

Board Charter

GQG Partners Inc.

Adopted by the Board on October 3, 2021.

1 Introduction

The Board of the Company has adopted this Board Charter to outline the manner in which its powers and responsibilities will be exercised and discharged, having regard to principles of good corporate governance and applicable laws.

This Charter includes an overview of:

- Board composition and process; and
- the relationship and interaction between the Board, Board Committees and management.

The Board Charter and the charters adopted by the Board for its standing Committees have been prepared and adopted on the basis that strong corporate governance can add to the performance of the Company, create stockholder value and engender the confidence of the investment market.

This Charter is to be reviewed by the Board as required and at least annually.

2 Board composition

2.1 Board composition and size

- (a) The Board, together with the Remuneration and Nomination Committee, determines the size and composition of the Board, subject to the terms of the Company's By-laws and Certificate of Incorporation.
- (b) It is intended that the Board should comprise a majority of independent, Non-executive Directors and comprise Directors with a broad range of skills, expertise and experience from a diverse range of backgrounds.
- (c) The Board, together with the Remuneration and Nomination Committee, will review the skills, experience, expertise and diversity (including gender diversity) represented by Directors on the Board and determine whether the composition and mix remain appropriate for the Company's strategy and covers the skills needed to address relevant existing and emerging business and governance issues. The Board and Remuneration and Nomination Committee will have regard to this review when considering Board succession planning and ongoing director education.

2.2 Director independence and tenure

- (a) The Board only considers a Director to be independent where he or she is free of any interest, position, or relationship that might influence, or might reasonably be perceived to influence, in a material respect his or her capacity to bring independent judgment to bear on issues before the Board and to act in the best interests of the Company as a whole rather than in the interests of an individual stockholder or other party. The Board has adopted a definition of independence based on that set out in Box 2.3 of the ASX Corporate Governance Council's Principles and Recommendations (4th edition) (see Attachment 1).
- (b) The Board does not believe that it should establish an arbitrary limit on tenure. While tenure limits can help to ensure that there are fresh ideas and viewpoints

available to the Board, they hold the disadvantage of losing the contribution of Directors who have been able to develop, over a period of time, increasing insight in the Company and its operation and, therefore, an increasing contribution to the Board as a whole. Accordingly, tenure is just one of the many factors that the Board takes into account when assessing the independence and ongoing contribution of a Director.

- (c) The Board regularly reviews the independence of each Non-executive Director in light of information relevant to this assessment as disclosed by each Non-executive Director to the Board.

3 Board role and responsibilities

3.1 Board role

The Board's role is to:

- (a) represent and serve the interests of stockholders by overseeing and appraising the Company's strategies, policies and performance. This includes overseeing the financial and human resources the Company has in place to meet its objectives and reviewing management performance;
- (b) seek to protect and optimise Company performance and build sustainable value for stockholders in accordance with any duties and obligations imposed on the Board by applicable law and the Company's By-laws and Certificate of Incorporation and within a framework of prudent and effective controls that enable risk to be assessed and managed;
- (c) oversee, review and monitor compliance with the Company's values and governance framework (including establishing and observing high ethical standards and demonstrating leadership); and
- (d) oversee that stockholders are kept informed of the Company's performance and major developments affecting its state of affairs in accordance with applicable requirements.

3.2 Board responsibilities

The responsibilities of the Board include:

- (a) selecting, appointing and evaluating from time to time the performance of, determining the remuneration of, and planning succession of, the Chief Executive Officer (**CEO**), Executive Chairman and senior executive team;
- (b) contributing to and approving management development of corporate strategy, including defining the Company's purpose, setting strategic objectives and approving operating budgets;
- (c) monitoring corporate performance and management's implementation of the Company's strategy and promotion of the Company's values;
- (d) approving the risk framework under which the Company will operate;
- (e) monitoring systems of risk management, internal control and legal compliance, including reviewing financial and non-financial risks associated with the Company's business and the implementation of systems to manage these risks;

- (f) approving major capital expenditure, acquisitions and divestitures, and overseeing capital management, including approving dividend payments;
- (g) monitoring and reviewing management processes aimed at ensuring the integrity of financial and other reporting;
- (h) approving financial and other reports required by applicable law or under the ASX Listing Rules to be approved by the Board;
- (i) overseeing the Company's process for making timely and balanced disclosure of all material information concerning the Company (such material information being that which a reasonable person would expect to have a material effect on the price or value of the Company's securities);
- (j) approving the Company's values and Code of Business Conduct and monitoring corporate culture;
- (k) setting and reviewing the Company's key governance policies (e.g., Diversity Policy, Anti-Bribery and Corruption Policy, Code of Business Conduct, Whistleblower Policy, Securities Dealing Policy and Continuous Disclosure Policy);
- (l) approving the measurable objectives for achieving diversity (including gender diversity) in the composition of the Board, senior executive team and workforce generally and assessing the Company's progress in achieving those objectives;
- (m) receiving information on material breaches of the Code of Business Conduct and Anti-Bribery and Corruption Policy and reports of material incidents under the Whistleblower Policy;
- (n) satisfying itself that the Company's remuneration framework is aligned with the Company's purpose, values, strategic objectives and risk framework;
- (o) on recommendation from the Remuneration and Nomination Committee, approving performance targets for the CEO and senior executive team, reviewing performance against targets and approving remuneration outcomes;
- (p) evaluating, at least annually, the performance of the Board, its Committees and individual Directors in accordance with the process set out in Attachment 2; and
- (q) performing such other functions as are prescribed by applicable law or nominated by the Board from time to time.

3.3 Director responsibilities

- (a) Directors will act at all times with honesty and integrity and will demonstrate the highest standards of ethical behaviour.
- (b) Directors will ensure that no decision or action is taken that has the effect of prioritising their personal interests over the Company's interests.
- (c) Directors will be expected to participate in all induction and orientation programs and any continuing education or training arranged for them.
- (d) The Board collectively, and each Director individually, has the right to seek independent professional advice, subject to the approval of the Chair, or the Board as a whole.

4 Delegation of duties and powers

4.1 Delegation to Committees

- (a) The Board from time to time establishes Committees to streamline the discharge of its responsibilities.
- (b) The Board adopts a formal charter for each standing Committee setting out the matters relevant to Committee composition, responsibilities and administration.
- (c) The permanent standing Committees of the Board are the Audit Committee, Risk Committee and the Remuneration and Nomination Committee.
- (d) The Board may also delegate specific functions to ad hoc Committees on an 'as needs' basis.

4.2 Delegation to management

- (a) While the Board retains ultimate responsibility for the strategy and performance of the Company, the day-to-day operation of the Company is conducted by, or under the supervision of, the CEO (together with the Executive Chairman) with oversight of the Board.
- (b) The Board approves strategic objectives for the CEO and Executive Chairman to work towards and, jointly with the CEO and Executive Chairman, develops the duties and responsibilities of the CEO and Executive Chairman.
- (c) The management team (being the CEO, Executive Chairman and other personnel to whom the management function is properly delegated by the CEO):
 - is responsible for implementing strategic objectives, plans and budgets approved by the Board; and
 - is accountable to the Board for matters within its delegated authority and for complying with any limits on that authority, including complying with applicable law and company policies.
- (d) Management must supply the Board with information in a form, timeframe and quality that will enable the Board to discharge its duties effectively.
- (e) The Board is responsible for satisfying itself that the Board reporting framework is appropriate. Directors are entitled to request additional or different information at any time when they consider it appropriate.
- (f) The Board will regularly monitor the performance of the CEO and senior executive team and where required, provide feedback to and challenge the CEO and senior executives.

5 Board process

5.1 Meetings

- (a) The Board will meet regularly and Directors will use all reasonable endeavours to attend Board meetings.
- (b) Periodically, Non-executive Directors will meet without management present.

- (c) The Company's Bylaws govern the regulation of Board meetings and proceedings.

5.2 The Chair

- (a) The Board will appoint one of its members to be Chair.
- (b) The Chair represents the Board to the stockholders and communicates the Board's position.
- (c) The Chair is responsible for leading the Board, facilitating effective contribution of all Directors and promoting respectful and constructive communication between Directors and between the Board and management.

5.3 The Company Secretary

- (a) The Board will appoint at least one Company Secretary who is accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board.
- (b) All Directors will have direct access to the Company Secretary.

Guidelines of the Board of Directors – Independence of Directors

1.1 Independence guidelines

Without limiting the Board's discretion, the Board has adopted the following guidelines. In general, a Director will not be considered to be 'independent' if he/she:

- (a) is, or has been, employed in an executive capacity by the Company or any of its subsidiaries and there has not been a period of at least three years between ceasing such employment and serving on the Board;
- (b) receives performance-based remuneration (including options or performance rights) from, or participates in an employee incentive scheme of, the Company;
- (c) is, or has been within the last three years, in a material business relationship (e.g. as a supplier, professional adviser, consultant or customer) with the company or any of its subsidiaries, or is an officer of, or otherwise associated with, someone with such a relationship;
- (d) is, represents, or is or has been within the last three years an officer or employee of, or professional adviser to, a substantial stockholder;
- (e) has close personal ties with any person who falls within any of the categories described above; or
- (f) has been a director of the Company for such a period that their independence from management and substantial stockholders may have been compromised.

Notwithstanding the above, the Board may determine that a Director is independent if the Board is of the view that the interest, position or relationship in question is not material and will not interfere with the Director's capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of the Company as a whole rather than in the interests of an individual stockholder or other party.

1.2 Materiality thresholds

Without limiting the Board's discretion, the Board has adopted the following guidelines:

- (a) The Board will determine the appropriate base to apply (e.g. revenue, equity or expenses), in the context of each situation.
- (b) In general, the Board will consider a holding of 5% or more of the Company's stock to be material.
- (c) In general, the Board will consider an affiliation with a business which accounts for less than 5% of the relevant base (e.g. revenue) to be immaterial for the purposes of determining independence. However, where this threshold is exceeded, the materiality of the particular circumstance with respect to the independence of the particular director should be reviewed by the Board.
- (d) Overriding the quantitative assessment is the qualitative assessment. The Board will consider whether there are any factors or considerations which may mean that the director's interest, business or relationship could, or could be reasonably perceived to, materially interfere with the director's ability to act in the best interests of the Company.

Attachment 2

Performance evaluation process for the Board and Committees

- (a) On an annual basis, Directors will provide written feedback in relation to the performance of the Board, its Committees and individual Directors against a set of agreed criteria.
- (b) Each Committee of the Board will also be required to provide feedback in terms of a review of its own performance.
- (c) Where appropriate to facilitate the review process, assistance may be obtained from third party advisers.
- (d) Feedback will be collected by the Chair of the Board, or an external facilitator, and discussed by the Board, with consideration being given as to whether any steps should be taken to improve performance of the Board or its Committees.
- (e) In the case of the Chair of the Board's performance, feedback will be collected by the Chair of the Audit Committee or an external facilitator.
- (f) The CEO will also provide feedback from the senior executive team in connection with any issues that may be relevant in the context of the Board performance review.