

King IV™ principles disclosure map

Having recently adopted the principles of the King IV Report on Corporate Governance™ for South Africa 2016 (“King IV™”), the Group endeavours to explain its application of appropriate principles and is transparent in areas of non-compliance. The following table provides a high-level overview of responses to the 16 applicable King IV™ principles. Where relevant, we reference other areas of the report where detailed information can be found.

We have indicated the level of application and explanation of the Group’s King IV™ disclosure with icons to indicate the maturity of such disclosure:

Icon Maturity of disclosure



Effective disclosure



Disclosure to be improved

Principle	High-level disclosure	Reference for further information	Maturity of disclosure
1	The governing body should lead ethically and effectively.	<ul style="list-style-type: none"> • Arrangements by which members are held accountable for ethical and effective leadership, including codes of conduct and performance evaluations 	Full online governance report 
2	The governing body should govern the ethics of Kaap Agri in a way that supports the establishment of an ethical culture.	<ul style="list-style-type: none"> • Arrangements for governing and managing ethics • Key focus areas for ethics • Measures taken to monitor organisational ethics and how the outcomes were addressed • Future focus areas 	Full online governance report 
3	The governing body should ensure that Kaap Agri is and is seen to be a responsible corporate citizen.	<ul style="list-style-type: none"> • Arrangements for governing and managing responsible corporate citizenship • Key focus areas for corporate citizenship • Measures taken to monitor corporate citizenship and how the outcomes were addressed • Future focus areas 	Social and Ethics report on page 41 of the integrated report 
4	The governing body should appreciate that Kaap Agri’s core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.	<ul style="list-style-type: none"> • Integrated report • Corporate governance disclosures • Annual financial statements 	Integrated report on page 3 
5	The governing body should ensure that reports issue by Kaap Agri enable stakeholders to make informed assessments of Kaap Agri’s performance, and its short, medium and long-term prospects.	<ul style="list-style-type: none"> • Integrated report • Corporate governance disclosures • Annual financial statements 	Integrated report on page 13 

Principle	High-level disclosure	Reference for further information	Maturity of disclosure
6	<p>The governing body should serve as the focal point and custodian of corporate governance at Kaap Agri.</p> <ul style="list-style-type: none"> • Number of meetings and attendance • Statement on whether the Board is satisfied that it has fulfilled its responsibilities 	Full online governance report	
7	<p>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> <ul style="list-style-type: none"> • Statement on whether the Board is satisfied that its composition reflects the principle objectives • Targets set for gender and race representation with progress details • Members' profile details • Reasons why any members have been removed, resigned or retired 	Full online governance report	
8	<p>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> <p>For each committee:</p> <ul style="list-style-type: none"> • Overall role and associated responsibilities and functions • Composition, including each member's qualifications and experience • External advisors or invitees • Key focus areas during the reporting period • Number of meetings held and attendance • Statement on whether the committee is satisfied that it has fulfilled its responsibilities in accordance with its terms of reference for the reporting period <p>Additional disclosure for audit committee</p>	Full online governance report	
9	<p>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> <ul style="list-style-type: none"> • Performance evaluation detail and approach • Evaluation results and actions • Statement on satisfaction and whether the evaluations are improving the Board's performance 	Full online governance report	
10	<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> <ul style="list-style-type: none"> • Authorities framework statement on contribution to clarity and the effective exercise of authority and responsibilities • Notice period for the Chief Executive Officer ("CEO") and termination conditions • Other professional commitments of the CEO • Statement on succession planning • Arrangements for accessing professional corporate governance services and whether these are effective 	Full online governance report	
11	<p>The governing body should govern risk in a way that supports Kaap Agri in setting and achieving its strategic objectives.</p> <ul style="list-style-type: none"> • Nature and extent of the risks and opportunities Kaap Agri is willing to take – without compromising sensitive information • Arrangements for governing and managing risk • Key focus areas including objectives, key risks and those taken outside of risk tolerance levels • Measures taken to monitor risk management and how the outcomes were addressed • Future focus areas 	Risk report on pages 37 to 39 of the integrated report	

Principle	High-level disclosure	Reference for further information	Maturity of disclosure	
12	The governing body should govern technology and information in a way that supports Kaap Agri in setting and achieving its strategic objectives.	<ul style="list-style-type: none"> • Arrangements for governing and managing technology and information • Key focus areas including objectives, changes in policy, acquisitions and remedial actions for incidents • Actions taken to monitor effectiveness of technology and information management and how the outcomes were addressed • Future focus areas 	Report of the Audit and Risk committee and risk report on pages 51 and 37 of the integrated report, respectively	
13	The governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports Kaap Agri being ethical and a good corporate citizen.	<ul style="list-style-type: none"> • Arrangements for governing and managing compliance • Key focus areas • Actions taken to monitor effectiveness of compliance and how the outcomes were addressed • Future focus areas • Material or repeated regulatory penalties, sanctions or fines • Details of monitoring and compliance inspections by environmental regulators, findings on non-compliance with environmental laws or criminal sanctions and prosecutions 	Report of the Audit and Risk committee on page 51 of the integrated report	
14	The governing body should ensure that Kaap Agri remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.	<ul style="list-style-type: none"> • Background statement • Overview of the main provisions of the Remuneration policy • Implementation of the 2017 Remuneration policy • Annual general meeting voting results on remuneration 	Remuneration report on page 20 of the integrated report	
15	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 Kaap Agri's external reports.	<ul style="list-style-type: none"> • Type of assurance processes applied to each report in addition to the independent, external audit opinions, including: <ul style="list-style-type: none"> – the nature, scope and extent of assurance; and – a statement by the Board about the integrity of the report. 	Integrated report on page 51	
16	In the execution of its governance role 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 Kaap Agri over time.	<ul style="list-style-type: none"> • Arrangements for governing and managing stakeholder relationships • Key focus areas • Actions taken to monitor effectiveness of stakeholder management and how the outcomes were addressed • Future focus areas 	Report of the Social and Ethics committee on page 40 of the integrated report	