LEGAL & GENERAL GROUP PLC (the "Company")

Nominations and Corporate Governance Committee – Terms of Reference

1. Constitution of the Committee

1.1. The Board of Directors of the Company (the "Board") resolved to appoint a Nominations and Corporate Governance Committee (the "Committee"), which is a committee of the Board. The Committee's responsibilities are discharged on behalf the Company and its subsidiaries (as appropriate) (collectively known hereafter as the "Group"). The Committee will annually review the Terms of Reference listed below, which will be approved by the Board. In addition, the effectiveness of the Committee will be reviewed on an annual basis.

2. Membership

2.1. Members of the Committee are appointed by the Board on the recommendation of the Committee in consultation with the Chair of the Committee.

2.2. Members of the Committee should be a majority of independent Non-Executive Directors of the Company. Independence is determined by relevant legislation and corporate governance.

2.3. The Group Chair shall be the Chair of the Committee unless the Committee is considering matters relating to the Group Chair. In the absence of the Committee Chair and/or an appointed deputy at a Committee meeting, the remaining members present shall elect one of themselves to chair the meeting.

3. Duties and Authority

3.1. The responsibilities of the Committee shall be to:

3.1.1. Regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) required of the Board compared to its current position and make recommendations to the Board with regard to any changes. The Committee will review the results of the Board performance review process that relate to the composition of the Board and succession planning.

3.1.2. Set and regularly review the criteria for identifying and nominating candidates based on the description of the role and capabilities required for individual appointments.

3.1.3. Give full consideration to succession planning for Directors and other senior executives in the course of its work, taking into account the promotion of diversity, inclusion and equal opportunity, challenges and opportunities facing the Company, and what skills and expertise are therefore needed by the Board and the Group in the future.

3.1.4. Be responsible for identifying and nominating, for approval by the Board, candidates to fill Board vacancies as and when they arise. In identifying suitable candidates, the Committee shall:

3.1.4.1. use the services of external advisers to facilitate the search;
3.1.4.2. consider candidates from a wide range of backgrounds; and
3.1.4.3. consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the board, including gender, social and ethnic backgrounds, cognitive and personal strengths; taking care that appointees have enough time available to devote to the position.

3.1.5. Before an appointment is made to the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment and the time commitment expected.

3.1.6. Keep under review the leadership needs of the organisation, both executive and non-executive, with a view to safeguarding the continued ability of the Company to compete effectively in the marketplace.

3.1.7. Keep up-to-date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates.

3.1.8. Oversee and monitor the Company's corporate governance framework, ensuring compliance with the UK Corporate Governance Code while promoting the highest standards of corporate governance across the Company.

3.1.9. Oversee and monitor the Company's commitment to diversity and inclusion across the organisation.

3.1.10. Review the time commitment required from non-executive directors and assess the non-executive directors' other significant commitments to ensure that they continue to be able to fulfil their duties to the Company.

3.1.11. Consider and approve directors' additional external appointments, taking into account other demands on directors' time. Reasons for permitting significant appointments should be explained in the Annual report and accounts.

3.1.12. Ensure that, on appointment to the Board, Non-Executive Directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, Committee service and involvement outside Board meetings.

3.1.13. Oversee the process by which the Board, each Committee and individual Directors assess their effectiveness (including the use of an external facilitator periodically and self-assessment) and report to the Board on the findings and recommendations.

3.1.14. Oversee the annual review of the Group Chair's performance.

3.2. The Committee shall also make recommendations to the Board concerning:

3.2.1. Formulating plans for succession for both Executive and Non-Executive Directors and, in particular, the key roles of the Group Chair, Senior Independent Director and Group Chief Executive Officer.

3.2.2. Membership of the Risk, Audit, Remuneration and Data and Technology Committees, in consultation with the Chairs of those Committees.

3.2.3. The re-appointment of any Non-Executive Director at the conclusion of their specified term of office, having given due consideration to their performance and ability to continue to contribute to the Board in light of the knowledge, skills and experience required.

3.2.4. The re-election by shareholders of any Director having due regard to their performance and ability to continue to the Board, and why their contribution is important to the Company's long-term sustainable success in the light of the knowledge, skills and experience required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Group Chair and the Board as a whole.

3.2.5. Any matters relating to the continuation in office of any Director at any time, including the suspension or termination of service of an Executive Director as an employee of the Company subject to the provisions of the law and their service contract.

3.2.6. The appointment of any Director to executive or other office other than to the positions of Group Chair, Senior Independent Director and Group Chief Executive Officer, the recommendation for which would be considered at a meeting of the full Board.

3.3. The Committee shall consider and approve the appointment of any Director to the Boards of the Group's principal subsidiary companies, namely, Legal and General Assurance Society Limited and L&G – Asset Management Limited.

3.4. The Committee is authorised by the Board to obtain, at the Company's expense, outside legal or other professional advice on any matters within its reference.

4. Meetings and Quorum

4.1. Only members of the Committee have the right to attend Committee meetings; however, the Committee may invite others to attend all or part of any meeting, if it thinks it is appropriate or necessary.

4.2. The Company Secretary, or their nominee, shall act as Secretary of the Committee. The Secretary to the Committee will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues. In addition, the Secretary shall minute the proceedings and resolutions of Committee meetings, including the existence of any conflicts of interest.

4.3. Any three members which includes either the Group Chair or the Senior Independent Director shall constitute a quorum.

4.4. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

4.5. The Committee normally meets at least twice per year, and at other times as the Chair of the Committee deems appropriate.

5. Reporting responsibilities

5.1. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

5.2. The Committee shall produce a report on its activities to be included in the Annual report and accounts. This report will include the requirements as stated in the UK Corporate Governance Code.

6. **Engagement with shareholders**

6.1. The Chair of the Committee shall attend the annual general meeting to answer any shareholder questions on the Committee's activities. In addition, the Chair of the Committee should seek engagement with shareholders on significant matters related to the Committee's area of responsibility.

7. **Other matters**

7.1. In order to fulfil its duties, the Committee is able to seek information from any Director or employee of the Group and has access to all Group records. All employees and Directors will comply with all requests made by the Committee.

7.2. The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Company Secretariat for advice and assistance as required.

7.3. The Committee is authorised by the Board to obtain outside legal or other independent professional advice, where the Committee deems it necessary, at the Company's expense.

7.4. The Committee is concerned with the business of the whole of the Group and its authority extends to all relevant matters relating to the Group and its subsidiaries.

7.5. The Committee shall give due consideration to all relevant laws and regulations, including the provisions of the UK Corporate Governance Code, the UK Listing, Prospectus, Disclosure and Transparency Rules and any other applicable rules, as appropriate.

This document was last reviewed and approved by the Board on 8 October 2025.