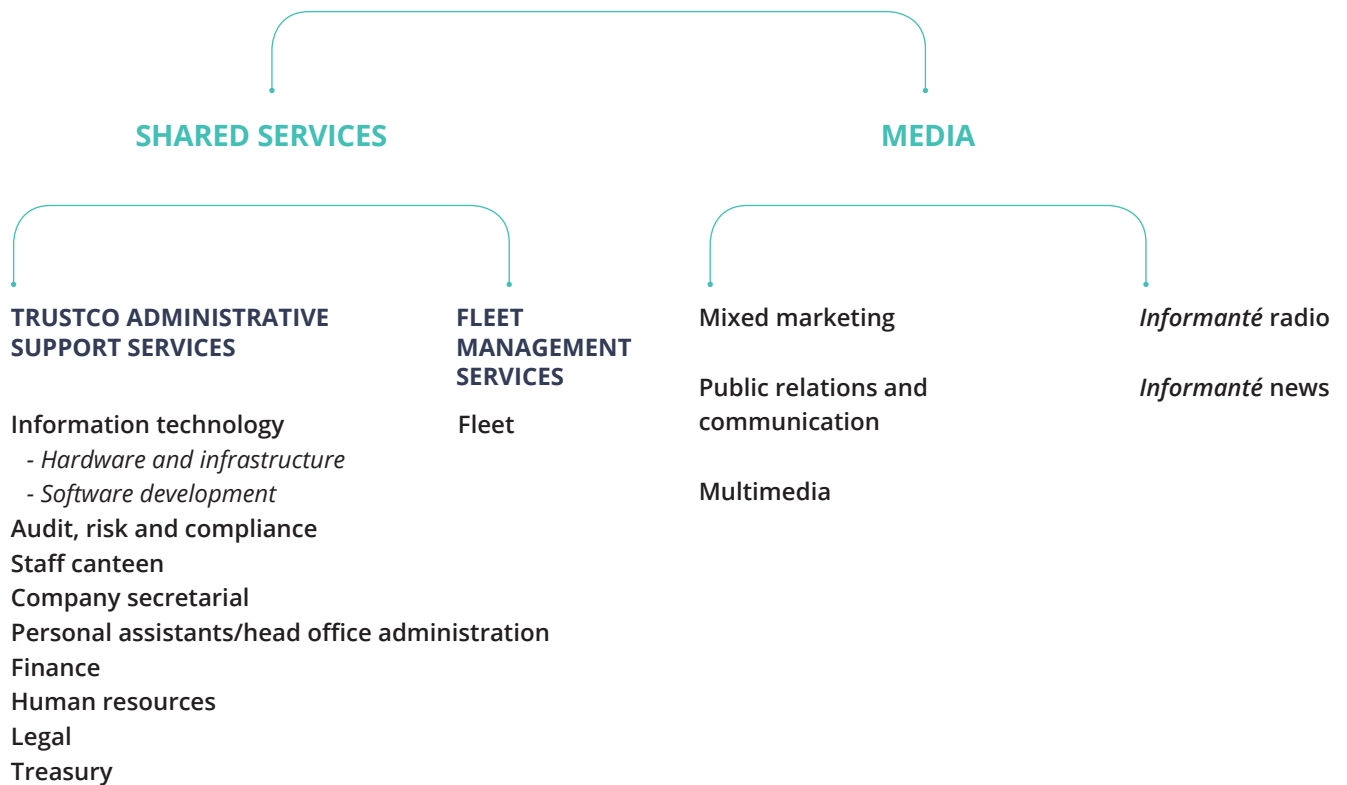


SHARED SERVICES

SHARED SERVICES ORGANISATIONAL STRUCTURE





SHARED SERVICES

CONTINUED

ABOUT US

The shared services segment operates its activities similar to those of a business and delivers its services to internal business segments at a cost, quality and timeliness that are competitive with alternative service providers. Support charges are regarded as controllable expenses and not just a head office allocation to recover costs. Departments of centralised expertise provide value adding and efficient service delivery whilst demonstrating cost competitiveness by benchmarking with external suppliers and service providers on a continuous basis. Arm's length service level agreements are in place with all the business segments with concise and specified monthly invoicing for services rendered. The segment continually explores, proposes and implements sustainable cost saving initiatives and performance is tracked against set and approved internal targets and budgets.

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

Trustco is a product of the early information age and as such, ICT innovation has always been at the core of its business models. The ICT department plays a crucial role in enabling the group to meet its strategic objectives and providing stakeholders with relevant and up to date information they need to make well informed decisions. The early decision to rely on ICT based solutions was leveraged to develop the enterprise grade systems that power the group today. The ICT department remains a cornerstone of the group's effort to innovate via custom built solutions for its clients, maintaining its enterprise software solutions on a solid foundation of commodity hardware to ensure both speed and reliability of operations. This enables the department to not only enable a rapid turnaround time for new business solutions, but also provide robust ICT governance across all its segments. Trustco's ICT department remains a core support department in the shared services segment that is renowned for providing the bespoke business solutions the group's diversified business segments depend on.

HARDWARE AND INFRASTRUCTURE

The group operates a Hyper Converged Infrastructure (HCI) private cloud that integrates computer, storage, virtualisation and networking in a full stack solution as its core server infrastructure, enabling the group to take full advantage of a green energy efficient data centre. The core services with structured data (standard database environment) is stored on the hyper converged cloud between the primary, secondary (DR) and tertiary (DR) data centres.

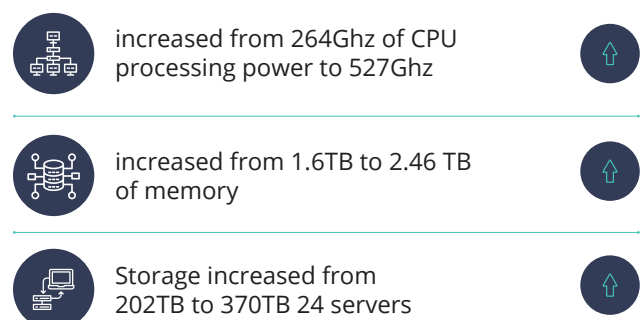
A sustainable maintenance plan is utilised to ensure the network infrastructure is not only continually tested, but also regularly upgraded, both as a response to increasing bandwidth needs, as well as anticipated capacity increases required to meet strategic objectives.

SOFTWARE DEVELOPMENT

The ICT department utilises its Software Development Life Cycle (SDLC) methodology with all its bespoke in-house solutions – from initial scoping, throughout development and into the maintenance cycle. This ensures that these solutions serve the needs of all stakeholders and meet all strategic objectives set. The department's change control process ensures extensive business involvement and guarantees that all projects, big and small, meet the needs of the specific business segment without compromising the quality, security and integrity of the group's ICT resources.



SERVER PERFORMANCE



SEGMENTS CONSUMING DEVELOPMENT RESOURCES



2018

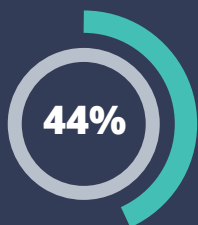


Banking and finance



Insurance and its investments

2019



Banking and finance



Insurance and its investments

BILLABLE AVERAGE OF

2 000

hours per month

ICT SUPPORT MANAGEMENT

Trustco's ICT department maintains a ticket logging and tracking system within each country to support users and each deployed software solution. This ensures prompt service delivery and more importantly, that service levels can be maintained with an appropriate prioritisation process to escalate urgent items.

ICT SECURITY MEASURES

All users are required to authenticate themselves before gaining access to Trustco's network. Trustco strives to maintain security by maintaining and enforcing password strength policies and conducting password audits to ensure compliance and fair use of ICT resources. The ICT department reviews and adjusts its policies as recommended by global best practices to pre-emptively prevent any security fatigue from affecting the integrity of its systems.

ICT POLICIES AND PROCEDURES

The usage of ICT resources is governed by ICT policies that users must sign off and confirm as read and understood before access is granted. All usage is monitored and random checks are regularly performed to ensure compliance. These policies are updated and revised regularly as required by the ICT governance charter and policies of the group.

SHARED SERVICES

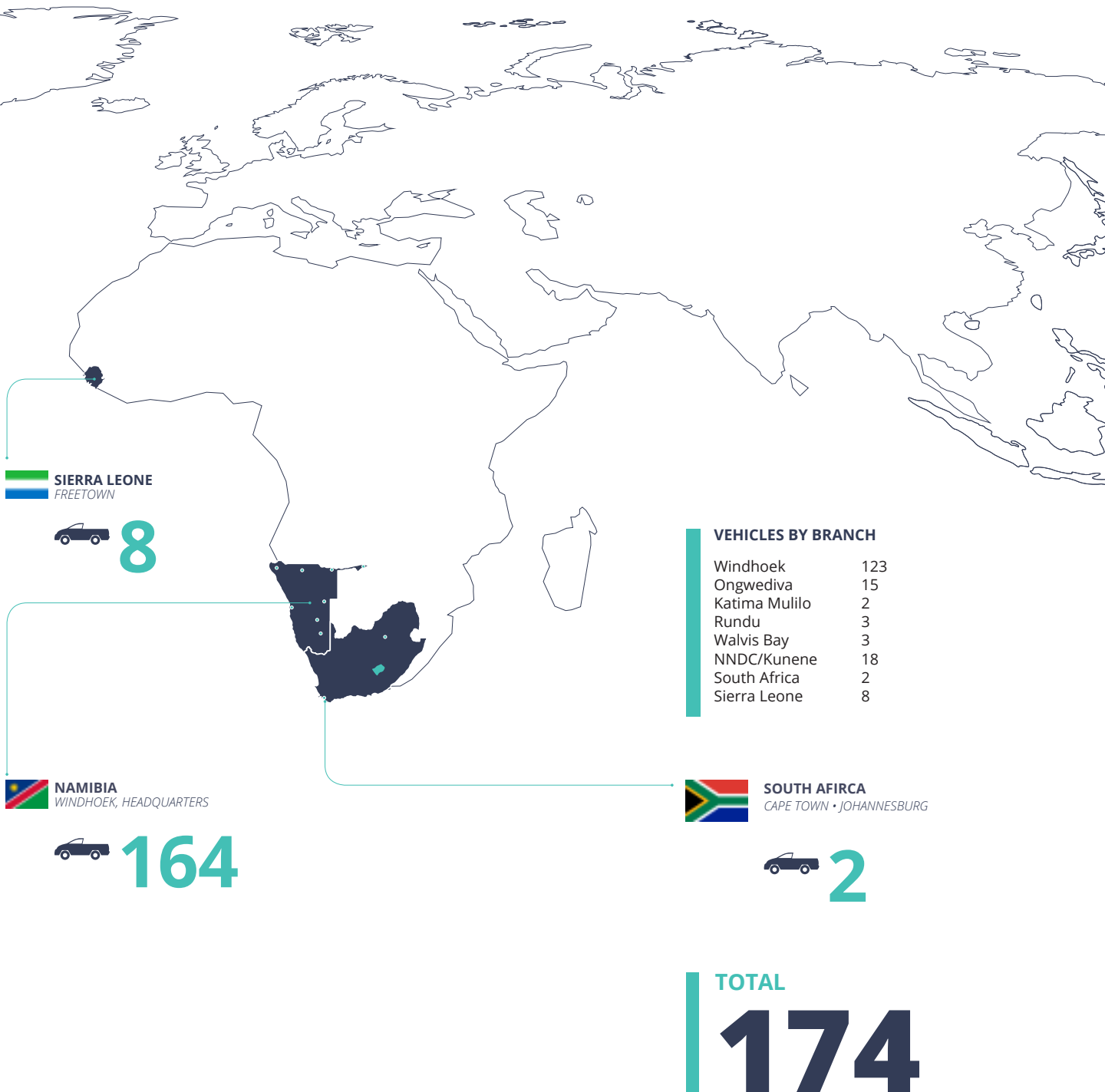
CONTINUED

FLEET MANAGEMENT SERVICES

Trustco Fleet Management Services provides the business segments, management and employees with

essential transport solutions and a well maintained, cost effective fleet of vehicles to ensure efficient service to the group.

VEHICLES PER COUNTRY



HUMAN RESOURCES

The human resources department is a multifunctional department operating in Namibia, South Africa and Sierra Leone. The department provides and coordinates training, recruitment, payroll administration, orientation, skills development, discipline, compliance, employee assessments, occupational health and safety as well as a corporate wellness programme. The human resources team comprises ten employees who service a total staff complement of 1 015.

LEGAL

The group legal department provides in-house legal and advisory services including statutory and regulatory compliance, IP portfolio management, supervision of external legal service providers, management and mitigation of litigation.

MOST COMMON QUESTION ASKED

“IS IT OKAY FOR US TO SIGN THIS?”

COMPANY SECRETARIAL

This department provides company secretarial services to the Trustco group of companies. The company secretary advises the board and its committees on the Namibian and South African Companies Acts, King IV as well as the JSE and NSX LR's. The company secretary provides professional corporate governance services and ensures all statutory duties and functions are performed.

 **54**

SENS ANNOUNCEMENTS
ISSUED DURING REPORTING PERIOD

COMPANY SECRETARIAL SERVICES PROVIDED TO

 **51**

SUBSIDIARY COMPANIES IN THE GROUP

AUDIT, RISK AND COMPLIANCE

The audit, risk and compliance department, in conjunction with management, assists with implementing, maintaining and strengthening the system of internal controls to enable the ongoing identification and monitoring of an effective and sustainable risk management framework. In compliance with the requirements of King IV report, a Chief Audit Executive (CAE) has overall responsibility for the internal audit function. The internal audit function that was performed in-house in the past is now co-sourced with EY. This enhances independence and contributes to current best practice. The internal auditors are invitees to the ARC meetings and report to the ARC.

 **24**

FORENSIC INVESTIGATIONS
COMPLETED DURING REPORTING PERIOD

FINANCE AND TREASURY

The group finance and treasury function assists the board of directors with their oversight function as well as managing liquidity risk, capital reserves and forex risk. Finance is also responsible for the accounting of group results that are audited by the independent auditors of the group.

 **80**

BANK ACCOUNTS
ACROSS THE GROUP

STAFF CANTEEN

The shared services segment also manages and provides a canteen for its employees based at the head office in Windhoek, Namibia. It provides healthy lunches, drinks and a socialising area. Staff entertainment is also provided with the free meal services of the canteen.

 **68 310**

LUNCHES PREPARED AND SERVED

SHARED SERVICES

CONTINUED

MEDIA

The media division of shared services comprises a freestanding television production unit, traditional radio, electronic news and marketing. The media division is pioneering media integration that serves the interest, brands and products of the group and all its stakeholders. The aim is to create and maintain a platform of information, through its consumers, that can be utilised by all other segments in the group.

Informanté's Facebook page is currently the largest and most influential news platform in Namibia with its more than 643 000 followers. The credibility of the *Informanté* as a news medium and its influence as such is used to the advantage of all segments of the group.

Group marketing with its exceptional and recognised creativity, speed of production of advertising and innovative campaigns eliminate the delay in dealing with agencies and production companies. The department saves time and money in that it rapidly responds to opportunities that present themselves and require fast action and delivery on marketing and promotional material. The department is a specialised unit that reacts almost immediately to changing markets and products to get the message across to the biggest possible consumer market through high quality customised products.

A parallel focus is to monetise group marketing, with its exceptionally creative footprint, into a fully fledged advertising agency by utilising its news platforms, radio, as well as digital and public relations departments. These all encompassing services not only provide strategic support to the operating segments within the group, but also simultaneously strengthen the vision and mission of Trustco to be the most recognised brand and foremost company representing Namibian businesses.

The media division, through news, storytelling and advertising creates synergies between online consumers, listeners and segments of the group, to enforce loyalty and a modern consumer lifestyle towards ultimate brand trust, wealth creation and outstanding customer service.

INFORMANTÉ NEWS

Informanté news leads the technology revolution by integrating social media development to create more choices for its consumers and therefore more opportunities for local growth.

Informanté is strengthening its influence through credible and timeous news dissemination. The engagement of *Informanté* on social media with its readers is amongst the top 23% of all media matrices in the world.

In comparison with international benchmarks, *Informanté* has one of the largest digital population penetrations anywhere in the world, while participation is 700% better than its closest competitors, including the local daily news market.

With the introduction of free advertising towards the end of 2018, *Informanté* news has injected over NAD 9.3 million into the Namibian economy through free advertisement support to smaller businesses as well as regular external corporate clients. In the process, an extensive database is created of Namibian businesses and business opportunities in the form of the traditional yellow pages.

INFORMANTÉ RADIO

The media strategy further evolved with the development and introduction of *Informanté* Radio. The radio channel is a nationwide commercial radio station with an additional streaming footprint where listeners are reached locally as well as internationally. The station's participation in the free advertising campaign has resulted in a further contribution of just under NAD 800 000 towards the development of the Namibian economy.

The channel broadcasts 24 hours a day, seven days a week with its interactive programming comprising of a 60% communication and 40% music format. The station also offers additional extended services which include, but are not limited to, radio recordings, advertising, outside broadcasting, special events broadcasting, studio music recordings, television recordings, local music artist development as well as corporate videos and production.

Informanté Radio is currently licensed to broadcast to Keetmanshoop, Mariental, Otjiwarongo, Oshakati, the Namibian coast and Rundu. Applications for Windhoek are pending and have been submitted to the Communications Regulatory Authority of Namibia (CRAN) for approval.

TOTAL VALUE OF FREE ADS BY MEDIA



10 136 469

NAD MILLION

MARKETING

The mixed marketing department functions as an in-house marketing and advertising agency servicing the group and all its business segments. The department is vital for maintaining sustainable sales and branding objectives. Mixed marketing has a 360 degree approach to media and advertising through its strategic alignment of all media resources and skills. Departmental roles include above and below the line marketing, digital strategy and implementation, events management as well as media strategy and production. The group is known for its creative, innovative and unconventional way of communicating its message to stakeholders.

MULTIMEDIA

Trustco's multimedia department houses a seasoned team of multi-skilled employees that capture and deliver the celebrated culture of innovation and creativity of the group. The department forms part of the group's in-house mixed marketing department. It uses a variety of artistic and communicative media to support the segments in the group. This includes use of full motion videos and recordings, drones for a range of material including audio visual advertisements and events as well as news coverage.

 >700

SOCIAL MEDIA POSTS

PUBLIC RELATIONS AND COMMUNICATION

The public relations and corporate communication department is responsible for keeping all Trustco stakeholders informed and up to date with the latest news via effective internal and external communication, media liaison and reputation management. The public relations function is also responsible for the effective execution of the corporate social investment (CSI) and sponsorship initiatives of the group as well as the management of special projects in line with the CSI strategy of the group.

TRUSTCO MEDIA AND THE FUTURE

The opportunities for accurate news broadcasting and a growing demand for testing of facts are limitless. It will inevitably lead to a massive media mind shift and is second nature to the way Trustco operates, adapts and invents innovative solutions for the future. The media division of Trustco is unstoppable in its quest to shape a media landscape that will be populated and driven by multi-skilled employees that are deployed to fit the needs of the company and its shareholders. Opportunity presents itself to those who are flexible, opportunistic and can provide to consumers when and whatever they need.

The media division will stay on its course to deliver the most reliable information to the biggest audience at the most opportune time possible, as it leads the group's vision to service excellence on all levels.

The division is currently upgrading its facilities and technology to keep up with the increasing demand for audio visual and new media content for marketing purposes which are required by the operating segments of the group.

 155

DIGITAL PRODUCTIONS
PRODUCED ACROSS THE GROUP

THE GROUP'S COMBINED SOCIAL MEDIA FOLLOWING

 989 951

 18 526

 6 028

 4 387

>1 MILLION
IN TOTAL

EXCO





SHARED SERVICES EXCO

(f.l.t.r): Riaan Bruyns (Group Head: Legal), Jaco Klynsmith (Head: Media), Chris Jacobie (Group Head: Media), Tania Claassen (CFO), Floors Abrahams (Group Financial Director), Elmarie Janse van Rensburg (Group Head: Corporate Affairs). (In front) Marlida Jacobs (Head: Treasury), Desmond van Heerden (Group Head: IT), Wayne McTeer (Group Head: Audit, Risk and Compliance) and Amanda Bruyns (Company Secretary)