# Appendix 4G

# Key to Disclosures Corporate Governance Council Principles and Recommendations

Name of entity:		
Kina Securities Ltd		
ABN / ARBN:	Financial year ended:	
606 168 594	31 December 2016	

Our corporate governance statement<sup>2</sup> for the above period above can be found at:<sup>3</sup>

- These pages of our annual report:
- $\boxtimes$  This URL on our website:

The Corporate Governance Statement is accurate and up to date as at *[insert effective date of statement]* and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.

Date:

22 February 2016

Chetan Chopra

Name of Secretary authorising lodgement:

<sup>1</sup> Under Listing Rule 4.7.3, an entity must lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of rule 4.10.3.

<sup>&</sup>lt;sup>2</sup> "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

<sup>&</sup>lt;sup>3</sup> Mark whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where the entity's corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "<u>OR</u>" at the end of the selection and you delete the other options, you can also, if you wish, delete the "<u>OR</u>" at the end of the selection.

# ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$
PRIN	CIPLE 1 - LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVI	ERSIGHT	
1.1	<ul> <li>A listed entity should disclose:</li> <li>(a) the respective roles and responsibilities of its board and management; and</li> <li>(b) those matters expressly reserved to the board and those delegated to management.</li> </ul>	the fact that we follow this recommendation:     in our Corporate Governance Statement <u>OR</u> at [ <i>insert location</i> ]     and information about the respective roles and responsibilities of     our board and management (including those matters expressly     reserved to the board and those delegated to management):     at [ <i>insert location</i> ]	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
1.2	<ul> <li>A listed entity should:</li> <li>(a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and</li> <li>(b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.</li> </ul>	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>

<sup>&</sup>lt;sup>4</sup> If you have followed all of the Council's recommendations in full for the whole of the period above, you can, if you wish, delete this column from the form and re-format it.

Corpo	rate Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$	
1.5	<ul> <li>A listed entity should:</li> <li>(a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;</li> <li>(b) disclose that policy or a summary of it; and</li> <li>(c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them and either:</li> <li>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</li> <li>(2) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</li> </ul>	the fact that we have a diversity policy that complies with     paragraph (a): <ul> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li>and a copy of our diversity policy or a summary of it:</li> <li>at <u>http://investors.kina.com.pg/investors/?page=corporate-governance</u></li> <li>and the measurable objectives for achieving gender diversity set by             the board or a relevant committee of the board in accordance with our             diversity policy and our progress towards achieving them:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li>and the information referred to in paragraphs (c)(1) or (2):</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	
1.6	<ul> <li>A listed entity should:</li> <li>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</li> <li>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</li> </ul>	the evaluation process referred to in paragraph (a):     in our Corporate Governance Statement <u>OR</u> at [ <i>insert location</i> ]     and the information referred to in paragraph (b):     in our Corporate Governance Statement <u>OR</u> at [ <i>insert location</i> ]	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	
1.7	<ul> <li>A listed entity should:</li> <li>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</li> <li>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</li> </ul>	<ul> <li> the evaluation process referred to in paragraph (a):</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and the information referred to in paragraph (b):</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$	
PRINCIP	PLE 2 - STRUCTURE THE BOARD TO ADD VALUE			
2.1	<ul> <li>The board of a listed entity should: <ul> <li>(a) have a nomination committee which:</li> <li>(1) has at least three members, a majority of whom are independent directors; and</li> <li>(2) is chaired by an independent director, and disclose:</li> <li>(3) the charter of the committee;</li> <li>(4) the members of the committee; and</li> <li>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</li> <li>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</li> </ul> </li> </ul>	[If the entity complies with paragraph (a):]         the fact that we have a nomination committee that complies with paragraphs (1) and (2):         ☑ in our Corporate Governance Statement OR         □ at [ <i>insert location</i> ]         and a copy of the charter of the committee:         ☑ at <u>http://investors.kina.com.pg/investors/?page=corporate-governance</u> and the information referred to in paragraphs (4) and (5):         ☑ in our Corporate Governance Statement OR         □ at [ <i>insert location</i> ]         [If the entity complies with paragraph (b):]         the fact that we do not have a nomination committee and the processes we employ to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively:         □ in our Corporate Governance Statement OR	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	<ul> <li> our board skills matrix:</li> <li>☑ in our Corporate Governance Statement <u>OR</u></li> <li>□ at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$
2.3	<ul> <li>A listed entity should disclose:</li> <li>(a) the names of the directors considered by the board to be independent directors;</li> <li>(b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and</li> <li>(c) the length of service of each director.</li> </ul>	<ul> <li> the names of the directors considered by the board to be independent directors:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and, where applicable, the information referred to in paragraph (b):</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and the length of service of each director:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and the length of service of each director:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and the length of service of each director:</li> </ul>	an explanation why that is so in our Corporate Governance Statement
2.4	A majority of the board of a listed entity should be independent directors.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
2.6	A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>
	PLE 3 – ACT ETHICALLY AND RESPONSIBLY		
3.1	<ul> <li>A listed entity should:</li> <li>(a) have a code of conduct for its directors, senior executives and employees; and</li> <li>(b) disclose that code or a summary of it.</li> </ul>	our code of conduct or a summary of it:     in our Corporate Governance Statement <u>OR</u> at [ <i>insert location</i> ]	an explanation why that is so in our Corporate Governance Statement

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\dots^4$	
PRINCIP	PLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING			
4.1	<ul> <li>The board of a listed entity should:</li> <li>(a) have an audit committee which: <ul> <li>(1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and</li> <li>(2) is chaired by an independent director, who is not the chair of the board,</li> <li>and disclose:</li> <li>(3) the charter of the committee;</li> <li>(4) the relevant qualifications and experience of the members of the committee; and</li> <li>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</li> </ul> </li> <li>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</li> </ul>	[If the entity complies with paragraph (a):] the fact that we have an audit committee that complies with paragraphs (1) and (2): in our Corporate Governance Statement OR at [insert location] and a copy of the charter of the committee: X at http://investors.kina.com.pg/investors/?page=corporate-governance and the information referred to in paragraphs (4) and (5): X in our Corporate Governance Statement OR at [insert location] [If the entity complies with paragraph (b):] the fact that we do not have an audit committee and the processes we employ that independently verify and safeguard the integrity of our corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner: in our Corporate Governance Statement OR at [insert location]	an explanation why that is so in our Corporate Governance Statement	
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	an explanation why that is so in our Corporate Governance Statement	

Corpora	ate Governance Council recommendation	We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$
4.3	A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	<ul> <li> the fact that we follow this recommendation:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity that does not hold an annual general meeting and this recommendation is therefore not applicable</li> </ul>
PRINCI	PLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE		
5.1	<ul> <li>A listed entity should:</li> <li>(a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and</li> <li>(b) disclose that policy or a summary of it.</li> </ul>	<ul> <li> our continuous disclosure compliance policy or a summary of it:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	an explanation why that is so in our Corporate Governance Statement
PRINCI	PLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS		
6.1	A listed entity should provide information about itself and its governance to investors via its website.	<ul> <li> information about us and our governance on our website:</li> <li>at http://investors.kina.com.pg/investors/?page=corporate- governance</li> </ul>	an explanation why that is so in our Corporate Governance Statement
6.2	A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	the fact that we follow this recommendation:     in our Corporate Governance Statement <u>OR</u> at [ <i>insert location</i> ]	an explanation why that is so in our Corporate Governance Statement
6.3	A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	<ul> <li> our policies and processes for facilitating and encouraging participation at meetings of security holders:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity that does not hold periodic meetings of security holders and this recommendation is therefore not applicable</li> </ul>
6.4	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	<ul> <li> the fact that we follow this recommendation:</li> <li>☑ in our Corporate Governance Statement <u>OR</u></li> <li>□ at [<i>insert location</i>]</li> </ul>	an explanation why that is so in our Corporate Governance Statement

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$	
PRINC	IPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	<ul> <li>The board of a listed entity should:</li> <li>(a) have a committee or committees to oversee risk, each of which: <ul> <li>(1) has at least three members, a majority of whom are independent directors; and</li> <li>(2) is chaired by an independent director, and disclose:</li> <li>(3) the charter of the committee;</li> <li>(4) the members of the committee; and</li> <li>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</li> </ul> </li> <li>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</li> </ul>	[If the entity complies with paragraph (a):]         the fact that we have a committee or committees to oversee risk that comply with paragraphs (1) and (2):         in our Corporate Governance Statement OR         at [insert location]         and a copy of the charter of the committee:         at http://investors.kina.com.pg/investors/?page=corporate-governance         and the information referred to in paragraphs (4) and (5):         in our Corporate Governance Statement OR         at [insert location]         [If the entity complies with paragraph (b):]         the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework:         in our Corporate Governance Statement OR         at [insert location]         If the entity complies with paragraph (b):]         the fact that we do not have a risk committee or committees that satisfy (a) and the processes we employ for overseeing our risk management framework:         in our Corporate Governance Statement OR         at [insert location]	Image: Statement       Image: Statement         Image: Statement       Image: Statement	
7.2	<ul> <li>The board or a committee of the board should:</li> <li>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and</li> <li>(b) disclose, in relation to each reporting period, whether such a review has taken place.</li> </ul>	<ul> <li> the fact that board or a committee of the board reviews the entity's risk management framework at least annually to satisfy itself that it continues to be sound:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li> and that such a review has taken place in the reporting period covered by this Appendix 4G:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> <li>at [<i>insert location</i>]</li> </ul>	an explanation why that is so in our Corporate Governance Statement	

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$	
7.3	<ul> <li>A listed entity should disclose:</li> <li>(a) if it has an internal audit function, how the function is structured and what role it performs; or</li> <li>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.</li> </ul>	[If the entity complies with paragraph (a):]         how our internal audit function is structured and what role it performs:         ☑ in our Corporate Governance Statement OR         □ at [insert location]         [If the entity complies with paragraph (b):]         the fact that we do not have an internal audit function and the processes we employ for evaluating and continually improving the effectiveness of our risk management and internal control processes:         □ in our Corporate Governance Statement OR         □ in our Corporate Governance Statement OR         □ at [insert location]	an explanation why that is so in our Corporate Governance Statement	
7.4	A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	whether we have any material exposure to economic, environmental and social sustainability risks and, if we do, how we manage or intend to manage those risks:     in our Corporate Governance Statement <u>OR</u> at [insert location]	an explanation why that is so in our Corporate Governance Statement	

Corporate Governance Council recommendation		We have followed the recommendation in full for the whole of the period above. We have disclosed	We have NOT followed the recommendation in full for the whole of the period above. We have disclosed $\ldots^4$	
PRINCI	PLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	<ul> <li>The board of a listed entity should:</li> <li>(a) have a remuneration committee which: <ul> <li>(1) has at least three members, a majority of whom are independent directors; and</li> <li>(2) is chaired by an independent director, and disclose:</li> <li>(3) the charter of the committee;</li> <li>(4) the members of the committee; and</li> <li>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</li> </ul> </li> <li>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</li> </ul>	[If the entity complies with paragraph (a):]         the fact that we have a remuneration committee that complies with paragraphs (1) and (2):         ☑ in our Corporate Governance Statement OR         □ at [insert location]         and a copy of the charter of the committee:         □ at http://investors.kina.com.pg/investors/?page=corporate-governance         and the information referred to in paragraphs (4) and (5):         ☑ in our Corporate Governance Statement OR         □ at [insert location]         [If the entity complies with paragraph (b):]         the fact that we do not have a remuneration committee and the processes we employ for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive:         □ in our Corporate Governance Statement OR         □ at [insert location]	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	separately our remuneration policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives:     in our Corporate Governance Statement <u>OR</u> at [insert location]	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>	

Corpora	e Governance Council recommendation	mmendation We have followed the recommendation in full for the whole of the period above. We have disclosed <sup>4</sup>	
8.3	<ul> <li>A listed entity which has an equity-based remuneration scheme should:</li> <li>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</li> <li>(b) disclose that policy or a summary of it.</li> </ul>	<ul> <li> our policy on this issue or a summary of it:</li> <li>in our Corporate Governance Statement <u>OR</u></li> <li>at [<i>insert location</i>]</li> </ul>	<ul> <li>an explanation why that is so in our Corporate Governance Statement <u>OR</u></li> <li>we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable <u>OR</u></li> <li>we are an externally managed entity and this recommendation is therefore not applicable</li> </ul>



# **Corporate governance statement**

# Introduction

The Board is responsible for the overall corporate governance of Kina Securities Limited and its related entities, including adopting appropriate policies and procedures designed to ensure that Kina is properly managed to protect and enhance Shareholder interests.

The Board monitors the operational and financial position and performance of Kina and oversees its business strategy, including approving the Company's strategic goals and considering and approving business plans, policy and budget.

The Board has created a framework for managing Kina, including adopting internal controls, risk management processes and governance policies and practices. The Board monitors adherence to this framework which, in turn, ensures operations comply with all relevant laws, regulations and standards. The majority of the documents which make up the Kina Governance Framework have been reviewed throughout the year to ensure they remain relevant to current operations and continue to comply with those requirements or guidelines set down by the Bank of Papua New Guinea (BPNG), the Australian Securities Exchange (ASX), the Port Moresby Stock Exchange (POMSoX), the PNG Companies Act and the Australian Corporations Act 2011 (Cth).

This Statement outlines Corporate Governance framework and practices adopted by the Board of Kina and in place for the financial year ended 31 December 2016, by reference to the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (3rd Edition) (**Recommendations**). The Statement was approved by the Board on 22 February 2017.

The Board considers and applies the Recommendations taking into account the circumstances of Kina. Where Kina's practices depart from a Recommendation, this Statement identifies the area of divergence and reasons for it, or any alternative practices adopted by Kina.

# **Governance framework**

The Board has established a number of corporate governance documents consistent with the Recommendations, which in addition to Kina's Constitution, form the basis of Kina's corporate governance framework – these documents are referenced in this Statement where relevant, and are as follows:

- 1. Kina Securities Ltd Constitution (2015)
- 2. Board Charter (approved December 2016);
- 3. Audit and Risk Committee Charter (approved December 2016);
- 4. Remuneration and Nominations Committee Charter (approved December 2016);
- 5. Securities Trading Policy (approved June 2016);
- 6. Shareholder Communications Policy (approved October 2016);
- 7. Continuous Disclosure Policy (approved October 2016);
- 8. Diversity Policy (approved October 2015);
- 9. Directors Code of Conduct (approved July 2015);
- 10. Code of Corporate Conduct (approved July 2015); and
- 11. Conflict of Interest Policy (approved July 2015).

Copies of the corporate governance documents are available on Kina's website (www.kina.com.pg) at: http://investors.kina.com.pg/investors/?page=corporate-governance.

Level 9, Deloitte Tower Douglas Street PO Box 1141 Port Moresby NCD 121 PAPUA NEW GUINEA Telephone +675 308 3800 Facsimile + 675 308 3899 Email kina@kina.com.pg Swift KINIPGPG www.kina.com.pg

# **Board of Directors**

# The Role of the Board

The Board is committed to maximising performance, generating shareholder value and financial returns, and sustaining the growth and success of Kina. In conducting Kina's business in accordance with these objectives, the Board seeks to ensure that Kina is properly managed to protect and enhance shareholder interests, and that Kina, its directors, officers and personnel operate in an appropriate environment of corporate governance.

The Board has adopted a board charter (**Board Charter**). The Board Charter sets out, amongst other things, the:

- roles and responsibilities of the Board, including those matters specifically reserved to the Board;
- role and responsibility of the CEO, which is primarily the day to day management of Kina;
- procedure for management of potential and actual conflicts of interest; and
- guidance on board performance evaluation, ethical standards and taking independent professional advice.

# **Director Appointment**

As is required by the Bank of Papua New Guinea's Prudential Standards (BPNG Prudential Standards) Kina undertakes a 'Fit and Proper' testing for candidates for 'Responsible Person' positions, which includes Board Directors and and Executive Management. This testing, which, in accordance with the Standard, is carried out on an annual basis includes thorough background checks. When Directors are proposed for election, or re-election at general meetings the notice of meeting provides material and relevant information to enable shareholders to make an informed decision as to whether or not to elect or re-elect the candidate.

Kina has entered into a written agreement with each director and senior management team member that sets out, amongst other items, the terms of their appointment and their roles and responsibilities.

# **Board Composition**

The Board seeks to ensure that it has the appropriate mix of skills, knowledge and experience to guide Kina and assist management to achieve the strategic objectives set by the Board. To assist in identifying areas of focus and maintaining an appropriate mix of skills and experience, the Board uses a self-assessment questionnaire, the results of which feed into a skills matrix. The matrix, a high level version of which is depicted below, sets out the skills, experience and expertise represented on the Board and assists the Remuneration and Nomination Committee in identifying actual or potential gaps. The Board reviews the matrix in light of Company strategy and uses it as one aspect of the criteria applying to its renewal plan and Board appointments.

Kina's Board of Directors has been structured to ensure it has a high level of public market and PNG experience, coupled with financial and corporate governance capabilities. The Board has assessed that this is appropriate for the current stage of development and size of the business and the current Board members have the appropriate skills, knowledge and experience required to effectively oversee Kina's business.



#### Independence

The Board considers an independent director to be a non-executive director who is not a member of Kina's management and who is free of any business or other relationship that could materially interfere with, or reasonably be perceived to materially interfere with, the independent exercise of their judgement. The Board reviews the independence of each Director in light of interests disclosed to the Board regularly (and at least annually) and having regard to the relationships listed in Box 2.3 of the Recommendations.

The Board does not consider Syd Yates to be independent as he is the CEO of Kina. At the Annual General Meeting in April 2016, three Directors resigned, being Peter Ng, Don Manoa and Hilary Wong; and Isikeli Taureka was elected. In October 2016, Karen Smith-Pomeroy was appointed to the Board.

Having regard to the Recommendations, Peter Ng and Jim Yap are not considered independent due to their association with a substantial shareholder of Kina; and Wayne Golding, Don Manoa and Hilary Wong are not considered independent due to the length of time over which they have held directorships within the Group.

The Board considers that each of the directors brings objective and independent judgement to Board deliberations and makes a valuable contribution to Kina through the skills they bring to the Board and their understanding of Kina's business.

Following Ms Smith-Pomeroy's appointment, the Board now has a majority of independent directors.

Directors' details				
Name	Appointment date	Current length of service	Non-executive?	Independent?
Sir Rabbie Namaliu	2009	7 years	Yes	Yes
Syd Yates, OBE	1997	19 years	No	N/A
Wayne Golding, OBE	1996	19 years	Yes	No
Jim Yap	2012	4 years	Yes	No
David Foster	2015	8 months	Yes	Yes
Isikeli Taureka	2016	10 months	Yes	Yes
Karen Smith-Pomeroy	2016	5 months	Yes	Yes
Peter Ng Choong Joo	2012 – 2016	4 years	Yes	No
Don Manoa	2003 – 2016	12 years	Yes	No
Hilary Wong, OBE	2001 - 2016	15 years	Yes	No

# Director induction and education

Kina delivers an induction program to assist and introduce all new directors to the business. As part of the induction, new directors are given a detailed overview on Kina's operations, copies of governance and internal policies and procedures and instruction on the roles and responsibilities of the Board, its committees and management. After their initial induction, directors are expected to keep themselves updated on changes and trends within the business, in the financial sector, market environment and any changes and trends in the economic, political, social, global, environmental and legal climate generally.

As required by the BPNG, all directors should devote a minimum of 20 hours per year to their ongoing professional development. Directors are encouraged to attend recognised courses, seminars and conferences and internal education sessions are scheduled at Board meetings throughout the year.

# Performance Evaluation

In accordance with the BPNG Prudential Standards, and as set out in the Board Charter, the performance of the Board, its members and its committees is assessed each year. The Board has undertaken a performance evaluation and skills analysis during the year. The findings are used to further refine the succession and renewal plan which is focussed on the next two to five years. The plan manages the retirement and re-election of directors giving consideration to the length of time served on the Board and ensuring appropriate levels of Company experience and corporate knowledge are maintained as well as ensuring new appointments are made with a view to the Company's strategy over the medium to long term. The Board will continue to review individual, Committee and whole of Board performance and ensure that Board composition and the skills and experience of the Directors is appropriate.

Performance evaluations, overseen by the chairman, in the case of the CEO, and the Remuneration and Nomination Committee in the case of senior management are carried out on an annual basis and were completed in the year under review.

# Chairman

In accordance with the Board Charter, the chairman of the Board is an independent director, Sir Rabbie Namaliu. The roles and responsibilities of the chairman are contained within the Board Charter.

# **Company Secretary**

Mr Kong Wong was company secretary from 22 June 2015 until 21 June 2016. Kong has more than 15 years' experience in banking and finance, investment management, audit and financial control. Kong has a Bachelor of Economics, majoring in Accounting from La Trobe University and is a member of Certified Practising Accountants Australia and PNG.

Mr Chetan Chopra was appointed company secretary and CFO on 21 June 2016. Chetan holds a Bachelor of Science from Mumbai University and an MBA from Melbourne Business School, University of Melbourne. Chetan is a member of Certified Practising Accountants Australia, PNG and India.

The Company secretary is accountable directly to the board, through the Chairman, on all matters to do with the proper functioning of the Board.

#### **Board Committees**

The Board has the power to establish and delegate powers to committees that are formed to facilitate effective decision making. The Board, however, accepts full accountability for matters delegated by it to those committees. The Board has established an Audit and Risk Committee and a Remuneration and Nominations Committee. Each Committee has a separate charter which sets out, in detail, the guidance on the membership and powers of the Committee, and its roles and responsibilities. The charters are reviewed at least annually.

The Board has also established a Disclosure Committee which meets on ad hoc basis to consider any issues which may require disclosure to the market. During the year the Committee met once, to discuss the documentation to be released following 2015 financial year end. The Disclosure Committee consists of Sir Rabbie Namaliu, Syd Yates and David Foster and, as agreed by the Board, any other Director whose skills and experience may be required at that time.

Other committees may be established by the Board as and when required. Membership of Board committees will be based on the needs of Kina, relevant legislative and other requirements and the skills and experience of individual directors.

For the majority of 2016, the Remuneration and Nomination Committee comprised two independent directors (David Foster and Sir Rabbie Namaliu, the Chairman) and two directors that are not independent (Wayne Golding and Jim Yap). In October 2016, Isikeli Taureka was appointed to the Committee and on 7 December 2016 the Board noted Sir Rabbie's resignation from the position of Chair of the Committee and appointed Isikeli to that position.

The Remuneration and Nomination committee did not contain a majority of independent directors for the majority of the year, as recommended by Recommendation 2.1. The Board addressed this by appointing Isikeli in October 2016.

The Audit and Risk Committee comprised Don Manoa (until his resignation in May), Wayne Golding, Jim Yap and independent director, David Foster as the Chairman of the Committee. In October 2016, independent director, Karen Smith-Pomeroy was appointed to the Committee. As such, the Audit and Risk Committee did not contain a majority of independent directors as recommended by Recommendation 4.1. The Board has assessed that this is appropriate for the current stage of development and size of the business and the current Committee members have the appropriate skills, knowledge and experience required to perform their duties as a Committee.

#### **Remuneration and Nomination** Committee

#### Roles & Responsibilities

- across group
- review and consider composition of Board
- · make recommendations to Board in regard to succession planning for CEO and direct reports • audit planning and appointments of directors
- administering aspects of Fit and Proper requirements of BPNG Prudential Standards
- review structure and level of director fees
- · review remuneration framework (incl STIs, LTIs non-cash elements) of CEO, senior and management and Responsible Persons
- · review terms and conditions of employment agreements
- review terms of superannuation and pension scheme arrangements
- · assist in annual performance review of CEO
- · oversee annual performance review of senior management
- · review effectiveness of Diversity Policy and its objectives and strategies

#### Membership throughout the year

David Foster Wayne Golding Jim Yap Isikeli Taureka<sup>1</sup> (Current Chair) Sir Rabbie Namaliu (Chair until 7/12/16)

#### Audit and Risk Committee

- recommend and review remuneration policy reviewing effectiveness of reporting of financial information, audit systems and controls
  - · reviewing and recommending to the Board halfyear and annual financial statements and reports

  - · reviewing the provision of non-audit services by the external auditor
  - reviewing internal and external audit reports and where weaknesses in controls or procedures have been identified and monitoring remedial action taken by management to ascertain whether it has been adequate and appropriate
  - establishing and maintaining a risk management framework and through this, working with the Group Chief Risk Officer and management to identify, manage and monitor potential and actual issues, concerns and risks
  - · monitoring the risk profile of Kina against the agreed risk appetite and risk management framework
  - annual review of the effectiveness of the risk management framework in supporting business performance/ strategy

Wayne Golding Don Manoa<sup>2</sup> Jim Yap Karen Smith-Pomeroy<sup>3</sup> David Foster (Chair)

<sup>&</sup>lt;sup>1</sup> Appointed to Remuneration and Nomination Committee 19 October. Appointed Chair 7 December.

<sup>&</sup>lt;sup>2</sup> Resigned from the Board 18 May 2016. Should this be retired from the board

<sup>&</sup>lt;sup>3</sup> Appointed to Audit and Risk Committee 18 October 2016.

Membership of the Committees during the reporting period, the number of Committee meetings and the attendance at those meetings are set out below:

Director	Board meetings				Remuneration and Nomination		Disclosure Committee	
	А	В	А	В	A	В	A	В
Sir Rabbie Namaliu	7	7	-	-	6	6	1	0
Sydney Yates	7	7	-	-	-	-	1	1
David Foster	7	7	8	8	6	6	1	1
Wayne Golding	7	7	8	7	6	6	-	-
Donald Manoa⁴	3	2	3	2	-	-	-	-
Peter Ng	3	2	-	-	-	-	-	-
Hilary Wong	3	2	-	-	-	-	-	-
Jim Yap	7	7	8	8	6	6	-	-
Isikeli Taureka	5	5	-	-	2	2	-	-
Karen Smith-Pomeroy	2	2	2	2	-	-	-	-

A - Meetings held that Director was eligible to attend

B - Meetings attended

18 April 2016 - I. Taureka was appointed

18 May 2016 - D. Manoa, P. Ng and H. Wong resigned

12 September 2016 - K. Smith-Pomeroy appointed

18 October 2016 – I. Taureka appointed to Remuneration and Nomination Committee. K. Smith-Pomeroy appointed to Audit and Risk Committee

#### Remuneration

Kina is committed to fair and responsible remuneration throughout the Group. Senior Management are remunerated in a way that aims to attract and retain an appropriate level of talent and reflects their performance in relation to the delivery of corporate strategy and operational performance. Remuneration for non-executive directors is set using advice from independent consultants and takes into account the level of fees paid to non-executive directors of similar corporations and the responsibilities and work requirements of the non-executive directors.

The Remuneration Report and further details about the remuneration policy of Kina are set out in the Directors' Report.

#### Acting ethically and responsibly

The Board is committed to ensuring that Kina maintains the highest standards of integrity, honesty and fairness in its dealings with all stakeholders, and that Kina complies with all legal and other obligations.

Kina has adopted a Code of Corporate Conduct that applies to all employees of Kina and its subsidiaries (including subcontractors and consultants) and a separate Code of Conduct for Directors (**Codes of Conduct**). The Codes of Conduct set out certain minimum standards of conduct that Kina expects of its employees and

directors including integrity, diligence, impartiality, equality and fairness. The Codes of Conduct set out how employees and directors are to conduct themselves in order to meet these minimum standards.

#### **Diversity**

The Diversity Policy emphasises Kina's commitment to the maintenance and promotion of workplace diversity and inclusiveness. Kina recognises the importance of embracing workplace diversity, specifically in valuing the unique qualities, attributes, skills and experiences all employees bring to our workplaces.

The Company's vision for diversity incorporates a number of different factors, including but not limited to gender, ethnicity and cultural background, disability, age and educational experience. The Diversity Policy provides a framework to help Kina achieve its diversity goals, while creating a commitment to a diverse work environment where staff are treated fairly and with respect, and have equal access to workplace opportunities.

Kina is committed to actively promoting a positive work environment based on respect and will continue to implement initiatives to promote diversity. For example, Kina strongly supports the development of females in senior positions. This was demonstrated through Kina sending a senior female Executive to attend a Governance, Strategy & Risk for Directors workshop that was run by the Australian Institute of Company Directors in late June in 2016. This workshop was initiated by the Business Coalition for Women (BCFW), whose goals are dedicated to being the innovative, relevant and inclusive driver of business growth through positive change for women in Papua New Guinea. Kina is one of the inaugural members of this group and now has a senior female Executive as part of the Board. Kina also believes in promoting and providing opportunities for Leadership locally. As a result, Kina promoted 20 male employees and 6 female employees in 2016 into Leadership roles in different parts of the business.

Kina is a strong advocate for gender smart policies in the workplace and provides both maternity and paternity leave for its workers. Also, within the first 6 months' of a child's life, new parents are provided with paid leave to enable time out of the workplace to feed new babies.

The Group will continue to promote awareness and understanding of workplace diversity principles and develop policies to assist employees to balance work, family and cultural responsibilities whilst at the same time removing barriers to employment.

Objective	2016 Achievement				
	Overall the level of female participation across all levels of the business reduced slightly. Numbers of females in team leader position increased and a female Director was added to the Board. Six female staff were promoted throughout the year into Leadership roles and provided additional training through the Leadership Programme.				
Maintain or improve level of participation at leadership level for PNG citizens.	Identified potential leaders were provided with additional training through the Leadership Programme.				
Demonstrate improvement in creating an inclusive workplace environment.	KSL has continued to support gender smart policies, as outlined above.				

Kina's measurable objectives are:

The numbers and percentage of females within Kina's workforce, including the Board and senior management team is set out below:

	2	016	2015		
Board	1	16%	0	0%	
Senior Management	1	11%	1	14%	
Team Leader	26	52%	16	52%	
Other employees	136	55%	129	59%	

The Remuneration and Nominations Committee reviews and oversees the implementation of the Diversity Policy. The Committee has determined that the existing measurable objectives remain current and appropriate for 2017.

# Written declarations

When the Board considers the statutory half-year and annual financial statements, the Board obtains a declaration equivalent to section 295A of the Corporations Act, from the CEO and CFO in regard to the integrity of the financial statements and assurance as to the effective operation of the risk management and internal compliance and control systems.

#### **External Auditor**

Kina's external auditor is PricewaterhouseCoopers (PwC). The Audit and Risk Committee is responsible for recommending the appointment or removal of the auditor as well as annually reviewing their effectiveness, performance and independence.

The external auditor is required to attend the Company's annual general meeting and is available to address questions relevant to the conduct of the audit and the preparation and content of the auditor's report.

# Timely and balanced disclosure

Kina is committed to observing its disclosure obligations under the ASX Listing Rules, the Australian Corporations Act, the POMSoX Listing Rules and the PNG Securities Act. The Board has adopted a continuous disclosure policy (**Continuous Disclosure Policy**) and a shareholder communication policy (**Shareholder Communications Policy**) that implement Kina's commitment to providing timely, complete and accurate disclosure of information.

The Continuous Disclosure Policy sets out the roles and responsibilities of officers and employees in complying with Kina's continuous disclosure obligations and nominates those individuals who are responsible for determining whether or not information is required to be disclosed.

# **Shareholder Communications**

The Shareholder Communications Policy promotes effective communication with shareholders and seeks to ensure that shareholders have equal and timely access to material information concerning Kina. The Policy sets out the investor relations program, a key tenet of which is to encourage effective shareholder participation. Shareholders are encouraged to attend general meetings and shareholder information sessions and to submit written questions prior to those meetings.

Kina's website contains information regarding the Company, the Board and management team, corporate governance, media coverage, ASX announcements, investor presentations and reports.

Kina's investor relations program includes a number of scheduled and ad hoc interactions with institutional investors, private investors, sell-side and buy-side analysts and the financial media. At a minimum, so as to ensure that shareholders and other stakeholders have a full understanding of Kina's performance and strategies, Kina will convene analyst briefings twice a year on Kina's financial performance and objectives.

In accordance with the Shareholder Communications Policy, shareholders are encouraged to attend general meetings, or, if they are unable to attend, vote by proxy or other means included in the notice of general meeting. Shareholders may receive and send information electronically to and from both Kina and Kina's share registry. Other methods of communication are also available to shareholders and other stakeholders, including telephone, mail and facsimile. Kina may consider the use of other reliable technologies as they become widely available.

# **Risk Management and internal controls**

Throughout the year, in accordance with its Charter, the Audit and Risk Committee reviewed Kina's risk management framework. Kina has continued to invest significant time and effort in the design of a comprehensive risk management framework and supporting software that extends to each area of the business. The risk division drives and influences the development of a strong and robust risk culture across the Group that is constantly being reinforced at all levels. Under supervision of the Board, management is responsible for the design, identification, assessment and management of risk frameworks and related policies, and for adherence to these. A dedicated compliance department is in place to ensure that Kina personnel are aware of the Group's prudential and legislative obligations and that these are maintained at all times. Operational risk within the Group is monitored and an Occupational Health and Safety regime has been expanded to maintain the safety of Kina's employees and customers. A three lines of defence model has been implemented across the organisation. The Group's risk management activities comply with all relevant regulation including that of the Bank of Papua New Guinea (Prudential Standards), relevant legislation and the Investment Promotion Authority (IPA).

Kina has also employed skilled credit managers who have an understanding of the Papua New Guinean economic environment to ensure that the growing loan portfolio is maintained within an acceptable level of risk and within Kina's agreed risk appetite.

Kina's risk management framework and internal control functions incorporate a fully resourced internal audit function which reports directly to the Audit and Risk Committee. At present the internal audit function has been co-sourced with external providers for planning and review purposes, which is acceptable under the BPNG Prudential Standards, but not a position Kina will continue in the long term. The internal audit function provides independent and objective assurance to the Board, via the Audit and Risk Committee. The internal audit function annual audit plan is formulated using a risk based approach. Progress against the plan is reported to the Committee on a quarterly basis.

All lending proposal are considered based on credit policy and within the risk appetite of the group. Debt servicing assessment criteria is maintained to ensure Kina understands its level of credit risk whilst managing its impairment exposure.

Kina does not have any material exposure to economic, environmental and social sustainability risks.

# **Dealings in Company securities**

The Board has adopted a Securities Trading Policy that applies to the Kina's equity-based remuneration scheme and explains the conduct that is prohibited under the PNG Securities Act and the Corporations Act.

The Securities Trading Policy:

- provides for certain Trading Windows when 'Relevant Persons' may trade provided the appropriate process has been adhered to;
- prohibits any Relevant Person from entering into a hedge transaction involving unvested equity held pursuant to an employee, executive or director equity plan operated by Kina;
- sets out the prohibitions against insider trading and prescribes certain requirements for dealing in Kina securities; and
- prohibits Relevant Persons from trading in Kina securities while in possession of material non-public information, which is information a reasonable person would expect to have a material effect on the price or value of Kina securities.