
- joint venture offices, defined as offices where Macquarie people may be located as part of a joint venture business activity but where Macquarie has limited ability to influence the operation of these offices and does not have oversight of the data required to calculate electricity consumption and GHG emissions.

Calculation and estimation processes, and emission factor sources

In FY2026, Macquarie implemented a new third party software-as-a-service sustainability reporting platform (the platform) for Scope 1 and 2, and also Scope 3 Category 3: Fuel- and energy-related activities, and in that process have changed a small number of emission factors (EF) to utilise the default sources of the platform. This change saw no material impact on previously reported Scope 1 and 2 historical emissions (back to the baseline year of FY2020) or FY2026 emission calculations.

When electricity data for the reporting period is not available from invoices or building owner notifications, we use estimates based on seasonal historic trends, or by referring to average electricity consumption per square meter for other offices in the same region. Similarly, when Scope 1 data is not available we calculate estimates based on historical data or activity data from similar sites.

The table below outlines Scope 1 and Scope 2 calculation processes and EF sources for FY2026. Where EFs change across the period of the Macquarie financial year (April to March), the relevant factor is allocated to each month.

Scope and category	Description	Calculation process for CO ₂ e	Emission factor source
Scope 1: Stationary fuels	Direct emissions from combustion of natural gas and diesel in operationally controlled buildings or tenancies.	Fuel use in MJ or litres is multiplied by the EF. $Emissions = \sum (EF_i \times fuel\ volume_i)$	Australia: NGAF (2024 and 2025) ³⁰ New Zealand: MfE Measuring emissions: A guide for organisations (2025) ³¹ USA and all other countries: EPA GHG Emission Factors Hub (2025) ³²

²⁹ 'A Corporate Accounting and Reporting Standard, Chapter 3, 'Setting Organisational Boundaries', Greenhouse Gas Protocol, www.ghgprotocol.org/.

³⁰ 'National Greenhouse Accounts Factors', Australian Government, www.dccew.gov.au/.

³¹ 'Measuring emissions: A guide for organisations', New Zealand Government, www.environment.govt.nz/.

³² 'GHG Emission Factors Hub', United States Government, www.epa.gov/.

Scope and category	Description	Calculation process for CO ₂ e	Emission factor source
Scope 1: Refrigerants	Direct fugitive emissions from air-conditioning equipment in operationally controlled buildings or tenancies.	Usage volumes based on purchase data, or estimates of leakage using building type and floor area, are multiplied by EFs. $Emissions = \sum (EF_i \times \text{refrigerant volume}_i)$	IPCC's Sixth Assessment Report (AR6) (consolidated CSV) (2022) ³³
Scope 2: Electricity	Indirect emissions associated with purchased electricity used in operationally controlled buildings or tenancies.	Location-based: Usage in kWh is multiplied by regional grid EFs. Market-based: For sites where renewable electricity has been purchased, either through utility contracts directly, or via building owners, or by purchasing of energy attribute certificates, an EF of zero is applied to usage in kWh. $Emissions = \sum (EF_i \times \text{kWh}_i)$	Australia: NGAF (2024 and 2025) ³⁴ Canada: National Inventory Report (2025) ³⁵ New Zealand: MfE Measuring emissions: A guide for organisations (2025) ³⁶ UK: DEFRA GHG Conversion Factors (2025) ³⁷ USA: EPA eGRID (2023) ³⁸ All other countries: IEA Emission Factors (2024) ³⁹

Scope 3 operational GHG emissions Categories 1-6 and 8

Operational boundary

Macquarie follows the guidance of The GHG Protocol and Corporate Value Chain (Scope 3) Accounting and Reporting Standard classifying Scope 3 emissions as all other indirect emissions not included in Scope 1 and 2, which are a consequence of the activities of the company but occur from sources not owned or controlled by the company.⁴⁰ Macquarie classifies its Scope 3 emissions using the category numbering and naming conventions described by the GHG Protocol.

OSS and joint ventures are excluded from the operational boundary for Scope 3 Categories 1-6 and 8 calculations.

Calculation processes and emission factor sources

As part of the implementation in FY2026 of a new third party software-as-a-service sustainability reporting platform, only Scope 3 Category 3: Fuel and energy-related activities was calculated within the new platform. All other Scope 3 upstream categories were calculated outside of the platform.

The table below outlines Scope 3 Categories 1-6 and 8 calculation processes and EF sources for FY2026. Unless otherwise described, the most recent year's emission factors are used from each of these sources for the most recent reporting year.

Scope and category	Description	Calculation process for CO ₂ e	Reference data and emission factor source
Category 1: Purchased goods and services (including Category 2: Capital goods, Category 4: Upstream transportation and distribution, and Category 8: Upstream leased assets)	This category covers emissions arising from procurement of goods and services (including capital goods, upstream transportation and distribution, and upstream leased assets) that are paid for via Macquarie's procurement system and are categorised according to Macquarie's internal taxonomy codes. This excludes transactions not associated with the purchase of goods and services and capital goods e.g. commissions or equivalent payments related to a financial transaction, intra-company and payroll payments, community/charitable donations, and taxation-related spend. Serviced office emissions, being immaterial, are excluded.	The spend-based method as per the GHG Protocol Scope 3 Guidance, was used to calculate these emissions, with industry-average emission factors applied based on the economic value of the goods and services processed via Macquarie's procurement system. The value of goods and services takes into account inflation and currency exchange. $Emissions = \sum (\text{spend by category}_i \times \text{converted EF by category}_i)$	US EPA USEEIO dataset V1.3 (2024) ⁴¹

³³ 'Sixth Assessment Report', The Intergovernmental Panel on Climate Change, www.ipcc.ch/.

³⁴ 'National Greenhouse Accounts Factors', Australian Government, www.dceew.gov.au/.

³⁵ 'National Inventory Report', Canadian Government, www.canada.ca/.

³⁶ 'GHG Conversion Factors', United Kingdom Government, www.gov.uk/.

³⁷ 'Measuring emissions: A guide for organisations', New Zealand Government, www.environment.govt.nz/.

³⁸ 'Emissions & Generation Resource Integrated Database (eGRID)', United States Government, www.epa.gov/.

³⁹ 'Emissions Factors 2024', International Energy Agency, www.iea.org/.

⁴⁰ 'Corporate Value Chain (Scope 3) Accounting and Reporting Standard', Greenhouse Gas Protocol, www.ghgprotocol.org/.

⁴¹ 'US Environmentally-Extended Input-Output (USEEIO)', United States Government, www.epa.gov/.

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Scope and category	Description	Calculation process for CO ₂ e	Reference data and emission factor source
Category 3: Fuel- and energy-related activities	This category covers emissions from the extraction, production and transportation of energy consumed by Macquarie in its global corporate offices, data centres and base buildings. It also covers electricity transmission and distribution (T & D) losses, including well-to-tank emissions for this electricity.	Electricity, gas and fuel usage is based on invoice data from energy retailers or building owners, where available, or estimated based on the methodology described above for Scope 1 and 2. Usage is then multiplied by the relevant Scope 3 EF for a region. $Emissions = \sum (EF_i \times \text{unit of activity}_i)$ T & D losses are calculated by applying grid loss rates for each regional grid to electricity usage.	Australia: NGAF (2024 and 2025) ⁴² New Zealand: MfE Measuring emissions: A guide for organisations (2025) ⁴³ USA: EPA eGRID (2023) ⁴⁴ All other countries: IEA Emission Factors (2024) for well-to-tank emissions and ecoinvent for transmission and distribution loss rates. ⁴⁵
Category 5: Waste generated in operations	This category covers emissions arising from the disposal and treatment of waste generated in operations. It excludes e-waste, construction waste, and effluents and wastewater.	For sites representing approximately 50% of Macquarie people (Sydney: 50 Martin Place, 1 Elizabeth Street, and London: Ropemaker), waste data was obtained directly from building owners or cleaning provider reports. $Emissions = \sum (EF_i \times \text{Waste stream classification}_i)$ For offices where no waste data was available, data was extrapolated using tonnes/FTE.	UK DEFRA GHG Conversion Factors (2025) ⁴⁶
Category 6: Business travel	This category covers emissions arising from business travel, comprising air, hotel, taxis and car rental, and food and beverage. Food and beverage includes activity that may not be directly related to business travel (e.g. entertainment for Macquarie people or clients).	Air: Data on flights booked, distance, class of ticket, flight haul type, and origin and destination countries is sourced from Macquarie's corporate travel agency and relevant EFs applied. $Emissions = \sum (EF_i \times \text{Distance}_i)$ Hotel: Hotel emissions are calculated based on total hotel spend, per hotel, on corporate cards, considering the average daily rate to estimate room nights based on location, and the class of service for each hotel. The EF is determined by class of hotel service and property location. $Emissions = \sum (EF_i \times \text{Estimated room nights}_i)$ Taxis and car rental: Emission calculations are based on corporate card spend on taxis and car rentals using reference information to determine the average distance travelled. The emission factor is based on car type, as determined by Macquarie's corporate card provider using its internally developed codes, and DEFRA EFs. $Emissions = \sum (EF_i \times \text{Distance}_i)$ Food and beverage: Emission calculations are based on corporate card spend by restaurant category determined by Macquarie's corporate card provider. $Emissions = \sum (EF_i \times \text{Spend}_i)$	UK DEFRA GHG Conversion Factors (2025) ⁴⁶ Room nights by location: The Business Travel News Corporate Travel Index ⁴⁷ Class of service: Smith Travel Research database ⁴⁸ EF (by class of service and location): Cornell Hotel Sustainability Benchmarking Index ⁴⁹ Distance travelled: Numbeo Prices by Country of Taxi 1km (Normal Tariff) (Transportation) ⁵⁰ EF: UK DEFRA GHG Conversion Factors (2025) ⁴⁶ EF: USA EPA Office of Research and Development: Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities (2025) ⁵¹

Carbon credits

Use of carbon credits

To meet the existing carbon offsetting commitment for Macquarie's business operations which covers the total of Scope 1 and Scope 3 Category 6: Business travel emissions, Macquarie purchases and retires Australian Carbon Credit Units and other voluntary carbon offsets.

Leveraging Macquarie's internal due diligence processes and a third party carbon offset rating platform, offset projects are selected based on quality and verifiability of emissions reductions.

Macquarie's choice of offsets considers guidance provided by the Science Based Targets initiative (SBTi) 'Corporate Net-Zero Standard', Net-Zero Banking Alliance 'Supporting note: The Use of Carbon Credits in Climate Target Setting', and the Oxford Principles for Net Zero Aligned Carbon Offsetting.^{52,53,54}

⁴² 'National Greenhouse Accounts Factors', Australian Government, www.dceew.gov.au/.

⁴³ 'Measuring emissions: A guide for organisations', New Zealand Government, www.environment.govt.nz/.

⁴⁴ 'Emissions & Generation Resource Integrated Database (eGRID)', United States Government, www.epa.gov/.

⁴⁵ 'Emissions Factors 2024', International Energy Agency, www.iea.org/; 'ecoinvent Database', www.ecoinvent.org/.

⁴⁶ 'GHG Conversion Factors', United Kingdom Government, www.gov.uk/.

⁴⁷ 'Corporate Travel Index', Business Travel News, www.businesstravelnews.com/.

⁴⁸ 'Smith Travel Research (STR) database', CoStar Group, www.costargroup.com/.

⁴⁹ 'Hotel Sustainability Benchmarking Index 2024', Cornell University, ecommons.cornell.edu/.

⁵⁰ 'Taxi fare', Numbeo, www.numbeo.com/; 'GHG Conversion Factors', United Kingdom Government, www.gov.uk/.

⁵¹ 'Supply Chain Greenhouse Gas Emission Factors for US Industries and Commodities', United States Government, www.epa.gov/.

⁵² 'Corporate Net-Zero Standard', September 2025, SBTi, www.sciencebasedtargets.org/.

⁵³ 'Supporting note: The Use of Carbon Credits in Climate Target Setting', September 2023, Net-Zero Banking Alliance, www.unepfi.org/.

⁵⁴ 'Oxford Principles for Net Zero Aligned Carbon Offsetting', February 2024, www.smithschool.ox.ac.uk/.

Financed emissions

Scope 3 financed emissions have been measured in line with our own methodology. Our methodology is guided by a combination of GHG Protocol, Partnership for Carbon Accounting Financials (PCAF) Standard and Macquarie's internal expertise.⁵⁵

A key feature of Macquarie's framework is the use of sector-specific methodologies, as discussed on the following pages.

Macquarie recognises the methodologies that exist today to calculate absolute financed emissions are still evolving and will monitor industry developments to inform its approach as data, methodologies and climate science continue to evolve.

Macquarie has considered our exposure as at 31 March 2025, hence these numbers follow a lag of one year. There can be lags in counterparty emissions and value data which impacts alignment of timing with financial data. Macquarie prioritises using counterparty data that aligns most closely to 31 March 2025 with a 12-month reporting period.

Calculating emissions

When disclosing emissions, Macquarie reports in carbon dioxide equivalents (CO₂e), and include all major GHG emissions where material and data permits. Where required, emissions are converted to CO₂e using the appropriate 100-year global warming potential values as determined by the Intergovernmental Panel on Climate Change taken from the Sixth Assessment Report (AR6).

Coverage

The scope of Macquarie's financed emissions includes our on-balance sheet lending and equity investments activities excluding on-balance sheet securities held for client facilitation and market-making purposes (as opposed to held for investment). For motor vehicles, we have also included novated leases, given availability of both methodology and data.

Lending refers to loan assets held at amortised cost and excludes certain items such as leasing, asset finance, trading assets and short-term financing (e.g., inventory finance). Investments related to our liquidity portfolio are also excluded.

To determine which of Macquarie's equity investments are in scope of our financed emissions coverage, Macquarie is guided by the adoption of an 'operational control approach', as defined by the GHG Protocol, which helps Macquarie define our organisational boundaries.⁵⁶

Emissions associated with OSS are currently included in Macquarie's Scope 3, Category 15 Financed Emissions.

The following activities and assets are excluded from the scope of financed emissions coverage:

- cash, cash balances at central banks and other deposits
- financial assets held for trading (trading book)
- derivatives (hedge accounting)
- advisory services (including mergers & acquisitions)
- on-balance sheet securities held for client facilitation and market-making purposes
- exposures to sovereigns, supranationals and multi-development banks
- brokerage activities and issued guarantees that are not related to any potential future loans or equity investments
- activities undertaken by Macquarie Asset Management's funds and Banking and Financial Services (BFS) Wealth Management are excluded from the scope of financed emissions disclosures.

Attribution factor

Macquarie's methodology for calculating absolute financed emissions is based on the PCAF Standard. For general purpose business lending and equity investments, absolute financed emissions are calculated as follows:⁵⁷

$$\text{Absolute financed emissions} = \sum \text{Client emissions} \times \frac{\text{Client financing}}{\text{Client value}}$$

For project finance and retail exposures, absolute financed emissions are calculated as follows:

$$\text{Absolute financed emissions} = \sum \text{Asset emissions} \times \frac{\text{Asset financing}}{\text{Asset value}}$$

Details on the inputs for each element of this formula is shown below:

Financing	Client financing	Exposure at Default (EAD) pre-credit conversion factor, calculated in accordance with the APRA Prudential Standards, as at Macquarie's financial year-end date. This represents Macquarie's total committed exposure to the client or asset. This is in line with available transition relief.
	Asset financing	Macquarie has considered its exposure as at 31 March 2025, hence these numbers follow a lag of one year.
Client value	Public companies	Enterprise value including cash (EVIC) as at the client's latest financial year-end on or prior to the relevant Macquarie financial year-end date.
	Private companies	Total debt plus equity as at the client's latest financial year-end on or prior to the relevant Macquarie financial year-end date.
Asset value	Motor vehicles	Vehicle value at origination
	Residential mortgages	Property value as at the latest customer-led credit revaluation event
	Shipping	Average asset value during Macquarie's financial year

⁵⁵ 'Financed Emissions for financial institutions measuring and reporting Scope 3 Category 15 emissions', Partnership for Carbon Accounting Financials, www.carbonaccountingfinancials.com/.

⁵⁶ A Corporate Accounting and Reporting Standard, Chapter 3, 'Setting Organisational Boundaries', Greenhouse Gas Protocol, www.ghgprotocol.org/.

⁵⁷ Within any given sector there may be a mix of exposure types (e.g. general purpose business lending and project finance).

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Sector-specific characteristics

Sector-specific characteristics about data inputs for the financed emissions calculation is provided below.

Sector	Emissions scope	Value chain	Inclusion criteria	Geographical scope	GHGs included	Physical emissions intensity methodology	Data sources ⁵⁸
Upstream oil/gas	1, 2, 3 (Cat. 11)	Upstream (extraction)	ANZSIC: 1200, 1511, 1512	Global	Scope 1 and 2- CO ₂ , CH ₄ Scope 3 - CO ₂	Portfolio-weighted	Energy Institute, IEA
Midstream and downstream oil/gas	1, 2	Product transport, storage and processing	ANZSIC: 2500, 2510, 2520, 6501	Global	CO ₂ , CH ₄	N/A	Energy Institute, IEA
Coal mining	1, 2, 3 (Cat. 11)	Upstream (extraction)	ANZSIC: 1100, 1101, 1102, 1103	Global	CO ₂ , CH ₄	N/A	IEA, NGAF
Residential mortgages	1, 2	Operational use	Product-based analysis ⁵⁹	Australia	CO ₂ , CH ₄ , N ₂ O	PCAF	ABS, AER, AES, NGAF, property attribute data
Commercial real estate	1, 2	Operational use	ANZSIC: 5710, 7710, 7711, 7712, product-based analysis ⁶⁰	Global	All major GHGs ⁶¹	N/A	CEDA
Motor vehicles	1, 2	Operational use	Product-based analysis ⁶²	Australia	CO ₂ , CH ₄ , N ₂ O	N/A	ABS, NGAF, vehicle make/model emission data
Shipping	1	Operational use	ANZSIC: 6300, 6301 ⁶³	Global	CO ₂	N/A	IMO, vessel attribute data
Aviation	1 for operators, 3 (Cat. 13) for lessors	Operational use	ANZSIC: 6401, 6402, 6403, 7742 ⁶⁴	Global	CO ₂	N/A	N/A
Power generation	1	Generation (inc. coal-fired power)	ANZSIC: 3600, 3610	Global	CO ₂	N/A	EIA, NREL
Agriculture	1, 2	Farming	ANZSIC: All codes of the format 01XX	Global	CO ₂ , CH ₄ , N ₂ O	N/A	DCCEEW, CSIRO
All other sectors ⁶⁵	1, 2	All remaining	All remaining	Global	All major GHGs ⁶¹	N/A	CEDA

⁵⁸ These sources are in addition to client-reported data and sector-level information from public databases (e.g. The Carbon Disclosure Project (CDP), National Greenhouse Emissions Reporting (NGER)) or reported directly by clients.

⁵⁹ Includes retail lending secured by residential property in BFS. Excludes reverse mortgages, committed exposures where the facility has been approved but not settled before the reporting period, and non-retail residential property exposure.

⁶⁰ Includes lending within BFS, regardless of ANZSIC code, related to the purchase, refinance or construction of commercial and residential property. Excludes strata improvement loans and retail home loan products included in the residential mortgages sector.

⁶¹ This includes CO₂, CH₄, N₂O, HFC, PFC, SF₆ and NF₃.

⁶² Includes lending and novated leases in BFS for passenger and light commercial vehicles.

⁶³ Sector coverage includes international commercial freight vessels within specified ANZSIC codes with deadweight tonnage (DWT) of at least 5,000.

⁶⁴ Sector coverage includes companies within specified ANZSIC codes which primarily engage in the ownership and/or operation of commercial aircraft, which includes airlines and aircraft leasing companies.

⁶⁵ In some instances, the methodology may involve extrapolating emissions from other sectors that are closely aligned. E.g., for residential properties that are not within the residential mortgages or commercial real estate sectors, we use the residential mortgages lending intensity.

Upstream oil/gas

The methodology for estimating upstream oil/gas sector emissions focuses on Scope 1 and 2 (operational) and Scope 3, Category 11 (Use of Sold Products i.e. combustion) emissions. These represent a significant majority of emissions associated with this sector. The methodology leverages client-reported data via public databases (e.g. The Carbon Disclosure Project (CDP), National Greenhouse Emissions Reporting (NGER)) or reported directly by clients. Where client-reported emissions data is not available, emissions are estimated using client-reported production data and global emission factors based on the following IEA publications:

- the Oil and Gas Industry in Net Zero Transitions for Scope 1 and 2 emissions⁶⁶
- World Energy Outlook 2025 for Scope 3 emissions.⁶⁷

Where required, emissions intensities are converted using the Energy Institute's Statistical Review of World Energy.⁶⁸

For the remaining exposure without production data, emissions are estimated based on our portfolio-average economic emissions intensity. Exposure from upstream pre-production oil/gas clients are included in overall sector exposure calculations, but their emissions have not been considered for absolute emissions disclosure and emissions intensity calculations as those clients have zero production.

Midstream and downstream oil/gas

The methodology for estimating midstream and downstream oil/gas sector emissions focuses on Scope 1 and 2 (operational) emissions. Scope 3 emissions, such as those associated with end-use combustion, are excluded to reduce double counting of emissions already measured and included in the upstream oil/gas sector.

Where emissions are proxied, we focus on CO₂ as it is the most material gas. We acknowledge that methane is present in midstream and downstream oil/gas operations. However, there is no methodology to apportion methane to specific midstream and downstream oil/gas activities from IEA sources selected for our proxy.

Where data is sourced directly from clients and reported in CO₂e, underlying gases may include both CO₂ and CH₄. The methodology leverages client-reported data via public databases (e.g. CDP, NGER) or reported directly by clients. Where client-reported emissions data is not available, emissions are estimated using client-reported throughput, utilisation or capacity data and global emission factors based on the following IEA publications:

- the Oil and Gas Industry in Net Zero Transitions⁶⁹
- assessing emissions from the LNG supply and abatement options.⁷⁰

Where required, emissions intensities are converted using the Energy Institute's Statistical Review of World Energy.⁷¹

For the remaining exposures without throughput, utilisation or capacity data, emissions are estimated based on our portfolio-average economic emissions intensity.

Coal mining

The methodology for estimating coal mining sector emissions focuses on Scope 1 and 2 (operational) and Scope 3, Category 11 (Use of Sold Products i.e. combustion) emissions. These represent a significant majority of emissions associated with this sector.

The methodology leverages client-reported data via public databases (e.g. CDP, NGER) or reported directly by clients. Where client-reported emissions data is not available, emissions are estimated using client-reported production data and the following emission factors:

- the portfolio-average physical emissions intensity for Scope 1 and 2 emissions
- global emission factors from the IEA's World Energy Outlook 2025 for Scope 3 emissions⁷²

Where required, emissions intensities are converted using the National Greenhouse Accounts Factors.⁷³

For the remaining exposure without production data, emissions are estimated based on our portfolio-average economic emissions intensity.

Residential mortgages

The methodology for estimating residential mortgages sector emissions focuses on Scope 1 and 2 emissions (on-site fuel combustion and electricity generated for use on the property). Scope 3 emissions, such as those associated with the building's construction or renovation activity, are currently excluded given a lack of appropriate methodology and data. The methodology applies to Australian BFS-originated retail rated loans secured by residential property, excluding reverse mortgages, committed exposures where the facility has been approved but not settled before the reporting period, and non-retail residential property exposure.⁷⁴

⁶⁶ The Oil and Gas Industry in Net Zero Transitions', International Energy Agency, November 2023, www.iea.org/.

⁶⁷ 'World Energy Outlook 2025', International Energy Agency, November 2025, www.iea.org/.

⁶⁸ 'Statistical Review of World Energy', Energy Institute, June 2025, www.energyinst.org/.

⁶⁹ 'The Oil and Gas Industry in Net Zero Transitions', International Energy Agency, November 2023, www.iea.org/.

⁷⁰ 'Assessing emissions from LNG supply and abatement options', International Energy Agency, June 2025, www.iea.org/.

⁷¹ 'Statistical Review of World Energy', Energy Institute, June 2025, www.energyinst.org/.

⁷² 'World Energy Outlook 2025', International Energy Agency, November 2025, www.iea.org/.

⁷³ 'National Greenhouse Accounts Factors', Australian Government, www.dceew.gov.au/.

⁷⁴ Includes construction loans at settlement, vacant land where there is an intention to build, and all retail residential mortgage loan purpose codes.

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As property-level energy consumption or emissions data is not readily available, household energy consumption (electricity, gas and LPG) is estimated based on the following:

- Australian Energy Regulator (AER) Electricity and Gas consumption benchmarks for 2020.⁷⁵ This is the primary source used to estimate electricity and gas consumption based on household size, state and climate zone
- Australian Energy Statistics (AES) published by the Department of Climate Change, Energy, the Environment and Water (DCCEEW).⁷⁶ This source is used to estimate LPG consumption, and electricity and gas consumption for geographical areas not covered by AER benchmarks and where household size is unknown, based on state-level averages.

Emissions are estimated using energy consumption and the following emission factors from the Australian National Greenhouse Accounts Factors (NGAF):⁷⁷

- state-level grid emission factors for electricity
- combustion emission factors for natural gas and LPG.

Floor area, which is obtained from external data providers, is used to calculate property emissions intensity. Where it is not available for a given property, the methodology applies a portfolio-based average determined by the number of bedrooms.

Commercial real estate

The methodology for estimating commercial real estate sector emissions leverages economic intensity-based emissions estimations, multiplying client-level financing values by emission factors estimated by the following approach:

- Scope 1 and 2 revenue emission factors are sourced from the Comprehensive Environmental Data Archive (CEDA) via Watershed for all available sectors in the appropriate unit (kgCO₂e/\$A)
- asset turnover ratios are extracted from publicly available sources for all available sectors
- all exposures are mapped to appropriate sectors within each database, with the resulting lending-based emission factors determined by the product of the relevant revenue emission factors and asset turnover ratios. Exposures are mapped to country or region-specific emission factors.

This methodology represents a change from the previous reporting period due to data limitations. The previous methodology utilised property-level emissions data as well as energy consumption, floor area and relevant emission factors. The current year methodology allows for jurisdiction-specific and verified data to continue to be prioritised.

Motor vehicles

The methodology for estimating motor vehicle sector emissions focuses on Scope 1 (fuel combustion for internal combustion engine (ICE) vehicles and plug-in hybrid electric vehicles (PHEVs)) and Scope 2 (electricity used to charge electric vehicles (EVs) and PHEVs) emissions. It applies to Australian BFS-financed vehicles, namely passenger cars and light commercial vehicles.

The methodology leverages known make and model vehicle efficiency and fuel type data used as part of the Australian Government Vehicle Fuel Consumption Labelling Standard and data obtained from industry sources. Where this is unknown or emissions factors are required to derive CO₂e per km, information is obtained from government sources including:

- the ABS Motor Vehicle Usage Survey⁷⁸
- Green Vehicle Guide and Australian National Greenhouse Accounts.^{79,80}

Shipping

The methodology for estimating shipping sector emissions focuses on emissions produced during ship operation, on a tank-to-wake basis (i.e. fuel combustion), i.e. Scope 1, given these are the most material direct emissions from the shipping industry.

Other emissions, such as those associated with fuel extraction, transport, and refining (well-to-tank emissions), are excluded to reduce double counting of emissions already measured and included in the upstream oil/gas and midstream and downstream oil/gas sectors.

Emissions data are sourced from the International Maritime Organization (IMO), when available, with the remainder of vessel attribute data obtained from an industry source.

Aviation

The methodology for estimating aviation sector emissions focuses on emissions produced during aircraft operation, on a tank-to-wake basis (i.e. fuel combustion). This means we include the following:

- Scope 1 emissions for airlines - currently there are no clients in this category
- Scope 3, Category 13 (Downstream Leased Assets) emissions for aircraft lessors.

Other emissions, such as those associated with fuel extraction, transport, and refining (well-to-tank emissions), are excluded to reduce double counting of emissions already measured and included in the upstream oil/gas and midstream and downstream oil/gas sectors. The methodology leverages data reported directly via clients.

⁷⁵ 'Electricity and Gas consumption benchmarks for residential customers 2020', Australian Government, Australian Energy Regulator, 11 June 2020, www.aer.gov.au/.

⁷⁶ Department of Climate Change, Energy, the Environment and Water, Australian Energy Statistics, Table F, September 2025, www.energy.gov.au/publications/australian-energy-update-2025.

⁷⁷ 'Australian National Greenhouse Accounts Factors Workbook', Australian Government, accessed September 2025, www.dcceew.gov.au/climate-change/publications/national-greenhouse-accounts-factors-2025.

⁷⁸ Survey of Motor Vehicle Use, Australia', Australian Bureau of Statistics, accessed September 2024, www.abs.gov.au/statistics/industry/tourism-and-transport/motor-vehicle-census-australia/latest-release.

⁷⁹ 'About us', Green Vehicle Guide, accessed September 2024, www.greenvehicleguide.gov.au/.

⁸⁰ 'Australian National Greenhouse Accounts Factors Workbook', Australian Government, accessed September 2025, www.dcceew.gov.au/climate-change/publications/national-greenhouse-accounts-factors-2025.

Power generation

The methodology for estimating power generation sector emissions focuses on Scope 1 emissions of clients whose primary activity is electricity generation and who contribute energy to the grid, and multi-utility companies and gentailers who have operational generation assets.⁸¹ Scope 2 and 3 emissions for companies that generate electricity from fossil fuels are comparatively small and/or do not relate directly to power generation activity and are hence not included.

The methodology leverages client-reported data via public databases (e.g. Environmental Protection Agency (EPA), NGER) or reported directly by clients.

Where client-reported emissions data is not available, emissions are estimated using client-reported production data and the following emission factors:

- National Renewable Energy Laboratory (NREL) emission factors for renewable power generation (e.g. solar, wind power).⁸² As these do not distinguish between Scope 1 and 2 emissions, estimates for renewable power generation assets also include Scope 2 emissions, which Macquarie deems to be immaterial.

For the remaining exposure without production data, emissions are estimated based on our portfolio-average economic emissions intensity.

Agriculture

The methodology for estimating agriculture sector emissions focuses on Scope 1 and 2 emissions. This includes emissions generated within the boundaries of the farm from agricultural activities (e.g. enteric fermentation, manure management, fertiliser application) and from on-farm Land Use Change (LUC), where this is classified as a Scope 1 emission.

Macquarie's exposures are largely concentrated in Australia and New Zealand within the agriculture sector. The methodology leverages client-reported production data and Australia-specific emission factors from the National Inventory Report published by the DCCEEW and CSIRO.^{83,84} These emission factors represent a change from the previous reporting period to account for updates in the presentation of production data received from counterparties.

For the remaining exposure without production data, emissions are estimated based on our portfolio-average economic emissions intensity.

All other sectors

The methodology for estimating emissions associated with all other sectors focuses on Scope 1 and 2 emissions. Scope 3 emissions are not included due to a lack of available methodology and comprehensive data. The methodology leverages economic intensity-based emissions estimations, multiplying client-level financing values by emission factors estimated by the following approach:

- Scope 1 and 2 revenue emission factors are sourced from the Comprehensive Environmental Data Archive (CEDA) via Watershed for all available sectors in the appropriate unit (kgCO₂e/\$A)
- asset turnover ratios are extracted from publicly available sources for all available sectors
- all exposures are mapped to appropriate sectors within each database, with the resulting lending-based emission factors determined by the product of the relevant revenue emission factors and asset turnover ratios.

For Macquarie's BFS business, exposures are mapped to Australia-specific emission factors, while exposures within all other Operating Groups are mapped to global emission factors.

Financed emissions inputs

Macquarie prioritises inputs and assumptions with the following characteristics:

- data based on direct measurement
- data from specific activities within the entity's value chain
- timely data that faithfully represents the jurisdiction of, and the technology used for, the value chain activity
- data that has been verified.

Macquarie applies the PCAF Standard data quality hierarchies to reflect how we prioritise the above data characteristics. Scores range from 1 to 5 and are reported based on a weighted average for each sector.⁸⁵

⁸¹ Primary activity means that the majority (greater than 50%) of the electricity generating capacity is operational and therefore revenue generating.

⁸² National Renewable Energy Laboratory, accessed September 2023, www.nrel.gov/.

⁸³ 'National Inventory Report 2023', Australian Government, www.dcceew.gov.au/climate-change/publications/national-inventory-reports/.

⁸⁴ 'Corrigendum to: Environmental impacts of the Australian poultry industry. 1. Chicken meat production', CSIRO Publishing, www.connectsci.au/an/article/63/5/522/188630/Corrigendum-to-Environmental-impacts-of-the/.

⁸⁵ Financed Emissions for financial institutions measuring and reporting Scope 3 Category 15 emissions, Partnership for Carbon Accounting Financials, www.carbonaccountingfinancials.com/.

Sustainability Report

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Directors' Declaration

In the directors' opinion, Macquarie Group Limited has taken reasonable steps to ensure the substantive provisions of the Sustainability Report for the financial year ended 31 March 2026 set out on pages 65 to 99 are in accordance with the *Corporations Act 2001* (Cth) (the Act) including

- (i) section 296C of the Act (compliance with the Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures*) and
- (ii) section 296D of the Act (climate statement disclosures).

This declaration has been made in accordance with a resolution of the Directors.



Glenn Stevens AC
Independent Director and Chair



Shemara Wikramanayake
Managing Director and Chief Executive Officer

Sydney
8 May 2026

Independent auditor's review report on specified Sustainability Disclosures

To the Members of Macquarie Group Limited

Review Conclusion

We have conducted a review of the following specified Sustainability Disclosures in the Sustainability Report of Macquarie Group Limited (the Company) and its controlled entities (together, the Group) for the year ended 31 March 2026 as required by Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the Auditing and Assurance Standards Board (AUASB):

Specified Sustainability Disclosures	Reporting requirement of Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D)	Location in Sustainability Report
Governance	Paragraph 6	Governance disclosures on pages 67 and 68
Strategy (risks and opportunities)	Subparagraphs 9(a), 10(a) and 10(b)	The climate-related physical risks, transition risks, and opportunities presented in the table on page 72 under the columns "Risk or opportunity" and "Nature of risk or opportunity" and the methods described under the "Climate-related risks and opportunities" heading on pages 71 and 72 and "Determined climate-related risks and opportunities" heading on page 72.
Scope 1 and 2 emissions	Subparagraphs 29(a)(i)(1) to (2) and 29(a)(ii) to (v)	<p>The following emissions disclosures on page 80:</p> <ul style="list-style-type: none"> • Scope 1 emissions: 430 tCO₂e • Scope 2 emissions (location-based): 18,953 tCO₂e • Scope 2 emissions (market-based): 0 tCO₂e. <p>Applicable method and measurement approaches: The additional disclosures under "Measurement Approach" heading on page 92 and under "Scope 1 and 2 GHG emissions" heading on pages 92 and 93.</p>

The requirements of AASB S2 identified in the table above form the criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the Sustainability Disclosures specified in the table above do not comply with Division 1 of Part 2M.3 of the *Corporations Act 2001*.

Basis for Conclusion

Our review has been conducted in accordance with Australian Standard on Sustainability Assurance ASSA 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the 'Summary of the Work Performed' section of our report below.

Our responsibilities under ASSA 5000 are further described in the Auditor's Responsibilities section of this report.

We are independent of the Company in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the Code), together with the ethical requirements in the Act, that are relevant to our review of the specified Sustainability Disclosures and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our firm applies Australian Standard on Quality Management ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

PricewaterhouseCoopers, ABN 52 780 433 757
 One International Towers Sydney, Watermans Quay, Barangaroo, NSW 2000
 GPO BOX 2650, SYDNEY NSW 2001
 T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au

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Other Information

The directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report for the year ended 31 March 2026, but does not include the specified Sustainability Disclosures and our auditor's report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of assurance conclusion thereon. We have issued a separate opinion on the Financial Report including the Remuneration Report included in the Annual Report. We have issued a separate limited assurance conclusion on other selected Sustainability Information as identified within the Annual Report.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the specified Sustainability Disclosures

The directors of the Company are responsible for:

- the preparation of the specified Sustainability Disclosures in accordance with the Act
- designing, implementing and maintaining such internal control necessary to enable the preparation of the specified Sustainability Disclosures, in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations in preparing the specified Sustainability Disclosures

Sustainability information may be subject to more inherent limitations than financial information, given both its nature and the methods used for determining, calculating, and estimating such information. Different acceptable methods have varying precision and can affect the comparability of sustainability information across entities and over time.

In addition, greenhouse gas emissions quantification is subject to inherent uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The specified Sustainability Disclosures in relation to Strategy (risks and opportunities) have been prepared using assumptions about future events, and management's actions, that may not occur.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control
- design and perform procedures responsive to assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- inspected the specified Sustainability Disclosures and assessed the completeness and accuracy of these disclosures against the relevant disclosure requirements of AASB S2 and with reference to the knowledge and evidence obtained during the assurance engagement
- performed enquiries of management regarding the methodologies, processes and controls for capturing, collating, calculating and reporting the specified Sustainability Disclosures and assessed their alignment with AASB S2 and applicable method and measurement approaches
- inspected and assessed, on a sample basis, charters, policies, minutes of meetings regarding the monitoring, management and oversight of climate-related matters, and other underlying evidence supporting the climate-related financial disclosures on governance
- performed enquiries of management regarding the approach taken by the Group to:
 - identify climate-related risks and opportunities
 - identify material information for disclosure with regards to the Strategy (risks and opportunities) disclosures.

- performed enquiries of management and examined underlying evidence to assess the completeness and accuracy of the establishment of the organisational boundary, and sources of emissions, in the context of the specified Sustainability Disclosures
- performed enquiries of management regarding the assumptions, conversion factors and greenhouse gas emission factors applied within the calculations of the Scope 1 and 2 emissions
- applied analytical procedures to evaluate the Scope 1 and 2 emissions and the underlying activity data
- performed testing on a sample basis over the calculations of the Scope 1 and 2 emissions, including testing the activity data utilised within the calculations. These procedures did not include any examination of whether the Renewable Energy Certificates applied within these calculations actually represent renewable energy generated.

PricewaterhouseCoopers

PricewaterhouseCoopers

C. Mara

Caroline Mara
Partner

Sydney
8 May 2026

Independent practitioner's limited assurance report on Macquarie Group Limited's Sustainability Information

To the Directors of Macquarie Group Limited

Limited Assurance Conclusion

We have conducted a limited assurance engagement on selected sustainability metrics contained in the Sustainability Report of Macquarie Group Limited (the "Company") and its controlled entities (together, the Group)'s Sustainability Report for the year ended 31 March 2026 (the "Report").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the sustainability information presented below (the "Sustainability Information") for the year ended 31 March 2026 is not prepared, in all material respects, in accordance with the Reporting Criteria referenced in the 'Sustainability Information and Reporting Criteria' section below.

Sustainability Information and Reporting Criteria

The Sustainability Information ((i) to (vii)) and the associated Reporting Criteria are as set out in the following tables:

Sustainability Information for the year ended 31 March 2026

(i) Absolute Scope 3 Categories 1-6 and 8 emissions

Sustainability Information Reference: "FY2026" column within the table on page 81.

Reporting Criteria Reference: The table underneath the subheading "Calculation processes and emissions factor sources" on pages 93 and 94.

Description	Amount
Total absolute Scope 3 emissions for Category 1 (including Categories 2, 4 & 8)	148,182 tCO ₂ e
Total absolute Scope 3 emissions for Category 3: Fuel and energy related activities	3,946 tCO ₂ e
Total absolute Scope emissions for 3 Category 5: Waste generated in operations	119 tCO ₂ e
Total absolute emissions for Scope 3 Category 6: Business travel emissions	51,360 tCO ₂ e

(ii) Renewable energy

Description	Amount	Sustainability Information Reference	Reporting Criteria Reference
Total electricity sourced from renewable sources as a percentage of total electricity consumption in corporate offices, data centres and base buildings	100%	"FY2026 progress" column in "Source the equivalent of 100% renewable electricity across Macquarie's global offices and data centres (Ongoing)" row within the "Scope 1 and 2 targets and performance" table on page 80.	

(iii) Offsets

Description	Amount	Sustainability Information Reference	Reporting Criteria Reference
Total carbon offsets purchased and retired relating to Scope 1 emissions	430	"FY2026 progress" column in "Maintain a net zero emissions position across Scope 1 and Scope 2 for our own business operations (Ongoing)" row within the "Scope 1 and 2 targets and performance" table on page 80.	Paragraphs under "Carbon Credits" heading on page 94.
Total carbon offsets purchased and retired relating to Scope 3 Category 6: Business travel emissions	51,360	"FY2026 progress" column and "Continue to offset Scope 3 Category 6: Business travel emissions including air, hotels, taxis, car rental and food and beverages, for own business operations" table on page 81.	

Sustainability Information as at 31 March 2025

(iv) Financed emissions

Sustainability Information Reference: "Absolute financed emissions (MtCO₂e)" column in "Absolute gross financed emissions and Exposure at Default (EAD)" table on page 82.

Reporting Criteria Reference: Financed emissions measurement approach on 95, the specific row for the categories listed within the "Sector specific characteristics" table on page 96 and the paragraphs underneath the specific category sub-headings on pages 97 to 99.

Description	Amount
Upstream oil/gas – Absolute emissions (Scope 1, 2 & 3)	6.0 MtCO ₂ e
Midstream and downstream oil/gas – Absolute emissions (Scope 1 & 2)	0.1 MtCO ₂ e
Metallurgical coal mining – Absolute emissions (Scope 1, 2 & 3)	0.8 MtCO ₂ e
Residential mortgages – Absolute emissions (Scope 1 & 2)	0.8 MtCO ₂ e
Commercial real estate – Absolute emissions (Scope 1 & 2)	0.2 MtCO ₂ e
Motor vehicles – Absolute emissions (Scope 1 & 2)	0.1 MtCO ₂ e
Shipping – Absolute emissions (Scope 1)	0.9 MtCO ₂ e
Aviation – Absolute emissions (Scope 1 & 3)	0.7 MtCO ₂ e
Power Generation – Absolute emissions (Scope 1)	0.6 MtCO ₂ e
Farming – Absolute emissions (Scope 1 & 2)	0.1 MtCO ₂ e
Total – Absolute emissions	13.2 MtCO ₂ e

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 One International Towers Sydney, Watermans Quay, Barangaroo, NSW 2000
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 T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au

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(v) Exposure at Default

Sustainability Information Reference: “EAD \$Ab” column in “Absolute gross financed emissions and Exposure at Default (EAD)” table on page 82.

Reporting Criteria Reference: Information presented under the “Coverage” and “Attribution factor” sub-headings on page 95.

Description	Amount
Upstream oil/gas	\$A2.4 billion
Midstream and downstream oil/gas	\$A0.6 billion
Thermal coal mining	\$A0.0 billion
Metallurgical coal mining	<\$A0.1 billion
Residential mortgages	\$A157.3 billion
Commercial real estate	\$A13.3 billion
Motor vehicles	\$A2.6 billion
Shipping	\$A2.2 billion
Aviation	\$A1.4 billion
Power generation	\$A0.6 billion
Farming	\$A0.4 billion
Total	\$A247.7 billion

(vi) PCAF Data Quality Score

Sustainability Information Reference: “PCAF data quality score” column in “Absolute gross financed emissions and Exposure at Default (EAD)” table on page 82.

Reporting Criteria Reference: The last paragraph under the “Financed emissions inputs” sub-heading on page 99.

Description	Score
Upstream oil/gas (Scope 1, 2)	1.9
Upstream oil/gas (Scope 3)	2.6
Residential mortgages	4.2

(vii) Physical Emissions Intensity

Sustainability Information Reference: “FY2025” column in the “Financed emissions targets and performance” table on page 83.

Reporting Criteria Reference: Financed emissions measurement approach on page 95, the specific row for the categories listed within the “Sector specific characteristics” table on page 96 and the paragraphs underneath the specific category sub-headings on pages 97 to 99.

Description	Amount
Upstream oil/gas	62.0 gCO ₂ e/MJ
Residential mortgages	32.6 kgCO ₂ e/m ²

Basis for Conclusion

We conducted our limited assurance engagement in accordance with Australian Standard on Sustainability Assurance 5000 *General Requirements for Sustainability Assurance Engagements* (ASSA 5000) issued by the Australian Auditing and Assurance Standards Board.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under this standard are further described in the *Practitioner’s Responsibilities* section of our report.

We are independent of the Company in accordance with the applicable ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (November 2018 incorporating all amendments to June 2024) (the Code), that are relevant to our limited assurance of the Sustainability Information and public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our firm applies Australian Standard on Quality Management ASQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Group’s Annual Report but does not include the Sustainability Information and our assurance report thereon.

Our conclusion on the Sustainability Information does not cover the other information and we do not express any form of assurance conclusion thereon. We have issued a separate opinion on the Financial Report including the Remuneration Report included in the Annual Report. We have issued a separate review conclusion on specified Sustainability Disclosures within the Annual Report, in accordance with the scope of Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001*.

In connection with our assurance engagement on the Sustainability Information, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Sustainability Information or our knowledge obtained in the assurance engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the Sustainability Information

Management of the Group is responsible for:

- determining the appropriateness of the Sustainability Information and the suitability of the Reporting Criteria for the evaluation and measurement of that information, including the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances
- designing, implementing and maintaining such internal control that management determines is necessary to enable the preparation of the Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error, and
- the preparation of the Sustainability Information in accordance with the Reporting Criteria.

Inherent Limitations in preparing the Sustainability Information

Sustainability information may be subject to more inherent limitations than financial information, given both its nature and the methods used for determining, calculating, and estimating such information. Different acceptable methods have varying precision and can affect the comparability of sustainability information across entities and over time.

In addition, greenhouse gas emissions quantification is subject to inherent uncertainty, which arises because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner's Responsibilities

Our objectives are to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Sustainability Information.

As part of a limited assurance engagement in accordance with ASSA 5000, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatements, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control
- design and perform procedures responsive to assessed risks of material misstatement at the disclosures level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control, and
- consider the suitability in the circumstances of Macquarie Group Limited's use of the Reporting Criteria as the basis for the preparation of the Sustainability Information.

The Sustainability Information references 51,790 tonnes of offsets purchased and retired for the year ended 31 March 2026. We have performed procedures as to whether these offsets were acquired during the year and arrangements are in place for their surrender, and whether the description of them in the Sustainability Information is a reasonable summary of the relevant contracts and related documentation. We have not, however, performed any procedures regarding the external providers of these offsets, and express no conclusion about whether the offsets have resulted, or will result, in a reduction of 51,790 tonnes of CO₂e.

Summary of the Work Performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material

misstatement at the disclosure level, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- enquired with Management regarding the processes and controls for capturing, collating, calculating and reporting the Sustainability Information
- calculated the arithmetic accuracy of a sample of calculations of the Sustainability Information
- assessed the appropriateness of the greenhouse gas ('GHG') emission factors and methodologies applied in calculating the Sustainability Information
- assessed the appropriateness of estimates and assumptions applied by Management in the preparation of the Sustainability Information
- agreed the Sustainability Information to underlying data sources and calculations on a sample basis
- agreed a sample of external data used in the estimation and attribution of operational Scope 3 emissions to third party sources
- reviewed the presentation and disclosure of the Sustainability Information in the Sustainability Report.

Use and distribution of our report

We were engaged by the board of directors of Macquarie Group Limited to prepare this independent assurance report having regard to the Reporting Criteria specified by the directors and set out in this report. This report was prepared solely for Macquarie Group Limited to assist the Directors in obtaining independent limited assurance over the Sustainability Information.

We accept no duty, responsibility or liability to anyone other than Macquarie Group Limited in connection with this report or to Macquarie Group Limited for the consequences of using or relying on it for a purpose other than that referred to above. We make no representation concerning the appropriateness of this report for anyone other than Macquarie Group Limited and if anyone other than Macquarie Group Limited chooses to use or rely on it they do so at their own risk.

This disclaimer applies to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute and even if we consent to anyone other than Macquarie Group Limited receiving or using this report.

PricewaterhouseCoopers

PricewaterhouseCoopers

C. Mara

Caroline Mara
Partner

Sydney
8 May 2026

Voluntary Statements

The Voluntary Statements provide information on sustainability-related topics that are most relevant to our organisation and stakeholders, for the year ended 31 March 2026.

Data used and included within the Voluntary Statements is for the financial year ended 31 March 2026, unless otherwise stated.

Sustainability-related topics



Nature and biodiversity



Human rights



Own workforce



Consumers and end-users



Cybersecurity, data security, and privacy



Artificial intelligence (AI)



Community - Macquarie Group Foundation



Business conduct and ethics

Sustainability governance and risk management

Macquarie's overall environmental and social risk governance and risk management is outlined on page 53 in the Corporate Governance Statement of this Annual Report.

MAM has its own environmental and social risk framework in place commensurate with its risk profile and fiduciary responsibilities. Investments are reviewed for material environmental and social risks as part of the investment process.⁸⁶



Further information on Macquarie's overall environmental and social risk governance and risk management is outlined on page 53 in the [Corporate Governance Statement](#) of this Annual Report.

⁸⁶ MAM has exposure to investments for which it does not, or it is not possible to, consider material environmental and social risks, such as cash securities, currency, derivatives or indirectly held securities, passively managed portfolios that aim to replicate or closely align with a reference benchmark, or where it has appointed external managers that have not integrated ESG considerations into their investment processes (acknowledging that such appointments are considered in line with the aforementioned risk profile and fiduciary responsibilities).

Sustainability Report

Continued

Nature and biodiversity

Our approach and policies

Macquarie recognises that nature-related risks, such as biodiversity loss, can have material economic, social and environmental implications. We acknowledge the importance of the United Nations Convention on Biological Diversity and the Kunming-Montreal Global Biodiversity Framework in halting and reversing biodiversity loss. We also acknowledge that deforestation and land conversion have been identified as priority areas for action in addressing both biodiversity loss and climate risk.

Nature and biodiversity risks and impacts that arise through Macquarie's investments, financing activities and client relationships are managed through its overall ESR management process. Macquarie's *ESR Policy* includes specific biodiversity risk triggers and enhanced due diligence requirements.

We recognise that environmental and social issues are often closely linked. Our approach to biodiversity works alongside our approach to human rights and climate risk, acknowledging that along with investments in clean energy technologies, the preservation and restoration of nature can play a key role in climate risk mitigation and adaptation.

Acknowledging that nature and biodiversity is an emerging topic, Macquarie's approach to nature and biodiversity is based around three areas:

- **avoid significant impacts on biodiversity:** We have no tolerance for breaches of environmental and social laws and regulations. We seek to comply with recognised international standards to ensure that our business activities limit harm to the environment and apply specific requirements to activities and counterparties in sectors or geographies with high biodiversity and/or deforestation risk. Where high biodiversity risks are identified, mitigation measures may be required to achieve no net loss, or where appropriate, a net gain of biodiversity.
- **enhanced due diligence:** We conduct enhanced due diligence for high forest-risk commodities and adopt specific requirements where relevant for counterparties or transactions with a material nexus to or principally involved in production, primary processing or trading of palm oil, soy, wood (timber, pulp, paper), coffee, cocoa, cattle and rubber.
- **continue monitoring guidance and building capabilities:** Macquarie is actively monitoring the emerging guidance and regulatory landscape for nature-related disclosures across the key jurisdictions we operate in and preparing to comply where they become mandatory. We continue to build on our analytical capabilities to enhance assessment and measurement of nature risks, impacts and dependencies across our business activities.

We will continue to embed these actions into our business and provide guidance to our teams on understanding developments in nature and biodiversity risk and mitigation requirements.

Human rights

Our commitment

Macquarie respects fundamental human rights as set out in the Universal Declaration of Human Rights and codified in the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights and core International Labour Organization Conventions. In line with the UN Guiding Principles on Business and Human Rights (UNGPs), we recognise the duty of states to protect human rights as well as the responsibility of businesses to respect human rights.

Human rights framework

Macquarie has a company-wide framework of policies and processes in place to identify, prevent or mitigate and, where relevant, remediate potential and actual human rights impacts, including modern slavery in our value chain (comprising our Own Workforce, Suppliers, Clients and Customers, and Grant Partners).

Policies and programs

The *ESR Policy*, which is informed by international guidelines, sets out Macquarie's commitment to respecting fundamental human rights and covers labour and employment practices such as child labour, forced and compulsory labour, and freedom of association and collective bargaining.

Human rights related issues are also addressed via our *Code of Conduct*, *Principles for Suppliers*, *Service Provider Risk Management Policy*, *Financial Crime Risk Governance Framework*, *Work Health and Safety (WHS) Policy* and *Whistleblower Policy*.

Policies are supported by the company-wide Whistleblower Program, and by human rights and modern slavery training as well as privacy training.

Process and controls

Macquarie has company-wide processes in place to identify, prevent or mitigate and, where relevant, remediate potential and actual human rights impacts, including modern slavery in our value chain.



Own Workforce

Refer to the Own Workforce section on pages 110 to 112.



Suppliers

Refer to the Management of relationships with suppliers section on page 119.



Clients and Customers

Refer to the Consumers and end-users section on pages 113 to 114 for further detail.

Macquarie's approach to ESR review of clients and customers is available in the *ESR Policy*.



Grant Partners

Refer to the Macquarie Group Foundation section on page 117.

Assurance and oversight over the above programs, processes and controls

Actions

In FY2026, we continued to assess our salient human rights topics. This considered how Macquarie can potentially impact human rights across our value chain in our role as an employer (e.g. discrimination in the workplace), a procurer of goods and services (e.g. labour rights in our value chain), and provider of financial services (e.g. WHS and labour rights in our value chain). Further work is underway to validate these issues with input from internal and external stakeholders, and to enhance mechanisms to monitor progress against them.

Reporting

Macquarie reports annually on our approach to addressing modern slavery risks in our value chain within our *Modern Slavery Statement*, in line with UK, Australian and Canadian legislative requirements.



Macquarie's *Modern Slavery Statement* can be downloaded from [macquarie.com/human-rights-at-macquarie](https://www.macquarie.com/human-rights-at-macquarie)

Sustainability Report

Continued

Own workforce

Macquarie's teams around the world are made up of motivated, passionate and skilled people who are empowered to deliver positive and sustainable outcomes for our clients and communities. Our workforce reflects the communities in which Macquarie operates, and we are focused on recruiting, developing and retaining a broad range of talent.

Our inclusive culture welcomes diverse ideas and perspectives, while our workplace environment empowers individuals to explore what is possible and deliver to their greatest potential. The diversity of our people is one of our greatest strengths, ensuring that our business remains innovative, sustainable and continues to meet the evolving needs of all our stakeholders.

Our approach

Macquarie's principles of Opportunity, Accountability and Integrity underpin our approach and Macquarie's commitment to maintaining our inclusive culture and diverse representation across the organisation. Macquarie views diversity as a broad range of skills, experiences, and perspectives. Macquarie's Executive Committee and Board of Directors receive regular updates on progress on our commitments and encourage continuous improvement.

Performance assessments of all employees take into consideration their people leadership and professional conduct, which includes fostering an inclusive work environment (in accordance with local laws). Leadership teams in each Operating and Central Service Group and region are also responsible for fostering an inclusive workplace.



Further information is outlined in the [Corporate Governance Statement](#) on pages 47 to 49 of this Annual Report.

Actions

Race and reconciliation

Cultural and racial inclusion continue to be priorities for Macquarie, and we take an active and localised approach to drive progress in our business and communities.

In FY2026, we continued our work in developing our second *Reconciliation Action Plan (RAP)* in Australia, whilst continuing to build on the progress of our first *RAP*. We recognised National Reconciliation Week and NAIDOC week with educational and engagement events and celebrated Indigenous Business Month with our first Indigenous Business Month marketplace in our Sydney Campus.



Macquarie's *Reconciliation Action Plan* can be downloaded from macquarie.com/reconciliation-action-plan

Gender pay gap monitoring

Macquarie conducts annual gender pay gap reviews and provides comprehensive data to the Workplace Gender Equality Agency (WGEA) in Australia and adheres to regulatory requirements in other locations where we operate.

Our management and Board Remuneration Committee annually review pay for men and women in equivalent roles, seeking to maintain fairness.

Families and carers

We continue to provide support to working parents and carers through flexibility, paid leave, and initiatives such as coaching and transition support to return to work. Macquarie was recognised by Family Friendly Workplaces as one of Australia's Top Scoring Workplaces for Carers in the 2025 Family Care Index.

LGBTQ+

Macquarie was named a Platinum Tier Employer after maintaining Gold status in the Australian Workplace Equality Index and won Employee Network of the Year for the second year running at the 2025 Australian LGBTQ+ Inclusion Awards.

Accessibility

The further implementation of the *Accessibility Action Plan (AAP)* has resulted in Macquarie having enhanced accessibility for candidates, employees and customers. Key initiatives included introducing new measures to support customers with diverse accessibility needs, integrating assistive technologies across workplaces, strengthening recruitment practices and deepening partnerships with organisations focused on disability inclusion.



Macquarie's *Accessibility Action Plan* can be downloaded from macquarie.com/accessibility-action-plan

Gender representation

Female representation has generally remained stable year-on-year across Macquarie's total workforce and Senior Executive population. We continue to demonstrate our commitment to improving gender representation through ongoing monitoring of our progress, empowering our employee network groups and investment in development programs.

Metrics

Global female representation by level⁸⁷

As at 31 March (%)	FY2026	FY2025	FY2024	FY2023	FY2022
Board of Directors ⁸⁸	55.6	62.5	62.5	62.5	50.0
Executive Committee	30.0	30.0	33.3	30.0	30.0
Division Head ⁸⁹	24.4	26.4	23.3	25.5	26.5
Senior Executive ⁹⁰	24.9	24.0	24.3	23.3	21.8
Macquarie workforce	44.4	44.2	44.3	44.1	43.0

⁸⁷ Workforce data based on total global workforce over the relevant year, excluding employees in (1) operationally segregated subsidiaries and (2) investments where Macquarie does not have a controlling interest.

⁸⁸ FY2026 reflects the appointment of William DLM Vereker as an Independent Voting Director in February 2026.

⁸⁹ Division Head refers to all Macquarie Division Directors and Executive Directors who are in critical roles and either (1) report directly to a Group Head or (2) are two layers down from the CEO.

⁹⁰ Senior Executive refers to all Macquarie Division Directors and Executive Directors.

Training and development

Macquarie focuses on developing talent and enabling career mobility within the organisation. Our talent management approach focuses on dedicated conversations so our people remain engaged, continue to develop, and are matched with internal opportunities to build their careers.

Our performance management approach promotes continuous development and includes at least one annual performance appraisal for all employees and regular career development discussions with their managers.

Macquarie is focused on providing employees with opportunities to develop in-demand skills for evolving career possibilities.

Employee upskilling and development

A core principle of Macquarie's approach to learning is ensuring all employees have access to meaningful development opportunities at every stage of their career. We support capability growth through a combination of structured programs and self-directed learning, enabled by continuously available resources on the Macquarie Learning Platform.

As technology continues to reshape how we work, we are focused on equipping our people with the skills needed to adapt and thrive. Through Macquarie's Data & AI Academy, we provide enterprise-wide access to learning that helps our people understand, apply and innovate with emerging technologies. Our Data & AI Essentials program delivers foundational skills in data literacy, AI awareness, responsible AI principles and effective prompting for all employees globally. For those with more specialised needs, we offer advanced learning pathways designed for practitioners, intact teams and leaders who are applying data and AI at greater depth in their roles.

Our broader approach to upskilling centres on strengthening the technical, behavioural and leadership capabilities required to deliver our strategy and manage risk - recognising that human skills such as communication, adaptability, judgement and collaboration remain critical complements to technological advancement. To support this, we deliver a global core curriculum focused on behavioural skill development, supplemented by a range of leadership programs that provide new managers and senior leaders with the capabilities needed to lead effectively in a complex and rapidly evolving environment.

Macquarie also recognises the role that sponsorship plays in supporting career progression. We continued to deliver the Global Sponsorship Program to provide mid-level employees with senior-leader guidance, networks and targeted development, helping to strengthen progression pathways across the organisation. This complements our long-standing focus on internal mobility, where matching talent to opportunities for development and growth supports both individual careers and organisational capability.

Engaging with own workforce

Macquarie engages with its global workforce through the annual Macquarie Voice Survey and at key employee lifecycle moments. Insights from these, coupled with other data sources, provide leaders and teams with actionable insights on culture and employee experience. The survey participation rate is consistently above 80%.

Remuneration

Details on Macquarie's remuneration framework are outlined on page 136 to 165 in the Remuneration Report section of this Annual Report.

Sustainability Report

Continued

Health and safety

Our approach and policies

Macquarie's Executive Committee and Board of Directors recognise, support and promote the rights of every worker to return home safely from our global operations and investment activities. Our *WHS Policy* outlines how we apply our WHS risk management principles for:

- Macquarie's day-to-day operations and potential impacts to our people, third party service providers and visitors to Macquarie premises
- product and services provided to our clients
- investments in businesses or projects by Macquarie or on behalf of third party investors.

Actions

WHS risk management

Macquarie manages its WHS risks by:

- maintaining clear expectations and behaviours agreed with our employees, contractors, visitors and business partners
- incorporating WHS into the lifecycle of our investments and business decision-making processes
- applying WHS management frameworks and controls to: manage safety-critical risks effectively; comply with laws, regulatory obligations and standards; select, contract with and govern third party service providers; and enable effective communication on relevant WHS matters and information
- allocating adequate resources to manage material WHS risks, and measuring, monitoring and managing the progress of our WHS performance to achieve our WHS vision.

Health and safety culture

Macquarie's health and safety culture is underpinned by a framework that integrates policies, procedures, and safety measures to prioritise employee wellbeing.

Employee participation at local and regional levels is facilitated through health and safety forums and consultation committees. These initiatives focus on current conditions and inform our future wellbeing strategies to prevent risks and manage injuries and illnesses effectively.

To maintain a safety-positive culture and manage our WHS risks, Macquarie has implemented:

- resources to help identify health and wellbeing risks, trends and insights, enabling proactive preventative measures to improve our people's physical and psychological health and safety
- ongoing access to education, assessment and equipment to prevent workplace injuries and incidents
- access to mental health and wellbeing training and resources for our employees, including guidance on creating mentally and physically healthy workplaces, employee, family, and financial counselling, health coaching, and targeted, specialised individual support

- confidential reporting systems to encourage our people to voice concerns about workplace health and safety issues, including forms of inappropriate behaviour and work-related physical and psychosocial hazards, and response mechanisms to ensure concerns are addressed and resolved
- dedicated multidisciplinary health and safety teams that monitor external developments to identify, assess, and mitigate health and safety risks affecting our people, and to ensure our practices comply with legal requirements and adapt to regulatory changes.

Wellbeing

Macquarie offers a broad range of wellbeing benefits and initiatives, designed to provide our people with the necessary tools and resources to prioritise their physical and psychological wellbeing. Our approach emphasises the importance of maintaining a balanced lifestyle across physical, mental, emotional, and social wellbeing factors.

Metrics⁹¹

	FY2026	FY2025
Lost time Injury Frequency Rate (LTIFR)	0.19	0.16

Health and safety in our investments

Macquarie integrates WHS into the investment lifecycle to manage WHS risks. This includes identifying material WHS risks and improvement opportunities at acquisition, if necessary establishing transition plans in agreement with shareholders and assets, and monitoring investment WHS performance throughout the investment lifecycle.

Macquarie's Operating Groups each have tailored WHS Frameworks to address the specific WHS risk profiles within equity investments and fund management portfolio companies. Frameworks are regularly reviewed and enhanced to drive consistent WHS principles and expectations for the investment portfolio, seeking to eliminate fatalities and serious injuries. Macquarie Nominee Directors are required to meet expectations stipulated in the WHS Frameworks and are provided training and support by a network of senior WHS professionals. WHS is the responsibility of each equity investment and portfolio company. The equity investment or portfolio company board oversees the management of WHS and regularly monitors and reports on WHS performance and risk management to Macquarie, including high potential near miss reporting and outcomes of incident investigations where there was a fatality or serious injury.

In FY2026, Macquarie updated its company-wide WHS Framework expectations in order to incorporate relevant insights and lessons learned from across Macquarie's investment portfolio. Macquarie has maintained its focus on critical safety risk management across WHS high-risk sectors and industries. This includes the ongoing implementation of leading WHS governance practices, assuring that adequate resources are in place to manage WHS risks and regularly promoting intra-industry WHS forums to share lessons learned between organisations and across regions.

⁹¹ Lost time Injury (LTI) is an incident that results in time lost from work equal to or greater than a full day/shift. The LTI Frequency Rate (LTIFR) is the number of LTIs resulting in a compensable claim per million workhours. Data is based on total global workforce for Macquarie employees.

Consumers and end-users

Maintaining and developing our relationships with our corporate, institutional, government and retail customers, along with our co-investors is a focus across all our Operating Groups.

BFS recognises its responsibilities as a retail bank, including towards individual customers, which have been considered below.

Our approach

In BFS, we offer a diverse range of personal banking, wealth management and business banking products and services to retail customers, advisers, brokers and business clients across Australia. We are dedicated to understanding the needs of our approximately 2.3 million customers, promoting financial inclusion and safeguarding customer data.

Actions

Enhancing engagement with customers

BFS continues to strengthen engagement with customers across both digital and staff-assisted channels, investing in solutions to help make interactions more seamless, secure and relevant. These investments have contributed to BFS performing strongly year-on-year, with Net Promoter Scores (NPS) of 46.0 for Mobile Banking, 31.4 for Online Banking and 25.5 for Consumer.⁹² These results are driven by strong positive sentiment across key customer experiences, including our leading digital channels, simple and intuitive processes, and the value of our products and pricing.

Building on the success of Live Chat, BFS expanded real-time and asynchronous chat capabilities, allowing customers and advisers to engage with service teams at a time that suits them. In FY2026, BFS introduced Q, an AI-powered digital agent designed to give customers faster, more secure and personalised support with their everyday banking needs. BFS has also continued to invest in omni-channel experiences, developing personalised alerts, offers and insights, whilst enhancing service team tools to provide a more complete view of customer needs. This year, we saw a clear shift in how customers choose to communicate with us, with chat now accounting for 65% of service interactions, compared to 35% for phone calls. Our implementation of GenAI-powered search has significantly enhanced the client experience and streamlined internal operations by delivering more relevant information and effective online resources. This has resulted in 98% of customer queries being resolved via the Help Centre.

During the year, BFS also launched a new self-service feature enabling customers to apply for and resolve financial assistance requests in real time, delivering greater convenience and faster outcomes for those requiring support.

Metrics

	FY2026	FY2025
Mobile Banking NPS	46.0	42.5
Online Banking NPS	31.4	28.0
Consumer NPS	25.5	19.3

Protecting customers from scams and fraud

BFS remains focused on protecting customers from the continuously evolving threats posed by scams and fraud. We have continued to invest in a multi-layered security approach, combining advanced technology, industry collaboration and customer education to help safeguard our clients and their data. Our ongoing investment enhances our preventative capabilities, leading to a 49% reduction in scam losses year-on-year.

To further strengthen the security of every transaction, we have embedded new layers of protection. The Macquarie Authenticator app provides a crucial real-time checkpoint for account activity approvals, with users able to customise their security settings. In FY2026, fraud prevention measures were further enhanced with the introduction of Confirmation of Payee, a service designed to provide customers with greater control and confidence when making payments by allowing them to verify that the name on an account matches the account number they have entered before a transfer is made. This extra layer of protection reduces the risk of both authorised push payment scams and mistaken transactions.

We recognise that a collective, ecosystem-wide effort is required to combat financial crime effectively. To that end, BFS joined BioCatch Trust Australia, an interbank fraud and scams intelligence-sharing network. This partnership allows us to use behavioural and device-based analysis to detect suspicious activity before funds can leave a customer's account. Our investment in advanced technology has also significantly enhanced our proactive detection and prevention capabilities. These measures included implementing technology to prevent the impersonation of Macquarie telephone numbers, blocking payments to high-risk BSBs and the development of AI-driven mule detection models.

Customer education remains central to our approach, with the Macquarie Scams Hub regularly updated and proactive communications shared to provide practical insights on emerging scams and steps customers can take to protect themselves.

⁹² Net Promoter Score (NPS) is a global metric used to measure customer loyalty and satisfaction based on a company's brand, products or services, and the likelihood of a customer recommending the business. Data sourced from RFI-DBM Atlas as at March 2026 and March 2025 and reported on a 6-month moving average. Based on Australian consumers aged 18+ who have any financial relationship with the specified banks, rating their likelihood to recommend that bank.

Sustainability Report

Continued

Supporting customers experiencing vulnerability

Reflecting our commitment to our customers, Macquarie Bank Limited subscribes to the Australian Banking Association *Banking Code of Practice*. In line with this and regulatory obligations, our customer-facing teams receive mandatory ongoing education, so they can identify, acknowledge and respond to customers who may be experiencing vulnerability with extra care, compassion and respect. Training includes workshops for specialist customer care teams on how to support customers experiencing financial abuse, account holder disputes, trauma and other difficult situations. We provide referrals to external specialist community support services for customers in need, and contact information for organisations that can provide support in circumstances involving financial abuse and domestic violence. Further customer support is provided by our specialist care teams to customers experiencing vulnerability on a case-by-case basis, which may include financial aid for essential items, funding for legal and/or financial advice, fee and interest refunds, and assistance with accommodation and moving costs.

In FY2026, we initiated a program to proactively identify and support customers who may be at greater risk of experiencing financial difficulty. The program leverages digital communication channels to provide early assistance, inviting customers who may require specialist support to connect directly with our Financial Assistance team. As part of our commitment to our customers, we are continually refining this program to deliver effective and empathetic support for customers experiencing vulnerability.

Supporting our clients who invested in the Shield Master Fund

During the year, we addressed matters relating to the Shield Master Fund. To prioritise customers' interests, we facilitated the payment of 100 per cent of the net capital invested in Shield by those who invested through the Macquarie wrap platform.

Channels to raise concerns

In line with our obligations under *ASIC Regulatory Guide 271*, customers can raise complaints online (webform or Chat), by phone or in writing. The effectiveness of these channels is tracked through hindsight reviews, feedback mechanisms and stakeholder engagement across the organisation in forums and through reporting.

All BFS staff complete annual mandatory complaints awareness training to ensure they can appropriately identify and report complaints. The resolution of complaints is achieved either at the first point of contact or through detailed case management, with each case being managed by a dedicated case manager to ensure a thorough understanding of the customer's concerns, a comprehensive review of relevant information and the identification of an appropriate resolution.

Metrics

	FY2026	FY2025
Number of complaints	82,929	60,617
Complaints as a % of accounts ⁹³	2.18	1.77

Complaints from BFS customers, as a proportion of accounts, remain low in FY2026. The primary drivers are similar to prior years, with the increase in complaint volume reflecting significant customer growth, and relating to a range of procedural, payment processing, and operational servicing matters. BFS seeks to learn from complaints and is committed to customer remediation that emphasises consistency, timeliness, fairness and transparency. When an error is identified, we follow established remediation protocols to ensure we contact the customer and provide an appropriate solution promptly.

The Macquarie Customer Advocate's role is to make it easier for our customers by helping to facilitate fair complaint outcomes and minimising the likelihood of future problems.



The *Australian Complaints Handling Policy* explaining the process for lodging a complaint is available at macquarie.com/complaints-handling



Further information on Macquarie Customer Advocate's role is outlined on page 48 in the *Corporate Governance* Section of this Annual Report.

Responsible and transparent communications

There are Australian regulatory requirements in relation to treating customers fairly and ensuring statements made to customers are not misleading.

Expectations of employees to treat customers fairly are also reinforced in Macquarie's *Code of Conduct*. New starter and annual refresher training is provided to BFS employees on conduct expectations and other key topics, such as complaints management and protection of data and privacy. In line with Macquarie's obligations under ASIC regulatory guidance RG274 *Design and Distribution Obligations*, BFS monitors a range of metrics to inform any ongoing adjustments required to our target market and product offering.



The *Banking Code of Practice* can be downloaded from macquarie.com/banking-code

⁹³ Total complaints for the financial year against the number of BFS accounts as at the reporting date.

Cybersecurity, data security and privacy

Our approach and policies

Cyber and information security

Macquarie acknowledges that:

- cybersecurity risk arises when threat actors target the people, processes, or technology that support our business activities, and that advanced persistent threats may originate from, for example state-sponsored activities
- information security risk arises through the collection, use, processing, distribution and retention of information assets. These risks are equally applicable to data we entrust to our clients, counterparties and contracted service providers.

Macquarie maintains enterprise-wide standards and controls to reduce the risk of cyber and information security threats whilst concurrently protecting our customers and maintaining compliance with regulatory requirements to ensure the continued trust of our clients and partners.

The BRiC receives regular technology and cyber reporting updates. Throughout FY2026, Macquarie observed the evolving threat landscape including:

- the potential for cyber attacks due to geopolitical tensions
- increasing regulation to protect individual, organisational and national security
- an increase in data breaches and other attacks against supply chains, companies and individuals
- the use of new technologies, such as artificial intelligence, to perpetrate cyber attacks
- potential attacks against AI models and applications.

The cyber threat landscape includes financially motivated entities, nation states, and hacktivists who aim to obtain unauthorised access to systems and data or disrupt Macquarie services from anywhere in the world. We continuously monitor for changes in the cyber threat landscape, assess the potential impact of identified threats on Macquarie, implement controls to mitigate these threats and manage residual risks in accordance with our risk appetite.

Data security

Macquarie acknowledges the threats related to data security, such as data breaches, unauthorised access, and lack of availability, which could impact clients, staff, and operations. To manage these threats, we have implemented appropriate cybersecurity measures and data management practices.

Our data frameworks help manage threats against our data by ensuring the security, availability, and quality of data and supports our data risk management objectives, which include:

- enabling effective data risk management while meeting regulatory obligations
- establishing the principles and requirements that underpin the effective governance, architecture, quality, useability, persistence and control of data across the data lifecycle
- managing data risk in alignment with the Risk Appetite Statement.

These objectives apply to all data handled by staff and extend to suppliers. Data risk governance includes oversight from senior management, tracking of data risk metrics, key risk and performance indicators, and proactive addressing of significant data-related issues, especially during business transformations.

Privacy

The *Macquarie Group Privacy Policy* sets out why we need to collect personal information, how we collect it, what we do with it, how it is stored and who we might share it with. It also describes how individuals can access or correct information about themselves and how to ask further questions or make a complaint. The policy is available on Macquarie's website. It is administered by a dedicated privacy and data function and is supported by privacy and data training and awareness activities.

Macquarie has processes in place to investigate data breaches involving personal information and will notify clients, customers, regulators, and other appropriate stakeholders of a data breach where we are required to do so under local legislation or as is otherwise appropriate in the circumstances.



Macquarie's *Group Privacy Policy* is available at macquarie.com/privacy

Metrics

In FY2026, there were no data protection incidents required to be reported under a data protection regime in which Macquarie operates.⁹⁴

	FY2026	FY2025
Reported data protection incidents	0	0

⁹⁴ For example, as per section 26WE of the Australian Privacy Act 1988 (Cth) and reportable under Part IIIC of the Act.

Sustainability Report

Continued

Artificial intelligence

AI is rapidly transforming the financial services sector, presenting both significant opportunities and new risks to address for Macquarie and its stakeholders. While AI enables innovation, efficiency and enhanced client outcomes, it also introduces new forms of risk (including operational, credit, and conduct risk), and the potential for disruption to business models, increased vulnerability to cyber threats and challenges in ensuring fair and ethical outcomes for customers. Macquarie recognises that the responsible adoption and governance of AI is also a material sustainability consideration, something our teams are actively addressing, given its potential to impact customer trust, workforce resilience, and the long-term stability of financial markets.

Our approach

Macquarie is actively using AI to enhance operational efficiency, data analytics and client services. We recognise AI's potential to improve decision-making, automate routine processes and drive innovation across our businesses.

We are also applying AI to strengthen risk management and compliance, while maintaining a strong focus on ethical governance and responsible deployment. Through internal initiatives and industry collaboration, we continue to assess how AI can be integrated into financial services in a secure, scalable and sustainable way.

We recognise AI as both a critical enabler of innovation and a source of emerging sustainability risk. Our governance structure assigns ultimate accountability for AI risk oversight to the BRiC, which receives regular updates on AI strategy, material risks, performance and incidents. We are embedding AI-specific risk criteria into our risk management framework, addressing fairness, bias, privacy and explainability. We believe this approach aligns with evolving regulatory and stakeholder expectations, including the need to disclose AI use, model risks and mitigation strategies.

Macquarie maintains company-wide standards and controls for AI to safeguard customers, promote fair and reliable outcomes and meet evolving regulatory and ethical expectations. We continuously monitor developments in AI capabilities and regulation, assess potential impacts on our operations and clients, implement controls to mitigate identified risks and manage residual risk in line with our risk appetite.

Responsible AI

Our objective is to deploy AI responsibly, consistent with Macquarie's risk appetite and our commitment to clients, counterparties and the communities we serve. Our responsible AI approach is integrated with Macquarie's broader risk, data and cyber frameworks. It sets expectations for governance, human oversight, documentation, validation, monitoring and change control across the AI lifecycle. Data stewardship is central, covering provenance, consent, quality, minimisation and secure handling.

Responsible and innovative use of Artificial Intelligence for BFS

As innovation in technology continues to accelerate, we are leveraging AI to augment our existing platforms and deliver secure, personalised and seamless experiences for our customers. This allows us to better understand customer needs, further strengthen our risk management and deliver superior digital banking services.

Our approach is guided by a dedicated AI Governance Framework that establishes clear safeguards and oversight for the responsible development, deployment, and monitoring of our AI solutions. In line with our framework, these solutions are designed and implemented in a customer-centric way to appropriately manage the risk of bias, unfair outcomes or discrimination. We uphold ethical design by building our models to be transparent and explainable, supported by robust data security controls that protect customer privacy. We establish clear accountability through designated system owners and maintain rigorous oversight with peer reviews and continuous monitoring, ensuring our AI remains aligned with our standards from development through to deployment. While AI helps us work smarter, we ensure appropriate levels of human oversight remain crucial in our processes, as we believe AI should enhance, not replace, the expertise and care we bring to our customers.

In practice, we are applying AI to enhance the security and integrity of our banking platforms. This includes using advanced models to improve the detection of sophisticated fraud by identifying patterns and trends in real time. We are also leveraging AI to strengthen our Anti-Money Laundering (AML) controls by augmenting the monitoring of transactions to more effectively identify and prevent financial crime.

Google's AI-powered productivity platform has been deployed across BFS. With 90% of our people completing training on using Generative AI, this investment is already significantly enhancing productivity and accelerating our broader AI transformation across the business.

We continue to invest in our technology and data platforms to ensure our approach to AI evolves in line with regulatory expectations and community standards, building trust as we scale these capabilities across the retail bank.

Community - Macquarie Group Foundation

The Macquarie Group Foundation (the 'Foundation') drives social impact work for Macquarie, empowering people to build a better future. In FY2026, Macquarie employees, together with the Foundation, contributed \$A62 million to the community, bringing total contributions since inception to \$A760 million.

Macquarie has a people-led approach to giving, enabling employees to support the causes that matter to them. Macquarie fosters this culture of giving by providing Foundation benefits including donation matching, paid volunteer leave and charitable donations in recognition of time spent volunteering or serving on a non-profit board.

Recognising that many people worldwide face barriers to employment, the Foundation provides grants and social impact investments to organisations working to break down these barriers and create pathways to employment. In addition to this financial support, Macquarie employees contribute by volunteering in mentoring and employability programs and participating in fundraising initiatives.

Macquarie Sports continued to support young Australians to overcome barriers to accessing sporting opportunities.

The Macquarie Group Collection (the 'Collection') continued to acquire works created by emerging Australian artists under its enduring theme of 'The Land and Its Psyche'. The Collection showcases artists by displaying their art in Macquarie offices globally.

Metrics⁹⁵

	FY2026	FY2025
Total Contribution (\$Am)	62	57
Total Contribution since inception in 1985 (\$Am)	760	698

Business conduct and ethics

Macquarie's purpose 'Empowering people to innovate and invest for a better future' represents why we exist and what we do. We believe that by empowering people – our employees, clients, communities, shareholders and partners – we will achieve our shared potential.

Corporate Culture

The Board approved *Code of Conduct*, which applies to Macquarie's staff and non-executive directors, incorporates details on 'What We Stand For', provides clear guidance on good decision-making and escalation, and reinforces the main requirements of Macquarie's key policies. To ensure Macquarie's culture of honesty and integrity remains strong throughout the organisation, all staff who join Macquarie receive specific training on What We Stand For and the *Code of Conduct*. Further information on Macquarie's *Code of Conduct* is outlined in the Corporate Governance Statement on page 48.

Our approach and policies

Macquarie sets, promotes, monitors and reflects on risk culture. All staff have a role in managing risk, and maintaining an appropriate and effective risk culture. Macquarie's Risk Culture teams are responsible for developing and maintaining the risk culture framework, including monitoring, reporting and overseeing risk culture. As part of their role, risk culture specialists enable and embed effective risk culture through uplift initiatives, advisory, review and challenge.

Macquarie's Conduct Risk team is responsible for managing Conduct Risk through establishing and maintaining the Conduct Risk Management Framework and associated policies, processes, guidelines and reporting mechanisms. The team also provides Conduct Risk training and awareness activities for Macquarie employees, and provides regular reports to the BGCC.



Information on our risk culture and approach to conduct risk is provided on page 59 in the [Risk Management](#) section of this Annual Report.

Consistent with our purpose and principles, Macquarie is committed to providing an environment in which people are comfortable raising concerns about improper conduct, ensuring that those who do so, do not experience negative consequences for doing so.

Macquarie's Integrity Office provides an internally independent and confidential point of contact for Macquarie employees and external parties to safely raise concerns about improper conduct. It is responsible for implementing the global *Whistleblower Policy* and managing the investigation of disclosures raised under this policy. The policy outlines the principles that govern how Macquarie protects those who raise concerns about improper conduct under the policy. Improper conduct includes matters such as breach of law, serious breaches of Macquarie's policies and the *Code of Conduct*, financial malpractice, or concerns about human rights.

⁹⁵ Contribution figures include:

- Macquarie employee donations and fundraising, together with related Foundation matching
- Foundation donations recognising employee volunteering, milestone service anniversaries, and 12 months of board service by Macquarie employees and
- Macquarie and Foundation grants and social impact investments to community organisations.

Sustainability Report

Continued

The policy explains how concerns should be raised, including to the Integrity Office and the Integrity Hotline (an externally managed service enabling concerns to be raised anonymously), and Macquarie's process for managing the investigation of concerns raised under the policy.

All Macquarie employees have access to the *Whistleblower Policy* on Macquarie's intranet and are provided with training about the policy, their rights and obligations under it, and the channels available to raise concerns. Macquarie employees with particular obligations under the policy receive regular training, including how to respond to concerns covered by the policy. External parties have access to the policy on Macquarie's website.

The Integrity Office acts on information from disclosures, investigating concerns and making recommendations. In addition to consequences for employees, disclosures may lead to actions including improvements to policy and process, training and additional communications.



Further details are provided on page 48 in the **Corporate Governance** section of this Annual Report.

Metrics

Disclosures received by the Integrity Office⁹⁶

In FY2026, the Integrity Office received disclosures covering behaviour inconsistent with the *Code of Conduct*, policy breaches, unfair employment practices, business culture, and inappropriate staff behaviour.

	FY2026	FY2025
Disclosures received by the Integrity Office	81	83

Financial crime, anti-bribery and corruption

Our approach and policies

Macquarie's financial crime risk governance framework outlines our approach for identifying, mitigating and managing financial crime risks, including money laundering and counter-terrorist financing, bribery and corruption and sanctions. This includes maintaining appropriate policies, standards and procedures, endorsed by the Senior Management and working closely with AUSTRAC, international regulators, law enforcement and the Fintel Alliance to detect and deter financial crime. Macquarie employees receive annual training on preventing financial crime risk with additional training and communications provided as required based on risk, including for board directors.

Our company-wide *Anti-Money Laundering and Counter Terrorist Financing (AML/CTF) Framework and Policy* manages the risk that Macquarie's products and services might be involved in, or used to facilitate, money laundering or terrorism financing (ML/TF). The policy is a key component of Macquarie's AML/CTF framework, outlining the key obligations and responsibilities of staff to identify, mitigate and manage ML/TF risks that Macquarie faces with its customers and their use of our products and services.

Macquarie's *Anti-Bribery and Corruption Policy* outlines the expectations and elements of Macquarie's anti-bribery and corruption framework and program of activities to prevent, detect and deter bribery or corruption (B&C). The anti-bribery and corruption framework sets out the company-wide approach to managing the risk of B&C. Anti-bribery and corruption training and awareness forms part of the control framework.

Our employees must report suspected or actual instances of bribery or other corrupt practices in accordance with our *Anti-Bribery and Corruption Policy*, *Whistleblower Policy* and *Incidents and Issues Policy* and have multiple avenues of reporting available to them, including the Macquarie Staff Hotline, if they wish to remain anonymous. Macquarie employees are protected from any form of retaliation when raising concerns.

The *Economic and Trade Sanctions Policy* forms part of Macquarie's financial crime governance framework, setting out Macquarie's approach to compliance with global sanctions obligations, ensuring compliance with applicable sanctions and safeguarding Macquarie against dealings that may expose it to an unacceptable level of Sanctions Risk.



Macquarie's *Anti-Bribery and Corruption Policy* is available at macquarie.com/anti-bribery-and-corruption-policy



Macquarie's *Anti-Money Laundering and Counter-terrorist Financing Policy Statement* is available at macquarie.com/anti-money-laundering-and-counter-terrorist-financing-policy-statement

Political engagement and public policy

Our approach and policies

Macquarie considers it important to be engaged and understand the evolving policy, political and regulatory environments in Australia and other jurisdictions in which we operate, as these factors impact our business as well as our clients' businesses.

As a listed financial institution operating in highly regulated sectors, we have a responsibility to our shareholders, funders, clients, employees and communities to understand and contribute to public policy and to ensure that our organisation and operating environments are well understood by parliamentarians and policy makers.

Additionally, our clients, many of whom also operate in regulated sectors, expect us to have detailed current knowledge of public policy issues and drivers when we provide them with advice and services.

Macquarie contributes to public policy in the markets in which we operate in the following ways:

- making submissions to industry consultation processes and inquiries, where appropriate, either by Macquarie directly or as part of a broader industry group
- participating in government and other policy advisory panels when invited and where we can make a differentiated contribution based on our expertise

⁹⁶ Covers all disclosures received by the Integrity Office and the Integrity Hotline, including whistleblower disclosures.

- engaging with parliamentarians and policymakers through formal meetings, attending events, public forums and parliamentary inquiries where appropriate
- contributing to the advocacy work done by industry groups in key markets around the world, representing sectors such as financial services and markets, infrastructure, energy as well as general business peak bodies.

In many jurisdictions, political parties are typically funded by a mix of public and private monies. Macquarie has a full disclosure policy and declares all monies paid to political parties. As part of its engagement with political processes in Australia and the United Kingdom, Macquarie provides financial support to the major political parties, primarily through attendance at events.

In Australia, we disclose all monies paid to the Australian Electoral Commission (AEC) by Macquarie regardless of any thresholds or other provisions that may otherwise limit the need to disclose. This disclosure is made by way of an annual AEC return on a 1 July to 30 June basis and is published by the AEC in the February following the end of the disclosure year. In the year ended 30 June 2025, Macquarie's political contributions in Australia totalled \$A205,483 comprising \$A103,543 to the Australian Labor Party, \$A96,140 to the Liberal Party of Australia and \$A5,800 to the National Party of Australia. Contributions were to meet the costs of memberships of political party business forums, attendance at events and party conference corporate days, and sponsorship and hosting of events.

In the year ended 30 June 2025, Macquarie's political contributions in the United Kingdom totalled £3,611, comprising £2,535 to the Labour Party and £1,076 to the Conservative and Unionist Party. Contributions were to meet the costs of memberships of political party business forums and attendance at events.

Except for the donations disclosed above, Macquarie did not make any other donations to any political party in the year ended 30 June 2025. We do not report the contributions made by staff members in a personal capacity.

Management of relationships with suppliers

Our approach and policies

Macquarie's global corporate procurement in FY2026 involved direct spend of \$A3.4 billion with 6,600 suppliers across ~40 jurisdictions.

Macquarie's *Service Provider Risk Management Policy* and sustainable procurement framework guide how Macquarie manages environmental, social, and economic impacts across the corporate supply chain, integrating sustainability throughout the procurement life cycle. As part of this framework, Macquarie identifies suppliers presenting heightened environmental and social risk (ESR) and places them under governance through our *Service Provider Risk Management Policy* processes, which outline expectations in regards to how they manage and consider ESG impacts and other corporate governance considerations in their delivery of the services. These suppliers are required to complete the ESR questionnaire and acknowledge Macquarie's *Principles for Suppliers*.

For a sample of suppliers who we consider present heightened ESG risk, we engage an independent auditor to complete ESR audits of their operations. In FY2026 we completed 12 audits. These audits follow the Sedex Members Ethical Trade Audit (SMETA) social auditing methodology enabling us to assess our suppliers to understand working conditions in the supply chain. These audits are part of the actions undertaken by Macquarie to identify and mitigate the risk of modern slavery and human trafficking occurring in our value chain. Further information can be found in Macquarie's *Modern Slavery Statement*.

Since the launch of our *Reconciliation Action Plan* in Australia in February 2023, Macquarie has had focused engagement with First Nations-owned suppliers, partnering with Supply Nation (the peak body that aims to grow the Aboriginal and Torres Strait Islander business sector through the promotion of supplier diversity in Australia) to identify opportunities to utilise First Nations-owned suppliers within our supply chain.



Macquarie's *Modern Slavery Statement* can be downloaded from macquarie.com/human-rights-at-macquarie

Metrics and Targets

Targets	Target year	FY2026	FY2025
Ensure we pay our suppliers in a timely manner, including small suppliers, in line with our global regulatory obligations (average number of days to pay)	Ongoing	19	21 ⁹⁷
Ongoing commitment beyond FY2025 to spend a cumulative \$A150 million with diverse suppliers (\$Am)	From FY2026 to FY2030	16.0	37.7
% of heightened ESR suppliers under governance who have completed the supplier ESR questionnaire and acknowledged the <i>Principles for Suppliers</i>	Ongoing	100 %	100 %

Tax transparency

Macquarie acknowledges stakeholder expectations for increased transparency on tax-related matters. Macquarie is a signatory to the Australian Board of Taxation's voluntary *Tax Transparency Code*.



More detailed information on Macquarie's approach to tax transparency is available at macquarie.com/fy26-tax-transparency



FY2026 **Consolidated Entity Disclosure Statement (CEDS)** is provided on pages 302 to 322 of this Annual Report

⁹⁷ The FY2025 metric has been restated, as the approach to calculate metrics and monitor targets has been updated in FY2026 to reflect payments made to all suppliers globally, not just small suppliers in specific, regulated jurisdictions. This approach is more comprehensive and ensures a consistent consideration of the impact of our payment times on our suppliers globally.

03

Directors' Report

Futures, Australia

Commodities and Global Markets' Sydney based Futures team provides a full range of execution, clearing and financing solutions to corporate and institutional clients, providing continuous 24-hour coverage of major markets globally.



Directors' Report

For the financial year ended 31 March 2026

The Directors of MGL submit their report with the financial report of the Consolidated Entity and of the Company for the year ended 31 March 2026.

Principal activities

The principal activity of MGL during the financial year ended 31 March 2026 was to act as a Non-Operating Holding Company (NOHC) for the Consolidated Entity. The activities of the Consolidated Entity were those of a global financial group providing clients with asset management, retail and business banking and wealth management, as well as advisory, risk and capital solutions across debt, equity, financial markets and commodities. In the opinion of the Directors, there were no significant changes to the principal activities of the Consolidated Entity during the financial year under review that are not otherwise disclosed in this report.

Result

The financial report for the financial year ended 31 March 2026 has been prepared in accordance with Australian Accounting Standards.

The consolidated profit after income tax attributable to the ordinary equity holders for the financial year ended 31 March 2026 was \$A4,847 million (2025: \$A3,715 million).

Dividends and distributions

Subsequent to the year ended 31 March 2026, the Directors have resolved to pay a final ordinary dividend of \$A4.20 per share (\$A1,601 million in aggregate), 35% franked based on tax paid at 30%. The final ordinary dividend is payable on 2 July 2026.

On 17 December 2025, the Company paid an interim ordinary dividend of \$A2.80 per share (\$A1,063 million in aggregate), 35% franked, for the financial year ended 31 March 2026.

On 2 July 2025, the Company paid a final ordinary dividend of \$A3.90 per share (\$A1,480 million in aggregate), 35% franked, for the financial year ended 31 March 2025.

No other ordinary share dividends or distributions were declared or paid during the financial year by the Company.

Rounding of amounts

In accordance with ASIC Corporations (Rounding in Financial/ Directors' Reports) Instrument 2016/191, amounts in the Directors' Report and Financial Report have been rounded off to the nearest million Australian dollars unless otherwise indicated.

Events subsequent to balance date

At the date of this report the Directors are not aware of any matter or circumstance, other than the transactions disclosed in the financial statements, that has arisen and has significantly affected or may significantly affect the operations of the Consolidated Entity, the results of those operations or the state of affairs of the Consolidated Entity in the financial years subsequent to 31 March 2026.

State of affairs

There were no other significant changes in the state of affairs of the Consolidated Entity that occurred during the financial year under review that are not otherwise disclosed in this report.

Operating and financial review

Please refer to section 1 of this Annual Report for the following in respect of the Consolidated Entity:

- a review of operations during the year and the results of those operations
- likely developments in the operations in future financial years and the expected results of those operations
- comments on the financial position
- comments on business strategies and prospects for future financial years.

In respect of likely developments, business strategies and prospects for future financial years, material which if included would be likely to result in unreasonable prejudice to the Consolidated Entity, has been omitted.

Environmental regulations

The Consolidated Entity has policies and procedures in place that are designed to ensure that, where operations are subject to any particular and significant environmental regulation under a law of the Commonwealth or of a State or Territory, those obligations are identified, appropriately addressed and material breaches notified.

The Directors have determined that there has not been any material breach of those obligations during the financial year.

Directors

At the date of this report, the Directors of MGL are:

Independent Directors

G.R. Stevens AC, Chair

J.R. Broadbent AC

P.M. Coffey

M.A. Hinchliffe

S.J. Lloyd-Hurwitz AM

R.J. McGrath AM

M. Roche

W.D.L.M. Vereker

Executive Voting Director

S.R. Wikramanayake, Managing Director and Chief Executive Officer (CEO)

Other than Mr Vereker, the Directors listed above each held office as a Director of MGL throughout the financial year ended 31 March 2026. Mr Vereker was appointed as an Independent Director on 1 February 2026.

Those Directors listed as Independent Directors have been independent throughout the period of their appointment.



Details of the qualifications, experience and special responsibilities of the Directors and qualifications and experience of the Company Secretaries at the date of this report are set out on pages 126 to 131.

Directors' and officers' indemnification and insurance

Under MGL's Constitution, MGL indemnifies all past and present directors and secretaries of MGL and its wholly-owned subsidiaries (including at this time the Directors named in this report and the Secretaries), against certain liabilities and costs incurred by them in their respective capacities. The indemnity covers the following liabilities and legal costs (subject to the exclusions described as follows):

- every liability incurred by the person in their respective capacity
- all legal costs incurred in defending or resisting (or otherwise in connection with) proceedings in which the person becomes involved because of their respective capacity
- legal costs incurred by the person in good faith in obtaining legal advice on issues relevant to the performance and discharge of their duties as an officer of MGL and its wholly-owned subsidiaries, if that has been approved in accordance with MGL policy.

This indemnity does not apply to the extent that:

- MGL is forbidden by law to indemnify the person against the liability or legal costs, or
- an indemnity by MGL of the person against the liability or legal costs, if given, would be made void by law.

MGL has also entered into a Deed of Access, Indemnity, Insurance and Disclosure (as amended from time to time) (Deed) with each of the Directors. Under the Deed, MGL agrees to, among other things:

- indemnify the Director upon terms broadly consistent with the indemnity contained in MGL's Constitution
- take out and maintain an insurance policy against liabilities incurred by the Director acting as an officer of MGL or its wholly-owned subsidiaries. The insurance policy must be for an amount and on terms and conditions appropriate for a reasonably prudent company in MGL's position. Insurance must be maintained for seven years after the Director ceases to be a Director or until any proceedings commenced during that period have been finally resolved (including any appeal proceedings)
- grant access to the Director to all relevant company papers (including Board papers and other documents) for seven years after the Director ceases to be a Director or until any proceedings commenced during that period have been finally resolved (including any appeal proceedings).

In addition, MGL made an Indemnity and Insurance Deed Poll on 12 September 2007 (Deed Poll). The benefit of the undertakings made by MGL under the Deed Poll have been given to each of the directors, secretaries, persons involved in the management and certain other persons, of MGL and its wholly-owned subsidiaries and other companies where the person is acting as such at the specific request of MGL and its wholly-owned subsidiaries. The Deed Poll provides for broadly the same indemnity and insurance arrangements for those persons with the benefit of the Deed Poll as for the Deed described above. However, the Deed Poll does not provide for access to company documents.

The indemnities and insurance arrangements provided for under the MGL Constitution, the Deed and the Deed Poll, are broadly consistent with the corresponding indemnities and insurance arrangements provided under the MBL Constitution and deeds entered into by MBL.

Macquarie maintains and pays for a Directors' and Officers' insurance policy that provides cover for each person in favour of whom such insurance is required to be taken out under the Deed and the Deed Poll and for MGL in indemnifying such persons pursuant to the Deed and the Deed Poll. The Directors' and Officers' insurance policy prohibits disclosure of the premium payable under the policy and the nature of the liabilities insured.

To the extent permitted by law, MGL has agreed to reimburse its auditor, PricewaterhouseCoopers (PwC), for any liability (including reasonable legal costs) PwC incurs in connection with any claim by a third party arising from MGL's breach of the letter of engagement dated 8 July 2025.

Directors' Report

For the financial year ended 31 March 2026 Continued

Directors' relevant interests

As at the date of this report, the Directors have the following relevant interests in MGL ordinary shares, MGL securities, or managed investment schemes made available by related companies of MGL and other relevant disclosable interests, as notified by the Directors to ASX in accordance with the *Corporations Act 2001* (Cth) (the Act):

























Name and position	RELEVANT INTERESTS IN SHARES			OTHER RELEVANT INTERESTS	
	MGL ordinary shares	RSUs held in MEREP ¹	PSUs held in MEREP ¹	Direct and Indirect Interests	Number held
Executive Voting Director					
S.R. Wikramanayake	1,367,744	484,828	77,763	MAFCA Investments Pty Ltd ordinary shares	2,000,000
Independent Directors					
J.R. Broadbent AC	14,896	-	-	Macquarie Group Capital Notes 4 (MCN4)	6,000
				Macquarie Bank Capital Notes 2 (BCN2)	1,500
P.M. Coffey	8,895	-	-	Walter Scott Global Equity Fund units	156,378.90
				IFP Global Franchise Fund II units	567,848.22
M.A. Hinchliffe	2,800	-	-	-	-
S.J. Lloyd-Hurwitz AM	2,398	-	-	-	-
R.J. McGrath AM	3,817	-	-	-	-
M. Roche	7,000	-	-	-	-
G.R. Stevens AC	5,857	-	-	-	-
W.D.L.M. Vereker	-	-	-	-	-

During the financial year, Directors received dividends relating to their holdings of MGL ordinary shares at the same rate as other shareholders.







¹ These RSUs and PSUs were issued pursuant to the MEREP and are subject to the vesting, forfeiture and other conditions applied to grants of awards to Executive Directors, as described in Note 39 *Employee equity participation* to the financial statements in the Financial Report.

Board and Board Committee meetings and attendance

The number of meetings of the Board of Directors (the Board) and of the Committees of the Board and the individual attendance by Directors at those meetings which they were eligible to attend as members, during the financial year, is summarised in the table below. The table excludes the attendance of those Directors who attended the Board Committee meetings of which they were not a member.

	Committee membership	Regular Board meetings ²	BAC meetings ^{2,3}	BGCC meetings ^{2,3}	BNC meetings ²	BRC meetings ^{2,3}	BRIC meetings ^{2,3}	Special Board meetings ²
Number of meetings		8	8	5	3	7	6	4
Chair and Executive Directors								
G.R. Stevens AC		8/8			3/3			4/4
S.R. Wikramanayake		8/8						4/4
Non-Executive Directors								
J.R. Broadbent AC	  	8/8			2/3	7/7	6/6	4/4
P.M. Coffey	  	8/8		5/5	3/3		6/6	4/4
M.A. Hinchliffe	  	8/8	8/8	5/5	3/3			4/4
S.J. Lloyd-Hurwitz AM	  	6/8 ⁴	8/8		3/3	7/7		4/4
R.J. McGrath AM	  	7/8		5/5	3/3		6/6	4/4
M. Roche	   	8/8	7/8		3/3	7/7	6/6	4/4
W.D.L.M. Vereker ⁵	   	2/2	1/1		1/1	1/1		1/1

Key

 Committee Chair	 Board Audit Committee	 Board Governance & Compliance Committee
 Board Nominating Committee	 Board Remuneration Committee	 Board Risk Committee

The Chair of the Board and the CEO receive a standing invitation to all Board Committee meetings and attend as they consider appropriate. All Board members are sent Board Committee meeting agendas and may attend any meeting.

There was one Board sub-committee convened during the period, with two meetings held. Both meetings were attended by all eligible sub-committee members, being Mr Stevens, Ms Wikramanayake, Ms Hinchliffe and the Chief Financial Officer (CFO) at the time, Mr Alex Harvey.

There was one Board Risk Committee sub-committee convened during the period, with one meeting held. The meeting was attended by all eligible sub-committee members, being Mr Coffey, Ms McGrath and Mr Roche.

² Number of meetings attended by the member/total number of meetings eligible to attend as a member.

³ There was one meeting of the relevant committee that was a joint meeting during the year.

⁴ Ms Lloyd-Hurwitz's non-attendance in December 2025 and March 2026 was due to medical leave.

⁵ Mr Vereker was appointed to the MGL Board as an Independent Voting Director and became a member of the Board Nominating Committee on 1 February 2026. He became a member of the Board Audit Committee, Board Remuneration Committee and Board Risk Committee on 1 March 2026.

Directors' experience and special responsibilities



Glenn R Stevens AC

BEd (Hons) (Sydney),
MA (Econ) (UWO)

Resides: New South Wales

Independent Chair of MGL
and MBL since May 2022

Independent Voting
Director of MGL and MBL
since November 2017

Mr Stevens is Chair
of the BNC

Experience

Glenn Stevens worked at the highest levels of the Reserve Bank of Australia (RBA) for 20 years and, as well as developing Australia's successful inflation targeting framework for monetary policy, played a significant role in central banking internationally. Most recently, he was Governor of the Reserve Bank of Australia between 2006 and 2016.

Mr Stevens has also made key contributions to a number of Australian and international boards and committees, including as Chair of the Australian Council of Financial Regulators between 2006 and 2016, as a member of the Financial Stability Board and on a range of G20 committees.

Other current directorships/appointments

- Board member, NSW Treasury Corporation
- Director, Anika Foundation
- Director, Lowy Institute
- Deputy Chair, Temora Aviation Museum



Shemara R Wikramanayake

BCom, LLB (UNSW)

Resides: New South Wales

Managing Director and Chief
Executive Officer of MGL
since December 2018

Executive Voting Director
of MGL and MBL since
August 2018

Experience

Shemara has been Managing Director and CEO of Macquarie Group Limited since late 2018.

Shemara joined Macquarie in 1987 in Macquarie Capital in Sydney. In her time at Macquarie, she has worked in six countries and across several business lines, establishing and leading Macquarie's corporate advisory offices in New Zealand, Hong Kong and Malaysia, and the infrastructure funds management business in the US and Canada.

Over her decade as Head of Macquarie Asset Management before her appointment as CEO, the business grew to become a world-leading manager of infrastructure and real assets and a leading global public securities manager.

Before joining Macquarie, Shemara worked as a corporate lawyer at Blake Dawson Waldron in Sydney. She holds Bachelor of Commerce and Bachelor of Laws degrees from UNSW and completed the Advanced Management Program at Harvard Business School in 1996.

Other current directorships/appointments

- Australian Government Business Champion for the Philippines
- Member, International Advisory Panel, Monetary Authority of Singapore
- Member, World Bank Private Sector Investment Lab
- Member, Global Investors for Sustainable Development Alliance



Jillian R Broadbent AC

BA (Maths & Economics) (Sydney)

Resides: New South Wales
 Independent Voting Director of MGL and MBL since November 2018
 Ms Broadbent is Chair of the BRC and a member of the BNC and BRiC

Experience

Jillian Broadbent has extensive investment banking industry knowledge and markets expertise, including a deep knowledge of risk management and regulation in these areas. She also has considerable executive management and listed company board experience. Ms Broadbent spent 22 years at Bankers Trust Australia until 1998, initially as an economic strategist and then as executive director responsible for risk management and derivatives in foreign exchange, interest rates and commodities.

Ms Broadbent was also a Member of the Reserve Bank of Australia Board between 1998 and 2013 and has previously served as Chair of the Board of Clean Energy Finance Corporation (CEFC), and as a director of ASX Limited, SBS, Coca Cola Amatil Limited, Woodside Petroleum Limited, Qantas Airways Limited, Westfield Management Limited, Woolworths Group Limited and the National Portrait Gallery of Australia.

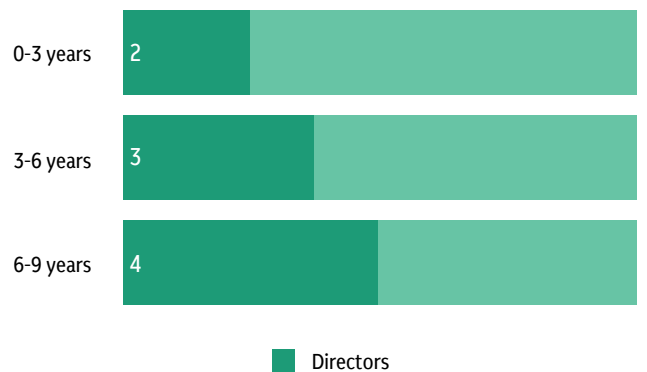
Other current directorships/appointments

- Director, Lowy Institute
- Director, National Portrait Gallery Board Foundation
- Director, Seaborn, Broughton & Walford Pty Limited
- Director, Sydney Dance Company

Gender diversity



Board tenure



Board independence

89% of Board members are independent directors



Directors' experience and special responsibilities

Continued



Philip M Coffey

BEd (Hons) (Adelaide),
GAICD, SF Finsia

Resides: New South Wales

Independent Voting Director
of MGL and MBL since
August 2018

Mr Coffey is Chair of the
BRiC and a member of the
BGCC and BNC

Experience

Phil Coffey served as the Deputy Chief Executive Officer (CEO) of Westpac Banking Corporation, from April 2014 until his retirement in May 2017. As the Deputy CEO, Mr Coffey had the responsibility for overseeing and supporting relationships with key stakeholders of Westpac including industry groups, regulators, customers and government. He was also responsible for the Group's Mergers & Acquisitions function. Prior to this role, Mr Coffey held a number of executive positions at Westpac including Chief Financial Officer and Group Executive, Westpac Institutional Bank.

He has successfully led operations based in Australia, New Zealand, the United States, the United Kingdom and Asia and has extensive experience in financial markets, funds management, balance sheet management and risk management. He began his career at the Reserve Bank of Australia and has also held executive positions at AIDC Limited and Citigroup. Mr Coffey previously served as a director of Clean Energy Finance Corporation.

Listed company directorships (last three years)

- Director, Lendlease Group (Lendlease Corporation Limited and Lendlease Responsible Entity Limited) (January 2017 - March 2026)

Other current directorships/appointments

- Director, Goodstart Early Learning Ltd



Michelle A Hinchliffe

BCom (UQ), FCA, ACA,
MAICD

Resides: United Kingdom

Independent Voting Director
of MGL and MBL since
March 2022

Ms Hinchliffe is Chair of the
BAC and a member of the
BGCC and BNC

Experience

Michelle Hinchliffe has more than 35 years' professional experience within the financial services sector. She has worked in geographically diverse and complex environments providing advice in a range of areas including financial and regulatory reporting, internal controls, risk management and business processes.

Michelle was the Lead Audit Partner for a number of global banking institutions as well as the Head of Audit, KPMG UK from September 2017 to April 2019 and then Chair of Audit, KPMG UK from May 2019 to September 2021. During the period from May 2019 to February 2022 she was a board member of KPMG UK. Prior to this she was the Head of Financial Services for KPMG Australia, where she was also a member of the board.

Listed company directorships (last three years)

- Director, BHP Group Limited (since March 2022)

Other current directorships/appointments

- Director, Santander UK Group Holdings plc and various subsidiaries
- Member, Institute of Chartered Accountants in England and Wales (ICAEW) Australasia Strategy Advisory Group



Susan J Lloyd-Hurwitz AM

BA (Hons) (USYD),
MBA (Distinction), INSEAD

Resides: New South Wales

Independent Voting Director
of MGL since June 2023 and
MBL since July 2023

Ms Lloyd-Hurwitz is a
member of the BAC, BNC
and BRC

Experience

Susan Lloyd-Hurwitz has significant expertise in the global investment and real estate sectors. She served as the CEO of Mirvac for more than a decade and prior to that was the Managing Director of Europe for LaSalle Investment Management.

Susan was the National President for the Property Council of Australia, President of Chief Executive Women, a director of the Business Council of Australia and Chair of the Green Building Council of Australia.

Listed company directorships (last three years)

- Director, Rio Tinto Limited and Rio Tinto plc (since June 2023)
- Chief Executive Officer and Managing Director, Mirvac Group (November 2012–June 2023)

Other current directorships/appointments

- Chair, Advisory Board, Gender Equality and Inclusion @ Work
- Chair, Australian National Housing Supply & Affordability Council
- Global Board member, INSEAD
- Member, Sydney Opera House Trust
- Fellow, University of Sydney Senate



Rebecca J McGrath AM

BTP (Hons) (UNSW), MAppSc
(ProjMgt) (RMIT), FAICD

Resides: Victoria

Independent Voting Director
of MGL and MBL since
January 2021

Ms McGrath is Chair of the
BGCC and a member of the
BNC and BRiC

Experience

Rebecca McGrath is an experienced professional company director and Chair, with substantial international business experience. She spent 25 years at BP plc. where she held various executive positions, including Chief Financial Officer Australasia and served as a member of BP's Executive Management Board for Australia and New Zealand.

Ms McGrath has served as a director of Goodman Group, CSR Limited, Big Sky Credit Union and Incitec Pivot Ltd, and as Chair of Oz Minerals Limited, Scania Australia Pty Limited and Kilfinan Australia. She is a former member of the JP Morgan Advisory Council. She has attended executive management programmes at Harvard Business School, Cambridge University and MIT in Boston.

Listed company directorships (last three years)

- Director, Djerrirwarrh Investments Limited (since January 2024)

Other current directorships/appointments

- Chair, Investa Commercial Property Fund (ICPF)
- Chair, Investa Wholesale Funds Management Limited
- Director, Investa Office Management Holdings Pty Limited
- Director, Melbourne Business School Limited
- Director, UniSuper
- Member, The Australian British Chamber of Commerce Advisory Council
- Member, ASIC Corporate Governance Consultative Panel

Directors' experience and special responsibilities

Continued



Mike Roche

BSc (UQ), GAICD,
FIA (London), FIAA

Resides: New South Wales

Independent Voting Director
of MGL and MBL since
January 2021

Mr Roche is a member of
the BAC, BNC, BRIC and BRC

Experience

Mike Roche has over 40 years' experience in the finance sector as a highly skilled and experienced provider of strategic, financial, mergers and acquisitions, and capital advice to major corporate, private equity and government clients. He held senior positions with AXA Australia as a qualified actuary and Capel Court/ANZ Capel Court.

Mr Roche spent more than 20 years at Deutsche Bank and was Head of Mergers and Acquisitions (Australia and New Zealand) for 10 years where he advised on major takeovers, acquisitions, privatisations, and divestments. He stepped down as Deutsche Bank's Chair of Mergers and Acquisitions (Australia and New Zealand) in 2016. He was a member of the Takeovers Panel for two terms from 2008 to 2014 and a Non-Executive Director of Te Pahau Management Limited.

Listed company directorships (last three years)

- Director, Wesfarmers Limited (since February 2019)

Other current directorships/appointments

- Director, MaxCap Group Pty Ltd
- Managing Director, M R Advisory Pty Ltd
- Co-founder and Director, Sally Foundation



William DLM Vereker

BA (Hons, History)
(Cambridge)

Resides: United Kingdom

Independent Voting Director
of MGL since February 2026

Mr Vereker is a member of
the BAC, BNC, BRIC and BRC

Experience

William Vereker has significant global financial services experience, including organisational change management and managing risk. Most recently, he was Chair of Santander UK plc and Santander UK Group Holdings plc from 2020 to 2025.

Mr Vereker has held several senior executive roles at global investment banks including UBS where he was Global Head of Investment Banking and prior to that at Nomura also as Global Head of Investment Banking, Lehman Brothers and Morgan Stanley. He was also a member of the UK Investment Council and served as the UK Prime Minister's Business Envoy from 2018 to 2019.

Listed company directorships (last three years)

- Director, London Stock Exchange (since 3 October 2022)

Other current directorships/appointments

- Member of the investment committee, Delancey Real Estate Credit Fund
- Member of the advisory board, Celonis GmbH
- Chair, Gonville and Caius College Advisory Board, Cambridge

Company secretaries' qualifications and experience

Simone Kovacic

BBus LLB (Hons) (UTS), LLM (USYD), FGIA

Company Secretary since December 2022

Experience

Simone Kovacic is an Executive Director of Macquarie, having joined in 2009. Simone leads the Legal and Governance Group's corporate governance function, including responsibility for Macquarie's company secretarial requirements and corporate governance matters. She has over 20 years' experience as a corporate lawyer at Macquarie and, prior to Macquarie, in private practice at Skadden, Arps, Slate, Meagher & Flom LLP in the US and at Herbert Smith Freehills Kramer (formerly Freehills) in Sydney.

Olivia Shepherd

BCM (UoW), BCom (UoW), MSc (LSBU), FGIA

Assistant Company Secretary since December 2022

Experience

Olivia Shepherd is a Division Director of Macquarie. Olivia has company secretarial responsibilities and provides corporate governance advice. She has over 15 years' company secretarial and governance experience with Macquarie and Investec Bank plc in the UK.

Executive Committee



Shemara R Wikramanayake

Managing Director and Chief Executive Officer of MGL

Chief Executive Officer of MGL since August 2018

Member of Executive Committee since 1 August 2008

Experience

Shemara has been Managing Director and CEO of Macquarie Group Limited since late 2018.

Shemara joined Macquarie in 1987 in Macquarie Capital in Sydney. In her time at Macquarie, she has worked in six countries and across several business lines, establishing and leading Macquarie's corporate advisory offices in New Zealand, Hong Kong and Malaysia, and the infrastructure funds management business in the US and Canada.

Over her decade as Head of Macquarie Asset Management before her appointment as CEO, the business grew to become a world-leading manager of infrastructure and real assets and a leading global public securities manager.

Shemara is the Australian Government's Business Champion for the Philippines and a member of the Monetary Authority of Singapore's International Advisory Panel, the World Bank Private Sector Investment Lab, and the Global Investors for Sustainable Development Alliance.



Greg C Ward

Deputy Managing Director of MGL
Head of Banking and Financial Services

Member of Executive Committee since 3 March 2005

Experience

Greg has been Deputy Managing Director of Macquarie Group Limited since 2011 and Head of Banking and Financial Services since 2013.

He leads a team providing digital-first personal banking, business banking and wealth management products and services in Australia.

After joining Macquarie in 1996, the year the organisation became publicly listed, he became Chief Financial Officer for 14 years before being appointed Deputy Managing Director of Macquarie Group. He was also Chief Executive Officer of the Group's banking subsidiary, Macquarie Bank, from 2011 to 2013.

He has over 30 years' experience in finance and financial services, and during his tenure has driven the growth of Macquarie's retail financial services business.



Evie N Bruce

Group General Counsel
Head of Legal and Governance Group

Chair of the Macquarie Group Foundation

Member of Executive Committee since 2 March 2022

Experience

Evie has been the Group General Counsel and Head of the Legal and Governance Group since joining Macquarie in 2022.

She leads a global group of lawyers and governance professionals that protect and represent the interests of Macquarie, its businesses, and our people.

With around 30 years' practice and management experience across ANZ, Asia and the US, Evie joined Macquarie from Mallesons where she led the law firm's extensive global engagement with Macquarie's businesses for a number of years.

Evie is a member of the Corporations Committee of the Law Council of Australia, Law Society of New South Wales, and State Bar of New York.

In June 2025, she became Chair of the Macquarie Group Foundation.



Andrew F Cassidy

Chief Risk Officer
Head of Risk Management Group

Member of Executive Committee since 1 January 2022

Experience

Andrew has been Chief Risk Officer and Head of Risk Management Group since 2022.

He leads the central function responsible for independent and objective review and challenge, oversight, monitoring and reporting in relation to Macquarie's material risks.

Since joining Macquarie in 2004, Andrew spent over 15 years working in Macquarie Capital across various roles including leadership of Macquarie's principal investment activity in Asia Pacific.

He joined the Risk Management Group in 2019 and has overseen the continued strengthening of Macquarie's risk framework.



Stuart D Green

Managing Director and Chief Executive Officer of MBL

Chief Executive Officer of MBL since July 2021

Member of Executive Committee since 1 July 2021

Experience

Stuart has been Managing Director and CEO of Macquarie Bank Limited since 2021.

He leads a team responsible for protecting and promoting the interests of Macquarie Bank Limited, supporting its growth, and ensuring appropriate focus is placed on the Bank within the broader group.

Since joining Macquarie in 2001 in the Specialised and Asset Finance group, Stuart has held senior roles including Global Head of Investor Relations for Macquarie's portfolio of listed funds, Head of Corporate Communications and Investor Relations, and Group Treasurer.

Prior to joining Macquarie, Stuart worked in the UK as a Chartered Accountant in public practice for BDO Binder, and held a number of corporate roles as head of finance and corporate strategy.

Gender diversity



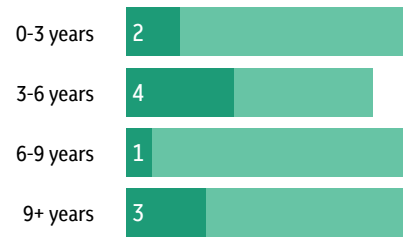
Female:

3

Male:

7

Committee tenure



Committee members

Executive Committee

Continued



Frank P Kwok

Chief Financial Officer

Group Treasurer
Head of Financial Management,
People and Engagement

Member of Executive Committee since
1 January 2026

Experience

Frank has been Chief Financial Officer and Head of Financial Management, People and Engagement since 2026 and Group Treasurer since 2024.

He leads a global team responsible for managing Macquarie's financial, tax and treasury activities and strategic priorities, fostering our culture through people and community engagement strategies, and engaging with stakeholders to protect and promote our reputation globally.

Since joining Macquarie in 1997, Frank has held senior positions across the Group, including Deputy Chief Financial Officer, Head of Real Assets Asia-Pacific within Macquarie Asset Management (MAM), Chief Operating Officer of MAM's Private Markets business, and Chief Financial Officer of Macquarie Airports.



Michael J Silverton

Head of Macquarie Capital

Member of Executive Committee since
1 June 2019

Experience

Michael has been Head of Macquarie Capital since 2019.

He leads a global team that provides advisory, capital raising, investing, development and equities capabilities to clients, with a focus on infrastructure and real assets; technology, software and services; and resources, energy and materials.

Since joining Macquarie in 1997, Michael has built and led businesses across the globe, with roles in Sydney, London and Chicago before moving to New York in 2010. Prior to Macquarie Capital, he held positions in Macquarie's Central Executive Strategy unit and Risk Management Division.

Michael is a member of the Board of Partnership for New York City and the American Australian Association.



Nicole G Sorbara

Chief Operating Officer
Head of Corporate Operations Group

Member of Executive Committee since
1 January 2013

Experience

Nicole has been Head of Corporate Operations Group and Chief Operating Officer since 2013.

She leads a team across 24 countries which brings together specialist capabilities in technology, data, AI, market operations, corporate real estate, business resilience, procurement and global security to support Macquarie's growth.

Since joining Macquarie in 1996, Nicole has worked across various roles in finance, Macquarie Capital, and was previously the Head of Human Resources.

Nicole is a Chartered Accountant with more than 30 years' experience in accounting and financial services. Outside Macquarie, she is Chair of the Board of PCYC NSW.



Ben I Way

Head of Macquarie Asset Management

Member of Executive Committee since 1 April 2021

Experience

Ben has been Head of Macquarie Asset Management since 2021.

He leads a global asset management team providing clients with investment solutions and trusted by institutions, individuals and communities to responsibly manage their assets.

Since joining Macquarie in 2006, Ben has held several senior leadership positions, including CEO of Asia. He has also led the establishment of a number of funds and has been a member of investment committees as well as a director of portfolio company boards.

Ben is a fellow of the 2017 class of the Finance Leaders Fellowship and a member of the Aspen Global Leadership Network.



Simon L Wright

Head of Commodities and Global Markets

Member of Executive Committee since 1 April 2024

Experience

Simon has been Head of Commodities and Global Markets since 2024.

He is responsible for a global business offering capital and financing, risk management, market access, and physical execution and logistics solutions across Commodities, Financial Markets and Asset Finance.

Since joining Macquarie in 1989, Simon has held a number of senior roles within Commodities and Global Markets, including leading the build and oversight of Macquarie's global Financial Markets platform. Prior to his current role, he was the Head of the Fixed Income and Currencies division.



“

Remuneration outcomes reflect the Board’s considered judgement in balancing improved returns to shareholders with how risk and regulatory matters have been reflected in outcomes. The information in this report also reflects our efforts to provide clearer disclosure of those judgements.”

Letter from the Chair of the Board Remuneration Committee

On behalf of the Board, as Chair of the Board Remuneration Committee (BRC), I am pleased to present a refreshed layout for the 2026 Remuneration Report.

Despite increasing global uncertainty, during the 2026 financial year (FY2026), Macquarie continued to deliver on its strategy, with stronger earnings and growth across all four of Macquarie's businesses. With Macquarie's diversified franchises, strong and conservative balance sheet, risk management framework and unique culture, we remained resilient and sustained value creation for shareholders, clients and customers, and the communities in which we operate.

The Board continues to exercise informed judgement and apply significant oversight to ensure our remuneration decisions reflect a broad range of financial and non-financial factors. Consistent with this longstanding approach, Macquarie's deferral and vesting arrangements support the retention of high-performing staff and delivery of long-term alignment to shareholders, clients and customers, while enabling the Board to assess risk outcomes over a longer period. These features have been a key driver of our success and are consistent with practices at other global, diversified financial institutions with which we compete for talent. This year we enhanced

our remuneration approach by better reflecting Return on Equity (ROE) and other capital metrics in remuneration decisions.

First strike and shareholder feedback

In FY2025 and FY2026, shareholders continued to express support for our overall remuneration framework and the alignment it provides between shareholders and Macquarie staff.

With regard to our identified risk and regulatory shortcomings in FY2025, shareholders sought greater remuneration adjustments and more disclosure on where we had made these adjustments. This view led to a 25.4% vote against the adoption of the 2025 Remuneration Report, resulting in a first strike.

While the strike was disappointing, we heard this feedback and have worked carefully on addressing shareholder concerns. The Board reviewed its existing remuneration decision-making process and disclosure of remuneration adjustments. The information in this report reflects our ongoing efforts to enhance transparency by providing clearer disclosure of the Board's remuneration decisions. We have built on our remuneration disclosure under APRA Prudential Standard CPS 511 Remuneration (CPS 511) published in September 2025, in which we disclosed historical adjustments over a five-year period, demonstrating that downward adjustments had been applied based on consistent principles in the years that specific matters arose.

Remuneration framework effectiveness review

As required under CPS 511, the first triennial effectiveness review of our remuneration framework was completed during FY2026. This review, conducted by independent consultants, allowed the Board to test the robustness of our framework, including governance, remuneration decisions, people capability and supporting systems. The review confirmed that non-financial risk performance is meaningfully embedded in the remuneration decision-making process.

At the same time, we recognise that effective management of non-financial risk requires ongoing vigilance and a continued commitment to identifying and addressing issues as they arise, including making appropriate adjustments to remuneration. Further information on how risk is reflected in remuneration outcomes is provided on page 148.

Financial performance

FY2026 was a year of strong financial performance alongside disciplined cost control and capital management:

- net profit after tax (NPAT) of \$A4,847 million in FY2026 (up 30% compared with FY2025), our 57th year of unbroken profitability
- increased net profit contribution (NPC) for each of the four Operating Groups versus the prior year
- return on equity (ROE) of 14.0%, an improvement on FY2025's 11.2%, in line with long-term averages
- earnings per share (EPS) of 1,277.0 cents per share (up 30% compared with FY2025)
- the FY2026 full-year dividend of \$A7.00, up 8% compared with FY2025.

Non-financial performance

There has been good progress against a number of key non-financial priorities. The CEO, together with the Executive Committee and the BRC, continues to oversee and review recent regulatory matters. Broader learnings include deepening understanding of root causes, applying insights more holistically across the organisation, and engaging proactively with regulators to maintain a constructive and forward-looking dialogue. There has also been a continued focus on strengthening data foundations, uplifting platforms through the delivery of several enterprise programs, and the ongoing rollout of tools to drive automation and operational efficiency. This progress has been made while sustaining strong employee engagement and our entrepreneurial culture.

The Board acknowledges the reputational and financial impact of risk and regulatory matters arising during the year including the short-sale transaction reporting and Shield Master Fund matters and the accountability of the CEO and relevant Executive Committee members for these shortcomings, as reflected in remuneration outcomes. As noted in the Board Chair's letter, to prioritise clients' interests, during the year Macquarie decided to facilitate the payment of 100% of the net capital invested in the Shield Master Fund by those who had invested through the Macquarie wrap platform. We have reflected on learnings from the matter, with some adjustments made to the funds available to clients on the platform.

FY2026 CEO remuneration outcome

Remuneration outcomes reflect the Board's considered judgement in balancing improved returns to shareholders with how risk and regulatory matters have been reflected in outcomes:

- Fixed remuneration remains unchanged at \$A1.5 million
- FY2026 awarded profit share:
 - The CEO's pre-adjusted profit share allocation is \$A28.0 million, reflecting a year of stronger financial performance
 - Reflecting accountability for the risk and regulatory matters and recognising the cumulative impact of several regulatory matters across FY2025 and FY2026, the CEO's profit share allocation has been reduced by 25% (equating to a 21% reduction in total remuneration)
 - The CEO's awarded profit share (including downward adjustment) is \$A21.0 million, of which 70% is retained and will vest over three to five years
- FY2026 PSU allocation of \$A4.0 million, subject to the achievement of EPS compound annual growth rate (CAGR) and relative ROE performance hurdles and a pre-vest assessment.

Other Executive Key Management Personnel remuneration outcomes

The same disciplined and holistic approach was applied in determining FY2026 remuneration outcomes for other Executive Key Management Personnel (KMP):

- the MBL CEO's pre-adjusted profit share allocation is \$A4.8 million. A reduction of 10% has been applied for risk and regulatory matters (equating to a reduction of 5% to his total remuneration), resulting in FY2026 awarded profit share of \$A4.3 million.
- FY2026 profit share allocations for five other Executive KMP have also been reduced, reflecting proportional accountability and responsibility for relevant risk and regulatory matters in which their groups were involved. Reductions ranged from 5% to 20%, equating to a reduction in total remuneration of 4% to 13%.

The BRC assessed and determined that there were no instances that required the application of Malus or Clawback to the CEO or other Executive KMP during the year.

Further details on the CEO and other Executive KMP remuneration outcomes are set out on pages 140 and 142.

I look forward to receiving your views and support at the 2026 Annual General Meeting (AGM) before I retire from the Macquarie Boards at the end of the year. I am grateful for the engagement of shareholders over the last eight years, notably in relation to our remuneration framework.



Jillian R Broadbent AC
Chair
Board Remuneration Committee

Sydney
8 May 2026

Remuneration Report

Continued

Board response to concerns raised in relation to the 2025 Remuneration Report

The following table outlines the key feedback shared with us in relation to the strike on our FY2025 Remuneration Report and the Board's response.

Area	Concern	Response
Remuneration adjustments for risk and/or regulatory matters	Remuneration adjustments for recent regulatory actions were not adequately reflected in FY2025 remuneration decisions.	<p>FY2026 Executive KMP remuneration outcomes have been adjusted to reflect accountability for risk and regulatory matters, with reductions applied directly to profit share allocations.</p> <p>The Board follows a rigorous process to determine downward adjustments for risk and regulatory matters, and applies those adjustments consistently in the years in which the relevant issues arose. This approach is evidenced by our CPS 511 disclosure released in September 2025, available at macquarie.com/cps-511-disclosure.</p> <p>However, in light of feedback received from shareholders, the Board undertook a comprehensive review during FY2026 of the existing processes and approach used to apply downward adjustments in determining Executive KMP remuneration outcomes.</p> <p>The outcome of this review has been reflected in the approach applied by the Board in FY2026. In particular, remuneration adjustments to reflect risk and regulatory matters have been applied as in-year adjustments to FY2026 profit share allocations for the CEO and six other Executive KMP (including the MBL CEO).</p> <p>Further details of the profit share adjustments applied to Executive KMP remuneration outcomes for FY2026 are set out on pages 139 to 140.</p>
Remuneration disclosure	Disclosures need to be clearer, particularly around the quantum of any adjustments made to Executive KMP remuneration outcomes.	<p>Enhanced remuneration disclosure</p> <p>Reflecting on the feedback received regarding the clarity and transparency of prior disclosures, the Board reviewed the overall content and structure of our Remuneration Report. We have focused on presenting information in a clearer and more concise manner, while maintaining appropriate detail to support the understanding of remuneration outcomes.</p> <p>Key enhancements to the Remuneration Report include:</p> <ul style="list-style-type: none"> • Remuneration adjustments for risk and regulatory matters (pages 139 to 140): the Remuneration Report includes the quantum of downward adjustments applied to FY2026 remuneration outcomes, giving shareholders clearer visibility into how the Board applies discretion and links remuneration to risk outcomes. • Awarded remuneration (page 142): a summary of awarded remuneration is now disclosed in one table, which shows each Executive KMP's FY2026 fixed remuneration, profit share allocation and PSU allocation. • Risk, accountability and remuneration (page 148): disclosure has been streamlined to increase clarity of how risk is reflected in remuneration outcomes. In addition, consequence management outcomes are presented in a revised layout to increase readability and transparency of outcomes. • Individual Executive KMP awarded profit share (pages 151 to 155): includes disclosure of the downward adjustments applied to FY2026 and FY2025 profit share allocations. • Share disclosures (page 161): shareholdings and retained equity awards under the Macquarie Group Employee Retained Equity Plan (MEREP) for Executive KMP and their related parties has been combined into a single table.

Remuneration adjustments for risk and regulatory matters

Factors considered by the Board

The Board applied downward adjustments to the CEO and six other Executive KMP (including the MBL CEO) reflecting instances where the Board's expectations in relation to risk management were not met. This included the short-sale transaction reporting and Shield Master Fund matters.

The Board spent significant time assessing the quantum of the remuneration adjustments to be applied and considered:

- the seriousness of each matter, including any regulatory findings or fines
- the level of accountability and responsibility of relevant Executive KMP
- the implications of each matter on Macquarie's standing and its relationship with regulators, and for the CEO, the cumulative impact of regulatory matters on Macquarie's reputation
- the impact on clients and customers and actions taken by Macquarie to remediate any impacts
- the extent to which broader learnings have been applied and proactive engagement with regulators was demonstrated
- the proactive remediation efforts undertaken, which have contributed to the matters being resolved in a timely manner or continued progress being made to address the underlying issues
- the proportionality of the remuneration adjustment to the relevant Executive KMP's overall contribution over the year
- adjustments applied by comparable organisations in Australia and internationally to ensure alignment with evolving market practice and shareholder expectations in relation to how risk and regulatory matters are reflected in remuneration outcomes.

The Board assessed and determined that there were no instances that required the application of Malus or Clawback to the CEO or other Executive KMP during the year.

Our remuneration framework has mechanisms to account for circumstances where there is insufficient information available to enable the Board to assess and determine an appropriate downward adjustment at the time of making remuneration decisions. Consistent with previous years, these include placing a portion of an individual's profit share allocation on hold and/or imposing an additional condition on the release of retained profit share.

Shield Master Fund matter: refer to the Board Chair's letter and the BRC Chair's letter for additional context for this matter.

Short-sale transaction reporting matter: this occurred due to systems-related issues that resulted in inaccurate short-sale transaction reporting to the market operator over several years. In December 2025, an agreement was reached with ASIC to pay a civil penalty of \$A35 million, which was approved by the New South Wales Supreme Court in March 2026. A program of work commenced during FY2026 to review the short-sale transaction reporting systems and processes. The issues that were the subject of the proceedings have been remediated and enhanced controls have been applied, while a number of relevant learnings have been identified and applied as appropriate across the Group.

Remuneration Report

Continued

FY2026 remuneration adjustments

Adjustments were applied as in-year adjustments to the FY2026 profit share allocations, reflecting the Board's consideration of the materiality of the adjustments in proportion to total awarded remuneration. No adjustments have been applied to the FY2026 PSU allocations.

Profit share is a key feature of Macquarie's remuneration structure, representing a relatively larger proportion of total remuneration, and with fixed remuneration set at a comparatively lower level, relative to the external market. This structure differs from that of most other ASX-listed companies.

As such, to provide greater clarity and support meaningful comparison with market practice, the downward adjustments are shown in the table below as a proportion of their respective FY2026 profit share allocation and total FY2026 awarded remuneration, as well as in dollar terms. As set out below, the downward adjustments ranged from 5% to 25% (equating to downward adjustments of 4% to 21% of total FY2026 awarded remuneration), with a total financial impact of \$A14.5 million.

Name and position	In-year adjustment to FY2026 profit share allocation		
	As a % of FY2026 profit share allocation	As a % of FY2026 total awarded remuneration	Downward adjustment (\$A)
Executive Voting Director			
Shemara R Wikramanayake Managing Director and CEO of MGL	25%	21%	7,000,000
Other Executive KMP			
Andrew F Cassidy Chief Risk Officer (CRO) and Head of the Risk Management Group (RMG)	10%	7%	770,000
Stuart D Green Managing Director and CEO of MBL	10%	5%	480,000
Michael J Silverton Head of Macquarie Capital	10%	8%	1,347,800
Nicole G Sorbara Chief Operating Officer (COO) and Head of the Corporate Operations Group (COG)	20%	13%	1,500,000
Greg C Ward Deputy Managing Director of MGL and Head of Banking and Financial Services (BFS)	15%	11%	1,720,000
Simon L Wright Head of Commodities and Global Markets (CGM)	5%	4%	1,655,700
Total downward adjustment (\$A)			14,473,500

In addition to the above downward adjustments:

- the release of a portion of Mr Silverton's FY2026 retained profit share is conditional on the resolution of a risk matter under review.
- a portion of Mr Ward's FY2026 profit share allocation has been placed on hold pending the resolution of a risk matter under review.

Key Management Personnel (KMP) for FY2026

All the individuals listed below have been determined to be KMP for FY2026. KMP include the CEO (an Executive Voting Director of MGL) and Executive Committee members who have authority and responsibility for planning, directing and controlling the activities of MGL and its controlled entities (together making Executive KMP) and the Non-Executive Directors (NEDs) of MGL. The NEDs are independent and are not considered part of management.

Name	Position	Term as KMP for FY2026
Non-Executive Directors		
Jillian R Broadbent AC	Independent Director	Full year
Philip M Coffey	Independent Director	Full year
Michelle A Hinchliffe	Independent Director	Full year
Susan J Lloyd-Hurwitz AM	Independent Director	Full year
Rebecca J McGrath AM	Independent Director	Full year
Mike Roche	Independent Director	Full year
Glenn R Stevens AC	Independent Chair	Full year
William DLM Vereker	Independent Director	Part year (from 1 February 2026)
Executive KMP		
Executive Voting Director		
Shemara R Wikramanayake	Managing Director and CEO of MGL	Full year
Other Executive KMP		
Evie N Bruce	Group General Counsel and Head of Legal and Governance Group (LGG)	Full year
Andrew F Cassidy	CRO and Head of RMG	Full year
Stuart D Green	Managing Director and CEO of MBL	Full year
Michael J Silverton	Head of Macquarie Capital	Full year
Nicole G Sorbara	COO and Head of COG	Full year
Greg C Ward	Deputy Managing Director of MGL and Head of BFS	Full year
Ben I Way	Head of Macquarie Asset Management (MAM)	Full year
Simon L Wright	Head of CGM	Full year
New and former Executive KMP		
Alex H Harvey	Former Chief Financial Officer (CFO) and Head of Financial Management, People and Engagement (FPE)	Part year (to 31 December 2025)
Frank P Kwok	CFO, Group Treasurer and Head of FPE	Part year (from 1 January 2026)

As at 31 March 2026, our Executive KMP had an average tenure of 26 years with Macquarie. The tables below outline the appointments and exits for Executive KMP during FY2026.

Executive KMP appointments

Remuneration arrangements for newly appointed Executive KMP are made in line with the executive remuneration framework, the executive's experience, capability and appropriate competitiveness with the market.

Executive	Additional details
Frank P Kwok Appointed 1 January 2026	Mr Kwok was appointed as CFO and Head of FPE and joined the Executive Committee on 1 January 2026, and has been Group Treasurer since 2024. Mr Kwok has held senior positions across Macquarie including Deputy CFO, and in the Real Assets business of MAM in several regions, including leading the team in Asia-Pacific and a four-year period as CFO of ASX-listed Macquarie Airports. Mr Kwok did not receive a fixed remuneration increase on his appointment as CFO and Head of FPE (his fixed remuneration as Deputy CFO and Group Treasurer was \$A700,000). Effective 1 April 2026, Mr Kwok's fixed remuneration will be increased to \$A1.1 million to reflect alignment with other Executive Committee members.

Executive KMP exit arrangements

Exit arrangements for Alex Harvey are outlined below and in line with contractual arrangements and provision of benefits by law.

Executive	Additional details
Alex H Harvey Ceased as KMP on 31 December 2025	Mr Harvey remains currently employed with Macquarie but intends to retire during FY2027. As such, he remained eligible to receive a FY2026 profit share allocation. He is not eligible for a FY2026 PSU allocation. The Board may exercise discretion for the vesting and release of Mr Harvey's unvested profit share and PSU awards after his employment with Macquarie has ended. For unvested profit share awarded in respect of FY2024 and subsequent years, the release will be kept in line with the original vesting schedule. For unvested profit share awarded in respect of FY2023 and prior years, vesting may be accelerated in line with the original terms of the awards (see footnote 9 on page 146). Unvested PSUs will continue to vest in accordance with the original award schedule and remain subject to the same terms and performance hurdles.

Remuneration Report

Continued

Awarded Remuneration for FY2026

This section provides a summary of Executive KMP awarded remuneration for FY2026, after any downward adjustments made to profit share. The FY2026 remuneration outcomes were presented to the BRC several times over the course of the annual remuneration review process. This cadence provided the BRC with multiple opportunities to review, challenge and confirm remuneration decisions and consider and reflect on all relevant factors to ensure they have been appropriately considered before making the final remuneration decisions.

FY2026 fixed remuneration

There were no fixed remuneration increases for Executive KMP in FY2026. No increases are planned for FY2027, other than for Mr Kwok to align his fixed remuneration with other Executive Committee members.

Executive KMP awarded remuneration

The table below is prepared on a different basis to the statutory disclosures in Appendix 1 and is not additive. Remuneration relating to the portion of the relevant period that each person was an Executive KMP is disclosed and includes any downward adjustments to remuneration for FY2026.

Name and position	Fixed Remuneration \$A	FY2026 profit share allocation (including downward adjustment)			FY2026 PSU allocation \$A	FY2026 total awarded remuneration \$A
		Total \$A	Available \$A	Retained \$A		
Executive Voting Director						
Shemara R Wikramanayake	1,526,819	21,000,000	6,300,000	14,700,000	4,000,000	26,526,819
Other Executive KMP						
Evie N Bruce	1,120,158	3,750,000	1,875,000	1,875,000	2,800,000	7,670,158
Andrew F Cassidy	1,120,158	6,930,000	3,465,000	3,465,000	2,800,000	10,850,158
Stuart D Green	1,332,741	4,320,000	1,728,000	2,592,000	2,800,000	8,452,741
Michael J Silverton ¹	1,201,997	12,130,200	6,065,100	6,065,100	2,800,000	16,132,197
Nicole G Sorbara	1,120,158	6,000,000	3,000,000	3,000,000	2,800,000	9,920,158
Greg C Ward ²	1,120,158	9,176,000	4,588,000	4,588,000	2,800,000	13,096,158
Ben I Way	1,165,781	20,175,000	10,087,500	10,087,500	2,800,000	24,140,781
Simon L Wright	1,120,158	31,458,300	15,729,150	15,729,150	2,800,000	35,378,458
New and former Executive KMP						
Alex H Harvey ³	843,955	6,187,500	3,093,750	3,093,750	-	7,031,455
Frank P Kwok ⁴	175,931	1,750,000	875,000	875,000	2,800,000	4,725,931

PSUs vesting during FY2026

The FY2021 PSU awards completed their performance period during FY2026 (on 30 June 2025). The EPS CAGR hurdle was not met, whilst the relative average ROE performance hurdle was partially met. As a result, 41% of the FY2021 PSUs became exercisable on 1 July 2025. PSU vesting outcomes in the prior three years are also set out in the below table.⁵

Year vested	PSU award	EPS CAGR Hurdle (50% weighting)			ROE Hurdle (50% weighting)			Overall vesting outcome
		Macquarie result	Hurdle	Outcome	Macquarie result	Hurdle	Outcome	
FY2026	2021 Award	3.81%		0% exercisable	14.40% (66th percentile)		82% exercisable	41% exercisable
FY2025	2020 Award	3.75%	50% at 7.5% CAGR	0% exercisable	14.80% (66th percentile)	50% above the 50th percentile	82% exercisable	41% exercisable
FY2024	2019 Award (Tranche 2)	11.26%	100% at 12% CAGR	92% exercisable	15.34% (88th percentile)	100% at the 75th percentile	100% exercisable	96% exercisable
FY2023	2019 Award (Tranche 1)	12.93%		100% exercisable	15.04% (88th percentile)		100% exercisable	100% exercisable

¹ For Mr Silverton, the release of a portion of his FY2026 retained profit share allocation is conditional on the resolution of a risk matter under review.

² For Mr Ward, a portion of his FY2026 profit share allocation has been placed on hold pending the resolution of a risk matter under review. See page 153 for further detail.

³ Awarded remuneration disclosed reflects Mr Harvey's time as CFO and Head of FPE from the period 1 April 2025 to 31 December 2025.

⁴ Awarded remuneration disclosed reflects Mr Kwok's time as CFO, Group Treasurer and Head of FPE from the period 1 January 2026 to 31 March 2026.

⁵ The performance hurdle tests were performed using data sourced from Bloomberg for all companies in the reference group of international financial institutions (as well as Macquarie) and the calculations were reviewed independently.

Our executive remuneration framework

Macquarie's longstanding and consistent approach to remuneration ensures we continue to attract, motivate and retain exceptional people with deep industry expertise across the 30 markets in which we operate.

The remuneration framework plays an important role in aligning employees to our purpose statement (*'Empowering people to innovate and invest for a better future'*) and *What We Stand For* principles of **Opportunity, Accountability** and **Integrity**.

We regularly review the framework to ensure it remains fit for purpose, aligned with stakeholder expectations, and compliant with (and reflective of the spirit and intent of) relevant regulatory requirements, including CPS 511 and the Financial Accountability Regime (FAR). In line with CPS 511, an independent triennial effectiveness review was conducted in FY2026, confirming strong governance, processes and systems, and the meaningful incorporation of non-financial risk performance into the remuneration decision-making process.

Remuneration Objectives

Macquarie's remuneration framework is designed to:



Attract, motivate and retain exceptional people with deep industry experience



Deliver strong company performance over the short and long-term



Drive behaviours that reflect Macquarie's culture and support effective and prudent risk management



Align staff and shareholder interests to deliver sustained results for our customers, clients and community



Promote innovation and the building of sustainable businesses



Foster a diverse and inclusive work environment

Remuneration principles

The remuneration objectives are achieved by:



Emphasising performance-based remuneration measured against financial and non-financial factors



Having the ability to adjust variable remuneration to reflect risk outcomes



Retaining a significant proportion of variable remuneration to consider risk outcomes over the long-term



Delivering retained profit share in equity to align staff and shareholder interests over the long-term



Rewarding high-performing staff appropriately relative to global peers



Providing consistent arrangements over time to give staff confidence to pursue multi-year initiatives

Remuneration Report

Continued

FY2026 executive remuneration framework

Fixed remuneration

- Comprises base salary, superannuation and standard country-specific benefits in line with local market practice.
- Set at a comparatively low level, relative to the external market.
- In line with our pay for performance approach, fixed remuneration for our Executive KMP in FY2026 comprised approximately 10% of total awarded remuneration, with the balance at risk and explicitly linked to performance.

Performance-based remuneration

	Profit share (see pages 145 to 146)	Performance Share Units (PSUs) (see page 147)
Determination	<p>Individual allocations are determined based on performance against Macquarie's four factors (one financial and three non-financial):</p> <ul style="list-style-type: none"> • financial/business results • risk management and compliance • business leadership including outcomes for customers, clients and the community • people leadership and professional conduct 	<p>Individual allocations reflect their role as members of the Executive Committee and their contribution to driving the collective performance of Macquarie (taking into consideration both financial and non-financial factors). PSUs vest based on:</p> <ul style="list-style-type: none"> • performance against EPS and ROE, equally weighted hurdles (there is no retesting of hurdles) • a pre-vest assessment that considers the Executive Committee's collective contribution to Macquarie's financial soundness and non-financial performance of culture and risk
Structure	<ul style="list-style-type: none"> • paid as a mix of available (cash) and retained (equity) portions • 70% is retained for the CEO, 60% for the MBL CEO and 50% for other Executive KMP • retained profit share: one-third vesting over three to five years, invested in a combination of Macquarie equity and Macquarie managed-fund equity 	<ul style="list-style-type: none"> • structured as Deferred Share Units (DSUs) with no exercise price • vest after five years for the CEO and MBL CEO and four years for other Executive KMP
Subject to in-year adjustments, Malus and Clawback (see page 148)		

Time horizons over which performance-based remuneration is determined, delivered and subject to risk adjustments

Component	Financial Year	+ 1	+ 2	+ 3	+ 4	+ 5	+ 6	+ 7
Profit Share	Available (cash)	●						
	Retained (equity)			●				
					●			
PSUs	Retained (equity)					●		
							●	

Key

● Payment or vesting (shortly after the end of the relevant year)

Period subject to Malus

Period subject to Clawback

FY2026 performance-based remuneration - further detail

Profit share

Key considerations in determining profit share pools and allocations

The following provides an overview of the key factors considered in the determination of the profit share pools and individual Executive KMP profit share allocations.

Operating/Central Service Group profit share pools	Individual profit share allocations
<p>The initial Operating and Central Service Group profit share pools are determined through a combination of a top-down and bottom-up approach. The primary considerations and approach to calculating the profit share pools differ by Group and business and are reflective of the different contexts and markets in which they operate.</p> <p>Financial:</p> <ul style="list-style-type: none"> Operating Groups: considerations include contribution to company-wide profits, return on regulatory capital and funding requirements and usage. Central Service Groups: based on the quality and integrity of control functions and support services and not primarily determined with reference to profitability. <p>Non-financial:</p> <ul style="list-style-type: none"> Risk Management: risk profile and regulatory environment of each business, financial and non-financial risks (including regulatory, reputational, cultural or compliance matters). Business-specific: maturity of the business, reliance on intellectual versus financial capital, impact of one-time gains/losses. Market position/trends and staff retention considerations. 	<p>Individual profit share allocations reflect an employee's performance, in line with Macquarie's performance management framework, based on:</p> <ul style="list-style-type: none"> What was achieved, measured against their objectives under Macquarie's four factors: <ul style="list-style-type: none"> financial/business results risk management and compliance business leadership including outcomes for customers, clients and the community people leadership and professional conduct How the objectives were achieved, measured against Macquarie's cultural, behavioural and leadership standards <p>Consideration is also given to:</p> <ul style="list-style-type: none"> Outcomes delivered to shareholders (including return on capital metrics), customers, clients and communities in which we operate Risk-related matters raised in the independent reports from the CRO and the Head of Internal Audit, as well as compliance and conduct outcomes Relativities in the global markets in which each business competes for talent, including industries that are not publicly listed with undisclosed remuneration levels.
Macquarie Group/Bank considerations	
<p>The company-wide profit share pool is an aggregate of the assessments conducted at both the Operating/Central Service Group level and individual level. Considerations at a Macquarie Group/Macquarie Bank level include profitability, capital and liquidity considerations, the reasonableness of the compensation expense to income ratio (and how it compares to that of external comparators), and regulatory and risk considerations.</p>	
<p>The Board retains discretion to amend the profit share pool as determined in accordance with the above process to ensure all relevant factors, including risk and conduct matters, have been appropriately taken into consideration.</p>	

Remuneration Report

Continued

Other key features of FY2026 profit share allocations

The table below outlines key features of FY2026 profit share allocations for the CEO and other Executive KMP.

<p>Retention and vesting</p>	<p>Profit share is delivered as a mix of available profit share (cash) and retained profit share (Macquarie ordinary shares and Macquarie-managed fund equity).</p> <p>Retention and deferral arrangements are designed to retain high-performing staff, while also providing significant long-term alignment to shareholders and enable risk outcomes to be considered over a longer period.</p> <p>The table below summarises the standard retention and vesting arrangements applicable for FY2026. The vesting periods set out below do not include the performance year, but begin following the date remuneration is awarded.</p> <table border="1" data-bbox="405 636 1453 786"> <thead> <tr> <th></th> <th style="text-align: center;">Profit share retention %⁶</th> <th style="text-align: center;">Vesting and release of retained profit share</th> </tr> </thead> <tbody> <tr> <td>CEO</td> <td style="text-align: center;">70</td> <td rowspan="3" style="text-align: center;">One-third in each of years 3-5</td> </tr> <tr> <td>MBL CEO</td> <td style="text-align: center;">60</td> </tr> <tr> <td>Other Executive KMP</td> <td style="text-align: center;">50</td> </tr> </tbody> </table> <p>The Board retains discretion to change remuneration arrangements, including profit share retention levels and imposing additional conditions on vesting of retained profit share as necessary.</p>		Profit share retention % ⁶	Vesting and release of retained profit share	CEO	70	One-third in each of years 3-5	MBL CEO	60	Other Executive KMP	50		
	Profit share retention % ⁶	Vesting and release of retained profit share											
CEO	70	One-third in each of years 3-5											
MBL CEO	60												
Other Executive KMP	50												
<p>Investment of retained profit share</p>	<p>Retained profit share is invested in a combination of MGL ordinary shares under the MEREP and Macquarie-managed fund equity notionally invested under the Directors' Profit Share (DPS) Plan. The allocation reflects the nature of their role and responsibilities as set out in the table below.</p> <table border="1" data-bbox="405 958 1453 1108"> <thead> <tr> <th></th> <th style="text-align: center;">MEREP (MGL ordinary shares) %⁷</th> <th style="text-align: center;">DPS Plan (Macquarie-managed fund equity) %⁸</th> </tr> </thead> <tbody> <tr> <td>CEO</td> <td style="text-align: center;">90</td> <td style="text-align: center;">10</td> </tr> <tr> <td>Other Executive KMP</td> <td style="text-align: center;">80-90</td> <td style="text-align: center;">10-20</td> </tr> <tr> <td>Other Executive KMP with funds responsibilities</td> <td style="text-align: center;">50</td> <td style="text-align: center;">50</td> </tr> </tbody> </table>		MEREP (MGL ordinary shares) % ⁷	DPS Plan (Macquarie-managed fund equity) % ⁸	CEO	90	10	Other Executive KMP	80-90	10-20	Other Executive KMP with funds responsibilities	50	50
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Other Executive KMP	80-90	10-20											
Other Executive KMP with funds responsibilities	50	50											
<p>Adjustment tools</p>	<p>In-year adjustment, Malus and Clawback provisions apply to profit share, as set out on page 148.</p>												
<p>Treatment upon departure from Macquarie</p>	<p>Unvested retained profit share will be forfeited upon termination of employment. The Board may, at its discretion, allow vesting after departure in circumstances such as retirement, redundancy, death, serious incapacitation, disability or serious ill-health. For Executive KMP, any approved release of unvested retained profit share will vest in accordance with the original vesting schedule, except in cases of death or serious incapacitation.⁹</p>												

⁶ Profit share that is not retained (available profit share) is delivered in cash and is generally paid in May each year.

⁷ The Macquarie Group Employee Retained Equity Plan (MEREP) has a flexible plan structure that offers different types of equity grants depending on the jurisdiction in which the participating employees are based. In most cases, the equity grants are in the form of units comprising a beneficial interest in MGL ordinary shares held in a trust for the staff member (Restricted Share Units or RSUs).

⁸ The DPS Plan comprises exposure to a notional portfolio of Macquarie-managed funds. Retained amounts are notionally invested over the retention period. This investment is described as 'notional' because Executive KMP do not directly hold securities in relation to this investment.

⁹ In the case of death or serious incapacitation, the Board will typically accelerate the vesting of retained profit share and immediately release it. For awards made in respect of FY2022 and earlier years, where the release relates to relevant circumstances other than death or serious disability, the release will occur at six months, 12 months and 24 months after the Executive KMP leaves; for awards made in respect of FY2023, the release will occur at 12 months and 24 months after the Executive KMP leaves.

Performance Share Units (PSU)

PSUs may be allocated to Executive KMP to reflect their role as members of the Executive Committee and their contribution to driving the collective performance of Macquarie. The table below sets out the key features of the FY2026 PSU awards.

Allocation	<p>Individual PSU allocations are based on performance over the financial year prior to grant (taking into consideration both financial and non-financial factors). Considerations include contribution to driving the collective performance of Macquarie, Executive Committee members' collaboration across businesses, progress on company-wide programs and promoting and reinforcing Macquarie's risk culture, as well as reputational outcomes.</p> <p>The Board may apply a downward adjustment to PSU allocations prior to grant, including a collective adjustment where there has been an adverse outcome for MGL, MBL or their stakeholders.</p> <p>The number of PSUs allocated is calculated by dividing the face value of the award by the price of MGL ordinary shares on or around the date of grant. PSUs are granted in August each year, after MGL's AGM, in respect of the previous financial year. Shareholder approval is sought at MGL's AGM to allocate PSU awards to the CEO, who is an Executive Voting Director.</p>																												
Instrument	PSUs are structured as DSUs with no exercise price. PSU holders have no right to dividend equivalent payments.																												
Performance period	Subject to EPS CAGR and ROE performance over four years from 1 July 2026 to 30 June 2030.																												
Vesting period	For the CEO and the MBL CEO, an additional one-year period applies before PSUs may vest following the end of the four-year performance period. For other Executive KMP, PSUs may vest on 1 July following the end of the four-year performance period.																												
Pre-vest assessment¹⁰	<p>Prior to vesting of PSU awards, the Board will conduct a holistic assessment of the Executive Committee's collective contribution to driving the performance of Macquarie over the vesting period, based on the extent to which the Executive Committee has:</p> <ul style="list-style-type: none"> promoted behaviour that is consistent with and reflects Macquarie's risk culture, <i>Code of Conduct</i> and the principles of <i>What We Stand For</i> overseen the effectiveness of Macquarie's risk management framework, regulatory compliance, policies and practices in managing key financial and non-financial risks overseen funding, liquidity and capital management to ensure Macquarie's financial soundness. <p>Where the Board forms a negative overall assessment of the Executive Committee's collective performance, it will consider whether an adjustment is appropriate, considering any mitigating and aggravating factors.</p>																												
Adjustment tools	In-year adjustment, Malus and Clawback provisions apply to PSUs, as set out on page 148.																												
Treatment upon departure from Macquarie	Unvested PSUs will be forfeited upon termination of employment. The Board may, at its discretion, allow vesting after departure in circumstances such as retirement, redundancy, death, serious incapacitation, disability or serious ill-health. Any approved release of unvested PSUs will vest in accordance with the original award schedule and remain subject to the same terms and performance hurdles. In cases of death or serious incapacitation, the Board may, at its discretion, accelerate the vesting of PSUs.																												
Change of control	Should a change of control occur, the Board or the BRC has discretion to determine how unvested PSUs should be treated, having regard to factors such as the length of time elapsed in the performance and vesting periods, the level of performance to date, the circumstances of the change in control and any relevant legal or regulatory requirements.																												
Performance hurdles	<p>PSUs will only become exercisable to the extent that the performance hurdles are achieved over a four-year performance period. The Board regularly reviews the PSU hurdles and ROE reference group, and these are unchanged for FY2026 and are considered to remain appropriate for the following reasons:</p> <ul style="list-style-type: none"> EPS and ROE growth drive long-term shareholder value outcomes can be affected by Executive Committee decisions. In contrast, Total Shareholder Return (TSR) is influenced by many external factors over which executives have limited control EPS and ROE can be substantiated using information that is disclosed in Macquarie's annual reports. <p>There is no retesting of hurdles.</p> <table border="1" data-bbox="406 1668 906 1966"> <thead> <tr> <th colspan="2">EPS CAGR (50% weighting)</th> </tr> <tr> <th colspan="2">Vesting schedule: sliding scale applies</th> </tr> <tr> <th>EPS CAGR</th> <th>% exercisable</th> </tr> </thead> <tbody> <tr> <td>Less than 7.5%</td> <td>0%</td> </tr> <tr> <td>7.5%</td> <td>50%</td> </tr> <tr> <td>Between 7.5% and 12%</td> <td>Pro-rata vesting between 50% to 100%</td> </tr> <tr> <td>12%</td> <td>100%</td> </tr> </tbody> </table> <table border="1" data-bbox="938 1668 1437 1966"> <thead> <tr> <th colspan="2">Relative average ROE compared to a reference group (50% weighting)¹¹</th> </tr> <tr> <th colspan="2">Vesting schedule: sliding scale applies</th> </tr> <tr> <th>ROE</th> <th>% exercisable</th> </tr> </thead> <tbody> <tr> <td>Below the 50th percentile</td> <td>0%</td> </tr> <tr> <td>At the 50th percentile</td> <td>50%</td> </tr> <tr> <td>Between the 50th and 75th percentile</td> <td>Pro-rata vesting between 50% to 100%</td> </tr> <tr> <td>At the 75th percentile or higher</td> <td>100%</td> </tr> </tbody> </table>	EPS CAGR (50% weighting)		Vesting schedule: sliding scale applies		EPS CAGR	% exercisable	Less than 7.5%	0%	7.5%	50%	Between 7.5% and 12%	Pro-rata vesting between 50% to 100%	12%	100%	Relative average ROE compared to a reference group (50% weighting) ¹¹		Vesting schedule: sliding scale applies		ROE	% exercisable	Below the 50th percentile	0%	At the 50th percentile	50%	Between the 50th and 75th percentile	Pro-rata vesting between 50% to 100%	At the 75th percentile or higher	100%
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¹⁰ As previously disclosed, the pre-vest assessment applies to PSUs awarded in respect of FY2024 and subsequent years. The first pre-vest assessment will be conducted in 2028.

¹¹ The reference group comprises Bank of America Corporation, Barclays PLC, Citigroup Inc., Deutsche Bank AG, Goldman Sachs Group Inc., JP Morgan Chase & Co., Lazard Ltd, Morgan Stanley and UBS AG.

Remuneration Report

Continued

Risk, accountability and remuneration

Alignment of risk and remuneration

The Board considers the effective alignment of remuneration with prudent risk-taking as fundamental to Macquarie's remuneration approach.

Risk considerations are embedded throughout the remuneration process, including performance assessments, individual profit share allocations, business group and company-wide profit share pools, and the structure and delivery of remuneration.

When determining individual profit share allocations, consideration is given to an individual's approach to managing risk. This includes:

- recognising behaviours that support positive risk outcomes and strengthen Macquarie's risk culture; and
- matters that may result in downward adjustments to variable remuneration, including those:
 - raised in independent reports provided to the BRC by:
 - the CRO, detailing significant risk matters (financial and non-financial) including those relating to incidents, issues, and regulatory and litigation matters and
 - the Head of Internal Audit, detailing notable internal audit issues and any trends at company-wide or business group level or
 - identified through the internal consequence management process.

A joint meeting of the BRC, Board Risk Committee (BRIC), Board Audit Committee (BAC) and the Board Governance and Compliance Committee (BGCC) is held annually to discuss significant risk and internal audit matters, with the CRO and Head of Internal Audit in attendance.

Risk adjustment process

Robust processes ensure risk, reputation and conduct-related matters are specifically considered when determining remuneration outcomes. These processes may result in a downward adjustment to group and/or individual profit share allocations where appropriate. A wide range of risks which could have a financial or non-financial impact on Macquarie are considered, including any detriment to clients/customers or impact on prudential standing.

The BRC deliberates across multiple meetings each year to support the Board in ensuring significant risk and internal audit matters are appropriately reflected in remuneration outcomes. Remuneration adjustments are determined with regard to the nature and impact of each matter, while also taking into account the relevant individual's overall contribution during the year. The BRC also considers prior decisions for similar matters where remuneration outcomes have been adjusted to support consistent decision-making.

Macquarie's retention and vesting arrangements provide a mechanism for the Board to consider risk outcomes over a longer period. Where an investigation has commenced into a risk or conduct-related matter, vesting, payment and/or release of profit share (including available and/or retained amounts) to an employee may be deferred for such a period that Macquarie considers reasonable to allow for the investigation to be completed.



Further detail on the process and tools for adjusting variable remuneration is set out on pages 15 and 16 of our CPS 511 disclosure, available at [macquarie.com/cps-511-disclosure](https://www.macquarie.com/cps-511-disclosure).

Consequence management outcomes

Macquarie's Consequence Management Guideline applies wherever a breach of internal policy or regulatory requirement is identified. Consequences may include further training, removal of delegated authorities or permissions, adjustments to performance-based remuneration and/or proposed fixed remuneration increases, impact to promotion, or termination.

Outcomes involving conduct or policy breaches that resulted in formal consequences	FY2026	FY2025
Number of matters	111	142
Code of Conduct or workplace behaviour related matters	63	91
Other matters, including risk management and technology breaches	48	51
Consequence management outcomes		
Termination of employment	54	53
Formal warning and additional consequences applied as appropriate	57	89
Downward adjustment to profit share due to consequence management		
Individuals with downward adjustment to profit share applied	41	62
Average downward adjustment to profit share	35%	42%

Of the 57 individuals in FY2026 who received a formal warning and did not have a downward adjustment applied to their profit share, eight left Macquarie before year-end outcomes were applied, and a further eight were not awarded FY2026 profit share.

Remuneration adjustment mechanisms

The following mechanisms exist to adjust FY2026 remuneration outcomes for risk and conduct outcomes.

Materiality and severity	In-year adjustments	Applies to all staff
	In-year downward adjustments to remuneration may be applied where a conduct or policy breach has been identified as part of the consequence management process (such as a formal warning), or in relation to matters raised in the independent reports from the CRO and Head of Internal Audit.	
	Malus	Applies to all staff
	Malus provisions provide the Board with the ability to reduce, or eliminate in full, unvested variable remuneration, including in relation to a significant failure of risk management, a significant adverse outcome and/or serious misconduct. There has been no change to the Malus provisions in FY2026.	
	Clawback	Applies to certain senior employees, including Executive KMP
	Where in-year adjustments and/or Malus are not available or are not sufficient, Clawback provisions provide the Board with the ability to recover in exceptional circumstances (in part or whole) variable remuneration that has already been paid or vested for up to two years from the point of payment or vesting. There has been no change to the Clawback provisions in FY2026.	

In addition to the above, the Board may determine to place a portion of profit share on hold or impose an additional condition on the release of retained profit share, for example where there is insufficient information available to enable the Board to assess and determine whether a downward adjustment to remuneration is appropriate.

Further details on the remuneration framework

Other features of Macquarie's remuneration framework

This section describes additional key features of the executive remuneration framework.

Minimum shareholding requirement	<ul style="list-style-type: none"> Staff at the Executive Director level are required to hold a relevant interest in MGL ordinary shares that have a value equal to 5% of an Executive Director's aggregate profit share allocations for each of the past five years (10 years for Executive KMP). This can be satisfied through the profit share retention requirements. For Executive KMP who have a minimum 10 years of service at the Executive Director level, meeting the requirement equates to a shareholding from 85% to 691% of fixed remuneration (based on share values unadjusted for market price changes).
Performance fees (carried interest)	<ul style="list-style-type: none"> Under MAM's carried interest arrangements, certain individuals with funds responsibilities may receive a portion of their deferred performance-based remuneration as a share of performance fees paid by Macquarie-managed funds. Consistent with market practice, these individuals are allocated an entitlement to a share of performance fees paid by a particular fund. This allocation is based on performance (including material consideration of non-financial factors), seniority and the extent of the individual's involvement with and expected contribution to the particular fund. An individual will not receive their accrued entitlement until Macquarie has received performance fees towards the end of the fund's life, which is typically upwards of 10 years. Vesting generally starts three years from the fund final close. Entitlements are subject to similar forfeiture conditions as profit share. The following Executive KMP have participated in these arrangements: <ul style="list-style-type: none"> Prior to joining the Executive Committee, Mr Way (who joined the Executive Committee on 1 April 2021) participated in these arrangements for certain funds in his former role. Upon joining the Executive Committee, he maintained his participation in these existing funds, but he has not been allocated any additional entitlements. Refer to pages 152 and 158 for further detail relating to FY2026. Prior to becoming Deputy CFO and Group Treasurer, Mr Kwok participated in these arrangements for certain funds while holding a previous role within MAM. Upon his appointment to the Deputy CFO and Group Treasurer roles, he maintained his participation in these existing funds, but he has not been allocated any additional entitlements. Refer to page 158 for further detail relating to FY2026. No other Executive KMP currently participate in these arrangements.
Hedging	<ul style="list-style-type: none"> Macquarie prohibits staff from hedging shares to meet the minimum shareholding requirements and unvested equity held in the MEREPEP.

Employment contracts

The following table summarises key features of the employment contracts for Executive KMP, including the CEO.

Length of contract	Permanent open-ended.
Remuneration review period	1 April to 31 March annually.
Profit share participation	Executive KMP are eligible to be considered for a profit share allocation that ensures a large part of their remuneration is 'at risk'. Refer to pages 145 to 146 for details.
PSU participation	As Executive Committee members, Executive KMP are eligible to receive PSUs. Refer to page 147 for details.
Notice period	Requires no more than three months' notice by Macquarie or the Executive KMP (post-employment restrictions apply).
Post-employment restrictions	Restrictions include non-solicitation provisions applicable for six months, and paid non-competition provisions applicable, at Macquarie's election, for up to three months post-termination.

Remuneration Report

Continued

Pay for performance

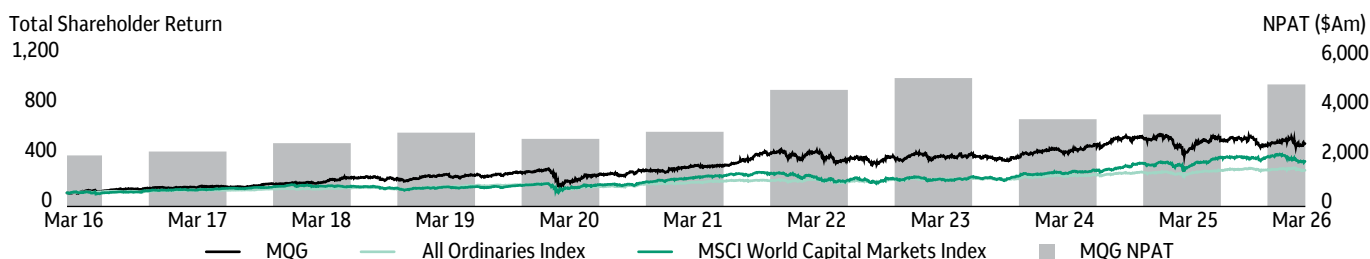
As noted in the BRC Chair's letter, Executive KMP remuneration outcomes reflect the Board's considered judgement in balancing improved returns to shareholders with how risk and regulatory matters have been reflected in outcomes. During FY2026 Macquarie continued to deliver on its strategy, with stronger earnings and growth across all four of Macquarie's client franchises against a backdrop of increasing global uncertainty. The following provides an overview of Macquarie's performance over the past five years.

Year ended 31 March		2022	2023	2024	2025	2026	2026 v 2025
NPAT	\$Am	4,706	5,182	3,522	3,715	4,847	30%
Basic EPS	cents per share	1,271.7	1,353.7	916.6	979.4	1,277.0	30%
Ordinary dividends	cents per share	622	750	640	650	700	8%
Return on equity	%	18.7	16.9	10.8	11.2	14.0	
Share price as at 31 March	\$A	203.27	175.66	199.70	196.64	201.93	
Annual TSR to 31 March	%	38.6	(9.8)	19.3	2.1	6.7	
10 year TSR to 31 March	%	1,101.9	706.5	475.6	319.8	393.2	
CEO awarded profit share	\$Am	25.0	32.0	23.8	22.5	21.0	(7%)
Total Executive KMP awarded profit share	\$Am	123.8	151.6	80.2	103.9	122.9	18%
Compensation expense to income ratio (company-wide)	%	36.7	38.1	43.1	42.2	40.0	

Total shareholder return

Macquarie's TSR over the long-term has been strong and continues to outperform both the MSCI World Capital Markets Index (MSCI Index) and the All Ordinaries Accumulation Index (All Ords Index), as shown in the chart and table below.^{12,13} Macquarie's NPAT over the same period has been shown for reference.

Macquarie TSR versus the MSCI Index and All Ords Index: 31 March 2016 to 31 March 2026 (all indexed to 100 on 31 March 2016)



Total shareholder return since listing

TSR Performance	MQG	All Ordinaries Index	MSCI World Capital Markets Index
Since listing ¹⁴	15,211%	1,365%	335%
10 years ¹⁵	393%	179%	251%

Compensation expense to income ratio

In determining the reasonableness of the company-wide profit share pool, the Board considers Macquarie's compensation ratio compared with that of the international reference group as a broad guide. The compensation ratio effectively adjusts for differences in size between organisations; however, some companies are or have become part of larger organisations, often with large retail operations that can distort comparisons. Macquarie's FY2026 compensation ratio of 40.0% is lower than FY2025 and remains below the average of our international reference group.

Source: Data has been calculated by Macquarie. The information is based on publicly available information for the reference group. In order to show more comparable compensation ratios, impairments have been consistently netted against net revenue in the revised calculations for some organisations.

Return on Equity

Macquarie's ROE for FY2026 of 14.0% has increased from 11.2% in the prior year, in line with long-term averages. Macquarie's ten-year average annual ROE exceeds the majority of the international reference group, as shown in the table below.

Macquarie ROE versus the international reference group: FY2017-2026

	Average % p.a.		
	1-year	5-year	10-year
Macquarie	14.0	13.7	14.2
Average of reference group	13.9	14.1	12.1
Company	10.6	10.6	9.5
Company	9.9	9.4	5.7
Company	6.8	7.2	6.4
Company	9.2	6.4	1.8
Company	14.9	13.7	11.7
Company	16.7	16.8	14.3
Company	31.4	34.3	36.3
Company	16.5	13.2	11.9
Company	8.9	15.7	11.5

¹² The MSCI World Capital Markets Index comprises a basket of companies that provide capital markets activities (defined by MSCI as asset management, investment banking and brokerage, and diversified capital markets activities).

¹³ The All Ords Index comprises the 500 largest ASX listed companies by market capitalisation.

¹⁴ "Since listing" for MQG and All Ords Index refers to MQG listing date 29 July 1996. For MSCI, this refers to the date the MSCI World Capital Markets Index was first calculated, being 30 April 2003. Macquarie TSR calculations assume continuous listing. Therefore, they are based on Macquarie Bank Limited (ASX Code: MBL) data up to and including 2 November 2007 (the last day of trading of MBL shares), and MGL (ASX Code: MQG) data from the commencement of trading of MGL ordinary shares on 5 November 2007 onwards.

¹⁵ For the period 31 March 2016 to 31 March 2026.

Executive KMP awarded profit share - in detail

The following provides an overview of Executive KMP awarded profit share for FY2026, highlights of each individual's performance for the year, and any adjustments that have been made to performance-based remuneration.

Macquarie Group

Shemara R Wikramanayake

Managing Director and Chief Executive Officer of MGL

Factor	Key performance outcomes and areas of focus
Financial / business results	<ul style="list-style-type: none"> Delivered NPAT of \$A4,847 million, up 30% on the prior year, representing the third consecutive year of earnings growth and the second highest in Macquarie's history, supported by revenue growth across all four Operating Groups and continued focus on disciplined cost management. Delivered ROE of 14.0%, up on the prior year, reflecting business growth, cost control and a conservative capital position, meeting all regulatory requirements. Maintained a strong funded balance sheet and disciplined capital management to support business growth and investment in new strategies, while maintaining capacity for existing investing activities.
Risk management and compliance	<ul style="list-style-type: none"> Strengthened Non-Financial Risk capabilities including maturing of the conduct risk frameworks. Led ongoing improvement in our risk culture, including Executive Committee reflection sessions to review root causes and lessons learned in light of recent risk and regulatory matters and maintain focus on delivering sustainable improvements. Maintained focus on proactive, constructive engagement with regulators, and continued to deliver progress on key regulatory and remediation programs.
Business leadership (including customer, client and community outcomes)	<ul style="list-style-type: none"> Strengthened our operating platform through delivery of several enterprise-wide programs and evolution of ways of working to evolve our businesses, enable agility and encourage innovation to best meet client and community needs. Guided strategic evolution across Operating Groups, including portfolio actions to strengthen competitive positioning and support medium-to-longer term growth. Supported stronger cross-Group collaboration, including the sharing of best practice in relation to AI and ways of working and building deeper regional partnerships to capture opportunities and respond to challenges. Strengthened Macquarie's global brand through pro-active engagement with external stakeholders and the broader community, including global leadership on climate initiatives and continued support for the Macquarie Group Foundation.
People leadership and professional conduct	<ul style="list-style-type: none"> Maintained strong employee engagement and culture through an environment of change, reflected in improvements across key Macquarie Voice Survey results. Continued investment in supporting and empowering senior leaders across Macquarie to make and embed strategic organisational changes. Reinforced a culture of accountability by setting clear expectations from the top and encouraging a strong speak up culture. Maintained our ongoing commitment to creating a safe and inclusive environment and to build diverse teams that reflect the breadth of the communities we serve.

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	28,000,000	25,000,000
Downward adjustment	(7,000,000)	(2,500,000)
Profit share allocation	21,000,000	22,500,000
of which is: available profit share	6,300,000	6,750,000
of which is: retained profit share	14,700,000	15,750,000

Remuneration Report

Continued

Macquarie Bank

Stuart D Green

Managing Director and CEO of MBL

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	4,800,000	4,300,000
Downward adjustment	(480,000)	(430,000)
Profit share allocation	4,320,000	3,870,000
of which is: available profit share	1,728,000	1,548,000
of which is: retained profit share	2,592,000	2,322,000

Key performance outcomes and areas of focus

- MBL maintained a strong funded balance sheet (above regulatory minimums) and stable credit ratings.
- Provided strategic leadership to optimise the group structure and simplify the Bank Group's footprint, including progressing key structural initiatives and reducing structural complexity.
- Delivered ongoing progress on remediation plans for MBL, contributing to the removal of the Net Stable Funding Ratio (NSFR) overlay and partial removal of the Liquidity Coverage Ratio (LCR) overlay, and provided leadership to oversee that outcomes are embedded and sustained.
- Proactively engaged with regulators and upheld strong governance and safeguards, including through continued leadership in the EMEA region for Macquarie Bank Europe DAC and MBL London Branch.

Macquarie Capital

Michael J Silverton

Head of Macquarie Capital

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	13,478,000	10,430,000
Downward adjustment	(1,347,800)	-
Profit share allocation	12,130,200	10,430,000
of which is: available profit share	6,065,100	4,172,000
of which is: retained profit share	6,065,100	6,258,000

The release of a portion of Mr Silverton's FY2026 retained profit share is conditional on the resolution of a risk matter under review.

Key performance outcomes and areas of focus

- Delivered net profit contribution of \$A1,491 million, up 43% on the prior year, driven by improved fee and commission income and strong private credit and equity outcomes.
- Demonstrated strong momentum against key priorities through agile business management, strategic investment in key talent and continued cost discipline.
- Strengthened client relationships and networks to unlock broader opportunities and provide solutions for clients, and continued to invest in the operating model while reinforcing accountability, strengthening collaboration across Macquarie Capital, and supporting cross-Group activities.
- Addressed the short-sale transaction reporting matter, including through identifying and remediating identified issues, implementing additional controls and supporting constructive engagement with ASIC.

Macquarie Asset Management (MAM)

Ben I Way

Head of MAM

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	20,175,000	11,500,000
Downward adjustment	-	-
Profit share allocation	20,175,000	11,500,000
of which is: available profit share	10,087,500	3,450,000
of which is: retained profit share	10,087,500	8,050,000

Prior to joining the Executive Committee, Mr Way was allocated an entitlement to a share of performance fees under Macquarie's carried interest arrangements for certain funds. During FY2026, performance fees have been accrued for these funds, which in turn generates a potential future distribution to Mr Way of \$A3.0 million (FY2025: \$A3.2 million). This estimated carried interest entitlement has been considered in determining his FY2026 profit share allocation. Mr Way's FY2026 profit share allocation plus this estimated carried interest entitlement is \$A23.2 million (FY2025: \$A14.7 million).

The additional condition applying to the release of a portion of Mr Way's FY2025 retained profit share has been lifted, reflecting the achievement of enhanced community outcomes across MAM's portfolio companies during FY2026. The portion previously subject to this additional condition will be released in line with the original three to five year vesting schedule (with vesting occurring on 1 May 2028, 2029 and 2030).

Key performance outcomes and areas of focus

- Delivered net profit contribution of \$A2,602 million, up 27% on the prior year, underpinned by higher performance fees, enhanced capital efficiency and disciplined balance sheet usage.
- Enhanced MAM's positioning as a global leader in private markets and full-service manager in Australia, completing the sale of MAM's North American and European public investments business and investing in scaling core capabilities (such as the acquisition of Spire Partners) with progress across wealth and insurance channels.
- Achieved strong client outcomes through robust capital raising, investment and divestment activity, including the sale of Aligned Data Centres.
- Strengthened risk culture, while leading MAM through significant organisational change and continuing to invest in digital capabilities for sustained growth.

Banking and Financial Services (BFS)

Greg C Ward

Deputy Managing Director of MGL and Head of BFS

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	11,470,000	10,500,000
Downward adjustment	(1,720,000)	-
Profit share placed on hold	(574,000)	-
Profit share allocation	9,176,000	10,500,000
of which is: available profit share	4,588,000	5,250,000
of which is: retained profit share	4,588,000	5,250,000

A portion of Mr Ward's FY2026 profit share allocation has been placed on hold pending the resolution of a risk matter under review.

Key performance outcomes and areas of focus

- Delivered net profit contribution of \$A1,610 million, up 17% on the prior year, with the loan portfolio increasing 24% to \$A199.9 billion, BFS deposits increasing 25% to \$A215.3 billion and funds on platform increasing 1% to \$A155.9 billion.
- Advanced digital and AI-led customer outcomes, including the launch of the 'Q' customer-facing AI agent, and continued to increase customer satisfaction, as measured by our Market Net Promoter Score.
- Oversaw the response to the Shield Master Fund matter, including proactive remediation to facilitate payment of 100% of net capital invested to affected investors, as well as enhancements to onboarding and ongoing monitoring practices.
- Maintained strong employee engagement results and enhanced the employee experience for BFS staff, driven by improvements in work processes.

Commodities and Global Markets (CGM)

Simon L Wright

Head of CGM

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	33,114,000	22,750,000
Downward adjustment	(1,655,700)	(1,137,500)
Profit share allocation	31,458,300	21,612,500
of which is: available profit share	15,729,150	10,806,250
of which is: retained profit share	15,729,150	10,806,250

Key performance outcomes and areas of focus

- Delivered net profit contribution of \$A4,221 million, up 49% on the prior year, while maintaining disciplined cost, capital and balance sheet management in a challenging market environment.
- Advanced CGM's growth strategy by strengthening the diversified client franchise and deploying balance sheet across priority businesses. Strengthened the CGM platform for sustainable growth, including targeted structural simplification, transformation and continued investment in data and technology capabilities.
- Continued improvement in the management of risk, including non-financial risks and risk culture, alongside significant investment in regulatory priorities and constructive engagement with regulators and progress on major remediation programs.
- Strengthened leadership accountability and risk oversight, supported by the introduction of further measures to recognise positive risk behaviours and the evolution of CGM's supervisory tools.

Corporate Operations Group (COG)

Nicole G Sorbara

Chief Operating Officer (COO) and Head of COG

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	7,500,000	7,100,000
Downward adjustment	(1,500,000)	(355,000)
Profit share allocation	6,000,000	6,745,000
of which is: available profit share	3,000,000	3,372,500
of which is: retained profit share	3,000,000	3,372,500

Key performance outcomes and areas of focus

- Maintained a broadly flat COG cost base, and drove \$A30 million in efficiency savings to self-fund investment in COG services and business-aligned investments and realised \$A115 million in savings to Macquarie from direct costs influenced by COG.
- Led operating model changes to strengthen end-to-end ownership and customer outcomes while maintaining strong platform stability and delivering enterprise technology modernisation, an enterprise data uplift program and accelerated AI adoption.
- Maintained strong risk culture, strengthened risk management by uplifting the control environment, delivered key regulatory and operational resilience milestones and addressed the short-sale transaction reporting and other risk matters through root cause analysis and enhanced controls.
- Maintained strong employee engagement results through significant operating model changes and strengthening leadership depth through critical appointments.

Remuneration Report

Continued

Financial Management, People and Engagement (FPE)

Alex H Harvey

Former CFO and Head of FPE

KMP until 31 December 2025

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	6,187,500	7,500,000
Downward adjustment	-	(375,000)
Profit share allocation	6,187,500	7,125,000
of which is: available profit share	3,093,750	3,562,500
of which is: retained profit share	3,093,750	3,562,500

Mr Harvey stepped down as CFO and Head of FPE, and from the Executive Committee, on 31 December 2025.

Frank P Kwok

CFO, Group Treasurer and Head of FPE

KMP from 1 January 2026

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	1,750,000	
Downward adjustment	-	
Profit share allocation	1,750,000	<i>Not a KMP in FY2025</i>
of which is: available profit share	875,000	
of which is: retained profit share	875,000	

Mr Kwok became CFO and Head of FPE, and was appointed to the Executive Committee, effective 1 January 2026. Awarded remuneration disclosed reflects his time as CFO, Group Treasurer and Head of FPE from the period 1 January 2026 to 31 March 2026.

Key performance outcomes and areas of focus

- Maintained a strong and resilient balance sheet through capital management and funding initiatives to support sustainable performance and support growth through market volatility.
- Strengthened collaboration with Operating Groups and other Central Service Groups, including through the execution of major transactions and funding restructures and simplification of operating models.
- Accelerated transformation through digital and data initiatives, to drive automation and enhance controls.
- Delivered significant progress on FPE's multi-year liquidity reporting uplift, contributing to APRA's removal of the NSFR adjustment and partial removal of the LCR overlay.
- Managed a disciplined leadership transition to ensure continued momentum on strategic priorities, leadership stability and clarity of accountabilities.

Risk Management Group (RMG)

Andrew F Cassidy

Chief Risk Officer (CRO) and Head of RMG

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	7,700,000	7,100,000
Downward adjustment	(770,000)	(710,000)
Profit share allocation	6,930,000	6,390,000
of which is: available profit share	3,465,000	3,195,000
of which is: retained profit share	3,465,000	3,195,000

Key performance outcomes and areas of focus

- Strengthened RMG's position as an independent function, driving improved alignment, decision-making and agility, while actively overseeing credit and equity portfolio quality as asset growth has increased.
- Contributed to constructive engagement with regulators globally while overseeing continued progress on remediation programs and other regulatory priorities.
- Continued to reinforce the importance of maintaining a sound risk culture, including through focus on lessons learned and embedding continuous improvement across RMG and the broader Group.
- Maintained continued investment in key technology, including leveraging digital workflows, automation and analytical tools to improve risk outcomes and operational efficiency.

Legal and Governance Group (LGG)

Evie N Bruce

Group General Counsel (GGC) and Head of LGG

Awarded profit share (\$A)	FY2026	FY2025
Profit share allocation (pre-adjustment)	3,750,000	3,250,000
Downward adjustment	-	-
Profit share allocation	3,750,000	3,250,000
of which is: available profit share	1,875,000	1,625,000
of which is: retained profit share	1,875,000	1,625,000

Key performance outcomes and areas of focus

- Acted as a trusted advisor on major transactions and initiatives across the Group, providing strategic, commercially focused legal advice to support disciplined growth.
- Advanced operational efficiency through targeted investment in technology and tools, driving greater automation and improving the consistency and scalability of processes.
- Strengthened the management of legal and operational risk, including through support for the ongoing regulatory work program, and continued uplift of key controls.
- Maintained strong staff engagement and an inclusive speak-up culture, while continuing to support staff development through targeted skills programs.

Additional qualifying conditions - FY2021 retained profit share

As previously disclosed, additional qualifying conditions were imposed on the release of a portion of retained profit share for individuals who were Executive Committee members during FY2021, to reflect APRA's findings on prudential and reporting standards. A portion of those FY2021 retained profit share awards remains subject to an outstanding qualifying condition relating to completion of the remediation program and closure by APRA. During the year, no portion subject to this condition was released. The remediation program remains on track and continues to progress as planned. During the year, several key deliverables were achieved and are now embedded into business-as-usual operations. In February 2026, APRA removed the NSFRR adjustment and partially removed the LCR overlay. Regular engagement with APRA and ongoing oversight by Executive Committee continue to support the effective delivery of the program.

Executive KMP allocation of PSUs for FY2026

The table below sets out PSU awards to Executive KMP, determined based on their role as members of the Executive Committee and contribution to driving the collective performance of Macquarie.

The FY2025 PSU allocations were reduced prior to grant by 25% for regulatory matters.¹⁶ No downward adjustments have been applied to the FY2026 PSU allocations.

Name and position	Face value of the FY2026 PSU award (\$A)	Face value of the FY2025 PSU award (\$A)
Executive Voting Director		
Shemara R Wikramanayake	4,000,000	3,000,000
Other current Executive KMP		
Evie N Bruce	2,800,000	2,100,000
Andrew F Cassidy	2,800,000	2,100,000
Stuart D Green	2,800,000	2,100,000
Michael J Silverton	2,800,000	2,100,000
Nicole G Sorbara	2,800,000	2,100,000
Greg C Ward	2,800,000	2,100,000
Ben I Way	2,800,000	2,100,000
Simon L Wright	2,800,000	2,100,000
Other new and former Executive KMP		
Alex H Harvey ¹⁷	-	2,100,000
Frank P Kwok ¹⁸	2,800,000	-

¹⁶ In addition, as previously disclosed, the vesting of the FY2025 PSU allocations is subject to the removal of the conditions imposed by ASIC on MBL's Australian financial services licence (MBL Licence Conditions), which must have been removed by the end of the four-year performance period, 30 June 2029, for any vesting to occur. Should the MBL Licence Conditions have been removed by 30 June 2029, then the vesting of the FY2025 PSU allocations will be subject to the achievement of the EPS and ROE performance hurdles and a pre-vest assessment.

¹⁷ Mr Harvey stepped down as CFO and Head of FPE, and from the Executive Committee, on 31 December 2025. Therefore he is not eligible to receive a PSU allocation for FY2026.

¹⁸ Mr Kwok was appointed as CFO and Head of FPE and became a member of the Executive Committee effective 1 January 2026. Therefore he was not eligible to receive a PSU allocation for FY2025.

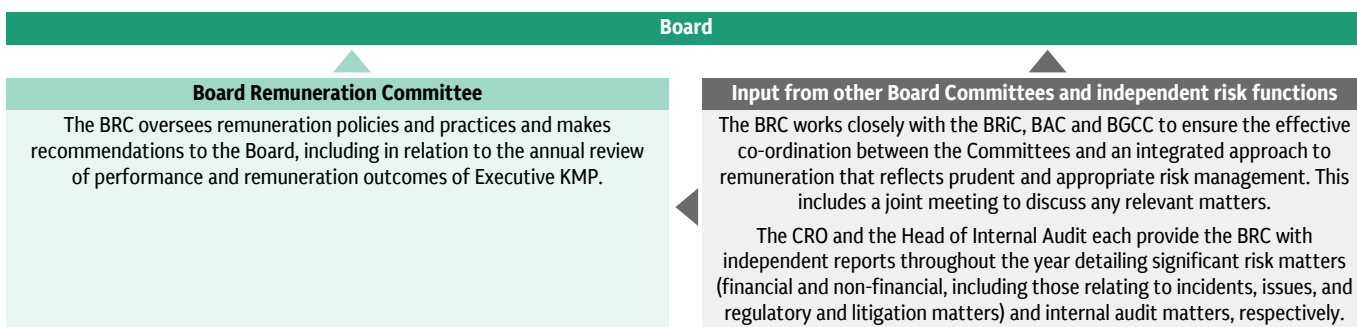
Remuneration Report

Continued

Remuneration governance

Macquarie's remuneration governance framework

Effective governance is central to Macquarie's remuneration approach. The key elements of Macquarie's remuneration governance framework are described below.



BRC composition	<p>The BRC currently comprises three independent NEDs, as set out earlier in the Directors' Report. The BRC members have the required experience and expertise in human resources, remuneration and risk to enable them to achieve effective governance of the remuneration framework.</p> <p>The BRC has a regular meeting cycle and met seven times during FY2026. Attendance at meetings by the BRC members is set out on page 125 of the Directors' Report. Strict processes are in place to ensure conflicts of interest are appropriately managed.</p> <p>The MBL BRC works closely with the BRC to assist the MBL Board with its oversight of remuneration policies and practices applying to staff of Macquarie Bank.</p>
BRC responsibilities	<p>The BRC pays close attention to the design and operation of remuneration practices for all Macquarie staff, not just for the most senior executives. The responsibilities of the BRC are outlined in its Charter (available at macquarie.com/corporate-governance), which is reviewed and approved annually by the Board.</p> <p>Some of the BRC's responsibilities include:</p> <ul style="list-style-type: none"> • overseeing the process for the annual review of the performance of Executive KMP • recommending to the Board the remuneration outcomes for all Executive KMP and other roles specified under CPS 511 • overseeing the design and implementation of the remuneration framework to ensure compliance with legal and regulatory requirements • supporting the alignment of remuneration with prudent risk-taking and professional conduct across Macquarie • recommending the Remuneration Policy to the Board for approval.

External advisors

The BRC has retained Pay Governance as its independent remuneration consultant, for the use of the Board to obtain advice on the appropriateness of Macquarie's remuneration framework.

The only service Pay Governance provides to Macquarie is executive compensation consulting to the BRC. Pay Governance has not made any remuneration recommendations, as defined by the *Corporations Act 2001* (Cth) (the Act). The BRC is responsible for making decisions within the terms of its Charter. Pay Governance's terms of engagement set out their independence from members of Macquarie's management.

During FY2026, the BRC also engaged an independent consultant to conduct the CPS 511 triennial effectiveness review. The independent consultant did not provide any remuneration recommendations, as defined by the Act, as part of this review.

Non-Executive Director remuneration

Non-Executive Director remuneration

The Board seeks to appoint and appropriately remunerate high calibre NEDs. Reflecting the Board's role, the remuneration arrangements applicable to NEDs, as outlined in this section, differ significantly from the arrangements applicable to executives.

NED fees are set at a level that appropriately remunerates highly qualified NEDs with the skills and experience required to serve on the Board.

The NED remuneration framework seeks to remunerate high calibre directors by:

- setting an overall fee that reflects the scale and complexity of Macquarie including their risk management and regulatory responsibilities and Macquarie's diversified global activities
- setting Board and Board Committee fees to reflect the time commitment to meet the responsibilities involved in the annual scheduled calendar, taking into account market rates for relevant organisations and market trends
- paying separate fees for additional responsibilities that may arise on an ad hoc basis
- delivering these fees in a form that is not contingent on Macquarie's performance
- setting a minimum shareholding requirement to align the interests of NEDs with MGL shareholders.

The CEO is not remunerated separately for acting as an Executive Voting Director.

Unlike Macquarie executives, NEDs are not granted equity, nor are they eligible to receive profit share payments. There are no termination payments to NEDs on their retirement from office other than payments relating to their accrued superannuation contributions comprising part of their remuneration, if any.

NEDs may elect to receive their remuneration, in part, in the form of superannuation contributions over and above the minimum level of contribution required under applicable legislation.

The Board ensures that MGL NED remuneration does not exceed the Macquarie shareholder approved maximum amount. Shareholders approved the current limit (\$A5.0 million in aggregate per annum) at MGL's 2019 AGM. Where MGL NEDs are also members of the MBL Board (Common NEDs), their fees include those payable for acting as a director of MBL.

Board and Board Committee fees are reviewed annually in the context of external market factors, including trend and peer analysis of Australian and international comparator groups. An internal review of NED fees was completed during the year. The Boards determined, following this review, that Board and Board Committee fees for Common NEDs would remain unchanged.

The Board determined to increase the Board fee paid to MGL NEDs who are not also directors of MBL from \$A275,000 to \$A284,000.¹⁹

The annual Board and Board Committee fees are set out in the table below.²⁰

	Chair \$A ²²	Member \$A
Annual Director Fees²¹		
Board	964,000	284,000
Board Audit Committee (BAC)	80,000	39,000
Board Governance and Compliance Committee (BGCC)	80,000	39,000
Board Remuneration Committee (BRC)	80,000	39,000
Board Risk Committee (BRiC)	80,000	39,000
Board Nominating Committee (BNC)	n/a	18,500

Minimum shareholding requirement for Non-Executive Directors

To align the interests of the Board with shareholders, the Board has a minimum shareholding requirement for MGL NEDs to have a meaningful direct shareholding in Macquarie.

The minimum shareholding requirement for:

- **NEDs other than the Chair:** an investment equivalent to one times the average annual aggregate NED fee for the financial year ending prior to their appointment. Where a MGL NED is also on the MBL Board, this calculation will reflect the aggregate fee for acting as a MGL NED and MBL NED
- **the Chair:** an investment equivalent to one times the annual Chair fee. Where the Chair is also the MBL Chair, this calculation will reflect the aggregate fee for the role of MGL Chair and MBL Chair.

The above requirements are to be met within three years from appointment with one third of the requirement to be held after one year, two thirds after two years and in full after three years.

Under Macquarie's Trading Policy, NEDs may only trade Macquarie securities during designated trading windows and are prohibited from hedging shares held to meet this minimum shareholding requirement. Each NED's current holding of MGL ordinary shares is included on page 160.

¹⁹ This is the aggregate annual Board fee paid to MGL-only NEDs, comprising a base member Board fee and fees in respect of their attendance at MBL Board and Board Committee meetings.

²⁰ MGL has five standing Board Committees.

²¹ Where applicable, annual director fees include all fees payable by MGL to a NED for acting as a director of MGL and MBL, including attending and participating in any board committee meetings.

²² The Chair of the Board does not receive Board Committee membership fees.

Remuneration Report

Continued

Appendix 1: Executive KMP remuneration disclosure (prepared in accordance with Australian Accounting Standards)

The following statutory remuneration table is prepared in accordance with Australian Accounting Standards and differs to the additional remuneration disclosures set out on page 142 and pages 151 to 155. Under the requirements of AASB 124 *Related Party Disclosures*, the remuneration disclosures only include remuneration relating to the portion of the relevant periods that each person was an Executive KMP.

Name	Position	Year	SHORT-TERM EMPLOYEE BENEFITS		
			Salary (including superannuation) ²³ \$A	Performance related remuneration ²⁴ \$A	Total short-term employee benefits \$A
Executive Voting Director					
Shemara R Wikramanayake	Managing Director and CEO of MGL	2026	1,526,819	6,300,000	7,826,819
		2025	1,526,819	6,750,000	8,276,819
Other Executive KMP					
Evie N Bruce	GGC and Head of LGG	2026	1,120,158	1,875,000	2,995,158
		2025	1,120,158	1,625,000	2,745,158
Andrew F Cassidy	CRO and Head of RMG	2026	1,120,158	3,465,000	4,585,158
		2025	1,120,158	3,195,000	4,315,158
Stuart D Green	Managing Director and CEO of MBL	2026	1,332,741	1,728,000	3,060,741
		2025	1,326,526	1,548,000	2,874,526
Michael J Silverton ²⁵	Head of Macquarie Capital	2026	1,201,997	6,065,100	7,267,097
		2025	1,227,475	4,172,000	5,399,475
Nicole G Sorbara	COO and Head of COG	2026	1,120,158	3,000,000	4,120,158
		2025	1,120,158	3,372,500	4,492,658
Greg C Ward ²⁶	Deputy Managing Director of MGL and Head of BFS	2026	1,120,158	4,875,000	5,995,158
		2025	1,120,158	5,250,000	6,370,158
Ben I Way ²⁷	Head of MAM	2026	1,165,781	10,087,500	11,253,281
		2025	1,241,348	3,450,000	4,691,348
Simon L Wright	Head of CGM	2026	1,120,158	15,729,150	16,849,308
		2025	1,120,158	10,806,250	11,926,408
Total Remuneration - Comparable Executive KMP²⁸		2026	10,828,128	53,124,750	63,952,878
		2025	10,922,958	40,168,750	51,091,708
New and former Executive KMP					
Alex H Harvey ²⁹	Former CFO and Head of FPE	2026	843,955	3,093,750	3,937,705
		2025	1,120,158	3,562,500	4,682,658
Frank P Kwok ³⁰	CFO, Group Treasurer and Head of FPE	2026	175,931	875,000	1,050,931
		2025	-	-	-
Total Remuneration - Executive KMP (including new and former Executive KMP)		2026	11,848,014	57,093,500	68,941,514
		2025	12,043,116	43,731,250	55,774,366

²³ Includes salary, superannuation, long service leave accrual and other benefits.

²⁴ The cash component of each person's profit share allocation for the reporting period as an Executive KMP.

²⁵ Mr Silverton is paid in US dollars. As a US tax resident, Mr Silverton's remuneration is subject to US social security and Medicare taxes, payable by Macquarie. Amounts of \$A213,025 and \$A221,892 were paid during FY2025 and FY2026, respectively, and are not included in Mr Silverton's statutory remuneration.

²⁶ As set out on page 153, \$A574,000 of Mr Ward's FY2026 profit share allocation has been placed on hold pending the resolution of a risk matter under review. This amount has been reflected in "performance related remuneration" above and in "restricted profit share" and "equity awards" on page 159.

²⁷ Prior to his relocation from the US to Hong Kong during FY2025, Mr Way was paid in US dollars. As a US tax resident, Mr Way's remuneration was subject to US social security and Medicare taxes, payable by Macquarie. An amount of \$A143,673 was paid during FY2025 and is not included in Mr Way's statutory remuneration. Based on Mr Way's participation in Macquarie's carried interest arrangements, a carried interest expense attributable to Mr Way of \$A4.9 million and \$A1.9 million has been included in Mr Way's FY2025 and FY2026 statutory remuneration, respectively. These amounts are included in "other long-term employee benefits". The carried interest expense is calculated based on accounting principles relating to employee benefits, whereas Mr Way's FY2026 \$A3.0 million estimated carried interest entitlement, referred to on page 152, is determined as a percentage of the performance fee income accrued during the year.

²⁸ Comparable Executive KMP are KMP who are members of the Executive Committee for the full year in both FY2026 and FY2025.

²⁹ Mr Harvey ceased to be a member of the Executive Committee on 31 December 2025. He remains currently employed by Macquarie but intends to retire during FY2027. As a result of his intention to retire, the amortisation of his equity awards is being recognised over an accelerated period. \$A3.4 million of his FY2026 statutory remuneration represents accelerated amortisation of his equity awards, with further accounting amortisation being recognised of \$A3.7 million in FY2026 and \$A3.7 million in FY2027.

³⁰ Mr Kwok was appointed to the Executive Committee on 1 January 2026. Prior to joining the Executive Committee, and while holding a previous role in MAM, Mr Kwok was allocated an entitlement to a share of performance fees under Macquarie's carried interest arrangements for certain funds. A carried interest expense attributable to Mr Kwok of \$A0.5 million has been included in Mr Kwok's FY2026 statutory remuneration. This amount is included in "other long-term employee benefits". The carried interest expense is calculated based on accounting principles relating to employee benefits.

LONG-TERM EMPLOYEE BENEFITS			SHARE BASED PAYMENTS				Total remuneration \$A	Percentage of remuneration that consists of PSUs %
Restricted profit share ³¹ \$A	Other long-term employee benefits ³² \$A	Total long-term employee benefits \$A	Equity awards ³³ \$A	PSUs ³⁴ \$A	Total share-based payments ³⁵ \$A			
1,470,000	409,603	1,879,603	17,662,198	493,764	18,155,962	27,862,384	2%	
1,575,000	806,386	2,381,386	17,292,293	1,322,563	18,614,856	29,273,061	5%	
187,500	19,384	206,884	1,262,399	1,174,768	2,437,167	5,639,209	21%	
162,500	30,984	193,484	962,512	1,544,102	2,506,614	5,445,256	28%	
346,500	37,909	384,409	2,370,000	545,213	2,915,213	7,884,780	7%	
319,500	61,640	381,140	1,848,891	1,738,319	3,587,210	8,283,508	21%	
259,200	33,845	293,045	1,946,388	306,030	2,252,418	5,606,204	5%	
232,200	58,741	290,941	1,619,916	1,583,505	3,203,421	6,368,888	25%	
606,510	122,029	728,539	6,004,864	582,117	6,586,981	14,582,617	4%	
625,800	226,412	852,212	5,626,084	1,078,347	6,704,431	12,956,118	8%	
300,000	82,033	382,033	3,753,192	582,117	4,335,309	8,837,500	7%	
337,250	157,172	494,422	3,812,599	1,064,412	4,877,011	9,864,091	11%	
975,000	222,990	1,197,990	4,724,956	582,117	5,307,073	12,500,221	5%	
1,050,000	419,694	1,469,694	4,677,467	1,078,347	5,755,814	13,595,666	8%	
5,043,750	2,603,292	7,647,042	4,038,723	545,213	4,583,936	23,484,259	2%	
4,025,000	6,746,103	10,771,103	3,367,382	1,738,319	5,105,701	20,568,152	8%	
1,572,915	38,303	1,611,218	8,890,203	797,262	9,687,465	28,147,991	3%	
1,080,625	13,206	1,093,831	6,768,179	345,465	7,113,644	20,133,883	2%	
10,761,375	3,569,388	14,330,763	50,652,923	5,608,601	56,261,524	134,545,165		
9,407,875	8,520,338	17,928,213	45,975,323	11,493,379	57,468,702	126,488,623		
309,375	62,246	371,621	6,239,962	811,022	7,050,984	11,360,310	7%	
356,250	157,432	513,682	3,845,735	1,064,412	4,910,147	10,106,487	11%	
87,500	666,322	753,822	493,211	114,156	607,367	2,412,120	5%	
-	-	-	-	-	-	-	-	
11,158,250	4,297,956	15,456,206	57,386,096	6,533,779	63,919,875	148,317,595		
9,764,125	8,677,770	18,441,895	49,821,058	12,557,791	62,378,849	136,595,110		

³¹ Represents the portion of current year retained profit share that is held as a notional investment in Macquarie-managed fund equity (DPS Plan).

³² Comprised of:

a) Earnings on prior years' restricted profit share: represents notional returns/(losses) on profit share amounts retained under the DPS Plan that are notionally invested in Macquarie-managed funds (Executive KMP are entitled to amounts equivalent to the investment earnings (dividends/distributions and security price appreciation) on the underlying securities). The notional returns are calculated based on TSR; where there is a notional loss, this loss will be offset against any future notional income until the loss is completely offset (losses are reported as negative amounts in this column). As these earnings reflect the investment performance of the assets in which prior years' retained amounts have been notionally invested, their inclusion may cause distortions when year-on-year remuneration trends are examined. These figures do not reflect remuneration review decisions made about the individual's current year performance.

b) Accrued performance fees under carried interest arrangements: represents carried interest expense attributable to relevant Executive KMP. Remuneration expense is recognised, on a fund-by-fund basis, reflecting the present value of expected cash outflows and adjusted in accordance with the employee's period of service relative to the expected fund life. Individuals will not receive their accrued entitlements until Macquarie has received performance fees towards the end of a fund's life. Further detail on carried interest arrangements is set out on page 149.

³³ Represents the current year expense for retained profit share that is invested in MGL ordinary shares under the MEREP. Recognised as an expense over the respective vesting periods, or service period if shorter, and includes amounts relating to prior years' equity awards that have been previously disclosed.

³⁴ Represents the current year expense for PSU awards that is recognised over the vesting period and includes amounts relating to prior years' PSU awards.

³⁵ Equity awards and PSU awards in respect of FY2026 will be granted during FY2027; however Macquarie begins recognising an expense for these awards from 1 April 2025 (based on an initial estimate using the price of MGL ordinary shares as at 31 March 2026 and the number of equity awards/PSUs expected to vest). For PSUs, the estimate also incorporates an interest rate to maturity of 4.86% per annum (4.89% for grants to the CEO and MBL CEO), expected vesting date of 1 July 2030 (1 July 2031 for the CEO and MBL CEO), and dividend yield of 3.50% per annum. In the following financial year, Macquarie will adjust the accumulated expense recognised for the final determination of the accounting fair value for each equity award and each PSU award when granted and will use this validation for recognising the expense over the remaining vesting period. For PSUs, the current year expense is reduced for previously recognised remuneration expense where performance hurdles have not been met, have been partially met, or are not expected to be met (PSUs become exercisable upon vesting only when the relevant performance hurdles are met).

Remuneration Report

Continued

Appendix 2: Non-Executive Director remuneration

The remuneration arrangements for all the persons listed below as NEDs are described in the *Non-Executive Director remuneration* section of this Remuneration Report. The fees shown for Common NEDs include those paid as members of both the Board and MBL Board, where applicable.

Name and position	Year	Fees ³⁶ \$A	Other benefits ³⁷ \$A	Total remuneration \$A
Common Non-Executive Directors³⁸				
Jillian R Broadbent AC	2026	421,500	-	421,500
	2025	418,750	-	418,750
Philip M Coffey	2026	421,500	-	421,500
	2025	418,750	-	418,750
Michelle A Hinchliffe	2026	421,500	-	421,500
	2025	418,750	6,500	425,250
Susan J Lloyd-Hurwitz AM	2026	380,500	-	380,500
	2025	377,250	-	377,250
Rebecca J McGrath AM	2026	421,500	-	421,500
	2025	418,750	-	418,750
Mike Roche	2026	419,500	-	419,500
	2025	415,750	-	415,750
Glenn R Stevens AC	2026	964,000	-	964,000
	2025	956,750	-	956,750
MGL-only Non-Executive Director				
William DLM Vereker ³⁹	2026	60,167	-	60,167
	2025	-	-	-
Total Remuneration - Non-Executive KMP				
	2026	3,510,167	-	3,510,167
	2025	3,424,750	6,500	3,431,250

Shareholdings of NEDs and their related parties

The following table sets out details of MGL ordinary shares held during the financial year by NEDs including their related parties.

Name and position	Number of shares held at 1 April 2025 ⁴⁰	Other changes ⁴¹	Number of shares held at 31 March 2026 ⁴²
Common Non-Executive Directors			
Jillian R Broadbent AC	16,062	(1,166)	14,896
Philip M Coffey	8,895	-	8,895
Michelle A Hinchliffe	2,800	-	2,800
Susan J Lloyd-Hurwitz AM	1,148	1,250	2,398
Rebecca J McGrath AM	3,817	-	3,817
Mike Roche	7,000	-	7,000
Glenn R Stevens AC	5,847	10	5,857
MGL-only Non-Executive Director			
William DLM Vereker	-	-	-

³⁶ Fee increases during FY2025 were effective from 1 July 2024. Fees remained unchanged during FY2026.

³⁷ No other benefits were paid in FY2026 (FY2025: due diligence fees paid to Ms Hinchliffe of \$A6,500).

³⁸ The fees shown include fees paid as members of both the Board and MBL Board.

³⁹ Mr Vereker was appointed to the Board as an Independent Voting Director and became a member of the BNC on 1 February 2026. He became a member of the BAC, BRIC and BRC on 1 March 2026.

⁴⁰ Or date of appointment if later.

⁴¹ Includes on and off market acquisitions and disposals.

⁴² Or date of ceasing to be a KMP if earlier.

Appendix 3: Share disclosures

Shareholdings and MEREP awards of Executive KMP and their related parties

The following table sets out details of MGL ordinary shares, and MEREP RSU, DSU⁴³ and PSU awards held during the year by Executive KMP including their related parties. Further details are disclosed in Note 39 *Employee equity participation* to the financial statements in the [Financial Report](#) of this Annual Report.

Name and position	Type	Number of units held at 1 April 2025 ⁴⁴	Awards granted during the financial year ⁴⁵	Awards vested/ exercised during the financial year ⁴⁶	Awards forfeited or not able to be exercised during the financial year ⁴⁷	Other changes ⁴⁸	Number of units held at 31 March 2026 ⁴⁹
Executive Voting Director							
Shemara R	Ordinary	1,283,941	N/A	99,163	N/A	(15,360)	1,367,744
Wikramanayake	RSU	508,088	67,590	(90,850)	-	-	484,828
	PSU	84,241	13,800	(8,313)	(11,965)	-	77,763
Other Executive KMP							
Evie N Bruce	Ordinary	-	N/A	733	N/A	(733)	-
	RSU	18,514	6,973	(733)	-	-	24,754
	PSU	36,947	9,660	-	-	-	46,607
Andrew F Cassidy	Ordinary	18	N/A	3,545	N/A	(3,545)	18
	RSU	37,492	13,711	(3,545)	-	-	47,658
	PSU	44,774	9,660	-	-	-	54,434
Stuart D Green	Ordinary	232	N/A	5,674	N/A	(5,674)	232
	RSU	39,263	9,964	(5,674)	-	-	43,553
	PSU	44,774	9,660	-	-	-	54,434
Michael J Silverton	Ordinary	4,662	N/A	35,940	N/A	(35,940)	4,662
	RSU	138,926	-	(30,121)	-	-	108,805
	PSU	58,969	9,660	(5,819)	(8,376)	-	54,434
	DSU	24,406	26,909	-	-	-	51,315
Nicole G Sorbara	Ordinary	9,384	N/A	34,524	N/A	(34,524)	9,384
	RSU	123,825	14,472	(28,705)	-	-	109,592
	PSU	58,969	9,660	(5,819)	(8,376)	-	54,434
Greg C Ward	Ordinary	-	N/A	40,495	N/A	(40,495)	-
	RSU	147,429	20,026	(34,676)	-	-	132,779
	PSU	58,969	9,660	(5,819)	(8,376)	-	54,434
Ben I Way	Ordinary	9,168	N/A	13,304	N/A	(22,472)	-
	RSU	74,690	19,211	(13,304)	-	-	80,597
	PSU	44,774	9,660	-	-	-	54,434
	DSU	12,913	-	-	-	-	12,913
Simon L Wright ⁵⁰	Ordinary	55	N/A	46,428	N/A	(46,428)	55
	RSU	190,548	46,374	(40,401)	-	-	196,521
	PSU	-	9,660	-	-	-	9,660
	DSU	14,331	1,953	(6,027)	-	-	10,257
New and former Executive KMP							
Alex H Harvey	Ordinary	-	N/A	34,524	N/A	(34,524)	-
	RSU	123,825	15,288	(28,705)	-	-	110,408
	PSU	58,969	9,660	(5,819)	(8,376)	-	54,434
Frank P Kwok	Ordinary	22,626	N/A	-	N/A	-	22,626
	RSU	32,865	-	-	-	-	32,865
	DSU	8,051	-	-	-	-	8,051

⁴³ DSUs are granted in jurisdictions where legal or tax rules make the grant of RSUs impractical, and are structured to provide the holder with the same benefits and risks of RSUs.

⁴⁴ Or date of appointment if later.

⁴⁵ RSU, DSU and PSU awards are granted in the financial year following the year performance to which the grant relates (awards disclosed as granted above relate to FY2025).

⁴⁶ For RSUs, this represents vested RSUs transferred to the Executive KMP's shareholding and includes RSUs vesting during the current year in respect of all grants, including those made prior to individuals becoming an Executive KMP. For DSUs, this represents DSUs exercised during the current year in respect of all grants, including those made prior to individuals becoming an Executive KMP. There were no PSUs that vested during the year that were not exercised.

⁴⁷ Or during the period for which the individual was a KMP if shorter.

⁴⁸ Includes on and off market acquisitions and disposals.

⁴⁹ Or date of ceasing to be a KMP if earlier.

⁵⁰ In FY2026 Macquarie performed a review of KMP disclosures and noted the omission of RSUs and DSUs for a related party of Mr Wright from the 2025 Remuneration Report. The opening balances as at 1 April 2025 have therefore been updated to reflect this. Mr Wright does not influence any investment decisions over, nor does he benefit from, this holding.

Remuneration Report

Continued

RSU and DSU awards to KMP

The following table sets out details of the RSU and DSU awards associated with Macquarie equity granted to Executive KMP. Grants made to Executive KMP prior to their joining the Executive Committee are not disclosed.

A significant portion of an Executive KMP's retained profit share is invested in Macquarie equity, delivered as RSUs or DSUs. RSUs are units comprising a beneficial interest in MGL ordinary shares held in a trust for the staff member. DSUs are structured to provide the holder with the same benefits and risks of RSU holders. There have been no alterations to the terms or conditions of the grants set out below since the grant date.

RSU and DSU awards are subject to forfeiture as set out on page 146. The maximum potential value of unvested awards could vary significantly and is dependent on the MGL ordinary share price at the time of vesting. Retention rates, the vesting profiles and service and performance criteria for the current year are set out on pages 145 to 146.

RSUs and DSUs are granted in the financial year following the year of Macquarie's performance to which the grant relates. For example, RSUs and DSUs granted to Executive KMP in June 2025 relate to their performance in FY2025 (RSUs granted to the CEO, who is an Executive Voting Director, were approved by shareholders at the 2025 AGM as required under ASX Listing Rule 10.14). All awards that were eligible to vest, vested during the year. No awards were forfeited during the year.

Name and position	RSU/DSU awards granted to date ⁵¹	Grant date	Number vested/exercised during the year ⁵²
Executive Voting Director			
Shemara R Wikramanayake	67,590	01-Aug-25	-
	78,116	01-Aug-24	-
	128,592	01-Aug-23	-
	106,628	02-Aug-22	21,325
	94,193	03-Aug-21	18,838
	139,266	04-Aug-20	27,853
	65,003	15-Aug-19	13,000
	49,162	21-Jun-18	9,834
Other Executive KMP			
Evie N Bruce	6,973	19-Jun-25	-
	7,048	19-Jun-24	-
	8,740	21-Jun-23	-
	2,094	21-Jun-22	418
Andrew F Cassidy	13,711	19-Jun-25	-
	13,156	19-Jun-24	-
	13,562	21-Jun-23	-
	7,997	21-Jun-22	1,599
Stuart D Green	9,964	19-Jun-25	-
	10,572	19-Jun-24	-
	10,548	21-Jun-23	-
	7,837	21-Jun-22	1,567
Michael J Silvertton	26,909	19-Jun-25	-
	24,406	19-Jun-24	-
	29,912	21-Jun-23	-
	54,263	21-Jun-22	10,852
	21,836	09-Jun-21	4,367
	37,375	09-Jun-20	7,475
	37,138	24-Jun-19	7,427
Nicole G Sorbara	14,472	19-Jun-25	-
	15,975	19-Jun-24	-
	24,111	21-Jun-23	-
	23,191	21-Jun-22	4,638
	21,709	09-Jun-21	4,341
	45,661	09-Jun-20	9,132
	25,945	24-Jun-19	5,189
	27,009	21-Jun-18	5,405

⁵¹ Or during the period that the individual was a KMP.

⁵² For RSUs, this represents RSUs vesting during the current financial year in respect of grants made while a KMP. For DSUs, this represents vested DSUs exercised during the current financial year in respect of grants made while a KMP. Grants made prior to individuals becoming a KMP are not disclosed.

Name and position	RSU/DSU awards granted to date ⁵¹	Grant date	Number vested/exercised during the year ⁵²
Greg C Ward	20,026	19-Jun-25	-
	20,883	19-Jun-24	-
	26,790	21-Jun-23	-
	25,590	21-Jun-22	5,118
	25,466	09-Jun-21	5,093
	57,499	09-Jun-20	11,499
	31,618	24-Jun-19	6,323
	33,211	21-Jun-18	6,643
Ben I Way	19,211	19-Jun-25	-
	12,913	19-Jun-24	-
	27,155	21-Jun-23	-
	26,863	21-Jun-22	5,372
	8,877	09-Jun-21	1,775
Simon L Wright	46,374	19-Jun-25	-
	38,425	19-Jun-24	-
Former Executive KMP			
Alex H Harvey	15,288	19-Jun-25	-
	15,975	19-Jun-24	-
	24,111	21-Jun-23	-
	23,191	21-Jun-22	4,638
	21,709	09-Jun-21	4,341
	45,661	09-Jun-20	9,132
	25,945	24-Jun-19	5,189
	27,009	21-Jun-18	5,405

Remuneration Report

Continued

PSU awards to KMP

The following table sets out details of PSU awards granted to Executive KMP.

PSUs are granted annually in August, after MGL's AGM, in respect of the previous financial year. PSUs granted in August 2025 to the CEO, who is an Executive Voting Director, were approved by shareholders at the 2025 AGM as required under ASX Listing Rule 10.14.

Name and position	GRANTED TO DATE				FORFEITED/LAPSED DURING THE FINANCIAL YEAR ⁵³		EXERCISED DURING THE FINANCIAL YEAR		
	Number	Date	Accounting Fair Value \$A ⁵⁴	Face Value \$A ⁵⁵	Number	%	Value \$A ⁵⁶	Number exercised	Value \$A ⁵⁷
Executive Voting Director									
Shemara R Wikramanayake	13,800	01-Aug-25	2,458,608	2,950,164	-	-	-	-	-
	19,065	01-Aug-24	3,343,810	4,028,625	-	-	-	-	-
	22,535	01-Aug-23	3,418,560	3,999,963	-	-	-	-	-
	22,363	02-Aug-22	3,500,704	3,999,846	-	-	-	-	-
	20,278	03-Aug-21	2,718,063	3,164,585	11,965	59%	2,736,754	8,313	1,807,080
Other Executive KMP									
Evie N Bruce	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	7,827	02-Aug-22	1,225,239	1,399,937	-	-	-	-	-
Andrew F Cassidy	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
Stuart D Green	9,660	01-Aug-25	1,721,026	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,340,755	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
Michael J Silvertown	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
	14,195	03-Aug-21	1,902,698	2,215,272	8,376	59%	1,915,842	5,819	1,114,797
Nicole G Sorbara	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
	14,195	03-Aug-21	1,902,698	2,215,272	8,376	59%	1,915,842	5,819	1,251,209
Greg C Ward	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
	14,195	03-Aug-21	1,902,698	2,215,272	8,376	59%	1,915,842	5,819	1,254,000
Ben I Way	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
Simon L Wright	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-

⁵³ Or during the period for which the individual was a KMP if shorter.

⁵⁴ Based on the accounting fair value on the date of grant.

⁵⁵ Face value is calculated by multiplying the number of PSUs granted by the closing market price of MGL ordinary shares on the date of grant.

⁵⁶ Based on the closing share price at 30 June 2025, being the day the PSUs were forfeited.

⁵⁷ Based on the share price at the time of exercise.

Name and position	GRANTED TO DATE				FORFEITED/LAPSED DURING THE FINANCIAL YEAR ⁵³		EXERCISED DURING THE FINANCIAL YEAR		
	Number	Date	Accounting Fair Value \$A ⁵⁴	Face Value \$A ⁵⁵	Number	%	Value \$A ⁵⁶	Number exercised	Value \$A ⁵⁷
Former Executive KMP									
Alex H Harvey	9,660	01-Aug-25	1,785,071	2,065,115	-	-	-	-	-
	13,346	01-Aug-24	2,429,506	2,820,143	-	-	-	-	-
	15,774	01-Aug-23	2,392,916	2,799,885	-	-	-	-	-
	15,654	02-Aug-22	2,450,477	2,799,874	-	-	-	-	-
	14,195	03-Aug-21	1,902,698	2,215,272	8,376	59%	1,915,842	5,819	1,259,578

As required under the Act, Macquarie has adopted the fair value measurement provisions of AASB 2 *Share-Based Payment* for all PSUs granted to KMP. The accounting fair value of such grants is being amortised and disclosed as part of each KMP's remuneration on a straight-line basis over the vesting period. The accounting fair value of \$A184.79 (\$A178.16 for the CEO and MBL CEO) at this date has been estimated using a discounted cash flow method.

The following key assumptions were adopted in determining the value of the FY2025 PSUs granted:

	CEO and MBL CEO	Other Executive KMP
Interest rate to maturity	3.53% per annum	3.27% per annum
Expected vesting dates	1 July 2030	1 July 2029
Dividend yield	3.61% per annum	3.61% per annum

PSUs have a nil exercise price. From FY2024 onwards, PSUs awarded to the CEO and MBL CEO vest in five years and PSUs awarded to other Executive KMP vest in four years. PSUs awarded prior to FY2024 vest in four years. For the 2025 grant, PSUs will vest on 1 July 2030 for the CEO and MBL CEO and on 1 July 2029 for other Executive KMP, and expire on 1 August 2034.

Appendix 4: Loan disclosures

Loans to KMP and their related parties

Details of loans provided by Macquarie to KMP and their related parties are disclosed in the following table.

Name and Position	Balance as at 1 April 2025 ⁵⁸ \$A'000	Interest charged \$A'000	Write downs \$A'000	Balance as at 31 March 2026 ⁵⁹ \$A'000	Highest balance during the year \$A'000
Non-Executive Directors					
Rebecca J McGrath AM (and related party)	817	71	-	2,737	6,557
Executive KMP					
Andrew F Cassidy	3,204	37	-	2,980	3,204
Simon L Wright (related party) ⁶⁰	1,166	39	-	1,123	1,166
New and Former Executive KMP					
Alex H Harvey (related party)	10,359	201	-	10,339	10,360
Frank P Kwok (related party)	1,187	21	-	1,178	1,187
Aggregate of KMP and related party loans⁶¹	16,733	369	-	18,357	22,474

This Remuneration Report has been prepared in accordance with the Act. The Remuneration Report contains disclosures as required by AASB 124 *Related Party Disclosures* as permitted by Corporations Regulation 2M.3.03 *Prescribed details*.

Throughout this Remuneration Report financial information for Macquarie relating to the years ended 31 March 2022 through to 31 March 2026 has been presented in accordance with Australian Accounting Standards. Compliance with Australian Accounting Standards ensures compliance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

⁵⁸ Or date of appointment if later.

⁵⁹ Or date of ceasing to be a KMP if earlier.

⁶⁰ In FY2026 Macquarie performed a review of KMP disclosures and noted the omission of a loan account for a related party of Mr Wright from the 2025 Remuneration Report. The opening balance as at 1 April 2025 has been updated to reflect this. The loan was originated prior to Mr Wright's appointment to the Executive Committee on 1 April 2024.

⁶¹ The aggregate of KMP and related party loans includes all loans to KMP (including their related parties) and the table above details KMP (including their related parties) with loans above \$A100,000 during FY2026. All loans provided by Macquarie to KMP are made in the ordinary course of business on an arm's length basis and are entered into under normal terms and conditions consistent with other customers and employees. There have been no write-downs or allowances for doubtful debts.

Directors' Report

For the financial year ended 31 March 2026 continued



Non-audit services

Fees paid or payable to PwC, being the auditor of the Consolidated Entity, for non-audit services during the year ended 31 March 2026 total \$A16.2 million (2025: \$A16.4 million). Further details of amounts paid or payable to PwC and its related practices are disclosed in Note 41 *Audit and other services provided by PricewaterhouseCoopers* in the Financial Report.

The Voting Directors are satisfied that the provision of non-audit services did not compromise the auditor independence requirements of the Act for the following reasons:

- the operation of the Consolidated Entity's *Audit and Assurance Independence Policy*, restricts the external auditor from providing non-audit services under which the auditor assumes the role of management, becomes an advocate for the Consolidated Entity, audits its own professional expertise, or creates a mutual or conflicting interest between the auditor and the Consolidated Entity. The policy also provides that significant permissible or restricted non-audit assignments awarded to the external auditor must be approved in advance by the Board Audit Committee (BAC) or the BAC Chair, as appropriate
- the BAC has reviewed a summary of non-audit services provided by PwC, including details of the amounts paid or payable, and has provided written advice to the Board of Directors.

Consistent with the advice of the BAC, the Voting Directors are satisfied that the provision of non-audit services during the year by the auditor and its related practices is compatible with the general standard of independence for auditors imposed by the Act.

This report is made in accordance with a resolution of the Directors.

Glenn Stevens AC
Independent Director and Chair

Shemara Wikramanayake
Managing Director and Chief Executive Officer

Sydney
8 May 2026

Auditor's independence declaration

As lead auditor of Macquarie Group Limited's financial report and lead auditor of the review of specified sustainability disclosures within the sustainability report for the year ended 31 March 2026, respectively, we each declare that, having regard to our responsibilities in relation to the respective audit of the financial report and review of the specified sustainability disclosures within the sustainability report, to the best of our knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* (Cth) in relation to the respective audit of the financial report or the review of the specified sustainability disclosures; and
- b) no contraventions of any applicable code of professional conduct in relation to the respective audit of the financial report or the review of the specified sustainability disclosures.

Voula Papageorgiou
Lead auditor (financial report)
Partner
PricewaterhouseCoopers

Caroline Mara
Lead auditor (sustainability report)
Partner
PricewaterhouseCoopers

Sydney
8 May 2026

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, NSW 2000
GPO BOX 2650, SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au

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Professional Standards Legislation.

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04

Financial Report

London City Airport, United Kingdom

London's most central airport, London City Airport serves more than 30 destinations across the UK and Europe. Macquarie Asset Management first invested in 2025 to support the airport's plans to grow capacity to nine million passengers per year and transition to quieter, more sustainable aircraft.





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The Financial Report was authorised for issue by the Board of Directors on 8 May 2026.

The Board of Directors has the power to amend and reissue the Financial Report.

Income statements

For the financial year ended 31 March 2026

	Notes	CONSOLIDATED		COMPANY	
		2026 \$m	2025 \$m	2026 \$m	2025 \$m
Interest income	2	18,798	18,136	2,544	2,522
Interest expense	2	(14,647)	(14,629)	(2,634)	(2,486)
Net interest income/(expense)		4,151	3,507	(90)	36
Net trading income/(loss)	2	6,008	5,370	(320)	(156)
Net interest and trading income/(loss)		10,159	8,877	(410)	(120)
Fee and commission income	2	7,216	6,790	9	10
Net investment income	2	2,776	1,338	5,207	2,224
Share of net profits from associates and joint ventures	2	51	167	-	-
Net credit impairment (charges)/reversals	2	(478)	(266)	23	(3)
Net other impairment charges	2	(230)	(95)	-	-
Net other operating (charges)/income	2	(17)	397	-	3
Net operating income		19,477	17,208	4,829	2,114
Employment expenses	2	(8,217)	(7,660)	(4)	(4)
Brokerage, commission and fee expenses	2	(1,223)	(1,206)	-	-
Non-salary technology expenses	2	(1,267)	(1,200)	-	-
Other operating expenses	2	(2,041)	(2,074)	(102)	(8)
Total operating expenses		(12,748)	(12,140)	(106)	(12)
Operating profit before income tax		6,729	5,068	4,723	2,102
Income tax (expense)/benefit	5	(1,860)	(1,326)	156	7
Profit after income tax		4,869	3,742	4,879	2,109
Profit attributable to non-controlling interests		(22)	(27)	-	-
Profit attributable to the ordinary equity holders of Macquarie Group Limited		4,847	3,715	4,879	2,109
		Cents	Cents		
Basic earnings per share	3	1,277.0	979.4		
Diluted earnings per share	3	1,266.9	975.5		

The above income statements should be read in conjunction with the accompanying notes.

Statements of comprehensive income

For the financial year ended 31 March 2026

	Notes	CONSOLIDATED		COMPANY	
		2026 \$m	2025 \$m	2026 \$m	2025 \$m
Profit after income tax		4,869	3,742	4,879	2,109
Other comprehensive income/(loss): ¹					
Movements in items that may be subsequently reclassified to the income statement:					
Fair value through other comprehensive income (FVOCI) reserve:					
Revaluation movement	30	20	(27)	(2)	2
Changes in expected credit losses (ECL) allowance	30	(8)	(11)	-	-
Cash flow hedge reserve:					
Revaluation movement	30	(86)	69	(1)	1
Transferred to income statement on realisation	30	(65)	26	3	9
Cost of hedging reserve:					
Revaluation movement	30	11	9	-	-
Transferred to income statement on realisation	30	6	12	-	-
Share of other comprehensive income/(loss) from associates and joint ventures	30	22	(47)	-	-
Foreign exchange movement on translation and hedge accounting of foreign operations	30	(1,688)	834	-	-
Movements in items that will not be subsequently reclassified to the income statement					
Fair value changes attributable to own credit risk on debt designated at fair value through profit or loss (DFVTPL)	30	3	(12)	-	(10)
Others		(2)	4	-	-
Total other comprehensive (loss)/income		(1,787)	857	-	2
Total comprehensive income		3,082	4,599	4,879	2,111
Total comprehensive income/(loss) attributable to non-controlling interests		32	(40)	-	-
Total comprehensive income attributable to the ordinary equity holders of Macquarie Group Limited		3,114	4,559	4,879	2,111

The above statements of comprehensive income should be read in conjunction with the accompanying notes.

¹ All items are net of tax, where applicable.

Statements of financial position

As at 31 March 2026

	Notes	CONSOLIDATED		COMPANY	
		2026 \$m	2025 \$m	2026 \$m	2025 \$m
Assets					
Cash and bank balances		23,422	26,385	-	-
Cash collateralised lending and reverse repurchase agreements		82,973	66,579	5,635	-
Trading assets	9	42,838	35,036	-	-
Margin money and settlement assets	10	28,534	26,620	-	-
Derivative assets	11	43,533	24,269	-	-
Financial investments	12	31,029	21,455	1,547	1,106
Held for sale assets	18	5,438	6,612	-	-
Other assets	18	14,163	14,213	56	26
Loan assets	7	253,529	205,648	-	-
Due from subsidiaries	27	-	-	55,044	50,444
Interests in associates and joint ventures	24	6,255	7,720	-	-
Property, plant and equipment and right-of-use assets	20	4,202	6,928	-	-
Intangible assets	21	2,211	1,671	-	-
Investments in subsidiaries	23	-	-	35,887	33,395
Deferred tax assets	6	1,974	2,085	84	37
Total assets		540,101	445,221	98,253	85,008
Liabilities					
Deposits	13	221,547	177,671	-	-
Cash collateralised borrowing and repurchase agreements		7,362	4,933	-	-
Trading liabilities	14	12,507	5,851	-	-
Margin money and settlement liabilities	15	35,858	28,845	-	-
Derivative liabilities	16	37,680	23,368	20	10
Held for sale liabilities	19	1,400	1,946	-	-
Other liabilities	19	18,588	14,973	234	281
Due to subsidiaries	27	-	-	13,069	6,691
Issued debt securities and other borrowings	17	150,013	135,172	47,725	43,306
Deferred tax liabilities	6	359	272	-	-
Total liabilities excluding loan capital		485,314	393,031	61,048	50,288
Loan capital	32	17,931	16,401	3,867	3,857
Total liabilities		503,245	409,432	64,915	54,145
Net assets		36,856	35,789	33,338	30,863
Equity					
Contributed equity	29	11,201	11,070	13,582	13,480
Reserves	30	3,105	4,829	1,882	1,863
Retained earnings	30	21,762	19,457	17,874	15,520
Total capital and reserves attributable to the ordinary equity holders of Macquarie Group Limited		36,068	35,356	33,338	30,863
Non-controlling interests	30	788	433	-	-
Total equity		36,856	35,789	33,338	30,863

The above statements of financial position should be read in conjunction with the accompanying notes.

Statements of changes in equity

For the financial year ended 31 March 2026

	Notes	Contributed equity \$m	Reserves \$m	Retained earnings \$m	Total \$m	Non-controlling interests \$m	Total equity \$m
CONSOLIDATED							
Balance as at 1 Apr 2024		11,372	3,891	18,218	33,481	515	33,996
Profit after income tax		-	-	3,715	3,715	27	3,742
Other comprehensive income, net of tax		-	852	(8)	844	13	857
Total comprehensive income		-	852	3,707	4,559	40	4,599
Transactions with equity holders in their capacity as ordinary equity holders:							
Dividends paid	30, 31	-	-	(2,452)	(2,452)	-	(2,452)
Purchase of shares by MEREP Trust	29	(667)	-	-	(667)	-	(667)
On-market share buyback	29	(369)	-	-	(369)	-	(369)
Movement in non-controlling interests		-	-	(19)	(19)	(122)	(141)
Other equity movements:							
MEREP share-based payment arrangements	29, 30	705	109	3	817	-	817
Deferred tax benefit on MEREP share-based payment arrangements	29, 30	29	(23)	-	6	-	6
		(302)	86	(2,468)	(2,684)	(122)	(2,806)
Balance as at 31 Mar 2025		11,070	4,829	19,457	35,356	433	35,789
Profit after income tax		-	-	4,847	4,847	22	4,869
Other comprehensive income, net of tax		-	(1,732)	1	(1,731)	(56)	(1,787)
Total comprehensive income		-	(1,732)	4,848	3,116	(34)	3,082
Transactions with equity holders in their capacity as ordinary equity holders:							
Dividends paid	30, 31	-	-	(2,543)	(2,543)	-	(2,543)
Purchase of shares by MEREP Trust	29	(686)	-	-	(686)	-	(686)
On-market share buyback	29	-	-	-	-	-	-
Movement in non-controlling interests		-	-	(1)	(1)	389	388
Other equity movements:							
MEREP share-based payment arrangements	29, 30	788	19	1	808	-	808
Deferred tax benefit on MEREP share-based payment arrangements	29, 30	29	(10)	-	19	-	19
		131	9	(2,543)	(2,403)	389	(2,014)
Balance as at 31 Mar 2026		11,201	3,105	21,762	36,068	788	36,856

	Notes	Contributed equity \$m	Reserves \$m	Retained earnings \$m	Total equity \$m
COMPANY					
Balance as at 1 Apr 2024		13,809	1,744	15,854	31,407
Profit after income tax		-	-	2,109	2,109
Other comprehensive income, net of tax		-	12	(10)	2
Total comprehensive income		-	12	2,099	2,111
Transactions with equity holders in their capacity as ordinary equity holders:					
Dividends paid	30, 31	-	-	(2,436)	(2,436)
Purchase of shares by MEREP Trust	29	(667)	-	-	(667)
On-market share buyback	29	(369)	-	-	(369)
Other equity movements:					
MEREP share-based payment arrangements	29, 30	705	109	3	817
Deferred tax benefit on MEREP share-based payment arrangements	29, 30	2	(2)	-	-
		(329)	107	(2,433)	(2,655)
Balance as at 31 Mar 2025		13,480	1,863	15,520	30,863
Profit after income tax		-	-	4,879	4,879
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	4,879	4,879
Transactions with equity holders in their capacity as ordinary equity holders:					
Dividends paid	30, 31	-	-	(2,526)	(2,526)
Purchase of shares by MEREP Trust	29	(686)	-	-	(686)
On-market share buyback	29	-	-	-	-
Other equity movements:					
MEREP share-based payment arrangements	29, 30	788	19	1	808
Deferred tax benefit on MEREP share-based payment arrangements	29, 30	(1)	-	-	(1)
		101	19	(2,525)	(2,405)
Balance as at 31 Mar 2026		13,582	1,882	17,874	33,338

The above statements of changes in equity should be read in conjunction with the accompanying notes.

Statements of cash flows

For the financial year ended 31 March 2026

	Notes	CONSOLIDATED		COMPANY	
		2026 \$m	2025 \$m	2026 \$m	2025 \$m
Cash flows generated from/(utilised in) operating activities					
Interest income and expense:					
Received		18,467	18,118	2,543	2,526
Paid		(14,529)	(14,680)	(2,633)	(2,514)
Fees, commissions and other income and charges:					
Received		5,880	7,196	8	11
Paid		(1,147)	(1,280)	-	-
Operating lease income received		878	833	-	-
Dividends and distributions received		217	228	5,207	2,224
Operating expenses paid:					
Employment expenses		(6,862)	(7,173)	(4)	(4)
Other operating expenses including brokerage, commission and fee expenses		(2,914)	(2,762)	(96)	(5)
Income tax paid		(1,096)	(1,469)	(478)	(358)
Changes in operating assets:					
Loan assets and receivables		(48,858)	(27,692)	(820)	1,736
Liquid asset holdings		(5,138)	3,874	(443)	657
Trading and related assets, and collateralised lending balances (net of liabilities)		(1,883)	357	-	-
Assets under operating lease		(98)	(535)	-	-
Other assets (net of liabilities)		(470)	171	(6)	(9)
Changes in operating liabilities:					
Deposits		44,282	29,169	-	-
Issued debt securities, borrowings and other funding		25,801	1,979	8,332	(1,681)
Net cash flows generated from operating activities	42	12,530	6,334	11,610	2,583
Cash flows (utilised in)/generated from investing activities					
Net (payments for)/proceeds from financial investments		(1,754)	237	-	-
Associates, joint ventures, subsidiaries and businesses:					
Proceeds from distribution or disposal, net of cash deconsolidated		7,054	2,878	2,403	5,486
Payments for additional contribution or acquisitions, net of cash acquired		(6,301)	(4,448)	(4,895)	(5,074)
Net payments for property, plant and equipment and right-of-use assets, investment property and intangible assets		(586)	(1,006)	-	-
Net cash flows (utilised in)/generated from investing activities		(1,587)	(2,339)	(2,492)	412
Cash flows (utilised in)/generated from financing activities					
Dividends and distributions paid		(2,350)	(2,187)	(2,526)	(2,436)
Payments for acquisition of treasury shares		(881)	(935)	(686)	(667)
Payments for on-market share buyback		-	(369)	-	(369)
Receipts from/(payments for) non-controlling interests		280	(175)	-	-
Loan capital:					
Issuance		3,995	2,723	-	1,477
Redemption		(1,884)	(1,000)	-	(1,000)
Net cash flows utilised in financing activities		(840)	(1,943)	(3,212)	(2,995)
Net increase in cash and cash equivalents		10,103	2,052	5,906	-
Cash and cash equivalents at the beginning of the year		62,063	58,932	-	-
Effect of exchange rate movements on cash and cash equivalents		(2,173)	1,079	(271)	-
Cash and cash equivalents at the end of the period	42	69,993	62,063	5,635	-

The above statements of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

For the financial year ended 31 March 2026

Note 1

Basis of preparation

This Financial Report is a General Purpose Financial Report which has been prepared in accordance with Australian Accounting Standards and the *Corporations Act 2001* (Cth). Macquarie Group Limited is a for-profit company for the purposes of preparing this Financial Report.

The principal accounting policies adopted in the preparation of this Financial Report are set out in Note 44 *Material accounting policies*. These policies have been consistently applied to all the financial years presented and are applicable to both the Consolidated Entity (Macquarie Group Limited and its subsidiaries) as well as the Company (Macquarie Group Limited), unless otherwise stated.

(i) Compliance with IFRS as issued by the IASB

Compliance with Australian Accounting Standards ensures that this Financial Report complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). Consequently, this Financial Report is compliant with IFRS.

(ii) Basis of measurement

This Financial Report has been prepared on a going concern basis using the historical cost convention except for the following items, as disclosed in the respective accounting policy:

- financial instruments (including derivatives) required to be measured at fair value through profit or loss (FVTPL); financial assets classified as fair value through other comprehensive income (FVOCI) and financial instruments that have been designated as FVTPL (DFVTPL)
- financial assets and liabilities that are otherwise measured on an amortised cost basis but adjusted for changes in fair value attributable to the risk being hedged in qualifying fair value hedge relationships
- non-current assets and disposal groups that have been classified as held for sale and where a disposal group has been impaired to its fair value less costs to sell
- commodity inventories that are measured at fair value less costs to sell in accordance with the broker-trader exemption
- certain other non-financial assets and liabilities that are measured at fair value, such as investment property.

(iii) Critical accounting estimates and significant judgements

The preparation of this Financial Report in compliance with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires Management to exercise judgement in the process of applying the Consolidated Entity's accounting policies. The notes to the financial statements set out areas involving a higher degree of judgement or complexity, or areas where assumptions are significant to the consolidated Financial Report such as:

- determining the appropriate business model for a group of financial assets which includes determining the level at which the business model condition is applied and whether past or expected sales activity is consistent with a held to collect business model (Note 44(vii))
- assessing whether the cash flows generated by a financial asset constitute solely payments of principal and interest (SPPI) may require the application of judgement, particularly for certain

subordinated or non-recourse positions, and in the determination of whether compensation for early termination of a contract is reasonable (Note 44(vii))

- determining whether multiple legally separate contracts are in substance linked and therefore accounted for as a single unit of account to faithfully reflect the underlying economic substance of the transaction (Note 44(viii))
- choice of inputs, estimates and assumptions used in the measurement of Expected Credit Loss, including the determination of significant increase in credit risk (SICR), forecasts of economic conditions and the weightings assigned thereto (Note 44 (xxii) and Note 8)
- determining fair value of assets and liabilities where market-observable inputs are not available including the determination of non-recurring fair values and accounting for day 1 profits or losses for financial instruments (Note 44(vii), Note 44(x) and Note 34)
- distinguishing between whether assets or a business is acquired under a business combination, particularly the determination of whether a substantive process exists that, together with an integrated set of activities and assets, significantly contributes to the ability to create an output (Note 44(ii))
- timing and amount of impairment of interests in associates and joint ventures and investment in subsidiaries, including the reversal thereof (Note 44(i), Note 44(xxii), Note 24 and Note 23)
- timing and amount of impairment of goodwill and other identifiable intangible assets and, where applicable, the reversal thereof (Note 44(xxii) and Note 21)
- determination of significant influence over associates, joint control over arrangements and control over subsidiaries, including the assessment of whether certain rights are protective or substantive in nature, whether these rights are held in the capacity of agent or principal, and whether the level of involvement in an investee's relevant activities is sufficient to significantly affect the returns generated (Note 44(i))
- determination of the loss of control of a subsidiary, joint control over a joint arrangement or loss of significant influence over an associate including the timing of derecognition of assets and liabilities following the disposal of an investment, including the measurement of the associated gain or loss (Note 44(i))
- recoverability of tax receivables, deferred tax assets and measurement of current and deferred tax liabilities can require significant judgement, particularly where the recoverability of such tax balances relies on the estimation of future taxable profits and Management's determination of the likelihood that uncertain tax positions will be accepted by the relevant taxation authority (Note 44(vi), Note 5 and Note 6)
- recognition and measurement of provisions related to actual and potential claims, and the determination of contingent liabilities (Note 44(iv), Note 44(xviii) and Note 40)
- application of hedge accounting principles, including the assessment that a forecast transaction is highly probable (Note 44(x) and Note 37)
- recognition and measurement of certain revenue streams including performance fees from Macquarie-managed funds and other capital market investments and transactions and the associated employee benefit expense (Note 44(iv)) and (Note 44(xviii))

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 1

Basis of preparation continued

(iii) Critical accounting estimates and significant judgements continued

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including reasonable expectations of future events.

Management believes that the estimates and judgements used in preparing this Financial Report are reasonable. Notwithstanding, it is possible that outcomes differ from Management's assumptions and estimates, which may result in an adjustment to the carrying amounts of the reported assets and liabilities in future reporting periods.

(iv) New Australian Accounting Standards and amendments to Australian Accounting Standards and interpretations that are effective in the current financial year

The amendments made to existing standards that were mandatorily effective for the annual reporting period beginning on 1 April 2025 did not result in a material impact on this Financial Report.

(v) New Australian Accounting Standards and amendments to Australian Accounting Standards and Interpretations that are not yet effective for the financial year

(a) AASB 18 Presentation and Disclosure in Financial Statements

In June 2024, the Australian Accounting Standards Board (AASB) issued AASB 18 *Presentation and Disclosure in Financial Statements (AASB 18)*. This new standard will be effective for the Consolidated Entity from 1 April 2027 and is applied retrospectively.

AASB 18 supersedes AASB 101 *Presentation of Financial Statements*. While it does not impact the recognition and measurement of items in the financial statements, it introduces new requirements for the presentation and disclosure of information in general purpose financial statements.

The Consolidated Entity is continuing to assess the presentation and disclosure impact of adopting AASB 18.

(b) Amendments to AASB 9 Financial Instruments and AASB 7 Financial Instruments: Disclosure

In August 2024, the AASB issued AASB 2024-2 to amend AASB 7 *Financial Instruments: Disclosures (AASB 7)* and AASB 9 *Financial Instruments (AASB 9)*. AASB 2024-2 amends AASB 7 and AASB 9 in response to feedback from the International Accounting Standard Board's 2022 Post-implementation Review of the classification and measurement requirements in AASB 9 and the related requirements in AASB 7.

The amendments include:

- additional guidance to assess whether contractual cash flows meet the SPPI criterion, including for instruments with contingent features (such as ESG-linked terms), contractually linked instruments and certain non-recourse arrangements
- clarification of derecognition requirements for financial assets and financial liabilities, including a new accounting policy choice for derecognition of a financial liability when payment is initiated through an electronic payment system and specified criteria are met, and
- new disclosures for certain instruments with contractual terms that can change the cash flows.

The amendments will be effective for the Consolidated Entity from 1 April 2026 and are applied retrospectively.

The Consolidated Entity does not expect material impacts from the adoption of the changes introduced to AASB 9 and AASB 7.

(c) Other amendments made to existing standards

Other amendments to existing standards that are not mandatorily effective for the annual reporting period beginning on 1 April 2025 and have not been early adopted, are not likely to result in a material impact to the Consolidated Entity's Financial Report.

(vi) Other developments

AASB S2 *Climate-related Disclosures (AASB S2)* is a mandatory standard requiring entities to disclose detailed information about their governance, strategy, risk management, and metrics and targets related to climate-related risks and opportunities. AASB S2 is effective for Macquarie Group Limited for the financial year ended 31 March 2026. Refer to the Climate Statements on Page 65, which are published in accordance with the requirements of AASB S2.

(vii) Global geopolitical events at reporting date

The conflict in the Middle East, which escalated in February 2026, has increased global uncertainty and volatility across global economic and financial markets. The Consolidated Entity has considered the effects of this conflict together with other sources of market volatility, in preparing these financial statements.

Forward-looking information, including the scenarios and related probabilities used in determining Expected Credit Losses (ECL), is disclosed in Note 8.

Note 2

Operating profit before income tax

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Interest income				
Effective interest rate method - Amortised cost	15,110	14,497	2,077	2,168
Effective interest rate method - FVOCI	2,577	2,642	194	59
Other - FVTPL	1,111	997	273	295
Total interest income	18,798	18,136	2,544	2,522
Interest expense				
Effective interest rate method - Amortised cost	(14,543)	(14,551)	(2,631)	(2,483)
Other - FVTPL	(104)	(78)	(3)	(3)
Total interest expense	(14,647)	(14,629)	(2,634)	(2,486)
Net interest income/(expense)	4,151	3,507	(90)	36
Net trading income¹				
Commodities ²	3,916	3,313	-	-
Equities	1,458	1,466	-	-
Interest rate, foreign exchange and credit products	634	591	(320)	(156)
Total net trading income/(loss)	6,008	5,370	(320)	(156)
Net interest and trading income/(loss)	10,159	8,877	(410)	(120)
Fee and commission income				
Base, portfolio administration and other asset management fees:				
Base fees	2,575	2,948	-	-
Portfolio administration fees	352	321	-	-
Other asset management fees	139	202	-	-
Mergers and acquisitions, advisory and underwriting fees	945	916	-	-
Brokerage and stock lending fee	1,011	863	-	-
Performance fees	1,381	837	-	-
Other fee and commission income	813	703	9	10
Total fee and commission income	7,216	6,790	9	10
Net investment income				
Net gain from:				
Interests in businesses and subsidiaries ³	1,583	443	-	-
Interests in associates and joint ventures	593	566	-	-
Financial investments	568	230	-	-
Others	32	99	-	-
Dividends from subsidiaries (Note 27)	-	-	5,207	2,224
Net investment income	2,776	1,338	5,207	2,224
Share of net profits from associates and joint ventures	51	167	-	-

¹ Includes gains/(losses) for Trading Assets, Derivatives and Other Financial Assets and Financial Liabilities held at fair value including any ineffectiveness recorded on hedging transactions.

² Includes \$853 million (2025: \$838 million) of transportation, storage and certain other trading-related costs and \$55 million (2025: \$24 million) depreciation on right-of-use (ROU) assets held for trading-related business.

³ Includes any gain/(loss) recognised on deconsolidation of subsidiaries due to a loss of control. For certain investments where the Consolidated Entity exercises significant influence over its retained investment (including instances when the Consolidated Entity holds a greater than 50% ownership interest), an investment in associate has been recognised.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 2

Operating profit before income tax continued

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Credit and other impairment (charges)/reversals				
Credit impairment (charges)/reversals				
Loan assets	(322)	(289)	-	-
Undrawn credit commitments	(115)	46	6	(3)
Financial investments and other assets ¹	(51)	(36)	17	-
Margin money and settlement assets	4	(18)	-	-
Loans to associates and joint ventures	6	29	-	-
Gross credit impairment (charges)/reversals	(478)	(268)	23	(3)
Recovery of amounts previously written off	-	2	-	-
Net credit impairment (charges)/reversals	(478)	(266)	23	(3)
Other impairment (charges)/reversals				
Interests in associates and joint ventures	(102)	12	-	-
Intangible and other non-financial assets	(128)	(107)	-	-
Net other impairment charges	(230)	(95)	-	-
Net other operating income				
Operating lease income				
Rental income	880	1,030	-	-
Depreciation	(344)	(469)	-	-
Net operating lease income	536	561	-	-
Businesses and subsidiaries held for investment purposes²				
Net operating revenue ³	963	786	-	-
Expenses ⁴	(1,549)	(1,355)	-	-
Net loss from businesses and subsidiaries held for investment purposes	(586)	(569)	-	-
Net other income	33	405	-	3
Total net other operating income	(17)	397	-	3
Net operating income	19,477	17,208	4,829	2,114

¹ Balance under Company represents ECL reversals/(charges) on amounts Due from subsidiaries.

² Businesses and subsidiaries held for investment purposes are consolidated entities that are held with the ultimate intention to sell as part of Macquarie's investment activities.

³ Includes revenue of \$1,780 million (2025: \$1,156 million) before deduction of \$817 million (2025: \$370 million) related to cost of goods sold and other direct costs.

⁴ Includes impairments, development expenses and other operating expenses primarily depreciation, amortisation, employment and finance cost.

Note 2

Operating profit before income tax continued

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Employment expenses				
Salary and related costs including commissions, superannuation and performance-related profit share	(6,900)	(6,369)	(4)	(4)
Share-based payments ¹	(837)	(842)	-	-
Provision for long service leave and annual leave	(49)	(44)	-	-
Total compensation expenses	(7,786)	(7,255)	(4)	(4)
Other employment expenses including on-costs, staff procurement and staff training	(431)	(405)	-	-
Total employment expenses	(8,217)	(7,660)	(4)	(4)
Brokerage, commission and fee expenses				
Brokerage and other trading-related fee expenses	(861)	(859)	-	-
Other fee and commission expenses	(362)	(347)	-	-
Total brokerage, commission and fee expenses	(1,223)	(1,206)	-	-
Non-salary technology expenses				
Information services	(315)	(308)	-	-
Depreciation on own use assets: equipment (Note 20)	(41)	(36)	-	-
Service provider and technology expenses	(911)	(856)	-	-
Total non-salary technology expenses	(1,267)	(1,200)	-	-
Other operating expenses				
Occupancy expenses				
Lease and related amortisation expenses	(119)	(158)	-	-
Depreciation on own use assets: buildings, furniture, fittings and leasehold improvements (Note 20)	(153)	(138)	-	-
Facility maintenance expenses	(177)	(196)	(1)	-
Total occupancy expenses	(449)	(492)	(1)	-
General administrative expenses				
Professional fees	(502)	(530)	(1)	(2)
Travel and entertainment expenses	(171)	(163)	(1)	(1)
Advertising and promotional expenses	(137)	(190)	-	-
Indirect and other taxes	(110)	(133)	-	-
Fees for audit and other services	(69)	(75)	-	-
Amortisation of intangible assets	(16)	(175)	-	-
Other	(587)	(316)	(99)	(5)
Total general administrative expenses	(1,592)	(1,582)	(101)	(8)
Total other operating expenses	(2,041)	(2,074)	(102)	(8)
Total operating expenses	(12,748)	(12,140)	(106)	(12)
Operating profit before income tax	6,729	5,068	4,723	2,102

¹ Includes share-based payment related expenses of \$26 million (2025: \$22 million) for cash settled awards.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 3

Earnings per share

Basic earnings per share is calculated by dividing the Consolidated Entity's profit attributable to ordinary equity holders (adjusted by profit attributable to participating unvested MEREP awards) by the weighted average number of ordinary shares outstanding during the financial year (adjusted for vested MEREP awards).

Diluted earnings per share is calculated by dividing the Consolidated Entity's profit attributable to ordinary equity holders (adjusted by profit attributable to all the dilutive potential ordinary shares) by the weighted average number of ordinary shares and potential ordinary shares that would be issued on the exchange of all the dilutive potential ordinary shares.

	CONSOLIDATED	
	2026	2025
		CENTS
Basic earnings per share	1,277.0	979.4
Diluted earnings per share	1,266.9	975.5
	\$m	\$m
Reconciliation of earnings used in the calculation of basic and diluted earnings per share		
Profit after income tax	4,869	3,742
Profit attributable to non-controlling interests	(22)	(27)
Profit attributable to the ordinary equity holders of MGL	4,847	3,715
Less: profit attributable to participating unvested MEREP awards	(155)	(132)
Earnings used in the calculation of basic earnings per share	4,692	3,583
Add back:		
Interest on convertible subordinated debt	168	-
Profit attributable to dilutive participating unvested MEREP awards	101	88
Earnings used in the calculation of diluted earnings per share	4,961	3,671
		NUMBER OF SHARES
Reconciliation of weighted average number of equity shares used in the calculation of basic and diluted earnings per share		
Weighted average number of equity shares (net of treasury shares) adjusted for vested MEREP awards used in the calculation of basic earnings per share	367,412,547	365,852,305
Add: weighted average number of dilutive potential ordinary shares		
Convertible subordinated debt	14,725,080	-
Unvested MEREP awards	9,457,781	10,469,535
Weighted average number of equity shares (net of treasury shares) and potential equity shares used in the calculation of diluted earnings per share¹	391,595,408	376,321,840

¹ The Consolidated Entity has issued loan capital which may convert into ordinary shares in the future (refer to Note 32 *Loan capital* for further details). These loan capital instruments are potentially dilutive, and diluted EPS is therefore calculated as if the instruments had been converted at the beginning of the year or, if later, from the instruments' issue dates. For the year ended 31 March 2026, BCN3, MCN5 and MCN7 were dilutive, and the remaining loan capital instruments were anti-dilutive (31 March 2025: All anti-dilutive).

Note 4

Segment reporting

(i) Operating segments

AASB 8 *Operating Segments* requires the 'management approach' to disclosing information about the Consolidated Entity's reportable segments. The financial information is reported on the same basis as used internally by Senior Management for evaluating Operating Segment performance and for deciding how to allocate resources to Operating Segments. Such information may be produced using different measures to that used in preparing the statutory income statement.

For internal reporting, performance measurement and risk management purposes, the Consolidated Entity is divided into Operating Groups and a Corporate segment (reportable segments).

Internally, Macquarie uses net profit contribution as a measure of performance of its reportable segments.

The financial information disclosed relates to the Consolidated Entity's ordinary activities.

These segments have been set up based on the different core products and services offered. The Operating Groups comprise:

- **MAM** which is a global asset manager that provides a diverse range of investment solutions to clients including real assets, real estate, credit and insurance, secondaries and systematic investments
- **BFS** which provides a diverse range of personal banking, wealth management and business banking products and services to retail clients, advisers, brokers and business clients
- **CGM** which 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
- **Macquarie Capital** which has global capability in advisory and capital raising services, providing clients with specialist expertise and flexible capital solutions across a range of sectors. It also has global capability in specialist investing across private credit, private equity, real estate, growth equity, venture capital, and infrastructure and energy. Macquarie Capital's Equities brokerage business provides clients with access to equity research, sales, execution capabilities and corporate access with a focus on Asia-Pacific.

The Corporate segment comprises head office and Central Service Groups, and holds certain legacy and strategic investments, assets and businesses that are not allocated to any of the Operating Groups.

Items of income and expense within the Corporate segment include the net result of managing Macquarie's liquidity and funding requirements, earnings on capital and the residual accounting volatility relating to economically hedged positions where hedge accounting is applied, as well as accounting volatility for other economically hedged positions where hedge accounting is not applied.

Other items of income and expense within the Corporate segment include earnings from certain legacy investments transferred to Corporate for strategic management, changes in central overlays to credit and other impairments or valuation of assets, provisions for uncertain or legacy matters, unallocated head office and Central Service Groups costs. The Corporate segment also includes performance-related profit share and share-based payments expenses and income tax expense.

On 1 September 2025, the Green Investments assets retained on balance sheet were transferred to a Macquarie Group portfolio, centrally managed in Corporate. These transfers were undertaken to better align the Operating Groups with their long-term strategy. In accordance with AASB 8 *Operating Segments* comparative information has been restated to reflect these changes. Other than the above changes, the Consolidated Entity's reportable segments are consistent with the March 2025 Annual Report.

Below is a selection of key policies applied in determining the Operating Segment results.

Internal funding arrangements

Group Treasury has the responsibility for managing wholesale funding for the Consolidated Entity, and Operating Groups primarily obtain their required funding from Group Treasury. The Operating Groups are assumed to be fully debt funded for the purposes of internal funding charges. The interest rates charged by Group Treasury are determined by the currency and term of the funding.

With the exception of deposit funding, Operating Groups may only source funding directly from external sources where the funding is secured by the Operating Group's assets or where they have specific capabilities that support Group Treasury in raising unsecured funding. In such cases, Operating Groups generally bear the funding costs directly and Group Treasury may levy additional charges, where appropriate.

Transactions between Operating Segments

Operating Segments that enter into arrangements with other Operating Segments must do so on commercial terms or as agreed by the Consolidated Entity's Chief Executive Officer or Chief Financial Officer.

Internal transactions are recognised in each of the relevant categories of income and expense and eliminated on consolidation as appropriate.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 4

Segment reporting continued

(i) Operating segments continued

Accounting for economic interest rate risk hedging derivatives and presentation of interest and trading income

With respect to businesses that predominantly earn income from lending activities, derivatives that hedge interest rate risk are measured at fair value through profit or loss (FVTPL). Changes in the fair value are presented in net trading income and give rise to income statement volatility unless designated in hedge accounting relationships. If designated in fair value hedge accounting relationships, the carrying value of the hedged items are adjusted for changes in the fair value attributable to the hedged risks to reduce volatility in the income statement. If designated in cash flow hedge accounting relationships, the effective portion of the derivatives' fair value gains or losses are deferred in the cash flow hedge reserve as part of Other Comprehensive Income (OCI), and subsequently recognised in the income statement at the time at which the hedged items affect the income statement for the hedged risks.

Central Service Groups

The Central Service Groups provide a range of functions supporting MGL's Operating Groups, ensuring that they have the appropriate workplace support and systems to operate effectively and the necessary resources to meet their regulatory, compliance, financial, legal and risk management requirements.

Central Service Groups recover their costs from Operating Groups generally on either a time and effort allocation basis or a fee for service basis. Central Service Groups include the Corporate Operations Group (COG), Financial Management, People and Engagement (FPE), Risk Management Group (RMG), Legal and Governance Group (LGG) and Central Executive.

Performance-related profit share and share-based payments expense

Performance-related profit share and share-based payments expenses relating to the Macquarie Group Employee Retained Equity Plan (MEREP) are recognised in the Corporate segment and are not allocated to Operating Groups.

Income tax

The income tax expense and benefit is recognised in the Corporate segment and is not allocated to the Operating Groups. However, to recognise an Operating Group's contribution to permanent income tax differences, the internal management revenue/(charge) category is used. In circumstances where income tax returns have not yet been lodged, the timing of recognition of any benefit or impact is subject to Senior Management discretion.

This internal management revenue/(charge) category, which is primarily used for permanent income tax differences generated by the Operating Groups, is offset by an equal and opposite amount recognised in the Corporate segment such that they are eliminated on consolidation.

Presentation of segment income statements

The income statements on the following pages for each of the reported segments are in some cases summarised by grouping non-material balances together. Where appropriate, all material or key balances have been reported separately to provide users with information relevant to the understanding of the Consolidated Entity's financial performance.

Reportable segment assets

Segment assets are the external operating assets that are employed by a reportable segment in its operating activities.

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Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 4

Segment reporting continued

(i) Operating segments continued

The following is an analysis of the Consolidated Entity's revenue and results by reportable segment.

	MAM \$m	BFS \$m
		CONSOLIDATED 2026
Net interest and trading (expense)/income	(289)	2,899
Fee and commission income/(expense)	4,320	668
Net investment income	492	1
Share of net profits/(losses) from associates and joint ventures	183	-
Other operating income and charges		
Net credit and other impairment (charges)/reversals	(26)	(36)
Net other operating income and charges	(27)	-
Internal management revenue/(charge)	79	1
Net operating income	4,732	3,533
Total operating expenses	(2,122)	(1,923)
Operating profit/(loss) before income tax	2,610	1,610
Income tax expense	-	-
(Profit)/loss attributable to non-controlling interests	(8)	-
Net profit/(loss) contribution	2,602	1,610
Reportable segment assets	15,677	202,188
		CONSOLIDATED 2025
Net interest and trading (expense)/income	(514)	2,717
Fee and commission income/(expense)	4,212	611
Net investment income	399	(35)
Share of net profits/(losses) from associates and joint ventures	245	(1)
Other operating income and charges		
Net credit and other impairment reversals/(charges)	(6)	(45)
Net other operating income ¹	261	(7)
Internal management revenue/(charge)	(7)	(3)
Net operating income	4,590	3,237
Total operating expenses	(2,515)	(1,857)
Operating profit/(loss) before income tax	2,075	1,380
Income tax expense	-	-
(Profit)/loss attributable to non-controlling interests	(26)	-
Net profit/(loss) contribution	2,049	1,380
Reportable segment assets	14,676	163,346

¹ The Corporate segment includes gain from sale of a centrally held asset.

CGM \$m	Macquarie Capital \$m	Corporate \$m	Total \$m
CONSOLIDATED 2026			
5,670	923	956	10,159
659	1,602	(33)	7,216
1,229	1,084	(30)	2,776
60	(218)	26	51
(342)	(309)	5	(708)
539	(27)	(502)	(17)
(13)	3	(70)	-
7,802	3,058	352	19,477
(3,595)	(1,532)	(3,576)	(12,748)
4,207	1,526	(3,224)	6,729
-	-	(1,860)	(1,860)
14	(35)	7	(22)
4,221	1,491	(5,077)	4,847
191,853	42,759	87,624	540,101
CONSOLIDATED 2025			
4,890	812	972	8,877
529	1,453	(15)	6,790
141	612	221	1,338
40	(129)	12	167
(97)	(115)	(98)	(361)
504	(46)	(315)	397
11	51	(52)	-
6,018	2,638	725	17,208
(3,190)	(1,584)	(2,994)	(12,140)
2,828	1,054	(2,269)	5,068
-	-	(1,326)	(1,326)
1	(11)	9	(27)
2,829	1,043	(3,586)	3,715
152,559	40,009	74,631	445,221

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 4

Segment reporting continued

(ii) Fee and commission income/(expense) relating to contracts with customers

The following is an analysis of the Consolidated Entity's fee and commission income/(expense) by reportable segment.

	MAM	BFS	CGM	Macquarie Capital	Corporate	Total
	\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED 2026						
Fee and commission income						
Base, portfolio administration and other asset management fees:						
Base fees	2,551	23	1	-	-	2,575
Portfolio administration fees	3	349	-	-	-	352
Other asset management fees	139	-	-	-	-	139
Mergers and acquisitions, advisory and underwriting fees	3	-	(48)	990	-	945
Brokerage and stock lending fee	11	36	381	583	-	1,011
Performance fees	1,381	-	-	-	-	1,381
Other fee and commission income	232	260	325	29	(33)	813
Total fee and commission income	4,320	668	659	1,602	(33)	7,216

CONSOLIDATED 2025

Fee and commission income

Base, portfolio administration and other asset management fees:

Base fees	2,925	22	1	-	-	2,948
Portfolio administration fees	2	319	-	-	-	321
Other asset management fees	202	-	-	-	-	202
Mergers and acquisitions, advisory and underwriting fees	(3)	-	3	914	2	916
Brokerage and stock lending fee	6	44	307	506	-	863
Performance fees	837	-	-	-	-	837
Other fee and commission income	243	226	218	33	(17)	703
Total fee and commission income	4,212	611	529	1,453	(15)	6,790

Note 4

Segment reporting continued

(iii) Products and services

The Consolidated Entity's Operating Segments reflect different core products and services offered by the Group. Refer to Note 4(i) *Operating segments* for net operating income contribution by various Operating Segments.

(iv) Geographical areas

Geographical areas are based on the tax domicile of the entity in which the transactions are recorded. The operations of the Consolidated Entity are headquartered in Australia. Income represents net operating income disclosed in the income statement. Non-current assets represent property, plant and equipment and right-of-use assets, interests in associates and joint ventures, intangible assets and investment properties, which are not part of assets of disposal group held as at reporting date.

	CONSOLIDATED 2026		CONSOLIDATED 2025	
	Income \$m	Non-current assets \$m	Income \$m	Non-current assets \$m
Americas ¹	6,632	3,922	5,776	3,881
Australia and New Zealand	5,625	3,346	5,381	3,524
Europe, Middle East and Africa ²	5,507	5,576	4,534	8,616
Asia	1,713	316	1,517	951
Total	19,477	13,160	17,208	16,972

(v) Major customers

The Consolidated Entity does not rely on any major customers.

¹ Include income of \$6,399 million (2025: \$5,464 million) and non-current assets of \$3,888 million (2025: \$3,844 million) from the United States.

² Include income of \$3,836 million (2025: \$3,119 million) and non-current assets of \$4,456 million (2025: \$7,319 million) from the United Kingdom.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 5

Income tax expense

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
(i) Income tax (expense)/benefit				
Current tax (expense)/benefit	(1,652)	(1,388)	168	13
Deferred tax (expense)/benefit	(208)	62	(12)	(6)
Total income tax (expense)/benefit	(1,860)	(1,326)	156	7
(ii) Reconciliation of income tax expense to prima facie tax expense				
Prima facie income tax expense on operating profit @30% (2025: 30%)	(2,019)	(1,520)	(1,416)	(631)
Tax effect of amounts which are (non-deductible)/non-assessable in calculating taxable income:				
Rate differential on offshore income	269	372	(3)	(9)
Intra-group dividends	-	-	1,561	667
Other items	(110)	(178)	14	(20)
Total income tax (expense)/benefit	(1,860)	(1,326)	156	7
(iii) Tax benefit/(expense) relating to Other Comprehensive Income (OCI)				
FVOCI reserve	(8)	14	1	(1)
Own credit risk	(1)	5	(1)	5
Cash flow hedges and cost of hedging	43	(49)	(1)	(4)
Share of other comprehensive benefit/ (expense) of associates and joint ventures	6	(4)	-	-
Total tax benefit/(expense) relating to items of OCI	40	(34)	(1)	-
(iv) Deferred tax benefit/(expense) represents movements in deferred tax assets and liabilities				
Financial investments and interests in associates and joint ventures and subsidiaries	(180)	125	-	-
Intangible assets	36	41	-	-
Other assets and liabilities	(35)	29	(19)	(2)
Loan assets and derivatives	3	16	7	(5)
Operating and finance leases	69	(20)	-	-
Property, plant and equipment	10	(55)	-	-
Tax losses	(111)	(74)	-	-
Deferred tax (expense)/benefit	(208)	62	(12)	(7)

Revenue authorities undertake risk reviews and audits as part of their normal activities. The Consolidated Entity has assessed these and other taxation claims and litigation, including seeking external advice where appropriate, and considers that it holds appropriate provisions.

Included in the above income tax expense is an accrual for Pillar Two Model Rules tax of \$48 million (2025: \$20 million).

Note 6

Deferred tax assets/(liabilities)

The balance comprises temporary differences attributable to:

	CONSOLIDATED		COMPANY	
	2026 \$m	2025 \$m	2026 \$m	2025 \$m
Other assets and liabilities	1,663	1,708	24	43
Financial investments and interests in associates and joint ventures and subsidiaries	625	630	-	-
Tax losses	272	371	-	-
Intangible assets	230	314	-	-
Property, plant and equipment	71	87	-	-
Loan assets and derivatives	187	141	61	6
Operating and finance leases	80	47	-	-
Set-off of deferred tax liabilities	(1,154)	(1,213)	(1)	(12)
Net deferred tax assets	1,974	2,085	84	37
Property, plant and equipment	(26)	(40)	-	-
Loan assets and derivatives	(97)	(87)	(1)	(12)
Other assets and liabilities	(166)	(200)	-	-
Intangible assets	(87)	(150)	-	-
Operating and finance leases	(149)	(302)	-	-
Financial investments and interests in associates and joint ventures and subsidiaries	(988)	(706)	-	-
Set-off of deferred tax assets	1,154	1,213	1	12
Net deferred tax liabilities	(359)	(272)	-	-

The majority of the above amounts are expected to be recovered more than 12 months after the balance date by the Consolidated Entity and the Company.

Potential tax assets of approximately \$502 million (2025: \$545 million) attributable to tax losses carried forward by subsidiaries and other timing differences have not been brought to account in the Consolidated Entity as management do not believe that the realisation of the tax assets is probable. Included in this amount are the following gross losses:

	CONSOLIDATED	
	2026 \$m	2025 \$m
Loss expiry period		
Less than 5 years	175	201
5 to 10 years	81	120
10 to 20 years	334	362
No expiry	1,303	1,528
Total	1,893	2,211

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 7

Loan assets

	CONSOLIDATED 2026			CONSOLIDATED 2025		
	Gross carrying value	ECL allowance ¹	Net carrying value	Gross carrying value	ECL allowance ¹	Net carrying value
	\$m	\$m	\$m	\$m	\$m	\$m
Home loans	183,198	(159)	183,039	143,477	(125)	143,352
Corporate, commercial and other lending	66,504	(1,154)	65,350	56,382	(1,050)	55,332
Asset financing	5,184	(44)	5,140	7,054	(90)	6,964
Total loan assets²	254,886	(1,357)	253,529	206,913	(1,265)	205,648

Of the above amounts, \$195,827 million (2025: \$160,704 million) is expected to be recovered more than 12 months after the balance date by the Consolidated Entity.

¹ The ECL allowance carried against loan assets measured at FVOCI is not presented in the table as the allowance is included in reserves. Refer Note 8 *Expected credit losses*.

² Includes loan assets carried at fair value, capitalised costs and unearned income which are not subject to ECL.

Note 8

Expected credit losses

The Consolidated Entity models the Expected Credit Losses (ECL) for on-balance sheet financial assets measured at amortised cost or FVOCI such as loans, debt securities and lease receivables, as well as off-balance sheet items such as undrawn credit commitments, certain financial guarantee contracts and letters of credit.

The AASB 9 'low credit risk' exemption is not applied by the Consolidated Entity to material portfolios.

Model inputs

The Consolidated Entity segments its credit portfolio between retail and wholesale exposures, and further splits these portfolios into representative groupings which are typically based on shared risk characteristics.

The Consolidated Entity has developed several models to estimate the ECL. These models incorporate a range of components notably that of Exposure at Default (EAD), Probability of Default (PD) and Loss Given Default (LGD) as well as Forward-Looking Information (FLI).

For retail portfolios, behavioural variables are also considered in the determination of inputs for ECL modelling.

The key model inputs used in measuring the ECL include:

- **Exposure at Default (EAD):** The EAD represents the estimated exposure in the event of a default.
- **Probability of Default (PD):** The calculation of PDs for retail and wholesale exposures is generally performed at a facility level. Retail exposures are segmented based on product type and shared characteristics that are highly correlated to credit risk such as region, product, counterparty groupings, loan-to-value ratio (LVR) and other similar criteria. Wholesale portfolio PDs are a function of industry type, internal credit ratings and transition matrices used to determine a point in time PD estimate. PD estimates for both retail and wholesale portfolios are also adjusted for FLI.
- **Loss Given Default (LGD):** The LGD associated with the PD used is the magnitude of the ECL in a default event. The LGD is estimated using historical loss rates considering relevant factors for individual exposures or portfolios.

Significant increase in credit risk (SICR)

The Consolidated Entity periodically assesses exposures to determine whether there has been a SICR, which may be evidenced by either qualitative or quantitative factors. Qualitative factors include, but are not limited to a material change in internal credit rating or whether an exposure has been identified and placed on CreditWatch, an internal credit monitoring mechanism supervised by senior management to closely monitor exposures showing signs of stress. All exposures on CreditWatch are classified as Stage II or, if defaulted, as Stage III.

SICR thresholds, which require judgement, are used to determine whether an exposure's credit risk has increased significantly. The SICR methodology is based on a relative credit risk approach which considers changes in an underlying exposure's credit risk since origination. This may result in exposures being classified in Stage II that are of a higher credit quality than other similar exposures that are classified as Stage I. Accordingly, while similar increases in the quantum of Stage II exposures will suggest a relative deterioration of credit quality, it should not necessarily be inferred that the assets are of a lower credit quality.

Retail exposures

Exposures are assigned a risk measure including behavioural score which considers relevant information on initial recognition to determine default probability. This risk measure is periodically assessed and updated to reflect changes in the underlying exposure's credit behaviour. The change in risk measure from initial recognition to reporting date is compared with established thresholds which, where exceeded, result in the exposure being categorised as Stage II.

For material retail portfolios, the credit risk for an exposure or portfolio is generally deemed to have increased significantly if the exposure is more than 30 days past due, unless there are product specific characteristics that indicate that this threshold should be rebutted.

Wholesale exposures

The Consolidated Entity assigns an internal credit rating to each exposure at origination based on information available at that date. These internal ratings are broadly aligned to external credit rating agencies such as S&P Global Ratings and Moody's.

Where an exposure's assigned credit rating deteriorates beyond pre-defined thresholds per credit rating at origination, the exposure is categorised as Stage II. The methodology has been calibrated so that a larger change in rating is required for higher quality credit rated exposures than for lower quality credit rated exposures to be classified as Stage II.

Definition of default

The Consolidated Entity's definition of default determines the reference point for the calculation of the ECL components, and in particular the PD. Default is generally defined as the point when the borrower is unlikely to pay its credit obligations in full, without recourse by the Consolidated Entity to actions such as realisation of available security; or the borrower is 90 days or more past due on an obligation to the Consolidated Entity.

The Consolidated Entity periodically monitors its exposures for potential indicators of default such as significant financial difficulty of the borrower including breaches of lending covenants; whether it is probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties; or the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 8

Expected credit losses continued

Forward-looking information (FLI)

The inclusion of FLI in calculating ECL allowances adjusts the PD, the determination of SICR as well as the LGD (that is relevant to the determination of the recovery rates on collateral). The predicted relationships between these key indicators and the key model components (EAD, PD and LGD) in measuring the ECL have been developed by analysing historical data as part of the development of internal models, and the calibration and validation process.

The Consolidated Entity applies its professional judgement in determining whether there are any inherent risks in the models' predictive outcomes. The overlays primarily reflect management's assessment of the current economic and credit environment. These overlays account for the risk that underlying credit risk events have occurred, but observable modelled inputs are yet to reflect those events, as well as risks that are specific to regions, counterparties or industries which are difficult to account for within the modelled outcomes. Over time the credit models are recalibrated to enhance the predictive capability. In the current period specific overlays have been applied after review of portfolio performance, modelled outcomes and with consideration given to the prevailing uncertain macro-economic and geopolitical environment. At the reporting date total overlays were approximately \$175 million (2025: \$225 million). These judgements are reviewed by FPE and RMG at each reporting date.

RMG is responsible for the FLI including developing the scenarios and recommending the range of probability weights to apply to those scenarios. For this purpose, four economic scenarios have been developed for this period, being an upside, downside, severe downside and baseline scenario. In calculating the ECL, each scenario is probability weighted and applied to the modelled ECL for that scenario to determine the probability weighted total.

The scenarios have been developed using a combination of publicly available data, internal forecasts and third-party information. The baseline assumes that the conflict in the Middle East is relatively short lived and results in only limited disruption to economic growth. The downside scenario assumes a more protracted conflict which results in a material slowdown in global growth. The severe downside assumes a prolonged period of historically high oil prices in a global recession similar to the Great Recession of 2008-2009. The upside scenario is anchored to the baseline on a relative basis.

Refinement of the scenarios includes benchmarking to external data from reputable sources. These sources include forecasts published from a range of market economists and official data sources, including major central banks, where available.

Management exercised judgement when determining the duration, severity and impact of the macroeconomic scenarios used by the Consolidated Entity.

Assigning probabilities to these scenarios also required professional judgement. This judgement drew on internal risk and economics specialist input, comparison to general market outlooks and publicly available market commentary.

The scenarios and the associated probabilities were approved by senior risk and finance executives.

The scenarios for each of the key regions where the Consolidated Entity's ECL is derived have been set out on the following pages. Noting the diversity of possible scenarios and macroeconomic outcomes, and the continuing uncertainty regarding the implications of geopolitical events, energy price volatility, ongoing trade uncertainties, inflationary pressures and the path of monetary policy, these scenarios represent plausible forward-looking views as at the reporting date.

These scenarios impact the modelled ECL provisioning levels through determination of probabilities of default and determination of losses that may be incurred should a default occur. The ability of borrowers to service their obligations through personal or business income is generally estimated using unemployment rates, GDP, commodity prices and interest rates. The losses that the Consolidated Entity may incur should a default occur, and the collateral utilised is generally estimated through property price and share price index outlooks.

Future economic conditions may differ to the scenarios outlined, the impact of which will be accounted for in future reporting periods.

Note 8

Expected credit losses continued

Forward-looking information (FLI) continued

Scenario	Weighting	Expectation
Baseline A 100% weighting to this scenario would result in a total expected credit loss provision on balance sheet at the reporting date of ~\$1,550 million ¹	Probable	<p>Global: The baseline scenario projects global GDP growth to ease to 2.6% in the year to December 2026, down slightly from 2.7% in the previous year (global growth was increasing prior to the conflict in the Middle East). This outlook assumes that the conflict results in only limited economic growth disruption.</p> <p>Australia: GDP is forecast to slow significantly to 1.6% in the year to December 2026 from 2.6% in the year ended December 2025, reflecting higher energy prices and tighter monetary policy. The Reserve Bank of Australia (RBA) has already raised rates by 75 basis points in early 2026 with the bond market expecting the cash rate to increase another 35 basis points to 4.7% by the end of 2026. Higher interest rates and rising living costs are likely to weigh on household spending and housing activity, while the labour market is expected to remain relatively stable, with unemployment of 4.4% in 2026 and 4.5% in 2027. House prices are projected to rise 3.4% in 2026 and 2.6% in 2027.</p> <p>United States: GDP is forecast to expand by 2.4% in the year to December 2026, compared to 2.0% in the same period for 2025, despite a temporary slowdown in the first half of the year. Growth is supported by expansionary fiscal policy, reduced trade policy uncertainty, and continued strength in business investment, particularly in the tech and energy sectors. Following 75 basis points of rate cuts in 2025, the Federal Reserve is expected to keep policy rates on hold through 2026, with a 25 basis points hike anticipated in the first quarter of 2027. The unemployment rate is projected to decrease over the year ending 2026 at 4.2% in part reflecting very low rates of net immigration.</p> <p>Europe: The scenario forecasts GDP growth of 0.8% in the year to December 2026, down from 1.2% the year prior, reflecting the impact of higher energy prices and elevated uncertainty. Inflation is projected to rise to 2.6% by end-2026, up from 2.1% at end-2025. The European Central Bank (ECB) is expected to raise interest rates by a total of 50 basis points, taking the policy rate to 2.5% by mid-2026. Despite weaker growth, labour market conditions are expected to remain stable, with the unemployment rate broadly unchanged at 6.3% by end-2026.</p>
Downside A 100% weighting to this scenario would result in a total expected credit loss provision on balance sheet at the reporting date of ~\$1,900 million ¹	Possible	<p>Global: The downside scenario assumes the conflict in the Middle East persists with material disruption to global energy markets. Under this scenario, economic growth slows markedly, to be approximately 1 percentage point lower than the baseline.</p> <p>Australia: Under this scenario, a temporary surge in oil prices to US\$200 per barrel is expected to lead to a much sharper slowdown in activity. GDP growth of 0.9% in the year to December 2026 is projected, with output essentially flat over Q2 and Q3 of 2026 as higher energy costs weigh on household spending. Inflationary pressures lead to RBA policy tightening, lifting the cash rate to 4.85%. House prices increase by 0.1% in 2026 and 2.2% in 2027.</p> <p>United States: In this scenario, GDP growth is projected to slow to 1.3% in the year to December 2026, as a prolonged increase in oil prices weighs on consumer spending and confidence. Inflation is expected to rise further, peaking at 4.2% in the third quarter of 2026 reflecting sustained pass-through from energy prices. The Federal Reserve is expected to hold policy rates unchanged through 2026 and 2027. Labour market conditions are expected to soften, with the unemployment rate rising to 4.7% by end-2026, up from 4.4% the year prior.</p> <p>Europe: In this scenario GDP growth of 0.1% is projected in the year to December 2026. Inflation is projected to rise to 4.0% by end-2026, reflecting higher energy prices. The ECB is expected to raise policy rates further to 3.0% by end-2026 and the unemployment rate is expected to increase to 6.7% by end-2026.</p>

¹ This number provides ECL provision information as at the reporting date assuming the scenarios outlined, but does not reflect changes in the credit rating of the counterparties that may occur if these scenarios were to occur. Changes in credit ratings may have a material impact on these ECL provisions.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 8

Expected credit losses continued

Forward-looking information (FLI) continued

Scenario	Weighting	Expectation
Severe Downside A 100% weighting to this scenario would result in a total expected credit loss provision on balance sheet at the reporting date of ~\$2,900 million ¹	Unlikely	<p>Global: The scenario projects a sharp slowdown in annual real GDP growth equivalent to the shock during the Great Recession of 2008-2009. This shock results in global GDP contracting by 0.1% and 3.3% in 2026 and 2027, respectively.</p> <p>Australia: The scenario projects that GDP will contract by 0.9% and 4.2% in 2026 and 2027, respectively. Unemployment is forecast to rise significantly and peak at 9.6% by the second half of 2028. Inflation is expected to rise to 4.6%, prompting a tightening cycle with the RBA projected to hike the cash rate by 150 basis points to 5.10% by the end of 2026 before embarking on an easing cycle in 2027. House prices are projected to contract materially in 2026 and 2027, with respective declines of 3.5% and 16.9%.</p> <p>United States: The scenario projects the US economy will contract by 0.1% and 3.3% in 2026 and 2027, respectively. In response to price pressures, the US Federal Reserve is expected to hike its policy rate by 150 basis points to 5.13% by the end of the third quarter of 2026. Weak labour market conditions prompt a significant easing cycle thereafter that brings the federal funds rate to 1.88% by end-2027. Unemployment is projected to rise to 5.9% by end-2026 and reach 9.5% by end-2027.</p> <p>Europe: The scenario projects a GDP contraction of 1.7% in 2026, followed by a further contraction of 4.3% in 2027. Unemployment is projected to rise to 7.7% in the fourth quarter of 2026 and reach 11.3% by end-2027.</p>
Upside A 100% weighting to this scenario would result in a total expected credit loss provision on balance sheet at the reporting date of ~\$1,250 million ¹	Unlikely	<p>Global: The upside scenario projects annual real GDP growth that is approximately 1 percentage point higher than the baseline until mid-2027.</p> <p>Australia: The scenario projects GDP will expand by 2.9% in 2026 and 2027. Continued economic expansion and capacity issues are expected to put upward pressure on prices; consumer prices are projected to rise by 3.2% and 3.0% in 2026 and 2027, respectively. Following a projected 25 basis points rate cut in the fourth quarter of 2026, the RBA is expected to hold rates at 3.85%. House prices are projected to rise in 2026 and 2027, with respective increases of 7.0% and 4.8%.</p> <p>United States: The scenario projects GDP will expand by 3.6% and 2.6% in 2026 and 2027, respectively. Inflation is expected to converge with the US Federal Reserve's target inflation rate of 2.0% by end-2027, facilitating 50 basis points in rate cuts in 2027 after holding the Fed Funds rate at 3.63% in 2026. The unemployment rate is projected to gradually fall over the course of 2026-27, reaching 3.3% by end-2027.</p> <p>Europe: The scenario projects a 1.9% expansion in GDP in 2026, followed by growth of 2.4% in 2027. The unemployment rate is expected to ease modestly over the course of 2026-27, reaching 5.7% by end-2027, compared with 6.3% at end-2025.</p>

¹ This number provides ECL provision information as at the reporting date assuming the scenarios outlined, but does not reflect changes in the credit rating of the counterparties that may occur if these scenarios were to occur. Changes in credit ratings may have a material impact on these ECL provisions.

Note 8

Expected credit losses continued

The table below presents the gross exposure and related ECL allowance for assets measured at amortised cost or FVOCI, contract assets and undrawn credit commitments subject to the impairment requirements of AASB 9 *Financial Instruments*.

	GROSS EXPOSURE FOR FINANCIAL ASSETS CARRIED AT			Gross exposure \$m	ECL ALLOWANCE ON FINANCIAL ASSETS CARRIED AT			Total ECL allowance \$m
	Amortised cost \$m	FVOCI \$m	Other \$m		Amortised cost \$m	FVOCI \$m	Other \$m	
CONSOLIDATED 2026								
Cash and bank balances	22,975	-	-	22,975	1	-	-	1
Cash collateralised lending and reverse repurchase agreements	21,047	51,933	-	72,980	6	-	-	6
Margin money and settlement assets	28,496	-	-	28,496	14	-	-	14
Financial investments	3,396	21,570	-	24,966	2	5	-	7
Held for sale and other assets ¹	6,574	399	1,935	8,908	146	-	-	146
Loan assets	249,693	480	-	250,173	1,356	69	-	1,425
Loans to associates and joint ventures	-	-	-	-	-	-	-	-
Undrawn credit commitments	-	-	37,912	37,912	-	-	190	190
Total	332,181	74,382	39,847	446,410	1,525	74	190	1,789
CONSOLIDATED 2025								
Cash and bank balances	26,386	-	-	26,386	1	-	-	1
Cash collateralised lending and reverse repurchase agreements	17,931	40,095	-	58,026	2	-	-	2
Margin money and settlement assets	26,305	-	-	26,305	38	-	-	38
Financial investments	2,092	16,123	-	18,215	6	2	-	8
Held for sale and other assets ¹	6,712	394	1,281	8,387	124	-	-	124
Loan assets	203,127	685	-	203,812	1,265	89	-	1,354
Loans to associates and joint ventures	563	-	-	563	6	-	-	6
Undrawn credit commitments	-	-	32,043	32,043	-	-	83	83
Total	283,116	57,297	33,324	373,737	1,442	91	83	1,616

Loan assets continue to represent the Consolidated Entity's most significant component of credit exposures on which ECL allowances are carried. The credit quality of the Consolidated Entity's loan assets, is monitored through its credit policies, as set out in Note 33.1 *Credit risk*. The Company's ECL provision of \$26 million (2025: \$49 million) primarily relates to related party loans of \$50,762 million (2025: \$46,198 million) that are presented as Due from subsidiaries in the Statements of financial position and undrawn credit commitments of \$4,889 million (2025: \$7,925 million).

¹ Other exposures included in other assets represent fee-related contract assets.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 8

Expected credit losses continued

The table below provides a reconciliation between the opening and closing balance of the ECL allowance.

	Cash and bank balances	Cash collateralised lending and repurchase agreements	Margin money and settlement assets	Financial investments	Held for sale and other assets	Loan assets	Loans to associates and joint ventures	Undrawn credit commitments	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Balance as at 1 Apr 2024	1	1	43	1	141	1,315	35	125	1,662
Credit impairment charges/ (reversals) (Note 2)	-	-	18	7	29	289	(29)	(46)	268
Amount written off, previously provided for	-	-	(22)	-	(48)	(252)	-	-	(322)
Reclassifications, foreign exchange and other movements	-	1	(1)	-	2	2	-	4	8
Balance as at 31 Mar 2025	1	2	38	8	124	1,354	6	83	1,616
Credit impairment charges/ (reversals) (Note 2)	-	-	(4)	(1)	52	322	(6)	115	478
Amount written off, previously provided for	-	-	(14)	-	(21)	(106)	-	-	(141)
Reclassifications, foreign exchange and other movements	-	4	(6)	-	(9)	(145)	-	(8)	(164)
Balance as at 31 Mar 2026	1	6	14	7	146	1,425	-	190	1,789

The table below provides a reconciliation of the ECL allowance on loan assets to which the impairment requirements under AASB 9 *Financial Instruments* are applied.

	LIFETIME ECL			Total ECL allowance
	Stage I 12 month ECL	Stage II Not credit impaired	Stage III Credit impaired	
	\$m	\$m	\$m	\$m
Balance as at 1 Apr 2024	448	355	512	1,315
Transfer during the period	44	(17)	(27)	-
Credit impairment charges (Note 2)	95	72	122	289
Amounts written off, previously provided for	-	-	(252)	(252)
Reclassifications, foreign exchange and other movements	16	10	(24)	2
Balance as at 31 Mar 2025	603	420	331	1,354
Transfer during the period	38	(52)	14	-
Credit impairment charges (Note 2)	35	79	208	322
Amounts written off, previously provided for	-	-	(106)	(106)
Reclassifications, foreign exchange and other movements	(47)	(67)	(31)	(145)
Balance as at 31 Mar 2026	629	380	416	1,425

Note 9

Trading assets

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Equity securities	28,225	19,928	-	-
Debt securities	5,150	4,622	-	-
Commodity inventories	5,100	7,419	-	-
Commodity contracts	4,363	3,067	-	-
Total trading assets	42,838	35,036	-	-

The above amounts are expected to be recovered within 12 months of the balance date by the Consolidated Entity.

Note 10

Margin money and settlement assets

Margin money	16,450	16,746	-	-
Security settlement assets	9,555	6,661	-	-
Commodity settlement assets	2,529	3,213	-	-
Total margin money and settlement assets	28,534	26,620	-	-

The above amounts are expected to be recovered within 12 months of the balance date by the Consolidated Entity.

Note 11

Derivative assets

Held for trading	42,599	22,907	-	-
Designated in hedge relationships	934	1,362	-	-
Total derivative assets	43,533	24,269	-	-

The above amounts are expected to be recovered within 12 months of the balance date by the Consolidated Entity.

Note 12

Financial investments

Equity securities:				
Listed	147	99	-	-
Unlisted	2,054	1,715	-	-
Debt securities:				
Liquid asset holdings	20,740	15,515	1,547	1,106
Bonds, money market and other securities	4,940	3,360	-	-
Insurance and investment contract-related securities	3,148	766	-	-
Total financial investments	31,029	21,455	1,547	1,106

Of the above amounts, \$7,136 million (2025: \$3,675 million) is expected to be recovered more than 12 months after the balance date by the Consolidated Entity and \$nil (2025: \$nil) by the Company.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 13

Deposits

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Interest bearing deposits at:				
Call	166,068	130,172	-	-
Term	20,326	19,756	-	-
Home loan offset deposits at call	29,813	22,874	-	-
Non-interest bearing deposits at call	5,340	4,869	-	-
Total deposits	221,547	177,671	-	-

Note 14

Trading liabilities

Equity securities	12,506	5,575	-	-
Others	1	276	-	-
Total trading liabilities	12,507	5,851	-	-

Note 15

Margin money and settlement liabilities

Margin money	21,227	16,004	-	-
Commodity settlement liabilities	9,411	6,476	-	-
Security settlement liabilities	5,220	6,365	-	-
Total margin money and settlement liabilities	35,858	28,845	-	-

Note 16

Derivative liabilities

Held for trading	35,002	20,779	20	10
Designated in hedge relationships	2,678	2,589	-	-
Total derivative liabilities	37,680	23,368	20	10

Note 17

Issued debt securities and other borrowings

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Bonds	59,502	55,122	27,083	33,183
Commercial paper	39,842	39,134	4,346	131
Securitised notes ¹	10,381	10,749	-	-
Structured notes ²	2,132	2,567	1,433	1,898
Certificates of deposit	6,316	2,034	-	-
Other debt securities ²	231	472	-	-
Total issued debt securities	118,404	110,078	32,862	35,212
Borrowings	31,609	25,094	14,863	8,094
Total issued debt securities and other borrowings	150,013	135,172	47,725	43,306

Reconciliation of issued debt securities and other borrowings by major currency

(In Australian dollar equivalent)

United States dollar	93,872	84,078	30,961	26,817
Euro	24,951	20,383	8,951	7,100
Australian dollar	18,331	16,005	253	252
Pound sterling	7,606	8,356	3,936	4,230
Japanese yen	1,729	2,452	1,758	2,074
Other	3,524	3,898	1,866	2,833
Total issued debt securities and other borrowings	150,013	135,172	47,725	43,306

¹ Represents payable to note holders and debt holders of instruments issued by consolidated Structured Entities (SEs) for which loan assets are available as security. Refer Note 36 *Pledged assets and transfers of assets* for the details of assets pledged for the liabilities of the Consolidated Entity.

² The Consolidated Entity includes a cumulative fair value gain recognised in OCI of \$27 million (2025: \$32 million) and the Company includes a cumulative fair value gain recognised in OCI of \$28 million (2025: \$30 million) due to changes in own credit risk on issued debt securities measured at DFVTPL.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 18

Held for sale and other assets

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Held for sale assets				
Assets of disposal groups ¹	2,843	5,293	-	-
Interests in associates and joint ventures ²	2,595	1,319	-	-
Total held for sale assets	5,438	6,612	-	-
Other financial assets				
Commodity-related receivables	5,052	4,491	-	-
Trade debtors and other receivables	4,044	4,716	-	-
Fee and commission receivables	1,358	1,082	-	-
Total other financial assets	10,454	10,289	-	-
Other non-financial assets				
Contract assets	1,935	1,281	-	-
Investment properties	492	653	-	-
Income tax receivables	489	958	31	26
Prepayments	465	642	-	-
Indirect tax receivables	132	240	4	-
Others	196	150	21	-
Total other non-financial assets	3,709	3,924	56	26
Total other assets	14,163	14,213	56	26

Of the above total other assets, \$3,270 million (2025: \$2,242 million) is expected to be recovered more than 12 months after the balance date by the Consolidated Entity and \$nil (2025: \$nil) by the Company.

¹ Includes intangible assets of \$798 million (2025: \$2,991 million).

² The Consolidated Entity holds 50% interest in Macquarie AirFinance Limited (MAF) under the MAM operating group, with a carrying value of \$1,350 million (2025: \$1,396 million). The investment has been reclassified to held for sale during the year.

Note 19

Held for sale and other liabilities

	CONSOLIDATED		COMPANY	
	2026 \$m	2025 \$m	2026 \$m	2025 \$m
Held for sale liabilities				
Liabilities of disposal groups	1,400	1,946	-	-
Other liabilities				
Other financial liabilities				
Commodity-related payables	4,450	3,752	-	-
Trade and other payables	2,273	2,187	23	20
Investment contract liabilities	1,514	-	-	-
Lease liabilities	804	941	-	-
Total other financial liabilities	9,041	6,880	23	20
Other non-financial liabilities				
Employment-related liabilities	3,739	3,203	88	85
Provisions ¹	1,585	1,631	10	10
Accrued charges and other payables	1,345	983	3	4
Insurance contract liabilities	1,273	742	-	-
Income tax ²	924	908	109	160
Income received in advance	376	372	-	-
Indirect taxes payables	287	253	1	2
Others	18	1	-	-
Total other non-financial liabilities	9,547	8,093	211	261
Total other liabilities	18,588	14,973	234	281

The table below provides a reconciliation between the opening and closing balance of provisions:

Balance at the beginning of the year	1,631	1,782	10	10
Charged/(credited) to income statement	232	(11)	-	-
Utilisation during the year	(214)	(172)	-	-
Foreign exchange movements	(64)	32	-	-
Balance at the end of the year	1,585	1,631	10	10

¹ The Consolidated Entity and the Company recognise provisions for a range of matters arising in the ordinary course of business, including operating obligations such as lease restoration obligations and other provisions and potential civil claims and regulatory enforcement actions. The Consolidated Entity and the Company are subject to actual and potential civil claims and regulatory enforcement actions, including matters in the Commonwealth of Australia, the United States of America, the United Kingdom, and the Federal Republic of Germany during the current year. Civil claims may result in settlements or damages awards, while regulatory enforcement actions may result in outcomes such as penalties, fines, disgorgement of profits or non-monetary sanctions, for which provisions have been recognised. The amount and timing of any outcomes are uncertain and may differ from the provisions recognised. Based on existing information and the range of likely outcomes, these matters did not have, and are not currently expected to have, a material impact on the Consolidated Entity. The Consolidated Entity and the Company consider the risk of a material adverse effect arising from claims and actions that have not been provided for to be remote.

² Revenue authorities undertake risk reviews and audits as part of their normal activities. The Consolidated Entity and the Company have assessed these and other taxation claims and litigation, including seeking external advice where appropriate, and considers that it holds appropriate provisions.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 20

Property, plant and equipment and right-of-use assets

	CONSOLIDATED 2026			CONSOLIDATED 2025		
	Cost \$m	Accumulated depreciation and impairment \$m	Carrying value \$m	Cost \$m	Accumulated depreciation and impairment \$m	Carrying value \$m
Assets for own use						
Land and buildings	1,482	(96)	1,386	1,484	(68)	1,416
Furniture, fittings and leasehold improvements	1,066	(568)	498	1,167	(542)	625
Infrastructure assets and equipment	592	(276)	316	939	(229)	710
Total assets for own use	3,140	(940)	2,200	3,590	(839)	2,751
Assets under operating lease						
Meters	1,368	(1,176)	192	3,058	(1,473)	1,585
Telecommunications	358	-	358	817	-	817
Equipment and others	1,070	(239)	831	1,399	(369)	1,030
Total assets under operating lease	2,796	(1,415)	1,381	5,274	(1,842)	3,432
Right-of-use assets						
Office premises	1,086	(564)	522	1,157	(528)	629
Equipment, vehicle and storage	188	(89)	99	172	(56)	116
Total right-of-use assets	1,274	(653)	621	1,329	(584)	745
Total property, plant and equipment and right-of-use assets¹	7,210	(3,008)	4,202	10,193	(3,265)	6,928

The majority of the above amounts have expected useful lives longer than 12 months after the balance date.

¹ Includes \$3,822 million (2025: \$6,124 million) related to the Consolidated Entity's integrated consolidated businesses and \$380 million (2025: \$804 million) related to the Consolidated Entity's subsidiaries held for investment purposes with the ultimate intention to sell as part of Macquarie's investment activities.

Note 20

Property, plant and equipment and right-of-use assets continued

The movement in the carrying value of the Consolidated Entity's property, plant and equipment was as follows.

	Land and buildings \$m	Furniture, fittings and leasehold improvements \$m	Infrastructure assets and equipment \$m	Total \$m
CONSOLIDATED				
Assets for own use				
Balance as at 1 Apr 2024	1,347	565	655	2,567
Acquisitions and additions	86	179	585	850
Disposals	-	(7)	(87)	(94)
Depreciation expense ¹	(22)	(117)	(70)	(209)
Impairments	-	(5)	(64)	(69)
Reclassification and other adjustments	4	(1)	(356)	(353)
Foreign exchange movements	1	11	47	59
Balance as at 31 Mar 2025²	1,416	625	710	2,751
Acquisitions and additions	26	53	486	565
Disposals	(14)	(12)	(498)	(524)
Depreciation expense ¹	(27)	(129)	(64)	(220)
Impairments	-	(8)	(64)	(72)
Reclassification and other adjustments ³	(13)	(5)	(192)	(210)
Foreign exchange movements	(2)	(26)	(62)	(90)
Balance as at 31 Mar 2026²	1,386	498	316	2,200

	Meters \$m	Aviation \$m	Telecommunications \$m	Equipment and others \$m	Total \$m
CONSOLIDATED					
Assets under operating lease					
Balance as at 1 Apr 2024	1,547	1,345	921	923	4,736
Acquisitions and additions	203	51	-	441	695
Disposals	-	(1,400)	-	(134)	(1,534)
Depreciation expense	(225)	(37)	(27)	(186)	(475)
Impairments	(3)	(5)	-	(15)	(23)
Reclassification and other adjustments ⁴	(40)	-	(126)	(25)	(191)
Foreign exchange movements	103	46	49	26	224
Balance as at 31 Mar 2025	1,585	-	817	1,030	3,432
Acquisitions and additions	192	-	-	266	458
Disposals	(1,248)	-	-	(230)	(1,478)
Depreciation expense	(185)	-	-	(165)	(350)
(Impairments)/reversal of impairments	2	-	-	-	2
Reclassification and other adjustments ⁴	21	-	(439)	5	(413)
Foreign exchange movements	(175)	-	(20)	(75)	(270)
Balance as at 31 Mar 2026	192	-	358	831	1,381

¹ Includes depreciation expense of \$23 million (2025: \$34 million) on infrastructure assets and equipment, and \$3 million (2025: \$1 million) on buildings, furniture, fittings and leasehold improvements relating to subsidiaries held for investment purposes and presented under net other operating income and charges in Note 2 *Operating profit before income tax*.

² Includes \$5 million (2025: \$307 million) for capital work in progress.

³ Includes assets reclassified as held for sale in the current year.

⁴ Includes \$92 million gain (2025: \$90 million gain) on fair value hedge adjustments. Refer to Note 37 *Hedge accounting*.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 20

Property, plant and equipment and right-of-use assets continued

The future minimum lease payments expected to be received under non-cancellable operating leases are as follows.

	CONSOLIDATED	
	2026	2025
	\$m	\$m
Assets under operating lease		
Within one year	175	249
Between one to two years	158	171
Between two to three years	128	152
Between three to four years	84	114
Between four to five years	45	54
Later than five years	129	165
Total future minimum lease payments receivable	719	905

The movement in the carrying value of the Consolidated Entity's right-of-use assets was as follows.

	Office premises	Equipment, vehicle and storage	Total
	\$m	\$m	\$m
			CONSOLIDATED
Right-of-use assets			
Balance as at 1 Apr 2024	742	89	831
Acquisitions and additions	66	119	185
Disposals	(30)	-	(30)
Depreciation expense ¹	(155)	(55)	(210)
Impairments	(5)	-	(5)
Reclassification and other adjustments	(15)	(43)	(58)
Foreign exchange movements	26	6	32
Balance as at 31 Mar 2025	629	116	745
Acquisitions and additions	95	95	190
Disposals	(49)	(31)	(80)
Depreciation expense ¹	(117)	(67)	(184)
Impairments	(6)	(1)	(7)
Reclassification and other adjustments	17	(2)	15
Foreign exchange movements	(47)	(11)	(58)
Balance as at 31 Mar 2026	522	99	621

¹ Includes depreciation expense of \$110 million (2025: \$146 million) on office premise leases presented under other operating expenses, \$55 million (2025: \$44 million) on assets held for trading-related business presented under net trading income and \$6 million (2025: \$3 million) on technology leases presented under non-salary technology expenses in Note 2 Operating profit before income tax.

Note 21

Intangible assets

	CONSOLIDATED 2026			CONSOLIDATED 2025		
	Cost \$m	Accumulated amortisation and impairment \$m	Carrying value \$m	Cost \$m	Accumulated amortisation and impairment \$m	Carrying value \$m
Goodwill	1,349	(28)	1,321	1,159	(75)	1,084
Other intangibles (with finite useful lives)	1,232	(342)	890	999	(412)	587
Total intangible assets¹	2,581	(370)	2,211	2,158	(487)	1,671

The above amounts are expected to be recovered after 12 months of the balance date by the Consolidated Entity.

The movement in the carrying value of the Consolidated Entity's intangible assets is as follows.

	INTANGIBLE ASSETS WITH INDEFINITE USEFUL LIVES		INTANGIBLE ASSETS WITH FINITE USEFUL LIVES			Total \$m
	Goodwill \$m	Management rights \$m	Management rights and licenses \$m	Customer and servicing contracts \$m	Software and other Intangibles \$m	
Balance as at 1 Apr 2024	2,378	295	802	486	293	4,254
Acquisitions	555	-	1	127	180	863
Impairments	(63)	-	-	-	(7)	(70)
Amortisation ²	-	-	(127)	(52)	(41)	(220)
Disposals and reclassifications	(1,894)	(268)	(602)	(401)	(157)	(3,322)
Foreign exchange movements and other adjustments	108	(27)	24	83	(22)	166
Balance as at 31 March 2025	1,084	-	98	243	246	1,671
Acquisitions	498	-	2	146	347	993
Impairments	(20)	-	(10)	-	(4)	(34)
Amortisation ²	-	-	(15)	(23)	(18)	(56)
Disposals and reclassifications	(91)	-	13	(9)	(33)	(120)
Foreign exchange movements and other adjustments	(150)	-	(35)	(33)	(25)	(243)
Balance as at 31 March 2026	1,321	-	53	324	513	2,211

¹ Includes \$446 million (2025: \$339 million) related to the Consolidated Entity's core business operations and \$1,765 million (2025: \$1,332 million) related to the Consolidated Entity's subsidiaries held for investment purposes with the ultimate intention to sell as part of Macquarie's investment activities.

² Includes amortisation of \$41 million (2025: \$43 million) related to the Consolidated Entity's subsidiaries held for investment purposes, presented under net other operating income and charges and \$15 million (2025: \$177 million) under other operating expenses in Note 2 *Operating profit before income tax*.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 22

Measurement categories of financial instruments

The following table contains information relating to the measurement categories (i.e. FVTPL, DFVTPL, FVOCI or Amortised cost) of assets and liabilities of the Consolidated Entity. The description of measurement categories are included in Note 44(vii) *Financial instruments*.

The methods and significant assumptions that have been applied in determining the fair values of assets and liabilities are disclosed in Note 34 *Fair value of assets and liabilities*.

	FINANCIAL INSTRUMENTS CARRIED AT				Non-financial instruments	Statements of financial position total	FAIR VALUE OF ITEMS CARRIED AT	
	FAIR VALUE			Amortised Cost			Fair Value	Amortised Cost
	FVTPL ¹	DFVTPL ²	FVOCI					
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	
CONSOLIDATED 2026								
Assets								
Cash and bank balances	448	-	-	22,974	-	23,422	448	22,974
Cash collateralised lending and reverse repurchase agreements	9,999	-	51,933	21,041	-	82,973	61,932	21,041
Trading assets ³	37,738	-	-	-	5,100	42,838	42,838	-
Margin money and settlement assets	52	-	-	28,482	-	28,534	52	28,482
Derivative assets	43,533	-	-	-	-	43,533	43,533	-
Financial investments:								
Equity	2,202	-	-	-	-	2,202	2,202	-
Debt ⁴	4,004	-	21,429	3,394	-	28,827	25,433	3,394
Held for sale assets ⁵	302	-	-	890	4,246	5,438	421	890
Other assets ⁵	4,468	-	399	5,589	3,707	14,163	5,359	5,589
Loan assets ⁴	3,434	-	418	249,677	-	253,529	3,852	249,695
Interests in associates and joint ventures:								
Equity interests	16	-	-	-	5,899	5,915	16	-
Loans to associates and joint ventures ⁴	340	-	-	-	-	340	340	-
Property, plant and equipment and right-of-use assets ⁴	-	-	-	-	4,202	4,202	-	-
Intangible assets	-	-	-	-	2,211	2,211	-	-
Investments in subsidiaries	-	-	-	-	-	-	-	-
Deferred tax assets	-	-	-	-	1,974	1,974	-	-
Total assets	106,536	-	74,179	332,047	27,339	540,101	186,426	332,065
Liabilities								
Deposits	-	-	-	221,547	-	221,547	-	221,519
Cash collateralised borrowing and repurchase agreements	-	1,898	-	5,464	-	7,362	1,898	5,464
Trading liabilities	12,507	-	-	-	-	12,507	12,507	-
Margin money and settlement liabilities	-	-	-	35,858	-	35,858	-	35,858
Derivative liabilities	37,680	-	-	-	-	37,680	37,680	-
Held for sale liabilities	8	-	-	1,209	183	1,400	8	1,209
Other liabilities ⁶	7	5,922	-	3,112	9,547	18,588	5,929	2,308
Issued debt securities and other borrowings ⁴	-	3,761	-	146,252	-	150,013	3,761	146,969
Deferred tax liabilities	-	-	-	-	359	359	-	-
Loan capital ⁴	-	-	-	17,931	-	17,931	-	18,268
Total liabilities	50,202	11,581	-	431,373	10,089	503,245	61,783	431,595

¹ Comparative information has been represented to conform to the presentation in the current period, by combining the Held for Trading (HFT) and FVTPL balances.

² The amount that would be contractually required to be paid at maturity for DFVTPL liabilities for the Consolidated Entity is \$16,949 million (2025: \$8,930 million) compared to the carrying value of \$11,581 million (2025: \$7,159 million) and for the Company is \$2,831 million (2025: \$3,072 million) compared to the carrying value of \$1,698 million (2025: \$1,866 million).

³ Non-financial assets under 'Trading assets' represent commodities carried at fair value less costs to sell.

⁴ Items measured at amortised cost or cost includes, where applicable, fair value hedge accounting adjustments for the designated hedged risks.

⁵ Non-financial assets under 'Other assets' and "Held for sale assets" include investment properties carried at fair value.

⁶ The fair value of other liabilities carried at amortised cost excludes lease liabilities.

Note 22

Measurement categories of financial instruments continued

	FINANCIAL INSTRUMENTS CARRIED AT				Non-financial instruments	Statements of financial position total	FAIR VALUE OF ITEMS CARRIED AT	
	FAIR VALUE			Amortised Cost			Fair Value	Amortised Cost
	FVTPL ¹	DFVTPL ²	FVOCI					
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	
CONSOLIDATED 2025								
Assets								
Cash and bank balances	32	-	-	26,353	-	26,385	32	26,353
Cash collateralised lending and reverse repurchase agreements	8,299	256	40,095	17,929	-	66,579	48,650	17,929
Trading assets ³	27,617	-	-	-	7,419	35,036	35,036	-
Margin money and settlement assets	353	-	-	26,267	-	26,620	353	26,267
Derivative assets	24,269	-	-	-	-	24,269	24,269	-
Financial investments:	-							
Equity	1,814	-	-	-	-	1,814	1,814	-
Debt ⁴	1,515	-	16,040	2,086	-	19,641	17,555	2,086
Held for sale assets ⁵	311	-	-	750	5,551	6,612	311	750
Other assets ⁵	3,995	-	394	5,900	3,924	14,213	5,042	5,900
Loan assets	2,165	-	618	202,865	-	205,648	2,783	203,441
Interests in associates and joint ventures:	-							
Equity interests	35	-	-	-	6,687	6,722	35	-
Loans to associates and joint ventures ⁴	441	-	-	557	-	998	441	557
Property, plant and equipment and right-of-use assets ⁴	-	-	-	-	6,928	6,928	-	-
Intangible assets	-	-	-	-	1,671	1,671	-	-
Deferred tax assets	-	-	-	-	2,085	2,085	-	-
Total assets	70,846	256	57,147	282,707	34,265	445,221	136,321	283,283
Liabilities	-							
Deposits	-	-	-	177,671	-	177,671	-	177,682
Cash collateralised borrowing and repurchase agreements	-	24	-	4,909	-	4,933	24	4,909
Trading liabilities	5,851	-	-	-	-	5,851	5,851	-
Margin money and settlement liabilities	-	-	-	28,845	-	28,845	-	28,845
Derivative liabilities	23,368	-	-	-	-	23,368	23,368	-
Held for sale and other liabilities ⁶	20	3,743	-	5,086	8,070	16,919	3,763	4,145
Issued debt securities and other borrowings ⁴	-	3,392	-	131,780	-	135,172	3,392	132,850
Deferred tax liabilities	-	-	-	-	272	272	-	-
Loan capital ⁴	-	-	-	16,401	-	16,401	-	16,882
Total liabilities	29,239	7,159	-	364,692	8,342	409,432	36,398	365,313

¹ Comparative information has been represented to conform to the presentation in the current period.

² The amount that would be contractually required to be paid at maturity for DFVTPL liabilities for the Consolidated Entity is \$16,949 million (2025: \$8,930 million) compared to the carrying value of \$11,581 million (2025: \$7,159 million) and for the Company is \$2,831 million (2025: \$3,072 million) compared to the carrying value of \$1,698 million (2025: \$1,866 million).

³ Non-financial assets under 'Trading assets' represent commodities carried at fair value less costs to sell.

⁴ Items measured at amortised cost or cost includes, where applicable, fair value hedge accounting adjustments for the designated hedged risks.

⁵ Non-financial assets under 'Other assets' and "Held for sale assets" include investment properties carried at fair value.

⁶ The fair value of other liabilities carried at amortised cost excludes lease liabilities.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 22

Measurement categories of financial instruments continued

The following table contains information relating to the measurement categories of assets and liabilities of the Company. The description of measurement categories are included in Note 44(vii) *Financial instruments*.

The methods and significant assumptions that have been applied in determining the fair values of assets and liabilities are disclosed in Note 34 *Fair value of assets and liabilities*.

	FINANCIAL INSTRUMENTS CARRIED AT				Non-financial instruments	Statements of financial position total	FAIR VALUE OF ITEMS CARRIED AT	
	FAIR VALUE			Amortised Cost			Fair Value	Amortised Cost
	FVTPL ¹	DFVTPL ²	FVOCI					
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	
COMPANY 2026								
Assets								
Cash collateralised lending and reverse repurchase agreements	-	-	5,635	-	-	5,635	5,635	-
Financial investments	-	-	1,547	-	-	1,547	1,547	-
Other assets	-	-	-	22	34	56	-	22
Due from subsidiaries ³	4,022	-	-	50,742	280	55,044	4,022	50,198
Investments in subsidiaries	-	-	-	-	35,887	35,887	-	-
Deferred tax assets	-	-	-	-	84	84	-	-
Total assets	4,022	-	7,182	50,764	36,285	98,253	11,204	50,220
Liabilities								
Cash collateralised borrowing and repurchase agreements	-	-	-	-	-	-	-	-
Derivative liabilities	20	-	-	-	-	20	20	-
Other liabilities ⁴	-	-	-	23	211	234	-	32
Due to subsidiaries ⁵	536	-	-	11,889	644	13,069	536	11,889
Issued debt securities and other borrowings	-	1,698	-	46,027	-	47,725	1,698	45,517
Loan capital ⁶	-	-	-	3,867	-	3,867	-	3,911
Total liabilities	556	1,698	-	61,806	855	64,915	2,254	61,349

¹ Comparative information has been represented to conform to the presentation in the current period.

² The amount that would be contractually required to be paid at maturity for DFVTPL liabilities for the Consolidated Entity is \$16,949 million (2025: \$8,930 million) compared to the carrying value of \$11,581 million (2025: \$7,159 million) and for the Company is \$2,831 million (2025: \$3,072 million) compared to the carrying value of \$1,698 million (2025: \$1,866 million).

³ Due from subsidiaries includes derivatives and trading positions classified as HFT and subordinated loan to subsidiaries classified as FVTPL. All other intercompany receivables are carried at amortised cost. Non-financial receivables primarily represent internal tax balances.

⁴ Non-financial liabilities primarily represents provisions for tax payable and MEREP related obligations.

⁵ Due to subsidiaries includes derivatives and trading positions classified as held for trading; employee stock option related obligations and tax payables classified as non-financial liabilities. All other intercompany payables are carried at amortised cost.

⁶ Items measured at amortised cost or cost includes, where applicable, fair value hedge accounting adjustments for the designated hedged risks.

Note 22

Measurement categories of financial instruments continued

	FINANCIAL INSTRUMENTS CARRIED AT					Statements of financial position total \$m	FAIR VALUE OF ITEMS CARRIED AT	
	FAIR VALUE			Amortised Cost \$m	Non-financial instruments \$m		Fair Value \$m	Amortised Cost \$m
	FVTPL ¹ \$m	DFVTPL ² \$m	FVOCI \$m					
COMPANY 2025								
Assets								
Derivative assets	-	-	-	-	-	-	-	-
Financial investment	-	-	1,106	-	-	1,106	1,106	-
Other assets	-	-	-	-	26	26	-	-
Due from subsidiaries ³	4,003	-	-	46,161	280	50,444	4,003	45,001
Investments in subsidiaries	-	-	-	-	33,395	33,395	-	-
Deferred tax assets	-	-	-	-	37	37	-	-
Total assets	4,003	-	1,106	46,161	33,738	85,008	5,109	45,001
Liabilities								
Derivative liabilities	10	-	-	-	-	10	10	-
Other liabilities ⁴	-	-	-	20	261	281	-	20
Due to subsidiaries ⁵	481	-	-	5,436	774	6,691	481	5,436
Issued debt securities and other borrowings	-	1,866	-	41,440	-	43,306	1,866	40,514
Loan capital ⁶	-	-	-	3,857	-	3,857	-	3,988
Total liabilities	491	1,866	-	50,753	1,035	54,145	2,357	49,958

¹ Comparative information has been represented to conform to the presentation in the current period.

² The amount that would be contractually required to be paid at maturity for DFVTPL liabilities for the Consolidated Entity is \$16,949 million (2025: \$8,930 million) compared to the carrying value of \$11,581 million (2025: \$7,159 million) and for the Company is \$2,831 million (2025: \$3,072 million) compared to the carrying value of \$1,698 million (2025: \$1,866 million).

³ Due from subsidiaries includes derivatives and trading positions classified as HFT and subordinated loan to subsidiaries classified as FVTPL. All other intercompany receivables are carried at amortised cost. Non-financial receivables primarily represent internal tax balances.

⁴ Non-financial liabilities primarily represents provisions for tax payable and MEREP related obligations.

⁵ Due to subsidiaries includes derivatives and trading positions classified as held for trading; employee stock option related obligations and tax payables classified as non-financial liabilities. All other intercompany payables are carried at amortised cost.

⁶ Items measured at amortised cost or cost includes, where applicable, fair value hedge accounting adjustments for the designated hedged risks.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 23

Investment in subsidiaries

	COMPANY	
	2026	2025
	\$m	\$m
Investment at cost with no impairment ¹	35,887	33,395
Total investment in subsidiaries	35,887	33,395

The above amounts are expected to be recovered after 12 months of the balance date by the Company.

The following are the Company's notable subsidiaries:

BANK GROUP	NON-BANK GROUP		
Macquarie B.H. Pty Ltd (MBHPL)	Macquarie Financial Limited (MFL)	Macquarie Asset Management Holdings Pty Limited (MAMH)	Macquarie International Finance Limited (MIFL)
Australia			
<ul style="list-style-type: none"> Macquarie B.H. Pty Ltd Macquarie Bank Limited Macquarie Group Services Australia Pty Ltd Macquarie Equities Limited Macquarie Investment Management Ltd Macquarie Global Finance Pty Limited 	<ul style="list-style-type: none"> Macquarie Financial Limited Macquarie Corporate Holdings Pty Limited Macquarie Securities (Australia) Limited Macquarie Capital (Australia) Limited 	<ul style="list-style-type: none"> Macquarie Asset Management Holdings Pty Limited Macquarie Infrastructure Management (Asia) Pty Limited Macquarie Investment Management Australia Limited Macquarie Specialised Asset Management Ltd Macquarie Investment Management Global Limited 	<ul style="list-style-type: none"> Macquarie International Finance Limited
Asia Pacific			
<ul style="list-style-type: none"> Macquarie Global Services Private Limited (India) Macquarie Group Services (Philippines), Inc. (Philippines) 	<ul style="list-style-type: none"> Macquarie Capital Limited (Hong Kong) 	<ul style="list-style-type: none"> Macquarie Korea Asset Management Co., Ltd. (South Korea) 	
Europe, Middle East and Africa			
<ul style="list-style-type: none"> Macquarie Bank Europe Designated Activity Company (Ireland) 	<ul style="list-style-type: none"> Macquarie Investment Management Europe Limited (United Kingdom) Macquarie Capital France Société Anonyme (Reporting date 31 December) (France) Macquarie Capital (Europe) Limited (United Kingdom) Infinity UK Borrower 1 Limited (United Kingdom) 	<ul style="list-style-type: none"> Macquarie Asset Management Europe S.À R.L. (Luxembourg) Macquarie Infrastructure and Real Assets (Europe) Limited (United Kingdom) 	

¹ In accordance with its accounting policies, the Company reviewed its investments in subsidiaries for indicators of impairment. Where its investments had indicators of impairment, the investment's carrying value was compared to its recoverable value which was determined as the higher of value-in-use and fair value less cost to sell (valuation). The valuations, which are classified as Level 3 in the fair value hierarchy (as defined in Note 34 *Fair value of assets and liabilities*), have been calculated using a valuation technique with significant unobservable inputs including the subsidiary's maintainable earnings, growth rates and relevant earnings multiples. A range of valuations of the investments in the subsidiaries, under different scenarios, was used that demonstrated that the recoverable value was either equivalent to or exceeded the current carrying value.

Note 23

Investment in subsidiaries continued

BANK GROUP	NON-BANK GROUP		
Macquarie B.H. Pty Ltd (MBHPL)	Macquarie Financial Limited (MFL)	Macquarie Asset Management Holdings Pty Limited (MAMH)	Macquarie International Finance Limited (MIFL)
Americas			
<ul style="list-style-type: none"> • Macquarie Global Services (USA) LLC (United States) • Macquarie Futures USA LLC (United States) 	<ul style="list-style-type: none"> • Macquarie Capital (USA) Inc. (United States) • Macquarie Holdings (U.S.A.) Inc. (United States) • Infinity US Borrower 1 LLC (United States) • Macquarie PF LLC (United States) • Macquarie Capital Funding LLC (United States) 	<ul style="list-style-type: none"> • Macquarie Energy LLC (United States) • Macquarie Capital Infrastructure Investments LLC (United States) 	

The subsidiaries included in the notable subsidiaries list above are identified on the basis of their ongoing contribution to the Consolidated Entity's external assets and operating profit. Additionally, these include the major employing entities, entities that are key providers of funding to other subsidiaries and other operating entities considered key for each Operating Group and region.

The list of notable subsidiaries has been categorised based on the geographic region of their incorporation. The country of incorporation has been stated in brackets. For entities in the Australia region, the country of incorporation is Australia. Overseas subsidiaries and their branches conduct business predominantly in the place of incorporation and location of their branches. The branches have not been separately included in the list of notable subsidiaries.

All notable subsidiaries have a 31 March reporting date, except for specific cases covered above.

Significant restrictions

During the year, the Company's subsidiaries did not experience any significant restrictions on paying dividends, accessing or using assets and settling liabilities of the Group. There are no foreseen restrictions envisaged with regard to planned dividends or payments. However, the ability of subsidiaries to pay dividends or advance monies to the Group depends on, among other things, their respective local regulatory capital and banking requirements, exchange controls, statutory reserves, and financial and operating performance.

Non-controlling interest

Details of non-controlling interest are covered in Note 30 *Reserves, retained earnings and non-controlling interests*.

Consolidated Entity Disclosure Statement

A complete list of the Company's controlled entities is provided in the Consolidated Entity Disclosure Statement on page 302.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 24

Interests in associates and joint ventures

	CONSOLIDATED	
	2026	2025
	\$m	\$m
Equity investments with no impairment	5,390	6,391
Equity investments with impairment:		
Gross carrying value ¹	836	508
Less: impairment	(312)	(176)
Equity investments with impairment	524	332
Total equity investments in associates and joint ventures²	5,914	6,723
Loans to associates and joint ventures	341	1,003
Less: credit impairment charges	-	(6)
Total loans to associates and joint ventures	341	997
Total interests in associates and joint ventures^{3,4}	6,255	7,720

The majority of the above amounts are expected to be recovered more than 12 months after the balance date by the Consolidated Entity.

¹ Represents the carrying value after equity-accounted gains and losses, if any.

² Includes investments in Macquarie-managed funds of \$3,306 million (2025: \$2,419 million). In some instances, the Consolidated Entity holds less than 20% ownership interest in these investments, yet classifies its investments in these funds as equity-accounted associates on the basis of its ability to participate in the financial and operating policy decisions through its role as general partner or manager.

³ Comprises \$4,563 million (2025: \$5,353 million) relating to interests in associates and \$1,665 million (2025: \$2,367 million) relating to interests in joint ventures.

⁴ Financial statements of associates and joint ventures have been adjusted to align with the Consolidated Entity's reporting date, where the reporting date differs.

Note 25

Structured entities

A Structured Entity (SE) is an entity that has been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity. SEs are generally established with restrictions on their ongoing activities in order to achieve narrow and well-defined objectives. SEs are classified as subsidiaries and are consolidated when control exists.

The Consolidated Entity engages with SEs for securitisation, asset-backed financing and structured financing arrangements in order to diversify its sources of funding for asset origination and capital efficiency purposes. The Consolidated Entity also engages with SEs when providing investment management and other fiduciary activities. The Consolidated Entity primarily engages with SEs for the following purposes:

Type	Details
Securitisations	<p>Securitisations involve transferring assets into a vehicle that sells beneficial interests to investors through the issue of debt and equity notes with varying levels of subordination. The notes are collateralised by the assets transferred to these vehicles and pay a return based on the returns of those assets, with residual returns paid to the most subordinated investor.</p> <p>These vehicles are created for securitising assets, including mortgages, and finance leases.</p> <p>The Consolidated Entity also establishes SEs on behalf of customers to securitise their loans or receivables and may manage these securitisation vehicles or provide liquidity or other support.</p> <p>The Consolidated Entity may serve as a sponsor, servicer, underwriter, liquidity provider, derivative counterparty, purchaser of notes and/or purchaser of residual income units. The Consolidated Entity may also provide redraw facilities or loan commitments to securitisation vehicles.</p>
Asset-backed financing	<p>Asset-backed vehicles are used to provide tailored lending for the purchase or lease of assets transferred by the Consolidated Entity or its clients. The assets are normally pledged as collateral to the lenders. The Consolidated Entity engages in raising finance for assets such as vessels, electronic and IT equipment.</p>
Structured financing and other arrangements	<p>Includes:</p> <ul style="list-style-type: none">• financing for prepaid commodity delivery contracts. The Consolidated Entity has contractually guaranteed the performance obligation under these arrangements• financing through loans and reverse repurchase agreements for short-term funding requirements of SEs which are sponsored by third parties.• collateralised loan obligations financing arrangements
Funds management and administration activities	<p>The Group conducts investment management and other fiduciary activities as responsible entity, trustee, custodian, advisor or manager of investment funds or trusts, including superannuation and approved deposit funds, wholesale and retail trusts. Certain funds meet the definition of a structured entity.</p> <p>The Consolidated Entity's interests in these funds includes holding units in funds, receiving fees for services, providing lending facilities and derivatives.</p>

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 25

Structured entities continued

The following table presents the carrying value and undrawn commitments & financial guarantees (maximum exposure to loss before the benefit of collateral and credit enhancements) of the Consolidated Entity's interests in unconsolidated SEs.

	CONSOLIDATED 2026				CONSOLIDATED 2025			
	Securitisations	Asset-backed financing	Structured Financing and other arrangements	Total	Securitisations	Asset-backed financing	Structured Financing and other arrangements	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Maximum exposure to loss								
Carrying value of assets:								
Loan assets	1,931	3,458	6,192	11,581	1,247	2,493	5,450	9,190
Financial investments	5,867	27	66	5,960	3,939	-	-	3,939
Reverse repurchase agreements	-	-	5,288	5,288	-	-	4,406	4,406
Trading, derivative and other assets	19	-	-	19	28	-	-	28
Total carrying value of assets¹	7,817	3,485	11,546	22,848	5,214	2,493	9,856	17,563
Undrawn commitments ²	-	-	119	119	53	54	349	456
Total maximum exposure to loss	7,817	3,485	11,665	22,967	5,267	2,547	10,205	18,019

The Consolidated Entity's exposure to securitisation entities in the nature of financial investments, margin money, derivatives, trading assets and reverse repurchase agreements are acquired for the purpose of trading and liquidity management. These exposures are typically managed under credit and market risk limits described in Note 33.1 *Credit risk* and Note 33.3 *Market risk*. For these reasons, information on the size and structure for these SEs is not considered meaningful for understanding the related risks, and have not been presented.

In respect of the Consolidated Entity's loan assets exposure in securitisation, asset-backed financing entities and structured financing, the total size of the unconsolidated SEs is \$74,702 million (2025: \$86,976 million). Size is based on the latest available information representing either the total assets of the SE (measured either at amortised cost excluding impairments or fair values if readily available), outstanding notional value of issued notes or the principal amount of liabilities if there is nominal equity.

For the above exposures, the Consolidated Entity does not sponsor or control these SEs, nor is it a significant user of the services of these SEs.

Additionally, as part of its funds management and administration activities, the Consolidated Entity has interests in certain funds including investments, receivables, contract assets and undrawn commitments which represent the Consolidated Entity's maximum exposure to loss. In certain cases the Consolidated Entity invests alongside its own managed funds to demonstrate further alignment with investors. The carrying value of the Consolidated Entity's investments in funds is included in the carrying amount disclosed in Note 24 *Interests in associates and joint ventures*. Interests in the nature of receivables, contract assets and undrawn commitments are disclosed in Note 27 *Related party information* and Note 18 *Held for sale and other assets*. The Assets Under Management (AUM) of \$722 billion (2025: \$941 billion) represent the indicative size of these funds and is measured as the proportional ownership interest in the underlying assets of funds and mandated assets that Macquarie actively manages or advises on.

¹ Includes non-investment grade interests of \$1,569 million (2025: \$427 million) in securitisation activities, \$3,458 million (2025: \$2,413 million) in asset-backed financing activities and \$1,408 million (2025: \$1,110 million) in structured financing and other arrangements.

² Excludes \$2,614 million (2025: \$3,026 million) of guarantees provided by the Company in respect of a subsidiary to fulfil its obligations for certain prepaid commodity contracts towards unconsolidated structured entities. On consolidation, these guarantees are accounted as Issued debt securities and borrowings that represent the subsidiary obligations in terms of these commodity contracts.

Note 26

Acquisitions and disposals of businesses and subsidiaries

Acquisitions of businesses and subsidiaries

The Consolidated Entity's acquisitions include businesses and subsidiaries acquired or consolidated as part of core business operations as well as businesses and subsidiaries held for investment and resale purposes.

	Total consideration paid or payable \$m	Comprising		
		Net assets \$m	Non-controlling interest \$m	Goodwill \$m
CONSOLIDATED 2026				
Core business operations	1,948	1,021	-	927
Held for investment purposes	2,446	1,020	(360)	1,786
Total	4,394	2,041	(360)	2,713
CONSOLIDATED 2025				
Core business operations	-	-	-	-
Held for investment purposes	1,535	824	(112)	860
Total	1,535	824	(112)	860

Disposals of businesses and subsidiaries

The Consolidated Entity's disposals include businesses and subsidiaries which formed part of core business operations as well as businesses and subsidiaries held for investment and resale purposes.

	Total consideration received or receivable (net of transaction costs) \$m	Comprising		
		Net assets \$m	Non-controlling interest \$m	Gain on disposal \$m
CONSOLIDATED 2026				
Core business operations ¹	6,801	5,463	(7)	1,345
Held for investment purposes	762	966	(321)	117
Total	7,563	6,429	(328)	1,462
CONSOLIDATED 2025				
Core business operations	2,038	1,753	-	285
Held for investment purposes	441	597	(280)	124
Total	2,479	2,350	(280)	409

¹ Core business disposals included the sale of MAM's Public Investments business in North America and Europe in December 2025 and CGM's SMETS2 OnStream business in March 2026.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 27

Related party information

Transactions between the Company and its subsidiaries principally arise from the provision and repayment of funding arrangements which are repayable on demand or may be extended on a term basis and where appropriate may be either subordinated or collateralised, provision of banking and other financial services, provision of management and administration services, provision of guarantees, capital, distribution, purchase or sale of financial securities and trading activities including derivative transactions for managing and hedging market risks that are governed by standard market practices and arrangements under ISDA Master Agreement, Global Master Repurchase Agreement (GMRA) and other brokerage agreements.

The Master Loan Agreement (MLA) governs the funding and netting arrangements between various subsidiaries which are under the common control of MGL and which have acceded to the MLA.

The Tripartite Outsourcing Major Services Agreement (TOMSA) governs the provision of intra-group services between subsidiaries other than certain excluded entities.

The Company, as the ultimate parent entity of the Consolidated Entity, is the head entity of the Australian tax consolidated group and has entered into a tax funding agreement with its eligible Australian resident subsidiaries. The terms and conditions of this agreement are set out in Note 44(vi) *Taxation*.

Transactions under common control

On 29 August 2025, the Company acquired 100% of the equity interest in Macquarie International Finance Limited (MIFL) and its subsidiaries from Macquarie Bank Limited for a total cash consideration of \$3,031 million. Carrying value of net assets acquired was \$696 million.

In September 2025, on behalf of the Company, a Non-Bank subsidiary made the payment of \$321 million for 100% of the net capital invested in Shield Master Fund (Shield) by those who invested through Macquarie. This comprised the acquisition of financial investments in Shield at fair value \$224 million and a goodwill payment \$97 million.

Note 27

Related party information continued

Subsidiaries

Amounts due from and due to subsidiaries are presented separately in the Statement of financial position of the Company except when the parties have the legal enforceable right and the intention to offset. Due from and due to subsidiaries balance primarily represents loans, receivables and payables presented net as per the terms of the funding arrangements under the MLA, amounts in respect of MEREP awards offered to its subsidiaries' employees, bespoke funding agreements and trading-related balances including derivatives designated in hedge accounting relationships.

A list of notable subsidiaries is set out in Note 23 *Investment in subsidiaries* and a list of all consolidated subsidiaries is set out in *Consolidated entity disclosure statement*.

The following represents transactions with subsidiaries during the financial year:

	COMPANY	
	2026	2025
	\$'000	\$'000
The following represents transaction balances with subsidiaries during the financial year:		
Interest income	2,340,416	2,463,342
Interest expense	(680,908)	(642,269)
Fees and commission income	9,155	10,534
Investment income:		
Dividend (Note 2)	5,207,000	2,224,000
Other charges	-	(19,332)
Operating expenses	(1,059)	(2,493)
The following represents outstanding balances and off-balance sheet arrangements with subsidiaries as at the reporting date:		
On Balance Sheet		
Due from subsidiaries	55,043,933	50,444,246
Due to subsidiaries	(13,068,870)	(6,691,098)
Off-Balance Sheet		
Guarantees provided ¹	(4,888,387)	(7,924,469)
Letter of Credit and Guarantee received	18,200	18,200

Of amount due from subsidiaries on balance sheet, \$50,893,685 thousands (2025: \$46,976,970 thousand) is expected to be recovered more than 12 months after the balance date by the Company.

¹ Includes guarantees to counterparties with respect to their exposures from certain trading subsidiaries having notional value of \$10,788,316 thousand (2025: \$11,926,252 thousand) with the amount disclosed in the table above being the component of that guarantee value equivalent to the fair value of the underlying risk position at the reporting date. Guarantee exposures reported in table above are also included under undrawn credit commitments in Note 8 *Expected credit losses* and Note 33.1 *Credit risk*.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 27

Related party information continued

Associates and joint ventures

The Consolidated Entity provides a range of services to its associates and joint ventures, including the provision of corporate advisory, management services, lending and borrowing activities. Other transactions with associates and joint ventures may involve the sale of the Consolidated Entity's interest in subsidiaries, associates or joint ventures or financial investments as part of fund management activities, disclosed in Note 26 *Acquisitions and disposals of businesses and subsidiaries*.

Balances may arise between the Consolidated Entity and its associates and joint ventures from lending and borrowing activities, with loans generally extended on a term basis and, where appropriate, are either subordinated or collateralised.

During the financial year, the following amounts of income/(expense) resulted from transactions with associates and joint ventures apart from the net gain from interests in associates and joint ventures, share of net profits from associates and joint ventures, credit and other impairment charges/(reversal), and fair value gain on certain investments held at fair value disclosed in Note 2 *Operating profit before income tax*):

	CONSOLIDATED	
	2026	2025
	\$'000	\$'000
Interest income	211,365	125,267
Net fee and commission income ¹	2,631,579	2,201,331
Other income	30,449	5,259

Dividends and distributions of \$187,263 thousand (2025: \$193,557 thousand) received from associates were recorded as a reduction from the carrying amount of the investment.

The following represents balances and off-balance sheet arrangements with associates and joint ventures that were outstanding at the reporting date (these exclude amounts which in substance form part of the Consolidated Entity's net investment in associates and joint ventures, disclosed in Note 24 *Interests in associates and joint ventures* and Note 18 *Held for sale and other assets*).

On Balance Sheet		
Amounts receivable, loans and financial investments ²	4,313,098	1,742,019
Amounts payable	(276,323)	(254,519)
Off Balance Sheet		
Undrawn credit facilities, debt and equity commitments	(1,801,749)	(2,013,793)
Letter of credit and guarantees	(9,778)	(51,643)

¹ Includes \$1,190,533 thousand (2025: \$787,511 thousand) of performance fees.

² Includes \$2,248,828 thousand (2025: \$1,170,901 thousand) of fee and commission receivable and fee-related contract assets from Macquarie-managed funds.

Note 28

Capital management

Capital management strategy

The Consolidated Entity's capital management strategy is to determine and maintain appropriate capital levels to support the Consolidated Entity's businesses. This includes generating appropriate returns on capital and managing capital in a manner consistent with the expectations of external stakeholders, including regulators, investors and rating agencies.

The Consolidated Entity's capital management objectives are to maintain sufficient capital resources to:

- support the Consolidated Entity's business and operational requirements;
- safeguard interests of depositors and the Consolidated Entity's ability to continue as a going concern;
- exceed regulatory capital requirements; and
- support the Consolidated Entity's credit ratings.

The Consolidated Entity's capital management strategy uses both internal and external measures of capital. Internally, the Consolidated Entity has developed an Economic Capital Adequacy Model (ECAM) that is used to quantify the Consolidated Entity's aggregate level of risk, including for specific risk types such as credit, equity, market and operational risk. Externally, the Consolidated Entity is subject to minimum capital requirements imposed by APRA.

The internal and external measures of capital are used to inform the capital management strategy and support business decision-making including:

- capital adequacy assessment;
- risk appetite setting; and
- risk-adjusted performance measurement.

Regulatory capital framework

Regulatory capital requirements are imposed and measured at three levels of consolidation within the Consolidated Entity:

- **Level 1:** MBL and any subsidiaries which meet the APRA definition of Extended Licensed Entities
- **Level 2:** MBL, its subsidiaries and its immediate parent less certain subsidiaries of MBL which are deconsolidated for APRA reporting purposes. These include entities conducting insurance, funds management and non-financial operations
- **Level 3:** The Level 2 group plus the Non-Bank Group. In determining the capital requirements, transactions internal to the Consolidated Entity are eliminated.

MBL, a wholly owned subsidiary of the Company, is an APRA regulated ADI and is subject to the prevailing APRA ADI Prudential Standard requirements. MBL is accredited by APRA to apply the Foundation Internal Ratings-Based Approach for wholesale exposures and the Advanced Internal Ratings-Based Approach for retail exposures in determining credit risk capital requirements, together with the Internal Model Approach for market risk and Interest Rate Risk in the Banking Book (IRRBB).

The Company and Consolidated Entity, as an APRA authorised and regulated NOHC, is regulated on a Level 3 basis and is required to maintain minimum regulatory capital calculated as the sum of:

- MBL's minimum Tier 1 capital requirement, based on a percentage of risk-weighted assets (RWAs) plus Tier 1 deductions per the prevailing APRA ADI Prudential Standards; and
- The Non-Bank Group capital requirement, per the Consolidated Entity's ECAM.

The Consolidated Entity's Level 3 eligible capital consists of ordinary share capital, retained earnings, certain reserves and hybrid instruments. The overall Level 3 capital position is reported as an excess over the regulatory minimum capital adequacy requirement.

On 8 July 2025, APRA announced its proposal to align individual Level 3 banking NOHCs, such as the Company with the broader bank prudential framework and phase out hybrid instruments. APRA announced that it will engage with relevant Level 3 banking NOHCs to ensure a smooth phase-out of hybrids.

At 31 March 2026, the Consolidated Entity is above APRA imposed minimum capital requirements at Level 1, Level 2 and Level 3.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 29

Contributed equity

	Notes	CONSOLIDATED		COMPANY	
		2026	2025	2026	2025
		\$m	\$m	\$m	\$m
Ordinary share capital		13,878	13,834	16,259	16,244
Treasury shares		(2,677)	(2,764)	(2,677)	(2,764)
Total contributed equity		11,201	11,070	13,582	13,480

	Notes	CONSOLIDATED		COMPANY	
		Number of shares	Total \$m	Number of shares	Total \$m

(i) Ordinary share capital¹

Balance as at 1 Apr 2024		382,962,533	14,156	382,962,533	16,593
For employee MEREP awards:					
Transfer from share-based payments reserve on vesting of MEREP awards	30	-	705	-	705
Transfer of deferred tax benefit on MEREP from share-based payments reserve on vesting of MEREP awards	30	-	29	-	2
Transfer from treasury shares for MEREP awards exercised		-	(687)	-	(687)
On-market share buyback ²		(1,824,118)	(369)	(1,824,118)	(369)
Balance as at 31 Mar 2025		381,138,415	13,834	381,138,415	16,244
For employee MEREP awards:					
Transfer from share-based payments reserve on vesting of MEREP awards	30	-	788	-	788
Transfer of deferred tax benefit on MEREP from share-based payments reserve on vesting of MEREP awards	30	-	29	-	(1)
Transfer from treasury shares for MEREP awards exercised		-	(773)	-	(773)
Balance as at 31 Mar 2026		381,138,415	13,878	381,138,415	16,259

(ii) Treasury shares³

Balance as at 1 Apr 2024		(17,912,621)	(2,784)	(17,912,621)	(2,784)
Acquisition of shares for employee MEREP awards		(3,482,352)	(667)	(3,482,352)	(667)
Transfer to ordinary share capital for MEREP awards exercised		4,891,717	687	4,891,717	687
Acquisition of shares for allocation under DRP scheme		(1,294,711)	(265)	-	-
Allocation of shares under DRP scheme		1,294,711	265	-	-
Acquisition of shares for allocation under ESP scheme		(10,892)	(3)	-	-
Allocation of shares under ESP scheme		10,892	3	-	-
Balance as at 31 Mar 2025		(16,503,256)	(2,764)	(16,503,256)	(2,764)
Acquisition of shares for employee MEREP awards		(3,271,028)	(686)	(3,271,028)	(686)
Transfer to ordinary share capital for MEREP awards exercised		4,913,194	773	4,913,194	773
Acquisition of shares for allocation under DRP scheme		(926,649)	(193)	-	-
Allocation of shares under DRP scheme		926,649	193	-	-
Acquisition of shares for allocation under ESP scheme		(11,710)	(2)	-	-
Allocation of shares under ESP scheme		11,710	2	-	-
Balance as at 31 Mar 2026		(14,861,090)	(2,677)	(14,861,090)	(2,677)

¹ Ordinary shares have no par value.

² On 3 November 2023, the Company announced that the Board approved an on-market share buyback of up to \$2 billion of MGL shares. On 1 November 2024, the Company announced that the Board approved an extension of the on-market share buyback of up to \$2 billion for a further 12 months. A further extension of 12 months was announced on 7 November 2025. The Company has not purchased any shares under the buyback since the extension was announced on 7 November 2025. On 8 May 2026, the Board resolved to conclude the on-market share buyback.

³ Under MEREP, a portion of staff retained profit share is held in MGL ordinary shares by the MEREP Trust and is presented as Treasury shares. The Consolidated Entity has resolved to purchase additional Treasury shares to satisfy MEREP requirements of approximately \$741 million, commencing on 18 May 2026. Ordinary shares will be issued if purchasing becomes impractical or inadvisable. For further information regarding terms and conditions of MEREP refer to Note 39 *Employee equity participation*.

Note 30

Reserves, retained earnings and non-controlling interests

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
(i) Reserves				
Foreign currency translation reserve				
Balance at the beginning of the financial year	2,893	2,072	-	-
Foreign exchange movement on translation and hedge accounting of foreign operations, net of tax	(1,632)	821	-	-
Balance at the end of the financial year	1,261	2,893	-	-
FVOCI reserve and other reserves				
Balance at the beginning of the financial year	(40)	(2)	3	1
Revaluation movement, net of tax	20	(27)	(2)	2
Changes in ECL allowance, net of tax	(8)	(11)	-	-
Balance at the end of the financial year	(28)	(40)	1	3
Share-based payments reserve				
Balance at the beginning of the financial year	1,907	1,821	1,863	1,756
MEREP share-based payment arrangements ¹	808	817	808	817
Deferred tax on MEREP share-based payment arrangements	19	6	-	-
Transfer to ordinary share capital on vesting of MEREP awards	(788)	(705)	(788)	(705)
Transfer of deferred tax benefit to ordinary share capital on vesting of MEREP awards	(29)	(29)	1	(2)
Dividends on forfeited awards and unexercised awards transferred to retained earnings	(1)	(3)	(1)	(3)
Modification from equity settled to cash settled awards	(1)	-	(1)	-
Balance at the end of the financial year	1,915	1,907	1,882	1,863
Cash flow hedge reserve				
Balance at the beginning of the financial year	117	22	(3)	(13)
Revaluation movement, net of tax	(86)	69	(1)	1
Transferred to income statement on realisation, net of tax	(65)	26	3	9
Balance at the end of the financial year	(34)	117	(1)	(3)
Cost of hedging reserve				
Balance at the beginning of the financial year	(51)	(72)	-	-
Revaluation movement, net of tax	11	9	-	-
Transferred to income statement on realisation, net of tax	6	12	-	-
Balance at the end of the financial year	(34)	(51)	-	-
Share of reserves in associates and joint ventures				
Balance at the beginning of the financial year	3	50	-	-
Share of other comprehensive income from associates and joint ventures, net of tax	22	(47)	-	-
Balance at the end of the financial year	25	3	-	-
Total reserves at the end of the financial year	3,105	4,829	1,882	1,863

¹ Represents share based payment expense in relation to MEREP issued to employees of the Company's subsidiaries (Note 39 *Employee equity participation*).

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 30

Reserves, retained earnings and non-controlling interests continued

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
(ii) Retained earnings				
Balance at the beginning of the financial year	19,457	18,218	15,520	15,854
Profit attributable to the ordinary equity holders of Macquarie Group Limited	4,847	3,715	4,879	2,109
Dividends paid on ordinary share capital (Note 31)	(2,543)	(2,452)	(2,526)	(2,436)
Movement due to change in non-controlling ownership interest	(1)	(19)	-	-
Remeasurement of defined benefit plans	(2)	4	-	-
Fair value changes attributable to own credit risk on debt classified as designated at FVTPL, net of tax	3	(12)	-	(10)
Dividends on forfeited awards and unexercised awards transferred to retained earnings	1	3	1	3
Balance at the end of the financial year	21,762	19,457	17,874	15,520
(iii) Non-controlling interests				
Share capital	1,197	790	-	-
Reserves	(224)	(146)	-	-
Retained earnings	(185)	(211)	-	-
Total non-controlling interests	788	433	-	-

Note 31

Dividends

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
(i) Dividends paid				
Ordinary share capital				
Final dividend paid (2025: \$3.90 (2024: \$3.85) per share)	1,480	1,465	1,470	1,457
Interim dividend paid (2026: \$2.80 (2025: \$2.60) per share)	1,063	987	1,056	979
Total dividends paid (Note 30)¹	2,543	2,452	2,526	2,436

The 2026 interim and 2025 final dividends paid during the year were franked at 35%, based on tax paid at 30% (2025 interim and 2024 final dividends were franked at 35% and 40% respectively, based on tax paid at 30%).

The Company's Dividend Reinvestment Plan (DRP) remains active. The DRP is optional and offers ordinary shareholders in Australia and New Zealand the opportunity to acquire fully paid ordinary shares without transaction costs. A shareholder can elect to participate in or terminate their involvement in the DRP at any time. Election notices for participation in the DRP in relation to the final dividend to be paid on 2 July 2026 must be received by the registry by 5:00 pm on 20 May 2026 to be effective for that dividend.

It is expected that shares allocated under the DRP will be issued² and allocated on the dividend payment date. The allocation price will be determined in accordance with the DRP rules as the arithmetic average of the daily volume weighted average market price of all Macquarie Group shares sold through normal trade on the ASX trading system over the ten business days commencing on the third business day after the Election Date of 20 May 2026, less a discount of 1.5%. The DRP shares will rank pari passu with other fully paid ordinary shares then on issue.

Ordinary shares purchased on market by the Consolidated Entity under the DRP in the current and prior year were allocated as fully paid ordinary shares pursuant to the DRP, details of which are included in Note 29 *Contributed equity*.

(ii) Dividends not recognised at the end of the financial year

Since the end of the financial year, the Directors have resolved to pay a final dividend of \$4.20 per fully paid ordinary share, 35% franked based on tax paid at 30%. The aggregate amount of the proposed dividend expected to be paid on 2 July 2026 from retained profits, but not recognised as a liability at the end of the financial year is \$1,601 million. This amount has been estimated based on the number of shares and MEREP awards eligible to participate as at 31 March 2026.

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
Cash dividend (distribution of current period profits) (\$ per share)	7.00	6.50	7.00	6.50
Franking credits available for the subsequent financial year at a corporate tax rate of 30% (2025: 30%) (\$m) ³	238	206	238	206

¹ The Consolidated Entity included an additional \$17 million (2025: \$16 million) of dividend equivalent amount paid to Deferred Share Unit (DSU) holders as described in Note 39 *Employee equity participation*.

² The shares for the DRP may be purchased on-market in part or in full if issuing becomes impractical or inadvisable.

³ Amount represents balances for franking accounts adjusted for franking credits/debits that will arise from the payment/receipt of income tax payables/receivables as at the end of the financial year respectively.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 32

Loan capital

Subordinated debt

Subordinated debt comprises of agreements between the Consolidated Entity and its lenders that provide that, in the event of liquidation, entitlement of such lenders to repayment of the principal sum and interest thereon is and shall at all times be and remain subordinated to the rights of all other present and future creditors of the Consolidated Entity.

The table below highlights key capital instruments with conditional repayment obligations (Tier 1 loan capital under APRA's Capital Standards) issued by the Consolidated Entity.

Contract feature	Macquarie Group Capital Notes 4	Macquarie Group Capital Notes 5	Macquarie Group Capital Notes 6
Code	MCN4	MCN5	MCN6
Issuer	Macquarie Group Limited	Macquarie Group Limited	Macquarie Group Limited
Par value	\$100	\$100	\$100
Currency	AUD	AUD	AUD
Carrying value at reporting date	\$905 million	\$725 million	\$750 million
Accounting measurement basis	Financial liability at amortised cost	Financial liability at amortised cost	Financial liability at amortised cost
Issue date	27 March 2019	17 March 2021	15 July 2022
Interest rate	90-day BBSW plus a fixed margin of 4.15% per annum, adjusted for franking credits	90-day BBSW plus a fixed margin of 2.90% per annum, adjusted for franking credits	90-day BBSW plus a fixed margin of 3.70% per annum, adjusted for franking credits
Interest payment frequency	Quarterly in arrears	Quarterly in arrears	Quarterly in arrears
Interest payment	Discretionary, non-cumulative	Discretionary, non-cumulative	Discretionary, non-cumulative
Dividend stopper	Yes	Yes	Yes
Outstanding notes at reporting date	9.05 million	7.25 million	7.5 million
Maturity	Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument	Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument	Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument
Convertible into ordinary shares	Yes	Yes	Yes
Convertible into issuer shares	MGL	MGL	MGL
Mandatory conversion date	10 September 2029	18 September 2030	12 September 2032
Maximum number of shares on conversion	35,439,961	24,641,304	22,525,190
Optional exchange dates	<ul style="list-style-type: none"> 10 September 2026 10 March 2027 10 September 2027 earlier in specified circumstances at the discretion of MGL subject to APRA approval	<ul style="list-style-type: none"> 18 September 2027 18 March 2028 18 September 2028 earlier in specified circumstances at the discretion of MGL subject to APRA approval	<ul style="list-style-type: none"> 12 September 2029 12 March 2030 12 September 2030 earlier in specified circumstances at the discretion of MGL subject to APRA approval
Other exchange events	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MGL) where APRA determines MGL would be non-viable without an exchange or a public sector injection of capital (or equivalent support) 	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MGL) where APRA determines MGL would be non-viable without an exchange or a public sector injection of capital (or equivalent support) 	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MGL) where APRA determines MGL would be non-viable without an exchange or a public sector injection of capital (or equivalent support)
EPS Dilution	Anti-Dilutive	Dilutive	Anti-Dilutive
Capital treatment	Eligible hybrid capital	Eligible hybrid capital	Eligible hybrid capital

Macquarie Group Capital Notes 7	Macquarie Additional Capital Securities	Macquarie Bank Capital Notes 2	Macquarie Bank Capital Notes 3
MCN7	MACS	BCN2	BCN3
Macquarie Group Limited	Macquarie Bank Limited	Macquarie Bank Limited	Macquarie Bank Limited
\$100	n/a	\$100	\$100
AUD	USD	AUD	AUD
\$1,500 million	\$US750 million/(\$A1,073 million)	\$641 million	\$655 million
Financial liability at amortised cost	Financial liability at amortised cost	Financial liability at amortised cost	Financial liability at amortised cost
16 September 2024	8 March 2017	2 June 2020	27 August 2021
90-day BBSW plus a fixed margin of 2.65% per annum, adjusted for franking credits	6.125% per annum	90-day BBSW plus a fixed margin of 4.70% per annum, adjusted for franking credits	90-day BBSW plus a fixed margin of 2.90% per annum, adjusted for franking credits
Quarterly in arrears	Semi-annually in arrears	Quarterly in arrears	Quarterly in arrears
Discretionary, non-cumulative	Discretionary, non-cumulative	Discretionary, non-cumulative	Discretionary, non-cumulative
Yes	MBL only	MBL only	MBL only
15 million	- ¹	6.41 million	6.55 million
Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument	Perpetual, redeemed subject to APRA's written approval, and at the discretion of MBL in limited circumstances	Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument	Perpetual unless redeemed, resold, converted, exchanged or written-off earlier in accordance with the terms of the instrument
Yes	Yes	Yes	Yes
MGL	MGL	MGL	MGL
15 December 2034	n/a	21 December 2028	8 September 2031
34,538,337	56,947,286	30,532,190	20,316,704
<ul style="list-style-type: none"> 15 December 2031 15 June 2032 15 December 2032 earlier in specified circumstances at the discretion of MGL subject to APRA approval 	No optional exchange dates	<ul style="list-style-type: none"> 21 June 2026 21 December 2026 earlier in specified circumstances at the discretion of MGL subject to APRA approval 	<ul style="list-style-type: none"> 7 September 2028 7 March 2029 7 September 2029 earlier in specified circumstances at the discretion of MBL subject to APRA approval
<ul style="list-style-type: none"> acquisition date (where a party acquires control of MGL) where APRA determines MGL would be non-viable without an exchange or a public sector injection of capital (or equivalent support) 	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MBL or MGL) where APRA determines MBL would be non-viable without an exchange or a public sector injection of capital (or equivalent support) where MBL's common equity Tier 1 capital ratio falls below 5.125% 	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MBL or MGL) where APRA determines MBL would be non-viable without an exchange or conversion or write off, of other Relevant Tier 1 securities is necessary or a public sector injection of capital (or equivalent support) where MBL's common equity Tier 1 Capital ratio falls below 5.125% 	<ul style="list-style-type: none"> acquisition date (where a party acquires control of MBL or MGL) where APRA determines MBL would be non-viable without an exchange or conversion or write off, of other Relevant Tier 1 securities is necessary or a public sector injection of capital (or equivalent support) where MBL's common equity Tier 1 Capital ratio falls below 5.125%
Dilutive	n/a	Anti-Dilutive	Dilutive
Eligible hybrid capital	Additional Tier 1 capital	Additional Tier 1 capital	Additional Tier 1 capital

¹ As at 31 March 2026, the \$US750 million of MACS were held by an authorised representative for the Depository Trust Company being the common depository for the MACS global security.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 32

Loan capital continued

In addition to the subordinated debt with conditional repayment obligations, the Consolidated Entity has also issued certain capital instruments with fixed repayment obligations, denominated in United States dollars and Australian dollars which are eligible Tier 2 capital under APRA's capital standards.

The table below discloses the carrying value of Loan capital at the balance date. Where these instruments are designated in fair value hedge accounting relationships, the carrying value includes the fair value hedge adjustment (refer to Note 37 *Hedge accounting*). The contractual undiscounted cash flows are disclosed in Note 33.2 *Liquidity risk*.

	CONSOLIDATED		COMPANY	
	2026 \$m	2025 \$m	2026 \$m	2025 \$m
Subordinated debt with fixed repayment obligations (Tier 2 loan capital) by contractual maturity dates:				
10 June 2025	-	1,195	-	-
28 May 2030	-	750	-	-
3 June 2030	957	1,022	-	-
17 June 2031	750	750	-	-
7 June 2032	843	847	-	-
18 January 2033	1,406	1,548	-	-
1 March 2034	1,239	1,257	-	-
20 February 2035	1,239	1,250	-	-
3 March 2036	1,293	1,393	-	-
29 November 2035	500	-	-	-
29 May 2040	713	-	-	-
13 August 2036	1,434	-	-	-
20 August 2036	1,246	-	-	-
Instruments with conditional repayment obligations (Tier 1 loan capital):				
MCN4	905	905	905	905
MCN5	725	725	725	725
MCN6	750	750	750	750
MCN7	1,500	1,500	1,500	1,500
MACS	1,073	1,166	-	-
BCN2	641	641	-	-
BCN3	655	655	-	-
Accrued interest payable as per terms of instruments:				
Less than 12 months	119	110	13	12
	17,988	16,464	3,893	3,892
Less: directly attributable issuance costs	(57)	(63)	(26)	(35)
Total loan capital	17,931	16,401	3,867	3,857
Reconciliation of loan capital by major currency				
<i>(In Australian dollar equivalent)</i>				
Australian dollar	11,775	10,078	3,893	3,892
United States dollar	6,213	6,386	-	-
	17,988	16,464	3,893	3,892
Less: directly attributable issuance costs	(57)	(63)	(26)	(35)
Total loan capital	17,931	16,401	3,867	3,857

Note 33

Financial risk management

Risk Management and Risk Management Group (RMG)

The material risks faced by the Consolidated Entity include asset, conduct, country, credit, environmental and social, equity, financial crime, legal, liquidity, market, model, operational, regulatory and compliance, tax, technology and cyber, artificial intelligence and work health and safety risks.

Details on the Risk Management Framework in the Consolidated Entity can be found in the Risk Management Report of this Annual Report.

Note 33.1 Credit risk

Credit risk is the risk that a counterparty will fail to complete its contractual obligations when they fall due. The consequential loss is the amount of the financial obligation not paid back, or the loss incurred in replicating a trading contract with a new counterparty.

Credit risk assessment and approval

Exercise of credit authority within Macquarie is undertaken under authority delegated by the MGL and MBL Boards directly.

Credit risk assessment includes a comprehensive review of the creditworthiness of the counterparty and related entities, key risk and mitigants, and that the downside risk is properly understood and acceptable.

After this analysis is undertaken, limits are set for an acceptable level of potential exposure. All wholesale limits and ratings are reviewed at least once a year or more frequently if required.

Retail credit exposures are monitored by the business units and overseen by RMG Credit on a portfolio basis.

All credit exposures are monitored regularly against limits. For limit monitoring, credit exposures for loan assets are reported at amortised cost. Derivative exposures are measured using high confidence potential future underlying asset prices.

To mitigate credit risk, where appropriate, the Consolidated Entity makes use of margining and other forms of collateral or credit enhancement techniques (including guarantees, letters of credit and the purchase of credit default swaps).

Ratings and reviews

Refer to Note 8 *Expected credit losses* for details regarding the manner in which the Consolidated Entity has adopted and applied AASB 9's expected credit loss impairment requirements.

For the purpose of presenting the credit risk associated with assets on the Consolidated Entity's Statements of financial position in accordance with the requirements of AASB 9, the following methodology has been adopted.

Wholesale rating

Macquarie wholesale ratings broadly correspond to S&P Global Ratings as follows.

Credit Profile	Internal Rating	Standard & Poor's Equivalent
Investment grade	MQ1 to MQ8	AAA to BBB-
Non-investment grade	MQ9 to MQ16	BB+ to C
Default	MQ99	Default

Retail rating

Retail pools are mapped to the credit quality grades based on their PDs.

Mapping retail portfolios to the credit grades has been done for comparability of the overall portfolio presentation and does not reflect the way that the retail portfolio is segmented for management purposes. Management reviews a range of information, including past due status for the portfolio, to assess the credit quality of these assets.

Due from subsidiaries

Balances with subsidiaries are mapped to the rating grades assigned internally to these counterparties for the pricing of internal funding arrangements on an arm's length basis.

Portfolio and country risk

A review of the credit portfolio analysing credit concentrations by counterparty, geography, risk type, industry and credit quality is carried out quarterly and reported to the Board semi-annually. Policies are in place to regulate large exposures to single counterparties or groups of counterparties.

The Consolidated Entity has a country risk management framework which covers the assessment of country risk and the approval of country risk limits. Where appropriate the country risk may be mitigated or transferred by parent company guarantees, bank letters of credit, or credit insurance.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Credit quality of financial assets

The table below discloses, by credit rating grades and ECL impairment stage, the gross carrying amount¹ of assets measured at amortised cost or FVOCI, contract assets and undrawn credit commitments of the Consolidated Entity subject to the impairment requirements of AASB 9 *Financial Instruments*. The credit quality is based on the counterparty's credit rating using the Consolidated Entity's credit rating system and excludes the benefit of collateral and credit enhancements.

	Stage I ² \$m	Stage II ² \$m	Stage III ² \$m	Total \$m
CONSOLIDATED 2026				
Investment grade				
Cash and bank balances	22,673	-	-	22,673
Cash collateralised lending and reverse repurchase agreements	64,860	-	-	64,860
Margin money and settlement assets	22,071	-	-	22,071
Financial investments	24,807	-	-	24,807
Held for sale and other assets	4,039	-	-	4,039
Loan assets	114,788	6,126	-	120,914
Undrawn credit commitments	14,820	229	-	15,049
Total investment grade	268,058	6,355	-	274,413
Non-investment grade				
Cash and bank balances	302	-	-	302
Cash collateralised lending and reverse repurchase agreements	8,120	-	-	8,120
Margin money and settlement assets	6,425	-	-	6,425
Financial investments	150	9	-	159
Held for sale and other assets	4,590	216	-	4,806
Loan assets	105,115	21,854	-	126,969
Undrawn credit commitments	21,869	935	-	22,804
Total non-investment grade	146,571	23,014	-	169,585
Default				
Held for sale and other assets	-	-	63	63
Loan assets	-	-	2,290	2,290
Undrawn credit commitments	-	-	59	59
Total default	-	-	2,412	2,412
Total gross credit risk by ECL stage	414,629	29,369	2,412	446,410

Loan assets reported as investment grade (\$120,914 million) and non-investment grade (\$126,969 million) includes \$1,958 million past due up to 30 days and \$451 million past due between 31 and 89 days.

¹ The gross exposure of financial assets measured at amortised cost represents the carrying value before ECL allowance and for financial assets measured at FVOCI represents carrying value before fair value adjustments and ECL allowance. Accordingly, these exposures will not be equal to the amount presented in the Statement of financial position.

² For definitions of Stage I, II and III, refer to Note 8 *Expected credit losses*. Whilst exposures may have migrated to Stage II, it should not be inferred that exposures classified as Stage II are of lower credit quality than those classified as Stage I.

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Credit quality of financial assets

The table below discloses, by credit rating grades and ECL impairment stage, the gross carrying amount¹ of assets measured at amortised cost or FVOCI, contract assets and undrawn credit commitments of the Consolidated Entity subject to the impairment requirements of AASB 9 *Financial Instruments*. The credit quality is based on the counterparty's credit rating using the Consolidated Entity's credit rating system and excludes the benefit of collateral and credit enhancements.

	Stage I ²	Stage II ²	Stage III ²	Total
	\$m	\$m	\$m	\$m
CONSOLIDATED 2025				
Investment grade				
Cash and bank balances	26,040	-	-	26,040
Cash collateralised lending and reverse repurchase agreements	49,436	-	-	49,436
Margin money and settlement assets	22,226	-	-	22,226
Financial investments	18,023	-	-	18,023
Held for sale and other assets	5,311	-	-	5,311
Loan assets	88,463	5,129	-	93,592
Undrawn credit commitments	13,293	217	-	13,510
Total investment grade	222,792	5,346	-	228,138
Non-investment grade				
Cash and bank balances	346	-	-	346
Cash collateralised lending and reverse repurchase agreements	8,590	-	-	8,590
Margin money and settlement assets	3,953	60	-	4,013
Financial investments	33	159	-	192
Held for sale and other assets	2,654	364	-	3,018
Loan assets	88,492	19,427	-	107,919
Loans to associates and joint ventures	563	-	-	563
Undrawn credit commitments	17,735	703	-	18,438
Total non-investment grade	122,366	20,713	-	143,079
Default				
Margin money and settlement assets	-	-	66	66
Held for sale and other assets	-	-	58	58
Loan assets	-	-	2,299	2,299
Undrawn credit commitments	-	-	95	95
Total default	-	-	2,518	2,518
Total gross credit risk by ECL stage	345,158	26,059	2,518	373,735

Loan assets reported as investment grade (\$93,592 million) and non-investment grade (\$107,919 million) includes \$2,478 million past due up to 30 days and \$639 million past due between 31 and 89 days.

¹ The gross exposure of financial assets measured at amortised cost represents the carrying value before ECL allowance and for financial assets measured at FVOCI represents carrying value before fair value adjustments and ECL allowance. Accordingly, these exposures will not be equal to the amount presented in the Statement of financial position.

² For definitions of Stage I, II and III, refer to Note 8 *Expected credit losses*. Whilst exposures may have migrated to Stage II, it should not be inferred that exposures classified as Stage II are of lower credit quality than those classified as Stage I.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

The following table below discloses, by credit rating grades, the gross carrying amount¹ of assets measured at amortised cost, FVOCI and undrawn credit commitments of the Company subject to the impairment requirements of AASB 9 *Financial Instruments*. The credit quality is based on the rating grades assigned internally to these counterparties for the pricing of internal funding arrangements on an arm's length basis.

	COMPANY 2026		COMPANY 2025	
	Stage I \$m	Total \$m	Stage I \$m	Total \$m
Investment grade				
Cash collateralised lending and reverse repurchase agreements	2,974	2,974	-	-
Financial investments	1,547	1,547	1,102	1,102
Other assets	22	22	-	-
Due from subsidiaries	50,762	50,762	46,198	46,198
Undrawn credit commitments	4,889	4,889	7,925	7,925
Total investment grade	60,194	60,194	55,225	55,225
Non-investment grade				
Cash collateralised lending and reverse repurchase agreements	2,661	2,661	-	-
Total non-investment grade	2,661	2,661	-	-
Total gross credit risk by ECL stage	62,855	62,855	55,225	55,225

¹ The gross exposure of financial assets measured at amortised cost represents the carrying value before ECL allowance and for financial assets measured at FVOCI represents carrying value before fair value adjustments and ECL allowance. Accordingly, these exposures will not be equal to the amount presented in the Statement of financial position.

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Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Credit risk concentration

The table below details the concentration of credit risk by significant geographical location and counterparty type of the Consolidated Entity's financial assets, contract assets and undrawn credit commitments. The geographical location is determined by the country of risk to which the Consolidated Entity is most exposed when assessing the counterparty to meet its obligations as they fall due, however, where the exposures are subject to multiple countries of risk, geographical allocation has been determined based on counterparty's country of domicile. The counterparty type is based on the Standard Economic Sector Classifications of Australia (SESCA) used by the Australian Bureau of Statistics. Government represents Australian and foreign governments, including government departments and agencies. Financial institutions represent central banks and central borrowing authorities, Australian and foreign banks, registered financial corporations, insurance corporations, funds, financial intermediaries, and auxiliaries. Retail and others represent public and private trading enterprises and retail banking customers.

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9				GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			
	Governments	Financial institutions	Retail and other	Total	Governments	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED 2026								
Australia and New Zealand								
Cash and bank balances	-	8,179	3	8,182	-	448	-	448
Cash collateralised lending and reverse repurchase agreements	-	12,753	562	13,315	-	724	-	724
Trading assets	-	-	-	-	737	582	6	1,325
Margin money and settlement assets	3	2,341	236	2,580	-	-	10	10
Derivative assets	-	-	-	-	2	2,213	1,977	4,192
Financial investments	5,284	16,607	155	22,046	-	36	42	78
Held for sale and other assets	7	374	1,778	2,159	-	127	21	148
Loan assets ¹	27	2,059	201,175	203,261	-	3	181	184
Loans to associates and joint ventures	-	-	-	-	-	-	3	3
Undrawn credit commitments	34	641	26,546	27,221	-	-	5	5
Total Australia and New Zealand	5,355	42,954	230,455	278,764	739	4,133	2,245	7,117
Asia								
Cash and bank balances	-	2,857	33	2,890	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	-	7,420	15	7,435	-	2,388	-	2,388
Trading assets	-	-	-	-	76	91	70	237
Margin money and settlement assets	693	4,256	331	5,280	-	-	9	9
Derivative assets	-	-	-	-	34	1,829	2,750	4,613
Financial investments	-	404	-	404	-	150	14	164
Held for sale and other assets	1	757	186	944	-	209	461	670
Loan assets	-	302	759	1,061	-	-	-	-
Undrawn credit commitments	-	13	38	51	-	-	-	-
Total Asia	694	16,009	1,362	18,065	110	4,667	3,304	8,081

¹ Loan assets in Australia and New Zealand includes home loans of \$181,290 million, Corporate, commercial and other lending of \$21,512 million and asset financing of \$643 million.

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9				GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			
	Governments	Financial institutions	Retail and other	Total	Governments	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED 2026								
Europe, Middle East and Africa								
Cash and bank balances	-	5,630	4	5,634	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	1,403	24,354	815	26,572	-	1,748	-	1,748
Trading assets	-	-	-	-	-	15	2,972	2,987
Margin money and settlement assets	-	9,199	2,093	11,292	-	-	-	-
Derivative assets	-	-	-	-	17	7,714	11,968	19,699
Financial investments	635	687	10	1,332	72	433	1,106	1,611
Held for sale and other assets	57	1,323	1,955	3,335	-	170	1,749	1,919
Loan assets	-	2,388	23,977	26,365	-	102	1,432	1,534
Loans to associates and joint ventures	-	-	-	-	-	-	262	262
Undrawn credit commitments	28	469	3,778	4,275	-	5	263	268
Total Europe, Middle East and Africa	2,123	44,050	32,632	78,805	89	10,187	19,752	30,028
Americas								
Cash and bank balances	-	6,264	5	6,269	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	-	24,882	776	25,658	-	5,139	-	5,139
Trading assets	-	-	-	-	4,045	-	919	4,964
Margin money and settlement assets	111	7,584	1,649	9,344	-	-	33	33
Derivative assets	-	-	-	-	184	11,358	3,487	15,029
Financial investments	-	1,126	58	1,184	90	574	1,487	2,151
Held for sale and other assets	87	1,223	1,160	2,470	-	-	2,033	2,033
Loan assets	-	6,620	12,866	19,486	-	344	1,389	1,733
Loans to associates and joint ventures	-	-	-	-	-	-	75	75
Undrawn credit commitments	29	1,011	5,325	6,365	-	-	212	212
Total Americas	227	48,710	21,839	70,776	4,319	17,415	9,635	31,369
Total gross credit risk¹	8,399	151,723	286,288	446,410	5,257	36,402	34,936	76,595

¹ The gross exposure of financial assets measured at amortised cost represents the carrying value before ECL allowance and for financial assets measured at FVOCI represents carrying value before fair value adjustments and ECL allowance. Accordingly, these exposures will not be equal to the amount presented in the Statement of financial position.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Credit risk concentration

The table below details the concentration of credit risk by significant geographical location and counterparty type of the Consolidated Entity's financial assets, contract assets and undrawn credit commitments. The geographical location is determined by the country of risk to which the Consolidated Entity is most exposed when assessing the counterparty to meet its obligations as they fall due, however, where the exposures are subject to multiple countries of risk, geographical allocation has been determined based on counterparty's country of domicile. The counterparty type is based on the Standard Economic Sector Classifications of Australia (SESCA) used by the Australian Bureau of Statistics. Government represents Australian and foreign governments, including government departments and agencies. Financial institutions represent central banks and central borrowing authorities, Australian and foreign banks, registered financial corporations, insurance corporations, funds, financial intermediaries, and auxiliaries. Retail and others represent public and private trading enterprises and retail banking customers.

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9				GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			
	Governments	Financial institutions	Retail and other	Total	Governments	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED 2025								
Australia and New Zealand								
Cash and bank balances	-	15,094	-	15,094	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	-	7,765	620	8,385	-	422	-	422
Trading assets	-	-	-	-	946	308	10	1,264
Margin money and settlement assets	5	2,165	131	2,301	-	-	-	-
Derivative assets	-	-	-	-	10	1,279	1,813	3,102
Financial investments	1,469	14,599	128	16,196	-	2	20	22
Held for sale and other assets	5	395	899	1,299	-	99	294	393
Loan assets ¹	30	2,211	162,845	165,086	-	24	93	117
Loans to associates and joint ventures	-	-	-	-	-	-	2	2
Undrawn credit commitments	37	818	22,195	23,050	-	-	-	-
Total Australia and New Zealand	1,546	43,047	186,818	231,411	956	2,134	2,232	5,322
Asia								
Cash and bank balances	-	1,972	-	1,972	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	-	5,770	17	5,787	-	1,238	722	1,960
Trading assets	-	-	-	-	-	-	155	155
Margin money and settlement assets	16	3,591	280	3,887	-	-	-	-
Derivative assets	-	-	-	-	56	1,455	637	2,148
Financial investments	-	471	-	471	-	105	32	137
Held for sale and other assets	1	421	592	1,014	-	-	364	364
Loan assets	-	179	1,131	1,310	-	-	-	-
Undrawn credit commitments	-	4	95	99	-	-	-	-
Total Asia	17	12,408	2,115	14,540	56	2,798	1,910	4,764

¹ Loan assets in the Australia and New Zealand includes home loans of \$141,670 million, Corporate, commercial and other lending of \$20,455 million and asset financing of \$3,078 million.

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9				GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			
	Governments	Financial institutions	Retail and other	Total	Governments	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED 2025								
Europe, Middle East and Africa								
Cash and bank balances	-	4,440	-	4,440	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	1,449	17,820	142	19,411	-	1,944	-	1,944
Trading assets	-	-	-	-	61	37	2,104	2,202
Margin money and settlement assets	37	8,070	3,928	12,035	-	-	-	-
Derivative assets	-	-	-	-	-	5,901	3,521	9,422
Financial investments	256	463	8	727	-	10	-	10
Held for sale and other assets	91	375	3,756	4,222	-	16	1,210	1,226
Loan assets	-	1,258	16,030	17,288	-	63	1,324	1,387
Loans to associates and joint ventures	-	499	64	563	-	4	366	370
Undrawn credit commitments	17	332	2,259	2,608	-	1	290	291
Total Europe, Middle East and Africa	1,850	33,257	26,187	61,294	61	7,976	8,815	16,852
Americas								
Cash and bank balances	-	4,880	-	4,880	-	-	-	-
Cash collateralised lending and reverse repurchase agreements	-	24,275	168	24,443	298	3,931	-	4,229
Trading assets	-	-	-	-	3,371	15	682	4,068
Margin money and settlement assets	222	6,000	1,860	8,082	-	-	353	353
Derivative assets	-	-	-	-	153	7,241	2,203	9,597
Financial investments	-	716	105	821	-	383	963	1,346
Held for sale and other assets	1	1,106	745	1,852	-	30	2,142	2,172
Loan assets	12	6,503	13,611	20,126	-	298	378	676
Loans to associates and joint ventures	-	-	-	-	-	-	69	69
Undrawn credit commitments	40	1,160	5,086	6,286	-	-	1,485	1,485
Total Americas	275	44,640	21,575	66,490	3,822	11,898	8,275	23,995
Total gross credit risk¹	3,688	133,352	236,695	373,735	4,895	24,806	21,232	50,933

¹ The gross exposure of financial assets measured at amortised cost represents the carrying value before ECL allowance and for financial assets measured at FVOCI represents carrying value before fair value adjustments and ECL allowance. Accordingly, these exposures will not be equal to the amount presented in the Statement of financial position.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Credit risk concentration

The table below details the concentration of credit risk by significant geographical location and counterparty type of the Company's financial assets and undrawn credit commitments. The geographical location is determined by the country of risk to which the Company is most exposed when assessing the counterparty to meet its obligations as they fall due, however, where the exposures are subject to multiple countries of risk, geographical allocation has been determined based on counterparty's country of domicile. The counterparty type is based on the Standard Economic Sector Classifications of Australia (SESCA) used by the Australian Bureau of Statistics. Financial institutions represent central banks and central borrowing authorities, Australian and foreign banks, registered financial corporations, insurance corporations, funds, financial intermediaries, and auxiliaries. Retail and others represent public and private trading enterprises and retail banking customers.

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9		
	Financial institutions	Retail and other	Total	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m
COMPANY 2026						
Australia and New Zealand						
Financial investments	1,444	-	1,444	-	-	-
Due from subsidiaries	50,753	-	50,753	4,022	-	4,022
Off-balance sheet exposures	58	-	58	-	-	-
Total Australia and New Zealand	52,255	-	52,255	4,022	-	4,022
Asia						
Financial investments	58	-	58	-	-	-
Off-balance sheet exposures	53	44	97	-	-	-
Total Asia	111	44	155	-	-	-
Europe, Middle East and Africa						
Cash collateralised lending and reverse repurchase agreements	2,178	-	2,178	-	-	-
Other assets	22	-	22	-	-	-
Due from subsidiaries	2	1	3	-	-	-
Off-balance sheet exposures	337	322	659	-	-	-
Total Europe, Middle East and Africa	2,539	323	2,862	-	-	-
Americas						
Cash collateralised lending and reverse repurchase agreements	3,457	-	3,457	-	-	-
Financial investments	45	-	45	-	-	-
Due from subsidiaries	6	-	6	-	-	-
Off-balance sheet exposures	3,701	374	4,075	-	-	-
Total Americas	7,209	374	7,583	-	-	-
Total gross credit risk	62,114	741	62,855	4,022	-	4,022

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

	GROSS EXPOSURE FOR FINANCIAL ASSETS SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9			GROSS EXPOSURE FOR FINANCIAL ASSETS NOT SUBJECT TO IMPAIRMENT REQUIREMENT OF AASB9		
	Financial institutions	Retail and other	Total	Financial institutions	Retail and other	Total
	\$m	\$m	\$m	\$m	\$m	\$m
						COMPANY 2025
Australia and New Zealand						
Financial investments	933	-	933	-	-	-
Due from subsidiaries	42,339	3,853	46,192	2,497	1,506	4,003
Off-balance sheet exposures	154	105	259	-	-	-
Total Australia and New Zealand	43,426	3,958	47,384	2,497	1,506	4,003
Asia						
Financial investments	90	-	90	-	-	-
Off-balance sheet exposures	-	374	374	-	-	-
Total Asia	90	374	464	-	-	-
Europe, Middle East and Africa						
Off-balance sheet exposures	887	398	1,285	-	-	-
Total Europe, Middle East and Africa	887	398	1,285	-	-	-
Americas						
Due from subsidiaries	6	-	6	-	-	-
Off-balance sheet exposures	5,542	465	6,007	-	-	-
Total Americas	5,548	465	6,013	-	-	-
Total gross credit risk	49,951	5,195	55,146	2,497	1,506	4,003

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Maximum exposure to credit risk

For on-balance sheet instruments, the maximum exposure to credit risk is the carrying amount reported on the balance sheet (refer to Note 22 *Measurement categories of financial instruments*). For off-balance sheet instruments, the maximum exposure to credit risk is a function of the contractual notional amount, except for certain usage-based guarantees in which case the maximum exposure is determined with respect to the fair value of the underlying exposure and is disclosed in Note 8 *Expected credit losses*.

Collateral and credit enhancements held

Cash collateralised lending and reverse repurchase agreements

The Consolidated Entity enters into securities and commodities borrowing and reverse repurchase transactions with counterparties which require lodgement of collateral. These arrangements include:

- securities and commodities borrowed in return for cash, for which the fair value of the securities and commodities borrowed is equal to or less than the cash deposited with the counterparty;
- reverse repurchase agreements (collateralised financing arrangements), for which the fair value of the securities and commodities received as collateral is generally in excess of the principal amount;
- securities received as collateral in return for the transfer of other securities; and
- securities borrowed on an unsecured basis in return for a fee.

The non-cash collateral received is not recognised by the Consolidated Entity in the Statements of financial position, as the risks and rewards of ownership remain with the counterparty. The Consolidated Entity is permitted to sell or repledge the securities and commodities received. In the absence of default by the counterparty, the Consolidated Entity has an obligation to return the non-cash collateral received to the counterparty.

For securities and commodities borrowed in return for cash and reverse repurchase arrangements, the fair value of non-cash collateral received by the Consolidated Entity is \$89,127 million (2025: \$68,263 million) and by the Company is \$6,145 million (2025: \$nil million).

For securities borrowed in return for other securities, the fair value of the securities received is \$18,902 million (2025: \$17,347 million).

For securities borrowed on an unsecured basis, the fair value of the securities received by the Consolidated Entity is \$6,642 million (2025: \$7,063 million) and by the Company is \$484 million .

Refer to Note 36 *Pledged assets and transfers of assets* for securities and commodity which have been repledged.

The fair value attributed to non-cash collateral held is judgmental and measured with reference to quoted prices in active markets where available (for example, listed securities). If quoted prices in active markets are not available, the fair values are estimated using pricing models or other recognised valuation techniques that maximise the use of quoted prices and observable market inputs. The fair value of these securities and commodities were determined when last assessed and are determined periodically.

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Loan assets

Home loans

The following table provides information on the loan to collateral value ratio as determined using loan carrying values and the most recent valuation of the home loan collateral.

Loan-to-Value (LTV)	CONSOLIDATED	
	2026	2025
	\$m	\$m
<= 25%	5,933	4,934
>25% to 50%	36,181	29,510
>50% to 70%	68,929	56,047
>70% to 80%	67,017	48,289
>80% to 90%	4,622	4,192
>90% to 100%	334	338
Partly collateralised	23	42
Total home loans	183,039	143,352

Corporate, commercial and other lending

Collateral held against corporate, commercial and other lending consists of secured positions over assets of the counterparty, often in the form of corporate assets. Of the term lending of \$65,350 million (2025: \$55,330 million), the credit exposure after considering the estimated value of collateral and credit enhancements is \$9,397 million (2025: \$8,650 million).

Asset financing

The Consolidated Entity leases assets and provides asset-related financing to corporate and retail clients. Titles to the underlying assets are held by the Consolidated Entity as collateral. Of the asset finance portfolio of \$5,140 million (2025: \$6,964 million), the credit exposure after considering the depreciated value of collateral is \$749 million (2025: \$1,684 million).

Derivative instruments

Derivatives may be traded on an exchange (exchange traded) or they may be privately negotiated contracts, which are referred to as Over-the-Counter (OTC) derivatives. The Consolidated Entity's and the Company's OTC derivatives are cleared and settled either through central clearing counterparties (OTC-cleared), or bilateral contracts between two counterparties.

The Consolidated Entity's approach to financial risk management includes entering into margining and collateralisation arrangements and enforceable master netting arrangements (MNA) with counterparties. The MNAs allow for net settlement with counterparties in the event of default or other pre-determined events, such that their potential effects on the Consolidated Entity's financial position in that circumstance is to settle these contracts as one arrangement.

The Consolidated Entity receives both cash and non-cash collateral in relation to margining arrangements. Refer to Note 35 *Offsetting financial assets and financial liabilities* for impact of master netting arrangements, cash margins and other financial collateral held against the positions as at balance date. In addition, the Consolidated Entity uses a variety of credit risk mitigation strategies (for example: credit insurance facilities) to manage the large exposures.

Refer Note 36 *Pledged assets and transfers of assets* for non-cash collateral received and repledged as part of derivative margining arrangements.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.1 Credit risk continued

Financial investments

Debt securities held by the Consolidated Entity carrying a credit risk are primarily in the nature of bonds, non-convertible debentures (NCD), floating rate notes (FRN), commercial paper and other debt securities for liquidity management purposes and other securities for short-term gains.

Settlement assets

Security and commodity settlements of \$9,555 million (2025: \$6,661 million) and \$2,529 million (2025: \$3,213 million) respectively presented in Note 10 *Margin money and settlement assets*, represent amounts owed by the exchange (or a client) for equities, commodities and other securities sold. These assets are secured with the underlying securities, commodities or cash held by the Consolidated Entity until the date of settlement. The period between trade and settlement date varies as per regional regulatory and business norms.

Other financial assets

Commodity related receivables of \$5,052 million (2025: \$4,491 million) under other financial assets are typically either collateralised with the underlying commodity held by the Consolidated Entity until the date of settlement or short-term receivables with standard credit terms which would be backed by a bank guarantee where required to remain within credit limits.

Credit commitments

The Consolidated Entity's undrawn facilities and lending securities commitments of \$38,397 million (2025: \$33,819 million) are secured through collateral and credit enhancement. The remaining credit exposure after considering the estimated value of collateral is \$9,190 million (2025: \$7,897 million).

Additional collateral

Apart from collateral details disclosed above, the Consolidated Entity also holds other types of collateral, such as unsupported guarantees. While such mitigants have value as a credit risk mitigant often providing rights in insolvency, their assignable values are uncertain and therefore are assigned no value for disclosure purposes.

For all collateral, in the event of default realised collateral values may be lower than the value of collateral as at the reporting date.

Repossessed collateral

In the event of a customer default, the Consolidated Entity may either take possession of the underlying collateral held as security and/or exercise its right to dispose of the customer's asset. At the reporting date, the Consolidated Entity did not have any material amounts of such collateral recognised in its Statements of financial position.

Note 33.2 Liquidity risk

Governance and oversight

Macquarie's liquidity risk management framework is designed to ensure that it is able to meet its obligations as they fall due under a range of market conditions.

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

Macquarie's liquidity policies are approved by the MGL and MBL Boards after endorsement by the respective ALCOs and liquidity reporting is provided to the Boards on a regular basis. The MGL and MBL ALCO members include the MGL CEO, MBL CEO, CFO, CRO, COO, Group General Counsel, Head of Group Treasury and relevant Operating Group Heads.

RMG provides independent oversight of liquidity risk management, including ownership of liquidity policies and key limits and approval of material liquidity scenario assumptions.

Liquidity policy and risk appetite

The MGL and MBL liquidity policies are designed so that each of Macquarie, the Bank Group and the Non-Bank Group maintains sufficient liquidity to meet their obligations as they fall due. The *MBL Liquidity Policy* outlines the standalone framework for the Bank Group and its principles are consistent with the *MGL Liquidity Policy*. Macquarie's 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.

Reflecting the longer-term nature of the Non-Bank Group asset profile, MGL is primarily funded with a mixture of capital and long-term wholesale funding. MBL is an authorised deposit-taking institution and is funded mainly with deposits, long-term liabilities and capital.

Liquidity contingency plan

Group Treasury maintains a *Liquidity Contingency Plan* for MGL and a *Liquidity Contingency Plan* for MBL, which outline how a liquidity crisis would be managed for the Group and Bank, respectively. The plans define roles and responsibilities and actions to be taken in a liquidity event, including identifying key information requirements and appropriate communication plans with both internal and external parties.

Specifically, the plan details:

- factors that may constitute a crisis;
- the officers responsible for invoking each plan;
- a committee of senior executives responsible for managing a crisis;
- the information required to effectively manage a crisis;
- a communications strategy;
- a high level checklist of possible actions to conserve or raise additional liquidity for the Group or Bank; and
- contact lists to facilitate prompt communication with all key internal and external stakeholders.

Note 33

Financial risk management continued

Note 33.2 Liquidity risk continued

In addition, Macquarie monitors a range of early warning indicators on a daily basis that might assist in identifying emerging risks in Macquarie's liquidity position. These indicators are reviewed by Management and are used to inform any decisions regarding invoking the plan.

The *Liquidity Contingency Plans* are subject to regular review by both Group Treasury and RMG. They are submitted annually to the MGL and MBL ALCO and respective Boards for approval.

Macquarie is a global financial institution, with branches and subsidiaries in a variety of countries. Regulations in certain countries may require some branches or subsidiaries to have specific local contingency plans. Where that is the case, the *Liquidity Contingency Plans* contain either a supplement or a reference to a separate document providing the specific information required for those branches or subsidiaries.

Funding strategy

Macquarie prepares a centralised *Funding Strategy* for MGL and a centralised *Funding Strategy* for MBL on an annual basis and monitors progress against the strategies throughout the year.

The Funding Strategies aim to:

- maintain diversity of funding sources for MGL and MBL across a range of tenors, currencies and products; and
- ensure ongoing compliance with all liquidity requirements and facilitate forecast asset growth.

The *Funding Strategies* are reviewed by the MGL and MBL ALCO and approved by the respective Boards.

Scenario analysis

Scenario analysis is central to Macquarie's liquidity risk management framework. In addition to regulatory defined scenarios, Group Treasury models additional liquidity scenarios covering both market-wide and Macquarie name-specific crises.

These scenarios use a range of assumptions, which Macquarie intends to be conservative, regarding the level of access to capital markets, deposit outflows, contingent funding requirements and asset sales.

As an example, one internal scenario projects the expected cash and liquid asset position during a combined market-wide and Macquarie name-specific crisis over a twelve month time frame. This scenario assumes no access to wholesale funding markets, a significant loss of deposits and contingent funding outflows resulting from undrawn commitments, market moves impacting derivatives and other margined positions combined with a multiple notch credit rating downgrade. Macquarie's cash and liquid asset portfolio must exceed the minimum requirement as calculated in this scenario at all times.

Liquid asset holdings

Group Treasury centrally maintains a portfolio of highly liquid unencumbered assets which are intended to ensure adequate liquidity is available under a range of market conditions. The minimum level of cash and liquid assets is calculated with reference to internal scenario analysis and regulatory requirements.

The cash and liquid asset portfolio contains only unencumbered assets that can be relied on to maintain their liquidity in a crisis scenario. Specifically, cash and liquid assets held to meet minimum internal and regulatory requirements must be cash balances (including central bank reserves and overnight lending to financial institutions), qualifying High-Quality Liquid Assets and other RBA repo-eligible securities. Composition constraints are also applied to ensure appropriate diversity and quality of the assets in the portfolio. The cash and liquid asset portfolio is held in a range of currencies consistent with the distribution of liquidity needs by currency, allowing for an acceptable level of currency mismatches.

Funds transfer pricing

An internal funds transfer pricing framework is in place that has been designed to produce appropriate incentives for business decision-making by reflecting the funding costs arising from business actions and the separate funding tasks and liquidity requirements of the Bank and Non-Bank Groups. Under this framework, each business is allocated the appropriate cost of the funding required to support its products and business lines, recognising the actual and contingent funding-related exposures their activities create. The Operating Groups are assumed to be fully debt funded for the purposes of internal funding charges.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.2 Liquidity risk continued

Contractual undiscounted cash flows

The following tables summarise the maturity profile of the Consolidated Entity's financial liabilities as at 31 March based on a contractual undiscounted repayment basis and hence would vary from the carrying value as reported on the Statements of financial position at the balance date. Repayments subject to notice are treated as if notice were given immediately. This does not reflect the behaviour of the expected cash flows as indicated by the Consolidated Entity's deposit retention history since the Consolidated Entity expects that many customers will not request repayment on the earliest date the Consolidated Entity could be required to pay.

	Statement of financial position	0 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
	\$m	\$m	\$m	\$m	\$m	\$m
	CONSOLIDATED 2026					
Deposits ¹	221,547	212,514	8,983	300	35	221,832
Cash collateralised borrowing and repurchase agreements	7,362	4,429	2,938	-	-	7,367
Trading liabilities ²	12,507	12,507	-	-	-	12,507
Margin money and settlement liabilities	35,858	35,858	-	-	-	35,858
Derivative liabilities (trading) ²	35,002	35,052	-	-	-	35,052
Derivative liabilities (Hedge Accounting Relationships) ³	2,678					
Contractual amounts payable		648	3,281	7,100	349	11,378
Contractual amounts receivable		(378)	(2,537)	(4,977)	(204)	(8,096)
Held for sale and other liabilities	11,530	3,465	4,613	1,181	7,220	16,479
Issued debt securities and other borrowings ⁴	150,013	29,959	42,415	68,456	28,176	169,006
Loan capital ⁵	17,931	1,389	3,417	11,056	7,299	23,161
Total liabilities⁶	494,428	335,443	63,110	83,116	42,875	524,544
Total contingent liabilities and commitments⁷		41,398	202	236	6	41,842
Total contractual undiscounted cash flows		376,841	63,312	83,352	42,881	566,386

¹ Includes deposits that are contractually at call and are expected to provide a degree of funding stability, subject to regular review.

² Derivative liabilities (trading) and trading liabilities are included in '0 to 3 months' at their fair value. Liquidity risk on these items is not managed on the basis of contractual maturity, as they are frequently traded.

³ Where multiple derivatives are combined in order to form a single hedge instrument designated in a hedge accounting relationship, each derivative is considered independently for the purposes of assessing liquidity risk and for the disclosure's requirements.

⁴ Includes \$9,853 million payables to SE note holders which is disclosed on the basis of expected maturity of the notes which are dependent on the repayment maturity of the underlying loans that the SE holds.

⁵ Includes securities with conditional repayment obligations. The cash outflow on the principal component on these securities is disclosed using the earliest optional exchange dates and the cash outflow of the interest component is disclosed using coupon dates instead of the contractual maturity. For contractual maturity of these securities refer to Note 32 *Loan capital*, further these instruments may be converted into ordinary shares on the occurrence of an other exchange event, and this may impact their maturity profile.

⁶ The Consolidated Entity and the Company have not had any defaults of principal, interest or other breaches with respect to its funding sources during the financial years reported.

⁷ Includes undrawn credit commitments and performance related contingencies in 0 to 3 months maturity band to reflect their earliest possible maturity. Cash flows on contingent liabilities and commitments are dependent on the occurrence of various future events and conditions and may or may not result in an outflow of resources.

Note 33

Financial risk management continued

Note 33.2 Liquidity risk continued

	Statement of financial position	0 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
	\$m	\$m	\$m	\$m	\$m	\$m
						CONSOLIDATED 2025
Deposits ¹	177,671	169,603	7,862	484	-	177,949
Cash collateralised borrowing and repurchase agreements	4,933	1,793	3,235	-	-	5,028
Trading liabilities ²	5,851	5,869	-	-	-	5,869
Margin money and settlement liabilities	28,845	28,851	-	-	-	28,851
Derivative liabilities (trading) ²	20,779	20,779	-	-	-	20,779
Derivative liabilities (Hedge Accounting Relationships) ³	2,589					
Contractual amounts payable		515	1,635	4,651	1,023	7,824
Contractual amounts receivable		(209)	(960)	(2,891)	(725)	(4,785)
Held for sale and other liabilities	8,849	3,982	2,967	1,073	1,079	9,101
Issued debt securities and other borrowings ⁴	135,172	16,818	43,938	59,812	30,514	151,082
Loan capital ⁵	16,401	2,156	1,332	10,516	6,500	20,504
Total liabilities	401,090	250,157	60,009	73,645	38,391	422,202
Total contingent liabilities and commitments⁶		36,447	134	134	8	36,723
Total contractual undiscounted cash flows		286,604	60,143	73,779	38,399	458,925

¹ Includes deposits that are contractually at call and are expected to provide a degree of funding stability, subject to regular review.

² Derivative liabilities (trading) and trading liabilities are included in '0 to 3 months' at their fair value. Liquidity risk on these items is not managed on the basis of contractual maturity, as they are frequently traded.

³ Where multiple derivatives are combined in order to form a single hedge instrument designated in a hedge accounting relationship, each derivative is considered independently for the purposes of assessing liquidity risk and for the disclosure's requirements.

⁴ Includes \$10,749 million payables to SE note holders which is disclosed on the basis of expected maturity of the notes which are dependent on the repayment maturity of the underlying loans that the SE holds.

⁵ Includes securities with conditional repayment obligations. The cash outflow on the principal component on these securities is disclosed using the earliest optional exchange dates and the cash outflow of the interest component is disclosed using coupon dates instead of the contractual maturity. For contractual maturity of these securities refer to Note 32 *Loan capital*, further these instruments may be converted into ordinary shares on the occurrence of an other exchange event, and this may impact their maturity profile.

⁶ Includes undrawn credit commitments and performance related contingencies in 0 to 3 months maturity band to reflect their earliest possible maturity. Cash flows on contingent liabilities and commitments are dependent on the occurrence of various future events and conditions and may or may not result in an outflow of resources.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.2 Liquidity risk continued

	Statement of financial position	0 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
	\$m	\$m	\$m	\$m	\$m	\$m
COMPANY 2026						
Derivative liabilities (trading) ¹	20	20	-	-	-	20
Other liabilities	23	22	-	-	-	22
Due to subsidiaries	12,425	3,173	357	209	8,686	12,425
Issued debt securities and other borrowings	47,725	3,484	3,390	29,676	18,819	55,369
Loan capital ²	3,867	64	1,063	1,966	1,590	4,683
Total liabilities	64,060	6,763	4,810	31,851	29,095	72,519
Total contingent liabilities and commitments³		4,889	-	-	-	4,889
Total contractual undiscounted cash flows		11,652	4,810	31,851	29,095	77,408
COMPANY 2025						
Derivative liabilities (trading) ¹	10	10	-	-	-	10
Other liabilities	20	21	-	-	-	21
Due to subsidiaries	5,917	2,386	247	914	2,370	5,917
Issued debt securities and other borrowings	43,306	524	1,191	29,597	20,234	51,546
Loan capital ²	3,857	63	189	2,997	1,678	4,927
Total liabilities	53,110	3,004	1,627	33,508	24,282	62,421
Total contingent liabilities and commitments³		7,925	-	-	-	7,925
Total contractual undiscounted cash flows		10,929	1,627	33,508	24,282	70,346

¹ Derivative liabilities (trading) and trading liabilities are included in '0 to 3 months' at their fair value. Liquidity risk on these items is not managed on the basis of contractual maturity, as they are frequently traded.

² Includes securities with conditional repayment obligations. The cash outflow on the principal component on these securities is disclosed using the earliest optional exchange dates and the cash outflow of the interest component is disclosed using coupon dates instead of the contractual maturity. For contractual maturity of these securities refer to Note 32 *Loan capital*, further these instruments may be converted into ordinary shares on the occurrence of an other exchange event, and this may impact their maturity profile.

³ Cash flows on contingent liabilities and commitments are dependent on the occurrence of various future events and conditions and may or may not result in an outflow of resources.

Note 33

Financial risk management continued

Note 33.3 Market risk

Macquarie's balance sheet includes a **'trading book'**, which is defined in accordance with APRA's traded market risk prudential standard (APS116), and subject to the traded market risk framework. Any position not deemed to be trading book is considered to be **'banking book'**, and covered by either the non-traded market risk or equity risk frameworks.

Traded market risk

Market risk is the risk of adverse changes in the value of the Consolidated Entity's trading positions as a result of changes in market conditions. The Consolidated Entity is exposed to the following risks:

- **price:** The risk of loss due to changes in price of a risk factor (interest rates, foreign exchange, commodities etc.)
- **volatility:** The risk of loss due to changes in the volatility of a risk factor
- **basis:** The risk of imperfect correlation between offsetting investments in a hedging strategy
- **correlation:** The risk that the actual correlation between two assets or variables is different from the assumed correlation
- **illiquid market:** The risk of inability to sell assets or close out positions in thinly-traded markets at close to the last market prices
- **concentration:** The risk of over concentration of trading exposures in certain markets and products
- **valuation adjustments:** The risk of actual valuation adjustments to derivative positions; specifically Credit Valuation Adjustment (CVA), Debit Valuation Adjustment (DVA) and Funding Valuation Adjustment (FVA).

It is recognised that all trading activities contain calculated elements of risk taking. The Consolidated Entity is prepared to accept such risks provided they are within agreed limits, independently and correctly identified, calculated and monitored by RMG, and reported to Senior Management on a regular basis

RMG monitors positions within the Consolidated Entity according to a limit structure which sets limits for all exposures in all markets. Limits are set for both individual trading desks and divisions as well as in aggregate.

RMG sets three complementary limit structures:

- **contingent loss limits:** Worst-case scenarios that shock prices and volatilities by more than that which has occurred historically. Multiple scenarios are set for each market to capture the non-linearity and complexity of exposures arising from derivatives. A wide range of assumptions about the correlation between markets is applied
- **position limits:** Volume, maturity and open position limits are set on a large number of market instruments and securities in order to constrain concentration risk and to avoid the accumulation of risky, illiquid positions
- **Value-at-Risk (VaR) limits:** A statistical measure based on a 10-day holding period and a 99% confidence level, as stipulated by the APRA capital adequacy standard. The model is validated by back testing a one-day VaR against hypothetical and actual daily trading profit or loss.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 33

Financial risk management continued

Note 33.3 Market risk continued

Traded Market Risk Value-at-Risk

The VaR model uses a Monte Carlo simulation where price and volatility risk factors are derived from multiple normal distributions, based on three years of historical data. The following factors can limit the effectiveness of VaR in predicting future price moves:

- the use of historical data means that the current model parameters may not reflect future market conditions, especially when entering a period of heightened volatility. The model utilises exponential weighting to place emphasis on the most recent market movements to more accurately reflect current conditions
- VaR is calculated at the 99% level of confidence and does not account for losses that could occur beyond this point.

The table below shows the average, maximum and minimum VaR over the financial year for the major markets in which the Consolidated Entity operates. The VaR shown in the table is based on a one-day holding period being the mark-to-market loss that could be incurred over that period. The aggregated VaR includes the effects of correlation between risk factors.

Traded Value-at-Risk (1-day, 99% confidence level)	2026			2025		
	Average \$m	Maximum \$m	Minimum \$m	Average \$m	Maximum \$m	Minimum \$m
Equities	9.03	13.72	5.92	11.54	16.46	6.49
Interest rates	5.39	8.58	3.74	4.61	7.40	3.07
Foreign exchange	6.79	12.99	3.21	4.20	6.96	2.21
Commodities and commodity contracts	31.64	47.01	21.32	24.85	42.15	18.53
Aggregate	34.19	48.98	23.11	28.86	45.44	20.87

Non-Traded Market Risk

The Consolidated Entity has exposure to non-traded market risks arising from transactions entered into during its normal course of business and as a result of its investments in foreign operations. These risks include:

- **interest rate:** changes in the level, shape and volatility of yield curves, and/or client behaviour given these changes
- **foreign exchange:** changes in the spot exchange rates
- **credit spread:** exposure due to changes in market pricing for a given level of credit risk. Note this does not include idiosyncratic risk to a particular counterparty which is covered under Credit Risk frameworks.

The Consolidated Entity has limited appetite for non-traded market risks. Where commercially feasible, these risks are transferred into the trading books of CGM and Group Treasury and governed within the traded market risk framework described above. Responsibility for managing exposures rests with individual businesses, with independent monitoring performed by RMG and FPE.

Accounting considerations arising from hedging activities

The use of derivative and other financial instruments to hedge non-traded positions potentially gives rise to income statement volatility due to difference in accounting treatments. The Consolidated entity manages this volatility through hedge accounting and use of naturally offsetting positions in the income statement as set out in Note 44(x) *Derivative instruments and hedging activities* and Note 37 *Hedge accounting*.

Interest rate risk in the banking book (IRRBB)

Macquarie measures and monitors interest rate risk on both an economic value and earnings basis, which are modelled as the worst-case contingent loss from a set of six severe interest rate shocks, including both parallel and non-parallel shocks. Aggregate IRRBB exposures for the Consolidated Entity are constrained on both measures:

- **Economic Value Sensitivity (EVS):** the EVS metric measures the change in net present value of the interest-bearing portfolios in the banking book as a result of changes in interest rates
- **Earnings at Risk (EaR):** the EaR model constrains the impact on reported net income over 12 months for a change in interest rates.

A central objective of the Consolidated Entity's *Non-traded Market Risk Policy* is to reduce earnings volatility to interest rate movements. A key component of this arises where shareholders' equity is invested in interest bearing assets and is managed by holding a portfolio of 'receive fixed' interest rate swaps. The duration of this hedging program is constrained by Board-approved limits, and subject to independent oversight by RMG.

Note 33

Financial risk management continued

Note 33.3 Market risk continued

Non-Traded Value-at-Risk	2026	2025
	\$m	\$m
Economic Value Sensitivity	18	35
Earnings at Risk	201	182

Foreign exchange risk

The Consolidated Entity is active in various currencies globally. A key objective of the Consolidated Entity's Non-traded Market Risk Policy is to reduce this sensitivity of regulatory capital ratios to foreign currency movements.

This is achieved by leaving specific investments in foreign operations exposed to foreign currency translation movements and captured in the foreign currency translation reserve, a component of regulatory capital, which aligns the foreign exchange sensitivity of capital supply with that of foreign currency capital requirements.

The table below presents the sensitivity of the Consolidated Entity's net investment in foreign operations to the most material currencies. As a result of the policy described above, these movements will not have a material impact on the capital ratios.

	2026		2025	
	Movement in exchange rates	Sensitivity of other comprehensive income after tax	Movement in exchange rates	Sensitivity of other comprehensive income after tax
	%	\$m	%	\$m
CONSOLIDATED				
United States dollar	+10	(1,282)	+10	(1,439)
Pound sterling	+10	(272)	+10	(247)
Euro	+10	(181)	+10	(152)
Total		(1,735)		(1,838)
United States dollar	-10	1,282	-10	1,439
Pound sterling	-10	272	-10	247
Euro	-10	181	-10	152
Total		1,735		1,838

Equity price risk

The below table indicates the income statement effect of the Consolidated Entity's equity exposures held as part of its non-trading investment portfolio, due to a reasonably possible change in equity prices, with all other variables held constant. Equity exposures exclude interests in associates and joint ventures.

	2026		2025	
	Movement in equity price	Sensitivity of profit after tax	Movement in equity price	Sensitivity of profit after tax
	%	\$m	%	\$m
CONSOLIDATED				
Listed	+10	11	+10	7
Unlisted	+10	146	+10	114
Increase in equity prices	+10	157	+10	121
Listed	-10	(11)	-10	(7)
Unlisted	-10	(146)	-10	(114)
Decrease in equity prices	-10	(157)	-10	(121)

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 34

Fair value of assets and liabilities

Fair value reflects the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Quoted prices or rates are used to determine fair value where an active market exists. If the market for a financial and non-financial instrument is not active, fair values are estimated using present value or other valuation techniques, using inputs based on market conditions prevailing at the measurement date.

The values derived from applying these techniques are affected by the choice of valuation model used and the underlying assumptions made regarding such inputs.

Items measured at fair value are categorised in their entirety, in accordance with the levels of the fair value hierarchy as outlined below.

Level 1:	unadjusted quoted prices in active markets for identical assets or liabilities.
Level 2:	inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
Level 3:	inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The appropriate fair value hierarchy level for an item is determined on the basis of the lowest level input that is significant to the fair value measurement.

AASB 13 *Fair Value Measurement* requires the use of the price within the bid-offer spread that is most representative of fair value. Valuation systems will typically generate mid-market prices. The bid-offer adjustment reflects the extent to which bid-offer costs would be incurred if substantially all of the residual net exposure to market risks were closed, on a portfolio basis, using available hedging instruments.

The following methods and significant assumptions have been applied in determining the fair values of the following items carried at amortised cost in the Statements of financial position (as disclosed in Note 22 *Measurement categories of financial instruments*).

Asset or liability	Valuation techniques, inputs and other significant assumptions
Cash and bank balances, Cash collateralised lending and reverse repurchase agreements, Cash collateralised borrowing and repurchase agreements	The fair value of cash and bank balance, cash collateralised lending and reverse repurchase agreements, cash collateralised borrowing and repurchase agreements approximates their carrying amounts as these are highly liquid and short-term in nature.
Loan assets and Deposits	The fair value of fixed rate loan assets and term deposits is determined with reference to changes in interest rates and credit spreads. The fair value of variable rate loan assets and deposits approximates their carrying amounts, subject to any adjustment for changes in the credit spreads. The fair value of demand deposits with no fixed maturity approximates their carrying amount as they are short-term in nature or are payable on demand.
Financial investments	The fair value of liquid assets and other instruments maturing within three months are approximate to their carrying amounts. The fair value of fixed rate debt investments is estimated by reference to current market rates offered on similar securities and the creditworthiness of the borrower. The fair value of variable rate debt investments approximate their carrying amounts, subject to any adjustment for changes in credit spreads.
Issued debt securities and other borrowings, and Loan capital	The fair value of issued debt securities, borrowings and loan capital is based on quoted prices in active markets, where available. Where quoted prices are not available the fair value is based on discounted cash flows using rates appropriate to the term and incorporates changes in the Consolidated Entity's own credit spread.
Margin money, settlement assets and settlement liabilities, Other financial assets and financial liabilities	The fair value of margin money, settlement assets, settlement liabilities, other financial assets and financial liabilities approximate their carrying amounts, subject to any adjustments for changes in credit spreads.

Note 34

Fair value of assets and liabilities continued

The following methods and significant assumptions have been applied in determining the fair values of following items carried at fair value in the Statements of financial position.

Asset or liability	Valuation techniques, inputs and other significant assumptions
Trading assets, Trading liabilities and Derivatives	<p>Trading assets, including commodity inventory and commodity contracts, trading liabilities, derivative financial instruments and other transactions undertaken for trading purposes are measured at fair value by reference to quoted prices in active markets, where available (for example, listed securities). If quoted prices in active markets are not available, then fair values are estimated on the basis of other recognised valuation techniques that maximise the use of quoted prices and observable market inputs.</p> <p>The Consolidated Entity has incorporated the market implied funding costs for uncollateralised derivative positions as a Funding Valuation Adjustment (FVA). FVA is determined by calculating the net expected exposures at a counterparty level and applying the Consolidated Entity's internal Treasury lending rates as an input into the calculation.</p>
Repurchase and reverse repurchase agreements	Repurchase and reverse repurchase agreements, being collateralised financing arrangements, are measured at fair value with reference to current market rates and giving consideration to the fair value of securities held or provided as the collateral.
Financial investments	Financial investments classified as FVTPL or FVOCI are measured at fair value by reference to quoted prices in active markets, where available (for example, listed securities). If quoted prices in active markets are not available, the fair values are estimated on the basis of other recognised valuation techniques that maximise the use of quoted prices and observable market inputs.
Loan assets, loans to associates and joint ventures, Issued debt securities and other borrowings	Fair values of loans and issued debt securities are measured based on market observable inputs such as interest rate spreads. If market observable inputs are not available, the fair values are estimated based on discounted future cashflows.
Investment properties	Investment properties is measured at fair value based on the discounted future cash flow approach or the capitalisation approach and is supported by recent market transactions, where available. The adopted discount rates and capitalisation rates are determined based on industry expertise.
Other financial assets and financial liabilities	Fair values of other financial assets and financial liabilities are based upon data or valuation techniques appropriate to the nature and type of the underlying instruments.

For financial assets carried at fair value, in order to measure counterparty credit risk, an adjustment is incorporated into the valuation. Where exposures are managed on a portfolio basis, the adjustment is calculated on a counterparty basis for those exposures. For financial liabilities carried at fair value, in order to measure the Consolidated Entity's own credit risk, an adjustment is incorporated into the valuations.

Where valuation techniques are used to determine fair values, they are validated and periodically reviewed by qualified personnel independent of the area that created them. The output of a valuation technique is always an estimate of a fair value that cannot be measured with complete certainty. Models are reviewed and calibrated periodically to test the outputs and reflect the prices from observable current market transactions in same instrument or other available observable market data.

To the extent possible, models use only observable market data, however Management is required to make assumptions for certain inputs that are not supported by prices from observable current market transactions in the same instrument such as volatility and correlation. Refer to significant unobservable inputs section on page 256 for further details.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 34

Fair value of assets and liabilities continued

Assets and liabilities measured at amortised cost

The fair values calculated for financial instruments which are carried in the Statements of financial position at amortised cost are for disclosure purposes only. The methods and assumptions applied to derive these fair values can require significant judgement by Management and therefore may not necessarily be comparable to other financial institutions. Where information on the significance of unobservable inputs to the fair value measurement is not readily available, financial assets and financial liabilities measured at amortised cost are categorised on the basis that unobservable inputs are significant to the position.

The following table summarises the levels of the fair value hierarchy of financial assets and financial liabilities measured at amortised cost except where the carrying value is approximately equal to the fair value.

	Level 1 \$m	Level 2 \$m	Level 3 \$m	Total \$m
CONSOLIDATED 2026				
Assets				
Loan assets	-	16,008	233,687	249,695
Total assets	-	16,008	233,687	249,695
Liabilities				
Deposits	171,208	31,621	18,690	221,519
Issued debt securities and other borrowings	697	137,804	8,468	146,969
Loan capital	6,321	11,947	-	18,268
Total liabilities	178,226	181,372	27,158	386,756
CONSOLIDATED 2025				
Assets				
Loan assets	-	8,434	195,007	203,441
Total assets	-	8,434	195,007	203,441
Liabilities				
Deposits	134,769	24,845	18,068	177,682
Issued debt securities and other borrowings	489	122,776	9,585	132,850
Loan capital	6,527	10,355	-	16,882
Total liabilities	141,785	157,976	27,653	327,414

The financial assets and liabilities measured at amortised cost in the Company as at 31 March 2026 and 31 March 2025 are categorised as Level 2 in the fair value hierarchy except for loan capital which is classified as Level 1.

Note 34

Fair value of assets and liabilities continued

Assets and liabilities measured at fair value

The following table summarises the levels of the fair value hierarchy for assets and liabilities that are recognised and measured at fair value in the financial statements.

	Level 1 \$m	Level 2 \$m	Level 3 \$m	Total \$m
CONSOLIDATED 2026				
Assets				
Cash and bank balances ¹	-	448	-	448
Cash collateralised lending and reverse repurchase agreements	-	61,932	-	61,932
Trading assets	31,806	10,100	932	42,838
Margin money and settlement assets	-	52	-	52
Derivative assets	6	43,002	525	43,533
Financial investments	8,485	16,700	2,450	27,635
Held for sale and other assets	-	4,670	1,110	5,780
Loan assets	-	1,898	1,954	3,852
Loans to associates and joint ventures	-	-	356	356
Total assets	40,297	138,802	7,327	186,426
Liabilities				
Cash collateralised borrowing and repurchase agreements	-	1,898	-	1,898
Trading liabilities	12,310	197	-	12,507
Derivative liabilities	13	37,028	639	37,680
Held for sale and other liabilities	-	5,912	25	5,937
Issued debt securities and other borrowings	-	3,761	-	3,761
Total liabilities	12,323	48,796	664	61,783
CONSOLIDATED 2025				
Assets				
Cash and bank balances ¹	-	32	-	32
Cash collateralised lending and reverse repurchase agreements	-	48,650	-	48,650
Trading assets	22,580	11,580	876	35,036
Margin money and settlement assets	-	353	-	353
Derivative assets	78	23,773	418	24,269
Financial investments	2,171	15,366	1,832	19,369
Held for sale and other assets	77	4,234	1,042	5,353
Loan assets	-	769	2,014	2,783
Loans to associates and joint ventures	-	-	476	476
Total assets	24,906	104,757	6,658	136,321
Liabilities				
Cash collateralised borrowing and repurchase agreements	-	24	-	24
Trading liabilities	5,452	399	-	5,851
Derivative liabilities	3	23,043	322	23,368
Held for sale and other liabilities	-	3,731	32	3,763
Issued debt securities and other borrowings	-	3,392	-	3,392
Total liabilities	5,455	30,589	354	36,398

Financial assets and liabilities measured at fair value in the Company as at 31 March 2026 and 31 March 2025 are categorised as Level 2 in the fair value hierarchy. For assets and liabilities measured at fair value, refer to Note 22 Measurement categories of financial instruments.

¹ Represents unallocated precious commodities held with financial institutions.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 34

Fair value of assets and liabilities continued

Reconciliation of balances in Level 3 of the fair value hierarchy

The following table summarises the movements in Level 3 of the fair value hierarchy for assets and liabilities, measured at fair value on a recurring basis by the Consolidated Entity.

	Trading assets \$m	Financial investments \$m	Held for sale and other assets \$m	Loan assets \$m	Loans to associates and joint ventures \$m	Derivative financial instruments (net fair values) ¹ \$m	Held for sale and other liabilities \$m	Total \$m
Balance as at 1 Apr 2024	819	2,116	1,240	1,442	658	(169)	(100)	6,006
Purchases, originations, issuances and other additions	885	160	651	1,461	244	(24)	(9)	3,368
Sales, settlements and repayments	(767)	(477)	(982)	(1,011)	(226)	143	97	(3,223)
Reclassification	-	(23)	70	(5)	(40)	18	(20)	-
Transfers into Level 3 ²	12	146	3	136	35	52	-	384
Transfers out of Level 3 ²	(73)	(328)	(22)	(74)	(114)	(29)	-	(640)
Fair value movements recognised in the income statement:								
Net trading income/(loss) ³	-	71	53	86	17	115	-	342
Other income/(loss)	-	172	29	(7)	(98)	1	-	97
Fair value movements recognised in OCI	-	(5)	-	(14)	-	(11)	-	(30)
Balance as at 31 Mar 2025	876	1,832	1,042	2,014	476	96	(32)	6,304
Fair value gain/(loss) for the financial year included in the income statement for assets and liabilities held at the end of the financial year ³	-	210	79	49	(119)	118	1	338
Balance as at 1 Apr 2025	876	1,832	1,042	2,014	476	96	(32)	6,304
Purchases, originations, issuances and other additions	523	690	322	1,545	249	255	(117)	3,467
Sales, settlements and repayments	(118)	(112)	(146)	(1,509)	(25)	(166)	27	(2,049)
Reclassification	-	25	85	(6)	(104)	-	2	2
Transfers into Level 3 ²	31	57	50	23	5	(93)	(1)	72
Transfers out of Level 3 ²	(259)	(227)	(72)	(21)	(25)	(162)	100	(666)
Fair value movements recognised in the income statement:								
Net trading income/(loss) ³	(121)	(146)	(84)	(126)	(25)	(44)	1	(545)
Other income/(loss)	-	335	(128)	47	(195)	-	(5)	54
Fair value movements recognised in OCI	-	(4)	41	(13)	-	-	-	24
Balance as at 31 Mar 2026	932	2,450	1,110	1,954	356	(114)	(25)	6,663
Fair value gain/(loss) for the financial year included in the income statement for assets and liabilities held at the end of the financial year ³	(120)	192	(163)	99	(225)	(61)	(5)	(283)

¹ The derivative financial instruments in the table above are presented on a net basis. On a gross basis, derivative assets are \$525 million (2025: \$418 million) and derivative liabilities are \$639 million (2025: \$322 million).

² Assets and liabilities transferred in or out of Level 3 are presented as if the assets or liabilities were transferred at the beginning of the financial year.

³ The Consolidated Entity employs various hedging techniques in order to manage risks including foreign exchange risks in Level 3 positions. The gains and losses relating to such hedging techniques, may include the purchase or sale of financial instruments measured at fair value that are classified as Level 1 or 2 positions or foreign currency denominated financial instruments that are measured at amortised cost, that are not presented in the table above.

Note 34

Fair value of assets and liabilities continued

Significant transfers between levels of the fair value hierarchy

During the financial year, the Consolidated Entity did not have significant transfers between Level 1 and Level 2.

Transfers into Level 3 were due to the lack of observable valuation inputs for certain investments and trading balances. Transfers out of Level 3 were principally due to valuation inputs becoming observable during the financial year.

Unrecognised gains or losses on financial assets and liabilities

The best evidence of fair value at initial recognition is its transaction price, unless its fair value is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique for which variables include only data from observable markets (or when inputs from unobservable markets are insignificant). Where such alternative evidence exists, the Consolidated Entity recognises profit or loss immediately when the asset or liability is recognised ('day 1 profit or loss'). When significant unobservable inputs are used to determine fair value, the day 1 profit or loss is deferred and is recognised in the income statement over the life of the transaction or when the inputs become observable.

The table below summarises the deferral and recognition of profit or loss where a valuation technique has been applied in which significant unobservable inputs are used:

	CONSOLIDATED	
	2026	2025
	\$m	\$m
Balance at the beginning of the financial year	380	288
Deferred gain on new transactions and other adjustments	207	239
Foreign exchange movements	(7)	3
Recognised in net trading income during the period	(276)	(150)
Balance at the end of the financial year	304	380

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 34

Fair value of assets and liabilities continued

Significant unobservable inputs

The following table contains information about the significant unobservable inputs used in Level 3 valuations, and the valuation techniques used to measure fair value. The range of values represent the highest and lowest input used in the valuation techniques. The range does not reflect the level of uncertainty regarding a particular input, but rather the different underlying characteristics of the relevant assets and liabilities.

	Fair value of assets \$m	Fair value of liabilities \$m	Valuation technique(s)	Significant unobservable inputs	RANGE OF INPUTS	
					Minimum value	Maximum value
CONSOLIDATED 2026						
Interest rate and other products	3,126	19	Discounted cash flows	Discount rates - credit spread	2.2 %	12.5 %
			Comparable transactions	Price in %	97.9 %	100 %
Commodities	1,381	631	Pricing model	Commodity margin curves	\$(578.12)	\$3,040.12
			Pricing model	Commodity Prices	\$(1.76)	\$2,314.55
			Pricing model	Correlation	0.00 %	100.0 %
			Pricing model	Volatility and related variables	23.0 %	113.0 %
Equity and equity-linked products	2,820	14	Net asset value (NAV)	Fund's NAV ¹	-	-
			Pricing model	Earnings/Revenue multiple	5.5x	14.8x
Total	7,327	664				
CONSOLIDATED 2025						
Interest rate and other products	3,243	20	Discounted cash flows	Discount rates - credit spread	4.2 %	12.5 %
			Comparable transactions	Price in %	97.5%	100.0
Commodities	1,086	304	Pricing model	Commodity margin curves	\$(188.70)	\$2,552.20
			Pricing model	Commodity Prices	\$102.90	\$320.20
			Pricing model	Correlation	20.0 %	100.0 %
			Pricing model	Volatility and related variables	5.9 %	90.5 %
Equity and equity-linked products	2,329	30	Net asset value (NAV)	Fund's NAV ¹	-	-
			Pricing model	Earnings/Revenue multiple	6.5x	10.0x
Total	6,658	354				

The following information contains details around the significant unobservable inputs which are utilised to fair value the Level 3 assets and liabilities.

Interest rate and other products

Discount rate - Credit spreads: Loans are generally valued using discount rates. Significant unobservable inputs may include interest rates and credit spreads of counterparties and original issue discounts on primary debt issuances. Credit spread is the premium over a benchmark interest rate required by the market to accept lower credit quality which increase the discount factor applied to future cash flows thereby reducing the value of the asset. Credit spreads may be implied from the market prices and may not be observable in more illiquid markets.

Price in %: Comparable transactions are leveraged to price the fair value of the assets and liabilities and a percentage is applied to ascertain the proportion of the transaction price that is comparable with the specific asset/liability. This price percentage is an unobservable input and judgemental depending on the characteristics of the asset/liability.

¹ The range of inputs in NAV is not disclosed as the diverse nature of the underlying investments results in a wide range of inputs.

Note 34

Fair value of assets and liabilities continued

Commodities

Commodity margin curves: Certain commodities are valued using related observable products from the market and a margin is applied to the observable market inputs to mitigate the impact of differences in the products. Judgement is involved in the calculation of these margin curves depending on the quality of the commodity or delivery location and other economic conditions.

Commodity prices: Certain commodities have unobservable and less liquid spot and forward markets where the pricing involves judgement considering qualitative aspects of the underlying commodity, limited broker data, historical transactions and/or forecasts considering current and future market conditions

Correlation: Correlation is a measure of the relationship between the movements of input variables (i.e. how the change in one variable influences a change in the other variable). It is expressed as a percentage between -100% and +100%, where 100% represents perfectly correlated variables and -100% represents inversely correlated variables. Correlation is a key input into the valuation of derivatives with more than one underlying (e.g. interest rates, credit spreads, foreign exchanges rates, inflation rates or equity prices) and is generally used to value hybrid and exotic instruments.

Volatility: Volatility is a measure of the variability or uncertainty in returns for a given underlying input and is generally expressed as a percentage, which represents an estimate of the amount a particular underlying instrument, parameter or index will change in value over time. Volatility is an input in the valuation of derivatives containing optionality. Volatility is impacted by the underlying risk, term and strike price of a derivative.

Correlations and volatilities are derived through the extrapolation of observable volatilities, recent transaction prices, quotes from other market participants and historical data adjusted for current conditions.

Equity and equity-linked products

Unlisted equity securities are generally valued based on earnings or revenue multiples, referencing market transactions which are not directly comparable or quantifiable and are adjusted as appropriate for current economic conditions. Other significant unobservable inputs may include NAV and discount rates determined using inputs specific to the underlying investment and forecast cash flows and earnings/revenues of investee entities.

Sensitivity analysis of valuations using unobservable inputs

The table below shows the sensitivity to reasonably possible alternative assumptions for Level 3 instruments whose fair values are determined in whole, or in part, using unobservable inputs. The sensitivity aims to measure the impact on fair value when significant unobservable inputs are stressed. Favourable and unfavourable changes in the below table represents such fair value movement. The impact of the sensitivity of instruments which hedge the Level 3 positions but are classified as Level 1 or 2 is not included in the table below.

	FAVOURABLE CHANGES		UNFAVOURABLE CHANGES	
	Profit or loss	OCI	Profit or loss	OCI
	\$m	\$m	\$m	\$m
CONSOLIDATED 2026				
Product type				
Commodities	164	-	(186)	-
Interest rate and other products	112	26	(196)	(29)
Equity and equity-linked products	263	-	(287)	-
Total	539	26	(669)	(29)
CONSOLIDATED 2025				
Product type				
Commodities	128	-	(121)	-
Interest rate and other products	61	24	(124)	(27)
Equity and equity-linked products	270	-	(217)	-
Total	459	24	(462)	(27)

The favourable and unfavourable changes from using reasonable possible alternative assumptions for the valuation of above product types have been calculated by recalibrating the valuation model using stressed significant unobservable inputs of the Consolidated Entity's range of reasonably possible estimates.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 35

Offsetting financial assets and financial liabilities

The Consolidated Entity and the Company presents financial assets and financial liabilities on a net basis in the Statements of financial position when they meet the criteria described in Note 44(vii) *Financial instruments*. The following tables provide information on the impact of offsetting of financial instruments in the Statements of financial position, as well as amounts subject to enforceable netting arrangements that do not meet all the criteria for offsetting and therefore presented gross in the Statements of financial position. Enforceable netting arrangements may allow for net settlement of specified contracts with a counterparty only in the event of default or other pre-determined events, such that their potential effects on the Consolidated Entity's and the Company's financial position in that circumstance is to settle these contracts as one arrangement. Amounts subject to enforceable netting arrangements have been limited to the net amount presented in the Statement of financial position so as not to include the impact of over-collateralisation and amounts not subject to enforceable netting arrangements are where there are no master netting arrangements or enforceability of an agreement is uncertain under bankruptcy laws in some countries or industries.

The Consolidated Entity uses a variety of credit risk mitigation strategies in addition to netting and collateral arrangements, therefore amounts presented in this note are not intended to represent the credit risk exposure of the entity. Refer to Note 33.1 *Credit risk* for information on credit risk management.

	EFFECT OF OFFSETTING ON THE STATEMENT OF FINANCIAL POSITION			RELATED AMOUNTS SUBJECT TO ENFORCEABLE NETTING ARRANGEMENTS		Other collateral for exposures not subject to enforceable netting arrangements	Net exposure
	Gross amount ¹	Amounts offset on the Statements of financial position	Net amounts reported on the Statements of financial position	Other recognised financial instruments	Cash and other financial collateral		
CONSOLIDATED 2026							
Cash collateralised lending and reverse repurchase agreements	85,300	(2,327)	82,973	(145)	(75,061)	(7,189)	578
Settlement assets ²	19,067	(6,983)	12,084	(4,436)	-	-	7,648
Derivative assets	49,683	(6,150)	43,533	(22,834)	(8,198)	(55)	12,446
Other assets ²	5,654	(602)	5,052	(189)	(204)	(12)	4,647
Total assets	159,704	(16,062)	143,642	(27,604)	(83,463)	(7,256)	25,319
Cash collateralised borrowing and repurchase agreements	(9,689)	2,327	(7,362)	145	3,952	717	(2,548)
Settlement liabilities ²	(21,614)	6,983	(14,631)	5,703	-	-	(8,928)
Derivative liabilities	(43,830)	6,150	(37,680)	21,567	6,590	97	(9,426)
Other liabilities ²	(5,052)	602	(4,450)	189	-	-	(4,261)
Total liabilities	(80,185)	16,062	(64,123)	27,604	10,542	814	(25,163)
CONSOLIDATED 2025							
Cash collateralised lending and reverse repurchase agreements	67,684	(1,105)	66,579	(15)	(59,667)	(6,255)	642
Settlement assets ²	17,324	(7,450)	9,874	(2,395)	-	-	7,479
Derivative assets	27,902	(3,633)	24,269	(13,587)	(3,288)	(231)	7,163
Other assets ²	5,228	(737)	4,491	(122)	(65)	(11)	4,293
Total assets	118,138	(12,925)	105,213	(16,119)	(63,020)	(6,497)	19,577
Cash collateralised borrowing and repurchase agreements	(6,038)	1,105	(4,933)	15	2,090	8	(2,820)
Settlement liabilities ²	(20,291)	7,450	(12,841)	2,385	-	-	(10,456)
Derivative liabilities	(27,001)	3,633	(23,368)	13,597	5,942	14	(3,815)
Other liabilities ²	(4,489)	737	(3,752)	122	-	-	(3,630)
Total liabilities	(57,819)	12,925	(44,894)	16,119	8,032	22	(20,721)

¹ Gross amounts for assets include \$7,189 million (2025: \$6,306 million) of cash collateralised lending and reverse repurchase agreements, \$3,700 million (2025: \$2,770 million) of settlement assets, \$1,706 million (2025: \$1,027 million) of derivative assets, and \$4,039 million (2025: \$4,200 million) of commodity related receivables not subject to enforceable netting arrangements. Gross amounts for liabilities include \$718 million (2025: \$8 million) of cash collateralised borrowing and repurchase agreements, \$3,658 million (2025: \$2,546 million) of settlements liabilities, \$2,064 million (2025: \$847 million) of derivative liabilities, and \$4,029 million (2025: \$3,620 million) of commodity related payables not subject to enforceable netting arrangements.

² Settlement assets and liabilities excludes margin money assets and liabilities presented under Note 10 *Margin money and settlement assets* and Note 15 *Margin money and settlement liabilities* respectively on the Statements of financial position. Other assets and liabilities represents commodity related receivables and payables, respectively.

Note 35

Offsetting financial assets and financial liabilities continued

	EFFECT OF OFFSETTING ON THE STATEMENT OF FINANCIAL POSITION			RELATED AMOUNTS SUBJECT TO ENFORCEABLE NETTING ARRANGEMENTS		Other collateral for exposures not subject to enforceable netting arrangements	Net exposure
	Gross amount ¹	Amounts offset on the Statements of financial position	Net amounts reported on the Statements of financial position	Other recognised financial instruments	Cash and other financial collateral		
	\$m	\$m	\$m	\$m	\$m		
COMPANY 2026							
Cash collateralised lending and reverse repurchase agreements	6,134	(499)	5,635	-	(5,627)	-	8
Due from subsidiaries ²	59,066	(4,690)	54,376	(11,593)	-	-	42,783
Total assets	65,200	(5,189)	60,011	(11,593)	(5,627)	-	42,791
Cash collateralised borrowing and repurchase agreements	(499)	499	-	-	-	-	-
Due to subsidiaries ²	(17,114)	4,690	(12,424)	11,593	393	-	(438)
Total liabilities	(17,613)	5,189	(12,424)	11,593	393	-	(438)
COMPANY 2025							
Due from subsidiaries ²	53,203	(3,429)	49,774	(4,985)	-	-	44,789
Due to subsidiaries ²	(9,346)	3,429	(5,917)	4,985	363	-	(569)

¹ Gross amounts include \$39 million (2025: \$37 million) of Due from subsidiaries and \$35 million (2025: \$13 million) of Due to subsidiaries not subject to enforceable netting arrangements.

² Excludes margin money and non-financial assets of \$668 million (2025: \$671 million) and liabilities of \$645 million (2025: \$774 million) presented under Due from subsidiaries and Due to subsidiaries respectively on the Statements of financial position.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 36

Pledged assets and transfers of assets

Pledged assets

Assets pledged as security for liabilities include the following:

- securities and commodities included under trading assets and off-balance sheet securities pledged for repurchase transactions, stock lending arrangements, trading liabilities and derivative margining. These transactions are governed by standard industry agreements
- loan assets held by the Consolidated SEs pledged against issued debt securities and other borrowings
- other types of financial and non-financial assets pledged for issued debt securities, borrowings or other liabilities.
- cash and non-cash collateral placed as part of entering into derivative agreements. These transactions are governed by standard industry agreements. The table below excludes cash margin placed and recognised on the balance sheet. Refer Note 10 *Margin money and settlement assets* for further details.

The table below represents assets that have been pledged as security for liabilities.

	CONSOLIDATED	
	2026	2025
	\$m	\$m
On Balance Sheet assets		
Loan assets ¹	21,088	20,525
Trading assets	11,452	6,833
Other assets ²	3,218	2,209
Financial investments	3,051	724
Intangible assets	2,341	2,004
Property, plant and equipment ²	1,244	1,652
Cash and bank balances ²	716	774
Settlement assets	-	306
Total On Balance Sheet assets pledged for liabilities	43,110	35,027
Off-Balance Sheet assets		
Securities and commodities ³	35,427	26,461
Total On and Off-Balance Sheet assets pledge for liabilities	78,537	61,488

Securities³ pledged for liabilities by the Company as at 31 March 2026 is \$484 million.

¹ Includes \$20,258 million (2025: \$20,294 million) held by Consolidated SEs, which are available as security to holders of notes holders and debt providers of the consolidated securitisation vehicles.

² Certain balances available for immediate sale have been presented as held for sale on Statement of Financial Position.

³ Represents fair value of securities and commodities repledged by the Consolidated Entity out of the non-cash collateral received of \$114,671 million (2025: \$92,673 million) and by the Company out of \$6,629 million as part of Cash collateralised lending and reverse repurchase agreements and of \$3,911 million (2025: \$3,295 million) as part of derivative margining arrangements. Refer Cash collateralised lending and reverse repurchase agreements and Derivative instruments under Note 33.1 *Credit risk - Collateral and credit enhancements held* for further details.

Note 36

Pledged assets and transfers of assets continued

Transfer of assets

The Consolidated Entity may enter into transactions in the normal course of business that transfer risks and rewards of financial assets recognised in the Consolidated Entity's Statements of financial position to other entities. Depending on the criteria discussed in Note 44(vii) *Financial instruments*, the Consolidated Entity may be unable to derecognise the transferred asset, be able to derecognise the transferred assets in full or continue to recognise the asset to the extent of its continuing involvement.

Continuing involvement in financial assets that are derecognised

When financial assets are derecognised, some continuing involvement may be retained in the assets in the form of liquidity support, financial guarantees, certain derivatives or retention of part of securitisation interests. For the financial years ended 31 March 2026 and 31 March 2025, there were no material transfers of financial assets where the Consolidated Entity has had continuing involvement.

Transferred assets that are not derecognised

The following transactions typically result in the transferred assets continuing to be recognised in full.

Asset backed funding arrangements

Financial assets (principally home loans, corporate loans and finance lease receivables) are packaged and securities issued to or funding raised from investors. These Structured Entities are consolidated where, based on an assessment of their purpose and design, the Group is determined to have control.

Where the Consolidated Entity sells financial assets to Consolidated SE, the transfer is, in substance, a transfer from the Consolidated Entity (which includes the Consolidated SE) to external investors.

In structures such as securitisations or collateralised loan obligations, the transfer is effected through the Consolidated Entity assuming an obligation to pass through the cash flows generated by the underlying assets to investors.

The relationship between the transferred assets and the associated liabilities is such that holders of the obligation have recourse only to the cash flows generated by the securitised assets for payment of principal and interest due under their notes, notwithstanding that the contractual terms of the notes may differ from the maturity and interest characteristics of the transferred assets.

Repurchase and securities lending agreements

Securities and commodities sold under an agreement to repurchase and securities subject to lending agreements continue to be recognised in the Statements of financial position and an associated liability is recognised for the consideration received.

Where securities and commodities are transferred in return for the loan of other securities or on an unsecured basis in return for a fee, the transferred asset continues to be recognised in full. There is no associated liability as the securities received are not recognised on the balance sheet.

In certain arrangements, the transferee cannot otherwise sell or pledge the transferred securities, however, the assets may be substituted if the required collateral is maintained.

Other continuing involvement arrangement

Includes loans and leases sold or lent to an external funder where the Consolidated Entity retains full economic exposure. In such instances, the Consolidated Entity has a right to receive cash from the underlying borrower or lessee and an obligation to pay those cash flows to the external funder.

Also, includes trading assets and financial investments that have been transferred as margin against future trades. The Consolidated Entity is unable to use, sell or pledge the transferred assets for the duration of open position and remains exposed to interest rate risk and credit risk on these assets.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 36

Pledged assets and transfers of assets continued

The following tables provide a summary of assets that have been transferred in such a way that part or all of the transferred assets do not qualify for derecognition, together with the associated liabilities.

	Carrying amount of transferred assets \$m	Carrying amount of associated liabilities \$m	FOR THOSE LIABILITIES THAT ONLY HAVE RECOURSE TO THE TRANSFERRED ASSETS		
			Fair value of transferred assets \$m	Fair value of associated liabilities \$m	Net fair value \$m
CONSOLIDATED 2026					
Assets transferred as part of asset backed funding arrangements:					
Loan assets ¹	16,277	(12,964)	16,236	(12,792)	3,444
Assets transferred as part of repurchase and securities lending agreements:					
Trading assets ²	10,174	(830)	-	-	-
Financial investments	158	(141)	-	-	-
Assets transferred under various other continuing involvement arrangement:					
Trading assets	583	-	-	-	-
Loan assets	775	(631)	775	(632)	143
Total assets not derecognised	27,967	(14,566)	17,011	(13,424)	3,587
CONSOLIDATED 2025					
Assets transferred as part of asset backed funding arrangements:					
Loan assets ¹	17,005	(12,955)	17,037	(13,103)	3,934
Assets transferred as part of repurchase and securities lending agreements:					
Trading assets ²	4,426	(400)	-	-	-
Assets transferred under various other continuing involvement arrangement:					
Trading assets	1,815	-	-	-	-
Loan assets	232	(232)	232	(232)	-
Total assets not derecognised	23,478	(13,587)	17,269	(13,335)	3,934

There were no material transfers of assets for the Company during the financial years ended 31 March 2026 and 31 March 2025.

¹ Carrying amount of associated liabilities represents the notes issued by SE and held by external investors.

² Includes \$9,380 million (2025: \$4,018 million) assets transferred in return for the loan of other securities where there is no associated liability on the Consolidated Entity's Statement of Financial Position. The transferee has the right to re-pledge the entire value of securities received.

Note 37

Hedge accounting

Hedging strategy

The use of derivative and non-derivative instruments to economically hedge positions potentially gives rise to income statement volatility as a result of mismatches in the accounting treatment between the derivative and non-derivative instruments and the related exposure. The Consolidated Entity's objective is to reduce the risk of volatility in earnings, within pre-defined thresholds. This volatility is managed through designation of hedge accounting relationships and the use of naturally offsetting positions in the income statement.

Hedging instruments

Detail on hedging instruments, the nature of hedged risks, as well as the notional and the carrying amount of derivative financial instruments is shown in the respective sections. Furthermore, in the case of hedges of net investment in foreign operations, the notional of foreign currency denominated borrowings and other balance sheet items, for each type of hedge relationship, is shown in the respective sections. The maturity profile for the hedging instruments' notional amounts are reported based on their contractual maturity. Where a cross currency swap has been dual designated in both a cash flow and a fair value hedge, the notional is shown more than once. Increases in notional profiles of hedging instruments are presented as negative figures, with decreases and maturities presented as positive figures.

Hedging ineffectiveness

In the case of a fair value hedge, hedge ineffectiveness is the extent to which the changes in the fair value of the hedging instrument differ to that of the hedged item for the hedged risk. In the case of a cash flow hedge, hedge ineffectiveness is the extent to which the change in the fair value of the hedging instrument exceeds, in absolute terms, that of the hedged item. In the case of hedges of net investment in foreign operations, hedge ineffectiveness is the extent to which the change in the carrying amount of foreign currency denominated borrowings and other balance sheet items attributable to the change in exchange rates exceeds, in absolute terms, that of the hedged item. Sources of hedge ineffectiveness primarily arise from basis and timing differences between the hedged items and hedging instruments, and designating existing derivatives with a non-zero fair value as hedging instruments. Hedge ineffectiveness is reported in net trading income in the income statement.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 37

Hedge accounting continued

Cash flow hedges

The cash flow hedge reserve, representing the effective portion of the movements in the hedging instrument, is disclosed in Note 30(i) *Reserves*. Changes in this reserve are reported in the Consolidated Entity's statements of comprehensive income. The cumulative gains and losses remaining in the cash flow hedge reserve for hedging relationships that have ceased, but for which the hedged cash flows are still expected to occur is \$86 million gain (2025: \$nil) for the Consolidated Entity and \$nil (2025: \$nil) for the Company. This amount will be transferred to the income statement when the hedged item affects profit and loss.

Hedging instruments

Instrument type	Risk category	MATURITY ANALYSIS PER NOTIONAL				Total \$m
		Less than 3 months \$m	3 to 12 months \$m	1 to 5 years \$m	Over 5 years \$m	
CONSOLIDATED 2026						
Derivative assets						
Cross currency swaps	Foreign exchange	-	-	2,895	-	2,895
Commodity derivatives	Commodity price	-	-	-	221	221
Interest rate swaps and options	Interest rate	369	1,774	3,345	501	5,989
Foreign exchange forwards	Foreign exchange	1	-	-	-	1
Derivative liabilities						
Cross currency swaps	Foreign exchange	-	-	2,574	158	2,732
Interest rate swaps and options	Interest rate	879	4,524	8,129	48	13,580
Commodity derivatives	Commodity price	-	-	-	56	56
Foreign exchange forwards	Foreign exchange	384	-	-	-	384
Borrowings						
Foreign currency denominated borrowings	Foreign exchange	68	-	-	-	68
CONSOLIDATED 2025						
Derivative assets						
Cross currency swaps	Foreign exchange	32	94	3,023	462	3,611
Interest rate swaps and options	Interest rate	336	1,132	8,545	887	10,900
Foreign exchange forwards and swaps	Foreign exchange	1	-	-	-	1
Derivative liabilities						
Cross currency swaps	Foreign exchange	-	-	1,324	712	2,036
Interest rate swaps and options	Interest rate	232	1,907	6,256	122	8,517
Commodity derivatives	Commodity price	-	-	-	530	530
Foreign exchange forwards	Foreign exchange	1	1	-	-	2
Borrowings						
Foreign currency denominated borrowings	Foreign exchange	70	125	-	-	195
CONSOLIDATED CARRYING AMOUNT						
Instrument type	Risk category	2026		2025		
		Asset \$m	Liability \$m	Asset \$m	Liability \$m	
Cross currency swaps	Foreign exchange	255	349	471	64	
Interest rate swaps and options	Interest rate	92	243	249	113	
Commodity derivatives	Commodity price	39	7	-	19	
Foreign exchange forwards	Foreign exchange	-	3	-	-	
Foreign currency denominated borrowings	Foreign exchange	-	6	-	42	

Note 37

Hedge accounting continued

		MATURITY ANALYSIS PER NOTIONAL				
Instrument type	Risk category	Less than 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
		\$m	\$m	\$m	\$m	\$m
COMPANY 2026						
Derivative liabilities						
Interest rate swaps and options	Interest rate	51	152	85	-	288
COMPANY 2025						
Derivative liabilities						
Interest rate swaps and options	Interest rate	56	168	317	-	541
		COMPANY CARRYING AMOUNT				
		2026		2025		
Instrument type	Risk category	Asset	Liability	Asset	Liability	
		\$m	\$m	\$m	\$m	\$m
Interest rate swaps and options ¹	Interest rate	-	2	-		6

Hedge ineffectiveness

In the case of cash flow hedge relationships, hedge ineffectiveness is the extent to which the change in the fair value of the hedging instrument exceeds, in absolute terms, that of the hedged item.

		GAIN/(LOSS) ON HEDGING INSTRUMENT		GAIN/(LOSS) ON HEDGED ITEM		HEDGE INEFFECTIVENESS GAIN/(LOSS)	
Hedging instruments	Risk category	2026	2025	2026	2025	2026	2025
		\$m	\$m	\$m	\$m	\$m	\$m
CONSOLIDATED							
Cross currency swaps	Foreign exchange	(7)	(3)	7	3	-	-
Foreign currency denominated borrowings	Foreign exchange	3	1	(3)	(1)	-	-
Interest rate swaps and options	Interest rate	(241)	146	281	(138)	40	8
Commodity derivatives	Commodity price	59	(12)	(59)	12	-	-
Total		(186)	132	226	(124)	40	8
COMPANY							
Interest rate swaps and options	Interest rate	-	13	-	(13)	-	-
Total		-	13	-	(13)	-	-

Hedge accounting executed rates

The following table shows the executed rates for the most significant hedging instruments designated in cash flow hedges, which represent the contractual rates when the hedging instruments were traded.

		CONSOLIDATED		COMPANY	
Hedging instruments	Currency pair/currency	2026	2025	2026	2025
		Cross currency swaps	AUD/EUR	0.61-0.68	0.61-0.68
	USD/GBP	-	0.66	-	-
	AUD/CHF	0.66	0.66	-	-
	AUD/NOK	6.31	6.31	-	-
	AUD/JPY	92.93-94.21	92.93-94.21	-	-
Interest rate swaps and options	GBP	-	0.97%-4.65%	-	-
	USD	0.46%-4.60%	0.46%-4.60%	2.87%	2.87%
	AUD	0.56%-4.80%	0.56%-5.96%	-	-

¹ The carrying amount of hedging instrument derivative liabilities is disclosed in the Company's Statement of financial position as 'Due to other Macquarie Group entities'.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 37

Hedge accounting continued

Net investment in foreign operation hedges

The Consolidated Entity's net investment in foreign operations (NIFO) changes as a result of earnings, dividends, other capital-related events and changes in the Consolidated Entity's group structure as a result of internal restructures. The risk of changes in the NIFO for movements in foreign exchange rates may be hedged by the Consolidated Entity using a combination of derivatives, foreign currency denominated Issued debt securities and other balance sheet items. Refer to Note 33.3 *Market risk: Non-traded market risk* for further information on the Consolidated Entity's risk management strategy.

In order to reflect the Consolidated Entity's risk management strategy, hedge accounting may be applied where changes in the derivatives and foreign denominated Issued debt securities and other balance sheet items are recognised, together with the related foreign currency translation reserve, in the Consolidated Entity's other comprehensive income and is subsequently reclassified to the income statement or re-attributed within equity as defined in Note 44(iii) *Foreign currency translation: Subsidiaries and other equities*. Hedge ineffectiveness, if any, is recognised in the income statement. Given that the Consolidated Entity's NIFO frequently changes, the hedge designations are reviewed on a monthly basis or more frequently where required.

		CONSOLIDATED CARRYING AMOUNT			
		ASSET		LIABILITY	
		2026	2025	2026	2025
Hedging instrument	Risk category	\$m	\$m	\$m	\$m
Foreign exchange contracts and other foreign currency denominated balance sheet items ¹	Foreign exchange	225	781	155	59
Issued debt securities and other borrowings	Foreign exchange	-	-	27,471	25,406

		CONSOLIDATED NOTIONAL AMOUNT			
		ASSET		LIABILITY	
		2026	2025	2026	2025
Hedging instrument	Risk category	\$m	\$m	\$m	\$m
Foreign exchange contracts and other foreign currency denominated balance sheet items	Foreign exchange	3,828	5,469	4,305	2,568
Issued debt securities and other borrowings	Foreign exchange	-	-	27,767	25,773

In order to hedge the currency exposure of certain net investments in foreign operations, the Consolidated Entity jointly designates hedging instruments from the currency of the underlying foreign operation to USD and then the hedging instruments from USD to AUD. As a result, the notional value of hedging instruments presented in the table above of \$35,900 million (2025: \$33,810 million) represents the notional of Foreign currency denominated Issued debt securities, foreign exchange contracts and other foreign currency denominated balance sheet items. The notional of the underlying hedged component of the Consolidated Entity's net investment in foreign operations is \$29,016 million (2025: \$26,903 million).

Hedge ineffectiveness is the extent to which the absolute change in either the fair value of the derivative or the carrying amount of foreign currency denominated borrowings attributable to the change in exchange rates exceeds that of the hedged item. There was no ineffectiveness recognised in the income statement by the Consolidated Entity in the current year (2025: \$nil).

¹ Where the fair value of the derivative is positive/(negative), the notional of the derivative has been similarly included in the table as an asset/(liability). Foreign exchange contracts and other foreign currency denominated balance sheet items are primarily presented on the face of the Statement of financial position as Derivative Assets, Derivative Liabilities and Cash and bank balances.

Note 37

Hedge accounting continued

Fair value hedges

The fair value attributable to the hedged risk is recognised as a fair value adjustment to the hedged item on the balance sheet. In an effective fair value hedge relationship, movements in this fair value adjustment are largely offset by movements in the fair value of the hedging instrument. Any residual movement is recognised as ineffectiveness in net trading income in the income statement. Executed rates for fair value hedges have not been shown as these would represent the market reference rates at the time of designation.

Hedging instruments

Instrument type	Risk category	MATURITY ANALYSIS PER NOTIONAL				
		Less than 3 months \$m	3 to 12 months \$m	1 to 5 years \$m	Over 5 years \$m	Total \$m
CONSOLIDATED 2026						
Derivative assets						
Interest rate swaps	Interest rate	2,461	3,897	8,090	2,815	17,263
Basis swaps	Interest rate	-	1,173	-	-	1,173
Commodity derivatives	Commodity price	-	83	59	-	142
Foreign exchange swaps	Foreign exchange	-	128	-	-	128
Derivative liabilities						
Cross currency swaps	Interest rate	-	-	3,172	158	3,330
Basis swaps	Interest rate	-	-	3,853	-	3,853
Interest rate swaps	Interest rate	1,075	6,914	19,916	11,514	39,419
Commodity derivatives	Commodity price	-	638	28	-	666
Foreign exchange swaps	Foreign exchange	-	259	-	-	259
CONSOLIDATED 2025						
Derivative assets						
Interest rate swaps	Interest rate	3,244	4,628	9,340	2,351	19,563
Basis swaps	Interest rate	-	1,038	1,211	-	2,249
Commodity derivatives	Commodity price	-	-	-	-	-
Foreign exchange swaps	Foreign exchange	20	164	192	-	376
Derivative liabilities						
Cross currency swaps	Interest rate	-	-	2,162	179	2,341
Interest rate swaps	Interest rate	734	10,147	18,301	15,074	44,256
Commodity derivatives	Commodity price	73	435	581	-	1,089
Foreign exchange swaps	Foreign exchange	53	271	388	-	712
CONSOLIDATED CARRYING AMOUNT						
Instrument type	Risk category	2026		2025		
		Asset \$m	Liability \$m	Asset \$m	Liability \$m	
Cross currency swaps	Interest rate	-	47	-	27	
Interest rate swaps	Interest rate	329	1,692	342	2,177	
Basis swaps	Interest rate	-	24	6	-	
Commodity derivatives	Commodity price	20	169	-	111	
Foreign exchange swaps	Foreign exchange	9	3	19	24	

Note 38

Key management personnel disclosure

Key management personnel (KMP)

The following persons were Directors of the Company during the financial years ended 31 March 2026 and 31 March 2025, unless indicated otherwise.

Executive Voting Director

Shemara R Wikramanayake Managing Director and CEO of MGL

Non-Executive Directors

Glenn R Stevens AC Chair
Jillian R Broadbent AC
Philip M Coffey
Michelle A Hinchliffe
Susan J Lloyd-Hurwitz AM
Rebecca J McGrath AM
Mike Roche
William DLM Vereker (appointed effective 1 February 2026)

In addition to the Executive Voting Director listed above, the following persons also had authority and responsibility for planning, directing and controlling the activities of MGL during the financial years ended 31 March 2026 and 31 March 2025, unless indicated otherwise.

Current Executives¹

Evie N Bruce GGC and Head of LGG
Andrew F Cassidy CRO and Head of RMG
Stuart D Green Managing Director and CEO of MBL
Frank P Kwok CFO and Head of FPE (appointed effective 1 January 2026)
Michael J Silverton Head of Macquarie Capital
Nicole G Sorbara COO and Head of COG
Greg C Ward Deputy Managing Director of MGL and Head of BFS
Ben I Way Head of MAM
Simon L Wright Head of CGM

Former Executive Director

Alex H Harvey Former CFO and Head of FPE (ceased to be a member of the Executive Committee on 31 December 2025)

The remuneration arrangements for all of the persons listed above are described on pages 136 to 165 of the Remuneration Report, contained in the Directors' Report.

¹ Except where indicated otherwise, all of the Executives as well as the CEO were members of the Executive Committee as at 8 May 2026.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 38

Key management personnel disclosure continued

Key management personnel remuneration

The following table details the aggregate remuneration for KMP:

	SHORT-TERM EMPLOYEE BENEFITS				LONG-TERM EMPLOYEE BENEFITS	SHARE-BASED PAYMENTS		
	Salary and fees (including superannuation) ¹	Performance related remuneration ²	Other benefits	Total short-term employee benefits	Restricted profit share including Other long-term employee benefits ³	Equity awards ⁴	PSUs ⁵	Total remuneration ^{6,7,8}
	\$	\$	\$	\$	\$	\$	\$	\$
Executive Remuneration								
2026 ⁹	11,848,014	57,093,500	-	68,941,514	15,456,206	57,386,096	6,533,779	148,317,595
2025	12,043,116	43,731,250	-	55,774,366	18,441,895	49,821,058	12,557,791	136,595,110
Non-Executive Remuneration								
2026	3,510,167	-	-	3,510,167	-	-	-	3,510,167
2025	3,424,750	-	6,500	3,431,250	-	-	-	3,431,250

Equity holdings of KMP and their related parties

The following table sets out details of MGL ordinary shares held during the financial year by KMP, including their related parties, on a Consolidated Entity basis.

	Number of shares held by current KMP as at 1 Apr	Number of shares held by new KMP at appointment date (on or after 1 Apr)	Shares received on withdrawal from MEREP	Other changes ¹⁰	Number of shares held by KMP at date of resignation/retirement (prior to 31 Mar)	Number of shares held as at 31 Mar
2026	1,353,029	22,626	314,330	(239,601)	-	1,450,384
2025 ¹¹	1,284,794	55	294,109	(225,929)	-	1,353,029

¹ Includes salary, superannuation, long service leave accrual and other benefits.

² The cash portion of each KMP's profit share allocation for the reporting period when they were a KMP.

³ Comprised of:

a) The portion of current year retained profit share that is held as a notional investment in Macquarie-managed fund equity (DPS Plan).

b) Earnings on prior years' restricted profit share: represents notional returns/(losses) on profit share amounts retained under the DPS Plan that are notionally invested in Macquarie-managed funds (Executive KMP are entitled to amounts equivalent to the investment earnings (dividends/distributions and security price appreciation) on the underlying securities). The notional returns are calculated based on TSR; where there is a notional loss, this loss will be offset against any future notional income until the loss is completely offset (losses are reported as negative amounts in this column). As these earnings reflect the investment performance of the assets in which prior years' retained amounts have been notionally invested, their inclusion may cause distortions when year-on-year remuneration trends are examined. These figures do not reflect remuneration review decisions made about the individual's current year performance.

c) Accrued performance fees under carried interest arrangements: represents carried interest expense attributable to relevant Executive KMP. Remuneration expense is recognised, on a fund-by-fund basis, reflecting the present value of expected cash outflows and adjusted in accordance with the employee's period of service relative to the expected fund life. Individuals will not receive their accrued entitlements until Macquarie has received performance fees towards the end of a fund's life. Based on Mr Way's participation in Macquarie's carried interest arrangements, a carried interest expense for FY2026 attributable to Mr Way of \$A1.9 million has been included in their 2026 statutory remuneration (2025: \$A4.9 million).

⁴ The current year expense for equity awards calculated as described in Note 44(xxiii) *Performance based remuneration* and Note 39 *Employee equity participation*.

⁵ The current year expense for PSUs calculated as described in Note 44(xxiii) *Performance based remuneration* and Note 39 *Employee equity participation*. The current year expense is reduced for previously recognised remuneration expense where performance hurdles have not been met, have been partially met or are not expected to be met.

⁶ For KMP residing in the US, their remuneration is subject to US social security and Medicare taxes, payable by Macquarie. Tax amounts of \$A222 thousand and \$A357 thousand were paid during FY2026 and FY2025 respectively, and are not included in statutory remuneration.

⁷ Mr Harvey ceased to be a member of the Executive Committee on 31 December 2025. He remains currently employed by Macquarie but intends to retire during FY2027. As a result of his intention to retire, the amortisation of his equity awards is being recognised over an accelerated period. \$A3.4 million of his FY2026 statutory remuneration represents accelerated amortisation of his equity awards, with further accounting amortisation being recognised of \$A3.7 million in FY2026 and \$A3.7 million in FY2027.

⁸ Mr Kwok was appointed to the Executive Committee on 1 January 2026. Prior to joining the Executive Committee, and while holding a previous role in MAM, Mr Kwok was allocated an entitlement to a share of performance fees under Macquarie's carried interest arrangements for certain funds. A carried interest expense attributable to Mr Kwok of \$A471 thousand has been included in Mr Kwok's FY2026 statutory remuneration. This amount is included in "other long-term employee benefits". The carried interest expense is calculated based on accounting principles relating to employee benefits.

⁹ For further detail on the impact of changes to KMP composition and forfeitures during the period refer to pages 136 and 165 of the Director's Remuneration Report.

¹⁰ Includes on-market acquisitions and disposals.

¹¹ In FY2026 Macquarie performed a review of KMP disclosures and noted the omission of RSUs and DSUs for a related party of Mr Wright from the 2025 KMP Disclosure. The 2025 numbers have been re-presented to reflect this.

Note 38

Key management personnel disclosure continued

MEREP RSU Awards of KMP and their related parties

The following table sets out details of the MEREP RSU awards held during the financial year for the KMP including their related parties, on a Consolidated Entity basis. Further details of the particulars of the grants can be found in Appendix 3 of the Remuneration Report, contained in the Directors' Report from pages 161 to 165. Further details in relation to the MEREP RSU awards are disclosed in Note 39 *Employee equity participation*.

	Number of RSU awards held by current KMP as at 1 Apr	Number of RSU awards held by new KMP at appointment date (on or after 1 Apr)	RSU awards granted during the financial year ¹	Vested RSU awards transferred to the KMP's shareholding during the financial year	Number of RSU awards held by KMP at date of resignation/retirement (prior to 31 Mar)	Number of RSU awards held as at 31 Mar
2026	1,402,600	32,865	213,609	(276,714)	(110,408)	1,261,952
2025 ²	1,262,768	188,277	200,150	(248,595)	-	1,402,600

MEREP DSU Awards of KMP and their related parties

The following table sets out details of the MEREP DSU awards held during the financial year for the KMP including their related parties, on a Consolidated Entity basis. Further details of the particulars of the grants can be found in Appendix 3 of the Remuneration Report, contained in the Directors' Report from pages 161 to 165. Further details in relation to the MEREP DSU awards are disclosed in Note 39 *Employee equity participation*.

	Number of DSU awards held by current KMP as at 1 Apr	Number of DSU awards held by new KMP at appointment date (on or after 1 Apr)	DSU awards granted during the financial year ³	Vested DSU awards transferred to the KMP's shareholding during the financial year	Number of DSU awards held by KMP at date of resignation/retirement (prior to 31 Mar)	Number of DSU awards held as at 31 Mar
2026	51,650	8,051	28,862	(6,027)	-	82,536
2025 ²	-	-	51,650	-	-	51,650

MEREP PSU Awards of KMP and their related parties

The following table sets out details of MEREP PSU awards held during the financial year for the KMP including their related parties, on a Consolidated Entity basis. Further details of the particulars of the grants can be found in the Directors' Report on page 161 to 165. Further details in relation to the MEREP PSU awards are disclosed in Note 39 *Employee equity participation*.

	Number of PSU awards held by current KMP as at 1 Apr	Number of PSU awards held by new KMP at appointment date (on or after 1 Apr)	PSU awards granted during the financial year ⁴	Vested PSU awards transferred to the KMP's shareholding during the financial year	PSU awards for which performance hurdles were not met	PSU awards cancelled on termination	Number of PSU awards held by KMP at date of resignation/retirement (prior to 31 Mar)	Number of PSU awards held as at 31 Mar
2026	491,386	-	100,740	(31,589)	(45,469)	-	(54,434)	460,634
2025	476,562	-	125,833	(45,514)	(65,495)	-	-	491,386

¹ RSUs are granted in the financial year following the year of the Company's performance to which the grant relates. RSUs disclosed as granted above for 2026 relate to the Consolidated Entity's performance in 2025.

² In FY2026 Macquarie performed a review of KMP disclosures and noted the omission of RSUs and DSUs for a related party of Mr Wright from the 2025 KMP Disclosure. The 2025 numbers have been re-presented to reflect this. Mr Wright does not influence any investment decisions over, nor does he benefit from, this holding.

³ DSUs are granted in the financial year following the year of the Company's performance to which the grant relates. DSUs disclosed as granted above for 2026 relate to the Consolidated Entity's performance in 2025.

⁴ PSUs are granted in the financial year following the year of the Company's performance to which the grant relates. PSUs disclosed as granted above for 2026 relate to the Consolidated Entity's performance in 2025.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 38

Key management personnel disclosure continued

Details of share-based payment grant dates whose vesting periods affected compensation for the financial years ended 31 March 2026 and 31 March 2025.

Financial year grant relates to	Type of grant	GRANT DATE	
		Managing Director	All other KMP
2017	Retained DPS	15 August 2017	22 June 2017
2018	Retained DPS	15 August 2018	21 June 2018
2019	Retained DPS	15 August 2019	24 June 2019
	PSUs	15 August 2019	15 August 2019
2020	Retained DPS	4 August 2020	9 June 2020
	PSUs	4 August 2020	4 August 2020
2021	Retained DPS	3 August 2021	9 June 2021
	PSUs	3 August 2021	3 August 2021
2022	Retained DPS	2 August 2022	21 June 2022
	PSUs	2 August 2022	2 August 2022
2023	Retained DPS	1 August 2023	21 June 2023
	PSUs	1 August 2023	1 August 2023
2024	Retained DPS	1 August 2024	19 June 2024
	PSUs	1 August 2024	1 August 2024
2025	Retained DPS	1 August 2025	19 June 2025
	PSUs	1 August 2025	1 August 2025

Loans to KMP and their related parties

Details of loans provided by the Consolidated Entity to KMP and their related parties are disclosed in aggregate in the following tables.

Total for KMP and their related parties ¹	Opening balance as at 1 Apr \$'000	Additions during the year \$'000 ²	Interest charged \$'000	Repayments during the year \$'000 ³	Write-downs \$'000	Closing balance as at 31 Mar \$'000 ⁴
2026	15,545	6,927	369	(14,822)	-	8,019
2025 ⁵	10,928	12,387	444	(8,214)	-	15,545

¹ All loans provided by Macquarie to KMP are made in the ordinary course of business on an arm's length basis and are entered into under normal terms and conditions consistent with other customers and employees. There have been no write-downs during the financial years reported.

² Or loan held as at date of appointment of new KMP.

³ Or loan held as at date ceased to be a KMP.

⁴ The aggregate balance included loans to 4 persons (2025: 4 persons).

⁵ In FY2026 Macquarie performed a review of KMP disclosures and noted the omission of a loan account for a related party of Mr Wright from the 2025 KMP disclosure. The 2025 numbers have been re-presented to reflect this. The loan was originated prior to Mr Wright's appointment to the Executive Committee on 1 April 2024.

Note 39

Employee equity participation

MEREP

The Consolidated Entity continues to operate the MEREP in conjunction with other remuneration arrangements.

Award types under the MEREP

Restricted Share Units (RSUs)

A RSU is a beneficial interest in a MGL ordinary share held on behalf of a MEREP participant by the plan trustee (Trustee).

The participant is entitled to receive dividends on the share and direct the Trustee how to exercise voting rights of the share. The participant also has the right to request the release of the share from the MEREP Trust, subject to the vesting and forfeiture provisions of the MEREP.

	NUMBER OF RSU AWARDS	
	2026	2025
RSUs on issue at the beginning of the financial year	12,291,186	13,028,273
Granted during the financial year	2,919,795	3,047,524
Vested RSUs withdrawn or sold from the MEREP during the financial year	(3,777,171)	(3,564,510)
Forfeited during the financial year	(704,675)	(220,101)
RSUs on issue at the end of the financial year	10,729,135	12,291,186
RSUs vested and not withdrawn from the MEREP at the end of the financial year	3,305	5,478

The weighted average fair value of the RSU awards granted during the financial year was \$212.77 (2025: \$198.14).

Deferred Share Units (DSUs)

A DSU represents the right to receive on exercise of the DSU either a share held in the Trust or a newly issued share (as determined by the Company in its absolute discretion) for no cash payment, subject to the vesting and forfeiture provisions of the MEREP. A MEREP participant holding a DSU has no right or interest in any share until the DSU is exercised. The Company may issue shares to the Trustee or direct the Trustee to acquire shares on-market, or via a share acquisition arrangement for potential future allocations to holders of DSUs.

Generally, where permitted by law, DSUs will provide for cash payments in lieu of dividends paid on MGL ordinary shares before the DSU is exercised. Further, the number of shares underlying a DSU will be adjusted upon any bonus issue or other capital reconstruction of the Company in accordance with the ASX Listing Rules, so that the holder of a DSU does not receive a benefit that holders of the Company's shares do not generally receive. These provisions are intended to provide the holders of DSUs, as far as possible, with the same benefits and risks as holders of RSUs. However, holders of DSUs will have no voting rights with respect to any underlying MGL ordinary shares.

DSUs will only be offered to MRTs, US awards to CPS 511 employees, or in jurisdictions where legal or tax rules make the grant of RSUs impractical, or where PSUs are structured as DSUs (see PSUs). DSUs have been granted with an expiry period of up to nine years.

	NUMBER OF DSU AWARDS	
	2026	2025
DSUs on issue at the beginning of the financial year	4,167,196	4,335,026
Granted during the financial year	1,060,899	1,333,032
Exercised during the financial year	(1,207,286)	(1,415,580)
Forfeited during the financial year	(52,549)	(85,282)
DSUs on issue at the end of the financial year	3,968,260	4,167,196
DSUs exercisable at the end of the financial year	1,046,822	1,144,183

The weighted average fair value of the DSU awards granted during the financial year was \$203.04 (2025: \$187.69).

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 39

Employee equity participation continued

Award types under the MEREP continued

Performance Share Units (PSUs)

All PSUs currently on issue are structured as DSUs with performance hurdles that must be met before the underlying share or cash equivalent (as the case may be) will be delivered. PSU holders have no right to dividend equivalent payments before the PSUs vest.

	NUMBER OF PSU AWARDS	
	2026	2025
PSUs on issue at the beginning of the financial year	529,204	583,386
Granted during the financial year	100,740	125,833
Exercised during the financial year	(43,227)	(68,244)
Expired during the year	(62,221)	(111,771)
Forfeited during the financial year	-	-
PSUs on issue at the end of the financial year	524,496	529,204
PSUs exercisable at the end of the financial year	7,231	7,231

The weighted average fair value of the PSU awards granted during the financial year was \$183.25 (2025: \$180.33).

Restricted Shares

A Restricted Share is an MGL ordinary share transferred from the MEREP Trust and held by a MEREP participant subject to restrictions on disposal, vesting and forfeiture rules. The participant is entitled to receive dividends on, and to exercise the voting rights of, the Restricted Shares. Restricted Shares are only offered in jurisdictions where legal or tax rules make RSU/DSU awards impractical.

	NUMBER OF RESTRICTED SHARE AWARDS	
	2026	2025
Restricted shares on issue at the beginning of the financial year	119,076	240,608
Transfer from MEREP Trust during the financial year	286,497	275,519
Released during the financial year	(124,387)	(397,051)
Restricted shares on issue at the end of the financial year	281,186	119,076

The weighted average fair value of the Restricted Shares granted during the financial year was \$nil (2025: \$nil).

Participation in the MEREP is currently provided to the following Eligible Employees:

- Executive Directors with retained Directors' Profit Share (DPS), a proportion of which is allocated in the form of MEREP awards (Retained DPS Awards)
- staff other than Executive Directors with retained profit share above a threshold amount (Retained Profit Share Awards) and staff who were promoted to Associate Director, Division Director or Executive Director, who received a fixed Australian dollar value allocation of MEREP awards (Promotion Awards)
- new Macquarie staff who commence at Associate Director, Division Director or Executive Director level and are awarded a fixed Australian dollar value (New Hire Awards)
- members of the MGL and MBL Executive Committees who are eligible for PSUs (PSU awards)
- in limited circumstances, Macquarie staff may receive an equity grant instead of a remuneration or consideration payment in cash. Current examples include individuals who become employees of the Consolidated Entity upon the acquisition of their employer by a Macquarie entity or who receive an additional award at the time of joining Macquarie.

Note 39

Employee equity participation continued

Award types under the MEREP continued

Vesting periods are as follows:

Award type	Level	Vesting
Retained Profit Share Awards and Promotion Awards	Below Executive Director	1/3rd in the 2nd, 3rd and 4th year following the year of grant ¹
Retained DPS Awards granted in relation to years 2017 to 2023	Executive Committee members and Designated Executive Directors	1/5th in the 3rd, 4th, 5th, 6th and 7th year following the year of grant ²
Retained DPS Awards granted in relation to years 2017 to 2023	All other Executive Directors	1/3rd in the 3rd, 4th and 5th year following the year of grant ²
Retained DPS Awards granted in relation to 2024 and following years	Executive Committee members and other Executive Directors	1/3rd in the 3rd, 4th and 5th year following the year of grant ²
PSU Awards granted in relation to 2020 and following years	Executive Committee members (excluding CEO and MBL CEO)	100% in the 4th year following the year of grant ³
PSU Awards granted in relation to years 2020 to 2023	CEO and MBL CEO	100% in the 4th year following the year of grant ³
PSU Awards granted in relation to 2024 and following years	CEO and MBL CEO	100% in the 5th year following the year of grant ³
Commission Awards	Below Executive Director	1/3rd in the 2nd, 3rd and 4th year following the year of grant ¹
New Hire Awards	All Director-level staff	1/3rd in the 2nd, 3rd and 4th year following the year of grant ⁴

In limited cases, the invitation or application form for awards may set out a different vesting period, in which case that period will be the vesting period for the award. For example, staff in certain jurisdictions may have a different vesting period due to local regulatory requirements.

For Retained Profit Share awards representing FY2025 retention, the allocation price was the weighted average price of the shares acquired for the 2025 purchase period, which was 19 May 2025 to 19 June 2025. That price was calculated to be \$209.72 (2024 retention: \$191.54).

¹ Vesting will occur during an eligible staff trading window. If an employee has been on leave without pay (excluding leave to which the Employee may be eligible under local laws) for twelve months or more, the Vesting Period may be extended accordingly.

² Vesting will occur during an eligible staff trading window. If an Executive Director has been on leave without pay (excluding leave to which the Executive Director may be eligible under local laws) for 12 months or more, the vesting period may be extended accordingly.

³ Subject to achieving certain performance hurdles.

⁴ Vesting will occur during an eligible staff trading window.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 39

Employee equity participation continued

Performance Share Units (PSUs)

PSUs will only be released or become exercisable subject to pre-vest assessment¹ and upon the achievement of performance hurdles. Only members of the MGL and MBL Executive Committees are eligible to receive PSUs. For the PSUs allocated to Executive Committee Members, two performance hurdles have been determined and each will apply individually to 50% of the total number of PSUs awarded. Hurdles are periodically reviewed by the Board Remuneration Committee (BRC) to ensure they continue to align the interests of staff and shareholders and provide a challenging but meaningful incentive to Executive Committee members. The BRC considers historical and forecast market data, the views of corporate governance groups, shareholders and regulators as well as market practice. No change has been made to the hurdles for this financial year.

The hurdles are outlined below.

Performance hurdle 1

Hurdle	Reference group
50% of the PSUs based solely on the relative average annual return on ordinary equity (ROE) over the vesting period compared to a reference group of global financial institutions. A sliding scale applies with 50% becoming exercisable above the 50th percentile and 100% vesting at the 75th percentile.	The current reference group comprises Bank of America Corporation, Barclays PLC, Citigroup Inc., Deutsche Bank AG, Goldman Sachs Group Inc., JPMorgan Chase & Co., Lazard Limited, Morgan Stanley and UBS AG. ²

Performance hurdle 2

Hurdle	Required result
50% of the PSUs based solely on the compound annual growth rate (CAGR) in earnings per share (EPS) over the vesting period.	A sliding scale applies with 50% becoming exercisable at EPS CAGR of 7.5% and 100% at EPS CAGR of 12%. For example, if EPS CAGR were 9.75%, 75% of the relevant awards would become exercisable.

Under both performance hurdles, the condition is examined once only. Testing occurs annually on 30 June immediately before vesting on 1 July, based on the most recent financial year-end results available. To the extent that a condition is not met when examined, the PSUs due to vest will not be exercisable upon vesting, resulting in no benefit to Executive Committee members.

Pre-vest assessment (At end of vesting period)¹

Prior to vesting of PSU awards, the Board will conduct a holistic assessment of the Executive Committee's collective contribution to driving the performance of Macquarie over the vesting period, based on the extent to which the Executive Committee has:

1. promoted behaviour that is consistent with and reflects Macquarie's risk culture and Code of Conduct and the principles of What We Stand For
2. overseen the effectiveness of Macquarie's risk management framework, regulatory compliance, policies and practices in managing key financial and non-financial risks
3. overseen funding, liquidity and capital management to ensure Macquarie's financial soundness.

Where the Board forms a negative overall assessment of non-financial performance, it will consider whether an adjustment is appropriate, considering any mitigating and aggravating factors.

¹ Pre-vest assessment applicable for awards to be granted in relation to 2024 and following years.

² For unvested PSU awards made prior to FY2023, the reference group included Bank of America Corporation, Barclays PLC, Credit Suisse, Deutsche Bank AG, Goldman Sachs Inc., JP Morgan Chase & Co., Lazard Ltd, Morgan Stanley and UBS AG.

Note 39

Employee equity participation continued

Assumptions used to determine fair value of MEREP awards

RSUs and DSUs are measured at their grant dates based on their fair value¹ and for each PSU, the awards expected to vest are measured on the basis of the assumptions below. This amount is recognised as an expense over the respective vesting periods.

RSUs, DSUs and PSUs relating to the MEREP plan for Executive Committee members have been granted in the current financial year in respect of FY2025 performance. The accounting fair value of each of these grants is estimated using the Company's share price on the date of grant and for each PSU also incorporates a discounted cash flow method using the following key assumptions:

- interest rate to maturity: 3.27% per annum (3.53% for grants to the CEO and the MBL CEO)
- expected vesting dates of PSUs: 1 July 2029 (1 July 2030 for the CEO and the MBL CEO)
- dividend yield: 3.61% per annum.

While RSUs, DSUs and PSUs (for Executive Committee members) for FY2026 will be granted during FY2027, the Company begins recognising an expense for these awards (based on an initial estimate) from 1 April 2025 related to these future grants. The expense is estimated using the estimated MEREP retention for FY2026 and applying the vesting profile to the retained amount.

For PSU, the estimate also incorporates an interest rate to maturity of 4.86% per annum (4.89% for grants to the CEO and the MBL CEO), expected vesting date of 1 July 2030 (1 July 2031 for the CEO and the MBL CEO), and a dividend yield of 3.50% per annum. In the following financial year, the Consolidated Entity will adjust the accumulated expense recognised for the final determination of fair value for each RSU, DSU and PSU when granted and will use this valuation for recognising the expense over the remaining vesting period. The Consolidated Entity annually reviews its estimates of the number of awards (including those delivered through MEREP) that are expected to vest. It recognises the impact of the revision to original estimates, if any, in the employment expenses in the income statement, with a corresponding adjustment to equity (for equity settled awards), or a corresponding adjustment to liabilities (for cash settled awards).

For the financial year ended 31 March 2026, compensation expense relating to the MEREP totalled \$834,415 thousand (2025: \$838,776 thousand).

For the equity settled awards, the estimated future withholding tax outflow is \$554,033 thousand (2025: \$608,075 thousand).

Employee Share Plan

The Consolidated Entity continues to operate the Macquarie Group Employee Share Plan (ESP) whereby each financial year eligible employees are offered up to \$1,000 worth of fully paid MGL ordinary shares for no cash consideration.

Shares allocated under the ESP cannot be sold until the earlier of three years after allocation or the time when the participant is no longer employed by the Consolidated Entity. In all other respects, shares allocated rank equally with all other fully paid ordinary shares then on issue.

The latest offer under the ESP was made during November 2025. A total of 2,342 (2025: 2,723) staff participated in this offer.

On 3 December 2025, the participants were each allocated 5 (2025: 4) fully paid ordinary shares based on the offer amount of \$1,000 and the average market share price of \$197.12 (2025: \$233.37), resulting in a total of 11,710 (2025: 10,892) shares being allocated. The shares were allocated to staff for no cash consideration. The aggregate value of the shares allocated was deducted from staff profit share and commissions.

For the financial year ended 31 March 2026, compensation expense relating to the ESP totalled \$2,311 thousand (2025: \$2,522 thousand).

Other plans

The Consolidated Entity operates other local share-based compensation plans, none of which, individually or in aggregate are material.

Shares purchased on-market/issued for the purpose of an employee incentive scheme

During the financial year ended 31 March 2026, the Consolidated Entity purchased 408,085 (2025: 539,516) shares on-market and 2,862,943 (2025: 2,942,836) shares via off-market transfer from its employees during the Staff Trading window for MEREP. A further 11,710 (2025: 10,892) shares were purchased on-market for the ESP. The average price of all shares purchased during the financial year was \$209.68 (2025: \$191.67) and the average price of the purchases made on-market was \$212.15 (2025: \$194.60).

¹ For employees categorised as Material Risk Takers who are required to comply with the European Banking Authority Guidelines on the CRD IV and CRD V remuneration requirements, the fair value of the awards granted for performance periods after 1 April 2019 has been adjusted to take into account the prohibition of dividends on unvested awards.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 40

Contingent liabilities and commitments

	CONSOLIDATED		COMPANY	
	2026	2025	2026	2025
	\$m	\$m	\$m	\$m
Credit risk related exposures				
Undrawn credit facilities and debt commitment ^{1,2}	34,953	30,605	-	-
Letters of credit and guarantees	3,444	3,214	4,889	7,925
Total credit risk related exposures	38,397	33,819	4,889	7,925
Other contingencies and commitments				
Equity investment commitments	2,903	2,155	-	-
Performance-related contingencies	503	602	-	-
Asset development and purchase commitments	39	147	-	-
Total other contingencies and commitments	3,445	2,904	-	-
Total contingent liabilities and commitments	41,842	36,723	4,889	7,925

¹ Undrawn credit facilities include fully or partially undrawn commitments against which clients can borrow money under defined terms and conditions. Balance includes revocable undrawn commitments for certain retail banking products of \$20,469 million (2025: \$16,874 million) which are considered to be exposed to credit risk.

² Includes \$570 million (2025: \$652 million) in undrawn facilities wherein loan positions have been sub-participated to a third party and will be transferred after drawdown.

Note 41

Audit and other services provided by PricewaterhouseCoopers

During the financial year, PricewaterhouseCoopers (PwC) and its network firms, the auditor of the Consolidated Entity, earned the following remuneration.

	CONSOLIDATED	
	2026	2025
	\$'000	\$'000
Audit of the Group and controlled entities:		
PwC – Australia	30,089	31,606
Network firms of PwC Australia	22,953	26,855
Total audit services	53,042	58,461
Audit-related services: ¹		
PwC – Australia	13,113	12,184
Network firms of PwC Australia	1,210	1,992
Total audit-related services	14,323	14,176
Total audit and audit-related services	67,365	72,637
Other services:		
PwC – Australia	1,768	1,460
Network firms of PwC Australia	125	755
Total other non-audit services	1,893	2,215
Total remuneration paid to PwC for audit, audit-related and other non-audit services²	69,258	74,852

Use of PwC's services for engagements other than audit is restricted in accordance with the Consolidated Entity's *Audit and Assurance Independence Policy*.

¹ Audit related services consist of assurance and related services traditionally performed by the independent external auditor of the Consolidated Entity. While in addition to their statutory audit role, these services are consistent with the role of the external auditor and include statutory assurance and other assurance services such as engagements required under regulatory, prudential, legislative or financing programmes as well as reviews requested by regulators and other agreed upon procedures.

² An additional amount of \$24,629 thousand (2025: \$29,209 thousand) was paid or payable to PwC as fees for audit services for Macquarie-managed funds that are not a part of the Consolidated Entity.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 42

Notes to the statements of cash flows

(i) Reconciliation of cash and cash equivalents

Cash and cash equivalents at the end of the financial year are reflected in the relevant items in the Statements of financial position as follows:

	CONSOLIDATED		COMPANY	
	2026 \$m	2025 \$m	2026 \$m	2025 \$m
Cash and bank balances ^{1,2}	16,256	19,936	-	-
Cash collateralised lending and reverse repurchase agreements	51,849	39,746	5,635	-
Financial investments	1,659	1,956	-	-
Held for sale assets	229	425	-	-
Cash and cash equivalents at the end of the financial year	69,993	62,063	5,635	-

(ii) Reconciliation of profit after income tax to net cash flows generated from/(utilised in) operating activities

Profit after income tax	4,869	3,742	4,879	2,109
Adjustments to profit after income tax:				
Depreciation and amortisation	792	1,073	-	3
Credit and other impairment (reversal)/charges	886	359	(23)	-
Investment and other income	(2,685)	(611)	-	-
Share-based payments expense	837	843	-	-
Share of net profits of associates and joint ventures	(51)	(167)	-	-
Changes in assets and liabilities:				
Issued debt securities, borrowings and other funding	25,801	1,979	8,332	(1,681)
Deposits	44,282	29,169	-	-
Trading and related assets and collateralised lending balances (net of liabilities)	(7,946)	(5,068)	9	-
Liquid asset holdings	(5,138)	3,874	(443)	657
Debtors, prepayments, accrued charges and creditors	646	(553)	4	23
Carrying values of associates due to dividends received	146	206	-	-
Other assets and liabilities	(468)	171	(6)	(9)
Tax balances	766	(140)	(634)	(365)
Interest, fee and commission receivable and payable	(1,201)	(316)	(20)	(41)
Assets under operating lease	(98)	(535)	-	-
Loan assets and balances with subsidiaries	(48,908)	(27,692)	(488)	1,887
Net cash flows generated from operating activities	12,530	6,334	11,610	2,583

(iii) Non-cash financing activities

During the year ended 31 March 2026 and 31 March 2025, there were no non-cash financing transactions.

¹ Amounts excluded from cash and cash equivalents but presented in the Statements of financial position as Cash and bank balances primarily relates to \$6,174 million (2025: \$5,823 million) of funds received from clients which are segregated from the Consolidated Entity's own funds and other balances of \$992 million (2025: \$626 million), not readily available to meet the Consolidated Entity's short-term cash commitments.

² Includes \$2,668 million (2025: \$2,358 million) of balances held by consolidated SEs that are restricted from use by the Consolidated Entity, balances required to be maintained with central banks and other regulatory authorities and balances held in countries where remittance of cash outside the country is subject to certain restrictions.

Note 42

Notes to the statements of cash flows continued

(iv) Reconciliation of loan capital

	CONSOLIDATED		COMPANY	
	2026 \$m	2025 \$m	2026 \$m	2025 \$m
Balance at the beginning of the financial year	16,401	14,201	3,857	3,371
Cash flows:				
Issuance	3,995	2,723	-	1,477
Redemption	(1,884)	(1,000)	-	(1,000)
Non-cash changes:				
Foreign currency translation and other movements	(581)	477	10	9
Balance at the end of the financial year	17,931	16,401	3,867	3,857

Note 43

Events after the reporting date

There were no material events subsequent to 31 March 2026 and up until the authorisation of the financial statements for issue, that have not been disclosed elsewhere in the financial statements.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies

(i) Principles of consolidation

Subsidiaries

The consolidated Financial Report reflects the financial performance and financial position of the Consolidated Entity. Subsidiaries are all those entities (including structured entities) which the Consolidated Entity controls. The Consolidated Entity controls an entity where it has:

- Power to direct the relevant activities of the entity
- Exposure, or rights, to variable returns from its involvement with the entity, and
- The ability to utilise power to affect the entity's returns.

The Consolidated Entity has power over an entity when it has existing substantive rights that provide it with the current ability to direct the entity's relevant activities, being those activities that significantly affect the entity's returns. Management also considers the entity's purpose and design. If it is determined that the Consolidated Entity has power, Management then evaluates whether the Consolidated Entity is exposed, or has rights, to variable returns from its involvement with the entity.

All variable returns are considered in making that assessment including, but not limited to, returns from debt or equity investments, guarantees, liquidity arrangements, variable fees and certain derivative contracts.

The Consolidated Entity controls an entity if it has the ability to use its power to affect the entity's returns from its involvement with the entity, taking into consideration the magnitude and variability associated with its variable returns.

In certain instances, Management may determine that the Consolidated Entity controls entities where it has less than half of the voting rights on the basis of its ability to direct the relevant activities of those entities.

The determination of control is based on current facts and circumstances and is continuously assessed.

Businesses and subsidiaries held for investment purposes are controlled entities that are held with the ultimate intention to sell as part of Macquarie's investment activities. Management have elected to present the results of these subsidiaries on an aggregated basis within net other operating income.

Structured entities

Structured Entities (SEs) are those entities that have been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity, such as when voting rights relate to administrative tasks only and the relevant activities of the SE are directed by means of contractual arrangements. When assessing whether the Consolidated Entity controls (and therefore consolidates) a SE, judgement is required as to whether the Consolidated Entity has power over the relevant activities as well as exposure, or rights, to variable returns of the SE. Refer to Note 25 *Structured entities* for further information related to both consolidated and unconsolidated SE's.

Consolidation

The effects of all transactions between subsidiaries in the Consolidated Entity are eliminated in full.

Non-controlling interests (NCI) in the results and equity of subsidiaries are presented separately in the consolidated Income statements, consolidated Statements of comprehensive income, consolidated Statements of changes in equity and consolidated Statements of financial position and are determined on the basis of the Consolidated Entity's present ownership interest in the entity.

Where control of an entity was obtained during the financial year, its results are included in the consolidated Income statements from the date on which control was obtained. Where control of an entity ceased during the financial year, its results are included for that part of the financial year during which control existed.

Management determines the dates of obtaining control and losing control of another entity based on an assessment of all pertinent facts and circumstances that affect the ability to direct the relevant activities and the extent of the Consolidated Entity's exposure to the entity's variable returns. Facts and circumstances that have the most impact include the contractual arrangements agreed with the counterparty, the manner in which those arrangements are expected to operate in practice and whether regulatory approval is required (including the nature of such approval). The acquisition or disposal date does not necessarily occur when the transaction is closed or finalised under law.

Subsidiaries held by the Company are carried in its financial statements at cost less accumulated impairment.

Interests in associates and joint ventures

Associates and joint ventures are entities over which the Consolidated Entity has significant influence or joint control. Existing ownership interests (including in substance ownership interests) in associates and joint ventures are accounted for under the equity method. In-substance ownership interests are interests that are substantially similar to an investee's ordinary shares. Equity accounting of the ownership interests is applied from the date that the Consolidated Entity has significant influence or joint control and ceases when the Consolidated Entity no longer has significant influence or joint control.

Management determines the dates of obtaining or losing significant influence or joint control of another entity based on an assessment of all pertinent facts and circumstances that affect the ability to significantly influence the financial and operating policies or jointly control the relevant activities of that entity. Facts and circumstances that have the most impact include the contractual arrangements agreed with the counterparty, the manner in which those arrangements are expected to operate in practice, and whether regulatory approval is required (including the nature of such approval). Equity accounting is discontinued from the date when the investment ceases to be an associate or joint venture, which is when significant influence or joint control is lost.

Note 44

Material accounting policies continued

(i) Principles of consolidation continued

The equity method of accounting is applied in the consolidated Financial Report and requires the recognition of the associate or joint venture at cost and adjusted thereafter to recognise the Consolidated Entity's share of its associates' and joint ventures' post acquisition profits or loss (including impairments of the associates' or joint ventures' assets) in the consolidated income statement, and the share of the post-acquisition movements in other comprehensive income in the consolidated statement of comprehensive income. Dividends received by the Consolidated Entity from associates and joint ventures are recognised as a reduction in the carrying amount of the investment. Transactions reported directly in equity (besides those reflected in other comprehensive income) are accounted for by the Consolidated Entity in accordance with the substance of the transaction and whether the transaction is dilutive to the Consolidated Entity's ownership interest. Where the transaction is dilutive to the Consolidated Entity's interest in the associate or joint venture, the impact is recorded as part of the Consolidated Entity's share of profits or losses of associates and joint ventures.

Equity accounting of losses is restricted to the Consolidated Entity's interests in its associate or joint venture, unless the Consolidated Entity has an obligation or has made payment on behalf of the entity.

Long-term interests in an associate or joint venture, to which the equity method is not applied but in-substance form part of the net investment in the associate or joint venture, are accounted for in accordance with the Consolidated Entity's financial instruments' accounting policies, which includes accounting for expected credit losses, where applicable. Subsequently, the loss allocation and impairment requirements in AASB 128 *Investments in Associates and Joint Ventures* are applied to long-term interests.

Where necessary, accounting policies of associates and joint ventures have been changed to ensure consistency with those adopted by the Consolidated Entity.

At the end of each reporting period, Management reviews the Consolidated Entity's investments in associates and joint ventures for indicators of impairment. Where there is an indicator of impairment, the carrying amount of the investment is tested for impairment by comparing its recoverable amount with its carrying value. Impairment losses and reversals are recognised in other impairment charges/reversals. A reversal of a previously recognised impairment loss is recognised only to the extent that the investment's carrying value does not exceed the carrying amount that would have been determined (including consideration of any equity accounted losses) if no impairment loss had been recognised.

Interests in associates and joint ventures are classified as held for sale when Management determines that the interest will be recovered principally through a sale transaction rather than through continuing use. Equity accounting is suspended when the interest is classified as held for sale.

On disposal of an investment in an associate or a joint venture, the difference between the sales consideration, any retained interest and the carrying value is recognised as a gain or loss in net investment income. The Consolidated entity accounts for amounts recognised in OCI in relation to the associate or joint venture disposed of, on the same basis as would be required if the associate or joint venture had directly disposed of the related assets or liabilities.

Changes in ownership interests

When acquiring additional interests:

- of a financial asset (such that it becomes an associate, joint venture or subsidiary), or
- in an investment in an associate or joint venture (such that it becomes a subsidiary), where the underlying entity constitutes a business,

previously held interests are revalued to their fair value and any gain or loss is recognised in net investment income.

Similarly, when selling ownership interests of a subsidiary, where the underlying constitutes a business (such that control is lost), or an investment in an associate or joint venture (such that it becomes a financial asset), retained ownership interests are revalued to their fair value and any gain or loss is recognised in net investment income. Retained ownership interests are not revalued where the sale represents a contribution to an associate or joint venture, nor in certain circumstances where the partial sale of an investment in associate or joint venture, which continues to be equity accounted post the sale, is affected through a holding company subsidiary.

Increases and decreases in the Consolidated Entity's interest in a subsidiary (that do not result in the loss of control) are accounted for directly within equity. Increases in the Consolidated Entity's ownership interest in an associate or joint venture are accounted for as an increase in the carrying value of the interest in associate or joint venture. The difference between the reduction in the Consolidated Entity's interest in an associate or joint venture that remains an associate or joint venture and the fair value of consideration received is accounted for as a gain or loss within net investment income. A proportionate amount of associated OCI is reclassified to profit or loss, or reclassified within equity, on the same basis as would be required if the associate or joint venture had directly disposed of the related assets or liabilities.

(ii) Business combinations

Distinguishing between whether assets or a business is acquired involves judgement. Management identifies a business where an acquired integrated set of activities and assets includes an economic resource (input) and a substantive process that together significantly contribute to the ability to provide goods or services to customers, generate investment income or other income from ordinary activities (outputs).

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(ii) Business combinations continued

On a transaction-by-transaction basis, Management may use a practical expedient to determine that an acquired set of activities is not a business. Under this assessment, the transaction is accounted for as an asset acquisition if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

Business combinations are accounted for using the acquisition method. The consideration exchanged is measured as the aggregate of the acquisition-date fair values of assets transferred, equity instruments issued, and liabilities incurred. Transaction costs of a business combination are recognised directly in the consolidated income statement as part of other operating expenses.

Identifiable assets acquired, and liabilities and contingent liabilities assumed in a business combination are measured at fair value on the acquisition date. Management elects, on a transaction-by-transaction basis, to initially measure NCI either at fair value or at the NCI's proportionate share of the fair values of the identifiable assets and liabilities.

Goodwill is measured as the excess of the consideration exchanged, recognised NCI, and the fair value of previously held equity interests over the fair value of the identifiable net assets of the business acquired and is recognised as part of Intangible assets in the Statements of financial position. Goodwill is subsequently measured at cost less accumulated impairment.

If the consideration is less than the Consolidated Entity's share of the fair value of the identifiable net assets of the business acquired, the difference is recognised as a gain from bargain purchase in net investment income, but only after a reassessment of the identification and measurement of the net assets acquired.

Contingent consideration that is dependent on any subsequent event is measured at fair value with changes in its fair value recognised in net investment income.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present values as at the acquisition date. The discount rate used is the Consolidated Entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

(iii) Foreign currency translation

Functional and presentation currency

The functional currency of each entity (including branches) in the Consolidated Entity is determined as the currency of the primary economic environment in which the entity operates. The Consolidated Entity and the Company's financial statements are presented in Australian dollars (the presentation currency), which is also the Company's functional currency. A foreign operation is an entity or a group of entities whose activities are based or conducted in a country or currency other than that of the Consolidated Entity.

Transactions and balances

At initial recognition, a foreign currency transaction is translated into the entity's functional currency using the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of each reporting period:

- foreign currency monetary assets and liabilities are translated using the closing exchange rate
- non-monetary items (including equity) measured in terms of historical cost in a foreign currency remain translated using the spot exchange rate at the date of the transaction, and
- non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date that the fair value was measured.

Foreign exchange gains and losses arising from the settlement or translation of monetary items, or non-monetary items measured at fair value, are recognised in net trading income with one exception being where such monetary items are designated as hedging instruments in qualifying cash flow hedge or net investment hedge relationships. In such circumstances, the foreign exchange gains and losses may be deferred in OCI to the extent the hedge is effective (refer to Note 37 *Hedge accounting* and Note 44(x) *Derivative instruments and hedging activities*).

Subsidiaries and other entities

The results and financial position of all entities that have a functional currency other than Australian dollars are translated into Australian dollars as follows:

- assets and liabilities for each Statements of financial position presented are translated at the closing exchange rate at the date of that Statements of financial position. Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and are translated at the closing exchange rate
- income and expenses for each income statement are translated at actual or average exchange rates at the dates of the transactions
- all resulting exchange differences are recognised in OCI within a separate component of reserves, being the foreign currency translation reserve (FCTR).

Foreign currency gains and losses on intragroup loans are recognised in the income statement except where the loan is in substance part of the Consolidated Entity's net investment in the foreign operation, in which case the foreign currency gains and losses are recognised in the Consolidated Entity's FCTR.

Note 44

Material accounting policies continued

(iii) Foreign currency translation continued

The exchange gains or losses recognised in FCTR are reclassified to the income statement or reattributed within equity as follows:

- if there is a disposal of a foreign operation, then the accumulated FCTR is reclassified from OCI to net investment income
- if there is a partial disposal of a foreign operation that is an associate or joint arrangement, without loss of significant influence or joint control, then a proportionate share of the accumulated FCTR is reclassified to net investment income
- if there is a partial disposal of a foreign operation that is a subsidiary, without loss of control, then a proportionate share of the accumulated FCTR is reattributed within equity to non-controlling interests.

(iv) Revenue and expense recognition

Net interest income

Interest income and interest expense (with the exception of borrowing costs that are capitalised on a qualifying asset which is not measured at fair value) are recognised using the effective interest rate (EIR) method for financial assets and financial liabilities carried at amortised cost, and debt financial assets classified as at fair value through OCI. The EIR method calculates the amortised cost of a financial instrument at a rate that discounts estimated future cash receipts or payments through the expected life of the financial instrument to the gross carrying amount of the financial asset or liability. Fees and transaction costs that are integral to the lending arrangement are recognised in interest income or interest expense, as applicable, over the expected life (or, when appropriate, a shorter period) of the instrument in accordance with the EIR method.

When the estimates of payments or receipts of a financial instrument are subsequently revised, the carrying amount is adjusted to reflect the actual or revised cash flows with the remeasurement recognised as part of interest income (financial assets) or interest expense (financial liabilities).

The calculation of the EIR does not include ECL, except for financial assets which on initial recognition are classified as purchased or originated credit impaired (POCI). Interest income on these assets is determined using a credit adjusted EIR by discounting the estimated future cash receipts, including expected credit losses through the expected life of the financial instrument to the net carrying amount of the financial asset at initial recognition.

Interest income on financial assets that are subsequently classified as credit-impaired (Stage III), is recognised by applying the EIR to the amortised cost carrying value (being the gross carrying value after deducting the ECL). Interest income and expense on financial assets and liabilities that are classified as FVTPL is accounted for on a contractual rate basis and included in Other Interest Income.

Fee and commission income

Revenue earned by the Consolidated Entity from its contracts with customers primarily consists of the following categories of fee and commission income.

Base and other asset management fees, and performance fees

The Consolidated Entity earns base and other asset management and performance fees for providing asset management services for listed and unlisted funds, managed accounts and co-investments arrangements. The provision of asset management services is typically determined to be a single performance obligation.

Base management fees are recognised over the life of the contract as the asset management services are provided. Any associated performance fees are deemed to be a variable component of the same asset management service and are recognised only when it is highly probable that the performance hurdles are met, and a significant reversal of cumulative fees recognised to date will not occur. Determining the amount and timing of performance fees to be recognised involves judgement, the use of estimates (including Management estimates of underlying asset values) and consideration of a number of criteria relating to both the fund or managed account in which the asset(s) are held, as well as the underlying asset(s), such as:

- the extent to which performance fee liabilities have been accrued by the fund or managed account to date or consideration of the current valuation of the assets in relation to the related performance fee hurdle rate
- nature of remaining underlying fund or managed account's assets and potential downside valuation risks on each for performance fees determined on an asset realisation basis
- the proportion of assets realised and returns on those assets
- time remaining until realisation of the assets and the fund's life or asset management services' timeline, and
- consideration of the ability to dispose of the asset, including any barriers to divest.

Mergers and acquisitions, advisory and underwriting fees

The Consolidated Entity earns revenue through its role as advisor on corporate transactions as well as through its role as manager and underwriter of equity and debt issuances. The revenue from these arrangements is recognised at a point in time, and when it has been established that the customer has received the benefit of the service such that the performance obligation is satisfied. For advisory services this is typically at the time of closing the transaction.

Where mandates contain rights to invoice upon reaching certain milestones, the Consolidated Entity assesses whether distinct services have been transferred at these milestones and accordingly recognises revenue. If not, the fee recognition will be deferred until such time as the performance obligation has been completed. Management of capital raisings and underwriting of debt or equity capital raisings are each considered distinct performance obligations that are typically satisfied on the allocation date of the underwritten securities.

Brokerage and other trading-related fee income

The Consolidated Entity enters into contracts with customers to act as an agent to buy and sell securities. The brokerage and commission income related to this service is recognised on trade date and is presented net of any rebates.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(iv) Revenue and expense recognition continued

Other fee and commission income

Other fee and commission income includes fees earned on a range of banking products and services platforms, wealth services, credit cards, structuring fees, lending services, stock borrow and lending activities and income on structured products which is recognised when the performance obligation is satisfied which is when it has been established that the customer has received the benefit of the product or service.

Net operating lease income

Operating lease income is recognised on a straight-line basis over the lease term and is presented net of the related depreciation expense.

Net Investment income

Net Investment income includes gains and losses arising from subsequent changes in the fair values of equity and debt investment securities that are classified as FVTPL and dividends or distributions on these securities which represent the return on such investments.

Gains or losses on the change of control, joint control and/or significant influence and reclassifications to/from held for sale also forms part of net investment income. Refer to Note 44(i) *Principles of consolidation* for details on the timing of recognition of such gains or losses.

Dividends

Dividends or distributions are recognised when the right to receive a dividend or distribution is established, it is probable the economic benefits associated with the dividend will flow to the Company and/or Consolidated Entity and the dividend can be measured reliably.

Dividends or distributions from HFT assets are recognised in net trading income, in net investment income for other financial assets measured at FVTPL or FVOCI, or as a reduction to the carrying amount of the investment in associates and joint ventures in the Consolidated Entity's Statements of financial position. Where associates and joint ventures are classified as held for sale, dividends or distributions are recognised within other income as part of net other operating income and charges.

In the Company's financial statements, judgement may be applied in determining whether distributions from subsidiaries, associates and joint ventures are to be recognised as dividend income or as a return of capital. Distributions that represent a return of capital are accounted for by the Company as a reduction to the cost of its investment and are otherwise recognised by the Company within net investment income when the recognition criteria are met.

Expenses

Expenses are recognised in the income statement as and when the provision of services is received.

(v) Segment reporting

Operating Segments are components of the Consolidated Entity included in internal reports that are regularly reviewed by Senior Management who have been identified as the Chief Operating Decision Makers (CODM), for the purposes of allocating resources and assessing performance. Information reported to CODM is specifically focused on core products and services offered, comprising five reportable segments as disclosed in Note 4 *Segment reporting*.

Information about products and services is based on the financial information used to produce the Consolidated Entity's financial statements. Information about geographical segments is based on the tax domicile of the respective entities.

(vi) Taxation

The balance sheet approach to tax effect accounting has been adopted whereby the income tax expense for the financial year is the tax payable on the current year's taxable income adjusted for changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and unused tax losses.

Deferred tax assets are recognised when temporary differences arise between the tax bases of assets and liabilities and their respective carrying amounts which give rise to a future tax benefit, or when a benefit arises due to unused tax losses. In both cases, deferred tax assets are recognised only to the extent that it is probable that future taxable amounts will be available against which to utilise those temporary differences or tax losses.

Deferred tax liabilities are recognised when such temporary differences give rise to taxable amounts that are payable in future periods. Deferred tax assets and liabilities are recognised at the tax rates expected to apply when the assets are recovered, or the liabilities are settled under enacted or substantively enacted tax law.

Deferred tax assets and deferred tax liabilities that arise following the implementation of the Pillar Two Model Rules legislation are not recognised in the financial statements in accordance with the mandatory exception to the Accounting Standards.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Current tax assets and liabilities are offset when there is a legally enforceable right to offset and an intention to either settle on a net basis or realise the asset and settle the liability simultaneously.

Current and deferred taxes attributable to amounts recognised in OCI are also recognised in OCI.

Management exercises judgement in determining whether deferred tax assets, particularly in relation to tax losses, are probable of recovery.

Note 44

Material accounting policies continued

(vi) Taxation continued

Factors considered include the ability to offset tax losses within the tax consolidated group in Australia or groups of entities in overseas jurisdictions, the nature of the tax loss, the length of time that tax losses are eligible for carry forward to offset against future taxable profits and whether future taxable profits are expected to be sufficient to allow recovery of deferred tax assets.

The Consolidated Entity undertakes transactions in the ordinary course of business where the income tax treatment requires the exercise of judgement. Management estimates the amount expected to be paid to/(recovered from) tax authorities based on its understanding and interpretation of the law. Uncertain tax positions are presented as current or deferred tax assets or liabilities with reference to the nature of the underlying uncertainty.

Tax consolidation

The Consolidated Entity's Australian tax liabilities are determined according to tax consolidation legislation.

The Company, together with all eligible Australian resident wholly owned subsidiaries, comprise a tax consolidated group (TCG) with the Company as the head entity. As a consequence, the relevant subsidiaries are not liable to make income tax payments and do not recognise any current tax balances or any deferred tax assets arising from unused tax losses or credits.

The TCG recognises its current and deferred taxes using the 'group allocation approach' detailed in AASB UIG Interpretation 1052 *Tax Consolidation Accounting* (AASB Interpretation 1052). Under the terms and conditions of a tax funding agreement, the Company charges each subsidiary for all current tax liabilities incurred in respect of their activities and reimburses each subsidiary for any tax assets arising from unused tax losses.

Should the Company be in default of its tax payment obligations, or a default is probable, the current tax balances of its subsidiaries will be determined in accordance with the terms and conditions of a tax sharing agreement between the Company and entities in the TCG.

In offshore jurisdictions, Macquarie's approach to Tax Consolidation follows the legislation applicable in each jurisdiction. Where applicable, joint filing obligations are performed for tax consolidated groups, with the head entity responsible for settling obligations with Revenue Authorities. Subsidiaries that are part of offshore TCGs are however still liable for income tax and therefore recognise current and deferred tax balances.

Goods and Services tax (GST)

Where an amount of GST (or other value added tax) is not recoverable from global tax authorities, it is either capitalised to the Statements of financial position as part of the cost of the related asset or is recognised as part of other operating expenses.

Where GST (or other value added tax) is recoverable from or payable to global tax authorities, the net amount is recorded as a separate asset or liability in the Statements of financial position.

(vii) Financial instruments

Recognition of financial instruments

Financial instruments are recognised when the Consolidated Entity becomes a party to the contractual provisions of the instrument.

A financial instrument is initially recognised at fair value and is adjusted (in the case of instruments not classified at FVTPL) for transaction costs that are incremental and directly attributable to the acquisition or issuance of the financial instrument, and fees that are an integral part of the effective interest rate. Transaction costs and fees paid or received relating to financial instruments carried at FVTPL are recorded in the income statement.

The best evidence of a financial instrument's fair value at initial recognition is its transaction price, unless its fair value is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique for which variables include only inputs from observable markets (or when inputs from unobservable markets are insignificant). Where such alternative evidence exists, the Consolidated Entity recognises profit or loss immediately when the instrument is recognised (day 1 profit or loss). When significant unobservable inputs are used to determine fair value, the day 1 profit or loss is deferred and is recognised in net trading income over the life of the transaction or when the inputs become observable.

Financial instruments arising in multiple transactions are accounted for as a single arrangement if this best reflects the substance of the arrangement. Factors considered in this assessment include whether the financial instruments:

- are entered into at the same time and in contemplation of one another
- have the same counterparty
- relate to the same risk
- there is no apparent economic need or substantive business purpose for structuring the transactions separately that could not also have been accomplished in a single transaction, or
- whether each of the financial instruments has its own terms and conditions and may be transferred or settled separately.

Derecognition of financial instruments

Financial assets

Financial assets are derecognised from the Statements of financial position when:

- the contractual rights to cash flows have expired, or
- the Consolidated Entity has transferred the financial asset and has transferred substantially all the risks and rewards of ownership of the financial asset.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(vii) Financial instruments continued

A financial asset is transferred if, and only if, the Consolidated Entity:

- (i) transfers the contractual rights to receive the cash flows of the financial asset, or
- (ii) retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement where the Consolidated Entity is:
 - not obligated to pay amounts to the eventual recipients unless it collects equivalent amounts from the original asset
 - prohibited from selling or pledging the original asset other than as security to the eventual recipients, and
 - obligated to remit any cash flows it collects on behalf of the eventual recipients without material delay, generally considered to be within 3 months.

In transactions where the Consolidated Entity neither transfers nor retains substantially all the risks and rewards of ownership of a financial asset, the asset is derecognised if control over the asset is lost. Any interest in the transferred and derecognised financial asset that is created or retained by the Consolidated Entity is recognised as a separate asset or liability.

In transfers where control over the asset is retained, the Consolidated Entity continues to recognise the asset to the extent of its continuing involvement as determined by the extent to which it is exposed to changes in the value of the transferred asset.

Financial liabilities

Financial liabilities are derecognised from the Statements of financial position when the Consolidated Entity's obligation has been discharged, cancelled or has expired.

Gains and losses on the derecognition of debt financial assets and liabilities

Gains and losses arising from the derecognition of debt financial assets or financial liabilities are recognised in:

- net trading income in respect of trading-related settlement and receivable balances that are subsequently measured at amortised cost
- investment income in respect of financial investments and loans to associates
- other income and charges as part of net other operating income and charges for all other debt financial assets and financial liabilities.

Financial guarantee contracts issued

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under AASB 9, and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of AASB 15 *Revenue from Contracts with Customers*.

Modification of financial instruments

A financial instrument is modified when its original contractual cash flows are renegotiated or modified.

A financial asset that is renegotiated or modified is derecognised if the rights to receive cash flows from the existing agreement have expired, either through replacement by a new agreement on substantially different terms or the existing terms are substantially modified. To determine whether the replacement agreement terms are substantially different or existing terms are substantially modified, both qualitative and quantitative factors are considered. Qualitative factors would, for example, include a consideration of whether and to what extent the modification is driven by financial difficulties of the borrower or a commercial renegotiation to market rates, or whether the terms are modified such that the instrument no longer meets the SPPI requirements.

A financial liability that is renegotiated is derecognised if the existing agreement is cancelled and a new agreement is made on substantially different terms or if the existing terms are modified such that the modified financial liability is a substantially different financial instrument. The assessment on whether the terms are substantially different involves a quantitative analysis, with qualitative factors considered in certain circumstances. Where the modification results in derecognition of the original financial instrument, the new financial instrument is recorded initially at its fair value and the resulting difference is recognised in the income statement in accordance with the nature of the financial instrument as described in the derecognition of financial instruments policy.

For financial instruments measured at amortised cost, and for debt financial assets measured at FVOCI, when the modification does not result in derecognition, the gross carrying amount of the financial instrument is recalculated and a modification gain or loss is recognised in the income statement as part of interest and similar income. The gain or loss is measured as the adjustment of the gross carrying amount to reflect the renegotiated or modified contractual cash flows, discounted at the instrument's original EIR.

Note 44

Material accounting policies continued

(vii) Financial instruments continued

Classification and subsequent measurement

Financial assets

Financial assets are classified based on the business model within which the financial asset is held and the characteristics of the financial asset's contractual cash flows.

Business model assessment

Management uses judgement in determining the business model at the level that reflects how groups of financial assets are managed together to achieve a particular business objective. In determining the business model, all relevant evidence that is available at the date of the assessment is used including:

- how the performance of the business model and the financial assets held within that business model is evaluated and reported to the Consolidated Entity's Senior Management personnel and senior executives
- the risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way in which those risks are managed
- how managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected), and
- frequency, value, timing of and reasons for sales of assets in the portfolio and expectations about future sales activity.

Solely payment of principal and interest (SPPI)

The contractual cash flows of a financial asset are assessed to determine whether these represent SPPI on the principal amount outstanding, consistent with a basic lending arrangement. This includes an assessment of whether the cash flows primarily reflect consideration for the time value of money and credit risk of the principal outstanding. Interest may also include consideration for other basic lending risks and costs including a reasonable profit margin.

In assessing whether the contractual cash flows are SPPI, Management considers the contractual terms of the instrument. This includes assessing whether the financial asset contains contractual terms that could change the timing or amount of contractual cash flows such that it would not meet the SPPI criteria. Such an assessment would consider, for example, the impact of any of the following features:

- Contingent events that could change the amount and/or timing of cash flows
- Leverage features that could change the economic characteristics of principal and interest cash flows introducing volatility inconsistent with a basic lending arrangement
- Prepayment features, to determine whether the amount due on early repayment substantially represents unpaid amounts of principal and accrued interest which may include reasonable compensation for the early termination of the contract, and

- Terms that limit the Consolidated Entity's claim to cash flows from specified assets - for example, through non-recourse or limited recourse arrangements - in a way that is inconsistent with a basic lending arrangement.

Amortised cost

A financial asset is subsequently measured at amortised cost using the EIR method where:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows
- the contractual terms of the financial asset give rise on specified dates to cash flows that meet the SPPI requirements, and
- the financial asset has not been classified as DFVTPL.

Interest income is determined in accordance with the EIR method and recognised as part of interest and similar income.

Fair value through other comprehensive income

A financial asset is subsequently measured at FVOCI if the following conditions are met:

- the financial asset is held within a business model whose objective is to both collect contractual cash flows and to sell the financial assets
- the contractual terms of the financial asset give rise on specified dates to cash flows that meet the SPPI requirements, and
- the financial asset has not been classified as DFVTPL.

Subsequent changes in fair value are recognised in OCI, with the exception of interest (which is recognised as part of interest income), ECL (which is recognised in credit and other impairment charges/reversal) and foreign exchange gains and losses (which are recognised in net trading income) and is net of any related hedge accounting adjustments. When debt financial assets classified as at FVOCI are derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from OCI to net investment income in respect of debt financial investments and loans to associates, or to other income and charges as part of net other operating income and charges for all other debt financial assets.

Fair value through profit or loss

Financial assets that do not meet the criteria to be measured at amortised cost or FVOCI are subsequently measured at FVTPL.

For the purposes of the Consolidated Entity's financial statements, the FVTPL classification consists of the following:

- financial assets that are held for active trading or held as part of a portfolio that is managed together with short-term profit or position taking (held for trading (HFT)). This classification includes all derivative financial assets, except those that are designated as hedging instruments in qualifying hedge relationships and are classified as FVTPL
- financial assets in a business model whose objective is achieved by managing the financial assets on a fair value basis in order to realise gains and losses as opposed to a business model in which the objective is to collect contractual cash flows (FVTPL)

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(vii) Financial instruments continued

- financial assets that fail the SPPI test (FVTPL), and
- financial assets that have been designated to be measured at fair value through profit or loss to eliminate or significantly reduce an accounting mismatch (DFVTPL).

Equity financial assets that are not held for active trading are measured at FVTPL. Subsequent changes in fair value are recognised in net investment income.

Subsequent changes in the fair value of debt financial assets measured at FVTPL are presented as follows:

- changes in the fair value of financial assets that are HFT and financial assets managed on a fair value basis are recognised in net trading income
- changes in the fair value of debt financial investments and loans to associates and joint ventures that fail SPPI are recognised in net investment income
- changes in the fair value of all other FVTPL and DFVTPL financial assets are recognised as part of other income and charges within net other operating income and charges.

Where applicable, the interest component of these financial assets is recognised as interest and similar income.

Financial liabilities

Financial liabilities are subsequently measured at amortised cost, unless they are either HFT, or have been designated to be measured at FVTPL (DFVTPL). A financial liability may be DFVTPL if:

- such a designation eliminates or significantly reduces an accounting mismatch that would otherwise have arisen
- a group of financial liabilities, or financial assets and financial liabilities, is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, or
- the liability contains embedded derivatives which must otherwise be separated and carried at fair value.

All derivative financial liabilities are classified as HFT, except those that are designated as hedging instruments in qualifying hedge relationships and are classified as FVTPL. Refer to Note 44(x) *Derivative instruments and hedging activities* for the detailed hedge accounting policy.

Changes in the fair value of financial liabilities that are not classified as HFT, with the exception of changes relating to the Consolidated Entity's own credit risk, are recognised in net trading income, or other income and charges as part of net other operating income and charges, depending on the nature of the underlying transaction. Changes in fair value relating to changes in the Consolidated Entity's own credit risk are presented separately in OCI and are not subsequently reclassified to profit or loss.

Where applicable, the interest component of these financial liabilities is recognised as interest and similar expense.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount reported in the Statements of financial position, when there is a current legally enforceable right to offset the amounts and there is an intention to settle on a net basis or realise the financial asset and settle the financial liability simultaneously.

(viii) Cash collateral on securities borrowed and lent and repurchase and reverse repurchase agreements

As part of its trading, financing and liquidity management activities, the Consolidated Entity borrows and lends securities, commodities and other assets (the underlying) on a collateralised basis. The underlying that is subject to the arrangement is not derecognised from the Statements of financial position of the relevant parties, as the risks and rewards of ownership remain with the initial holder.

These transactions include:

- reverse repurchase transactions, where the Consolidated Entity purchases an underlying under an agreement to resell
- repurchase transactions, where the Consolidated Entity sells an underlying under an agreement to repurchase.

Management continually reviews the fair values of the underlying on which the above transactions are based and where appropriate, requests or provides additional collateral to support the transactions, in accordance with the terms of the respective agreements.

Reverse repurchase agreements are subsequently measured as follows by the Consolidated Entity:

- agreements that are collateralised with commodities are measured at amortised cost when they are held in a business model to collect contractual cash flows and the SPPI criteria are met
- agreements that are held within the Consolidated Entity's cash and liquid assets portfolio are measured at FVOCI as they are held in a business model to both collect contractual cash flows and with the intention to sell
- all other reverse repurchase agreements are measured at FVTPL to reflect the Consolidated Entity's business model to realise fair value gains and losses as opposed to a business model in which the objective is to collect contractual cash flows.

Also refer to Note 22 *Measurement categories of financial instruments*.

Repurchase agreements are subsequently measured at amortised cost, except where they are DFVTPL to eliminate an accounting mismatch created by managing the agreements together with the associated reverse repurchase agreements or other assets that are measured at FVTPL.

(ix) Trading assets and liabilities

Trading assets and liabilities are those assets and liabilities that the Consolidated Entity acquires or incurs principally for the purpose of selling or repurchasing in the near term, or held as part of a portfolio that is managed together with short-term profit or position taking.

Note 44

Material accounting policies continued

(ix) Trading assets and liabilities continued

The Consolidated Entity uses trade date accounting when recording regular way purchases and sales of financial assets and liabilities that are HFT. At the date a purchase transaction is entered into (trade date), the Consolidated Entity recognises the resulting financial asset or liability and any subsequent unrealised gain or loss arising from revaluing that contract to fair value as part of net trading income, except for interest income on HFT debt financial assets which is recognised in interest income. Refer to Note 44(vii) *Financial instruments*.

Trading assets (long positions) comprise financial instruments such as debt and equity securities, bank bills, treasury notes, loans, commodity contracts and commodities purchased with the intent of being actively traded either individually or as part of a portfolio.

Trading liabilities comprise obligations to deliver assets (short positions) across the same trading categories and which Management intends to actively trade.

Commodity inventory is recognised when the Consolidated Entity controls the commodity, the determination of which includes consideration of price risk. Commodity inventory is measured at fair value less costs to sell in accordance with the broker-trader exemption, on the basis that such assets are held with the purpose of selling in the near future and generating a profit from fluctuations in price or broker traders' margin. Commodity contracts reflect agreements for the purchase and sale of commodities where, despite the Consolidated Entity having control over the commodity, Management has no intention to exercise its control, and where the expected outcome is that the commodity will be sold back to the initial holder or sold on to the intended acquirer (in the case of intermediary trades). Such contracts are measured at FVTPL.

Emission certificates and similar contracts that are held for sale in the ordinary course of business are presented as commodities within trading assets and liabilities and are measured at fair value less costs to sell in accordance with the broker-trader exemption (on the basis that such assets are held with the purpose of selling in the near future and generating a profit from fluctuations in price or broker traders' margin).

When the Consolidated Entity becomes party to a sale contract, and the derecognition criteria are met (refer to Note 44(vii) *Financial instruments*), it derecognises the trading asset or liability and recognises a trade receivable or trade payable from trade date until settlement date.

(x) Derivative instruments and hedging activities

Derivative instruments entered into by the Consolidated Entity include futures, forwards and forward rate agreements, swaps and options in the interest rate, foreign exchange, commodity, credit and equity markets. These derivative instruments are principally used by the Consolidated Entity for the purposes of risk management of existing assets and liabilities and forecast transactions and are also entered into for client trading purposes.

Derivatives are recognised in the Statements of financial position as an asset where they have a positive fair value at the reporting date or as a liability where they have a negative fair value at the reporting date.

Derivatives that may have both positive or negative values must meet both the asset and liability derecognition tests before being derecognised from the Statements of financial position.

Fair values are obtained from quoted prices in active markets where available, or valuation techniques including discounted cash flow models and option pricing models, as appropriate. The accounting for derivatives is subject to the application of the day 1 profit or loss policy as described in Note 44(vii) *Financial instruments*.

The Consolidated Entity applies trade date accounting to the recognition and derecognition of derivative financial instruments.

Hedge accounting

As part of its ongoing business, the Consolidated Entity is exposed to several financial risks, principally that of interest rate, foreign exchange and commodity price risks (collectively referred to as the hedged risk or exposure). The Consolidated Entity has limited appetite for such risks and has policies and practices in place to ensure that these risks are effectively managed. The Consolidated Entity mitigates these risks through the use of derivative financial instruments, and, in the case of foreign exchange risk, foreign-denominated debt issued (collectively referred to as hedging instruments). The Consolidated Entity applies hedge accounting to manage accounting mismatches arising from the difference in measurement bases or location of the gains and losses recognised between the exposure that is being hedged and the hedging instrument. Refer to details provided in the table on the following page.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(x) Derivative instruments and hedging activities continued

	Fair value hedge	Cash flow hedge	Net investment hedge
Nature of hedge	The hedge of the change in fair value of a recognised asset or liability.	The hedge of the change in cash flows of a financial asset or liability or a highly probable forecast transaction.	The hedge of changes in the Consolidated Entity's foreign denominated net assets for changes in foreign currency rates.
Nature of material hedged risks	<ul style="list-style-type: none"> Interest rate risk Foreign exchange risk Commodity price risk. 	<ul style="list-style-type: none"> Interest rate risk¹ Foreign exchange risk Commodity price risk. 	<ul style="list-style-type: none"> Foreign exchange risk.
Material hedged items	<ul style="list-style-type: none"> Fixed interest rate financial assets and liabilities Trading assets Property, plant and equipment. 	<ul style="list-style-type: none"> Floating interest rate financial assets or liabilities Highly probable forecast floating interest rate financial assets and liabilities Highly probable forecast foreign currency payments and receipts Highly probable forecast commodity sales Foreign currency denominated interest bearing financial liabilities. 	<ul style="list-style-type: none"> Net investment in foreign operations.
Material hedging instruments	<ul style="list-style-type: none"> Interest rate swaps Basis swaps Cross currency swaps Commodity derivatives Foreign exchange forwards. 	<ul style="list-style-type: none"> Interest rate swaps and options Cross currency swaps Foreign currency denominated borrowings Commodity derivatives. 	<ul style="list-style-type: none"> Foreign exchange contracts Foreign currency denominated issued debt.
Designation and documentation	At inception of the hedge relationship, documentation is required of the risk management objective and strategy for the hedge, the hedging instrument, hedged item, hedged risk and how the hedge relationship will meet the hedge effectiveness requirements.		
Hedge effectiveness method	<p>All hedge relationships are assessed for prospective hedge effectiveness both at the inception of the hedge, at each reporting period and following any significant change in circumstances affecting the hedge, by demonstrating that:</p> <ul style="list-style-type: none"> an economic relationship exists between the hedged item and the hedging instrument credit risk does not dominate the changes in value of either the hedged item or the hedging instrument the hedge ratio is reflective of the Consolidated Entity's risk management approach. <p>The hedge effectiveness assessment is performed by a combination of qualitative and, where applicable, quantitative assessments. Changes in the hedge ratio, or rebalancing, may be required to adjust the designated quantities of either the hedged item or the hedging instrument.</p>		
Accounting treatment for the hedging instrument	Fair value through the income statement, aligned to the presentation of the hedged item.	Fair value through the cash flow hedge reserve as part of OCI, and then recognised in the income statement at the time at which the hedged item affects the income statement for the hedged risk.	Foreign exchange gains and losses are recognised in the Net Investment Hedge Reserve (NIHR), a separate component of FCTR in OCI.
Accounting treatment for the hedged item	Adjustments to the carrying value are recognised in the income statement for changes in fair value attributable to the hedged risk.	Accounted for on an amortised cost basis, FVOCI, or under other accounting standards as appropriate (such as executory contracts for the sale of commodities).	Foreign exchange gains and losses are recognised in the Consolidated Entity's foreign currency translation reserve as part of OCI.

¹ The Company designates selected hedge accounting relationships that only meet the qualifying criteria for hedge accounting in the Company financial statements (but not the Consolidated Entity).

Note 44

Material accounting policies continued

(x) Derivative instruments and hedging activities continued

	Fair value hedge	Cash flow hedge	Net investment hedge
Accounting treatment for hedge ineffectiveness	Recognised as part of net trading income in the income statement to the extent that changes in fair value of the hedged item attributable to the hedged risk are not offset by changes in fair value of the hedging instrument.	Recognised as part of net trading income in the income statement to the extent to which changes in the fair value of the hedging instrument exceed, in absolute terms, the change in the fair value of the hedged item.	
Accounting treatment if the hedge relationship is discontinued	Where the hedged item still exists and is a financial instrument carried at amortised cost, adjustments to the hedged item are amortised to the income statement on an EIR basis. For non-financial items, the adjustment continues as part of the carrying value of the asset up until it is recovered through use or sale, or the item becomes impaired.	<p>The gain or loss remains in the cash flow hedge reserve to the extent that the hedged cash flows are still expected to take place and subsequently recognised in the income statement at the time at which the hedged item affects the income statement for the hedged risk.</p> <p>Where the hedged cash flows are no longer expected to take place, the gain or loss in the cash flow hedge reserve is recognised immediately in the income statement.</p>	<p>The exchange gains or losses recognised in the NIHR within FCTR are reclassified to the income statement or reattributed within equity as follows:</p> <ul style="list-style-type: none"> • if the hedge is discontinued due to a disposal of the hedged foreign operation, then the accumulated NIHR is reclassified from OCI to net investment income • if there is a partial disposal of a foreign operation that is an associate or joint arrangement, without loss of significant influence or joint control, then a proportionate share of the accumulated NIHR is reclassified to net investment income • if there is a partial disposal of a foreign operation that is a subsidiary, without loss of control, then a proportionate share of the accumulated NIHR is reattributed within equity to non-controlling interests.
Other accounting policies	Certain components of the hedging instrument such as the forward element of a forward contract, the time value of an option and the foreign currency basis spread (being the liquidity charge for exchanging different currencies), may be excluded from the hedge designation. These elements are deferred in the cost of hedging reserve and released to the income statement either at the time at which the hedged exposure affects the income statement, or on a systematic basis over the life of the hedge.		

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(xi) Margin money and settlement assets and liabilities

Margin money and settlement assets and liabilities includes trade settlement balances, margin monies and balances with clearing houses. Margin monies primarily represent deposits placed with clearing houses in relation to futures trading and other derivatives transactions. The balance includes both initial and variation margin which varies based on trading activities. The balance also includes client margin calls which are funded by the Consolidated Entity. Settlement balances represent outstanding trade timing balances as at the reporting date due to the timing difference between trade and settlement date. Balances are carried at amortised cost except for certain margin money and certain settlement balances which are carried at FVTPL.

(xii) Financial investments

Investment securities in this category include investments in equity or debt securities which are not actively traded by the Consolidated Entity.

Debt investment securities in this category comprise liquid asset holdings, bonds, money markets and other debt securities.

Financial investments are initially recognised at fair value (adjusted for directly attributable transaction costs for debt investments subsequently measured at amortised cost or FVOCI) and subsequently measured in accordance with Note 44(vii) *Financial instruments*).

(xiii) Loan assets

This category includes loans that are not held for trading purposes and typically includes the Consolidated Entity's lending activities to its customers.

Loan assets are initially recognised on settlement date at fair value (adjusted for directly attributable transaction costs for loan assets subsequently measured at amortised cost or FVOCI) and subsequently measured in accordance with Note 44(vii) *Financial instruments*).

Certain finance lease receivables are also presented as part of asset financing within loan assets. For the detailed policy on financial instruments, including treatment of derecognition, refer to Note 44(vii) *Financial instruments*).

(xiv) Property, plant and equipment and right-of-use assets

Property, plant and equipment are stated at historical cost (which includes, where applicable, directly attributable borrowing costs and expenditure directly attributable to the acquisition of the asset) less, accumulated depreciation and, where applicable, accumulated impairment losses.

Right-of-use (ROU) assets are initially measured at cost and comprise of the amount that corresponds to the amount recognised for the lease liability on initial recognition together with any lease payments made at or before the commencement date (less any lease incentives received), initial direct costs and restoration-related costs. Subsequently, it is stated at historical cost less accumulated depreciation and, where applicable, impairment losses, and adjusted for remeasurement of lease liabilities.

Property, plant and equipment and right-of-use assets includes assets leased out under operating leases.

Depreciation is the process to allocate the difference between cost and residual values over the estimated useful life. Where the residual value exceeds the carrying value, no depreciation is charged. Depreciation is calculated on the following bases:

- unit of production method for certain infrastructure assets
- straight-line basis for all other assets.

A ROU asset is depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term.

Annual depreciation rates are summarised below:

Property, plant and equipment	Depreciation rates
Buildings	2.5%
Furniture, fittings and leasehold improvements ¹	10 to 20%
Infrastructure assets and equipment ²	2.5 to 33%
Meters	5 to 10%
Telecommunications	24%
Other operating lease assets	2.5 to 23%

Useful lives, residual values and depreciation methods are reviewed annually and reassessed in the light of commercial and technological developments. Gains and losses on disposal are determined by comparing the proceeds with the asset's carrying amount and are recognised in other income as part of net other operating income and charges.

The depreciation charge is recognised as part of:

- net operating lease income for assets given on operating lease
- occupancy expenses for corporate buildings, furniture, fittings and leasehold improvements
- non-salary technology expenses for technology assets
- net trading income for depreciation relating to leased assets held by trading-related businesses for the purpose of facilitating trading activities
- other operating expenses for all other assets.

The Consolidated Entity does not recognise a ROU asset for short-term or low value leases, instead the expense is recognised over the lease term as appropriate as part of operating expenses.

¹ Where lease terms are less than five years, leasehold improvements are depreciated over the remaining lease term.

² Includes infrastructure assets, for which depreciation is calculated on a unit of production basis.

Note 44

Material accounting policies continued

(xv) Goodwill and other identifiable intangible assets

Goodwill

Goodwill is measured as the excess of consideration, recognised NCI, and the fair value of previously held equity interests over the fair value of the identifiable net assets of the business acquired. Goodwill arising from business combinations is included in intangible assets.

Other acquired identifiable intangible assets

The Consolidated Entity recognises identifiable intangible assets acquired either as part of a business combination or through separate acquisition. Intangible assets acquired in a business combination are initially recognised at fair value, while intangible assets acquired separately are recognised at cost. An intangible asset is considered to have an indefinite useful life where it is expected to contribute to the Consolidated Entity's net cash inflows indefinitely.

The following intangible assets are typically identified and recognised by the Consolidated Entity:

- licences and trading rights: generally carried at cost less accumulated impairment loss. Where no contractual or legal limitation exists, these assets are not amortised because they are considered to have an indefinite useful life
- management rights: carried at cost less accumulated amortisation and accumulated impairment loss. Certain management right intangible assets, which have indefinite useful lives as the underlying income stream is related to the management of funds that have no defined end date and are expected to operate perpetually, are not amortised. For management rights that have a finite useful life, amortisation is calculated using the straight-line method to allocate the cost of management rights over the estimated useful life usually being a period not exceeding 20 years
- customer and servicing contracts acquired with a finite useful life: carried at cost less accumulated amortisation and accumulated impairment loss. Amortisation is calculated over the period for which the customer relationship is expected to exist
- customer and servicing contracts with an indefinite useful life: carried at cost less accumulated impairment loss.

Amortisation of intangible assets held by trading related business is recorded in net trading income and for others is recognised in other operating expenses. Impairments (reversal of impairments) of intangible assets are recognised in other impairment charges/reversal.

Emission certificates and similar contracts that are not held for sale in the ordinary course of business are classified as intangible assets and measured at cost less accumulated impairment.

Development expenditure

Development expenditure is recognised as an asset from the date the Consolidated Entity can demonstrate that the project is technically feasible, it is probable the asset will generate future economic benefits, the Consolidated Entity has the intention and ability to complete the development of the project or sell it, and the costs incurred can be reliably measured. All other costs are expensed in the period incurred.

Software

Certain internal and external costs directly incurred in acquiring and developing certain computer software programmes are capitalised and amortised over the estimated useful life, usually a period of three to seven years on a straight-line basis. The capitalised software asset is subject to impairment testing on an annual basis.

Costs incurred on the maintenance of software are expensed as incurred and recognised in other operating expenses.

(xvi) Deposits

Deposits include customer deposits, business banking and home loan related deposits, deposits from financial institutions and other balances such as client monies. These deposits are initially recognised at fair value less directly attributable transaction costs and are subsequently measured at amortised cost. The Consolidated Entity presents assets and liabilities in the statements of financial position in the order of liquidity, with reference to contractual maturity. Some deposits include repayment features subject to notice and for the purposes of presentation and disclosure, are treated as if notice were given immediately. This generally does not reflect the behaviour of the expected cash flows as evidenced by the Consolidated Entity's deposit retention history.

(xvii) Insurance contracts

Insurance contracts are contracts whereby the Consolidated Entity assumes significant insurance risk from a policyholder and agrees to compensate the policyholder if a specified uncertain future occurrence negatively impacts the policyholder. Insurance contracts issued by the Consolidated Entity include Pension Risk Transfer reinsurance contracts. The Consolidated Entity does not issue contracts with direct participation features. In the ordinary course of business, the Consolidated Entity employs retrocession strategies to manage its risk exposure to longevity risk which are accounted for as reinsurance contracts held.

All references to insurance contracts in these consolidated financial statements apply to insurance contracts issued and reinsurance contracts held, unless specifically stated otherwise.

The Consolidated Entity applies the General Measurement Model for the measurement of insurance contracts. Accordingly, the Consolidated entity measures insurance contracts utilising discounted probability-weighted current estimates of future cash flows, alongside a risk adjustment for non-financial risk, and a contractual service margin (CSM) that reflects the anticipated profit from the fulfilment of these contracts.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(xvii) Insurance contracts continued

Measurement - Fulfilment cash flows

The measurement of a group of insurance contracts includes all future cash flows within the contract boundary. In determining which cash flows fall within the contract boundary, Management considers its substantive rights and obligations arising from the terms of the contract. Fulfilment cash flows (FCF) within a contract boundary encompass the following components:

- estimates of future cash flows that are directly attributable to a portfolio of insurance contracts, for example premiums, claims, and relevant expenses
- an adjustment to account for the time value of money and the financial risks associated with the future cash flows, to the extent that these are not already reflected in the estimates of future cash flows
- a risk adjustment for non-financial risk, which is estimated separately.

The discount rates utilised reflect the characteristics of the cash flows associated with groups of insurance contracts, encompassing the timing, currency, and liquidity of the cash flows.

Measurement - Insurance acquisition cash flows

Insurance acquisition cash flows are cash flows arising from the cost incurred by the Consolidated Entity of selling, underwriting, and starting a group of insurance contracts issued or expected to be issued (for example advisory, onboarding, or staff related expenses) that are directly attributable to the portfolio of insurance contracts. Prior to the recognition of a group of insurance contracts, the Consolidated Entity may incur (or recognise a liability for) directly attributable insurance acquisition cash flows associated with originating insurance contracts. Such costs are recognised as insurance acquisition cash flow assets as part of other assets. The Consolidated Entity allocates insurance acquisition cash flows to groups of insurance contracts on a systematic and rational basis. These insurance acquisition cash flow assets are subsequently derecognised upon the recognition of the respective groups of insurance contracts, with the insurance acquisition cash flows being incorporated into the FCF.

Insurance acquisition cash flow assets are assessed for recoverability when there are indicators of impairment.

Subsequent measurement - Changes in fulfilment cash flows

The FCF are updated by the Consolidated Entity for current assumptions at the end of every reporting period, using the current estimates of the amount, timing and uncertainty of future cash flows and of discount rates. The treatment of changes in estimated FCF depends on the nature of the estimate being updated. For non-financial risk:

- Changes pertaining to current or past service are recognised in the profit or loss as part of other net operating income, and
- Changes associated with future service are recognised through an adjustment to the CSM

Release of the CSM to profit or loss

The Consolidated Entity recognises an amount of the CSM in profit or loss as part of other net operating income reflecting insurance contract services provided during the period as determined by allocating the CSM remaining at the end of the reporting period over the current and expected remaining coverage period of the group of insurance contracts.

Current insurance contracts issued by the Consolidated Entity provide coverage for an insured event as well as the generation of an investment return for the policyholder.

Insurance finance income or expense

Insurance finance income or expenses consist of the changes in the carrying amount of the group of insurance contracts due to the impact of the time value of money and financial risk.

(xviii) Other assets and liabilities

Contract assets, contract liabilities and capitalised expenses

Where the Consolidated Entity provides services to clients and the consideration is unconditional, a receivable is recognised. Where the consideration is conditional on something other than the passage of time, such as performance fees, these are recorded as contract assets. Both receivables and contract assets are assessed for impairment in accordance with AASB 9. Commodity-related receivables are accounted for in accordance with Note 44 (vii) *Financial Instruments*.

Management, as permitted by AASB 15, has applied the practical expedient that allows for costs incurred to obtain a contract to be expensed as incurred where the amortisation period for any asset recognised would be less than 12 months. Management also applies the practical expedient not to adjust consideration for the effects of a significant financing component, where the period between transferring a good or service and when the customer pays for that good or service is expected to be one year or less.

Contract liabilities relate to prepayments received from customers where the Consolidated Entity is yet to satisfy its performance obligation.

Non-current assets and liabilities of disposal groups classified as held for sale

This category includes non-current assets and disposal groups (groups of assets and directly associated liabilities to be disposed in a single transaction) for which the carrying amount will be recovered principally through a sale or distribution transaction rather than continuing use. This line item includes assets and liabilities of businesses and subsidiaries, investments in associates and joint ventures, other assets and liabilities, and subsidiaries that are acquired exclusively with a view to sell or distribute.

Note 44

Material accounting policies continued

(xviii) Other assets and liabilities continued

These non-current assets and disposal groups are classified as held for sale when they are available for immediate sale in their present condition, the sale or distribution is highly probable and is expected to occur within 12 months. Where there is a planned partial disposal of a subsidiary resulting in loss of control, but the Consolidated Entity retains an interest in the disposed subsidiary, the entire disposal group is classified as held for sale.

Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Equity accounting, depreciation and amortisation is suspended when the held for sale criteria are met.

An impairment loss is recognised for any initial or subsequent write down of the asset to fair value less costs to sell and is recognised in other impairment charges/reversal. A gain is recognised for any subsequent increase in fair value less costs to sell, limited to the cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of sale is recognised at the date of sale.

Financial assets and liabilities that are classified as held for sale are measured in accordance with the Consolidated Entity's financial instruments' policies.

Provisions, contingent liabilities and commitments

A provision is a liability of uncertain timing or amount. Provisions are recognised when it is probable that an outflow of economic benefits will be required to settle a present legal or constructive obligation that has arisen as a result of past events and for which a reliable estimate can be made.

Contingent liabilities are either possible obligations whose existence will be confirmed only by uncertain future events not wholly within the control of the Consolidated Entity, or they are present obligations where an outflow of economic resources is not probable or cannot be reliably measured. Contingent liabilities are not recognised on the balance sheet but are disclosed unless an outflow of economic resources is remote. Contingent liabilities generally include performance-related contingencies and certain types of letters of credit and guarantees.

Credit related commitments are the Consolidated Entity's firm commitments to provide credit facilities under pre-specified terms and conditions. These generally include loan commitments, financial guarantee contracts and certain types of letters of credit. Such contracts are recognised in the Statements of financial position only when drawn upon, and may expire without being called. Credit related commitments are subject to expected credit loss requirements disclosed in Note 8 *Expected credit losses*.

Contingent liabilities and commitments are disclosed in Note 40 *Contingent liabilities and commitments*.

Employee benefit provisions

Employee benefit provisions are recognised by the Consolidated Entity as and when the service has been rendered after deducting amounts already paid.

Liabilities for unpaid salaries, salary-related costs and provisions for annual leave are recorded in the Statements of financial position at the salary rates which are expected to be paid when the liability is settled. Provisions for long service leave and other long-term benefits are recognised at the present value of expected future payments to be made.

In determining this amount, consideration is given to expected future salary levels and employee service histories. Expected future payments are discounted to their net present value using discount rates on high quality corporate bonds. Such discount rates have terms that match as closely as possible the expected future cash flows.

Provisions for unpaid employee benefits are derecognised when the benefit is settled or is transferred to another entity and the Company and Consolidated Entity are legally released from the obligation and do not retain a constructive obligation.

Employee carried interest arrangement

The Consolidated Entity operates long-term incentive arrangements under which certain employees with funds responsibilities may receive a portion of their deferred performance-based remuneration as an entitlement to a share of future performance fees generated by Macquarie-managed funds ("employee carried interest").

Employee carried interest arrangements are accounted for as other long-term employee benefits in accordance with AASB 119 *Employee Benefits*, as they represent consideration payable to employees for services rendered. The related expense is recognised over the relevant service period, with a corresponding liability measured as the present value of expected future payments, based on expected performance outcome of the underlying funds and employee service conditions.

Performance fee income is recognised separately in accordance with AASB 15 *Revenue from Contracts with Customers* (refer to Note 44(iv) *Revenue and expense recognition*). Differences in recognition criteria under AASB 119 and AASB 15 gives rise to timing differences between the recognition of performance fee income and employee carried interest expense, which are expected to reverse over the life of the relevant funds.

Dividends

Where a dividend is determined or resolved by the Company's Board of Directors, consideration is given to the record date when determining the date on which the provision for the dividend is recognised in the Statements of financial position as a liability, with a corresponding reduction in retained earnings.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(xix) Issued debt securities and other borrowings

Issued debt securities and other borrowings include debt securities issued by the Consolidated Entity, loans and other payables to banks and financial and non-financial institutions.

These balances are:

- initially recognised at fair value less directly attributable transaction costs and subsequently measured at amortised cost, or
- when DFVTPL, initially recognised and subsequently measured at fair value in accordance with the Consolidated Entity's accounting policy for financial instruments, refer to Note 44(vii) *Financial instruments*.

(xx) Due to/from subsidiaries

Transactions between the Company and its subsidiaries principally arise from the provision of lending arrangements, acceptance of funds on deposit, intercompany services and transactions and the provision of financial guarantees. Intercompany services and transactions are accounted for in accordance with Note 44(iv) *Revenue and expense recognition* where they are transacted in a principal capacity. Financial assets, financial liabilities and financial guarantee contracts are accounted for in accordance with Note 44(vii) *Financial instruments*. Financial assets and financial liabilities are presented net where the offsetting requirements are met, such that the net amount is reported in the Statements of financial position.

(xxi) Loan capital

Loan capital represents issued debt with terms and conditions that qualify for inclusion as capital under Australian Prudential Regulation Authority (APRA) Standards.

Capital instruments are first assessed to determine whether the Consolidated Entity is required to deliver cash or another financial asset on the occurrence of a contingent event that is considered genuine and beyond the control of both the issuer and the holder (such as Common Equity Tier 1 Trigger Events or Non-Viability Trigger Events). Where such a contingent event exists, then the Consolidated Entity does not have the unconditional right to avoid delivering cash or another financial asset and the capital instrument is classified as a financial liability.

The financial liability is initially measured at fair value less directly attributable transaction costs and is subsequently measured at amortised cost.

For compound instruments that have both equity and liability features, the liability component is initially measured at fair value less directly attributable transaction costs (and is thereafter measured at amortised cost using the EIR method), with the residual being accounted for within the Consolidated Entity's equity.

(xxii) Impairment

Expected credit losses

The ECL requirements apply to financial assets measured at amortised cost or FVOCI, lease receivables, receivables from contracts with customers, undrawn credit commitments, certain letters of credit and financial guarantee contracts issued that are not DFVTPL. The Consolidated Entity applies a three-stage approach to measuring the ECL based on changes in the financial asset's underlying credit risk and includes forward looking information (FLI).

ECL is measured as the product of probability of default (PD), the loss given default (LGD) and the exposure at default (EAD). The calculation of ECL requires judgement and the choice of inputs, estimates and assumptions. Refer to Note 8 *Expected credit losses* for further information. Outcomes within the next financial period that are different from Management's assumptions and estimates could result in changes to the timing and amount of ECL to be recognised.

The ECL is determined with reference to the following stages:

(i) Stage I—12 month ECL

At initial recognition, and for financial assets for which there has not been a significant increase in credit risk (SICR) since initial recognition, ECL is determined based on the probability of default (PD) over the next 12 months adjusted for FLI. Stage I also includes financial assets where the credit risk has improved and has been reclassified from Stage II

(ii) Stage II—Not credit-impaired

When there has been a SICR since initial recognition, the ECL is determined with reference to the financial asset's lifetime PD adjusted for FLI. Management exercises judgement in determining whether there has been a SICR since initial recognition based on qualitative, quantitative, and reasonable and supportable information. Detail on the Consolidated Entity's process to determine whether there has been a SICR is provided in Note 8 *Expected credit losses*.

Use of alternative criteria could result in significant changes to the timing and amount of ECL to be recognised. Lifetime ECL is generally determined based upon the contractual maturity adjusted, where appropriate, for prepayments, extension, call and similar options, of the financial asset. For revolving facilities, Management exercises judgement based on the behavioural, rather than contractual characteristics of the facility type. Stage II may include financial assets where the credit risk has improved and has been reclassified from Stage III.

(iii) Stage III—Credit-impaired

Financial assets are classified as Stage III where they are determined to be credit impaired, which generally matches the APRA definition of default. This includes exposures that are at least 90 days past due and where the obligor is unlikely to pay without recourse against available collateral.

The ECL for credit impaired financial assets is generally measured as the difference between the contractual and expected cash flows from the individual exposure, discounted using the EIR for that exposure.

Note 44

Material accounting policies continued

(xxii) Impairment continued

Presentation of ECL allowances

The ECL allowances are presented in the Statements of financial position as follows:

- All in-scope assets including loan assets, loans to related body corporate entities and subsidiaries, associates and joint ventures measured at amortised cost – as a deduction to the gross carrying amount
- All in-scope assets including loan assets, loans to associates and joint ventures, and debt financial investments measured at FVOCI – as a reduction in the FVOCI reserve within equity. The carrying amount of the asset is not adjusted as it is measured at fair value
- lease receivables, contract receivables and other assets measured at amortised cost – as a deduction to the gross carrying amount
- undrawn credit commitments, certain letters of credit and financial guarantees issued (not measured at FVTPL) – as a provision included in other liabilities.

When Management concludes that there is no reasonable expectation of recovering cash flows from the financial asset, and all possible collateral has been realised, the financial asset is written off, either partially or in full, against the related provision. Recoveries of loans previously written off are recorded based on the cash received.

Impairment of interests in associates and joint ventures

Management performs an assessment at each reporting date to determine whether there is any objective evidence that the Consolidated Entity's interests in associates or joint ventures are impaired. The main indicators of impairment are significant changes with an adverse effect that have taken place in the technological market, economic or legal environment and a significant or prolonged decline in fair value below cost.

In making this judgement, Management evaluates, among other factors, the normal volatility in share price and the period of time for which fair value has been below cost. If there is an indication that an investment in an associate or joint venture may be impaired, then the entire carrying amount of the investment in the associate or joint venture is tested for impairment by comparing the recoverable amount, being the higher of fair value less costs to sell and value-in-use, with its carrying amount.

Impairment losses recognised in the income statement for investments in associates and joint ventures are subsequently reversed through the income statement if there has been a change in the estimates used to determine the recoverable amount since the impairment loss was recognised. The impairment losses (reversal of impairments) on investments in associates and joint ventures are recognised in the income statement as part of other impairment charges/reversal.

Fair value less costs to sell is estimated using market-based approaches using revenues, earnings and assets under management and multiples based on companies deemed comparable as well as other publicly available information relevant to the business.

Value-in-use is calculated using pre-tax cashflow projections of operating revenue and expenses. Forecasts are extrapolated using a growth rate and discounted using a pre-tax discount rate incorporating market risk determinants, adjusted for specific risks related to the cash generating units, if any, and the environment in which it operates.

Impairment of investments in subsidiaries

Investments in subsidiaries in the Company's financial statements are reviewed annually for indicators of impairment or more frequently if events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment is recognised in other impairment charges/reversal, for the amount by which the investment's carrying amount exceeds its recoverable amount, being the higher of fair value less costs to sell and value-in-use. At each reporting date, investments in subsidiaries that have been impaired are reviewed for possible reversal of impairment. The amount of any reversal of impairment recognised must not cause the investment's carrying value to exceed its original cost.

Impairment of other non-financial assets including cash-generating units

Intangible assets with indefinite lives (goodwill and certain intangible assets) are not subject to amortisation but are tested annually for impairment, or more frequently if events or changes in circumstances indicate that the carrying amount may not be recoverable.

For intangible assets that have a finite useful life, as well as property, plant and equipment and ROU assets, an assessment is made at each reporting date to determine whether there is any indication of impairment.

Impairment losses are recognised in other impairment charges for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value-in-use.

For the purposes of assessing impairment, non-financial assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Intangible assets (other than goodwill) for which an impairment loss has been recognised are reviewed for possible reversal of the impairment at each reporting date. A reversal is recognised only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised for the asset in prior years.

Notes to the financial statements

For the financial year ended 31 March 2026 continued

Note 44

Material accounting policies continued

(xxiii) Performance based remuneration

Employee equity participation

The Consolidated Entity operates share-based compensation plans, which include awards (including those delivered through the Macquarie Group Employee Retained Equity Plan (MEREP)) granted to employees under share acquisition plans. Information relating to these schemes is set out in Note 39 *Employee equity participation*.

The Consolidated Entity accounts for its share-based payments as follows:

Equity settled awards: The awards are measured at their grant date fair value and based on the number of equity instruments expected to vest. Expenses are recognised as part of employment expenses with a corresponding increase in equity with reference to the vesting period of those awards. Performance hurdles attached to Performance Share Units (PSUs) under the MEREP are not taken into account when determining the fair value of the PSUs at the grant date. Instead, these vesting conditions are taken into account by adjusting the number of equity instruments expected to vest. For the Company, the accounting is dependent on whether the Company is compensated for its obligations under the MEREP award. To the extent that employing subsidiaries compensate the Company via an upfront prepayment for the MEREP offered to their employees, a recharge liability due to subsidiaries is recognised by the Company at grant date representing the payment received in advance of the award being settled.

This liability reduces over the vesting period with a corresponding increase in the share-based payments reserve. MEREP liabilities are recognised and disclosed in Note 27 *Related party information*.

To the extent that employing subsidiaries compensate the Company after the fact for the MEREP offered to their employees, a recharge asset due from subsidiaries is recognised by the Company on a cumulative basis over the vesting period. The amount recognised each period is equivalent to the portion of the grant date fair value of the awards that have vested during the period, less any amounts already paid to the Company by the employing subsidiaries. MEREP assets are recognised as assets *Due from Subsidiaries* and disclosed in Note 27 *Related party information*.

To the extent that employing subsidiaries do not compensate the Company for the MEREP offered to their employees', the Company reflects the provision of the equity settled award as a contribution to its subsidiary and as a result increases its investment in the subsidiary with a corresponding increase in the share-based payments reserve. On vesting, amounts recognised in the share-based payments reserve are transferred to contributed equity.

Cash settled awards: The awards are measured at their grant date fair value and based on the number of instruments expected to vest. Expenses are recognised as part of employment expenses with reference to vesting period of those awards which are settled in cash. The award liability is measured with reference to the number of awards and the fair value of those awards at each reporting date. Changes in the fair value of the liability are recognised in employment expenses.

Profit share remuneration

The Consolidated Entity recognises a liability and an expense for profit share remuneration to be paid in cash with reference to the performance period to which the profit share relates.

(xxiv) Leases

At the inception of a contract, Management assesses whether a contract is, or contains, a lease. At inception, or on reassessment of a contract that contains a lease component, the Consolidated Entity allocates the consideration in the contract to each lease component unless an election is made to account for the lease and non lease components as a single lease component.

(i) Accounting where the Consolidated Entity is the lessee

The Consolidated Entity leases office premises, commodity storage facilities, technology and other equipment for which contracts are typically entered into for fixed periods of 12 months to 15 years and may include extension options. Leases are recognised as an ROU asset (as explained in Note 44(xiv) *Property, plant and equipment and right-of-use assets*) and a corresponding lease liability at the commencement date, being the date the leased asset is available for use by the Consolidated Entity.

Lease liability

Lease liabilities are initially measured at the present value of the future lease payments at the commencement date, discounted using the interest rate implicit in the lease (or if that rate cannot be readily determined, the lessee's incremental borrowing rate). Lease payments are allocated between principal and interest expense.

Interest expense is, unless capitalised on a qualifying asset which is not measured at fair value, recognised as part of interest and similar expense over the lease period on the remaining lease liability balance for each period. Any variable lease payments not included in the measurement of the lease liability are also recognised in the income statement in the period in which the event or condition that triggers those payments occurs.

Lease liabilities are remeasured when there is a change in future lease payments arising from a change in lease term, an assessment of an option to purchase the underlying asset, an index or rate, or a change in the estimated amount payable under a residual value guarantee.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying value of the ROU asset, or, in the income statement, where the carrying value of the ROU asset has been reduced to zero.

Note 44

Material accounting policies continued

(xxiv) Leases continued

Presentation

The Consolidated Entity presents ROU assets in Property, plant and equipment and right-of-use assets (refer to Note 20) and lease liabilities in Other liabilities (refer to Note 19) in the Statements of financial position.

(ii) Accounting where the Consolidated Entity is a lessor

Leases where the lessee has substantially all the risks and rewards incidental to ownership of the leased assets are classified as finance leases. All other leases are classified as operating leases.

Finance lease

Where finance leases are granted to third parties, the present value of the minimum lease payments plus an estimate of the value of any unguaranteed residual value is recognised as a receivable and included in loan assets.

Interest income is recognised over the term of the lease using the EIR method, which reflects a constant rate of return. Finance lease income is presented within interest and similar income in the income statement.

Operating lease

Where the Consolidated Entity is the lessor under an operating lease, the underlying asset is carried at cost and depreciated over its useful life in accordance with the rates specified in Note 44(xiv) *Property, plant and equipment and right-of-use assets*. Operating lease income is recognised on a straight-line basis over the period of the lease unless another systematic basis is more appropriate. Assets leased out under operating leases are included in property, plant and equipment and right-of-use assets. Certain right-of-use assets are disclosed as investment property, as applicable.

Sub-leasing

When the Consolidated Entity is an intermediate lessor, it accounts for its interests in the head lease and the sub lease separately. The lease classification of the sublease is determined with reference to the ROU asset arising from the head lease.

(xxv) Contributed equity

Ordinary shares and other similar instruments are classified as equity. Incremental costs directly attributable to the issue of new shares are recorded in equity as a deduction, net of tax, from the issue proceeds.

If the Consolidated Entity reacquires its own equity instruments, those instruments (treasury shares) are recorded at cost and deducted from contributed equity. In cases where treasury shares are acquired and held by the Consolidated Entity, the consideration paid, including any directly attributable transactions costs net of tax, is deducted from contributed equity. Where the instruments are no longer held as treasury shares, any net consideration received is included in contributed equity, after deducting directly attributable transaction costs net of tax.

(xxvi) Fiduciary assets and client money

The Consolidated Entity engages in trust, fund or other fiduciary activities as well as certain brokerage and other trading-related activities that result in the holding or placing of assets on behalf of third parties. Where such assets are controlled, and future economic benefits are expected to be realised by the Consolidated Entity, such assets and the income thereon are reflected in the Statements of financial position and income statement respectively.

Where this is not the case, these assets and the income thereon are excluded from the Consolidated Entity's financial statements as they are not the assets of the Consolidated Entity. Fee income earned by the Consolidated Entity relating to its responsibilities from fiduciary and brokerage and other trading-related activities is included as part of fee and commission income.

(xxvii) Cash and bank balances

Cash and bank balances includes currency on hand, demand deposits and short-term balances with Central and other banks including unallocated precious metal balances. These balances are subsequently measured at amortised cost except unallocated precious metals which are held at FVTPL.

(xxviii) Cash and cash equivalents

Cash and cash equivalents comprise of cash and bank balances (except unallocated precious metal balances) as well as certain liquid financial investments and non trading reverse repurchase agreements that have a contractual maturity of three months or less from the date of acquisition and which are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are available to meet the Consolidated Entity's short-term cash commitments. Cash and cash equivalents exclude margin money balances, trading assets and certain client-related balances which are segregated from the Consolidated Entity's own funds and are thus restricted from use.

(xxix) Investment property

Investment properties are initially recognised at cost and subsequently measured at fair value at each reporting date. Any change in fair value, in addition to any lease income generated, is recognised in other income as part of net other operating income and charges.

(xxx) Comparatives

Where necessary, comparative information has been re-presented to conform to changes in presentation in the current year, including the re-presentation of *Net investment Income*, which was previously included within *Net other operating income and charges*.

(xxxi) Rounding of amounts

In accordance with *ASIC Corporations (Rounding in Financial/ Directors' Reports) Instrument 2016/191*, amounts in the Directors' Report and Financial Report have been rounded off to the nearest million Australian dollars unless otherwise indicated.

Consolidated Entity Disclosure Statement

Basis of preparation

The Consolidated Entity Disclosure Statement has been prepared in accordance with subsection 295(3A) of the *Corporations Act 2001* (Cth) and includes details as at the reporting date for Macquarie Group Limited and its controlled entities in accordance with AASB 10 *Consolidated Financial Statements*. The entity's role as a trustee, partner or participant in a joint venture (if applicable), of any entity within the Group is disclosed in "Entity Type".

Determination of tax residency

Section 295(3A) of the *Corporations Act 2001* (Cth) requires that the tax residency of consolidated entities be disclosed. In determining tax residency, the Consolidated Entity has applied the following interpretations:

Australian tax residency

The Consolidated Entity has applied the *Income Tax Assessment Act 1997* (ITAA) and judicial precedent and having regard to the Commissioner of Taxation's public guidance in *Taxation Ruling TR 2018/5* and *Practical Compliance Guideline PCG 2018/9* to determine whether an entity is an Australian resident.

Foreign tax residency

The Consolidated Entity has applied the legislation relating to foreign income tax and, where applicable, judicial precedent to determine whether an entity is a resident of the foreign jurisdiction.

In circumstances where the jurisdiction of a foreign tax resident has been reported as N/A, the Consolidated Entity has determined these entities are either treated as flow-through entities for the purposes of the tax law of the jurisdiction where they were formed or incorporated, or they are entities formed or incorporated in the Bahamas or Cayman Islands which do not have a corporate income tax regime and therefore the concept of corporate tax residency does not apply.

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Group Limited	Body Corporate	Australia	N/A	Australian	N/A
B2R No. 1 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
B2R No. 2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
B2R No. 3 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Belike Nominees Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Bond Street Custodians Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Buttonwood Nominees Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Gatesun Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Gillman Pty. Ltd.	Body Corporate	Australia	100%	Australian	N/A
Great Eastern Offshore Wind Farm Investment Pty Ltd	Body Corporate, Trustee	Australia	100%	Australian	N/A
Great Eastern Offshore Wind Farm Project Co Pty Ltd	Body Corporate, Trustee	Australia	100%	Australian	N/A
Great Eastern Offshore Wind Farm Pty Ltd	Body Corporate, Trustee	Australia	100%	Australian	N/A
Henderson WA Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Macquarie Acceptances Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Agricultural Funds Management Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Agricultural Funds Management No.2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Alliance Partners Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Alternative Assets Management Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Asset Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Asset Management Europe Holdings Pty Limited	Body Corporate, Partner	Australia	100%	Australian	N/A
Macquarie Asset Management Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Asset Management UK Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Asset Management US Holdings Pty Limited	Body Corporate, Partner	Australia	100%	Australian	N/A
Macquarie Australian Infrastructure Management 1 Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Australian Infrastructure Management 2 Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie B.H. Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Bank Limited	Body Corporate	Australia	100%	Australian	N/A

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Capital (Australia) Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Capital Advisers CRE Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Capital Equities (Australia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Capital Global Equities Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie CGM Investment Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie CGM Trading Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Commodities Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Commodities Trading Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Commodities Trading Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Corporate Finance Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Corporate Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Corporate Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Corporate International Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Emerging Markets Investments Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Energy Holdings Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Energy Services Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Equities (US) Holdings Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Equities Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Euro Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Farm Services Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Fertilisers Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Financial Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Financial Products Management Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Fund Advisers Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Funds Management Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie FX Investments Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie GIG Funds Management Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Macquarie Global Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Group (US) Holdings No.1 Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Group Holdings No.3 Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Group Services Australia Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie GT Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Infrastructure And Real Assets Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Infrastructure Funds Management Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Infrastructure Management (Asia) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie International Finance Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie International Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investment Holdings No.2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investment Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investment Management Australia Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Macquarie Investment Management Global Limited	Body Corporate, Partner	Australia	100%	Australian	N/A
Macquarie Investment Management Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investment Management Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investment Services Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Investments Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Leasing Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie MIRA Fund Investments Pty Ltd	Body Corporate	Australia	100%	Australian	N/A

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Offshore Service Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Offshore Services Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Principal Finance Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie PRISM Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Real Estate Investment Holding (Australia) Pty Limited	Body Corporate, Partner	Australia	100%	Australian	N/A
Macquarie Real Estate Management (Australia) Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Renewable Energy Holdings Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Macquarie Securities (Australia) Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Securitisation Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Services Partnership Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Solar Financing Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Specialised Asset Management 2 Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Specialised Asset Management Ltd	Body Corporate	Australia	100%	Australian	N/A
Macquarie Specialist Investment Management Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Structured And Specialist Investments Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Syndication (No.12) Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Technology Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Transportation Finance Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie Twentieth Aviation Leasing Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Macquarie UK Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
MAFCA2 Investments Pty Limited	Body Corporate	Australia	100%	Australian	N/A
MAFCA Investments Pty Limited	Body Corporate	Australia	95%	Australian	N/A
Onyx Insight Australia Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Pathway Investments Australia Pty Limited	Body Corporate	Australia	100%	Australian	N/A
PropertyIQ Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Reginetti Holdings Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Reverse Mortgage Services Pty Ltd	Body Corporate	Australia	100%	Australian	N/A
Samphire CHCO Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Samphire HoldCo Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Skylight Dev Co Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Skylight Mid Co Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Skylight Project Co Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Skylight RN Pty Limited	Body Corporate, Trustee	Australia	100%	Australian	N/A
Southern Ocean Offshore Wind Project Co Pty Ltd	Body Corporate, Trustee	Australia	100%	Australian	N/A
TC Akarua 1 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
TC Akarua 2 Pty Limited	Body Corporate	Australia	100%	Australian	N/A
Woodross Nominees Pty. Limited	Body Corporate	Australia	100%	Australian	N/A
Zenzero Australia Pty Ltd	Body Corporate	Australia	61%	Australian	N/A
Barcelona Funding Trust	Trust	N/A	N/A	Australian	N/A
Bluestone Equity Release Series 1 Warehouse Trust	Trust	N/A	N/A	Australian	N/A
Great Eastern Offshore Wind Farm Asset Trust	Trust	N/A	N/A	Australian	N/A
Great Eastern Offshore Wind Farm Hold Trust	Trust	N/A	N/A	Australian	N/A
Great Eastern Offshore Wind Farm Investment Trust	Trust	N/A	N/A	Australian	N/A
Henderson WA Trust	Trust	N/A	N/A	Australian	N/A
Mac Fund One Trust	Trust	N/A	N/A	Australian	N/A
Macquarie GIG Renewable Energy Fund 3 Parallel Trust	Trust	N/A	N/A	Australian	N/A
Macquarie Group Employee Retained Equity Plan Trust	Trust	N/A	N/A	Australian	N/A
Macquarie Renewables Asset Trust	Trust	N/A	N/A	Australian	N/A
Macquarie Renewables Project Trust	Trust	N/A	N/A	Australian	N/A

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
MBL Covered Bond Trust	Trust	N/A	N/A	Australian	N/A
MEIF 5 Executives LP	Partnership	N/A	N/A	Australian	N/A
Polaris Global Equity Fund (Hedged)	Trust	N/A	N/A	Australian	N/A
PUMA Series 2015-3	Trust	N/A	N/A	Australian	N/A
PUMA Series 2017-1	Trust	N/A	N/A	Australian	N/A
PUMA Series 2019-1	Trust	N/A	N/A	Australian	N/A
PUMA Series 2021-2 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2021-1P Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2022-1 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2023-1 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2024-2 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2024-1 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2025-1 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series 2026-1 Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series R Trust	Trust	N/A	N/A	Australian	N/A
PUMA Series W Trust	Trust	N/A	N/A	Australian	N/A
PUMA Subfund B-1	Trust	N/A	N/A	Australian	N/A
Skylight Mid Trust	Trust	N/A	N/A	Australian	N/A
Skylight Project Trust	Trust	N/A	N/A	Australian	N/A
Skylight Retail North Sub Trust	Trust	N/A	N/A	Australian	N/A
SMART ABS Series 2022-1P Trust	Trust	N/A	N/A	Australian	N/A
SMART ABS Series W2 Trust	Trust	N/A	N/A	Australian	N/A
SMART ABS Series W3 Trust	Trust	N/A	N/A	Australian	N/A
SMART B Trust	Trust	N/A	N/A	Australian	N/A
Southern Ocean Offshore Wind Asset Trust	Trust	N/A	N/A	Australian	N/A
TRAMS ABS Series 2015-1	Trust	N/A	N/A	Australian	N/A
Macquarie Lending & Investment Partners LLP	Body Corporate	United Kingdom	100%	Australian	N/A
Macquarie Energy Trading LLC	Body Corporate	United States	100%	Australian	N/A
Macquarie Nufang US LLC	Body Corporate	United States	100%	Australian	N/A
Tibera Real Estate Management AT GmbH	Body Corporate	Austria	80%	Foreign	Austria
Macquarie Commodities Trading Bahamas Ltd	Body Corporate	Bahamas	100%	Foreign	N/A
Macquarie Belgium TCG SRL	Body Corporate	Belgium	100%	Foreign	Belgium
Macquarie Corporate Holdings Belgium NV	Body Corporate	Belgium	100%	Foreign	Belgium
InEvo Re Ltd	Body Corporate, Partner	Bermuda	100%	Foreign	Bermuda
InEvo Re Management Services LLC	Body Corporate	Bermuda	100%	Foreign	Bermuda
InEvo Re Midco LLC	Body Corporate	Bermuda	100%	Foreign	Bermuda
InEvo Re Topco LLC	Body Corporate	Bermuda	100%	Foreign	Bermuda
Macquarie (Bermuda) Limited	Body Corporate	Bermuda	100%	Foreign	Bermuda
Macquarie Infrastructure Philippines Limited	Body Corporate	Bermuda	100%	Foreign	Bermuda
Macquarie Infrastructure Reinsurance Company Limited	Body Corporate	Bermuda	100%	Foreign	Bermuda
Macquarie Investment Management (Bermuda) Limited	Body Corporate	Bermuda	100%	Foreign	Bermuda
Macquarie Brasil Participacoes Ltda	Body Corporate	Brazil	100%	Foreign	Brazil
Macquarie Commodities Brasil S/A	Body Corporate	Brazil	100%	Foreign	Brazil
Macquarie Energia Brasil Comercializadora Ltda.	Body Corporate	Brazil	100%	Foreign	Brazil
Macquarie Servicos de Consultoria Limitada	Body Corporate	Brazil	100%	Foreign	Brazil
Zenzero EOOD	Body Corporate	Bulgaria	61%	Foreign	Bulgaria
Fresh Air Educators Inc.	Body Corporate	Canada	61%	Foreign	Canada
Kalkomey Holdings Canada Inc.	Body Corporate	Canada	61%	Foreign	Canada
Kalkomey Intermediate Holdings Canada Inc.	Body Corporate	Canada	61%	Foreign	Canada
Macquarie Capital Holdings (Canada) Ltd.	Body Corporate	Canada	100%	Foreign	Canada

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Capital Markets Canada Ltd./Marchés Financiers Macquarie Canada Ltée.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Capital Principal Holdings Canada Ltd	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Commodities Canada Corporation	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Commodities Holding Canada Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Commodities Trading Canada Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Energy Canada Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Equipment Finance Ltd./Macquarie Financement d'Équipement Ltée.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Funding Holdings Canada Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Infrastructure and Real Assets (Sales) Canada Ltd	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Infrastructure Partners Canada GP Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie North America Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Technology Services (Canada) 2 Ltd.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie Technology Services (Canada) Ltd.	Body Corporate	Canada	100%	Foreign	Canada
OutdoorSmart! Inc.	Body Corporate	Canada	61%	Foreign	Canada
Tristone Capital SA Ltd	Body Corporate	Canada	100%	Foreign	Canada
Yorkton Capital Partners II Inc.	Body Corporate	Canada	100%	Foreign	Canada
Yorkton Capital Partners Inc.	Body Corporate	Canada	100%	Foreign	Canada
Macquarie ASEAN Technology Investments Holdings GP Ltd.	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Asia Infrastructure Management Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Asia Specialized Asset Management I Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Capital Asia Technology Investments Holdings GP Ltd.	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Capital Securities (Japan) Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Greater China Infrastructure Management Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Infrastructure Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Innovative Vision Fund Manager Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Innovative Vision Partners II Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Innovative Vision Partners Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Macquarie Investments (Singapore) Limited	Body Corporate	Cayman Islands	100%	Foreign	N/A
Market Street CLO Ltd II	Body Corporate	Cayman Islands	0%	Foreign	N/A
Market Street CLO Ltd. I	Body Corporate	Cayman Islands	0%	Foreign	N/A
MCTC Investments Holdings GP Ltd.	Body Corporate	Cayman Islands	100%	Foreign	N/A
TC Feeder GP Ltd	Body Corporate	Cayman Islands	100%	Foreign	N/A
Chile Pacific HoldCo 2 SpA	Body Corporate	Chile	100%	Foreign	Chile
Chile Pacific Holdco 3 SpA	Body Corporate	Chile	100%	Foreign	Chile
HC Three Investments SpA	Body Corporate	Chile	100%	Foreign	Chile
Macquarie Capital (Chile) SpA	Body Corporate	Chile	100%	Foreign	Chile
Macquarie Commodities Trading (Shanghai) Co, Ltd	Body Corporate	China	100%	Foreign	China
Macquarie Equipment Trading (Shanghai) Co., Ltd	Body Corporate	China	100%	Foreign	China
Macquarie Investment Advisory (Beijing) Co Ltd	Body Corporate	China	100%	Foreign	China
Macquarie Investment Consulting (Shanghai) Co Ltd.	Body Corporate	China	100%	Foreign	China
Sustainable Feedstocks Group Guangdong Limited	Body Corporate	China	65%	Foreign	China
Fox-Pitt, Kelton N.V.	Body Corporate	Curacao	100%	Foreign	Curacao
JBF Nearshore ApS	Body Corporate	Denmark	49%	Foreign	Denmark
Pakaa HoldCo ApS	Body Corporate	Denmark	100%	Foreign	Denmark
Tribera Real Estate Management DK ApS	Body Corporate	Denmark	80%	Foreign	Denmark

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Cero France SAS	Body Corporate	France	100%	Foreign	France
Macquarie Capital France Société Anonyme	Body Corporate	France	100%	Foreign	France
Macquarie Capital French Fund, Société d'Investissement à Capital Variable	Body Corporate	France	100%	Foreign	France
Nara Solar France S.A.R.L.	Body Corporate	France	100%	Foreign	France
NS France 10 SAS	Body Corporate	France	100%	Foreign	France
NS France 13 SAS	Body Corporate	France	100%	Foreign	France
NS France 16 SAS	Body Corporate	France	100%	Foreign	France
NS France 19 SAS	Body Corporate	France	100%	Foreign	France
NS France 20 SAS	Body Corporate	France	100%	Foreign	France
NS France 21 SAS	Body Corporate	France	100%	Foreign	France
NS France 22 SAS	Body Corporate	France	100%	Foreign	France
NS France 23 SAS	Body Corporate	France	100%	Foreign	France
NS France 27 SAS	Body Corporate	France	100%	Foreign	France
NS France 29 SAS	Body Corporate	France	100%	Foreign	France
NS France 31 SAS	Body Corporate	France	100%	Foreign	France
Adler Capital Holdings GmbH	Body Corporate	Germany	100%	Foreign	Germany
Cero Erneuerbare Energien GmbH	Body Corporate	Germany	100%	Foreign	Germany
Globe Beteiligungs GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie European Rail GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie Fonds GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie Fondsmanagement GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie Investments Deutschland GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie Treuermögen GmbH	Body Corporate	Germany	100%	Foreign	Germany
Macquarie Verwaltungs GmbH	Body Corporate	Germany	100%	Foreign	Germany
MIF Holdings GmbH	Body Corporate	Germany	100%	Foreign	Germany
Tribera Real Estate Management DE GmbH	Body Corporate	Germany	80%	Foreign	Germany
Cero Development Hellas Single Member S.A.	Body Corporate	Greece	100%	Foreign	Greece
Cero Generation Services Greece Single Member Private Company	Body Corporate	Greece	100%	Foreign	Greece
Gilda Energy Single Member Societe Anonyme	Body Corporate	Greece	100%	Foreign	Greece
Hibiscus Energy Single Member Societe Anonyme	Body Corporate	Greece	100%	Foreign	Greece
Ilios Serron Single Member Societe Anonyme	Body Corporate	Greece	100%	Foreign	Greece
Sunrider Holdings Single Member Societe Anonyme	Body Corporate	Greece	100%	Foreign	Greece
Sunrider Single Member Societe Anonyme	Body Corporate	Greece	100%	Foreign	Greece
WattCrop Hellas I.K.E.	Body Corporate	Greece	67%	Foreign	Greece
MEIF 5 Guernsey GP Limited	Body Corporate, Partner	Guernsey	100%	Foreign	Guernsey
MEIF 6 N2 GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
MGIDF Guernsey GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
MIDF UK1 Guernsey GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
MIDF UK1B Guernsey GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
MIDF UK1 LLP	Body Corporate	Guernsey	100%	Foreign	N/A
MIDF UK2 Guernsey GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
MIRA UK Gas Holdings GP Limited	Body Corporate	Guernsey	100%	Foreign	Guernsey
Resolution IT Limited	Body Corporate	Guernsey	61%	Foreign	Guernsey
Macquarie Asia Securities Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Capital Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Corporate (Hong Kong) Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Funds Management Hong Kong Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Infrastructure and Real Assets (Hong Kong) Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Infrastructure and Real Assets Management (Hong Kong) Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie International Services Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Internet Investments Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Markets Trading Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Meters 4 Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Services (Hong Kong) Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
MCTC Investments Holdings (Hong Kong) Limited	Body Corporate	Hong Kong	100%	Foreign	Hong Kong
Macquarie Capital Securities (India) Private Limited	Body Corporate	India	100%	Foreign	India
Macquarie Finance (India) Private Limited	Body Corporate	India	100%	Foreign	India
Macquarie Global Services Private Limited	Body Corporate	India	100%	Foreign	India
Macquarie Group Management (India) Private Limited	Body Corporate	India	100%	Foreign	India
Macquarie Infrastructure and Real Assets (India) Private Limited	Body Corporate	India	100%	Foreign	India
MQG Commodities (India) Private Limited	Body Corporate	India	100%	Foreign	India
Onsight Analytics Solutions India Private Limited	Body Corporate	India	100%	Foreign	India
PT Macquarie Sekuritas Indonesia	Body Corporate	Indonesia	99%	Foreign	Indonesia
Erova Energy Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Erova Energy Supply Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Euro Investco PPP Ireland GP Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Ibsen Investco PPP Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Bank Europe Designated Activity Company	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Commodities Trading (Ireland) Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Equipment Finance Designated Activity Company	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Equipment Finance Services Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Products (Ireland) Limited	Body Corporate	Ireland	100%	Foreign	United Kingdom
Purple Investco PPP Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Scheldt Investco PPP Ireland GP Limited	Body Corporate	Ireland	100%	Foreign	Ireland
Macquarie Holdings Israel Ltd	Body Corporate	Israel	100%	Foreign	Israel
Cero Italy Projects 1 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Cero Italy Projects 2 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Cero Italy Projects 3 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Cero Italy Projects S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Cero Services Italy S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Energie Rinnovabili Monreale S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Fluorite New Energy S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Smeraldo New Energy S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SOL PV 1 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Solar Italy III S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Solar Italy VI S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Augusta S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Bari S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Project 1 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Project 5 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR San Giuseppe S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Taranto S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Torino S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
SR Trapani S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Topazio New Energy S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Tribera Real Estate Management IT S.R.L.	Body Corporate	Italy	80%	Foreign	Italy

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Trisol 81 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Trisol 82 S.R.L.	Body Corporate	Italy	100%	Foreign	Italy
Macquarie (Japan) Limited	Body Corporate	Japan	100%	Foreign	Japan
Macquarie Asset Finance Japan Limited	Body Corporate	Japan	100%	Foreign	Japan
Macquarie Asset Management Japan Co., Ltd.	Body Corporate	Japan	100%	Foreign	Japan
Macquarie Energy Japan Limited	Body Corporate	Japan	100%	Foreign	Japan
Bunhill Investments Unlimited	Body Corporate	Jersey	100%	Foreign	United Kingdom
FPK Capital I CIP GP Limited	Body Corporate	Jersey	100%	Foreign	Jersey
Hydra Investments 2007 Limited	Body Corporate	Jersey	100%	Foreign	United Kingdom
Macquarie Corporate Holdings Europe Limited	Body Corporate	Jersey	100%	Foreign	United Kingdom
Ceres Holdings Co., Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
Corio Generation Korea LLC	Body Corporate	South Korea	100%	Foreign	South Korea
EH Energy Holdings Co., Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
EH Yangju Co., Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
Green Investment Group (Korea) LLC	Body Corporate	South Korea	100%	Foreign	South Korea
Gyeongju Clean Energy Co., Ltd.	Body Corporate	South Korea	69%	Foreign	South Korea
Macquarie Capital (Korea) Limited	Body Corporate	South Korea	100%	Foreign	South Korea
Macquarie Finance Korea Co., Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
Macquarie Korea Asset Management Co., Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
Macquarie Securities Korea Limited	Body Corporate	South Korea	100%	Foreign	South Korea
Onyx Insight Korea Co.,Ltd.	Body Corporate	South Korea	100%	Foreign	South Korea
Macquarie Asset Management Europe S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Asset Management Insurance Capital Solutions GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
Macquarie Asset Management Insurance Capital Solutions I S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Asset Management Insurance Capital Solutions II S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie B1 Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Capital SG GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Capital SICAV-RAIF	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Direct Lending Europe GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
Macquarie Inflation Linked Income Fund Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Infrastructure and Real Assets Investments (Luxembourg) S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Infrastructure and Real Assets S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Innovative Venture Partners (Lux) S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Insurance Facility Luxembourg S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie N1 Global Luxembourg GP S.a r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Portfolio Financing Fund Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
Macquarie Real Assets Investment Platform GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MAIF 2 Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MAIF 3 Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MAIF 4 Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MAPIF II Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MAPIF Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MDL-US UnLev General Partner S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MEIF 5 Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MEIF 6 Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MEIF 7 Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
MGECO Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MGETS Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MGIF Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MGREF 2 Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MIF UBTI Blocker S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MIP IV Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MIP V Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MIP VI Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MREP GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
MREP Lodge Co-Invest GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MSCIF Luxembourg GP S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MSIG 3 (USD) UnLev General Partner S.à r.l.	Body Corporate	Luxembourg	100%	Foreign	Luxembourg
MSOF Luxembourg GP S.à r.l.	Body Corporate, Partner	Luxembourg	100%	Foreign	Luxembourg
Macquarie Capital Securities (Malaysia) Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Macquarie Equipment Leasing Sdn. Bhd.	Body Corporate	Malaysia	100%	Foreign	Malaysia
Macquarie Asset Finance Mauritius Ltd	Body Corporate	Mauritius	100%	Foreign	Mauritius
Macquarie Capital Securities (Mauritius) Limited	Body Corporate	Mauritius	100%	Foreign	Mauritius
Macquarie Global Finance Services (Mauritius) Limited	Body Corporate	Mauritius	100%	Foreign	Mauritius
Macquarie Mauritius Investments Limited	Body Corporate	Mauritius	100%	Foreign	Mauritius
Comercializadora Energia de la Reforma S. de R.L. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Fund General Partner, S.A. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Asset Management México, S.A. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Capital Mexico, S.A.P.I. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Energy Mexico, S. de R.L. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Holdings (Mexico), S.A. DE C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Services (Mexico), S.A. de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Macquarie Servicios Electricos de Mexico S. de R.L de C.V.	Body Corporate	Mexico	100%	Foreign	Mexico
Brasil Mb01 Fundo De Investimento Em Participações Multiestratégia Responsabilidade Limitada	Trust	N/A	N/A	Foreign	N/A
Brasil Mb02 Fundo De Investimento Em Participações Multiestratégia Responsabilidade Limitada	Trust	N/A	N/A	Foreign	N/A
Macquarie Alliance Partners Infrastructure Fund II SCSp	Partnership	N/A	N/A	Foreign	N/A
Macquarie Asset Management Insurance Capital Solutions SCSp SICAV-RAIF	Partnership	N/A	N/A	Foreign	N/A
Macquarie Direct Lending Europe AUD Feeder SCSp	Partnership	N/A	N/A	Foreign	N/A
Macquarie Fundo de Investimento Financeiro Multimercado	Trust	N/A	N/A	Foreign	N/A
MAIF 2 Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MAIF 3 Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MEIF 6 Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MEIF 7 Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MGETS Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MREP Blocked Executives SCSp	Partnership	N/A	N/A	Foreign	N/A
MREP Executives Aggregator SCSp	Partnership	N/A	N/A	Foreign	N/A
MSOF Luxembourg Parallel Fund SCSp	Partnership	N/A	N/A	Foreign	N/A
ROC Asia Pacific Private Equity Offshore Fund, L.P.	Partnership	N/A	N/A	Foreign	N/A
The Macquarie Top140 Investment Trust	Trust	N/A	N/A	Foreign	South Africa
Bellamy BESS Holding B.V.	Body Corporate	Netherlands	100%	Foreign	Netherlands
International Compliance Software Holding B.V.	Body Corporate	Netherlands	100%	Foreign	Netherlands
L2 B.V.	Body Corporate	Netherlands	100%	Foreign	United Kingdom

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Capital Equities Netherlands B.V.	Body Corporate	Netherlands	100%	Foreign	Netherlands
MAM Ashita AMS1 BidCo B.V.	Body Corporate	Netherlands	100%	Foreign	Netherlands
Stichting Security Trustee E-MAC DE 2009-I	Body Corporate	Netherlands	N/A	Foreign	Netherlands
Tribera Real Estate Management NL B.V.	Body Corporate	Netherlands	80%	Foreign	Netherlands
UNL Solar 12 B.V.	Body Corporate	Netherlands	100%	Foreign	Netherlands
Macquarie Asset Management (NZ) Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Macquarie Capital (New Zealand) Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Macquarie Equipment Finance Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Macquarie Group Holdings New Zealand Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
Macquarie Securities (NZ) Limited	Body Corporate	New Zealand	100%	Foreign	New Zealand
BLE Philippines Holdings Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Blue Leaf Energy Services Philippines, Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Macquarie Advisors (philippines) Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Macquarie Capital Securities (Philippines) Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Macquarie Group Services (Philippines), Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Macquarie Infrastructure Advisory (Philippines) Inc.	Body Corporate	Philippines	100%	Foreign	Philippines
Vind Energy Corp.	Body Corporate	Philippines	40%	Foreign	Philippines
Cero Generation Poland Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Cero Polska 1 Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Cero Polska 2 Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Femoren Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 4 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 5 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 7 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 8 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 12 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 14 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 19 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
NRG 20 spółka z ograniczoną odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Ribolla Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Roselle Spółka Z Ograniczoną Odpowiedzialnością	Body Corporate	Poland	100%	Foreign	Poland
Tribera Real Estate Management PL sp. z o.o.	Body Corporate	Poland	80%	Foreign	Poland
Tribera Real Estate Management PT, Unipessoal LDA	Body Corporate	Portugal	80%	Foreign	Portugal
Aragorn Holding Company Two Pte. Ltd.	Body Corporate	Singapore	93%	Foreign	Singapore
BLE Project 103 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Blue Leaf Energy SPV Holdco Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Fema Holdco Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie (Asia) Pte Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Asia Infrastructure Management 2 Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Asia-Pacific Infrastructure Management 3 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Asia-Pacific Infrastructure Management 4 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Capital (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Capital Securities (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Capital Vietnam Green Investments Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Commodities And Global Markets (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Commodities Trading (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Data Centre Investments Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Digital Infrastructure Asia Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Digital Tower Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Energy Transition Asia Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie EV Investments Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Futures (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Group Holdings (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Group Services (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Holdings (Singapore) Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie India Infrastructure Management Holdings Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Infrastructure And Real Assets (Singapore) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Infrastructure Holdings (Philippines) Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Insurance (Singapore) Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Macquarie Principal Finance Asia Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
MIEP SG Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
MREP Asia III GP Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
Orchestra Management G1 Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Phil-Tower Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
PTCI Holdings Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Resource Marine Pte. Limited	Body Corporate	Singapore	100%	Foreign	Singapore
SRF Macquarie Management Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
TC Singapore Holdings GP Pte Ltd	Body Corporate	Singapore	100%	Foreign	Singapore
TCK Holdings 1 GP Pte. Ltd.	Body Corporate	Singapore	100%	Foreign	Singapore
Vibrant Energy Holdings Company One Pte. Ltd.	Body Corporate	Singapore	93%	Foreign	Singapore
Vibrant Energy Holdings Company Two Pte. Ltd.	Body Corporate	Singapore	93%	Foreign	Singapore
Macquarie Advisory and Capital Markets South Africa Proprietary Limited	Body Corporate	South Africa	100%	Foreign	South Africa
Macquarie Africa Proprietary Limited	Body Corporate	South Africa	100%	Foreign	South Africa
Macquarie Equities South Africa Proprietary Limited	Body Corporate	South Africa	100%	Foreign	South Africa
Macquarie Holdings South Africa Proprietary Limited	Body Corporate	South Africa	100%	Foreign	South Africa
Macquarie Securities South Africa (Pty) Ltd	Body Corporate	South Africa	100%	Foreign	South Africa
Zenzero Technologies (Pty) Ltd	Body Corporate	South Africa	61%	Foreign	South Africa
Alcaraz Solar S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Cero Generation Services Spain S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Erdene Solar, S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
La Caravia Solar, S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Lidabashi International Advisors, S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 7 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 18 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 21 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 32 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 47 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 50 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara ES Solar 63 S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Nara Solar, S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Odouri Solar S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Onyx Insight Spain, S.L.	Body Corporate	Spain	100%	Foreign	Spain

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Ticopa Servicios Empresariales, S.L.	Body Corporate	Spain	100%	Foreign	Spain
Valdebatan Solar S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Yubari Solar, S.L.U.	Body Corporate	Spain	100%	Foreign	Spain
Macquarie Commodities Trading SA	Body Corporate	Switzerland	100%	Foreign	Switzerland
Macquarie Investment Management Switzerland GmbH	Body Corporate	Switzerland	100%	Foreign	Switzerland
Macquarie Services SA	Body Corporate	Switzerland	100%	Foreign	Switzerland
Corio Generation Taiwan Limited	Body Corporate	Taiwan	100%	Foreign	Taiwan
Macquarie Formosa 1 Co., Ltd.	Body Corporate	Taiwan	100%	Foreign	Taiwan
Macquarie Securities (Thailand) Limited	Body Corporate	Thailand	100%	Foreign	Thailand
Resolution IT MEA DMCC	Body Corporate	United Arab Emirates	61%	Foreign	United Arab Emirates
Aberthaw Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Adapt Biogas FinanceCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Adapt Biogas HoldCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Adapt Biogas Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Alphabet Equityco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Anglo Pumps Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Atom Engine Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Aylesford Electrical Contractors Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Bernard Topco Limited	Body Corporate	United Kingdom	60%	Foreign	United Kingdom
Berrima Lendco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Bestla UK Limited	Body Corporate	United Kingdom	62%	Foreign	United Kingdom
Bilbao Offshore TopCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Bolney Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Bramley Solar Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Breachology Ltd	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Bridge Partners Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Bridgwater Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Brigadeiro Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Business Cloud Integration Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Capital Meters Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings France Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings Germany Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings Greece Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings Italy Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings Poland Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings Spain Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Holdings UK Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Cero Generation Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
CHAPTRE GreenCo Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Clifton Investment Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corio Generation International Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corio Generation Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corio Generation Service Company Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Energy Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Energy Retail 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Energy Retail 2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Energy Retail 3 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Energy Retail 4 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Corona Gas Management Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Craighouse Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Deckpro LTD	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Denwa Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Denwa Investment Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Direct Pump Services Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Drainage Consultants Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Dynamic Edge Group Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Dynamic Edge Solutions Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Eleven-I LTD	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Enso Green Holdings A Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings B Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings C Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings D Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings F Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings G Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings H Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings I Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings J Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings K Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings L Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings M Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings O Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings P Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings Portfolio Borrower Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings Portfolio Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings Q Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings R Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings SS Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings U Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings V Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings X Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Enso Green Holdings Y Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
EOS Investment Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
EPG Energy Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Evercrech BidCo Limited	Body Corporate	United Kingdom	85%	Foreign	United Kingdom
Exmos Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Fleet Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Fleete Assets UK Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Fleete Group Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Flexible Fish Ltd	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
GIG OSW Investments Appointer Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
GIGIL Peregrine Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Glenelg Holdco Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Goonzaran Bluebell Leasing Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Great Eastern Offshore Wind Farm UK HoldCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Green Investment Group Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Green Investment Group Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
HC2 Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Infinity UK Borrower 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Infinity UK HoldCo 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Insight Analytics Solutions Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Insight Analytics Solutions Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Iron Acton Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Kareela Holdco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Kusten Offshore Holding Company Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lakehouse Mortgages Limited	Body Corporate	United Kingdom	0%	Foreign	United Kingdom
Lalune Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
LMS Computer Services Ltd	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Lochlann TopCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Longbrook Midco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Longbrook TopCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Longbrook UK ServCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Lovedean Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Lower Larks Energy Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Macquarie (UK) Group Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Asset Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Asset Management Trustee Co Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Asset Management UK Holdings No.1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Capital (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie CGM UK Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Commodities (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Commodities Factoring Holdings (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Commodities Finance (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Corona Energy Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Equities (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Euro Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Euro No.2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie GP2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Group Holdings (UK) No.2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Group Investments (UK) No.1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Group Investments (UK) No.2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Infrastructure and Real Assets (Europe) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Infrastructure and Real Assets Core Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Infrastructure and Real Assets Investments Limited	Body Corporate, Partner	United Kingdom	100%	Foreign	United Kingdom
Macquarie Infrastructure and Real Assets US Holdings Limited	Body Corporate, Partner	United Kingdom	100%	Foreign	United Kingdom
Macquarie Infrastructure GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie International Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie International Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Internationale Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Investment Management Europe Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Investments 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Investments 3 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Investments (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Meters 3 (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Physical Commodities UK Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Principal Finance UK Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Ropemaker Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Specialised Asset Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie Transportation Finance Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie UK Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Macquarie UK Holdings No.2 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Maryland Topco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Matrix Networks (Holdings) Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Matrix Networks Group Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Matrix Networks Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Matrix Networks Trustee Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Matrix Water Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
MEIF (UK) Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Metcor Group (Holdings) LTD	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Metcor Group LTD	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Meteor UK Bidco Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Meteor UK Midco Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Meteor UK Topco Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
MGREF 1 GP Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MIF Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MM Holdings 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Moorgate PL Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MPF General Partner 1 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MPF Nominees Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MPRC Europe Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MTech IT (Leeds) Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Murrow AD Plant Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
MXMM 7 Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Netmetix Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Neustro Consulting Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Neuways Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Online Support Computing Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
OSW Investments Taiwan JVCo 1 Limited	Body Corporate	United Kingdom	50%	Foreign	United Kingdom
OSW Investments Taiwan JVCo 2 Limited	Body Corporate	United Kingdom	50%	Foreign	United Kingdom
OSW Investments Taiwan JVCo 3 Limited	Body Corporate	United Kingdom	50%	Foreign	United Kingdom
Pembroke Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Philippines OSW Investments Limited	Body Corporate, Participant in a Joint venture	United Kingdom	100%	Foreign	United Kingdom
Quickpump Services Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Quostar Solutions Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Rabb-IT (IT) Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Rayleigh Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Redini Bidco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Redini Midco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Redini Parentco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Redini Topco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Renewables HoldCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sole Renewables Italy Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sole Renewables Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Somerset Farm (East Anglia) Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sonne (Italy) Holdings Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sota Investments (UK) HoldCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Southern Ocean Offshore Wind UK HoldCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sturt Lendco Ltd	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Sustainable Feedstocks Group Limited	Body Corporate	United Kingdom	65%	Foreign	United Kingdom
Taranis Bidco Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Taranis Midco Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Taranis Parentco Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Taranis Topco Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Technical Drain Solutions Limited	Body Corporate	United Kingdom	46%	Foreign	United Kingdom
Tenacity Capital Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
The Caelum Way Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Thetis TopCo Limited	Body Corporate	United Kingdom	76%	Foreign	United Kingdom
Tornado Acquisitions Bidco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Tornado Acquisitions Midco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Tornado Acquisitions Parentco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Tornado Acquisitions Topco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Treglown Bidco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Treglown Topco Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Tribera Group Ltd	Body Corporate	United Kingdom	80%	Foreign	United Kingdom
Tribera Real Estate Management UK Limited	Body Corporate	United Kingdom	80%	Foreign	United Kingdom
UK Gas Transportation Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
UK Green Investment Bank Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
UK Power Distribution Limited	Body Corporate	United Kingdom	87%	Foreign	United Kingdom
Utility Metering Services Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Vanadium Holdco Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
VentureAxis Consulting Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
VentureAxis Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Ventus Sensing Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Waldale Investments Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Wattcrop Projects UK Limited	Body Corporate	United Kingdom	67%	Foreign	United Kingdom
Wylfa Green Limited	Body Corporate	United Kingdom	75%	Foreign	United Kingdom
Young OSW JVCo Limited	Body Corporate	United Kingdom	100%	Foreign	United Kingdom
Zensec Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
Zenzero Solutions Limited	Body Corporate	United Kingdom	61%	Foreign	United Kingdom
441 DG Holdings, LLC	Body Corporate	United States	34%	Foreign	N/A
1250 N LaSalle Property LLC	Body Corporate	United States	100%	Foreign	N/A
1250 N LaSalle Member LLC	Body Corporate	United States	100%	Foreign	N/A
2375 Ala Wai Property LLC	Body Corporate	United States	81%	Foreign	N/A
2375 Ala Wai Holding LLC	Body Corporate	United States	81%	Foreign	N/A
Aerogy LLC	Body Corporate	United States	100%	Foreign	N/A
Alaska Infrastructure Partners LLC	Body Corporate	United States	100%	Foreign	N/A
Aligned Co-Invest GP LLC	Body Corporate	United States	100%	Foreign	N/A
American Hydro LLC	Body Corporate	United States	34%	Foreign	N/A
Aquila MSIG 3 (USD) Lev US Fund Aggregator 1 LP	Body Corporate	United States	100%	Foreign	N/A
Aquila MSIG 3 (USD) UnLev US Fund Aggregator 3 LP	Body Corporate	United States	100%	Foreign	N/A
Artemis Blocker Corporation	Body Corporate	United States	61%	Foreign	United States
Artemis Investor Holdings, LLC	Body Corporate	United States	61%	Foreign	N/A
Artemis KE Blocker Buyer, Inc.	Body Corporate	United States	61%	Foreign	United States
Artemis KE Blocker, L.P.	Body Corporate	United States	61%	Foreign	N/A
Artemis Outdoor Holdings, LLC	Body Corporate	United States	61%	Foreign	N/A
Avenal Power Center, LLC	Body Corporate	United States	100%	Foreign	N/A
Circularix Management Company, LLC	Body Corporate	United States	0%	Foreign	N/A

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Circularix, LLC	Body Corporate	United States	67%	Foreign	N/A
Cobalt Civil, LLC	Body Corporate	United States	34%	Foreign	N/A
Cobalt Contracting LLC	Body Corporate	United States	34%	Foreign	N/A
Commerce and Industry Brokerage Inc.	Body Corporate	United States	100%	Foreign	United States
Corio Atlantic OSW Holdings 2 LLC	Body Corporate	United States	100%	Foreign	United States
Corio Generation USA Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Corio Generation USA LLC	Body Corporate	United States	100%	Foreign	N/A
Corio USA Atlantic Holdings L.P.	Body Corporate	United States	100%	Foreign	N/A
Crystal Screens Media LLC	Body Corporate	United States	100%	Foreign	N/A
CX Hatfield II, LLC	Body Corporate	United States	67%	Foreign	N/A
CX Hatfield, LLC	Body Corporate	United States	67%	Foreign	N/A
CX Ocala, LLC	Body Corporate	United States	67%	Foreign	N/A
CX Team, LLC	Body Corporate	United States	67%	Foreign	N/A
DD Grid, LLC	Body Corporate	United States	34%	Foreign	N/A
DynaGrid Acquisition, LLC	Body Corporate	United States	34%	Foreign	N/A
DynaGrid Construction Group, LLC	Body Corporate	United States	34%	Foreign	N/A
DynaGrid Group Holdings, LLC	Body Corporate	United States	34%	Foreign	N/A
DynaGrid Holdings LLC	Body Corporate	United States	34%	Foreign	N/A
DynaGrid Intermediate Holdings, LLC	Body Corporate	United States	34%	Foreign	N/A
Earth Resources Technology, LLC	Body Corporate	United States	74%	Foreign	N/A
Echo Bidco LLC	Body Corporate	United States	74%	Foreign	N/A
Echo Blocker Corporation	Body Corporate	United States	74%	Foreign	United States
Echo Investor Holdings LLC	Body Corporate	United States	74%	Foreign	N/A
Farm & Ranch Construction, LLC	Body Corporate	United States	34%	Foreign	N/A
Fox-Pitt Kelton Cochran Caronia Waller LLC	Body Corporate	United States	100%	Foreign	N/A
Fremantle Energy Holdings, LLC	Body Corporate	United States	100%	Foreign	N/A
Fremantle Wind Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Fresh Air (Nevada) LLC	Body Corporate	United States	61%	Foreign	N/A
Fresh Air (US) LP	Body Corporate	United States	61%	Foreign	N/A
GIG US Investment Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Great Lakes Broadband Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
Health Wave Partners, LLC	Body Corporate	United States	82%	Foreign	N/A
HWP Coinvestment Company I, LLC	Body Corporate	United States	96%	Foreign	N/A
HWP GP I, LLC	Body Corporate	United States	82%	Foreign	N/A
HWP Promote Company I, LLC	Body Corporate	United States	100%	Foreign	N/A
InEvo Re Management Services US LLC	Body Corporate	United States	100%	Foreign	United States
Infinity US Borrower 1 LLC	Body Corporate	United States	100%	Foreign	N/A
Infinity US HoldCo 1 LLC	Body Corporate	United States	100%	Foreign	United States
Insight Analytics Solutions USA, Inc	Body Corporate	United States	100%	Foreign	United States
Jones Street Holdings, LLC	Body Corporate	United States	34%	Foreign	N/A
Kalkomey Borrower, LLC	Body Corporate	United States	61%	Foreign	N/A
Kalkomey Enterprises, LLC	Body Corporate	United States	61%	Foreign	N/A
Kalkomey Holdings, LLC	Body Corporate	United States	61%	Foreign	N/A
Kalkomey Intermediate, LLC	Body Corporate	United States	61%	Foreign	N/A
Kalkomey PI Holdings, LLC	Body Corporate	United States	61%	Foreign	N/A
KE Sportsman Buyer, Inc.	Body Corporate	United States	61%	Foreign	United States
Legacy Environmental Services LLC	Body Corporate	United States	34%	Foreign	N/A
Longbrook US OpCo LLC	Body Corporate	United States	100%	Foreign	United States
Longbrook US ServCo LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Affiliated Managers (USA) Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Affiliated Managers Holdings (USA) Inc.	Body Corporate	United States	100%	Foreign	United States

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Alliance Partners Infrastructure Fund GP, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Alliance Partners Infrastructure Fund II, L.P.	Body Corporate	United States	100%	Foreign	N/A
Macquarie Alliance Partners Management, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Alliance Partners, LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Alpine Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie AM US Holdings, LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie America Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Artemis Investor, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Asset Management Credit Advisers US, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Asset Management Credit Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Asset Management Solutions, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Asset Management US Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie CAF LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Capital (USA) Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Capital Americas Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Capital Funding LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Capital Government Holdings, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Capital Infrastructure Investments LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Capital Investment Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Capital Partners, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Capital US Acquisitions LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie CLO Equity Fund LP	Body Corporate	United States	100%	Foreign	N/A
Macquarie CLO Equity GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Commodities Trading US, LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Echo Investor LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Energy Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Energy LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Energy North America Trading LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Energy Partners GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Energy Transition Infrastructure Fund, L.P.	Body Corporate	United States	28%	Foreign	N/A
Macquarie Equipment Capital Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Equities (USA) Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Executive Holdings LLC	Body Corporate	United States	98%	Foreign	N/A
Macquarie FG Holdings Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Funding LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Futures USA LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Global Services (USA) LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Good Ventures Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Holdings (U.S.A.) Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Infrastructure and Real Assets Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Infrastructure Defense Holdings, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Development and Solutions, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Developments LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Infrastructure Fund, L.P.	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Management (USA) Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Infrastructure Partners II GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners III GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners Inc.	Body Corporate	United States	100%	Foreign	United States

Consolidated entity disclosure statement

Continued

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Macquarie Infrastructure Partners IV GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners U.S. GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners V GP, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners VI GP, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Infrastructure Partners VII GP, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Investments US Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Opportunities Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Pelican Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Pelican Investor LLC	Body Corporate	United States	99%	Foreign	N/A
Macquarie PF II LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie PF Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie PF LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie PF Services LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Physical Commodities, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Real Estate Advisory Services LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Real Estate Investments Holdings (North America), Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Real Estate Management (US), LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Renewable Energy Inc	Body Corporate	United States	100%	Foreign	United States
Macquarie Room 125 Holdings LLC	Body Corporate	United States	100%	Foreign	United States
Macquarie Rotorcraft Leasing, Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Semiconductor and Technology Inc.	Body Corporate	United States	100%	Foreign	United States
Macquarie Septa (US) I, LLC	Body Corporate	United States	59%	Foreign	N/A
Macquarie Specialized Infrastructure Global 3 (USD) Lev Onshore Fund LP	Body Corporate	United States	100%	Foreign	N/A
Macquarie Specialized Infrastructure Global 3 (USD) UnLev Onshore Fund LP	Body Corporate	United States	100%	Foreign	N/A
Macquarie Strategic Opportunities, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie US Gas Supply LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie US MPIP GP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie US MPIP LP LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie US Trading LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Waikiki Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Wealth Advisers, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Wealth Fund Administration, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie Wealth Solutions, LLC	Body Corporate	United States	100%	Foreign	N/A
Macquarie-PowerFin Solar, LLC	Body Corporate	United States	80%	Foreign	N/A
MAM Americas, Inc.	Body Corporate	United States	100%	Foreign	United States
MAM Co-Invest GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MAM GIG US Renewable Holdings, Inc.	Body Corporate	United States	100%	Foreign	United States
MAM Qualified Staff Investment Series II, LLC	Body Corporate	United States	100%	Foreign	N/A
MAPIF II GP, LLC	Body Corporate	United States	100%	Foreign	N/A
Market Street CLO LLC I	Body Corporate	United States	0%	Foreign	N/A
Market Street CLO LLC II	Body Corporate	United States	0%	Foreign	N/A
Medical Student Loan Trust	Body Corporate	United States	100%	Foreign	N/A
Megavolt Borrower, LLC	Body Corporate	United States	34%	Foreign	N/A
Megavolt DG Blocker, LLC	Body Corporate	United States	43%	Foreign	United States
Megavolt Parent, LLC	Body Corporate	United States	43%	Foreign	United States
Megavolt Pledgor, LLC	Body Corporate	United States	34%	Foreign	N/A
METI GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MGECO Holdings US GP, LLC	Body Corporate	United States	100%	Foreign	N/A

Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
MGETS Delaware GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MGETS ECI Executives, L.P.	Body Corporate	United States	77%	Foreign	N/A
MGETS Executives Blocker, L.P.	Body Corporate	United States	0%	Foreign	United States
MIF GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIF TE Feeder, L.P.	Body Corporate	United States	100%	Foreign	N/A
MIF US Investment Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
MIGS (ECI) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIGS II (ECI) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIHI Boxwood Sponsor, LLC	Body Corporate	United States	93%	Foreign	N/A
MIHI LLC	Body Corporate	United States	100%	Foreign	N/A
MIIO Blocker GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIP III (ECI) GP LLC	Body Corporate	United States	100%	Foreign	N/A
MIP IV (Canada) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIP IV (ECI) Australian Executives, G.P.	Body Corporate	United States	0%	Foreign	United States
MIP IV (ECI) Carry, L.P.	Body Corporate	United States	0%	Foreign	N/A
MIP IV (ECI) Executives, L.P.	Body Corporate	United States	90%	Foreign	N/A
MIP IV (ECI) Global Executives, L.P.	Body Corporate	United States	0%	Foreign	United States
MIP IV (ECI) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIP IV Executives, L.P.	Body Corporate	United States	90%	Foreign	N/A
MIP V (ECI) Executives, L.P.	Body Corporate	United States	91%	Foreign	N/A
MIP V (ECI) Global Executives, L.P.	Body Corporate	United States	0%	Foreign	United States
MIP V (ECI) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIP V Executives, L.P.	Body Corporate	United States	90%	Foreign	N/A
MIP VI (ECI) Executives, L.P.	Body Corporate	United States	100%	Foreign	N/A
MIP VI (ECI) Global Executives, L.P.	Body Corporate	United States	100%	Foreign	N/A
MIP VI (ECI) GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MIP VI Executives, L.P.	Body Corporate	United States	100%	Foreign	N/A
MIRA Infrastructure Global Solution GP LLC	Body Corporate	United States	100%	Foreign	N/A
MIRA Infrastructure Global Solution II GP, LLC	Body Corporate	United States	100%	Foreign	N/A
MPC Americas, LLC	Body Corporate	United States	100%	Foreign	United States
MPF Boca Investor LLC	Body Corporate	United States	100%	Foreign	N/A
MPF Delaware 1 General Partner, LLC	Body Corporate	United States	100%	Foreign	N/A
MPF Greenwich Lender LLC	Body Corporate	United States	100%	Foreign	N/A
MPF Hotel Lender LLC	Body Corporate	United States	100%	Foreign	N/A
MPF Oxford Thompson Holding LLC	Body Corporate	United States	95%	Foreign	N/A
MPF Oxford Thompson Property LLC	Body Corporate	United States	95%	Foreign	N/A
MPF Thompson Investor LLC	Body Corporate	United States	100%	Foreign	N/A
MPF Vanderbilt Boca Holding LLC	Body Corporate	United States	95%	Foreign	N/A
MPF Vanderbilt Boca PropCo Parent LLC	Body Corporate	United States	95%	Foreign	N/A
MPF Vanderbilt Boca Property II LLC	Body Corporate	United States	95%	Foreign	N/A
MPF Vanderbilt Boca Property LLC	Body Corporate	United States	95%	Foreign	N/A
MQ Car Park, LLC	Body Corporate	United States	62%	Foreign	N/A
MREP US II GP LLC	Body Corporate	United States	100%	Foreign	N/A
MSIG 3 (USD) UnLev Offshore Fund US Blocker LLC	Body Corporate	United States	100%	Foreign	United States
MSIG 3 (USD) Lev General Partner LLC	Body Corporate	United States	100%	Foreign	N/A
MSIG 3 (USD) UnLev General Partner LLC	Body Corporate	United States	100%	Foreign	N/A
MSIG 3 (USD) Lev Offshore Fund US Blocker LLC	Body Corporate	United States	100%	Foreign	United States
MSOF Megavolt Partners, L.P.	Body Corporate	United States	43%	Foreign	N/A
MSOF US GP, LLC	Body Corporate	United States	100%	Foreign	N/A
One Shot Reliability, LLC	Body Corporate	United States	34%	Foreign	N/A
Pelican Bidco LLC	Body Corporate	United States	68%	Foreign	N/A

Consolidated entity disclosure statement

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Entity Name	Entity Type	Body Corporate		Tax Residency	
		Place Formed or Incorporated	% of Share Capital held	Australian or foreign resident	Jurisdiction for foreign resident
Pelican Blocker Corporation	Body Corporate	United States	68%	Foreign	United States
Pelican Investor Holdings LLC	Body Corporate	United States	68%	Foreign	N/A
Petro Tradelinks Inc.	Body Corporate	United States	100%	Foreign	United States
RHP AM, LP	Body Corporate	United States	75%	Foreign	N/A
S1T Holdings, Inc.	Body Corporate	United States	74%	Foreign	United States
SCS Transmission Services LLC	Body Corporate	United States	34%	Foreign	N/A
SE Health LLC	Body Corporate	United States	80%	Foreign	N/A
SE Health Member LLC	Body Corporate	United States	100%	Foreign	N/A
SE Health Trust	Body Corporate	United States	80%	Foreign	N/A
SEV1Tech, LLC	Body Corporate	United States	74%	Foreign	N/A
Sierra-KBMP, LLC	Body Corporate	United States	100%	Foreign	N/A
Specialty Finance Holdings, Inc.	Body Corporate	United States	100%	Foreign	United States
Sportsman Tracker, Inc.	Body Corporate	United States	61%	Foreign	United States
Substation Construction Services, LLC	Body Corporate	United States	34%	Foreign	N/A
Summerset Intermediate Holdings 2 LLC	Body Corporate	United States	100%	Foreign	N/A
Turn Investor Holdings, LLC	Body Corporate	United States	100%	Foreign	United States
W & R Corporate LLC	Body Corporate	United States	100%	Foreign	N/A
Waddell & Reed Services Company	Body Corporate	United States	100%	Foreign	United States
WaveCrest Energy, LLC	Body Corporate	United States	100%	Foreign	N/A
Whole Loan Trust	Body Corporate	United States	100%	Foreign	N/A
WI RNG EN LLC	Body Corporate	United States	100%	Foreign	N/A
WI RNG Hub North HoldCo LLC	Body Corporate	United States	100%	Foreign	N/A
WI RNG Hub North LLC	Body Corporate	United States	85%	Foreign	N/A
WI RNG MB LLC	Body Corporate	United States	100%	Foreign	N/A
WI RNG VDG LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Bluebonnet Pipeline LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Energy Infrastructure LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Management Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Management LLC	Body Corporate	United States	100%	Foreign	United States
Woodway Midstream Holdings LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Texas Coleto Connector LLC	Body Corporate	United States	100%	Foreign	N/A
Woodway Texas Pipeline LLC	Body Corporate	United States	100%	Foreign	N/A

Directors' declaration

Macquarie Group Limited

In the Directors' opinion:

- a. the financial statements and notes set out on pages 171 to 301 are in accordance with the *Corporations Act 2001* (Cth) including:
 - (i) complying with Australian Accounting Standards, and
 - (ii) giving a true and fair view of the Company's and the Consolidated Entity's financial positions as at 31 March 2026 and their performance for the financial year ended on that date, and
- b. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable, and
- c. the Consolidated entity disclosure statement set out on pages 302 to 322 is true and correct.

Note 1(i) includes a statement that the Financial Report complies with International Financial Reporting Standards.

The Directors have been given the declarations by the CEO and CFO required by section 295A of the *Corporations Act 2001* (Cth). This declaration is made in accordance with a resolution of the Directors.



Glenn Stevens AC
Independent Director and Chair



Shemara Wikramanayake
Managing Director and Chief Executive Officer

Sydney
8 May 2026

Independent auditor's report

To the members of Macquarie Group Limited



Report on the audit of the financial report

Our opinion

In our opinion:

The accompanying financial report of Macquarie Group Limited (the Company) and its controlled entities (together the Consolidated Entity) is in accordance with the *Corporations Act 2001* (Cth), including:

- a. giving a true and fair view of the Company's and Consolidated Entity's financial positions as at 31 March 2026 and of their financial performance for the year then ended;
- b. complying with Australian Accounting Standards and the *Corporations Regulations 2001* (Cth).

What we have audited

The financial report comprises:

- the Consolidated and Company income statements for the year ended 31 March 2026;
- the Consolidated and Company statements of comprehensive income for the year then ended;
- the Consolidated and Company statements of financial position as at 31 March 2026;
- the Consolidated and Company statements of changes in equity for the year then ended;
- the Consolidated and Company statements of cash flows for the year then ended;
- the Notes to the financial statements, including material accounting policy information and other explanatory information;
- the Consolidated Entity Disclosure Statement as at 31 March 2026;
- the Directors' declaration.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company and the Consolidated Entity in accordance with the auditor independence requirements of the *Corporations Act 2001* (Cth) and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Our audit approach for the Company and Consolidated Entity

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Company and the Consolidated Entity, its accounting processes and controls and the industry in which it operates.

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, NSW 2000
GPO BOX 2650 SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

The Company and the Consolidated Entity audit scope

Our audit focused on where the Company and the Consolidated Entity made subjective judgements; for example, significant accounting estimates involving assumptions and inherently uncertain future events.

In establishing the overall approach to our audit, we determined the type of work that needed to be performed by us, as the group auditor, or component auditors from PwC Australia or from other PwC network firms operating under our instruction. Where the work was performed by component auditors, we determined the level of involvement we needed to have in the audit work at those components to be able to conclude whether sufficient appropriate audit evidence had been obtained as a basis for our opinion on the Company and the Consolidated Entity financial report as a whole.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. The key audit matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context. The key audit matters identified below only relate to the audit of the Consolidated Entity, unless otherwise stated below. We communicated the key audit matters to the Board Audit Committee.

Key audit matter	How our audit addressed the key audit matter
<p>Expected credit loss (ECL) allowance on loan assets (Refer to Note 8)</p> <p>Under the credit impairment model required by AASB 9: <i>Financial Instruments</i> (AASB 9), losses are recognised on an Expected Credit Loss (ECL) basis. ECLs are required to incorporate forward-looking information, reflecting the Consolidated Entity's view of potential future economic scenarios.</p> <p>The global economic outlook remains uncertain. The conflict in the Middle East has heightened this uncertainty, with implications on energy price volatility, ongoing trade uncertainties, inflationary pressures and the path of monetary policy across global economies. This has contributed to the significant judgement required to be exercised by the Consolidated Entity in the calculation of the ECL. Specifically, this includes judgements around the use of forward-looking information, including developing macroeconomic scenarios and their associated weightings and the use of post-model adjustments in the calculation of the ECL.</p> <p>In order to meet the requirements of AASB 9, the Consolidated Entity's model to determine the ECL allowance on loan assets incorporates assumptions such as determining when a significant increase in credit risk (SICR) has occurred. In addition, judgemental overlays are applied to the modelled ECL allowance.</p> <p>Specific provisions are also recognised by the Consolidated Entity for individual loan assets which are impaired at the reporting date.</p> <p>Given the level of estimation uncertainty and the extent of judgement involved we consider this a key audit matter.</p>	<p>Our audit procedures, amongst others, included assessing the design and testing the operating effectiveness of certain controls supporting the Consolidated Entity's estimate of the ECL allowance including controls relating to:</p> <ul style="list-style-type: none"> • review and challenge of certain forward-looking macroeconomic assumptions and scenario weightings • monitoring the effectiveness of models used to support ECL estimates, and the validation of new and revised models • assessing the credit quality of counterparties • accuracy of certain critical data elements used in key ECL models, and • review and challenge forums to assess the ECL model output and post model overlays. <p>In addition to controls testing, we performed substantive procedures together with our PwC credit modelling experts, including:</p> <ul style="list-style-type: none"> • assessing the appropriateness of relevant conclusions reached by the Consolidated Entity from monitoring performed on key models. This included assessing key model components such as SICR and reperforming certain tests carried out as part of the model monitoring, and • assessing whether the list of critical data elements identified by the Consolidated Entity was appropriate for key models. <p>We also performed the following other substantive procedures, amongst others, including:</p> <ul style="list-style-type: none"> • together with PwC economics experts, assessing the appropriateness of relevant macroeconomic scenarios, weights and certain forward-looking economic data developed by the Consolidated Entity • testing the completeness and accuracy of certain critical data elements used in key ECL models • for credit impaired loan (stage III) provisions, we examined a sample of individual loan exposures to assess the appropriateness of provisions recognised • assessing a selection of post-model overlays identified by the Consolidated entity, including developing an understanding of the approach used for overlay derivation and testing the underlying data used for the calculation, and • considering the impacts on the ECL allowance as a result of events occurring subsequent to balance date. <p>We assessed the reasonableness of the Consolidated Entity's disclosures in the financial report against the Australian Accounting Standards.</p>

Independent auditor's report



To the members of Macquarie Group Limited continued

Key audit matter

How our audit addressed the key audit matter

Valuation of complex or illiquid assets and liabilities carried at fair value through profit and loss which are based on significant unobservable inputs (Level 3) (Refer to Note 34)

The Consolidated Entity applies judgement when determining the fair value of certain assets and liabilities, particularly when significant unobservable inputs are involved. These are referred to as level 3 assets and liabilities.

For the Consolidated Entity, Level 3 assets and liabilities predominantly consist of derivatives, trading assets, financial investments and loan assets. Estimating the fair value of these assets and liabilities involves judgement in determining suitable inputs, models and assumptions.

Given the extent of the judgement involved in the use of significant unobservable inputs in valuing these Level 3 assets and liabilities, we considered this to be a key audit matter.

Our procedures involved assessing the design and testing the operating effectiveness of certain controls relating to the valuation of Level 3 assets and liabilities, including controls over:

- the independent price verification process performed over the assumptions and significant unobservable inputs used in the valuation of Level 3 assets and liabilities
- the appropriateness of certain assumptions used in the valuation of Level 3 assets and liabilities
- the validation and approval of the valuation models used, including their ongoing appropriateness
- the calculation and approval of key valuation adjustments, and
- governance, review and challenge forums.

Together with PwC valuation experts, we tested the Consolidated Entity's estimate for a sample of Level 3 derivatives and trading assets. We also considered a sample of collateral disputes, gains and losses on disposals and other events to help assess the reasonableness of these valuations. Further, we tested a sample of valuation adjustments at period end, including evaluating the appropriateness and accuracy of significant unobservable inputs used and the underlying assumptions.

For a sample of Level 3 financial investments and loan assets, together with PwC valuation experts we assessed the appropriateness and accuracy of significant unobservable inputs and assumptions used such as forecasts and comparable market information.

We assessed the reasonableness of the Consolidated Entity's disclosures in the financial report against the requirements of Australian Accounting Standards.

Valuation of interests in associates and joint ventures (Refer to Note 24)

In accordance with Australian Accounting Standards, interests in associates and joint ventures need to be assessed by the Consolidated Entity for indicators of impairment or reversal of impairment at the reporting date. If indicators of impairment or reversal of impairment exist, the recoverable amount for each asset needs to be estimated. The assessments of recoverable amount involve significant judgements such as estimating future cash flows, discount rates applied to future cash flows and comparable market information.

Given the extent of judgement involved and financial significance of the Consolidated Entity's recorded interests in associates and joint ventures, we considered this to be a key audit matter.

Our audit procedures, amongst others, included assessing the design and testing the operating effectiveness of controls relating to the appropriateness of the impairment assessment methodology and significant assumptions applied in calculating the recoverable amount, where indicators of impairment or reversal of impairment have been identified.

For a sample of interests in associates and joint ventures, our procedures included:

- evaluating the Consolidated Entity's assessment of whether there were any indicators of impairment or whether impairment losses recognised in prior periods should be reversed
- where indicators of impairment or reversal of impairment exist, evaluating the appropriateness of the impairment assessment methodology and significant assumptions applied in calculating the recoverable amount, and
- testing the mathematical accuracy of the Consolidated Entity's calculations which were used to determine the recoverable amount of the asset.

We assessed the reasonableness of the Consolidated Entity's disclosures in the financial report against the requirements of the Australian Accounting Standards.

Key audit matter

How our audit addressed the key audit matter

IT systems and controls over financial reporting (Consolidated Entity and Company)

The Consolidated Entity's and Company's operations and financial reporting processes are heavily dependent on IT systems for the processing and recording of a significant volume of transactions.

A fundamental component of these IT systems and controls is ensuring that risks in relation to inappropriate user access management, unauthorised program changes and IT operating protocols are managed.

Due to this, we consider the operation of IT systems and controls over financial reporting to be a key audit matter.

For material financial statement balances we developed an understanding of the business processes, IT systems used to generate and support those balances and associated IT application controls and IT dependencies in manual controls.

Our procedures, amongst others, included where relevant, evaluating the design and testing the operating effectiveness of certain controls over the continued integrity of certain IT systems that are relevant to financial reporting. This involved assessing, where relevant to the audit:

- change management: the processes and controls used to develop, test and authorise changes to the functionality and configurations within systems
- system development: the project disciplines which ensure that significant developments or implementation are appropriately tested before implementation and that data is migrated/converted and transferred completely and accurately
- security: the access controls designed to enforce segregation of duties, govern the use of generic and privileged accounts or ensure that data is only changed through authorised means, and
- IT operations: the controls over operations are used to ensure that any issues that arise are managed appropriately.

Within the scope of our audit where technology services are provided by a third party, we obtained assurance through independent testing or, where available, considered assurance reports from the third party's auditor on the design and operating effectiveness of relevant controls for the reporting period.

We also carried out tests, on a sample basis, of IT application controls and IT dependencies in manual controls that were key to our audit testing in order to assess the accuracy of certain system calculations, the generation of certain reports and the operation of certain system enforced access controls.

Where we identified design or operating effectiveness matters relating to IT systems or application controls relevant to our audit, we performed alternative or additional audit procedures, which included considering mitigating controls in order to respond to the impact on our overall audit approach.

Estimation of tax payable relating to tax uncertainties (Refer to Note 19)

The Consolidated Entity is subject to taxation in a number of jurisdictions. The assessment of the amounts expected to be paid to tax authorities is considered initially by the Consolidated Entity in each local territory, and then reviewed centrally, with consideration given to particular tax positions in certain jurisdictions.

In some cases, the treatment of certain tax positions requires judgement to estimate the ultimate amounts that will be paid to tax authorities, which resulted in us considering this to be a key audit matter.

Our procedures, amongst others, included evaluating the analysis conducted by the Consolidated Entity which sets out the basis for judgements made in respect of the ultimate amounts expected to be paid to tax authorities.

Assisted by PwC tax experts, we read a risk-focused sample of correspondence with tax authorities and external advice obtained by the Consolidated Entity and used our understanding of the business to assess the completeness and quantum of the provisions for tax. We considered the likelihood of additional tax exposures occurring based on our knowledge of tax legislation, applicable precedent and industry developments, noting the level of judgement involved.

We assessed the reasonableness of the Consolidated Entity's disclosures in the financial report against the requirements of the Australian Accounting Standards.

Recognition of performance fees and fee income (Refer to Note 2)

In accordance with the requirements of Australian Accounting Standards the Consolidated Entity is required to apply judgement in estimating the timing and amount of fee income and performance fees recognised.

In the case of performance fees, the Consolidated Entity recognises fees only when it is highly probable that the performance hurdles are met, and a significant reversal of cumulative fees recognised to date will not occur.

Determining the amount and timing of performance fees to be recognised involves judgement and the use of estimates, such as the underlying asset values.

In the case of fee income, the Consolidated Entity recognises the income at a point in time and when it has been established that the customer has received the benefit of the service, such that the performance obligation is satisfied. There is judgement in determining when these performance obligations are satisfied.

Given the extent of the judgement involved, we consider the recognition of performance fees and fee income to be a key audit matter.

Our audit procedures, amongst others, included evaluating the design and testing the operating effectiveness of relevant controls relating to the recognition and measurement of fee income and performance fees.

In assessing the appropriateness of the recognition of performance fees, we tested the Consolidated Entity's estimates for a sample of fees. We considered the nature of the underlying funds' assets, the proportion of assets already realised, the returns on the assets realised to date and the potential for volatility in the valuation of the remaining unrealised assets.

In assessing the appropriateness of timing fee income recognised, we evaluated management's assessment to determine whether the substantive conditions required to complete the transactions had been satisfied for a sample of fee income transactions and tested the amount of fee recognised by examining supporting documentation such as contracts, correspondence with counterparties and cash receipts.

We assessed the reasonableness of the Consolidated Entity's disclosures in the financial report against the requirements of the Australian Accounting Standards.

Independent auditor's report

To the members of Macquarie Group Limited continued



Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 31 March 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon through our opinion on the financial report. We have issued a separate opinion on the remuneration report and a separate review conclusion on specified Sustainability Disclosures within the Sustainability Report, in accordance with the scope of Australian Standard on Sustainability Assurance ASSA 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001*. We have also issued a separate limited assurance conclusion on other selected sustainability information included in the Sustainability Report section of the Annual Report.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001* (Cth), including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company and the Consolidated Entity to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or the Consolidated Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://auasb.gov.au/media/bwvjcgre/ar1_2024.pdf.

This description forms part of our auditor's report.

Report on the remuneration report

Our opinion on the remuneration report

We have audited the remuneration report included in the directors' report for the year ended 31 March 2026.

In our opinion, the remuneration report of Macquarie Group Limited for the year ended 31 March 2026 complies with section 300A of the *Corporations Act 2001* (Cth).

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of the *Corporations Act 2001* (Cth). Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.

PricewaterhouseCoopers

Voula Papageorgiou
Partner

Sydney
8 May 2026

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Further Information

Metcor Group, United Kingdom

Metcor is a leading provider of specialist maintenance services to the built environment and a portfolio company of Macquarie Capital Private Equity (MPC). Through investment and targeted expertise, MPC is supporting Metcor to expand its operations and enhance its service offering.





Additional investor information

Shareholder calendar

2026

Date	Event
8 May	Full-year result announcement
18 May	Ex-dividend date for final ordinary dividend
19 May	Record date for final ordinary dividend
9 June	Payment date for BCN3 distribution
10 June	Payment date for MCN4 distribution
12 June	Payment date for MCN6 distribution
15 June	Payment date for MCN7 distribution
18 June	Payment date for MCN5 distribution
22 June	Payment date for BCN2 distribution
2 July	Payment date for final ordinary dividend
23 July	AGM
7 September	Payment date for BCN3 distribution
10 September	Payment date for MCN4 distribution
14 September	Payment date for MCN6 distribution
15 September	Payment date for MCN7 distribution
18 September	Payment date for MCN5 distribution
21 September	Payment date for BCN2 distribution
30 September	Financial half-year end
6 November ¹	Half-year result announcement
11 November ¹	Ex-dividend date for interim ordinary dividend
12 November ¹	Record date for interim ordinary dividend
7 December	Payment date for BCN3 distribution
10 December	Payment date for MCN4 distribution
14 December	Payment date for MCN6 distribution
15 December	Payment date for MCN7 distribution
17 December ¹	Payment date for interim ordinary dividend
18 December	Payment date for MCN5 distribution
21 December	Payment date for BCN2 distribution

2027

Date	Event
8 March	Payment date for BCN3 distribution
10 March	Payment date for MCN4 distribution
12 March	Payment date for MCN6 distribution
15 March	Payment date for MCN7 distribution
18 March	Payment date for MCN5 distribution
22 March	Payment date for BCN2 distribution
31 March	Financial year end

2026 Annual General Meeting

Macquarie Group Limited's 2026 AGM will be held at 10:30am on Thursday, 23 July 2026. Details of the meeting will be sent to shareholders separately.

The closing date for the receipt of nominations from persons wishing to be considered for election as a director is Wednesday, 20 May 2026.

Dividend details

MGL generally pays a dividend on its fully paid ordinary shares twice a year following the interim and final results announcements. The proposed dates for the 2026 calendar year are in the calendar opposite.

Dividend Reinvestment Plan (DRP)

The DRP allows shareholders to apply their dividends to acquire new MGL ordinary shares rather than receiving dividends in cash.

Stock exchange listing

Equity or hybrid security	Stock exchange listing	Trading code
Macquarie Group Limited Securities		
MGL ordinary shares	ASX	MQG
Macquarie Group Capital Notes 4 (MCN4)	ASX	MQGPD
Macquarie Group Capital Notes 5 (MCN5)	ASX	MQGPE
Macquarie Group Capital Notes 6 (MCN6)	ASX	MQGPF
Macquarie Group Capital Notes 7 (MCN7)	ASX	MQGPG
Macquarie Bank Limited Convertible Securities		
Macquarie Bank Capital Notes 2 (BCN2)	ASX	MBLPC
Macquarie Bank Capital Notes 3 (BCN3)	ASX	MBLPD
Macquarie Additional Capital Securities (MACS)	SGX	6F6B

MGL also has debt securities quoted on the London Stock Exchange, SGX, SIX Swiss Exchange Ltd and Taipei Exchange.

On-market buyback

Macquarie has not purchased any shares under the buyback since the Board-approved extension announced on 7 November 2025. There is currently no expectation of further share purchases under the extended buyback and so the Board has resolved to conclude the on-market share buyback.

Equity and hybrid securities

The following information is correct as at 31 March 2026.

¹ These dates are subject to change.

Macquarie Group Limited securities

Fully paid ordinary shares

Voting rights

At meetings of members or classes of members, each member holding ordinary shares may vote in person or by proxy, attorney or (if the member is a body corporate) corporate representative. On a show of hands, every person present who is a member or a proxy, attorney or corporate representative of a member has one vote and on a poll every member present in person or by proxy, attorney or corporate representative has:

- one vote for each fully paid share held by the member, and
- that proportion of a vote for any partly paid ordinary share calculated in accordance with article 8.18 of the MGL Constitution.



A copy of the MGL Constitution is available at [macquarie.com/corporate-governance](https://www.macquarie.com/corporate-governance)

20 largest holders

Registered holder	Number of ordinary shares held	% of ordinary shares
HSBC Custody Nominees (Australia) Limited	107,972,516	28.33
J P Morgan Nominees Australia Pty Limited	70,028,962	18.37
Citicorp Nominees Pty Limited	39,917,791	10.47
Bond Street Custodians Limited <MEREP Allocated A/C>	10,775,702	2.83
BNP Paribas Noms Pty Ltd	9,601,129	2.52
BNP Paribas Nominees Pty Ltd <Agency Lending A/C>	9,158,846	2.40
Bond Street Custodians Limited <MEREP Trustee-Unalloc A/C>	4,131,980	1.08
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	3,346,002	0.88
Bond Street Custodians Limited <Solium Nominees Aus A/C>	2,536,438	0.67
HSBC Custody Nominees (Australia) Limited <NT-Comnwith Super Corp A/C>	2,517,981	0.66
Argo Investments Limited	2,417,106	0.63
Netwealth Investments Limited <Wrap Services A/C>	2,391,638	0.63
Australian Foundation Investment Company Limited	1,786,967	0.47
Aljebra Pty Ltd <Aljebra Investment A/C>	1,092,542	0.29
HSBC Custody Nominees (Australia) Limited - A/C 2	911,490	0.24
HSBC Custody Nominees (Australia) Limited	907,226	0.24
BNP Paribas Noms (NZ) Ltd	870,409	0.23
Citicorp Nominees Pty Limited <Colonial First State Inv A/C>	833,948	0.22
Mutual Trust Pty Ltd	626,796	0.16
Netwealth Investments Limited <Super Services A/C>	597,571	0.16
Total	272,423,040	71.48

Substantial shareholders

The following holders are registered by MGL as a substantial shareholder, having declared a relevant interest in accordance with the Act, in the voting shares:

Registered holder	Number of ordinary shares held
Macquarie Group Limited	27,719,351
State Street Corp	26,047,723
Blackrock Group	22,929,594
Vanguard	23,027,534

Spread of shareholdings

Range	Number of shareholders	Number of shares	% of shares
1 to 1,000	205,400	41,168,668	10.80
1,001 to 5,000	19,668	37,399,742	9.81
5,001 to 10,000	1,212	8,176,085	2.15
10,001 to 100,000	557	12,647,170	3.32
100,001 and over	56	281,746,750	73.92
Total	226,893	381,138,415	100.00

There were 2,015 shareholders (representing 2,607 shares) who held less than a marketable parcel.

Additional investor information

Continued

Macquarie Group Capital Notes 4 (MCN4)

Voting rights

MCN4 are unsecured, subordinated notes issued by MGL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. MCN4 holders have no voting rights in respect of meetings of members of MGL in the absence of such an exchange.

20 largest holders

Registered holder	Number of MCN4 held	% of MCN4
HSBC Custody Nominees (Australia) Limited	742,326	8.20
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	356,437	3.94
Netwealth Investments Limited <Wrap Services A/C>	308,230	3.40
Citicorp Nominees Pty Limited	230,147	2.54
J P Morgan Nominees Australia Pty Limited	144,916	1.60
Trustees of the Roman Catholic Church for the Diocese of Bathurst	100,093	1.11
Mutual Trust Pty Ltd	89,919	0.99
IOOF Investment Services Limited <IOOF IDPS A/C>	84,393	0.93
IOOF Investment Services Limited <IPS Superfund A/C>	81,921	0.90
Netwealth Investments Limited <Super Services A/C>	74,084	0.82
John E Gill Trading Pty Ltd	65,000	0.72
BNP Paribas Nominees Pty Ltd <Pitcher Partners>	62,996	0.70
Berne No 132 Nominees Pty Ltd <784215 A/C>	56,495	0.62
Dimbulu Pty Ltd	50,000	0.55
HSBC Custody Nominees (Australia) Limited - A/C 2	48,069	0.53
Invia Custodian Pty Limited <WEHI - Investment Pool A/C>	42,840	0.47
JDB Services Pty Ltd <RAC & JD Brice Invest A/C>	32,967	0.36
BNP Paribas Nominees Pty Ltd <IB AU Noms Retailclient>	29,778	0.33
Baird Group Pty Limited	25,300	0.28
Pendant Realty Pty Ltd	25,000	0.28
Total	2,650,911	29.27

Spread of noteholdings

Range	Number of MCN4 holders	Number of MCN4	% of MCN4
1 to 1,000	8,573	3,093,104	34.16
1,001 to 5,000	1,023	2,107,785	23.28
5,001 to 10,000	95	708,717	7.83
10,001 to 100,000	46	1,263,223	13.95
100,001 notes and over	6	1,882,149	20.79
Total	9,743	9,054,978	100.00

There was 1 noteholder (representing 1 note) who held less than a marketable parcel.

Macquarie Group Capital Notes 5 (MCN5)

Voting rights

MCN5 are unsecured, subordinated notes issued by MGL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. MCN5 holders have no voting rights in respect of meetings of members of MGL in the absence of such an exchange.

20 largest holders

Registered holder	Number of MCN5 held	% of MCN5
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	453,616	6.25
HSBC Custody Nominees (Australia) Limited	429,822	5.92
Netwealth Investments Limited <Wrap Services A/C>	172,173	2.37
Mutual Trust Pty Ltd	80,349	1.11
IOOF Investment Services Limited <IPS Superfund A/C>	80,207	1.11
J P Morgan Nominees Australia Pty Limited	80,052	1.10
Citicorp Nominees Pty Limited	75,047	1.03
BNP Paribas Nominees Pty Ltd <Pitcher Partners>	74,155	1.02
IOOF Investment Services Limited <IOOF IDPS A/C>	55,408	0.76
BNP Paribas Nominees Pty Ltd <IB AU Noms Retailclient>	53,525	0.74
Dimbulu Pty Ltd	50,000	0.69
Gilmour Space Technologies Pty Ltd	48,375	0.67
Netwealth Investments Limited <Super Services A/C>	45,652	0.63
Federation University Australia	37,276	0.51
HSBC Custody Nominees (Australia) Limited - A/C 2	37,085	0.51
South Hong Nominees Pty Ltd <Hong Super Fund A/C>	33,000	0.45
HSBC Custody Nominees (Australia) Limited-GSI EDA	30,000	0.41
South Lake Pty Ltd	27,000	0.37
Oak Point Golf Club Ltd	25,424	0.35
Corp of the Tstees of the Roman Cath Arc	24,575	0.34
Total	1,912,741	26.34

Spread of noteholdings

Range	Number of MCN5 holders	Number of MCN5	% of MCN5
1 to 1,000	8,320	2,858,963	39.41
1,001 to 5,000	918	1,907,966	26.30
5,001 to 10,000	49	365,080	5.03
10,001 to 100,000	32	1,066,780	14.71
100,001 notes and over	3	1,055,611	14.55
Total	9,322	7,254,400	100.00

There were 2 noteholders (representing 4 notes) who held less than a marketable parcel.

Additional investor information

Continued

Macquarie Group Capital Notes 6 (MCN6)

Voting rights

MCN6 are unsecured, subordinated notes issued by MGL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. MCN6 holders have no voting rights in respect of meetings of members of MGL in the absence of such an exchange.

20 largest holders

Registered holder	Number of MCN6 held	% of MCN6
HSBC Custody Nominees (Australia) Limited	790,089	10.53
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	402,645	5.37
Netwealth Investments Limited <Wrap Services A/C>	301,685	4.02
Citicorp Nominees Pty Limited	136,058	1.81
J P Morgan Nominees Australia Pty Limited	89,305	1.19
BNP Paribas Noms Pty Ltd	75,724	1.01
Netwealth Investments Limited <Super Services A/C>	73,662	0.98
BNP Paribas Nominees Pty Ltd <Pitcher Partners>	73,585	0.98
Mutual Trust Pty Ltd	71,969	0.96
Dimbulu Pty Ltd	60,000	0.80
IOOF Investment Services Limited <IPS Superfund A/C>	55,595	0.74
Mrs Shane Carolyn Gluskie	50,000	0.67
John E Gill Trading Pty Ltd	50,000	0.67
IOOF Investment Services Limited <IOOF IDPS A/C>	41,809	0.56
HSBC Custody Nominees (Australia) Limited - A/C 2	37,966	0.51
Bennyco Holdings Pty Ltd <Bennyco Holdings A/C>	31,795	0.42
Quantumedge Holdings Pty Ltd <Genesis Super Fund A/C>	20,456	0.27
Bardavis Pty Limited <Thomas Davis Family A/C>	18,990	0.25
Mr Andrew James Larke + Mrs Polly Larke <Larke Family Super A/C>	18,000	0.24
Lloyd Pila Holdings Pty Ltd	18,000	0.24
Total	2,417,333	32.22

Spread of noteholdings

Range	Number of MCN6 holders	Number of MCN6	% of MCN6
1 to 1,000	6,172	2,536,580	33.82
1,001 to 5,000	962	1,993,858	26.59
5,001 to 10,000	52	358,938	4.79
10,001 to 100,000	30	980,147	13.07
100,001 notes and over	4	1,630,477	21.74
Total	7,220	7,500,000	100.00

There were 2 noteholders (representing 2 notes) who held less than a marketable parcel.

Macquarie Group Capital Notes 7 (MCN7)

Voting rights

MCN7 are unsecured, subordinated notes issued by MGL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. MCN7 holders have no voting rights in respect of meetings of members of MGL in the absence of such an exchange.

20 largest holders

Registered holder	Number of MCN7 held	% of MCN7
HSBC Custody Nominees (Australia) Limited	1,397,662	9.32
BNP Paribas Nominees Pty Ltd <HUB24 Custodial Serv Ltd>	620,340	4.14
Citicorp Nominees Pty Limited	330,161	2.20
Netwealth Investments Limited <Wrap Services A/C>	310,706	2.07
J P Morgan Nominees Australia Pty Limited	307,160	2.05
Mutual Trust Pty Ltd	208,670	1.39
IOOF Investment Services Limited <IPS Superfund A/C>	140,904	0.94
HSBC Custody Nominees (Australia) Limited - A/C 2	126,770	0.85
BNP Paribas Noms Pty Ltd	119,375	0.80
BNP Paribas Nominees Pty Ltd <Pitcher Partners>	108,218	0.72
Netwealth Investments Limited <Super Services A/C>	101,599	0.68
BNP Paribas Nominees Pty Ltd <IB AU Noms Retailclient>	54,869	0.37
Dimbulu Pty Ltd	50,000	0.33
IOOF Investment Services Limited <IOOF IDPS A/C>	45,947	0.31
Farren-Price Family Pty Ltd	44,300	0.30
Higham Hill Pty Ltd	39,990	0.27
Astrid Enterprises Pty Ltd <P B Industrial A/C>	37,985	0.25
Invia Custodian Pty Limited <A/M Unit A/C>	32,600	0.22
Kadoo Pty Limited <B & D Family A/C>	30,059	0.20
Harbig Properties Pty Ltd	30,000	0.20
Total	4,137,315	27.61

Spread of noteholdings

Range	Number of MCN7 holders	Number of MCN7	% of MCN7
1 to 1,000	11,152	4,476,068	29.84
1,001 to 5,000	2,039	4,294,610	28.63
5,001 to 10,000	171	1,202,327	8.02
10,001 to 100,000	63	1,255,430	8.37
100,001 notes and over	11	3,771,565	25.14
Total	13,436	15,000,000	100.00

There were 2 noteholders (representing 3 notes) who held less than a marketable parcel.

Additional investor information

Continued

Macquarie Bank Limited convertible securities Macquarie Additional Capital Securities (MACS)

Voting rights

MACS are unsecured subordinated notes issued by MBL, acting through its London Branch, that may be exchanged for MGL ordinary shares in certain limited circumstances. MACS holders have no voting rights in respect of meetings of members of MBL and have no voting rights in respect of meetings of members of MGL in the absence of such an exchange.

Single Shareholder

As at 31 March 2026, the \$US750 million of MACS were held by one holder, Cede & Co, as authorised representative for the Depository Trust Company being the common depository for the MACS global security. The Bank of New York Mellon as Registrar keeps the register in respect of MACS.

Macquarie Bank Capital Notes 2 (BCN2)

BCN2 are unsecured, subordinated notes issued by MBL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. BCN2 holders have no voting rights in respect of MBL and have no voting rights in respect of meetings of members of MGL in the absence of such an exchange. As at 31 March 2026, there were 6,410,270 BCN2 on issue held by 8,537 registered holders.

Macquarie Bank Capital Notes 3 (BCN3)

BCN3 are unsecured, subordinated notes issued by MBL that may be exchanged for MGL ordinary shares in certain limited circumstances. They are non-cumulative and mandatorily convertible. BCN3 holders have no voting rights in respect of MBL and have no voting rights in respect of meetings of members of MGL in the absence of such an exchange. As at 31 March 2026, there were 6,548,480 BCN3 on issue held by 7,149 registered holders.

Unlisted securities

The following information is correct as at 31 March 2026.

MEREP

3,968,259 DSUs are held by 675 participants and 524,496 PSUs are held by 11 participants in the MEREP.

American Depository Receipt (ADR) program

Macquarie ADRs are negotiable certificates issued by The Bank of New York Mellon (BNY), with one ADR representing one MGL ordinary share. They are traded under the symbol MQBKY and are classified as Level 1. They are not listed on any exchange and are only traded over-the-counter via brokers.

Enquiries can be directed to:

BNY Shareowner Services
PO Box 43006
Providence, RI 02940 USA

Toll-free telephone number for domestic callers:
1 888 BNY ADRs (+1 888 269 2377)

Telephone number for international callers:
+1 201 680 6825

Further information can be found at:

adrbny.com/resources/individual-investors

Enquiries

Investors who wish to enquire about any administrative matter relating to their MGL shareholding, MCN4, MCN5, MCN6, MCN7, BCN2 or BCN3 security holding are invited to contact the Share Registry at:

MUFG Corporate Markets (AU) Limited
Liberty Place, Level 41, 161 Castlereagh Street
Sydney NSW 2000 Australia

Telephone: 1300 554 096 (within Australia)
+61 1300 554 096 (international)

Email: macquarie@cm.mpms.mufg.com

Website: au.investorcentre.mpms.mufg.com

All other enquiries relating to an MGL share investment can be directed to:

Investor relations

Macquarie Group Limited
Level 1, 1 Elizabeth Street
Sydney NSW 2000 Australia

Telephone: +61 2 8232 3333

Email: macquarie.shareholders@macquarie.com

Website: macquarie.com/investors

Macquarie's Company Secretary, Simone Kovacic, may be contacted on the above number and email address.

Website



The Interim and Annual Reports, presentations, dividend information and other investor information are available at macquarie.com/investors

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Glossary

Defined term	Definition
A	
AASB	Australian Accounting Standards Board
Accountable Person	Accountable Person under the Financial Accountability Regime (FAR)
the Act	<i>Corporations Act 2001</i> (Cth)
ADI	Authorised Deposit-taking Institution
ADR	American Depository Receipt
AEC	Australian Electoral Commission
AGM	Annual General Meeting
AI	artificial intelligence
All Ords Index	All Ordinaries Accumulation Index
ALCO	Asset and Liability Committee
Annual Report	MGL's 2026 Annual Report
ANZ	Australia and New Zealand
APRA	Australian Prudential Regulation Authority
ARRs	alternative reference rates
ASIC	Australian Securities and Investments Commission
ASX	Australian Securities Exchange or ASX Limited ABN 98 008 624 691 and the market operated by ASX Limited
AUM	assets under management
B	
BAC	Board Audit Committee
Bank Group	MBL and its subsidiaries
Banking Activities	comprises BFS and most business activities of CGM
BBSW	Australian Financial Markets Association's bank-bill rate published daily on AAP Reuters website. The Australian equivalent of LIBOR, SIBOR, etc.
BCBS	Basel Committee on Banking Supervision
BCN2	Macquarie Bank Capital Notes 2
BCN3	Macquarie Bank Capital Notes 3
BFS	Banking and Financial Services Group
BGCC	Board Governance and Compliance Committee
BNC	Board Nominating Committee
the Board, Macquarie Board	the Board of Voting Directors of Macquarie Group Limited
BONDS	Bank-only Non-Executive Directors
BRC	Board Remuneration Committee
BRiC	Board Risk Committee
Businesses	the areas within the Operating Groups carrying out various operations
C	
CAGR	compound annual growth rate
CCB	capital conservation buffer
Central Service Groups	the Central Service Groups consist of RMG, LGG, FPE and COG
CEO	Managing Director and Chief Executive Officer
CET1	Common Equity Tier 1
CFO	Chief Financial Officer
CGM	Commodities and Global Markets Group

Defined term	Definition
Clawback	the ability of the Board to recover (in whole or in part) variable remuneration that has been paid or vested
COG	Corporate Operations Group
the Collection	the Macquarie Group Collection
the Company, MGL	Macquarie Group Limited ABN 94 122 169 279
Comparable Executive Key Management Personnel (Comparable Executive KMP)	Executive Key Management Personnel who were members of the Executive Committee for the full year in both FY2026 and FY2025
Conduct Risk	the risk of behaviour, action or omission by individuals employed by, or on behalf of, Macquarie or taken collectively in representing Macquarie that may have a negative outcome for our clients, counterparties, the communities and markets in which we operate, our staff, or Macquarie
The Consolidated Entity, Macquarie	MGL and its subsidiaries
Corporate	Head office and Central Service Groups including Group Treasury
CPS 511	APRA Prudential Standard CPS 511 <i>Remuneration</i>
CRO	Chief Risk Officer
D	
Deed	Deed of Access, Indemnity, Insurance
Deed Poll	Indemnity and Insurance Deed Poll dated 12 September 2007
DFVTPL	designated as FVTPL
Directors	the Voting Directors of MGL (unless the context indicates otherwise)
Divisions	named divisions within Macquarie
DPS Plan	Directors' Profit Share Plan
DRP	Dividend Reinvestment Plan
DSU	Deferred Share Unit issued under the MEREPA
E	
EAD	exposure at default
ECAM	Economic Capital Adequacy Model
ECL	expected credit loss
EIR	effective interest rate
EMEA	Europe, Middle East and Africa
ENGs	Employee Network Groups
EPS	earnings per share
ESP	Macquarie Group Employee Share Plan
ESG	Environmental, Social and Governance
ESR	Environmental and Social Risk
EU	the European Union
EV	electric vehicle
Executive Committee	the committee typically comprises the CEO and heads of the Operating Groups and Central Service Groups

Defined term	Definition
Executive Director, EDs	Macquarie's most senior level of employee including Group Heads, Division Heads and senior business unit managers
Executive Key Management Personnel (Executive KMP)	members of the Executive Committee of MGL
Executive	an executive Board member
F	
FAR	Financial Accountability Regime
FCTR	foreign currency translation reserve
FLI	forward looking information
the Foundation	Macquarie Group Foundation
FPE	Financial Management, People and Engagement
FRN	floating rate notes
FVA	funding valuation adjustment
FVOCI	fair value through other comprehensive income
FVTPL	fair value through profit or loss
FX	Foreign Exchange
FY	Full Year ended 31 March
G	
GDP	gross domestic product
GGC	Group General Counsel
GHG	greenhouse gas
Group Head	the Head of a particular Operating or Central Service Group
GST	Goods and Services Tax
GW	gigawatt
GWh	gigawatt hours
H-J	
HFT	held for trading
IAD	Internal Audit Division
IASB	International Accounting Standards Board
IFRS	International Financial Reporting Standards
Independent Directors	independent Voting Directors of the Board
IRRBB	Interest Rate Risk in the Banking Book
K	
Key Management Personnel (KMP)	all Voting Directors and members of the Executive Committee of MGL
L	
LCR	Liquidity Coverage Ratio
LGBTQ+	Lesbian Gay Bisexual Transgender and Queer
LGG	Legal and Governance Group
LNG	liquefied natural gas
Loss Given Default (LGD) Estimate	Macquarie's estimated economic loss should a counterparty default occur
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
M	
M&A	mergers and acquisitions
Macquarie Bank, MBL	Macquarie Bank Limited ABN 46 008 583 542
Macquarie, the Consolidated Entity	MGL and its subsidiaries

Defined term	Definition
Macquarie Nominee Director	a person who is appointed by a member of the Macquarie Group as a director to a board or board committee of a company
MACS	Macquarie Additional Capital Securities
MAF	Macquarie AirFinance Limited
Malus	the ability of the Board to reduce, or eliminate in full, unvested variable remuneration
MAM	Macquarie Asset Management Group
MAMH	Macquarie Asset Management Holdings Pty Limited ABN 84 134 474 712
Management	Division Directors and Executive Directors who have management or risk responsibility for a Division or business area
MCN4	Macquarie Group Capital Notes 4
MCN5	Macquarie Group Capital Notes 5
MCN6	Macquarie Group Capital Notes 6
MCN7	Macquarie Group Capital Notes 7
MEREP	Macquarie Group Employee Retained Equity Plan
MFL	Macquarie Financial Limited ABN 63 124 071 398
MGL ordinary shares, MQG	MGL fully paid ordinary shares
MGL, the Company	Macquarie Group Limited ABN 94 122 169 279
MIFL	Macquarie International Finance Limited ABN 62 092 985 263
MRTs	Material Risk Takers under UK or EU regulatory requirements
MSCI Index	Morgan Stanley Capital International World Capital Markets Index
N	
NCD	negotiable certificates of deposit
NCI	non-controlling interests
NED	Non-Executive Director
NIFO	net investment in foreign operations
NOHC	Non-Operating Holding Company
Non-Bank Group	MGL, MFL, MAMH, MIFL, and their subsidiaries
Non-Banking Activities	comprises Macquarie Capital, MAM and some business activities of CGM
NPAT	net profit after tax
NSFR	Net Stable Funding Ratio
O	
OCI	other comprehensive income
Operating Groups	the Operating Groups consist of BFS, CGM, Macquarie Capital and MAM
Operationally Segregated Subsidiaries, OSS	the operations of some controlled subsidiaries are "segregated" from the rest of Macquarie, and a tailored Risk Management Framework may be adopted
OTC	over-the-counter

Glossary

Continued

Defined term	Definition
P	
PD	probability of default
Probability of Default (PD) Estimate	an estimate of the likelihood of the rated entity defaulting on its financial obligations to Macquarie over the period of a year and should look 'through the cycle' - i.e. represent the probability of default in natural economic conditions
PSU	Performance Share Unit issued under the MEREP
PwC	PricewaterhouseCoopers
Q-R	
RAP	Reconciliation Action Plan
RAS	Risk Appetite Statement
RBA	Reserve Bank of Australia
RMG	Risk Management Group
ROE	return on equity
ROTE	return on tangible equity
ROU	right-of-use
RSU	Restricted Share Unit issued under the MEREP
RWA	Risk-Weighted Assets
S	
SBTi	Science Based Targets initiative
Senior Executive	Macquarie's combined Division Director and Executive Director population
Scope 1	emissions released to the atmosphere as a direct result of an activity, or series of activities controlled by an organisation. For example, emissions from natural gas and diesel usage in corporate offices
Scope 2	indirect emissions released to the atmosphere associated with the generation of purchased or acquired electricity, heating and cooling consumed by the organisation
Scope 3	indirect emissions, other than Scope 2 emissions, that are a consequence of the activities of the company but occur from sources not owned or controlled by the company. For example, emissions associated with employee travel
Senior Management	members of the Executive Committee of MGL and Executive Directors (as relevant) who have a significant management or risk responsibility in the organisation
SEs	structured entities
SGX	Singapore Stock Exchange
SICR	significant increase in credit risk
SPPI	solely payment of principal and interest
Statutory Remuneration	statutory remuneration disclosures are prepared in accordance with Australian Accounting Standards
T	
tCO ₂ -e (Carbon dioxide equivalent in tonnes)	metric measure used to compare the emissions from various greenhouse gases based upon their global warming potential (US Environment Protection Agency)
TSR	total shareholder return

Defined term	Definition
U-V	
VaR	Value-at-Risk
Voting Directors	the Voting Directors of MGL as defined in the MGL Constitution
W-Z	
WHS	Work Health and Safety

Disclaimer

This Annual Report contains forward-looking statements and metrics — that is, statements related to future, not past, events or other matters — including, without limitation, statements regarding our intent, belief or current expectations with respect to Macquarie’s businesses and operations, market conditions, results of operation and financial condition, risk management practices, targets, estimates, goals and ambitions. We use words such as “will”, “may”, “expect”, “indicative”, “intend”, “seek”, “would”, “should”, “could”, “continue”, “anticipate”, “believe”, “probability”, “risk”, “aim”, “commitment”, “target”, “goal”, “ambition”, “plan”, “estimate”, “outlook”, “forecast”, “assumption”, “projection”, or other similar words to identify forward-looking statements.

Any forward-looking statements in this Annual Report are based on current expectations, assumptions and judgements, made as at the date of this Annual Report and are not a guarantee or prediction of future events or performance. Macquarie does not represent or warrant such forward-looking statements will be achieved and expressly disclaims any obligation or responsibility to publicly release the result of any revisions to these forward-looking statements or to otherwise update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, after the date of this Annual Report. Actual results may vary in a materially positive or negative manner. Although Macquarie currently believes it has reasonable grounds to support these forward-looking statements and forecasts, they are subject to uncertainty and contingencies outside Macquarie’s control. While Macquarie has prepared the information in this Annual Report based on its current knowledge and in good faith, it reserves the right to change its views in the future.

The Sustainability Report also contains climate-related forward-looking statements which are particularly affected by uncertainties and factors such as:

- Evolving standards, definitions and methodologies.
- Lack of accurate and reliable historical data, especially emissions data.
- Complex calculations, modelling and scenario analysis.
- Changing and uncertain climate-related laws, regulations and policies.

Other than Macquarie Bank Limited ABN 46 008 583 542, any Macquarie entity noted in this Annual Report is not an authorised deposit-taking institution for the purposes of the Banking Act 1959 (Commonwealth of Australia). That entity’s obligations do not represent deposits or other liabilities of Macquarie Bank Limited ABN 46 008 583 542 and Macquarie Bank Limited ABN 46 008 583 542 does not guarantee or otherwise provide assurance in respect of the obligations of that entity. Any investments are subject to investment risk including possible delays in repayment and loss of income and principal invested.

Contact details

Macquarie Group Limited Principal Administrative Office

1 Elizabeth Street
Sydney NSW 2000
Australia

Tel: +61 2 8232 3333

Registered Office Macquarie Group Limited

Level 1, 1 Elizabeth Street
Sydney NSW 2000
Australia

Tel: +61 2 8232 3333

macquarie.com

