
Directors' Report – Schedule 1

for the financial year ended 31 March 2012

Directors' experience and special responsibilities

H Kevin McCann AM, BA LLB (Hons) (Syd), LLM (Harv), FAICD (age 71)

Independent Chairman since 17 March 2011
Independent Voting Director since August 2007
Chairman – Board Nominating Committee
Member – Board Remuneration Committee
Member – Board Risk Committee

Kevin McCann joined the Board of Macquarie Group Limited as an Independent Voting Director in August 2007. Mr McCann was appointed as an Independent Voting Director of Macquarie Bank Limited in December 1996 and continues to hold this position. He was appointed Chairman of Macquarie Group Limited and Macquarie Bank Limited Boards in March 2011. He is currently Chairman of Origin Energy Limited (since February 2000), a Director of BlueScope Steel Limited (since May 2002) and the United States Studies Centre at the University of Sydney, and a member of the University of Sydney Senate and the Evans and Partners Advisory Board. Mr McCann is also NSW President and a board member of the Australian Institute of Company Directors. Mr McCann was a Partner (from 1970 to 2004) and Chairman of Allens Arthur Robinson, a leading firm of Australian lawyers. He practiced as a commercial lawyer specialising in Mergers and Acquisitions, Mineral and Resources Law and Capital Markets Transactions. He was previously Chairman of Triako Resources Limited, Healthscope Limited and ING Management Limited (September 2010 to June 2011). Mr McCann is a resident of New South Wales.

Nicholas W Moore, BCom LLB (UNSW), FCA (age 53)

Managing Director and Chief Executive Officer since May 2008
Executive Voting Director since February 2008
Member – Board Risk Committee

Nicholas Moore joined the Board of Macquarie Group Limited in February 2008 as an Executive Voting Director. Mr Moore was appointed as an Executive Voting Director of Macquarie Bank Limited in May 2008 and continues to hold this position. He joined Macquarie's Corporate Services Division in 1986. In 1996, Mr Moore was appointed Head of the Project and Structured Finance Division. In 1998 he was appointed Head of the Asset and Infrastructure Group and then Head of the Investment Banking Group on its inception in 2001. In this role, he oversaw significant growth in Macquarie's net income through the global growth of the advisory, fund management, financing and securities businesses. Currently, Mr Moore is Chairman of the Police and Community Youth Clubs NSW Limited, a Director of the Centre for Independent Studies and Chairman of the University of NSW Business School Advisory Council. Mr Moore is a resident of New South Wales.

Diane J Grady AM, BA (Mills), MA (Hawaii), MBA (Harv), FAICD (age 63)

Independent Voting Director since May 2011
Member – Board Remuneration Committee
Member – Board Risk Committee

Diane Grady joined the Board of Macquarie Group Limited and Macquarie Bank Limited as an Independent Voting Director in May 2011. Ms Grady has been a full time independent director of public companies and not-for-profit boards since 1994. She is currently a Director of BlueScope Steel Limited (since May 2002), a member of the McKinsey Advisory Board, Chair of Ascham School and Chair of the Hunger Project Australia. Previously she was a Director of Woolworths Limited (July 1996 to November 2010), Goodman Group (September 2007 to October 2010), Watty Limited, Lend Lease US Office Trust, Lend Lease Limited, MLC and a Trustee of the Sydney Opera House. She was also President of Chief Executive Women and chaired the group's taskforce which published the CEO Kit for Attracting and Retaining Female Talent.

Ms Grady was a partner at McKinsey & Company where she spent 15 years consulting to clients in a broad range of industries on strategic and operational issues. She was a worldwide leader of the firm's Organisation and Change Management Practice and the first woman outside the United States to be elected to McKinsey's global partnership. In Australia, she headed McKinsey's Consumer Goods, Retailing and Marketing Practice Group. Ms Grady was made a member of the Order of Australia in 2009 for her contribution to business and to the promotion of women leaders and in 2001 received a Centenary Medal for service to Australian society through business leadership. Ms Grady is a resident of New South Wales.