



Application of the King IV Report on Corporate Governance for South Africa 2016 (King IV)

THE GROUP ENDORSES THE KING IV REPORT ON CORPORATE GOVERNANCE FOR SOUTH AFRICA, 2016 (KING IV) AND HAS STRIVED TOWARDS COMPLIANCE THEREWITH AS FURTHER SET OUT HEREIN, WHICH THE BOARD BELIEVES IT HAS ESSENTIALLY ACHIEVED DURING THE FINANCIAL YEAR.

Approach to governance

The key applications and explanations by the group of the principles contained in King IV are explained in the table below. We account therefor in accordance with International Financial Reporting Standards (IFRS) and do so in the format of integrated reporting, whilst compliance to the Companies Act of South Africa and the JSE Listings Requirements is enshrined in our business model.

We further acknowledge our responsibility, resulting from our fiduciary duties and duties of care, skill and diligence, to ensure that business within the group is conducted with transparency, prudence, fairness, accountability and integrity.

Principles	Nictus application
Principle 1	
Leadership "The governing body should lead ethically and effectively"	<p>The governing body has adopted the ideal future, mission, code of conduct and core values of Nictus and sets an example by actively pursuing and acting within the ambit of the code of conduct.</p> <p>The ethical approach is further established with the appointment of its balanced spread of independent non-executives, pursuing the achievement of sustainable economic, social and environmental performance in a corporate responsible manner.</p> <p>The board adheres to its fiduciary duties and its functions are summarised in a board charter. Each member is held accountable for their leadership in an evaluation process to the rest of the governing body.</p>
Principle 2	
Organisational ethics "Govern the ethics of the organisation in a way that supports the establishment of an ethical culture"	<p>The governing body, with the assistance of management and the social and ethics committee, requires all employees to sign the board-approved code of conduct, which forms the foundation for ethics within the organisation, as an undertaking to conform thereto, thereby creating awareness amongst employees of the company's ethical compliance requirements.</p> <p>The governing body sets an example by undertaking to conform to the code of conduct themselves.</p> <p>Nictus' code of conduct is disclosed on page 5 of the 2018 integrated annual report, which is available on the company's website.</p> <p>The social and ethics committee engages with stakeholders directly or through delegated functions through management to remain informed about the level of ethics that the group maintains.</p> <p>The board believes that a strong ethical culture is key in building strong and lasting stakeholder relationships and an internal talent pool to ensure growth and sustainability with the appropriate succession.</p>

Principles	Nictus application
Principle 3	
Responsible corporate citizenship "Ensure that the organisation is and is seen to be a responsible corporate citizen"	<p>The governing body recognises the Constitution of South Africa as the supreme law, together with the other laws, standards and the company's own policies and procedures, and considers how to interpret and apply them to the organisation's activities in an effort to be and be seen as a responsible corporate citizen.</p> <p>With the assistance of board committees, executive management, the company secretary, a function outsourced to Veritas Board of Executors Proprietary Limited (Veritas), regulators and professional service providers, the board gathers its own insights into the corporate governance of the group and utilises these insights, together with reports received, to effectively oversee and ultimately take responsibility for the corporate governance of the group.</p>
Principle 4	
Strategy and performance "The governing body should appreciate that the organisation's core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process"	<p>Strategy, risk, opportunities, performance and sustainability, based on an ethical foundation, are all key matters dealt with in the integrated business plan of the company, which is created by the managing director and supported by the board.</p> <p>These factors, including viability assessments, capital, solvency, liquidity and going concern status, are examined in detail, and monitored throughout the year to determine their individual and combined effects on the business and drive a strategy that should create exceptional value for shareholders and other stakeholders alike.</p>
Principle 5	
Reporting "The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation's performance and its short-, medium- and long-term prospects"	<p>The board, assisted by the audit and risk committee and executive management, has established controls and processes, including consultations with professional service providers, to independently gather, review and report adequate information regarding the company's financial and sustainable performance and the integrity of the integrated annual report. This includes the oversight over information published in terms of the King Code disclosure requirements.</p> <p>The board has assumed responsibility for the approval of interim communications and the chairperson of the board ultimately approves all SENS announcements.</p> <p>Nictus is committed to transparent and effective communication with all stakeholder groups. Such communication takes place through formal and informal channels, including the company's website.</p>
Principle 6	
Primary roles and responsibilities of the governing body "The governing body should serve as the focal point and custodian of the corporate governance in the organisation"	<p>The board acknowledges its responsibility to steer the organisation, and to review and approve its strategic direction based on the principles of good corporate governance.</p> <p>The board has established committees to assist it to fulfil its duties. The committees are all constituted by charters, which are approved by the board.</p> <p>The governance framework detailing the composition of the board, its committees and attendance at meetings is summarised in the table presented on page 36 of the 2018 integrated annual report.</p> <p>The board believes that it has discharged its responsibilities in relation to its own charter.</p>



Principles	Nictus application
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Principle 7	
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Composition of the governing body “The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively”	<p>The appointment of directors is a formal process, which is overseen by the remuneration and nomination committee.</p> <p>The company is committed to appoint suitably qualified and experienced directors and acknowledges the responsibility for ensuring that the board attracts and appoints sufficient members with an appropriate mix of skills, knowledge, experience and independence, and who also meet the gender and race diversity targets set by the group, taking into account the nature, scale and complexity of the business.</p> <p>The company supports the principles and aims of appropriate gender diversity and has adopted a policy on the promotion of gender diversity at board level.</p> <p>The board and committees are sufficiently represented by independent non-executive directors and are independently chaired.</p> <p>None of the independent non-executive directors has been serving on the board long enough for their independence to become compromised due to length of service.</p>
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Principle 8	
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Committees of the governing body “The governing body should ensure that its arrangements for delegation within its own structures promote independent judgement, and assist with balance of power and the effective discharge of its duties”	<p>Well-structured board committees assist the governing body in fulfilling its duties. Board committees, appropriately constituted, comprise members of the board and their authority, objectives and functions are governed by clearly defined terms of reference, mandates and charters, subject to annual revision.</p> <p>Members for each committee are selected according to their suitability in terms of their qualifications, experience and the prescribed composition of the committees.</p> <p>The company has the following committees:</p> <ul style="list-style-type: none">• Audit and risk committee;• Remuneration and nomination committee;• Social and ethics committee; and• Investment committee. <p>The governance framework detailing the composition and functions of board committees is presented on page 36 of the 2018 integrated annual report.</p>
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Principle 9	
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Evaluation of the performance of the governing body “The governing body should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvement in its performance and effectiveness”	<p>Evaluations of the board, its audit and risk committee and individual directors are conducted internally through a self-assessment process, and consideration is given to outsourcing such evaluations, as and when the board deems necessary.</p>
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Principles	Nictus application
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Principle 10	
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<p>Appointment and delegation to management</p> <p>"The governing body should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities"</p>	<p>The governing body appoints a competent and appropriately experienced managing director, who is responsible to lead strategy implementation and report to it.</p> <p>The board is satisfied that the delegation of authority framework contributes to role clarity and the effective exercise of authority and responsibility.</p> <p>The board has appointed Veritas Board of Executors Proprietary Limited (Veritas), to provide a competent, suitably qualified and an experienced company secretary. The ability of Veritas, its board and employees, to perform its company secretarial duties and its performance is assessed annually by the board taking into account a set of pre-agreed deliverables. Veritas boasts decades of experience. Care is taken to monitor the arm's-length relationship with the board and written agreements are in place to govern the relationship between the parties.</p>
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Principle 11	
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<p>Risk governance</p> <p>"The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives"</p>	<p>Nictus' risk methodology includes the consideration and implementation of appropriate risk responses to identified risks, based on the strategic objectives of the group. The effective monitoring of risk is achieved at Nictus through a combination of daily and periodic activities undertaken by management at various levels in the organisation, culminating in the activities of the executive management and audit and risk committee, which oversee the risk management process at Nictus.</p> <p>The board considers and determines the levels of risk tolerance as well as risk appetite during its periodic review of the group's risk profile.</p> <p>This risk profile determines the ambit within which management is allowed to take on risk-inclined projects. The audit and risk committee provides oversight of Nictus' risk management activities and reports formally on its findings and recommendations to the board annually.</p>
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Principle 12	
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<p>Technology and information governance</p> <p>"The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives"</p>	<p>Nictus promotes an ethical IT governance culture and a common IT language. IT is aligned with the performance and sustainability objectives of the group from a safeguarding, strategic and business process perspective.</p> <p>The board has delegated responsibility for the implementation of an IT governance framework to management.</p> <p>All IT matters are referred to the group's outsourced IT consultants, who advise on the most appropriate technological solutions for the group. Executive management makes recommendations to the board, at which levels decisions are taken.</p> <p>Continued focus is given to the effectiveness and improvement of operating systems in order to increase functionality and promote enhanced reporting capabilities for better management.</p> <p>The board annually considers, independent assurance on the effectiveness of the technology and information, including outsourcing.</p>
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Principle 13	
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<p>Compliance governance</p> <p>"The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen"</p>	<p>Nictus has a compliance culture with a legal compliance programme, which supports efforts to identify and comply with applicable laws and regulations.</p> <p>Compliance also forms part of Nictus' code of conduct. The board and audit and risk committee are regularly briefed on new laws and regulations by the company secretary, professional service providers and JSE sponsors.</p> <p>The company secretary acts as legal compliance officer, whilst certain compliance functions in the insurance segment are outsourced to independent, suitably experienced and qualified service providers.</p>
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Principles	Nictus application
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Principle 14	
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Remuneration governance “The governing body should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term”	<p>The remuneration and nomination committee is responsible for determining just and equitable remuneration policies for the group and making related recommendations to the board.</p> <p>The group’s remuneration policy incorporates the recommendations of King IV. It aims to appeal to and retain those individuals that will support and contribute towards achieving the group’s desired results and strategy.</p> <p>The policy, philosophy and strategy are encapsulated in the following: Remuneration should:</p> <ul style="list-style-type: none">• Contribute towards appealing to and retaining motivated and loyal employees;• Reflect a direct correlation with the vision and results of the group;• Be reviewed and benchmarked annually;• Support the strategy of the group; and• Reward performance and motivate employees. <p>The remuneration report, policy and implementation report are presented on pages 37 to 40 and 132 of the 2018 integrated annual report.</p>
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Principle 15	
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Assurance “The governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation’s external reports”	<p>Nictus has developed a combined assurance model, which provides a coordinated approach to assurance activities in respect of key risks facing the company, with oversight by the audit and risk committee. This includes internal risk management, compliance functions and internal and external audit reporting.</p> <p>Nictus has a risk-based internal audit function, with a charter approved by the audit and risk committee and board. Internal audit focuses on governance, risk management, the system of internal controls, follows a systematic approach, and investigates and reports on control deficiencies, fraud, corruption, unethical behaviour and irregularities.</p>
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Principle 16	
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Stakeholder engagement “In the execution of its governance roles and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time”	<p>The governing body tasks management with the management of stakeholder relationships, including identification of important stakeholder groups, and development of strategies and policies to manage these relationships effectively.</p> <p>Constructive stakeholder engagement within the group is facilitated through formal and informal mechanisms and shareholders are encouraged to attend the company’s annual general meeting.</p> <p>Nictus strives to achieve an appropriate balance between various stakeholder groups’ interests and expectations in taking decisions in the best interest of the group and ultimately its shareholders, who are treated equitably.</p> <p>The board and the group’s external auditors will be available at the annual general meeting to respond to any shareholder queries.</p>
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Principle 17	
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Responsible investing “The governing body of an institutional investor organisation should ensure that responsible investment is practised by the organisation to promote the good governance and the creation of value by the companies in which it invests”	<p>The function of the investment committee is to evaluate and advise the board on all group and subsidiary investments of substantial monetary value or business importance, including involvement in the formulation of investment policies, principles and practices to achieve optimum return on investments. The investment committee is chaired by the chairperson of the group and further consists of the group managing director, the group financial director and another non-executive director.</p>
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