

# Directors' Report Schedule 1

## for the financial year ended 31 March 2014

### Directors' experience and special responsibilities

#### H Kevin McCann AM, BA LLB (Hons) (Syd), LLM (Harv), FAICD (age 73)

*Independent Chairman since March 2011*  
*Chairman – Board Nominating Committee*  
*Member – Board Remuneration Committee*  
*Member – Board Risk Committee*

Kevin McCann joined the Board of Macquarie Group as an Independent Voting Director in August 2007. Mr McCann was appointed as an Independent Voting Director of Macquarie Bank in December 1996 and continues to hold this position. He was appointed Chairman of the Macquarie Group and Macquarie Bank Boards in March 2011.

#### Experience

Mr McCann was a Partner (from 1970 to 2004) and Chairman of Allens, 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 has served as Chairman and a director of a number of major Australian companies. He was Chairman of Healthscope Limited.

#### Other current directorships/appointments

- Chairman, National Library of Australia Foundation
- Director, Sydney Institute of Marine Science
- Director, the United States Studies Centre at the University of Sydney
- Director, Evans and Partners Pty Limited
- Member, Australian Treasury Advisory Council
- Fellow, University of Sydney Senate
- Co-Vice Chair, New Colombo Plan Reference Group
- Member, Advisory Board, University of Sydney Business School
- Member, Corporate Governance Committee, Australian Institute of Company Directors

#### Listed company directorships

*(held at any time in the last three years)*

- Chairman, Origin Energy Limited (February 2000 to October 2013)
- Director, BlueScope Steel Limited (May 2001 to April 2013)
- Chairman, 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 55)

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

Nicholas Moore joined the Board of Macquarie Group in February 2008 as an Executive Voting Director. Mr Moore was appointed as an Executive Voting Director of Macquarie Bank in May 2008 and continues to hold this position.

#### Experience

Mr Moore 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.

#### Other current directorships/appointments

- Director, Centre for Independent Studies
- Chairman, UNSW Business School Advisory Council
- Chairman, Police & Community Youth Clubs NSW

Mr Moore is a resident of New South Wales.

#### Gary R Banks AO, BEc (Hons) (Monash), MEd (ANU) (age 64)

*Member – Board Audit Committee*  
*Member – Board Risk Committee*

Gary Banks joined the Boards of Macquarie Group and Macquarie Bank as an Independent Voting Director in August 2013.

#### Experience

Gary Banks is Dean and CEO of the Australia and New Zealand School of Government, and a Professorial Fellow at Melbourne University. He was Chairman of the Australian Productivity Commission from its inception in 1998 until 2012. Professor Banks was previously a Senior Economist with the GATT Secretariat in Geneva, Visiting Fellow at the Trade Policy Research Centre in London, Projects Director with the Centre for International Economics in Canberra and has been a consultant to the World Bank, OECD and World Trade Organisation. He chaired the Regulation Taskforce in 2006 and the Infrastructure Stream at the Prime Minister's 2020 Summit.

#### Other current directorships/appointments

- Director, the Australia and New Zealand School of Government
- Member, Prime Minister's Business Advisory Council
- Chairman, Regulatory Policy Committee of the Organisation for Economic Co-operation and Development
- Member, Advisory Board of the Melbourne Institute, University of Melbourne
- Member, Public Policy Committee, Grattan Institute
- Adjunct Professor, Australian National University

Mr Banks is a resident of Victoria.