

NOMINATION AND REMUNERATION COMMITTEE TERMS OF REFERENCE

1. Composition

The NRC shall –

- 1.1 have at least three directors;
- 1.2 comprise only non-executive directors, with a majority of them being independent directors;
- 1.3 be chaired by an independent director who is not the Chairman of the Board; and
- 1.4 comprise directors who have the skills, knowledge and experience relevant to the responsibilities of the NRC.

2. Secretary

The Secretary(ies) to the NRC are the Company Secretary(ies) of the Bank.

3. Terms and Reference

3.1 Nomination

- 3.1.1 To establish clear, formal and transparent policies and procedures for the appointment and re-appointment of members of the Board, Board Committees, SC, CEO and Senior Management Officers of the Bank.
- 3.1.2 To recommend to the Board the minimum criteria and skill sets for appointments to the Board, Board Committees, SC and for the position of CEO of the Bank.
- 3.1.3 To review and recommend to the Board all Board appointments, and re-appointments of the Bank including SC and the CEO.
- 3.1.4 To review and recommend to the Board suitable persons for appointment as members of the Board Committees and SC of the Bank.

3.2 Fit and Proper Assessment

- 3.2.1 To assess the fitness and propriety of Directors, CEO, Company Secretary and SC of the Bank in accordance with the relevant Fit and Proper Policy of the Bank to ensure that they are not disqualified and comply with the fit and proper requirements as may be specified under the IFSA 2013 and CA 2016, and to make the necessary recommendation to the Board of the Bank.
- 3.2.2 To recommend to the Board the termination or removal of a Director, CEO, SC or Company Secretary of the Bank, if the individual concerned is ineffective, errant, or negligent in discharging his/her duties or if a Director, CEO, SC or Company Secretary becomes disqualified and no longer complies with any of the fit and proper requirements as may be specified under the IFSA 2013 and CA 2016.

3.2 Fit and Proper Assessment (Cont'd)

- 3.2.3 To oversee the fit and proper assessment of Senior Management Officers of the Bank in accordance with the relevant Fit and Proper Policy of the Bank to ensure that they are not disqualified and comply with the fit and proper requirements as may be specified under the IFSA 2013[#].

Notes[#]:

*The Board had on 25 April 2011 delegated the authority for fit and proper assessment of the Senior Officers of the Bank to the CEO of the Bank. Subsequently, the Board had at its meeting held on 25 July 2016 delegated the authority to the CEO and Board Risk Management Committee (the “**Delegation**”) for the assessment of the Chief Risk Officer as per BNM F&P Policy.*

3.3 Annual Evaluation

- 3.3.1 To review the overall composition of the Board and SC in terms of the appropriate size, skills, diversity, the balance between executive directors, non-executive directors and independent directors, mix of skills and other core competencies required.
- 3.3.2 To assess annually the performance and effectiveness of the Board, Board Committees, each individual director and SC member.
- 3.3.3 To oversee the review and performance evaluation of the CEO of the Bank, the Senior Management Officers and Other Material Risk Takers of the Bank.

3.4 Remuneration

- 3.4.1 To recommend to the Board the framework and policies governing the remuneration of:
- Directors;
 - SC;
 - CEO;
 - Senior Management Officers; and
 - Other Material Risk Takers.
- 3.4.2 To review and recommend to the Board for approval the specific remuneration packages for the appointment of the executive director(s) and CEO of the Bank.
- 3.4.3 To review annually and recommend to the Board for approval the remuneration of CEO, SC members, Senior Management Officers and Other Material Risk Takers of the Bank.
- 3.4.4 To periodically review the remuneration of Directors on the Board, particularly on whether the remuneration remains appropriate to each Director’s contribution, taking into account the level of expertise, commitment and responsibilities undertaken.

3.5 Succession Management

3.5.1 To regularly review succession plans for the Board of the Bank to promote Board renewal and address any vacancies.

3.5.2 To oversee the succession planning and talent management of Senior Management Officers of the Bank.

3.6 Directors' Development

3.6.1 To evaluate the training needs of each Director, and to ensure that all Directors of the Bank receive appropriate and continuous training to keep abreast of the latest development in the industry.

3.6.2 To ensure that sufficient resources are dedicated towards the on-going development of the Directors of the Bank.

3.7 Others

3.7.1 To review and recommend to the Board the performance management framework and policies of the Bank.

3.7.2 To review and recommend to the Board the responsibility mapping framework and policies of the Bank, and ensure that adequate and effective process is implemented for:

- i) identifying responsibilities to avoid any organisational blind spots;
- ii) identifying and assigning Senior Management Officers to be accountable for the relevant responsibility;
- iii) assessing the fitness and propriety of Senior Management Officers vis-à-vis their allocated responsibilities, prior to appointment and on an ongoing basis throughout their tenure of appointment; and
- iv) documenting the responsibilities of Senior Management Officers, including timely updates where there are material changes.

3.7.3 Such other responsibilities as may be delegated to the NRC by the Board from time to time.

4. Authority

4.1 The NRC is authorised by the Board to:

- a) review any activity of the Bank within its Terms of Reference;
- b) seek any information it requires from any Director or member of Senior Management Officers, and all employees are directed to co-operate with any request made by the NRC, including but not limited to providing the NRC with sufficient support and resources required to investigate any matter within the mandates of the NRC; and

4. Authority Cont'd

- c) obtain independent legal or other professional advice as it considers necessary.

4.2 The Board remains fully accountable for any authority delegated to the NRC.

5. Group Governance

5.1 HLFG as an apex entity has overall responsibility for ensuring the –

- (i) establishment and operation of a clear governance structure within the HLFG Group; and
- (ii) implementation of prudential standards in providing sufficient coverage of material risks arising from the activities of the HLFG Group.

5.2 Subject to relevant regulatory requirements, HLISB shall provide relevant information to HLFG on matters which present material risks to itself or to the HLFG Group as a whole, and consider the remedial or corrective actions recommended by HLFG to address such material risks.

5.3 HLFG's Human Resource function may propose objectives, strategies, plans, governance framework and policies for adoption and implementation throughout the HLFG Group. Upon receipt of such proposal(s) from HLFG, the Board of Directors and Senior Management of HLISB must assess and validate that the objectives, strategies, plans, governance framework and policies set at HLFG level are fully consistent with the regulatory obligations and the prudential management of HLISB, and ensure that entity specific risks are adequately addressed in the implementation of HLFG Group-wide policies.

6. Convening of Meetings

6.1 The NRC shall hold at least two (2) meetings (which may include meetings conducted via telephonic and video conference) in each financial year to be convened by the Secretary to the NRC.

6.2 Upon the request of any NRC Member, the NRC Chairman shall convene a meeting of the NRC to consider any matters which the NRC Member believes should be brought to the attention of the NRC.

6.3 The CEO, representatives of Human Resources Department and other employees are invited to attend the NRC meetings, whenever required.

7. Notice of Meetings

- 7.1 The notice and agenda for each meeting shall be circulated to all NRC Members specifying the date, time and venue of the meeting and setting out the matters to be discussed.
- 7.2 The NRC may invite such other persons as they deem necessary to the meetings.

8. Recording of Proceedings

- 8.1 The NRC Members shall cause minutes to be made of all proceedings and decisions taken at NRC meetings, and of the attendances thereat.
- 8.2 A copy of the minutes of each meeting shall be circulated to every member of the NRC.
- 8.3 The minutes are to be signed by the NRC Chairman at the next succeeding meeting. Any minutes signed by the NRC Chairman of the meeting to which they relate or of the meeting at which they are read, shall be sufficient evidence without any further proof of the facts stated therein.
- 8.4 The minutes of the NRC shall be kept by the Secretary to the NRC at the registered office of the Bank and shall be opened for inspection of the Board at any time.
- 8.5 After each NRC meeting, the NRC shall report and update the Board on significant issues and concerns discussed during the NRC meetings and where appropriate, make the necessary recommendations to the Board.

9. Quorum

At least half of the number of the NRC Members shall form a quorum.

10. Decisions

- 10.1 Questions arising at any NRC meeting shall be decided by a majority of votes. In case of equality of votes, the NRC Chairman shall have a second or casting vote except when only two (2) members are competent to vote on the question at issue in which event the NRC Chairman shall not have a second or casting vote and the question arising at the NRC meeting shall be deemed to have been lost or not carried.
- 10.2 A member of the NRC who has, or potentially has, directly or indirectly, an interest in a material transaction or material arrangement or conflict of interest situation shall not be present at the NRC meeting where the material transaction or material arrangement or conflict of interest situation is being deliberated by the NRC. The interested NRC member may be counted in the quorum present at the NRC meeting.

11. Circular Resolutions

- 11.1 A resolution in writing signed by a majority of NRC Members shall be as valid and effectual as if it had been passed at a meeting of the NRC duly convened and held. Any such resolution may be contained in a single document or may consist of several documents in like form, each signed by one or more NRC Members.
- 11.2 For the purpose of this provision, “in writing” and “signed” include approval by facsimile, email and other electronic means.

DEFINITION

Bank or “HLISB”	refers to Hong Leong Islamic Bank Berhad.
Board	refers to Board of Directors
CA 2016	refers to Companies Act 2016.
CEO	refers to Chief Executive Officer.
HLFG	refers to Hong Leong Financial Group Berhad
HLFG Group	refers to HLFG and its subsidiaries.
IFSA 2013	refers to Islamic Financial Services Act 2013.
Other Material Risk Takers	<p>refers to officers who are not members of Senior Management Officers and who:</p> <ul style="list-style-type: none">i) can materially commit or control significant amounts of the Bank’s resources or whose actions are likely to have a significant impact on its risk profile; orii) is among the most highly remunerated officers in the Bank. <p>The list of Other Material Risk Takers is reviewed regularly by CEO.</p>
Senior Management Officers	<p>refers to officers who:</p> <ul style="list-style-type: none">i) are performing a senior management function whose primary or significant responsibility is for the management and performance of significant business activities of the Bank; orii) assume primary or significant responsibility for key control functions. <p>The list of Senior Management Officers is reviewed regularly by CEO.</p>
SC	refers to Shariah Committee

Terms of Reference Document Information

Terms of Reference Owner	Group Company Secretary
Responsible Persons/ Party(s)	NRC
Version No. and Date Approved	Version 1: First adopted on 1 November 2024. Version 2: Amendments in 2025 approved on 28 November 2025.
Summary of Revisions	1. 2025 : To include the provisions on review and recommend to the Board the responsibility mapping framework and policies of the Company to align with the Bank Negara Malaysia (“ BNM ”) Policy Document on Responsibility Mapping and several administrative changes.
Effective Date	28 November 2025
Next Review Date	November 2026
Relevant Legislation	(a) BNM Policy Document on Corporate Governance (b) BNM Policy Document on Fit and Proper Criteria (c) BNM Policy Document on Responsibility Mapping (d) IFSA 2013
Related Policies and Procedures	(a) HLISB Fit and Proper Policy for Directors and Chief Executive Officer
Reviewed and Concurred By	CEO, HLISB
Endorsed By	NRC
Approved By	Board