

April 7, 2000

Leo Ji
c/o Unit 3, 38-46 South Street
Rydalmer NSW 2116

Leo,

Performance Appraisal and Annual Salary Review

Pursuant to the above, I am pleased to inform you that your salary will be adjusted from \$44,000 to \$45,100 (inclusive of SGC) with effect from April 1, 2000.

I would like to take this opportunity to thank you for your contributions during the past year and trust that we can look forward to a successful year ahead.

Yours sincerely,



Steve McDonough
Country Manager

Waters Australia Pty Limited, A.C.N. 065 444 751

Head Office

PO Box 84 Rydalmer BC NSW 1701
Unit 3, 38-46 South Street Rydalmer NSW 2116
Phone: (02) 9933 1777 Freecall: 1800 222 133 Fax: (02) 9898 1455
<http://www.waters.com>

Waters

11 April 2001

Dear Leo

Salary Review (April 2001)

We are pleased to inform you that you have been promoted to Senior Customer Assurance Engineer and your annual gross salary has been increased to \$48091 plus superannuation contributions of \$3847 with effect from 1st April 2001.

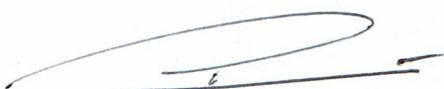
We wish to congratulate you on your promotion and increment and look forward to your continued teamwork and commitment in discharging your job responsibilities.

We trust that you will continue to perform your duties with enthusiasm and diligence.

Yours sincerely



Paul McInnes
Managing Director



Andre Peters
Customer Assurance Manager

Waters Australia Pty Limited, A.C.N. 065 444 751

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Waters

Leo Ji

7th April 2002

Dear Leo,

Salary Review (April 2002)

We are pleased to inform you that your annual gross salary has been increased to \$51420.00 plus superannuation contributions of \$4114.00 with effect from 1st April 2002.

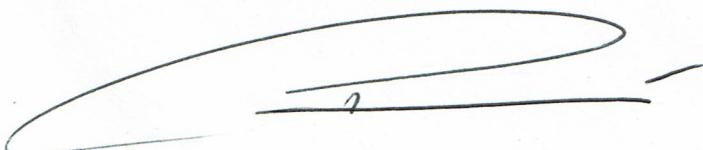
We wish to congratulate you on your increment and look forward to your continued commitment and teamwork in discharging your job responsibilities.

We trust that you will continue to perform your duties with enthusiasm and diligence.

Yours sincerely



Paul McInnes
Managing Director



Andre Peters
Customer Assurance Manager

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Leo Ji

7th April 2003

Dear Leo,

Salary Review (April 2003)

I am pleased to inform you that as of the 1st of April 2003 your annual gross salary has been increased to \$53350.00 plus 9% superannuation contributions.

I would like to take this opportunity to thank you for your efforts during 2002 and I trust that you will continue to perform your duties with enthusiasm and diligence in 2003.

Yours sincerely



Paul McInnes
Managing Director

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31st March 2005

Leo Ji

Dear Leo,

SALARY REVIEW - 2005

I am pleased to inform you that effective 1st April 2005, your annual gross salary has been increased to \$57720.00. Waters will also contribute \$5194.80 to your Superannuation Fund.

On behalf of the company, I wish to take this opportunity to thank you for your past contribution to Waters and trust you will continue to perform your duties with enthusiasm and diligence.

Yours sincerely



Paul McInnes
Managing director

Note: Please note that compensation matters are private and confidential and should not be discussed with others. If you have any questions pertaining to your compensation, please consult your manager or Human Resource.

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31st March 2006

Leo Ji Youying

Dear Leo,

SALARY REVIEW - 2006

I am pleased to inform you that effective 1st April 2006, your annual gross salary has been increased to \$60,960. Waters will also contribute \$5,486 to your Superannuation Fund.

On behalf of the company, I wish to take this opportunity to thank you for your past contribution to Waters and trust you will continue to perform your duties with enthusiasm and diligence.

Yours sincerely



Paul McInnes
Managing Director

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www.waters.com

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1 April 2007

Leo Ji Youying

Dear Leo

SALARY REVIEW - 2007

I am pleased to inform you that effective 1 April 2007, your annual gross salary has been increased to AUD 63,600. Waters will also contribute AUD 5,724 to your Superannuation Fund.

On behalf of the Company, I wish to take this opportunity to thank you for your past contribution to Waters and trust you will continue to perform your duties with enthusiasm and diligence.

Yours sincerely



Paul McInnes
Managing Director

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Waters

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4th April 2011

Leo Ji

Dear Leo,

I would like to express my deep appreciation for your contributions to our organization during the past year. Your performance and dedication helped make 2010 a very successful year for Waters.

I am pleased to inform you that as of 1 April 2011 your base salary will be \$70250.00 plus 9% Superannuation Guarantee Levy.

Once again, thank you for a job well done. I look forward to continuing success in 2011!

Yours sincerely,

Paul McInnes
Managing Director

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22nd March 2013

Leo Ji

Dear Leo,

I am pleased to advise that your pay will increase to \$74,723.00 per annum plus 9% Superannuation Guarantee Levy with effect from the 1st of April 2013.

Your pay increase comprises the following;

Merit increase 2.03%

The merit amount acknowledges your performance and contribution over the last review period and we believe this will serve as an incentive for you to continue to strive to exceed our goals and objects in the future.

I appreciate working with you and the contribution you make to the Waters team. Your performance and dedication during 2012 is greatly appreciated.

Early results for 2013 are very pleasing, let's build on this success and drive to overachieve for the full year.

Kind regards,

Peter A Fuller
General Manager

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1 April 2014

Ji Leo
Senior Service Engineer

Dear Leo,

I would like to express my appreciation for your contributions to our organization during the past year. Your performance and dedication helped to make 2013 a very successful year for Waters.

I am pleased to inform you that as of April 1, 2014 your annual base salary will increase to \$77,338.

Once again, thank you for a job well done. I look forward to continuing success in 2014.

Yours sincerely,



Peter Fuller
General Manager, Australasia

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1 April 2016

Leo Ji

Australia

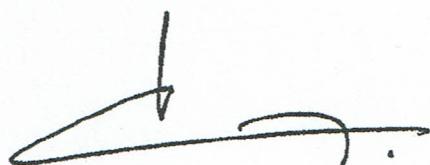
Dear Leo,

I would like to express my deep appreciation for your contributions to our organization during the past year. Your performance and dedication helped make 2015 a very successful year for Waters.

I am pleased to inform you that as of April 1, 2016 your monthly base salary will be revised to AUD 6969.

Once again, thank you for a job well done. I look forward to continuing success in 2016!

Yours sincerely,



Mathieu Laouenan
General Manager, South Asia

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1 April 2018

Leo Ji
Australia

Dear Leo,

I would like to express my deep appreciation for your contributions to our organization during the past year. Your performance and dedication helped make 2017 a very successful year for Waters.

As part of our Total Compensation philosophy Waters uses bonus programs to acknowledge and reward key contributors.

I am pleased to inform you that you will receive a Variable Bonus of AUD 10768.

In addition, your monthly base salary will be revised to AUD 7304 (annual base salary will be AUD 87648.-) as of April 1, 2018.

Once again, thank you for a job well done. I look forward to continuing success in 2018!

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mathieu Laouenan'.

Mathieu Laouenan
General Manager, Korea, SEA & Australasia

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1 April 2019

Leo Ji
Australia

Dear Leo,

I would like to express my deep appreciation for your contributions to our organization during the past year. Your performance and dedication helped make 2018 a very successful year for Waters.

As part of our Total Compensation philosophy Waters uses bonus programs to acknowledge and reward key contributors.

I am pleased to inform you that you will receive a Variable Bonus of AUD 3910.

In addition, your monthly base salary will be revised to AUD 7501 (annual base salary will be AUD 90012) as of April 1, 2019.

Once again, thank you for a job well done. I look forward to continuing success in 2019!

Human Resources
Waters Asia Pacific

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Total Compensation Statement 2021



Name: Leo Ji
Title: Sr Service Engineer
VP: David William Curtin

Base Salary

Currency: AUD

Pre-Focal Annual	Post-Focal Annual	Percent Increase
92,082	94,016	2.1

Short-Term Incentive Plan

Currency: AUD

2020 Variable Bonus Payout
4,114

Total Cash Compensation

Currency: AUD

2020 ATC
96,196

TTC = Target Total Cash (Base Salary + Target Incentive)
ATC = Actual Total Cash (Base Salary + Actual Payout)