



FRC/CG/001: TEMPLATE FOR REPORTING COMPLIANCE WITH THE NIGERIAN CODE OF CORPORATE GOVERNANCE 2018

Section A: Introduction

Corporate Governance is a key driver of corporate accountability and business prosperity. The Nigerian Code of Corporate Governance, 2018 (NCCG 2018) seeks to institutionalize corporate governance best practices in Nigerian companies. It is also aimed at increasing entities' levels of transparency, trust and integrity, and create an environment for sustainable business operations.

The Code adopts a principle-based approach in specifying minimum standards of practice that companies should adopt. Where so required, companies are required to adopt the "Apply and Explain" approach in reporting on compliance with the Code. The 'Apply and Explain' approach assumes application of all principles and requires entities to explain how the principles are applied. This requires companies to demonstrate how the specific activities they have undertaken best achieve the outcomes intended by the corporate governance principles specified in the Code.

This will help to prevent a 'box ticking' exercise as companies deliberately consider how they have (or have not) achieved the intended outcomes. Although, the Code recommends practices to enable companies apply the principles, it recognizes that these practices can be tailored to meet industry or company needs. The Code is thus scalable to suit the type, size and growth phase of each company while still achieving the outcomes envisaged by the principles.

This form seeks to assess the company's level of compliance with the principles in the NCCG 2018. Entities should explain how these principles have been applied, specify areas of deviation from the principles and give reasons for these deviations and any alternative practice(s) adopted.

Please read the instructions below carefully before completing this form:

- i. Every line item and indicator must be completed.
- ii. Respond to each question with "Yes" where you have applied the principle, and "No" where you are yet to apply the principle.
- iii. An explanation on how you are applying the principle, or otherwise should be included as part of your response.
- iv. Not Applicable (N/A) is not a valid response.

Section B – General Information

S/No.	Items	Details
i.	Company Name	FCMB Group Plc
ii.	Date of Incorporation	November 20, 2012
iii.	RC Number	RC-1079631
iv.	License Number	FHC/000003
v.	Company Physical Address	FIRST CITY PLAZA 44, Marina Lagos
vi.	Company Website Address	www.fcmbgroup.com
vii.	Financial Year End	31st December 2022.
viii.	Is the Company a part of a Group/Holding Company? Yes/No If yes, please state the name of the Group/Holding Company	Yes, the Company is the Holding Company FCMB Group Plc
ix.	Name and Address of Company Secretary	Mrs. Olufunmilayo Adedibu 17a, Tinubu Street, Lagos Island, Lagos.
x.	Name and Address of External Auditor(s)	Messrs. Deloitte & Touché Civic Towers, Plot GA 1 Ozumba Mbadiwe Avenue Victoria Island, Lagos Nigeria
xi.	Name and Address of Registrar(s)	Cardinal Stone Registrars 335/337 Herbert Macaulay Way, Yaba Lagos
xii.	Investor Relations Contact Person (E-mail and Phone No.)	TUNJI ONAMUSI Tunji.Onamusi@fcb.com +234 8104982986
xiii.	Name of the Governance Evaluation Consultant	DCSL Corporate Services Limited
xiv.	Name of the Board Evaluation Consultant	DCSL Corporate Services Limited

Section C - Details of Board of the Company and Attendance at Meetings
1. Board Details:

S/No.	Names of Board Members	Designation (Chairman, MD, INED, NED, ED)	Gender	Date First Appointed/ Elected	Remark
1.	Mr. Oladipupo Jadesimi	Chairman	Male	December 27, 2017	Appointed Chairman March 2018
2.	Mr. Ladi Balogun	Group Chief Executive	Male	March 14, 2017	
3.	Mr. Femi Badeji	Executive Director	Male	October 2, 2019,	
4.	Mr. Gbolahan Joshua	Executive Director	Male	September 2, 2021	
5.	Alhaji Mustapha Damcida	Non-Executive Director	Male	July 1, 2013	
7.	Prof. Oluwatoyin Ashiru	Non-Executive Director	Male	December 23, 2013	
8.	Dr. (Engr) Gregory Ero	Non-Executive Director	Male	December 23, 2013	
5.	Mrs. Olapeju Sofowora	Independent Non-Executive Director	Female	December 27, 2017	

9.	Mrs. Tokunboh Ishmael	Non-Executive Director	Female	April 28, 2020	
10.	Ms. Muibat Ijaiya	Independent Non-Executive Director	Female	April 28, 2021	

2. Attendance at Board and Committee Meetings:

S/No.	Names of Board Members	No. of Board Meetings Held in the Reporting Year	No. of Board Meetings Attended in the Reporting Year	Membership of Board Committees	Designation (Member or Chairman)	Number of Committee Meetings Held in the Reporting Year	Number of Committee Meetings Attended in the Reporting Year
1.	Mr. Oladipupo Jadesimi	5	5	NOT A MEMBER OF ANY COMMITTEE, NOT IN ATTENDANCE AT ANY COMMITTEE	NOT A MEMBER OF ANY COMMITTEE, NOT IN ATTENDANCE AT ANY COMMITTEE		NOT IN ATTENDANCE AT ANY COMMITTEE
2.	Mr. Ladi Balogun	5	5	NOT A MEMBER OF ANY COMMITTEE IN ATTENDANCE ONLY	NOT A MEMBER OF ANY COMMITTEE IN ATTENDANCE ONLY	BOARD RISK AUDIT AND FINANCE COMMITTEE: 5	4
						BOARD GOVERNANCE AND REMUNERATION COMMITTEE: 5	4
3.	Mr. Femi Badeji	5	5	NOT A MEMBER OF ANY COMMITTEE. IN ATTENDANCE ONLY	NOT A MEMBER OF ANY COMMITTEE. IN ATTENDANCE ONLY	BOARD RISK AUDIT AND FINANCE COMMITTEE: 5	4
4.	Mr. Gbolahan Joshua	5	5	NOT A MEMBER OF ANY COMMITTEE IN ATTENDANCE ONLY	NOT A MEMBER OF ANY COMMITTEE. IN ATTENDANCE ONLY	BOARD RISK AUDIT AND FINANCE COMMITTEE: 5	5
5.	Alhaji Mustapha Damcida	5	5	BOARD GOVERNANCE & REMUNERATION COMMITTEE	MEMBER	5	5
6.	Prof. Oluwatoyin Ashiru	5	5	BOARD GOVERNANCE & REMUNERATION COMMITTEE	CHAIRMAN	5	5
7.	Dr. (Engr) Gregory Omosigbo Ero	5	3	BOARD RISK, AUDIT AND FINANCE, COMMITTEE	MEMBER	5	4
8.	Mrs. Olapeju Eniola Sofowora	5	5	BOARD RISK, AUDIT AND FINANCE, COMMITTEE	CHAIRMAN	5	5

				BOARD GOVERNANCE & REMUNERATION COMMITTEE	MEMBER	5	5
9.	Mrs. Tokunboh Ishmael	5	4	BOARD RISK, AUDIT AND FINANCE, COMMITTEE	MEMBER	5	4
				BOARD GOVERNANCE & REMUNERATION COMMITTEE	MEMBER	5	4
10.	Ms. Muibat Ijaiya	5	4	BOARD RISK, AUDIT AND FINANCE, COMMITTEE	MEMBER	5	4

Section D - Details of Senior Management of the Company

1. Senior Management:

S/No.	Names	Position Held	Gender
1.	Mr. Ladi Balogun	Group Chief Executive Male	Male
2.	Mr. Gbolahan Joshua	Chief Operations Officer	Male
3.	Mr. Femi Badeji	Executive Director	Male
4.	Mrs. Funmi Adedibu	Company Secretary	Female
5.	Mr. Deji Fayose	Chief Financial Officer	Male
6.	Mr. Babajide Odedele	Head Internal Audit	Male
7.	Mr. Adetayo Olatunde	Head Compliance	Male

Section E – Application

Principles	Reporting Questions	Explanation on application or deviation
Part A - Board of Directors and Officers of the Board		
<p>Principle 1: Role of the Board</p> <p><i>“A successful Company is headed by an effective Board which is responsible for providing entrepreneurial and strategic leadership as well as promoting ethical culture and responsible corporate citizenship. As a link between stakeholders and the Company, the Board is to exercise oversight and control to ensure that management acts in the best interest of the shareholders and other stakeholders while sustaining the prosperity of the Company”</i></p>	<p>i) Does the Board have an approved Charter which sets out its responsibilities and terms of reference? Yes/No If yes, when was it last reviewed?</p>	<p>Yes, the Board has an approved Charter which sets out its responsibilities and terms of reference.</p> <p>It was last reviewed on July 22, 2022</p>
<p>Principle 2: Board Structure and Composition</p> <p><i>“The effective discharge of the responsibilities of the Board and its committees is assured by an appropriate balance of skills and diversity (including experience and gender) without compromising competence, independence and integrity “</i></p>	<p>i) What are the qualifications and experiences of the directors?</p>	<p>Please find attached the profile of the directors stating their qualifications and experience</p>
	<p>ii) Does the company have a Board-approved diversity policy? Yes/No If yes, to what extent have the diversity targets been achieved?</p>	<p>Yes.</p> <p>The set diversity targets have been largely achieved on the Board. A close look at the members of the Board also shows a variety of backgrounds with directors of different religions, tribes and experience resulting in a well-diversified board.</p>
	<p>iii) Are there directors holding concurrent directorships? Yes/No If yes, state the names of the directors and the companies.</p>	<p>Yes.</p> <p>1. Mr. Ladi Balogun i. FCMB Pensions Limited ii. Credit Direct Limited iii. FCMB Asset Management v. FCMB Capital Markets Limited</p> <p>2. Prof. Oluwatoyin Ashiru i. CSL Stockbrokers Limited</p>
	<p>iv) Is the MD/CEO or an Executive Director a chair of any Board Committee? Yes/No If yes, provide the names of the Committees.</p>	<p>No.</p> <p>The MD/CEO is not a chair of any Board Committee</p>
<p>Principle 3: Chairman</p> <p><i>“The Chairman is responsible for providing overall leadership of the Company and the Board, and eliciting the constructive participation of all Directors to facilitate effective direction of the Board”</i></p>	<p>i) Is the Chairman a member or chair of any of the Board Committees? Yes/no If yes, list them.</p>	<p>No. The Chairman is neither a member nor a Chair of any Board Committee.</p>
	<p>ii) At which Committee meeting(s) was the Chairman in attendance during the period under review ?</p>	<p>The Chairman did not attend any Committee meeting during the period under review.</p>
	<p>iii) Is the Chairman an INED or a NED?</p>	<p>The Chairman is a Non-Executive Director.</p>
	<p>iv) Is the Chairman a former MD/CEO or ED of the Company? Yes/No If yes, when did his/her tenure as MD end?</p>	<p>The Chairman is not a former MD/CEO or ED of the company.</p>

v) When was he/she appointed as Chairman?	March 8, 2018
vi) Are the roles and responsibilities of the Chairman clearly defined? Yes/No If yes, specify which document	Yes. The roles and responsibilities of the Chairman are clearly defined in the Company's Corporate Governance Manual.

Principles	Reporting Questions	Explanation on application or deviation
Principle 4: Managing Director/Chief Executive Officer <i>"The Managing Director/Chief Executive Officer is the head of management delegated by the Board to run the affairs of the Company to achieve its strategic objectives for sustainable corporate performance"</i>	i) Does the MD/CEO have a contract of employment which sets out his authority and relationship with the Board? Yes/No If no, in which documents is it specified?	Yes, the MD/CEO has a contract of employment which sets out his authority and relationship with the Board
	ii) Does the MD/CEO declare any conflict of interest on appointment, annually, thereafter, and as they occur? Yes/No	Yes, the MD/CEO declares any conflict of interest annually, thereafter, and as they occur.
	iii) Which of the Board Committee meetings did the MD/CEO attend during the period under review?	The MD/CEO attended the Board Risk, Audit and Finance Committee and the Board Governance and Remuneration Committee meetings
	iv) Is the MD/CEO serving as NED in any other company? Yes/no. If yes, please state the company(ies)?	Yes, the MD/CEO serves as a Non-Executive Director in other companies. i. FCMB Asset Management Limited ii. Credit Direct Limited iii. FCMB Pensions Limited iv. FCMB Capital Markets Limited
	v) Is the membership of the MD/CEO in these companies in line with the Board-approved policies? Yes/No	Yes, the membership of the MD/CEO in these companies is in line with the Board approved policies
Principle 5: Executive Directors <i>Executive Directors support the Managing Director/Chief Executive Officer in the operations and management of the Company</i>	i) Do the EDs have contracts of employment? Yes/no	Yes, the Executive Directors have contracts of employment.
	ii) If yes, do the contracts of employment set out the roles and responsibilities of the EDs? Yes/No If no, in which document are the roles and responsibilities specified?	Yes. The Executive Directors' (EDs) contracts of employment stipulate their roles and responsibilities.
	iii) Do the EDs declare any conflict of interest on appointment, annually, thereafter, and as they occur? Yes/No	Yes, the Executive Directors (EDs) declare any conflict of interest on appointment, annually and as the need arises
	iv) Are there EDs serving as NEDs in any other company? Yes/No If yes, please list	No, there are no EDs serving as NEDs in any other company
	v) Are their memberships in these companies in line with Board-approved policy? Yes/No	Yes. However, none of the EDs are currently serving on the Board of other companies.
Principle 6: Non-Executive Directors <i>Non-Executive Directors bring to bear their knowledge, expertise, and independent judgment on issues of strategy and performance on the Board</i>	i) Are the roles and responsibilities of the NEDs clearly defined and documented? Yes/No If yes, where are these documented?	Yes, the roles of the NEDs are clearly defined and documented in the company's Corporate Governance Manual.
	ii) Do the NEDs have letters of appointment specifying their duties, liabilities, and terms of engagement? Yes/No	Yes, the NEDs have letters of engagement specifying their duties, liabilities, and terms of engagement.
	iii) Do the NEDs declare any conflict of interest on appointment, annually, thereafter, and as they occur? Yes/No	Yes, the NEDs declare any conflict of interest on appointment, annually and as the need arises.

	iv) Are NEDs provided with information relating to the management of the company and on all Board matters? Yes/No If yes, when is the information provided to the NEDs	Yes, NEDs are provided with information relating to the management of the company on all Board matters. The information is provided from time to time, on demand and at least every quarter.
	v) What is the process of ensuring completeness and adequacy of the information provided?	The completeness and adequacy of the information provided is verified from source and by direct engagements with Divisional Heads.
	vi) Do NEDs have unfettered access to the Eds, Company Secretary and the Internal Auditor? Yes/No	Yes, the Non-Executive Directors have unfettered access to the Eds, Company Secretary and Internal Auditors.
Principle 7: Independent Non-Executive Directors	i) Do the INEDs meet the independence criteria prescribed under Section 7.2 of the Code? Yes/No	Yes, the independent director meets the criteria prescribed under section 7.2 of the code

Principles	Reporting Questions	Explanation on application or deviation
<i>Independent Non -Executive Directors bring a high degree of objectivity to the Board and uphold the trust of shareholders</i>	ii) Are there any exceptions?	No. There are no exceptions.
	iii) What is the process of selecting INEDs?	<p>The process of selecting an Independent Non-Executive Director is as follows:</p> <ul style="list-style-type: none"> • A careful analysis of the existing Boards strengths and weaknesses, skills, experience gaps and diversity considering the company's current business priorities and future plans; • Identification, shortlisting and interviewing of candidates with the appropriate expertise and experience. • Conducting formal and Informal background checks to ensure they are fit and proper persons to sit on the Board of the Company. • Discussing formally with prospective candidates concerning the Board's expectation and the nominee's ability to make the necessary commitment. • The appointment process shall be communicated to Board members and filed by the Company Secretary. • External consultants may be engaged as appropriate to obtain an independent view and input into the appointment process. • Once the nomination is approved by the Board, the company secretary notifies CBN in writing, seeking the CBN's approval to the appointment. • Upon approval by the CBN, the appointment and approval shall be communicated to the new Director in writing.

		<ul style="list-style-type: none"> Other required regulatory authorities shall be notified of the appointment in writing.
	iv) Do the INEDs have letters of appointment specifying their duties, liabilities, and terms of engagement? Yes/No	Yes, the INEDs have letters of appointment specifying their duties, liabilities, and terms of engagement.
	v) Do the INEDs declare any conflict of interest on appointment, annually, thereafter, and as they occur? Yes/No	Yes, the INEDs declare any conflict of interest on appointment, annually thereafter and as they occur.
	vi) Does the Board ascertain and confirm the independence of the INEDs? Yes/No If yes, how often? What is the process?	<p>Yes. The Board ascertains and confirms the independence of the INEDs at appointment and annually through the annual declaration process.</p> <p>The company has generic forms which INEDs are required to fill on appointment and annually thereafter. These forms contain questions on the shareholding of the INED and any information on conflict of interest</p>
	vii) Is the INED a Shareholder of the Company? Yes/No If yes, what is the percentage shareholding?	<p>Yes, the INED is a shareholder of the Company.</p> <p>0.001%</p>
	viii) Does the INED have another relationship with the Company apart from directorship and/or shareholding? Yes/No If yes, provide details.	No, the INED does not have any other relationship with the Company apart from directorship and/or shareholding.
	ix) What are the components of INEDs remuneration?	The INED's remuneration consists of emoluments paid quarterly, sitting allowance and any reimbursable expenses incurred in the process of carrying out duties to the Company
<p>Principle 8: Company Secretary</p> <p><i>"The Company Secretary support the effectiveness of the Board by assisting Board and management to develop good corporate governance practice within the Company"</i></p>	i) Is the Company Secretary in-house or outsourced?	The Company Secretary is in-house.
	ii) What is the qualification and experience of the Company Secretary?	The Company Secretary is a lawyer and a Member of the Nigerian Bar Association with over 27 years' experience in legal practice
	iii) Where the Company Secretary is an employee of the Company, is the person a member of senior management?	Yes. The Company Secretary is a member of the Senior Management team of the Company.
	iv) Who does the Company Secretary report to?	The Company Secretary reports functionally to the Board and administratively to the MD/CEO
	v) What is the appointment and removal process of the Company Secretary?	<p>The criteria for considering the appointment of the Company Secretary includes:</p> <ul style="list-style-type: none"> A careful due diligence exercise is carried out on the candidate. The candidate must have the appropriate expertise and experience in addition to being fit and proper persons; The candidate must have the ability to make the necessary commitment; and The candidate must be approved by the Board of Directors <p>The removal process is carried out by the Board.</p>

	vi) Who undertakes and approves the performance appraisal of the Company Secretary?	The performance appraisal of the Company Secretary is carried out by the MD/CEO and approved by the Board.
Principle 9: Access to Independent Advice <i>"Directors are sometimes required to make decisions of a technical and complex nature that may require independent external expertise"</i>	i) Does the company have a Board-approved policy that allows directors access to independent professional advice in the discharge of their duties? Yes/No If yes, where is it documented?	Yes. This is documented in the Company's Corporate Governance Manual.
	ii) Who bears the cost for the independent professional advice?	The company bears the cost for the independent professional advice.
	iii) During the period under review, did the Directors obtain any independent professional advice? Yes/No If yes, provide details.	Yes. The Firm, PriceWaterCoopers provided independent professional advice on the quality of the Group's internal audit function.
Principle 10: Meetings of the Board <i>"Meetings are the principal vehicle for conducting the business of the Board and successfully fulfilling the</i>	i) What is the process for reviewing and approving minutes of Board meetings?	The process of reviewing and approving the minutes of Board meeting is as follows; <ul style="list-style-type: none"> • The draft minutes are prepared and sent to the Chairman for review. • The inputs and corrections noted are sent to Directors for review. • The minutes is finalized and presented to the Board for adoption. • Adopted minutes are executed.
	ii) What are the timelines for sending the minutes to Directors?	Minutes are sent to Directors within two (2) weeks after the Board meeting.
	iii) What are the implications for Directors who do not meet the Company policy on meeting attendance?	The Directors who do not meet the company policy for attending board meetings may find themselves ineligible for re-election

Principles	Reporting Questions	Explanation on application or deviation
<i>strategic objectives of the Company"</i>		
Principle 11: Board Committees <i>"To ensure efficiency and effectiveness, the Board delegates some of its functions, duties, and responsibilities to well-structured committees, without abdicating its responsibilities"</i>	i) Do the Board Committees have Board approved Charters which set out their responsibilities and terms of reference? Yes/No	Yes, The Board Committees have a very comprehensive Board Charter that sets out their specific roles and terms of reference as approved by the Board.
	ii) What is the process for reviewing and approving minutes of Board Committee of meetings?	The process of reviewing and approving the minutes of Board Committee is as follows; <ul style="list-style-type: none"> • The draft minutes are prepared and sent to the Chairman for review. • The inputs and corrections noted are sent to Members for review. • The minutes are finalized and presented to the Board for adoption. • Adopted minutes are executed.
	iii) What are the timelines for sending the minutes to the directors?	The minutes are sent at least three (3) days after the meeting.
	iv) Who acts as Secretary to board committees?	The Company Secretary is the secretary to all Board Committee and may appoint suitable persons to act as Secretary of any of the meetings.

v) What Board Committees are responsible for the following matters? a) Nomination and Governance b) Remuneration c) Audit d) Risk Management	The Board Governance and Remuneration Committee A and B- The Board Governance and Remuneration Committee C and D- The Board Risk, Audit and Finance Committee
vi) What is the process of appointing the chair of each committee?	The Chairman of each Committee is appointed by the Board based on the balance of skillset and relevant qualification(s), years of experience serving on such committees and diversity of thoughts.
Committee responsible for Nomination and Governance	
vii) What is the proportion of INEDs to NEDs on the Committee responsible for Nomination and Governance?	1:3
viii) Is the chairman of the Committee a NED or INED?	The Chairman of the Committee is an NED.
ix) Does the Company have a succession plan policy? Yes/No If yes, how often is it reviewed?	Yes, the Succession plan policy is reviewed every three (3) years or subject to business exigency.
x) How often are Board and Committee charters as well as other governance policies reviewed?	Every three (3) years or as business exigencies may require
xi) How does the committee report on its activities to the Board?	The Committee makes a report to the Board at the Board of Directors Meeting where the report is usually considered and deliberated upon.
Committee responsible for Remuneration	
xii) What is the proportion of INEDs to NEDs on the Committee responsible for Remuneration?	1:3
xiii) Is the chairman of the Committee a NED or INED?	The Chairman of the Committee is a NED.
Committee responsible for Audit	
xiv) Does the Company have a Board Audit Committee separate from the Statutory Audit Committee? Yes/No	Yes Board Risk, Audit & Finance Committee.
xv) Are members of the Committee responsible for Audit financially literate? Yes/No	Yes.
xvi) What are their qualifications and experience?	The Members of the Board Risk, Audit and Finance Committee have experience which cut across finance, business management capital market operations and accounting.
xvii) Name the financial expert(s) on the Committee responsible for Audit	i. Mrs. Olapeju Sofowora ii. Mrs. 'Tokunboh Ishmael

Principles	Reporting Questions	Explanation on application or deviation
	xviii) How often does the Committee responsible for Audit review the internal auditor's reports?	The Committee responsible for Audit reviews the Internal Auditor's report on a quarterly basis

xix) Does the Company have a Board approved internal control framework in place? Yes/No	Yes, the Company has a Board approved Internal Control framework in place.
xx) How does the Board monitor compliance with the internal control framework?	The Board monitors compliance of the internal control framework through the quarterly reports made internal audit, risk management and compliance to the Audit Committee
xxi) Does the Committee responsible for Audit review the External Auditors management letter, Key Audit Matters, and management response to issues raised. Yes/No Please explain.	Yes. The Committee has a meeting specifically dedicated to reviewing the report of the external auditors and the Management's response to the report.
xxii) Is there a Board-approved policy that clearly specifies the non-audit services that the external auditor shall not provide? Yes/No	Yes. There is a Board approved policy that clearly specifies the non-audit services that the external auditors shall not provide.
xxiii) How many times did the Audit Committee hold discussions with the head of internal audit function and external auditors without the management during the period under review?	The Audit Committee met once with the External Audit in 2022 FY. Aside the structured meetings with the Head, Internal Audit Function, there were also series of engagements between the Chairman of the Audit Committee and the Head, Internal Audit Function.
Committee responsible for Risk Management	
xxiv) Is the Chairman of the Risk Committee a NED or an INED?	The Chairman of the Risk Committee is an Independent Non-Executive Director
xxv) Is there a Board approved Risk Management framework? Yes/No? If yes, when was it approved?	Yes, there is. The Board approved Risk Management framework was approved on July 24, 2020.
xxvi) How often does the Committee review the adequacy and effectiveness of the Risk Management Controls in place? Date of last review	The Committee reviews the adequacy and effectiveness of the Risk Management controls in place on a quarterly basis. The last review was in October 18, 2022
xxvii) Does the Company have a Board approved IT Data Governance Framework? Yes/No If yes, how often is it reviewed?	Yes, the Company has a Board approved IT Data Governance framework. It is reviewed annually
xxviii) How often does the Committee receive and review compliance reports on the IT Data Governance Framework?	The Committee receives and reviews the compliance report on the IT Data Governance framework on a quarterly basis
xxix) Is the Chief Risk Officer (CRO) a member of Senior Management and does he have relevant experience for this role? Yes/No	Yes, the CRO is a member of Senior Management and has the required experience for his role
xxx) How many meetings of the Committee did the CRO attend during the period under review?	The CRO attended all meetings of the Committee in the period under review
Principle 12: Appointment to the Board	i) Is there a Board-approved policy for the appointment of Directors? Yes/No
<i>"A written, clearly defined, rigorous, formal and transparent procedure serves as a guide for the selection of Directors to ensure the appointment of high-quality individuals to the Board"</i>	ii) What criteria are considered for their appointment? The criteria for considering the appointment of directors include: <ul style="list-style-type: none"> A careful analysis of the existing board's strengths and weaknesses, its skills, experience gaps and diversity considering the company's current business priorities and future plans

		<ul style="list-style-type: none"> The candidate must have the appropriate expertise and experience in addition to being fit and proper persons The candidate must have the ability to make necessary commitment and The candidate must be approved by the Board and the Central Bank of Nigeria.
iii) What is the Board process for ascertaining that prospective directors are fit and proper persons?		<p>The process of ascertaining the prospective directors are fit and proper persons includes;</p> <ul style="list-style-type: none"> The company conducts formal and informal background checks on the prospective director including checks at the credit bureau. Various questions are asked during the interview process taking into consideration the Board's existing strengths and weaknesses, future plans vis a vis the qualification background and experience of the potential candidate.
iv) Is there a defined tenure for the following: a) The Chairman b) The MD/CEO c) INED		Yes.

Principles	Reporting Questions	Explanation on application or deviation
	d) NED e) EDs	
	v) Please state the tenure	The tenure of NEDs is 3 terms of 4 years while the tenure of EDs is based on their contract of employment with the Company
	vi) Does the Board have a process to ensure that it is refreshed periodically? Yes/No?	Yes. Directors are refreshed with periodic training and strategy sessions to adequately equip them for their respective roles.
Principle 13: Induction and Continuing Education	i) Does the Board have a formal induction programme for new directors? Yes/No	Yes
<i>"A formal induction programme on joining the Board as well as regular training assists Directors to effectively discharge their duties to the Company"</i>	ii) During the period under review, were new Directors appointed? Yes/No If yes, provide the date of induction.	No
	iii) Are Directors provided relevant training to enable them effectively discharge their duties? Yes/No If yes, provide training details.	<p>Yes. Directors are provided with relevant training to assist them in the effective discharge of their duties.</p> <p>In the course of the year the directors were enrolled for the following trainings:</p> <p>AML/CFT: Overview of Board Roles on AML Regulatory Environment and Others.</p> <p>AML/CFT: The Digital Journey from the eyes of the Law Enforcement Agency: A Balanced approach</p> <p>Digital Enablers for Effective Board Performance and Oversight: Unlocking Opportunities, Managing Risks and Mitigating Measures</p> <p>Cybersecurity Awareness session</p> <p>Corporate Governance, Transparency, Accountability & Business Ethics</p>

		<p>The Executive Directors were also enrolled for the under-listed e-learning course:</p> <ul style="list-style-type: none"> • Focus on AML in Nigeria • Sustainability in Banking 2022 • FCMB Information Security Course 2022 • FCMB values and Code of conduct 2022
	iv) How do you assess the training needs of Directors?	Training needs are assessed based on the result of the assessment done under the annual board evaluation exercise and identified knowledge gaps within the board.
	v) Is there a Board-approved training plan? Yes/No	Yes.
	vi) Has it been budgeted for? Yes/No	Yes.
<p>Principle 14: Board Evaluation</p> <p><i>"Annual Board evaluation assesses how each Director, the committees of the Board and the Board are committed to their roles, work together, and continue to contribute effectively to the achievement of the Company's objectives"</i></p>	i) Is there a Board-approved policy for evaluating Board performance? Yes/No	Yes. This is as contained in the Corporate Governance Manual of the Company
	ii) For the period under review, was there any Board Evaluation exercise conducted? Yes/No	Yes. A Board Evaluation exercise was conducted in the period under review.
	iii) If yes, indicate whether internal or external. Provide date of last evaluation.	<p>The board evaluation exercise carried out during the period under review was externally facilitated by DCSL Corporate Services Limited.</p> <p>Last evaluation was conducted in February 9 2022.</p>
	iv) Has the Board Evaluation report been presented to the full Board? Yes/No If yes, indicate date of presentation.	<p>Yes. The Board Evaluation report has been presented to the Board.</p> <p>It was presented on July 19, 2022</p>
	v) Did the Chairman discuss the evaluation report with the individual directors? Yes/No	Yes.
	vi) Is the result of the evaluation for each Director considered in the re-election process? Yes/No	Yes.
<p>Principle 15: Corporate Governance Evaluation</p> <p><i>"Institutionalizing a system for evaluating the Company's corporate governance practices ensures that its governance standards, practices and processes are adequate and effective"</i></p>	i) For the period under review, has the Company conducted a corporate governance evaluation? Yes/No If yes, provide the date of the evaluation.	<p>Yes. This is incorporated as part of the board evaluation assessment.</p> <p>Last evaluation was conducted in February 9 2022</p>
	ii) Is the result of the Corporate Governance Evaluation presented and considered by the Board? Yes/No	Yes, as part of the Board Evaluation.
	iii) If yes, please indicate the date of the last presentation.	July 19, 2022, as part of the Board Evaluation
	iv) Is the summary of the Corporate Governance Evaluation included in the annual reports and Investors portal? Yes/No	Yes, as part of the Board Evaluation.
<p>Principle 16: Remuneration Governance</p>	i) Is there a Board-approved Directors' remuneration policy? Yes/No If yes, how often is it reviewed?	Yes. The policy is reviewed every 3 years or as business exigencies demand.

Principles	Reporting Questions	Explanation on application or deviation
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<p><i>"The Board ensures that the Company remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term"</i></p>	<p>ii) Provide details of directors' fees, allowances and all other benefits paid to them during the period under review</p>	<p>Please see details in attached sheet (Details of Director's Fees, Emoluments and Allowances)</p>
	<p>iii) Is the remuneration of NEDS presented to shareholders for approval? Yes/No If yes, when was it approved?</p>	<p>Yes. The remuneration was last approved on April 27, 2022</p>
	<p>iv) What portion of the NEDs remuneration is linked to company performance?</p>	<p>None of the NED's remuneration is linked to the Company's performance.</p>
	<p>v) Is there a Board-approved remuneration policy for Executive and Senior management? Yes/No If yes, to what extent is remuneration linked to company performance?</p>	<p>Yes. Remuneration is linked to company performance to the extent of performance and bonus payment.</p>
	<p>vi) Has the Board set KPIs for Executive Management? Yes/No</p>	<p>Yes</p>
	<p>vii) If yes, was the performance measured against the KPIs? Yes/No</p>	<p>Yes</p>
	<p>viii) Do the MD/CEO, EDs and Company Secretary receive a sitting allowance and/or directors fees? Yes/No</p>	<p>No. The MD, EDs and Company Secretary do not receive sitting allowance and or Directors fees.</p>
	<p>ix) Which of the following receive sitting allowance and/or fees: a. MD/CEO b. ED c. Company Secretary d. Other Senior management staff</p>	<p>None of the listed officers receive sitting allowances or fees.</p>
	<p>x) Is there a Board-approved claw back policy for Executive management? Yes/No If yes, attach the policy.</p>	<p>Yes Please find attached the claw back policy for Executive Management</p>
<p>Principle 17: Risk Management</p> <p><i>"A sound framework for managing risk and ensuring an effective internal control system is essential for achieving the strategic objectives of the Company"</i></p>	<p>i) Has the Board defined the company's risk appetite and limit? Yes/No</p>	<p>Yes</p>
	<p>ii) How often does the company conduct a risk assessment?</p>	<p>The Board conducts its risk assessment quarterly.</p>
	<p>iii) How often does the board receive and review risk management reports?</p>	<p>The Board receives and reviews risk management reports quarterly.</p>
<p>Principle 18: Internal Audit</p> <p><i>"An effective internal audit function provides assurance to the Board on the effectiveness of the governance, risk management and internal control systems"</i></p>	<p>i) Does the company have an Internal Audit function? Yes/No If no, how has the Board obtained adequate assurance on the effectiveness of internal processes and systems?</p>	<p>Yes. The Company has an effective risk based Internal Audit function embedded into its day-to-day activities.</p>
	<p>ii) Does the company have a Board-approved internal audit charter? Yes/No</p>	<p>Yes. The Company has a Board approved internal audit charter.</p>
	<p>iii) Is the head of internal audit a member of senior management? Yes/No</p>	<p>Yes, the Head, Internal Audit is a member of Executive Management Committee.</p>
	<p>iv) What is the qualification and experience of the head of internal audit?</p>	<p>A Fellow of the Institute of Chartered Accountants of Nigeria with 19 years post qualification experience and 24 years industry experience.</p>

	v) Does the company have a Board-approved annual risk-based internal audit plan? Yes/No	Yes. The Company has a Board approved annual risk-based internal audit plan.
	vi) Does the head of the internal audit function report at least once every quarter to the committee responsible for audit, on the	Yes. The Head, Internal Audit reports to the Board of Directors on a quarterly basis through the Board Risk, Audit & Finance Committee and Statutory Audit Committee.

Principles	Reporting Questions	Explanation on application or deviation
	adequacy and effectiveness of management, governance, risk and control environment; deficiencies observed and management mitigation plans? Yes/No	
	vii) Is there an external assessment of the effectiveness of the internal audit function at least once every three years by a qualified independent reviewer appointed by the Board? Yes/No If yes, when was the last assessment?	Yes, the last assessment was carried out in September 26, 2022.
	viii) Who undertakes and approves the performance evaluation of the Head of Internal Audit?	The Board Risk, Audit & Finance and Statutory Audit Committees have inputs in the performance evaluation of the Head, Internal Audit.
Principle 19: Whistleblowing <i>"An effective whistle-blowing framework for reporting any illegal or unethical behaviour minimises the Company's exposure and prevents recurrence"</i>	i) Does the company have a Board-approved whistleblowing framework? Yes/No If yes, when was the date of last review	Yes. April 24, 2020.
	ii) Does the Board ensure that the whistleblowing mechanism and process are reliable, accessible to all stakeholders, guarantees anonymity and protection of the whistleblower? Yes/No	Yes.
	iii) Is the Audit committee provided with the following reports on a periodic basis? a) Reported cases b) Process and results of Investigated cases	Yes. The Audit Committee is presented with quarterly reports on cases, process, and results of investigated cases.
Principle 20: External Audit <i>"An external auditor is appointed to provide an independent opinion on the true and fair view of the financial statements of the Company to give assurance to stakeholders on the reliability of the financial statements"</i>	i) Who makes the recommendations for the appointment, re-appointment, or removal of external auditors?	The Board of directors makes the recommendation for the appointment, re-appointment, and removal of external auditors.
	ii) Who approves the appointment, reappointment, and removal of External Auditors?	The members at the Annual General Meeting approve the appointment and reappointment of Auditor.
	iii) When was the first date of appointment of the External auditors?	The first date of appointment of the present External Auditors was July 24, 2020
	iv) How often are the audit partners rotated?	Audit partners are rotated every 5 years
Principle 21: General Meetings	i) How many days prior to the last general meeting were notices, annual reports and any other relevant information dispatched to Shareholders?	Notices, annual reports, and other relevant information are dispatched to shareholders at least twenty-one (21) days prior to the Annual General Meeting.

<p><i>"General Meetings are important platforms for the Board to engage shareholders to facilitate greater understanding of the Company's business, governance and performance. They provide shareholders with an opportunity to exercise their ownership rights and express their views to the Board on any areas of interest"</i></p>	<p>ii) Were the Chairmen of all Board Committees and the Chairman of the Statutory Audit Committee present to respond to Shareholders' enquiries at the last meeting? Yes/No</p>	<p>Yes. The Chairman of all the Board Committees and the Statutory Audit Committee were present at the Annual General Meeting.</p>
<p>Principle 22: Shareholder Engagement <i>"The establishment of a system of regular dialogue with shareholders balance</i></p>	<p>i) Is there a Board-approved policy on shareholders' engagement? Yes/No If yes: a) When was it last reviewed? b) Is the policy hosted on the company's website?</p>	<p>No. The Group provides adequate information to shareholders by ensuring its commitment to maintain high standards of corporate disclosure. Meetings of shareholders are convened and held regularly as required by statutory and regulatory regimes. The Annual General Meeting also allows for the interaction between the Board, Management and Shareholders.</p>

Principles	Reporting Questions	Explanation on application or deviation
<p><i>their needs, interests and expectations with the objectives of the Company"</i></p>	<p>ii) How does the Board engage with Institutional Investors and how often?</p>	<p>The Board engages with Institutional investors through the Company's Investors Relations Unit which handles all communication and interfaces with investors and analysts. To effectively engage with institutional investors, there is an institutional investor/analyst conference and webcast conducted wherein all institutional investors stakeholders and analysts are invited to discuss the group's consolidated results and answer questions from institutional investors. This is done at least every quarter. The Group also takes meetings with its analysts and institutional investors on an ad hoc basis.</p>
<p>Principle 23: Protection of Shareholder Rights <i>"Equitable treatment of shareholders and the protection of their statutory and general rights, particularly the interest of minority shareholders, promote good governance"</i></p>	<p>i) Does the Board ensure that adequate and timely information is provided to the shareholders on the Company's activities? Yes/No</p>	<p>Yes. There is an Investor relations portal hosted on the Group's website where information about the company's performance and the performance of its operating companies are disclosed to shareholders, stakeholders, and the general public on a timely basis.</p>


<p>Principle 24: Business Conduct and Ethics</p> <p><i>"The establishment of professional business and ethical standards underscore the values for the protection and enhancement of the reputation of the Company while promoting good conduct and investor confidence"</i></p>	<p>i) Does the company have a Board-approved Code of Business Conduct and Ethics (COBE) that guides the professional business and ethical standards? Yes/No</p> <p>If yes:</p> <p>a) Has the COBE been communicated to all internal and external Stakeholders? Yes/No</p> <p>b) Is the COBE applicable to any or all of the following:</p> <ol style="list-style-type: none"> 1. Board 2. Senior management 3. Other employees 4. Third parties 	<p>Yes, the Company has a Board approved Code of Business Conduct and Ethics</p> <p>Yes</p> <p>Yes, the COBE is applicable to all</p>
	<p>ii) When was the date of the last review of the policy?</p>	<p>The policy was last reviewed on April 13, 2020.</p>
	<p>iii) Has the Board incorporated a process for identifying, monitoring, and reporting adherence to the COBE? Yes/No</p>	<p>Yes.</p>
	<p>iv) What sanctions were imposed for the period under review for non-compliance with the COBE?</p>	<p>The Company has an approved sanction grid in place and for the period under review sanctions imposed for non-compliance with the COBE are in line with the company's sanction grid.</p>
<p>Principle 25: Ethical Culture</p> <p><i>"The establishment of policies and mechanisms for monitoring insider trading, related party transactions, conflict of interest and other corrupt activities, mitigates the adverse effects of these abuses on the Company and promotes good ethical conduct and investor confidence"</i></p>	<p>i) Is there a Board- approved policy on insider trading? Yes/No</p> <p>If yes:</p> <p>a) When was the last date of review?</p> <p>b) How does the Board monitor compliance with this policy?</p>	<p>Yes.</p> <p>The policy was reviewed on October 19, 2020.</p> <p>The Board monitors compliance with this policy by</p> <ul style="list-style-type: none"> • Receiving reports from the Management on how well it has created awareness of this policy, which is hosted on FCMB website. The Policy makes it the primary fiduciary responsibility of persons who fall within the definition of insiders to get accustomed with the document and ensure compliance. • Ensuring that no insider is allowed to trade within the close periods
	<p>ii) Does the company have a Board approved policy on related party transactions? Yes/No</p> <p>If yes:</p> <p>a) When was the last date of review?</p> <p>b) How does the Board monitor compliance with this policy?</p> <p>c) Is the policy applicable to any or all of the following:</p> <ol style="list-style-type: none"> 1. Board 2. Senior management 3. Other employees (Specify) 4. Third parties (Specify) 	<p>Yes.</p> <p>a) The policy was reviewed and approved on July 22, 2019. Review is based on operational and regulatory exigencies.</p> <p>b) The Board monitors compliance with the policy through related party transaction reports generated by Management periodically and in line with regulatory requirements.</p> <p>c) Yes, the policy is applicable to the Board, Senior Management, other employees and third parties specifically all the companies within the group and affiliated to the company.</p>
	<p>iii) How does the Board ensure adequate disclosure of Related Party Transactions by the responsible parties?</p>	<p>The Board ensures adequate disclosure of Related Party Transactions by responsible parties by ensuring that all parties are aware of the need for disclosure. Management is also mandated to monitor the transactions by persons classified as insider.</p>

Principles	Reporting Questions	Explanation on application or deviation
	iv) Does the company have a Board-approved policy on conflict of interest? Yes/No If yes: a) When was the last date of review? b) How does the Board monitor compliance with this policy? c) Is the policy applicable to any or all of the following: 1. Senior management 2. Other employees (Specify)	Yes, the company has a Board approved policy on conflict of interest. The policy was last reviewed on October 19, 2021 The directors disclose any conflict of interest annually. Yes, the policy applies to senior management and other employees.
Principle 26: Sustainability <i>"Paying adequate attention to sustainability issues including environment, social, occupational and community health and safety ensures successful long-term business performance and projects the Company as a responsible corporate citizen contributing to economic development"</i>	i) Is there a Board-approved sustainability policy? Yes/No If yes, when was it last reviewed? ii) How does the Board monitor compliance with the policy? iii) How does the Board report compliance with the policy? iv) Is there a Board-approved policy on diversity in the workplace? Yes/No If yes, when was it last reviewed?	Yes. The policy was last reviewed on April 22, 2022. There is a team assigned to monitor compliance with the policy and escalates non-compliance to the Board. The Board reports compliance with the policy through the Annual Report and Accounts. Yes. It was last reviewed on December 14, 2020.
Principle 27: Stakeholder Communication <i>"Communicating and interacting with stakeholders keeps them conversant with the activities of the Company and assists them in making informed decisions"</i>	i) Is there a Board-approved policy on stakeholder management and communication? Yes/No ii) Does the Company have an up to date investor relation portal? Yes/No If yes, provide the link.	Yes. There is a Board approved policy on stakeholder management and communication. Yes. http://www.fcmbgroup.com/investor-relations
Principle 28: Disclosures <i>"Full and comprehensive disclosure of all matters material to investors and stakeholders, and of matters set out in this Code, ensures proper monitoring of its implementation which engenders good corporate governance practice"</i>	i) Does the company's annual report include a summary of the corporate governance report? Yes/No ii) Has the company been fined by any regulator during the reporting period? Yes/No If yes, provide details of the fines and penalties.	Yes. A summary of the corporate governance report is contained in the company's annual report and Accounts. No, the company was not fined by any regulator during the reporting period

Section F – Certification

We hereby make this declaration in good faith and confirm that the information provided in this form is true.


Chairman of the Board of Directors

Name: MR. OLADIPUPO JADESINMI
Signature: 
Date:


Chairman of the Committee responsible for Governance

Name: PROFESSOR OLUWATOYIN ASHIRU, OON
Signature:
Date:

Managing Director/Chief Executive Officer

Name: MR. LADI BALOGUN
Signature: 
Date:

Company Secretary/Chief Compliance Officer

Name: MRS. OLUFUNMILAYO ADEDIBU
Signature: 
Date: