Appendix 3G

Notification of issue, conversion or payment up of equity +securities

Information or documents not available now must be given to ASX as soon as available. Information and documents given to ASX become ASX's property and may be made public.

If you are an entity incorporated outside Australia and you are issuing a new class of +securities other than CDIs, you will need to obtain and provide an International Securities Identification Number (ISIN) for that class. Further information on the requirement for the notification of an ISIN is available from the Create Online Forms page. ASX is unable to create the new ISIN for non-Australian issuers.

*Denotes minimum information required for first lodgement of this form, with exceptions provided in specific notes for certain questions. The balance of the information, where applicable, must be provided as soon as reasonably practicable by the entity.

Part 1 – Entity and announcement details

Question no	Question	Answer
1.1	*Name of entity We (the entity here named) give notice of the issue, conversion or payment up of the following unquoted +securities.	Pendal Group Limited
1.2	*Registration type and number Please supply your ABN, ARSN, ARBN, ACN or another registration type and number (if you supply another registration type, please specify both the type of registration and the registration number).	ABN 28 126 385 822
1.3	*ASX issuer code	PDL
1.4	*This announcement is Tick whichever is applicable.	 ☑ A new announcement ☐ An update/amendment to a previous announcement ☐ A cancellation of a previous announcement
1.4a	*Reason for update Mandatory only if "Update" ticked in Q1.4 above. A reason must be provided for an update.	G.III.GGITIGOTT
1.4b	*Date of previous announcement to this update Mandatory only if "Update" ticked in Q1.4 above.	
1.4c	*Reason for cancellation Mandatory only if "Cancellation" ticked in Q1.4 above.	
1.4d	*Date of previous announcement to this cancellation Mandatory only if "Cancellation" ticked in Q1.4 above.	
1.5	*Date of this announcement	9 December 2020

Part 2 – Type of issue

Question No.	Question	Answer
2.1	*The +securities the subject of this notification are: Select whichever item is applicable. If you wish to notify ASX of different types of issues of securities, please complete a separate Appendix 3G for each type of issue.	 Securities issued as a result of options being exercised or other +convertible +securities being converted and that are not to be quoted on ASX Partly paid +securities that have been fully paid up and that are not to be quoted on ASX ★Securities issued under an +employee incentive scheme that are not being immediately quoted on ASX Other [please specify] If you have selected 'other' please provide the circumstances of the issue here:
2.2a.1	Please state the number and type of options that were exercised or other +convertible securities that were converted (including their ASX security code if available)? Answer this question if your response to Q2.1 is "securities issued as a result of options being exercised or other convertible securities being converted and that are not to be quoted on ASX".	
2.2a.2	And the date the options were exercised or other +convertible securities were converted: Answer this question if your response to Q2.1 is "securities issued as a result of options being exercised or other convertible securities being converted and that are not to be quoted on ASX". Note: If this occurred over a range of dates, enter the date the last of the options was exercised or convertible securities was converted.	
2.2b.1	Please state the number and type of partly paid +securities that were fully paid up (including their ASX security code if available)? Answer this question if your response to Q2.1 is "partly paid securities that have been paid up and that are not to be quoted on ASX".	
2.2b.2	And the date the *securities were fully paid up: Answer this question if your response to Q2.1 is "partly paid securities that have been paid up and that are not to be quoted on ASX". Note: If this occurred over a range of dates, enter the date the last of the securities was fully paid up.	

Appendix 3G Notification of issue, conversion or payment up of equity +securities

2.2c.1	Please state the number and type of +securities (including their ASX security code) issued under an +employee incentive scheme that are not being immediately quoted on ASX Answer this question if your response to Q2.1 is "securities issued under an employee incentive scheme that are not being immediately quoted on ASX".		Number: 1,37 Type: Perform	3,038 nance share rights
2.2c.2	*Please attach a document of details of a URL link for a dowith ASX detailing the terms +employee incentive scheme summary of the terms. Answer this question if your response scheme that are not being immedia ASX".	cument lodged of the e or a se to Q2.1 is the incentive	Perfor - Summ Mana	tached: nary of the Pendal Group mance Reward Scheme. nary of J O Hambro Capital gement Ltd Performance rd Scheme.
2.2c.3	*Are any of these +securities to +key management person an +associate Answer this question if your response securities issued under an employed scheme that are not being immedia ASX".	nel (KMP) or se to Q2.1 is se incentive	Yes	
2.2c.3.a	*Provide details of the recipients and the number of +securities issued to each of them. Answer this question if your response to Q2.1 is "securities issued under an employee incentive scheme that are not being immediately quoted on ASX" and your response to Q2.2c.3 is "Yes". Repeat the detail in the table below for each KMP involved in the issue. If the securities are being issued to the KMP, repeat the name of the KMP or insert "Same" in "Name of registered holder". If the securities are being issued to an associate of a KMP, insert the name of the associate in "Name of registered holder".			
	Name of KMP	Name of regist	ered holder	Number of +securities
	Cameron Williamson	Same		54,224
	Richard Brandweiner	Same		108,448
	Alexandra Altinger	Same		163,187
	Nick Good	Same		76,285
	Bindesh Savjani	Same		48,956
			Γ	
2.2d.1	*The purpose(s) for which the issuing the +securities is: Answer this question if your respond "Other". You may select one or more of the interest of the in	se to Q2.1 is	☐ To fund the ☐ To pay for [provide de ☐ To pay for [provide de	dditional working capital e retirement of debt the acquisition of an asset etails below] services rendered etails below] vide details below] ails:

Appendix 3G Notification of issue, conversion or payment up of equity +securities

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2.2d.2	Please provide any further information needed to understand the circumstances in which you are notifying the issue of these +securities to ASX, including (if applicable) why the issue of the +securities has not been previously announced to the market in an Appendix 3B You must answer this question if your response to Q2.1 is "Other". If there is no other information to provide, please answer "Not applicable" or "N/A".	
2.3	*The +securities being issued are: Tick whichever is applicable	 ✓ Additional +securities in an existing unquoted class that is already recorded by ASX ("existing class") ☐ New +securities in an unquoted class that is not yet recorded by ASX ("new class")

Part 3A – number and type of +securities being issued (existing class)

Answer the questions in this part if your response to Q2.3 is "existing class".

Question No.	Question	Answer
3A.1	*ASX security code & description	PDL- Pendal Group Limited
3A.2	*Number of +securities being issued	Performance Share Rights: 1,373,038
3A.3a	*Will the +securities being issued rank equally in all respects from their issue date with the existing issued +securities in that class?	Yes
3A.3b	*Is the actual date from which the +securities will rank equally (non-ranking end date) known? Answer this question if your response to Q3A.3a is "No".	
3A.3c	*Provide the actual non-ranking end date Answer this question if your response to Q3A.3a is "No" and your response to Q3A.3b is "Yes".	
3A.3d	*Provide the estimated non-ranking end period Answer this question if your response to Q3A.3a is "No" and your response to Q3A.3b is "No".	
3A.3e	*Please state the extent to which the +securities do not rank equally: • in relation to the next dividend, distribution or interest payment; or • for any other reason Answer this question if your response to Q3A.3a is "No". For example, the securities may not rank at all, or may rank proportionately based on the percentage of the period in question they have been on issue, for the next dividend, distribution or interest payment; or they may not be entitled to participate in some other event, such as an entitlement issue.	

Part 3B – number and type of +securities being issued (new class)

Answer the questions in this part if your response to Q2.3 is "new class".

Question No.	Question	Answer
3B.1	*Security description	
3B.2	*Security type Select one item from the list that best describes the securities the subject of this form. This will determine more detailed questions to be asked about the security later in this section. Select "ordinary fully or partly paid shares/units" for stapled securities or CDIs. For interest rate securities, please select the appropriate choice from either "Convertible debt securities" or "Nonconvertible debt securities". Select "Other" for performance shares/units and performance options/rights or if the selections available in the list do not appropriately describe the security being issued.	 □ Ordinary fully or partly paid shares/units □ Options □ +Convertible debt securities □ Non-convertible +debt securities □ Redeemable preference shares/units □ Other
3B.3	ISIN code Answer this question if you are an entity incorporated outside Australia and you are issuing a new class of securities other than CDIs. See also the note at the top of this form.	
3B.4	*Number of +securities being issued	
3B.5a	*Will all the +securities issued in this class rank equally in all respects from the issue date?	Yes or No
3B.5b	*Is the actual date from which the +securities will rank equally (non-ranking end date) known? Answer this question if your response to Q3B.5a is "No".	Yes or No
3B.5c	*Provide the actual non-ranking end date Answer this question if your response to Q3B.5a is "No" and your response to Q3B.5b is "Yes".	
3B.5d	*Provide the estimated non-ranking end period Answer this question if your response to Q3B.5a is "No" and your response to Q3B.5b is "No".	
3B.5e	*Please state the extent to which the +securities do not rank equally: • in relation to the next dividend, distribution or interest payment; or • for any other reason Answer this question if your response to Q3B.5a is "No". For example, the securities may not rank at all, or may rank proportionately based on the percentage of the period in question they have been on issue, for the next dividend, distribution or interest payment; or they may not be entitled to participate in some other event, such as an entitlement issue.	

		payment up of equity +securities
3B.6	Please attach a document or provide a URL link for a document lodged with ASX setting out the material terms of the +securities being issued	
	You may cross reference a disclosure document, PDS, information memorandum, investor presentation or other announcement with this information provided it has been released to the ASX Market Announcements Platform.	
3B.7	*Have you received confirmation from ASX that the terms of the +securities are appropriate and equitable under listing rule 6.1?	Yes or No
	Answer this question only if you are an ASX Listing. (ASX Foreign Exempt Listings and ASX Debt Listings do not have to answer this question).	
	If your response is "No" and the securities have any unusual terms, you should approach ASX as soon as possible for confirmation under listing rule 6.1 that the terms are appropriate and equitable.	
3B.8a	Ordinary fully or partly paid shares/units	details
	Answer the questions in this section if you selected this	security type in your response to Question 3B.2.
	*+Security currency	
	This is the currency in which the face amount of an issue is denominated. It will also typically be the currency in which distributions are declared.	
	*Will there be CDIs issued over the +securities?	Yes or No
	*CDI ratio	X:Y
	Answer this question if you answered "Yes" to the previous question. This is the ratio at which CDIs can be transmuted into the underlying security (e.g. 4:1 means 4 CDIs represent 1 underlying security whereas 1:4 means 1 CDI represents 4 underlying securities).	
	*Is it a partly paid class of +security?	Yes or No
	*Paid up amount: unpaid amount	X:Y
	Answer this question if answered "Yes" to the previous question.	
	The paid up amount represents the amount of application money and/or calls which have been paid on any security considered 'partly paid'	
	The unpaid amount represents the unpaid or yet to be called amount on any security considered 'partly paid'.	
	The amounts should be provided per the security currency (e.g. if the security currency is AUD, then the paid up and unpaid amount per security in AUD).	
	*Is it a stapled +security?	Yes or No
	This is a security class that comprises a number of ordinary shares and/or ordinary units issued by separate entities that are stapled together for the purposes of trading.	
3B.8b	Option details	
	Answer the questions in this section if you selected this	security type in your response to Question 3B.2.
	*+Security currency	
	This is the currency in which the exercise price is payable.	

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	*Exercise price The price at which each option can be exercised and convert into the underlying security. If there is no exercise price please answer as \$0.00. The exercise price should be provided per the security currency (i.e. if the security currency is AUD, the exercise price should be expressed in AUD).	
	*Expiry date The date on which the options expire or terminate.	
	*Details of the number and type of +security (including its ASX security code if the +security is quoted on or recorded by ASX) that will be issued if an option is exercised For example, if the option can be exercised to receive one fully paid ordinary share with ASX security code ABC, please insert "One fully paid ordinary share (ASX:ABC)".	
3B.8c	Details of non-convertible +debt securities redeemable preference shares/units Answer the questions in this section if you selected one 3B.2. Refer to Guidance Note 34 and the "Guide to the Namin Debt and Hybrid Securities" for further information on ce	of these security types in your response to Question g Conventions and Security Descriptions for ASX Quoted
	*Type of +security Select one item from the list	 □ Simple corporate bond □ Non-convertible note or bond □ Convertible note or bond □ Preference share/unit □ Capital note □ Hybrid security □ Other
	*+Security currency This is the currency in which the face value of the security is denominated. It will also typically be the currency in which interest or distributions are paid.	
	Face value This is the principal amount of each security. The face value should be provided per the security currency (i.e. if security currency is AUD, then the face value per security in AUD).	
	*Interest rate type Select one item from the list Select the appropriate interest rate type per the terms of the security. Definitions for each type are provided in the Guide to the Naming Conventions and Security Descriptions for ASX Quoted Debt and Hybrid Securities	 □ Fixed rate □ Floating rate □ Indexed rate □ Variable rate □ Zero coupon/no interest □ Other
	Frequency of coupon/interest payments per year Select one item from the list.	 □ Monthly □ Quarterly □ Semi-annual □ Annual □ No coupon/interest payments □ Other

⁺ See chapter 19 for defined terms 31 January 2020

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	First interest payment date	
	A response is not required if you have selected "No coupon/interest payments" in response to the question above on the frequency of coupon/interest payments	
	Interest rate per annum Answer this question if the interest rate type is fixed.	% p.a.
	*Is the interest rate per annum estimated at this time? Answer this question if the interest rate type is fixed.	Yes or No
	If the interest rate per annum is estimated, then what is the date for this information to be announced to the market (if known) Answer this question if the interest rate type is fixed and your response to the previous question is "Yes". Answer "Unknown" if the date is not known at this time.	
	*Does the interest rate include a reference rate, base rate or market rate (e.g. BBSW or CPI)? Answer this question if the interest rate type is floating or indexed	Yes or No
	*What is the reference rate, base rate or market rate? Answer this question if the interest rate type is floating or indexed and your response to the previous question is "Yes".	
	*Does the interest rate include a margin above the reference rate, base rate or market rate? Answer this question if the interest rate type is floating or indexed.	Yes or No
	*What is the margin above the reference rate, base rate or market rate (expressed as a percent per annum) Answer this question if the interest rate type is floating or indexed and your response to the previous question is "Yes".	% p.a.
	*S128F of the Income Tax Assessment Act status applicable to the +security Select one item from the list For financial products which are likely to give rise to a payment to which s128F of the Income Tax Assessment Act applies, ASX requests issuers to confirm the s128F status of the security: "s128F exempt" means interest payments are not taxable to non-residents; "Not s128F exempt" means interest payments are taxable to non-residents; "s128F exemption status unknown" means the issuer is unable to advise the status; "Not applicable" means s128F is not applicable to this security	 □ s128F exempt □ Not s128F exempt □ s128F exemption status unknown □ Not applicable
	*Is the +security perpetual (i.e. no maturity date)?	Yes or No
	*Maturity date Answer this question if the security is not perpetual	

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	paryment up or equally communic
*Select other features applicable to the +security Up to 4 features can be selected. Further information is available in the Guide to the Naming Conventions and Security Descriptions for ASX Quoted Debt and Hybrid Securities.	Simple Subordinated Secured Converting Convertible Transformable Exchangeable Cumulative Non-Cumulative Redeemable Extendable Reset Step-Down
	□ Step-Up
	☐ Stapled☐ None of the above
*Is there a first trigger date on which a right of conversion, redemption, call or put can be exercised (whichever is first)?	Yes or No
*If yes, what is the first trigger date Answer this question if your response to the previous question is "Yes".	
Details of the number and type of +security (including its ASX security code if the +security is quoted on ASX) that will be issued if the securities to be quoted are converted, transformed or exchanged	
Answer this question if the security features include "converting", "convertible", "transformable" or "exchangeable". For example, if the security can be converted into 1,000 fully paid ordinary shares with ASX security code ABC, please insert "1,000 fully paid ordinary shares (ASX:ABC)".	

Part 4 – Issue details

Question No.	Question	Answer
4.1	*Have the +securities been issued yet?	Yes
4.1a	*What was their date of issue? Answer this question if your response to Q4.1 is "Yes".	3 December 2020
4.1b	*What is their proposed date of issue? Answer this question if your response to Q4.1 is "No".	
4.2	*Are the +securities being issued for a cash consideration? If the securities are being issued for nil cash consideration, answer this question "No".	No

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4.2a	*In what currency is the cash consideration being paid For example, if the consideration is being paid in Australian Dollars, state AUD. Answer this question if your response to Q4.2 is "Yes".	
4.2b	*What is the issue price per +security Answer this question if your response to Q4.2 is "Yes" and by reference to the issue currency provided in your response to Q4.2a. Note: you cannot enter a nil amount here. If the securities are being issued for nil cash consideration, answer Q4.2 as "No" and complete Q4.2c.	
4.2c	Please describe the consideration being provided for the +securities Answer this question if your response to Q4.2 is "No".	Offered under the terms of the Pendal Group Limited Performance Reward Scheme and the J O Hambro Capital Management Ltd Performance Reward Scheme.
4.3	Any other information the entity wishes to provide about the issue	

Part 5 – Unquoted +securities on issue

Following the issue of the +securities the subject of this application, the unquoted issued +securities of the entity will comprise:

Note: the figures provided in the table in section 5.1 below are used to calculate part of the total market capitalisation of the entity published by ASX from time to time. Please make sure you include in the table each class of unquoted securities issued by the entity.

Restricted securities should be included in table 5.1.

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*ASX security code and description	*Total number of +securities on issue
	Total number of quoted securities:
PDL ordinary shares, performance share rights and unquoted securities	323,202,569
	Unquoted securities:
	Performance Share Rights: 3,181,536
	Nil Cost Options: 4,988,765
	Business Performance Rights:
	314,559

Part 6 - Other Listing Rule requirements

The questions in this Part should only be answered if you are an ASX Listing (ASX Foreign Exempt Listings and ASX Debt Listings do not need to complete this Part) and:

- your response to Q2.1 is "+securities issued under an +employee incentive scheme that are not being immediately quoted on ASX"; or
- your response to Q2.1 is "Other"

Question No.	Question	Answer
6.1	*Are the securities being issued under Listing Rule 7.2 exception 13¹ and therefore the issue does not need any security holder approval under Listing Rule 7.1? Answer this question if your response to Q2.1 is "securities issued under an employee incentive scheme that are not being immediately quoted on	No
	ASX".	
6.2	*Has the entity obtained, or is it obtaining, +security holder approval for the issue under listing rule 7.1? Answer this question if the response to Q6.1 is "No".	No
6.2a	*Date of meeting or proposed meeting to approve the issue under listing rule 7.1 Answer this question if the response to Q6.1 is "No" and the response to Q6.2 is "Yes".	
6.2b	*Are any of the +securities being issued without +security holder approval using the entity's 15% placement capacity under listing rule 7.1? Answer this question if the response to Q6.1 is "No" and the response to Q6.2 is "No".	Yes

Exception 13 is only available if and to the extent that the number of +equity securities issued under the scheme does not exceed the maximum number set out in the entity's prospectus, PDS or information memorandum (in the case of (a) above) or in the notice of meeting (in the case of (b) above).

Exception 13 ceases to be available if there is a material change to the terms of the scheme from those set out in the entity's prospectus, PDS or information memorandum (in the case of (a) above) or in the notice of meeting (in the case of (b) above).

¹ Exception 13 An issue of securities under an employee incentive scheme if within 3 years before the issue date:

⁽a) in the case of a scheme established before the entity was listed – a summary of the terms of the scheme and the maximum number of equity securities proposed to be issued under the scheme were set out in the prospectus, PDS or information memorandum lodged with ASX under rule 1.1 condition 3; or

⁽b) the holders of the entity's ordinary securities have approved the issue of equity securities under the scheme as an exception to this rule. The notice of meeting must have included:

[•] a summary of the terms of the scheme.

the number of securities issued under the scheme since the entity was listed or the date of the last approval under this rule;

the maximum number of +equity securities proposed to be issued under the scheme following the approval; and

a voting exclusion statement.

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6.2b.1	*How many +securities are being issued without +security holder approval using the entity's 15% placement capacity under listing rule 7.1?	Performance Share Rights: 1,373,038
	Answer this question if the response to Q6.1 is "No", the response to Q6.2 is "No" and the response to Q6.2b is "Yes".	
	Please complete and separately send by email to your ASX listings adviser a work sheet in the form of Annexure B to Guidance Note 21 confirming the entity has the available capacity under listing rule 7.1 to issue that number of securities.	
6.2c	*Are any of the +securities being issued without +security holder approval using the entity's additional 10% placement capacity under listing rule 7.1A (if applicable)? Answer this question if the response to Q6.1 is "No" and the response to Q6.2 is "No".	
6.2c.1	*How many +securities are being issued without +security holder approval using the entity's additional 10% placement capacity under listing rule 7.1A? Answer this question if the response to Q6.1 is "No", the response to Q6.2 is "Yes".	
	Please complete and separately send by email to your ASX listings adviser a work sheet in the form of Annexure C to Guidance Note 21 confirming the entity has the available capacity under listing rule 7.1A to issue that number of securities.	

Introduced 01/12/19; amended 31/01/20

Pendal Group Limited

Key terms of Performance Share Rights (PSRs)

The Pendal Group Performance Reward Scheme is a long-term incentive plan for Pendal Group Limited (**Pendal**) senior employees and executives, approved by the Pendal Board Remuneration and Nomination Committee on 19 November 2020. Under the Performance Reward Scheme, employees may receive an award of PSRs which may vest and become exercisable at the end of a three year performance period, subject to two separate performance hurdles being satisfied (as set out below) and meeting the eligibility criteria and termination conditions. Set out below are the key terms of the PSRs.

Eligibility Eligible employees are those whom, at the date of the invitation, satisfy the following eligibility criteria: are a permanent full time or permanent part-time employee of Pendal; reside in Australia: have been employed by Pendal for a minimum of 12 months, having commenced employment with Pendal prior to or on 1 October the year prior to the aware being have remained in continuous service with Pendal in the year any invitation is made; and have received a written PRS letter of participation. **Entitlements** Each PSR is a right to be allocated a fully paid ordinary share in the Company at nil cost (ie nil exercise price). The number of PSRs awarded to an eligible employee is determined by the value of the award (as noted in the letter of participation) based on a five day volume weighted average price immediately prior to the start of the performance period. PSRs do not carry any dividend or voting rights during the three year Performance Period (but where dividends are paid during the Performance Period for PSRs that meet the performance hurdles and are ultimately vested and exercised, a dividend-equivalent cash payment will be made on or around the date of exercise or potentially earlier in the case of cessation of employment). Once the PSRs have vested and been

Company for dividends.

• PSRs (whether vested or unvested) are non-transferrable, except in limited circumstances such as in the event of death. PSRs may be forfeited under the Performance Reward Scheme or as determined by the Board at its discretion.

exercised, the shares issued or transferred will rank equally with ordinary shares in the

• The PSRs do not confer a right to participate in any new issue of shares in the Company (including by way of bonus issues, rights issues or otherwise).

Performance Share Hurdles

The PSRs will be divided into two components which will each be subject to a separate performance hurdle as set out below. Each component will be tested on the final day of the Performance Period. There will be no re-testing. The letter of participation will outline the percentage of Performance Share Rights that are attributable to each component.

TSR Rights

A specified percentage of the PSRs will vest and become exercisable if the Company's total shareholder return (**TSR**) compared to the median TSR of companies in the ASX 200 index (taken as at the first day of the Performance Period) meets certain thresholds (**TSR Rights**). The TSR is calculated using share price and dividend data, and adjusting for any cash distribution under a return of capital of any company in the ranking group during the Performance Period. The number of Performance Share Rights that will vest is calculated as follows:

Pendal's TSR Performance	Percentage of Performance Share Rights in the form of TSR Rights to vest
Below the median of the ASX200	Nil
At the median of the ASX200	50%
For each 1% increase in ranking above the median up to the 75th percentile	An additional 2%
At or above 75th percentile	100%

	UPAT EPS Rights The second hurdle is based on the Company's Underlying Profit After Tax EPS, measured as the Company's three year compound annual growth rate (EPS Growth). The remaining percentage of the PSRs will vest and become exercisable if the Company's EPS Growth over the performance period meet the Threshold EPS Growth levels set out in the PRS The number of Performance Share Rights that will vest is calculated as follows:		
	Pendal Group's 3 year EPS Growth Percentage of Performance Share Rights to vest		
	Less than or equal to 5% EPS Growth	Nil	
	>5% EPS Growth (Threshold EPS Growth)	50%	
	EPS Growth equals a maximum of 10.00% or more (Maximum EPS Growth)	100%	
	Greater than Threshold EPS Growth and less than Maximum EPS Growth	Vesting occurs on a straight line basis from 50% to 100%	
Date vesting	The PSRs that satisfy the performance hurdles will		
	first day following the expiry of the Performance Period, following which they may be exercised at any time up until the 5th anniversary of the date on which those Performance Share Rights vested (excluding during any blackout period or if the employee has inside information) (Exercise Period).		
Exercise	On exercise, unless the Board elects to cash settle the vested PSRs at its discretion, one ordinary share will be allocated for each PSR. On expiry of the Exercise Period, any unexercised, vested PSRs will be automatically exercised. An employee may not exercise his or her vested PSRs during a blackout period as nominated by Pendal in accordance with its insider trading policy or if he or she possesses inside information (for the purposes of the Corporations Act) in relation to Pendal.		
Cessation of employment	If an employee's employment with the Company ceases for any reason (including permanent disability or illness or death) prior to the end of the Performance Period, unless otherwise determined by the Board, a pro-rata portion of any unvested PSRs (based on how much of the Performance Period has lapsed) will remain on foot and subject to the original performance hurdles (although the Board may decide to cash out the vested portion of the PSRs before they are exercised). Likewise the cash settled dividend-equivalent amount will be paid in respect of the period up to cessation unless the Board determines otherwise. It is expected that, in the case of resignation or dismissal, the Board will exercise its discretion to lapse all unvested PSRs (but reserves the right not to do so in whole or in part). All PSRs that do not remain on foot will automatically lapse.		
Lapse	Unvested PSRs will lapse in the following circumstances: (a) to the extent that performance hurdles are not satisfied at the test date; (b) cessation of employment in certain circumstances, as set out above; (c) any fraudulent or dishonest act, or material breach of obligations to Pendal; or (d) exercise of Board discretion.		
Change of control	Under a change of control, the PSRs would operate as they normally would and the test date does not accelerate if the change of control occurs prior to the end of the Performance Period, unless the Board determines otherwise.		

Pendal Group Limited

Key terms of Performance Share Rights (PSRs)

The J O Hambro Capital Management Ltd Performance Reward Scheme is a long-term incentive plan for employees of J O Hambro Capital Management Ltd, JOHCM (Singapore) PTE Ltd and JOHCM (USA) Inc. (collectively, JOHCML) of the Pendal Group Limited (Pendal), approved by the Pendal Board Remuneration and Nomination Committee on 19 November 2020. Under the Performance Reward Scheme, employees may receive an award of PSRs which may vest and become exercisable at the end of a three year performance period, subject to two separate performance hurdles being satisfied (as set out below) and meeting the eligibility criteria and termination conditions. Set out below are the key terms of the PSRs.

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Eligibility	 Eligible employees are those whom, at the date of the invitation, satisfy the following eligibility criteria: are a permanent full-time or permanent part-time employee of any employing company of JOHCML; have been employed by any employing company of JOHCML for a minimum of 12 months and; having commenced employment prior to or on 1 October the year prior to the award being made; have remained in continuous service with any employing company of JOHCML in the year any invitation is made; and have received a written PRS letter of participation. 	
Entitlements	 Each PSR is a right to be allocated a fully paid ordinary share in the Company at nil cost (ie nil exercise price). The number of PSRs awarded to an eligible employee is determined by the value of the award (as noted in the letter of participation) based on a five day volume weighted average price immediately prior to the start of the performance period. PSRs do not carry any dividend or voting rights during the three year Performance Period (but where dividends are paid during the Performance Period for PSRs that meet the performance hurdles and are ultimately vested and exercised, a dividend-equivalent cash payment will be made on or around the date of exercise or potentially earlier in the case of cessation of employment). Once the PSRs have vested and been exercised, the shares issued or transferred will rank equally with ordinary shares in the Company for dividends. PSRs (whether vested or unvested) are non-transferrable, except in limited circumstances such as in the event of death. PSRs may be forfeited under the Performance Reward Scheme or as determined by the Board at its discretion. The PSRs do not confer a right to participate in any new issue of shares in the Company (including by way of bonus issues, rights issues or otherwise). 	
Performance Share Hurdles	The PSRs will be divided into two components which will each be subject to a separate performance hurdle as set out below. Each component will be tested on the final day of the Performance Period. There will be no re-testing. The letter of participation will outline the percentage of Performance Share Rights that are attributable to each component. TSR Rights A specified percentage of the PSRs will vest and become exercisable if the Company's total shareholder return (TSR) compared to the median TSR of companies in the ASX 200 index (taken as at the first day of the Performance Period) meets certain thresholds (TSR Rights).	

as follows:

Pendal's TSR Performance

Below the median of the ASX200

The TSR is calculated using share price and dividend data, and adjusting for any cash distribution under a return of capital of any company in the ranking group during the Performance Period. The number of Performance Share Rights that will vest is calculated

Percentage

Nil

Rights to vest

of Share Rights in the form of TSR

Performance

	At the median of the ASY200	50%	
	At the median of the ASX200 For each 1% increase in ranking above the median	An additional 2%	
	up to the 75th percentile	All additional 270	
	At or above 75th percentile	100%	
	, a or above your percentile	1 100 / 0	
	UPAT EPS Rights		
	The second hurdle is based on the Company's		
	measured as the Company's three year compound		
	The remaining percentage of the PSRs will ve		
	Company's EPS Growth over the performance period meet the Threshold EPS Growth levels set out in the PRS The number of Performance Share Rights that will vest is		
	calculated as follows:	nance chare ragnes that will vest is	
	Pendal Group's 3 year EPS Growth	Percentage of Performance	
		Share Rights to vest	
	Less than or equal to 5% EPS Growth	Nil	
	>5% EPS Growth (Threshold EPS Growth)	50%	
	EPS Growth equals a maximum of 10.00% or more (Maximum EPS Growth)	100%	
	Greater than Threshold EPS Growth and less	Vesting occurs on a straight line	
	than Maximum EPS Growth	basis from 50% to 100%	
Date vesting	The PSRs that satisfy the performance hurdles will	I vest and become exercisable on the	
	first day following the expiry of the Performance Period, following which they may be		
	exercised at any time up until the 5th anniversary of the date on which those Performance		
	Share Rights vested (excluding during any blackout period or if the employee has inside		
Exercise	information) (Exercise Period). On exercise, unless the Board elects to cash settle	the vested DSDs at its discretion, one	
Exercise			
	ordinary share will be allocated for each PSR. On expiry of the Exercise Period, any unexercised, vested PSRs will be automatically exercised. An employee may not exercise		
	his or her vested PSRs during a blackout period as nominated by Pendal in accordance		
	with its insider trading policy or if he or she possesses inside information (for the purposes		
	of the Corporations Act) in relation to Pendal.		
Cessation of	If an employee's employment with the Compan		
employment	permanent disability or illness or death) prior to the end of the Performance Period, unless otherwise determined by the Board, a pro-rata portion of any unvested PSRs (based on		
	how much of the Performance Period has lapsed) will remain on foot and subject to the original performance hurdles (although the Board may decide to cash out the vested portion		
	of the PSRs before they are exercised). Likewise the cash settled dividend-equivalent		
	amount will be paid in respect of the period up to cessation unless the Board determines		
	otherwise. It is expected that, in the case of resignation or dismissal, the Board will exercise		
	its discretion to lapse all unvested PSRs (but reserves the right not to do so in whole or in		
Lanco	part). All PSRs that do not remain on foot will automatically lapse.		
Lapse	Unvested PSRs will lapse in the following circumstances: (a) to the extent that performance hurdles are not satisfied at the test date; (b) cessation of employment in certain		
	circumstances, as set out above; (c) any fraudulent or dishonest act, or material breach of		
	obligations to Pendal; or (d) exercise of Board discretion.		
Change of	Under a change of control, the PSRs would operate as they normally would and the test		
control	date does not accelerate if the change of control occurs prior to the end of the Performance		
	Period, unless the Board determines otherwise.		