

GQG PARTNERS INC.

2021 EQUITY INCENTIVE PLAN

Section 1. Purpose of the Plan.

The purpose of the GQG Partners Inc. 2021 Equity Incentive Plan (the “Plan”) is to assist the Company and its Subsidiaries in attracting and retaining valued Employees, Consultants and Non-Employee Directors by offering them a greater stake in the Company’s success and a closer identity with it, and to encourage ownership of the Company’s shares and CDIs by such Employees, Consultants and Non-Employee Directors.

Section 2. Definitions.

As used herein, the following definitions shall apply:

2.1. “Award” means the grant of Options, SARs, Restricted Stock, Restricted Stock Units, Performance Stock, Performance Stock Units and Other Share-Based Awards under the Plan, which Awards may, except as otherwise set forth herein, be granted either with respect to Shares or with respect to CDIs.

2.2. “Award Agreement” means the written agreement, instrument or document evidencing an Award.

2.3. “Board” means the Board of Directors of the Company.

2.4. “Cause” means,

(a) if the applicable Participant is party to an effective employment, consulting, severance or similar agreement with the Company or a Subsidiary, and such term is defined therein, “Cause” shall have the meaning provided in such agreement;

(b) if the applicable Participant is not a party to an effective employment, consulting, severance or similar agreement with the Company or a Subsidiary or if no definition of “Cause” is set forth in the applicable employment, consulting, severance or similar agreement, “Cause” shall have the meaning provided in the applicable Award Agreement;

(c) if neither clause (a) nor clause (b) applies, then “Cause” shall mean (i) engaging in (A) willful or gross misconduct or (B) willful or gross neglect, in either case, with respect to the Participant’s duties for the Company or any Subsidiary; (ii) failing to follow the lawful directions of the Participant’s superiors or the Board or the written policies and practices of the Company or any Subsidiary; (iii) the Participant’s indictment for, conviction of, plea of guilty or no contest to, or commission of, a felony or a crime involving any of the following: moral turpitude, dishonesty, breach of trust or unethical business conduct; or the Participant’s indictment for, conviction of, plea of guilty or no contest to, or commission of, any crime involving the Company or any Subsidiary; (iv) the Participant’s fraud, misappropriation or embezzlement; (v) a material breach of the Participant’s employment agreement (if any) with the Company or any Subsidiary, regardless of whether such breach results in the termination of the Participant’s

employment; (vi) acts or omissions by the Participant constituting a material failure to perform substantially and adequately the Participant's assigned duties; (vii) any illegal act detrimental to the Company or any Subsidiary; (viii) repeated failure to devote substantially all of the Participant's business time and efforts to the Company or any Subsidiary; or (ix) the Participant's abuse of illegal drugs or other controlled substances or the Participant's habitual intoxication while providing services to the Company or any Subsidiary.

A Participant's resignation or death, in either case, at a time when Cause to terminate the Participant's employment or other service exists shall be treated as a termination for Cause for all purposes of the Plan and the Participant's Awards and Award Agreements.

2.5. "CDIs" shall mean the CHESSE Depository Interests of the Company corresponding to Shares that are traded on the Australian Securities Exchange (or any other stock exchange based in Australia).

2.6. "Change in Control" means, unless otherwise provided in an Award Agreement, any of the following events occurring after the Effective Date:

(a) the acquisition in one or more transactions (whether by purchase, merger, amalgamation or otherwise) by any Person (but excluding, for this purpose, (i) the Company and the Subsidiaries, (ii) any employee benefit plan of the Company or any Subsidiary or (iii) an entity owned, directly or indirectly, by the equityholders of the Company (including holders of CDIs) in substantially the same proportions as their ownership of equity securities (including CDIs) of the Company) of beneficial ownership of more than fifty percent (50%) of the combined voting power of the Company's then outstanding voting securities (including CDIs) (the "Voting Securities");

(b) a change in the composition of the Board such that the individuals who as of any date constitute the Board (the "Incumbent Board") cease to constitute a majority of the Board at any time during the 24-month period immediately following such date; provided, however, that if the election, or nomination for election by the Company's stockholders, of any new director was approved by a vote of at least a majority of the Incumbent Board, such new director shall be considered as a member of the Incumbent Board, and provided further that any reductions in the size of the Board that are instituted voluntarily by the Incumbent Board shall not constitute a Change in Control, and after any such reduction the "Incumbent Board" shall mean the Board as so reduced;

(c) a complete liquidation or dissolution or winding up of the Company (other than pursuant to a transaction in which the assets of the Company are distributed to an entity owned, directly or indirectly, by the equityholders (including holders of CDIs) of the Company in substantially the same proportions as their ownership of equity securities (including CDIs) of the Company); or

(d) the sale, directly or indirectly, of all or substantially all of the Company's and its Subsidiaries' assets (determined on a consolidated basis), other than to a Person described in clauses (i), (ii) or (iii) of Section 2.6(a) above.

Notwithstanding the foregoing, (i) a restructuring, reorganization or similar or analogous event in which the stockholders of the Company immediately before such event have beneficial ownership

of the Company, or of the resulting entity, immediately after such event in substantially the same proportions as their ownership of equity securities (including CDIs) of the Company immediately before such event shall not constitute a Change in Control and (ii) an IPO shall not be considered a Change in Control.

2.7. “Code” means the Internal Revenue Code of 1986, as amended.

2.8. “Company” means GQG Partners Inc., a Delaware corporation, or any successor corporation or company.

2.9. “Committee” means the Remuneration and Nomination Committee of the Board.

2.10. “Consultant” means a natural person who provides bona fide services to the Company or any Subsidiary other than in connection with the offer or sale of Shares, CDIs or other securities in a capital-raising transaction and is not engaged in activities that directly or indirectly promote or maintain a market for the Shares, CDIs or other securities of the Company.

2.11. “Disability” means,

(a) if the applicable Participant is party to an effective employment, consulting, severance or similar agreement with the Company or a Subsidiary, and such term is defined therein, “Disability” shall have the meaning provided in such agreement;

(b) if the applicable Participant is not a party to an effective employment, consulting, severance or similar agreement with the Company or a Subsidiary or if no definition of “Disability” is set forth in the applicable employment, consulting, severance or similar agreement, “Disability” shall have the meaning provided in the applicable Award Agreement;

(c) if neither clause (a) nor clause (b) applies, then “Disability” shall mean that the Participant is unable to engage in any substantial gainful activity by reason of any medically determinable physical or mental impairment which can be expected to result in death or which has lasted or can be expected to last for a continuous period of not less than 12 months.

2.12. “Effective Date” means the date on which the Company has more than one stockholder, provided that the Plan is approved by the stockholders of the Company on or prior to such day.

2.13. “Employee” means an officer or other employee of the Company or a Subsidiary, including without limitation a director who is such an employee.

2.14. “Fair Market Value” means, on any given date (i) if the Shares are listed on any established stock exchange or a national market system, the closing sales price for such Shares as quoted on such exchange or system on the day of determination, as reported in *The Wall Street Journal* or such other source as the Committee deems reliable (or, if no closing sales price was reported on that date, as applicable, on the last preceding trading date such closing sales price was reported); (ii) if clause (i) does not apply, then if

the Shares are regularly quoted by a recognized securities dealer but selling prices are not reported, (x) the mean between the high bid and low asked prices for the Shares on the day of determination (or, if no bids and asks were reported on that date, as applicable, on the last preceding trading date such bids and asks were reported); or (iii) if none of the foregoing clauses (i) or (ii) apply, such value as the Committee in its discretion may in good faith determine in accordance with Section 409A of the Code and the regulations thereunder (and, with respect to Incentive Stock Options, in accordance with Section 422 of the Code and the regulations thereunder). In the event that the CDIs are either listed on an established stock exchange or national market system or are regularly quoted by a recognized securities dealer but the Shares are neither so listed nor regularly quoted, then Fair Market Value of the Shares shall be determined by the Committee as if the Shares were so listed (if the CDIs are so listed) or regularly quoted (if the CDIs are not so listed but are so regularly quoted) in accordance with the procedures set forth above by using the then applicable exchange or conversion ratio of the CDIs, except that the closing price of CDIs may be taken from the website of the Australian Securities Exchange or such other stock exchange on which the CDIs are listed from time to time.

2.15. “IPO” means the initial public offering of the Company’s securities, other than pursuant to a Form S-8 (or any successor form thereto).

2.16. “Incentive Stock Option” means an Option or portion thereof that is designated as an Incentive Stock Option and which meets all of the requirements of Section 422 of the Code.

2.17. “Listing Rules” means the listing rules of the Australian Securities Exchange as they apply to the Company from time to time.

2.18. “Non-Employee Director” means a member of the Board who is not an Employee.

2.19. “Non-Qualified Option” means an Option or portion thereof that is designated as not being an Incentive Stock Option or that does not otherwise qualify as an Incentive Stock Option.

2.20. “Option” means a right granted under Section 5.1 of the Plan to purchase a specified number of Shares (or the equivalent number of CDIs) at a specified price. An Option may be an Incentive Stock Option or a Non-Qualified Option; provided, however, that any Incentive Stock Option shall be granted with respect to Shares (as opposed to CDIs) and, unless otherwise explicitly stated in an Award Agreement, each Option is hereby designated as a Non-Qualified Option.

2.21. “Other Share-Based Award” means a right granted under Section 5.5 of the Plan.

2.22. “Participant” means any Employee, Non-Employee Director or Consultant who receives an Award.

2.23. “Performance Goals” means any goals established by the Committee in its sole discretion. Performance Goals may be described in terms of Company-wide objectives or objectives that are related to the performance of the individual Participant or a Subsidiary, division, department or function within the Company or a Subsidiary. Performance Goals may be measured on an absolute or relative basis. Relative performance may be measured, for example, with reference to a group of peer companies or a financial market index. Performance Goals may include, but are not limited to, achievement of or relating to: earnings measures/ratios; total shareholder return; earnings before interest, taxes, depreciation and amortization; operating income (loss) or net income (loss) (either before or after interest, taxes, depreciation and/or amortization); gross margin; changes in the Fair Market Value of Shares; economic value-added; funds from operations or similar measure; sales or revenue; acquisitions or strategic transactions; cash flow (including, but not limited to, operating cash flow and free cash flow); return on capital, assets, equity, or investment; return on sales; gross or net profit levels; productivity measures; expenses; operating efficiency; customer satisfaction; working capital; earnings (loss) per Share; and sales or market shares and number of customers; any of which may be measured either in absolute terms or as compared to any incremental increase or as compared to results of a peer group, and any combination of any of the foregoing criteria. If the Committee determines that a change in the business, operations, corporate structure or capital structure of the Company or a Subsidiary, or the manner in which any such entity conducts its business, or other events or circumstances render the Performance Goals unsuitable, the Committee may modify such Performance Goals and/or the related minimum, target, maximum and/or other acceptable levels of achievement, in whole or in part, as the Committee deems appropriate and equitable.

2.24. “Performance Period” means the period selected by the Committee during which performance is measured for the purpose of determining the extent to which a Performance Goal has been achieved.

2.25. “Performance Stock” means an award of Restricted Stock under Section 5.3 of the Plan that is subject to the achievement of one or more Performance Goals.

2.26. “Performance Stock Unit” means an Award of Restricted Stock Units granted under Section 5.4 of the Plan that is subject to the achievement of one or more Performance Goals.

2.27. “Person” means an individual, corporation, partnership, association, limited liability company, estate or other entity.

2.28. “Restricted Stock” means a Share or CDI awarded by the Committee under Section 5.3 of the Plan.

2.29. “Restricted Stock Unit” means the right granted under Section 5.4 of the Plan to receive, on the date of settlement, one Share (or the equivalent number of CDIs) or an amount equal to the Fair Market Value of one Share (or the equivalent number of CDIs). An Award of Restricted Stock Units may be settled in cash, Shares, CDIs or any

combination of the foregoing; provided, however, that unless otherwise provided in an Award Agreement, Restricted Stock Units shall be settled in CDIs.

2.30. “Restriction Period” means the period during which Performance Stock, Performance Stock Units, Restricted Stock, and Restricted Stock Units are subject to forfeiture.

2.31. “SAR” means a stock appreciation right awarded by the Committee under Section 5.2 of the Plan.

2.32. “Share” means one share of the Company’s common stock, par value \$0.001 per share.

2.33. “Subsidiary” means any corporation, partnership, joint venture, company or other business entity of which 50% or more of the outstanding voting power is beneficially owned, directly or indirectly, by the Company.

2.34. “Ten Percent Stockholder” means a Person who on any given date owns, either directly or indirectly (taking into account the attribution rules contained in Section 424(d) of the Code), Shares, CDIs or other securities possessing more than 10% of the total combined voting power of all classes of securities of the Company, a “parent” or a “subsidiary” (as the terms “parent” and “subsidiary” are defined in Section 424 of the Code).

Section 3. Eligibility.

Any Employee, Non-Employee Director or Consultant shall be eligible to be selected to receive an Award under the Plan, as determined in the sole discretion of the Committee.

Section 4. Administration of the Plan.

4.1. The Plan and all Award Agreements shall be administered by the Committee. Any action of the Committee in administering the Plan or any Award Agreement shall be final, conclusive and binding on all Persons, including without limitation the Company, its Subsidiaries, Participants, Persons claiming rights from or through Participants and equityholders (including holders of CDIs) of the Company. No member of the Committee (or any person to whom the Committee has delegated authority to act under the Plan) shall be personally liable for any action, determination or interpretation taken or made in good faith by the Committee (or such person) with respect to the Plan or any Award granted hereunder, and all members of the Committee (and such persons to whom the Committee has delegated authority to act under the Plan) shall be fully indemnified and held harmless by the Company in respect of any such action, determination or interpretation to the fullest extent permitted by law.

4.2. Subject to the provisions of the Plan, the Committee shall have full and final authority in its discretion to (i) select the Employees, Non-Employee Directors and Consultants who receive Awards under the Plan; provided that Awards granted to Non-Employee Directors shall be subject to approval by the full Board; (ii) determine the type

or types of Awards to be granted to each Participant; (iii) determine the number of Shares or CDIs to which an Award will relate, the terms and conditions of any Award granted under the Plan (including, but not limited to, restrictions as to vesting, Performance Goals relating to an Award, transferability or forfeiture, exercisability or settlement of an Award, waivers or accelerations thereof, and waivers of or modifications to Performance Goals relating to an Award, based in each case on such considerations as the Committee shall determine) and all other matters to be determined in connection with an Award; (iv) determine the exercise price or purchase price (if any) of an Award; (v) determine whether, to what extent, and under what circumstances an Award may be cancelled, forfeited, or surrendered; (vi) determine whether (and, if necessary, certify that) Performance Goals to which an Award is subject are satisfied; (vii) determine whether Participants will be permitted to defer the settlement of certain Awards; (viii) correct any defect or supply any omission or reconcile any inconsistency in the Plan and Award Agreements, and adopt, amend and rescind such rules, regulations, guidelines, forms of agreements and instruments relating to the Plan and Award Agreements as it may deem necessary or advisable; (ix) construe and interpret the Plan and Award Agreements; and (x) make all other determinations as it may deem necessary or advisable for the administration of the Plan and Award Agreements. Notwithstanding anything in the Plan or an Award Agreement to the contrary, no underwater Option or underwater SAR may be repriced, replaced or regranted through cancellation, nor may any underwater Option or underwater SAR be repurchased for cash, in any case, without the approval of the stockholders of the Company, provided that nothing herein shall prevent the Committee from taking any action provided for in Section 6 or Section 7 of the Plan.

4.3. To the extent permitted by applicable law and the Company's by-laws, the Committee may delegate some or all of its authority with respect to the Plan and Awards to any executive officer of the Company or any other person or persons designated by the Committee, in each case, acting individually or as a committee, provided that the Committee may not delegate its authority hereunder to any person to make Awards to (a) Employees who are officers or other Employees who are delegated authority by the Committee pursuant to this Section 4.3 or (b) members of the Board. Any delegation hereunder shall be subject to the restrictions and limits that the Committee specifies at the time of such delegation or thereafter in its sole discretion. The Committee may at any time rescind the authority delegated to any person pursuant to this Section 4.3. Any action undertaken by any such person or persons in accordance with the Committee's delegation of authority pursuant to this Section 4.3 shall have the same force and effect as if undertaken directly by the Committee.

4.4. Notwithstanding any other provision to the contrary, (i) Awards granted to Non-Employee Directors shall be administered by the full Board, and any authority reserved under the Plan for the Committee with regard to Awards granted to Non-Employee Directors shall be exercised by the full Board and (ii) any Awards granted to a member of the Board shall be subject to the requirements of Section 21 hereof.

Section 5. Awards.

Awards may be granted on the terms and conditions set forth in this Section 5. In addition, the Committee may impose on any Award or the settlement or exercise thereof, at the grant date or thereafter, such additional terms and conditions, not inconsistent with the provisions of the Plan, as the Committee shall determine, including without limitation terms requiring forfeiture of Awards in the event of a Participant's termination of employment or other service with the Company or any Subsidiary; provided, however, that the Committee shall retain full power to waive any such additional term or condition it may have previously imposed (provided that, in any case, any such action is permitted under Code Section 409A). The right of a Participant to exercise or receive settlement of any Award, and the timing thereof, may be subject to such Performance Goals as may be determined by the Committee. Each Award, and the terms and conditions applicable thereto, shall be evidenced by an Award Agreement.

5.1. *Options.* Options give a Participant the right to purchase a specified number of Shares or CDIs from the Company for a specified time period at a fixed exercise price, as provided in the applicable Award Agreement. Options may be either Incentive Stock Options or Non-Qualified Options; provided that Incentive Stock Options may be granted only to employees of the Company or a "subsidiary" (as defined in Section 424(f) of the Code) of the Company and Incentive Stock Options shall only relate to Shares. The grant of Options shall be subject to the following terms and conditions:

(a) *Exercise Price.* The price per Share or CDI at which Shares or CDIs may be purchased upon exercise of an Option shall be determined by the Committee and specified in the Award Agreement, but shall be not less than the Fair Market Value of one Share or CDI on the grant date (or 110% of the Fair Market Value of one Share on the grant date in the case of an Incentive Stock Option granted to a Ten Percent Stockholder).

(b) *Term of Options.* The term of an Option shall be specified in the Award Agreement, but shall in no event be greater than ten years from the grant date (or five years from the grant date in the case of an Incentive Stock Option granted to a Ten Percent Stockholder).

(c) *Exercise of Option.* Each Award Agreement with respect to an Option shall specify the time or times at which an Option may be exercised in whole or in part and the terms and conditions applicable thereto, including without limitation (i) a vesting schedule which may be based upon the passage of time, attainment of Performance Goals or a combination thereof, (ii) whether the exercise price for an Option shall be paid in cash, with Shares or CDIs, with any combination of cash, Shares and CDIs, or with other legal consideration that the Committee may deem appropriate and to the extent permitted by applicable law, (iii) the methods of payment, which may include payment through cashless and net exercise arrangements, to the extent permitted by applicable law and (iv) the methods by which, or the time or times at which, Shares or CDIs will be delivered or deemed to be delivered to Participants upon the exercise of such Option. Payment of the exercise price shall in all events be made within three days after the date of exercise of an Option.

(d) *Incentive Stock Options.* No more than 1,500,000,000 Shares issued under the Plan may be issued pursuant to the exercise of Incentive Stock Options (subject to adjustment

as set forth in Section 7.1). Each Participant awarded an Incentive Stock Option under the Plan shall notify the Company in writing immediately after the date he or she makes a “disqualifying disposition” (as defined in Section 421(b) of the Code) of any Shares acquired pursuant to the exercise of such Incentive Stock Option. The Company may, if determined by the Committee and in accordance with procedures established by it, retain possession of any Shares (or CDIs received in exchange for Shares) acquired pursuant to the exercise of an Incentive Stock Option as agent for the applicable Participant until the end of any period during which a disqualifying disposition could occur, subject to complying with any instructions from such Participant as to the sale of such Shares (or CDIs). The aggregate Fair Market Value, determined as of the grant date, for Awards granted under the Plan (or any other stock or share option plan required to be taken into account under Section 422(d) of the Code) that are intended to be Incentive Stock Options which are first exercisable by the Participant during any calendar year shall not exceed \$100,000. To the extent an Award purporting to be an Incentive Stock Option exceeds the limitation in the previous sentence or does not otherwise qualify as an Incentive Stock Option, the portion of the Award in excess of such limit or that does not so qualify shall be a Non-Qualified Option.

(e) *No Dividend Equivalent Rights.* Unless otherwise specified in an applicable Award Agreement, no Participant shall be entitled to dividend equivalent rights or payments with respect to any Shares or CDIs underlying the Participant’s Options.

5.2. *Stock Appreciation Rights.* A SAR shall confer on the Participant a right to receive, upon exercise thereof, the excess of (i) the Fair Market Value of one Share (or the equivalent number of CDIs) on the date of exercise over (ii) the grant price of the SAR as determined by the Committee, but which may never be less than the Fair Market Value of one Share (or the equivalent number of CDIs) on the grant date. No payment from the Participant shall be required to exercise a SAR. The grant of SARs shall be subject to the following terms and conditions:

(a) *General.* Each Award Agreement with respect to a SAR shall specify the number of SARs granted, the grant price of the SAR, the time or times at which the SAR may be exercised in whole or in part (including without limitation vesting upon the passage of time, the attainment of Performance Goals or a combination thereof), the method of exercise, method of settlement (in cash, Shares, CDIs or a combination thereof), method by which Shares or CDIs will be delivered or deemed to be delivered to Participants (if applicable) and any other terms and conditions of the SAR. Unless provided otherwise in an Award Agreement, all SARs shall be settled in Shares or CDIs.

(b) *Term.* The term of a SAR shall be specified in the Award Agreement, but shall in no event be greater than ten years from the grant date.

(c) *No Dividend Equivalent Rights.* Unless otherwise specified in an applicable Award Agreement, no Participant shall be entitled to dividend equivalent rights or payments with respect to any Shares or CDIs underlying the Participant’s SARs.

5.3. *Restricted Stock.* An Award of Restricted Stock is a grant by the Company of a specified number of Shares or CDIs to the Participant, which Shares or CDIs are

subject to forfeiture upon the occurrence of specified events during the Restriction Period. Such an Award shall be subject to the following terms and conditions:

(a) *General.* Each Award Agreement with respect to Restricted Stock shall specify the duration of the Restriction Period and/or each installment thereof, the conditions under which the Restricted Stock may be forfeited to the Company, and the amount, if any, the Participant must pay to receive the Restricted Stock. Such restrictions may include a vesting schedule based upon the passage of time and/or the achievement of one or more Performance Goals.

(b) *Transferability.* During the Restriction Period, the transferability of Restricted Stock shall be prohibited or restricted in the manner and to the extent prescribed in the applicable Award Agreement. Such restrictions may include, without limitation, rights of repurchase or first refusal in the Company or provisions subjecting the Restricted Stock to a continuing substantial risk of forfeiture in the hands of any transferee.

(c) *Stockholder Rights.* Unless otherwise provided in the applicable Award Agreement, during the Restriction Period the Participant shall have all the rights of a stockholder with respect to Restricted Stock, including, without limitation, the right to receive dividends thereon (whether in cash, Shares or CDIs) and to vote such Restricted Stock in accordance with the Company's by-laws. Dividends may, in the sole discretion of the Committee, either be (i) paid to the Participant at the same time or times as dividends are paid to the Company's general stockholders, or (ii) credited to the Participant's account and subject to the same restrictions as the underlying Restricted Stock, in either case, as set forth in the applicable Award Agreement (and the Committee may, in its sole discretion, withhold any cash dividends paid on Restricted Stock until the restrictions applicable to such Restricted Stock have lapsed).

(d) *Additional Matters.* Upon the Award of Restricted Stock, the Committee may direct the number of Shares or CDIs subject to such Award be issued to the Participant or placed in a restricted stock account (including without limitation an electronic account) with the transfer agent and in either case designating the Participant as the registered owner. The certificate(s), if any, representing such Shares or CDIs shall be physically or electronically legended, as applicable, as to sale, transfer, assignment, pledge or other encumbrances during the Restriction Period and, if issued to the Participant, returned to the Company to be held in escrow during the Restriction Period. In all cases, the Participant shall sign a stock power, share transfer form or similar document(s) (as appropriate) endorsed in blank to the Company to be held in escrow during the Restriction Period.

5.4. *Restricted Stock Units.* Restricted Stock Units are solely a device for the measurement and determination of the amounts to be paid to a Participant under the Plan. Restricted Stock Units do not constitute Shares or CDIs and shall not be treated as (or as giving rise to) property or as a trust fund of any kind; provided, however, that the Company may establish a bookkeeping reserve to meet its obligations hereunder or a trust or other funding vehicle that would not cause the Plan to be deemed to be funded for tax purposes or for purposes of Title I of the Employee Retirement Income Security Act of 1974, as amended. The right of any Participant in respect of an Award of Restricted Stock Units

shall be no greater than the right of any unsecured general creditor of the Company. The grant of Restricted Stock Units shall be subject to the following terms and conditions:

(a) *Restriction Period.* Each Award Agreement with respect to Restricted Stock Units shall specify the duration of the Restriction Period, if any, and/or each installment thereof and the conditions under which such Award may be forfeited to the Company. Such restrictions may include a vesting schedule based upon the passage of time and/or the achievement of one or more Performance Goals.

(b) *Settlement.* Unless otherwise provided in an Award Agreement (i) an Award of Restricted Stock Units shall be settled in Shares or CDIs, provided that any fractional Restricted Stock Units shall be settled in cash and (ii) subject to the Participant's continued employment or other service with the Company or a Subsidiary from the date of grant through the expiration of the Restriction Period (or applicable portion thereof), the vested portion of an Award of Restricted Stock Units shall be settled within 60 days after the expiration of the Restriction Period (or applicable portion thereof).

(c) *Stockholder Rights.* Nothing contained in the Plan shall be construed to give any Participant rights as an equityholder (including a holder of CDIs) with respect to an Award of Restricted Stock Units (including, without limitation, any voting, dividend or derivative or other similar rights). Notwithstanding the foregoing, the Committee may provide in an Award Agreement that amounts equal to any dividends declared during the Restriction Period or deferral period on the Shares or CDIs represented by an Award of Restricted Stock Units may either be (i) paid to the Participant at the same time or times as corresponding dividends are paid to the Company's stockholders, or (ii) credited to the Participant's account and settled in Shares or CDIs at the same time (and subject to the same forfeiture restrictions) as the Restricted Stock Units to which such dividend equivalents relate (with the number of Shares or CDIs released in payment of such dividend equivalents to equal the amount of dividend equivalents then being settled, divided by the Fair Market Value of one Share or one CDI (as applicable) on the settlement date of such dividend equivalents); provided, however, that the Committee may determine at or after the grant date to settle any such dividend equivalents in cash.

5.5. *Other Share-Based Awards.* The Committee is authorized, subject to limitations under applicable law, to grant to Participants any type of Award (in addition to those Awards provided in Sections 5.1, 5.2, 5.3 and 5.4 hereof) that is payable in, or valued in whole or in part by reference to, Shares or CDIs, and that is deemed by the Committee to be consistent with the purposes of the Plan, including, without limitation, fully vested Shares, fully vested CDIs and dividend equivalents.

5.6. *Termination of Employment or Other Service.* Unless otherwise provided in an Award Agreement, and except as otherwise provided in Section 6.2 hereof, upon a Participant's termination of employment or other service with the Company and its Subsidiaries (x) for any reason other than for Cause, the unvested portion of each Award shall be immediately forfeited upon such termination with no compensation or other payment due the Participant, and the vested portion of each Option and SAR shall be exercisable for the period set forth in the Award Agreement (but not beyond the stated term of such vested Option or vested SAR) or (y) for Cause, all vested and unvested Awards

granted to such Participant shall be immediately forfeited upon such termination with no compensation or other payment due the Participant.

Section 6. Change in Control.

6.1. *General.* Upon the occurrence of a Change in Control, the Committee, in its sole discretion, may take one or more of the following actions with respect to all, some or any outstanding Awards: (a) accelerate the vesting and, if applicable, exercisability of such Awards such that the Awards are fully vested and, if applicable, exercisable (effective immediately prior to such Change in Control); (b) with respect to any Awards that do not constitute “non-qualified deferred compensation” within the meaning of Code Section 409A, accelerate the settlement of such Awards upon such Change in Control; (c) with respect to Awards that constitute “non-qualified deferred compensation” within the meaning of Code Section 409A, terminate all such Awards and settle all such Awards for a cash payment equal to the Fair Market Value of the Shares or CDIs underlying such Awards less the amount the Participant is required to pay for such Shares or CDIs, if any, provided that (I) such Change in Control satisfies the requirements of Treasury Regulation Section 1.409A-3(i)(5)(v), (vi) or (vii) and (II) all other arrangements that would be aggregated with such Awards under Code Section 409A are terminated and liquidated within 30 days before or 12 months after such Change in Control; (d) cancel any outstanding Option or SAR in exchange for a cash payment in an amount equal to the excess, if any, of the Fair Market Value as of the date of the Change in Control of the Shares or CDIs underlying the portion of the Option or SAR being so cancelled over the exercise price or grant price, as the case may be, of such portion, provided that any Option or SAR with a per Share or per CDI exercise price or grant price, as the case may be, that equals or exceeds the Fair Market Value of one Share or one CDI (as applicable) on the date of the Change in Control shall be cancelled with no payment due the Participant and (e) take such other actions as the Committee deems appropriate (to the extent permitted by Code Section 409A). If any action is taken with respect to any Award under items (a) through (e) of this Section 6 and such Award is subject to Performance Goals, such Performance Goals shall be deemed satisfied based on the actual level of achievement of the applicable Performance Goals through the date of the Change in Control or, if determined by the Committee in its sole discretion prior to such Change in Control, using the applicable target level of achievement rather than such actual level of achievement. The judgment of the Committee with respect to any matter referred to in this Section 6 shall be conclusive and binding upon each Participant (and all other Persons) without the need for any amendment to the Plan or any Award or Award Agreement. Notwithstanding the foregoing, no Award that constitutes “non-qualified deferred compensation” (within the meaning of Section 409A of the Code) shall be payable upon the occurrence of a Change in Control unless such Change in Control satisfies the requirements of Treasury Regulation Section 1.409A-3(i)(5). This Section 6.1 is subject to the Listing Rules for as long as the CDIs are listed on the Australian Securities Exchange.

6.2. *Termination Following a Change in Control.* Notwithstanding anything contained in the Plan to the contrary, unless otherwise provided in an Award Agreement, in the event that Awards under the Plan are assumed in connection with a Change in Control or are substituted with new awards, in either case, pursuant to Section 6.1 above, and a

Participant's employment or other service with the Company and its Subsidiaries is terminated by the Company or a Subsidiary without Cause or due to Disability or as the result of the Participant's death, in any case, within 24 months following a Change in Control, (i) the unvested portion of such Participant's Awards (including without limitation any awards received in substitution of an Award) shall vest in full (with any applicable Performance Goals being deemed to have been achieved at target or, if greater, actual levels of performance), (ii) Awards of Options and SARs (including without limitation options and stock or share appreciation rights received in substitution of an Award) shall remain exercisable by the Participant or the Participant's beneficiary or legal representative, as the case may be, for a period of one year thereafter (but not beyond the stated term of such Option or SAR), (iii) all Restricted Stock Units and Performance Stock Units (including without limitation restricted stock units and performance stock units received in substitution of an Award) shall be settled within 30 days after such termination and (iv) all Other Share-Based Awards (including without limitation any other share-based awards received in substitution of an Award) shall be settled within 30 days after such termination; provided, however, that with respect to clauses (iii) and (iv), if settlement of such Awards on the date described in this Section 6.2 would violate Code Section 409A, then such Award instead shall be settled in full at the time it otherwise would have been settled in connection with a termination of employment or service without Cause or due to death or Disability, as applicable. This Section 6.2 is subject to the Listing Rules for as long as the CDIs are listed on the Australian Securities Exchange.

Section 7. Adjustments upon Changes in Capitalization.

7.1. In order to prevent dilution or enlargement of the rights of Participants under the Plan as a result of any share dividend, recapitalization, forward share split or reverse share split, reorganization, spin-off, extraordinary cash distribution or other similar or analogous corporate transaction or event, in any case, that occurs on or after the date the Plan is approved by the Board (even if such date is prior to the Effective Date), that affects the Shares or CDIs and which is effected without the receipt of consideration by the Company, the Committee shall adjust: (i) the number and kind of Shares set forth in the first sentence of Section 5.1(d) which may thereafter be issued in connection with Incentive Stock Options, (ii) the number and kind of Shares or CDIs issuable in respect of outstanding Awards, and (iii) the exercise or grant price relating to any Award. Any such adjustment shall be made in an equitable manner which reflects the effect of such transaction or event. It is provided, however, that in the case of any such transaction or event described in the first sentence of this Section 7.1, the Committee may make any additional adjustments to the items in clauses (i) through (iii) above of the first sentence of this Section 7.1 which it deems appropriate in the circumstances, or make provision for a cash payment with respect to any outstanding Award.

7.2. In addition to the adjustments described in Section 7.1 above, the Committee is authorized to make adjustments in the terms and conditions of, and the criteria included in, Awards, including without limitation any Performance Goals, in recognition of unusual or nonrecurring events affecting the Company or any Subsidiary, or in response to changes in applicable laws, regulations, or accounting principles (including, without limitation, (a) asset write-downs; (b) significant litigation or claim judgments or

settlements; (c) the effect of changes in tax laws, accounting standards or principles, or other laws or regulatory rules affecting reporting results; (d) any reorganization and/or restructuring programs or change in the corporate structure or capital structure of the Company or a Subsidiary; (e) extraordinary nonrecurring items as described in management's discussion and analysis of financial condition and results of operations appearing in the Company's annual report to stockholders for the applicable year or period; (f) acquisitions or divestitures; (g) any other specific unusual or nonrecurring event or objectively determinable category thereof; (h) foreign exchange gains and losses; and (i) a change in the Company's fiscal year).

7.3. If Section 6 and Section 7 hereof could both apply to an event, Section 6 hereof shall control.

7.4. This Section 7 is subject to, and in the event of a conflict shall be superseded by, the Listing Rules and Section 22 for as long as CDIs are listed on the Australian Securities Exchange.

Section 8. Termination and Amendment.

8.1. *Changes to the Plan and Awards.* The Board may amend, alter, suspend, discontinue or terminate the Plan without the consent of the Company's equityholders or Participants, except that any such amendment or alteration shall be subject to the approval of the Company's equityholders if (i) such action would increase the number of Shares that may be issued pursuant to Incentive Stock Options granted under the Plan (other than in connection with adjustments under Section 7.1 hereof), (ii) such action would decrease the exercise price at which Options may be granted or the base price at which SARs may be granted, or (iii) such equityholder approval is required by any applicable federal, state or foreign law or regulation or the rules of any stock exchange or automated quotation system on which the Shares or CDIs may then be listed or quoted, and the Board may otherwise, in its sole discretion, determine to submit such other changes to the Plan to the Company's equityholders for approval; provided, however, that without the consent of an affected Participant, no amendment, alteration, suspension, discontinuation, or termination of the Plan may materially and adversely affect the rights of such Participant under any then outstanding Award unless such amendment, alteration, suspension, discontinuation or termination is required by law or the rules of any applicable securities exchange.

8.2. The Committee may waive any conditions or rights under, or amend, alter, suspend, discontinue, or terminate, any Award theretofore granted and any Award Agreement relating thereto; provided, however, that without the consent of an affected Participant, no such amendment, alteration, suspension, discontinuation, or termination of any Award may materially and adversely affect the rights of such Participant under such Award unless such amendment, alteration, suspension, discontinuation or termination is required by law or the rules of any applicable securities exchange.

8.3. *No Repricing.* Notwithstanding anything in the Plan or an Award Agreement to the contrary, no underwater Option or underwater SAR may be repriced,

replaced or regranted through cancellation, nor may any underwater Option or underwater SAR be repurchased for cash, in any case, without the approval of the equityholders of the Company, provided that nothing herein shall prevent the Committee from taking any action provided for in Section 6 and/or Section 7 hereof.

8.4. This Section 8 is subject to, and in the event of a conflict shall be superseded by, the Listing Rules for as long as CDIs are listed on the Australian Securities Exchange.

Section 9. No Right to Award, Employment or Service.

No Employee, Consultant or Non-Employee Director shall have any claim to be granted any Award under the Plan, and there is no obligation that the terms of Awards be uniform or consistent among Participants. Neither the Plan nor any action taken hereunder shall be construed as giving any Participant any right to be retained in the employ or service of the Company or any Subsidiary. For purposes of the Plan, a transfer of employment or service between the Company and any of its Subsidiaries shall not be deemed a termination of employment or service; provided, however, that individuals employed by, or otherwise providing services to, an entity that ceases to be a Subsidiary shall be deemed to have incurred a termination of employment or service, as the case may be, as of the date such entity ceases to be a Subsidiary unless such individual becomes an employee of, or service provider to, the Company or another Subsidiary as of the date of such cessation. A change in status from Employee to Consultant shall be deemed to be a termination of employment, unless otherwise determined by the Committee. The Committee may adopt rules and make determinations on how a leave of absence will impact an Award, including, without limitation, tolling the vesting schedule or treating such leave of absence as a termination of employment or other service (such rules may be applied retroactively and on a case-by-case basis).

Section 10. Taxes.

Each Participant must make appropriate arrangement acceptable to the Company in its discretion for the payment of any taxes relating to any Award granted hereunder. The Company or any Subsidiary is authorized, but not obligated, to withhold from any payment relating to an Award under the Plan, including without limitation from a distribution of Shares or CDIs or cash, or other compensation or payment due to any Participant (to the extent permitted under applicable law) amounts of withholding and other taxes due in connection with any transaction involving an Award, and to take such other action as the Committee may deem advisable to enable the Company, its Subsidiaries and Participants to satisfy obligations for the payment of withholding taxes and other tax obligations relating to any Award (including without limitation withholding from any payroll or other payment due to a Participant, to the extent permitted under applicable law). This authority shall include the ability to withhold Shares or CDIs and to make cash payments in respect thereof in satisfaction of a Participant's tax obligations. Withholding of taxes in the form of Shares or CDIs with respect to an Award shall not occur at a rate that equals or exceeds the rate that would result in liability accounting treatment.

Section 11. Limits on Transferability; Beneficiaries.

Except as set forth in this Section 11, Awards and any rights in connection with Awards shall be exercisable during the lifetime of the Participant only by the Participant or (with respect to Awards other than Incentive Stock Options) his or her guardian or legal representative. No Award or other right or interest of a Participant under the Plan shall be (i) pledged, encumbered, or hypothecated to, or in favor of, or subject to any lien, obligation, or liability of such Participant to, any party, other than the Company or any Subsidiary, or (ii) assigned or transferred by such Participant other than by will or the laws of descent and distribution. Notwithstanding the foregoing, the Committee may, in its discretion, provide that Non-Qualified Options, SARs, Performance Stock and Restricted Stock be transferable, without consideration, to immediate family members (i.e., children, grandchildren or spouse), to trusts for the benefit of such immediate family members and to partnerships in which such family members are the only partners (any vesting conditions shall be unaffected by such transfer). The Committee may attach to such transferability feature such terms and conditions as it deems advisable. In addition, a Participant may, in the manner established by the Committee, designate a beneficiary (which may be a Person or a trust) to exercise the rights of the Participant, and to receive any distribution, with respect to any Award upon the death of the Participant. A beneficiary, guardian, legal representative or other Person claiming any rights under the Plan from or through any Participant shall be subject to all terms and conditions of the Plan and any Award Agreement applicable to such Participant, except as otherwise determined by the Committee, and to any additional restrictions deemed necessary or appropriate by the Committee.

Section 12. Foreign Nationals.

Without amending the Plan, Awards may be granted to Employees, Consultants and Non-Employee Directors who are foreign nationals or are employed or providing services outside the United States or both, on such terms and conditions different from those specified in the Plan as may, in the judgment of the Committee, be necessary or desirable to further the purpose of the Plan. Moreover, the Committee may approve such supplements to, or sub-plans, amendments, restatements or alternative versions of, the Plan as it may consider necessary or appropriate for such purposes without thereby affecting the terms of the Plan as in effect for any other purpose, provided that no such supplements, sub-plans, amendments, restatements or alternative versions shall include any provisions that are prohibited by the terms of the Plan, as then in effect, unless the Plan could have been amended to eliminate such prohibition without further approval by the stockholders of the Company.

Section 13. Securities Law Requirements.

13.1. No Shares or CDIs may be issued hereunder if the Company shall at any time determine that any such issuance would (i) violate the listing requirements of an applicable securities or stock exchange, (ii) require the consent or approval of any regulatory or supervising body or stockholders, (iii) adversely affect the registration or qualification of the Company's Shares under any federal or state law or the registration or the qualification of CDIs under Australian law, or (iv) otherwise violate any law, rule or regulation. In any of the events referred to in the preceding sentence, the issuance of such Shares or CDIs shall be suspended and shall not be effective unless and until it is done in

compliance with all applicable laws, rules and regulations, and such listing, registration, qualifications, consents or approval shall have been effected or obtained free of any conditions not acceptable to the Company in its sole discretion, notwithstanding any termination of any Award or any portion of any Award during the period when issuance has been suspended (provided, however, that if permitted under Code Section 409A, the Committee may toll the expiration date of an Award such that it will not terminate during any such period of suspension).

13.2. The Committee may require, as a condition to the issuance of Shares or CDIs or the grant of any Award hereunder, representations, warranties and agreements to the effect that such Shares or CDIs are being purchased or acquired (or will be purchased or acquired) by the Participant for investment only and without any present intention to sell or otherwise distribute such Shares or CDIs, and that the Participant will not dispose of such Shares, CDIs or Award in a transaction which, in the opinion of counsel to the Company, would violate the applicable securities laws or regulations of any jurisdiction.

Section 14. Limitation on Incentive Stock Options.

The Company shall not grant new Incentive Stock Options after date that is the earlier of the 10-year anniversary of the date the Plan was approved by the stockholders of the Company or the 10-year anniversary of the date the Plan was approved by the Board.

Section 15. Fractional Shares and CDIs.

The Company will not be required to issue any fractional Shares or CDIs pursuant to the Plan. The Committee may provide for the elimination of fractions and settlement of such fractional Shares or CDIs in cash, in its sole discretion.

Section 16. Discretion.

In exercising, or declining to exercise, any grant of authority or discretion hereunder, the Committee may consider or ignore such factors or circumstances and may accord such weight to such factors and circumstances as the Committee alone and in its sole judgment deems appropriate and without regard to the effect such exercise, or declining to exercise such grant of authority or discretion, would have upon the affected Participant, any other Participant, any Employee, any Consultant, any Non-Employee Director, the Company, any Subsidiary, any affiliate, any stockholder or any other Person.

Section 17. Code Section 409A.

The Plan and all Awards are intended to comply with, or be exempt from, Code Section 409A and all regulations, guidance, compliance programs and other interpretative authority thereunder, and shall be interpreted in a manner consistent therewith without increasing the cost to the Company. In the event that a Participant is a “specified employee” within the meaning of Code Section 409A, and a payment or benefit provided for under the Plan would be subject to additional tax under Code Section 409A if such payment or benefit is paid within six (6) months after such Participant’s “separation from service” (within the meaning of Code Section 409A), then such payment or benefit shall not be paid (or commence) during the six

(6) month period immediately following such Participant's separation from service except as provided in the immediately following sentence. In such an event, any payments or benefits that would otherwise have been made or provided during such six (6) month period and which would have incurred such additional tax under Code Section 409A shall instead be paid to the Participant in a lump-sum, without interest, on the earlier of (i) the first business day of the seventh month following the month in which such Participant's separation from service occurs or (ii) the tenth business day following such Participant's death (but not earlier than if such delay had not applied). A Participant's right to receive any installment payments under an Award Agreement, including without limitation as the result of any deferral of an Award in accordance with Code Section 409A, shall be treated as a right to receive a series of separate payments and, accordingly, each such installment payment shall at all times be considered a separate and distinct payment as permitted under Code Section 409A. Notwithstanding anything contained in the Plan or in an Award Agreement to the contrary, neither the Company, any member of the Committee nor any Subsidiary shall have any liability or obligation to any Participant or any other Person for taxes, interest, penalties or fines (including without limitation any of the foregoing resulting from the failure of any Award granted hereunder to comply with, or be exempt from, Code Section 409A). For purposes of any Award that constitutes "non-qualified deferred compensation" under Code Section 409A, the terms "termination of employment" or "termination of service" and similar phrases to each shall mean "separation from service" within the meaning of Code Section 409A.

Section 18. Governing Law.

The validity and construction of the Plan and any Award Agreement shall be construed and enforced in accordance with the laws of the State of Delaware, but without giving effect to the conflict of laws principles thereof.

Section 19. Recoupment/Share Ownership.

Any Award granted pursuant to the Plan (and all Shares and CDIs acquired hereunder) shall be subject to mandatory repayment and clawback pursuant to the terms of the Company's corporate governance guidelines, as in effect from time to time, and as may be otherwise required by law or the rules of any applicable securities exchange. Additional recoupment and clawback policies may be provided in an applicable Award Agreement. In addition, all Awards granted under the Plan (and all Shares and CDIs acquired hereunder) shall be subject to the holding periods set forth in the Company's stock ownership guidelines, as in effect from time to time. None of the foregoing provisions shall prevent a Participant from exchanging Shares acquired under the Plan for CDIs (and vice versa) and, to the extent a Participant has made any such exchange, the provisions of this Section 19 shall apply to the CDIs or Shares, as applicable, acquired in such exchange to the same extent they would have applied to Shares or CDIs, as applicable, absent such exchange.

Section 20. Effective Date.

The Plan shall become effective upon the Effective Date.

Section 21. Awards to Directors

In the case of Awards held by or on behalf of a director of the Company (including Non-Employee Directors), such Awards must be satisfied by Shares or CDIs that have been purchased on market, unless (i) the Company's stockholders have approved the grant of the Award to the director to the extent required under the Listing Rules or (ii) no stockholder approval is required under the Listing Rules in respect of the director's Award. This Section 21 shall apply only for as long as the Shares or CDIs are listed on the Australian Securities Exchange.

Section 22. Adjustments to Awards

22.1. Awards do not carry any entitlement to participate in new issues of Shares or CDIs by the Company prior to the vesting and exercise (if applicable) of the Award.

22.2. If (i) Shares or CDIs are issued pro rata to the Company's equityholders generally by way of a rights issue, Awards shall be adjusted in accordance with Listing Rule 6.22.2 (or any replacement rule); and (ii) Shares or CDIs are issued pro rata to the Company's equityholders generally by way of a bonus issue (other than an issue in lieu of dividends or by way of a dividend reinvestment) involving capitalization of reserves or distributable profits, Awards will be adjusted in the manner allowed or required by the Listing Rules.

22.3. If any reorganization (including consolidation, subdivision, reduction or return) of the issued capital of the Company is effected, Awards shall be adjusted in the manner required by the ASX Listing Rules.

22.4. Where additional Awards are granted to a Participant under the rules of this Section 22, such Awards will be subject to the same terms and conditions as the original Award(s) granted to the Participant unless the Board determines otherwise.

22.5. This Section 22 shall apply only for as long as the Shares or CDIs are listed on the Australian Securities Exchange.

[end of Plan]