LEGAL & GENERAL GROUP PLC (the "Company")

Enterprise Transformation Committee – Terms of Reference

1. Constitution of the Committee

   1.1. The Board of Directors of the Company (the "Board") resolved to appoint a Enterprise Transformation Committee (the "Committee"), which is a committee of the Board. The Committee's responsibilities are discharged on behalf of 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 recommendation of the Nominations and Corporate Governance Committee in consultation with the Chair of the Committee.

   2.2. The Committee will comprise a minimum of three independent Non-Executive Directors of the Company. Independence is determined by relevant legislation and corporate governance.

   2.3. The Board shall appoint the Committee 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.

   2.4. One of the Group Chief Executive Officer or the Group Chief Financial Officer and the Group Chief Operating Officer, Group Chief Technology Officer and the Chief Operating Officer, GCOO will be expected to attend all meetings.

3. Duties and Authority

   3.1. The Committee's primary role is to provide oversight of, and guidance to, the Board with regards to all aspects of Enterprise Transformation, with a focus on the Group's Major Change Programmes, and the Enterprise Technology Strategy, including Data and AI.

   3.2. The Committee's main responsibilities are to:

      3.2.1. Review and endorse the Enterprise Technology Strategy, including Data and AI, and their implementation plans.

      3.2.2. Review and endorse the organisation and operating model in place for Technology, and Enterprise Change and consider its ongoing suitability.

3.2.3. Oversee technology, data and broader change aspects of Group Major Change programmes, understanding their strategic contribution and risks, including programmes escalated as Red, newly Amber, or Amber and deteriorating.

3.2.4. Review and approve any proposed UK technology projects and contracts with a capital investment (or an anticipated total capital investment) above £20m and non-UK technology projects and contracts with a capital investment (or an anticipated total capital investment) above £5m.

3.2.5. Consider current capacity and capability relating to Technology, Data & AI and change delivery, and any plans to address any issues.

3.2.6. Oversee the transition of the Technology and Data Risk Frameworks to the Group Risk Committee (GRC) and ensure clear delineation between the responsibilities of the Group Enterprise Transformation Committee (GETC) and GRC to minimise duplicated reporting, particularly in relation to technology, AI and data risks.

3.3. The Committee is authorised by the Board to delegate any of its duties as appropriate to such persons or person as it thinks fit.

3.4. The Committee will receive two standing reports each meeting:

3.4.1 Report from the Group Chief Operating Officer, covering Group Major Change programmes (as defined by the Major Change Criteria). The report will cover the overall health of these programmes and highlight any that are rated Red, newly Amber or Amber and deteriorating. The report will also include an update on our Enterprise Change operating model. Programme Sponsors and Programme Managers will attend GETC as required to support these discussions

3.4.2 Report from the Group Chief Technology Officer, covering the setting and delivery of the Enterprise Technology Strategy, including Data and AI. Specific inputs (for example, business cases, programme reviews) will be scheduled on a regular basis or as requested.

3.5. Minutes from the Executive Data and Technology Committee (EDTC) will be submitted to each Committee meeting for noting.

3.6. Minutes from the Enterprise Change Committee (ECC) will be submitted to each Committee meeting for noting.

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 two members-shall constitute a quorum.

4.4. The Committee normally meets four times per year and at other times as the Chair of the Committee deems appropriate.

4.5. Notice of a meeting and distribution of papers shall be no less than five working days prior to the meeting. Notices, agendas and supporting papers can be sent in electronic form where the recipient has agreed to receive documents in such a way.

5. Reporting responsibilities

5.1. The Chair of the Committee shall report to the Board following each meeting of the Committee.

5.2. The Committee will produce a report on its activities to be included in the Annual report and accounts.

6. Relationships with other Committees

6.1 The EDTC and ECC retain responsibility for detailed execution, operational decision-making and early-stage issue resolution relating to technology, data, AI and Group Change Programmes. Matters will be escalated to GETC only where they meet the Group's Major Change criteria or require Board-level oversight.

6.2 The Executive Risk Committee (ERC), acting under the authority of the Group Management Committee (GMC), provides oversight of the technology, data and AI-related risk landscape, including risk appetite, controls and assurance activity. The ERC escalates any material technology, data and AI risks, issues or control matters that require GETC's attention or onward escalation to the Board.

6.3 The Committee will maintain clear delineation of responsibilities between GETC and other executive and Board-level committees, including the GRC to minimise duplication and ensure efficient governance of Major Change, technology, AI and data matters, and will coordinate with GRC to support appropriate routing and escalation of such matters.

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 4 March 2026