

## FIRST HAWAIIAN, INC.

### CORPORATE GOVERNANCE GUIDELINES

#### Purpose

The Board of Directors (the “Board”) of First Hawaiian, Inc. (the “Company”), acting on the recommendation of its Corporate Governance and Nominating Committee (the “Committee”), has developed and adopted the following Corporate Governance Guidelines (the “Guidelines”). The Board has overall responsibility for building the Company’s long-term financial performance and for determining that the Company is managed in such a way to achieve this result. These Guidelines promote the functioning of the Board and its committees and set forth a common set of expectations as to how the Board should perform its functions.

#### Board Membership

*Size of Board.* The Amended and Restated Bylaws of the Company (the “Bylaws”) provide that the Board will consist of no less than five directors and that there initially will be nine directors. The Board believes this size is currently appropriate and allows for effective functioning of the Board. In accordance with the Bylaws, the number of directors on the Board may be designated from time to time by resolution of the Board; provided that, prior to the time at which BNP Paribas (“BNPP”) ceases to beneficially own at least 25% of the Company’s outstanding common stock, the number of directors may be increased or decreased only with the approval of a majority of directors who are designated by BNPP.

*Board Composition.* It is the policy of the Board, consistent with the rules of The NASDAQ Stock Market (“NASDAQ”), that, at such time as the Company is no longer exempt as a “Controlled Company” from certain corporate governance requirements pursuant to NASDAQ Rule 5615, there will be a majority of “independent” directors on the Board. To qualify as “independent”, a director must not be an officer or employee of the Company or its subsidiaries, and the director must not have a relationship which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. To assist with independence determinations, directors will be required to annually complete questionnaires.

*Board Membership Criteria.* The Committee works with the Board to determine the appropriate mix of characteristics, skills and experience for the Board as a whole and for individual directors. In evaluating the suitability of individuals for Board membership, the Committee takes into account many factors. Those include: whether the individual meets various independence requirements; the individual’s general understanding of the varied disciplines relevant to the success of a publicly traded company in today’s business environment; understanding of the Company’s business and markets; professional expertise and educational background; and other factors that promote diversity of views and experience. The Committee evaluates each individual in the context of the Board as a whole, with the objective of recruiting and recommending a slate of directors that can best perpetuate the Company’s success and represent stockholder interests through the exercise of sound judgment, using its diversity of experience. In determining whether to recommend a director for re-nomination, the Governance

Committee also considers the director's attendance at, participation in, and contributions to Board and committee activities.

### Board Leadership

*Selection of Chairperson and CEO.* The Committee will be responsible for identifying and recommending candidates for nomination as the Chairperson of the Board (the "Chairperson") and the Chief Executive Officer (the "CEO") in accordance with the criteria set forth in the Committee's Charter (the "Charter"). The Board will be responsible for electing candidates to these roles, and the Board will regularly evaluate whether the positions of Chairperson and CEO should continue to be filled by one individual, or whether they should be filled by two different individuals.

At any time, the Board may designate, in its sole discretion, one of the independent directors not appointed by BNPP to serve as Lead Independent Director, who shall have the following powers and duties:

- presiding at all meetings of the Board at which the Chairperson and CEO is not present;
- presiding at executive sessions of the independent directors;
- reviewing and approving meeting agendas, meeting schedules and information sent to the Board;
- serving as a liaison between the Chairperson and CEO and the independent directors;
- having the authority to call meetings of directors, including separate meetings or executive sessions of the independent directors; and
- being available for consultation and direct communication with shareholders, as appropriate.

During the term of the Stockholder Agreement (the "Stockholder Agreement") by and between BNPP and the Company, unless otherwise agreed to by the parties to such agreement, the CEO of the Company shall serve as the Chairperson.

*Management Succession Planning.* The Board realizes the importance of continuity at the executive level of management and will coordinate with the CEO to ensure that a succession plan is in place for selecting a successor to the CEO position as well as other executive officer positions, both in an emergency situation and in the ordinary course of business. The succession plan should include a formalized process governing long-term management development and succession, as well as an assessment of the experience, performance, skills and planned career paths for possible successors to the CEO position. The CEO will review and discuss with the Compensation Committee, and the CEO and Compensation Committee will report to the Board annually about the development of the succession plan, and the Board will review the plan.

### Selection of Directors

*Nominations.* The Committee is responsible for identifying, evaluating and recommending to the Board candidates to be appointed or nominated for election as directors in accordance with the criteria set forth in the Charter and these Guidelines. The Board is responsible for filling vacancies on the Board that may occur between annual meetings of shareholders and for filling newly created directorships resulting from an increase in the authorized number of directors on the Board.

During the term of the Stockholder Agreement, BNPP will have the right to nominate candidates to the Board in accordance with the terms of the Stockholder Agreement.

*Criteria.* The Committee shall determine new nominees for the position of independent director who satisfy the requirements of the NASDAQ rules and take into account the following considerations:

- Personal qualities and characteristics, accomplishments and reputation in the business community;
- Current knowledge and contacts in the communities in which the Company does business and in the Company's industry or other industries relevant to the Company's business;
- Ability and willingness to commit adequate time to Board and committee matters;
- The fit of the individual's skills and personality with those of other directors and potential directors in building a Board that is effective, collegial and responsive to the needs of the Company; and
- Diversity of viewpoints, background, experience and other demographics.

The Committee will give appropriate consideration to candidates for Board membership proposed by shareholders and will evaluate such candidates in the same manner as other candidates identified by or submitted to the Committee.

*Invitation.* The invitation to join the Board should be extended by the Board itself via the Chairperson, together with an independent director, when deemed appropriate.

*Orientation and Continuing Education.* Management, working with the Board, will provide an orientation process for new directors, including background material on the Company, its business plan and its risk profile, and meetings with senior management. Each director should remain informed about the Company and its activities, the community, industry conditions affecting banking and financial services companies generally and the principal businesses in which the Company is involved. Periodically, management should prepare additional educational sessions for directors on matters relevant to the Company, its business plan and risk profile. To facilitate this participation, the Company will endeavor to make the directors aware of available director education programs and will pay the reasonable expenses of any director attending approved director education programs. Likewise, chairpersons of Board committees are encouraged to utilize their respective committee meetings to introduce timely educational topics or information associated with the committee's priorities and goals.

## Continuation as Directors

*Director Term and Term Limits.* Each Director will hold office until his or her successor is elected and qualified. The Board does not believe it should establish term limits because it aims to preserve the contributions of directors who have been able to develop insight into the Company and its operations over a period of time.

*Retirement Age.* No person will be nominated for election to the Board if he or she will attain the age of 75 before such election.

*Change in Personal Circumstances.* Any director who retires, or makes a significant change to his or her principal employment or experiences a significant change in his or her personal circumstances that reasonably may have an adverse effect on the director's service on the Board, including his or her independence or the Company's business or reputation, must offer his or her resignation to the Board. The Committee then will review the appropriateness of that director's continued service on the Board in light of the new circumstances and will make a recommendation to the Board as to whether the resignation should be accepted.

## Expectations of Directors

The business and affairs of the Company will be managed by or under the direction of the Board in accordance with Delaware law. In performing their duties, the primary responsibility of the directors is to exercise their business judgment in the best interests of the Company. To promote the discharge of this responsibility and the efficient conduct of the Board's business, the Board has developed several specific expectations of directors, which are set forth below. Expectations of directors include but are not limited to the following.

*Attendance and Participation.* Each director is expected to attend Board meetings and committee meetings on which the director serves. Directors may attend by conference telephone or similar communications equipment, which must enable all directors participating in the meeting to simultaneously hear each other during the meeting, in which case the remote participation will constitute presence in person at the meeting. To facilitate active and effective participation in Board and committee deliberations, each director should be sufficiently familiar with the business of the Company, including its financial statements and capital structure, and the risks and competition it faces. Upon request, management will make appropriate personnel available to answer questions a director may have about aspects of the Company's business. Directors should also review the materials provided by management and advisors in advance of the meetings of the Board and its committees and should arrive prepared to discuss the issues presented.

*Loyalty and Ethics.* In their roles as directors, all directors owe a duty of loyalty to the Company. This duty of loyalty mandates that the best interests of the Company take precedence over any interests possessed by a director. The Company has adopted a Code of Conduct and Ethics (the "Code"). Certain portions of the Code deal with activities of directors, particularly with respect to potential conflicts of interest, the taking of corporate opportunities for personal use and competing with the Company. Directors should be familiar with the Code's provisions in these areas and are expected to adhere to the Code, as well as the Company's other ethics policies and guidelines, such as the Related Party Transaction Policy. Directors should consult

with the Chair of the Audit Committee and the General Counsel of the Company (or, if there is no General Counsel, the attorney designated by the Company's subsidiary bank's legal department) in the event of any issues regarding conflict of interest, including concerning taking corporate opportunities or competing with the Company.

*Other Directorships.* Each director must have sufficient time to devote to Company matters and availability to participate actively in Board and committee activities. While the Company values the experience directors bring from other boards on which they serve, the Company recognizes that those boards may present demands on a director's time and availability and may also present conflicts or legal issues. Accordingly, directors should inform and advise the Committee and the Chairperson before joining the board of any other public company board or other entity, as well as before accepting significant commitments that involve affiliation with other business or governmental entities. The Board's policy, unless waived by a resolution of the Board, is that no director may serve on more than four other public company boards, not including the board of an organization by which he or she is employed. The CEO and other management members of the Board also must seek approval of the Committee before accepting outside board memberships.

*Confidentiality.* The proceedings and deliberations of the Board and its committees are confidential. Each director will maintain the confidentiality of information received in connection with his or her service as a director.

*Reviewing and Approving Significant Transactions.* Board approval is appropriate for particular transactions. In determining whether Board approval is necessary, the Board should consider the following factors as relating to the particular transaction:

- legal or regulatory requirements,
- the materiality of the transaction to the Company's financial performance, risk profile or business,
- the terms of the transaction, and
- other factors, such as the entering into of a new line of business or a variation from the Company's strategic plan.

To the extent the Board determines it to be appropriate, the Board will develop standards to be utilized by management in determining types of transactions that should be submitted to the Board for review and approval or notification.

### Board Meetings

*Number.* The Board will have no less than four scheduled meetings each year. The Board may hold one or more special meetings during each year whenever called by the Chairperson, the Lead Independent Director, the Board or, prior to the time at which BNPP ceases to directly or indirectly beneficially own at least 25% of the Corporation's outstanding common stock, BNPP (unless earlier waived).

*Agenda.* Information and data that are important to directors' understanding of the business to be conducted at a Board meeting generally should be distributed in writing to directors prior to each meeting. While the Chairperson will establish the agenda for each Board meeting, directors are encouraged to suggest the inclusion of additional items on the agenda.

*Executive Sessions.* To ensure free and open discussion and communication among independent directors of the Board, the independent directors of the Board will meet in regularly scheduled executive sessions at least twice a year, outside the presence of management. Executive sessions may be scheduled more frequently as necessary or desirable. If a Lead Independent Director has been appointed, the Lead Independent Director will preside at executive sessions. If no Lead Independent Director has been appointed or the Lead Independent Director is absent, the independent directors shall designate the director who will preside at the executive sessions.

### Committees of the Board

*Standing Committees.* The Board currently has a Corporate Governance and Nominating Committee, an Audit Committee, a Compensation Committee and a Risk Committee. Each of the Corporate Governance and Nominating Committee, Audit Committee and Compensation Committee must have a written charter satisfying NASDAQ rules. The aforementioned three committees must continue to conform to NASDAQ rules, and the Audit Committee must continue to conform to Rule 10A-3 of the Securities Exchange Act of 1934 (the "Exchange Act"). From time to time, the Board may form new committees as it deems appropriate, subject, however, to BNPP approval if such approval is required under the Stockholder Agreement and is not waived. Each committee will have its own charter.

*Independence and Qualifications of Standing Committee Members.* Except as permitted by NASDAQ Rule 5615, all members of the Corporate Governance and Nominating Committee, Audit Committee and Compensation Committee must meet the criteria for independence established by NASDAQ rules. Audit Committee members also must meet the criteria for independence set forth in Rule 10A-3(b)(1) of the Exchange, and Compensation Committee members must satisfy the additional eligibility requirements imposed by NASDAQ rules. The required qualifications for the members of each committee are set out in the respective committee's charter. A director may serve on more than one committee for which he or she qualifies.

*Attendance.* Each director will be provided advance notice of all committee or subcommittee meetings, whether or not such director serves on any such committee or subcommittee. Any director may attend any committee or subcommittee meeting as a non-voting observer; provided that any committee or subcommittee will have the right to hold sessions consisting only of members of such committee or subcommittee and invited guests present, as such committee or subcommittee considers appropriate.

### Reliance on Management and Outside Advice

*Access to Management.* In performing its functions, the Board is entitled to rely on the advice, reports and opinions of management. Directors will have complete access to the Company's senior management, although directors will use judgment to ensure that this contact

is not distracting to the business operations of the Company. The Board encourages senior management to bring members of management to Board meetings when managers can provide additional insight into items being discussed because of personal involvement and substantial knowledge in those areas.

*Independent Advice.* The Board and any of its committees may hire independent advisors, including counsel, accountants, auditors and other experts, to assist in carrying out the duties of the Board or committees, and the Company will pay the reasonable fees and expenses of those advisors. The Board and each committee will have the authority to retain and approve the fees and retention terms of outside advisors it retains.

### Executive and Board Compensation

*CEO Compensation.* The Board, acting through the Committee, will evaluate the performance of the CEO and the Company against the Company's goals and objectives and determine the compensation level of the CEO.

*Management Compensation.* The Board, acting through the Committee, will evaluate and approve the proposals for overall compensation policies applicable to executive officers.

*Board Compensation.* The Board should conduct at least once every three years a review of the components and amount of Board compensation in relation to other similarly situated companies. Board compensation should be consistent with market practices but should not be set at a level that would call into question the Board's objectivity.

### Evaluating Board Performance

The Board, acting through the Committee, should conduct a self-evaluation at least annually to determine whether it is functioning effectively. The Committee should periodically consider the mix of skills and experience that directors bring to the Board to assess whether the Board has the necessary tools to perform its oversight function effectively.

As set forth in each committee's charter, each committee of the Board should conduct a self-evaluation at least annually and report the results to the Board. Each committee's evaluation must compare the performance of the committee with the requirements of its written charter, if any.

### Policy Statement

These Guidelines are a statement of policy and are not intended to change or interpret any federal or state law or regulation, including the Delaware General Corporation Law, or the Amended and Restated Articles of Incorporation or Amended and Restated Bylaws of the Company. The Guidelines are subject to review by the Committee not less than annually and to modification from time to time by the Board.

Adopted: July 6, 2016