

Directors' Report Schedule 1

for the financial year ended 31 March 2013

Directors' experience and special responsibilities

H Kevin McCann AM, BA LLB (Hons) (Syd), LLM (Harv), FAICD (age 72)

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 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 and Healthscope Limited.

Other listed company directorships *(held at any time in the last three years)*

- Chairman, Origin Energy Limited (since February 2000)
- Director, BlueScope Steel Limited (May 2001 to April 2013)
- Chairman, ING Management Limited (September 2010 to June 2011)

Other directorships/appointments

- Chairman, National Library of Australia Foundation
- Member, Evans and Partners Advisory Board
- Fellow, University of Sydney Senate
- Member of the Investment and Commercialisation Committee, Nominations and Appointments Committee and Finance and Audit Committee, University of Sydney Senate
- Director, the United States Studies Centre at the University of Sydney
- Member, Advisory Board, University of Sydney Business School
- Council Member, European Australian Business Council
- Member, Board on Diversity, Allens and Linklaters
- Member, Corporate Governance Committee, Australian Institute of Company Directors

Mr McCann is a resident of New South Wales.

Nicholas W Moore, BCom LLB (UNSW), FCA (age 54)

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 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.

Michael J Coleman, MComm (UNSW), FCA, FCPA, FAICD (age 62)

Member – Board Risk Committee
Member – Board Audit Committee

Michael Coleman joined the Boards of Macquarie Group and Macquarie Bank as an Independent Voting Director in November 2012.

Experience

Michael Coleman was a senior partner with KPMG for 30 years. He was KPMG's inaugural National Managing Partner Assurance and Advisory from 1998 to 2002, National Managing Partner for Risk and Regulation from 2002 to 2010 and Regional Leader for Asia Pacific Quality and Risk Management from 2002 to 2011.

Other listed company directorships *(held at any time in the last three years)*

- Chairman, ING Management Limited (July 2011 to June 2012)

Other directorships/appointments

- Deputy Chairman, Financial Reporting Council
- Member, Audit Committee of the Reserve Bank of Australia
- Chairman, Reporting Committee of the Australian Institute of Company Directors
- Member, Advisory Board of Norton Rose Australia
- Chairman, Planet Ark Environmental Foundation
- Chair, Advisory Board of the Centre for Accounting and Assurance Services Research at UNSW
- Director, Osteoporosis Australia

Mr Coleman is a resident of New South Wales.