

namibia

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Since 1990

TRADE
DIRECTORY
2016
Volume 25



Special focus:
**TRANSPORT AND LOGISTICS
& 25TH BIRTHDAY**



THE PREFERRED ACCESS TO SOUTHERN AFRICA



It is with great knowledge and experience that we get excited by every consignment that comes through our gateway. Though our port has the capacity to accommodate 4 000 vessels, 355 000 containers yearly and handle over 6 million tonnes of cargo, we don't see them as just numbers. It is the endless possibilities within them that motivates our dedicated team, to deliver the ultimate port experience to our customers. To our customers it's not just cargo, but their livelihood and we understand that because after all we are also human.



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NAMIBIA TRADE DIRECTORY

SINCE 1990

Namibia Trade Directory interviews Mr David Nuyoma, CEO of GIPF, who was one of the founders of Namibia Trade Directory 25 years ago.

HOW DID NAMIBIA TRADE DIRECTORY COME TO LIFE?

Shortly after Namibia's Independence in 1990, there was a conference held by the new government, which was called the Investment Conference. The purpose of the conference was to instill a sense of comfort and confidence in the new dispensation. We had just come out of a very turbulent and unfortunate history. The investment community needed to be assured of the government's stance on how it wants the economy to be run.

Out of that conference was the birth of what has become the foreign investment act. The purpose of the foreign investment act is really to give assurance and to indicate clearly the relationship between government and investors especially foreign investors. It is to give them comfort and enable them to invest their money and capital into Namibia in order to join in the development path of Namibia.

From the conference came the birth of The Investment Centre. The Investment Centre was to promote Namibia as a good investment location in Africa, a new country, new possibilities and safe to do business and having the Foreign Investment Act as assurance because it gives certain rights and that's why it's called the law, it's an act.

Foreign investors are protected in terms of repatriation, profits etc, so that is the context in which various instruments were sought. One of them which was really a joint effort, I am not so sure if it was really an initiative from the Ministry of Industrialisation, Trade and SME Development itself, or an initiative from the late Paul Van Schalkwyk. I think he came forward with the idea and there was this spirit of wanting to contribute to this new Namibia. Various players came up with different things and that is what led to the birth of Namibia Trade Directory. Namibia Trade Directory showcased and still showcases Namibia's best in terms of corporate Namibia.

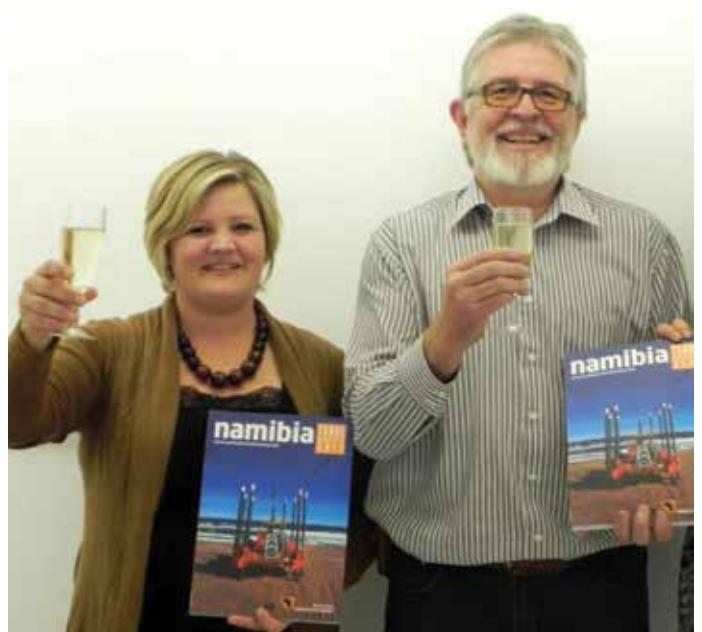
It was used extensively as the premier promotion material by the Ministry of Industrialisation, Trade and SME Development during our international missions. A picture tells a thousand words and people could see that the smart partnership between the private sector and government was so ideal. It became a sought after publication, it was distributed on Air Namibia, at all the embassies etc. I would really like to thank Paul Van Schalkwyk for his foresight in developing the Namibia Trade Directory. It has now become a household name, and if we do not receive our annual copy, we wonder when it is coming. So we always look forward to the next edition. I would also like to thank corporate Namibia for having supported the initiative, because the only way it can exist is by the support of the advertisers.

DID YOU EVER THINK THE DIRECTORY WOULD REACH THE POINT WHERE IT IS RIGHT NOW, REACHING 25 YEARS AND STILL BEING USED BY THE MINISTRY OF TRADE AND INDUSTRY (NOW MINISTRY OF INDUSTRIALISATION, TRADE AND SME DEVELOPMENT?)

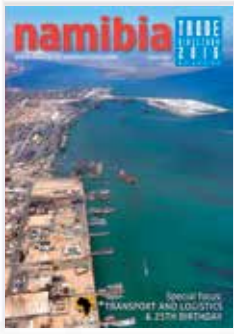
The Trade Directory was perhaps the most professional and well-prepared publication; even the Head of State wanted it; with that it became a must-have every year. In the 90s, we could already sense that. There was a time that I moved to a different emphasis in the ministry dealing with SMEs. At that time I did not have much to do with NTD and then came back to the office as Executive Director in 1998.

The World Economic Forum was held in Namibia in 1998. We had all the big boys of capital of the world here in Namibia. The Trade Directory was one of the documents that we had to use at the forum in order to impress our visitors.

The late Michael Jackson also attended the World Economic Forum and I was privileged to host him. I took him to the North of Namibia and spent a full day with him and one of the documents that I gave to him was the Namibia Trade Directory.



Kelly Beukes - Manager of NTD March 2009 - February 2016
The late Mr Paul Van Schalkwyk - Founder of NTD in 1990



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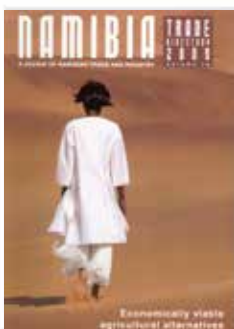
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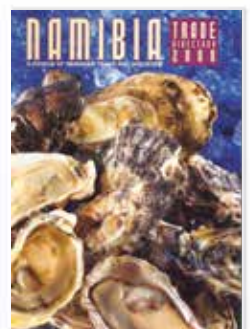
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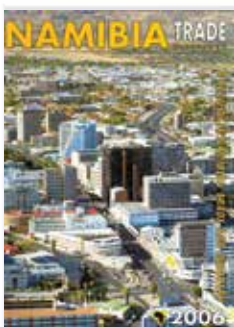
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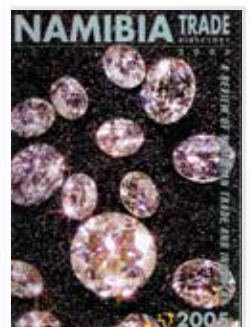
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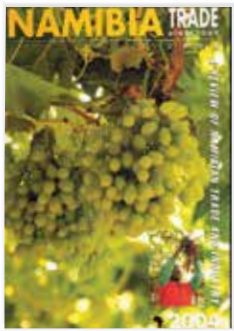
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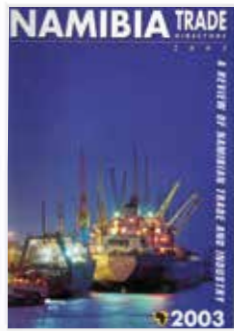
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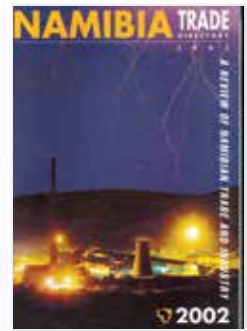
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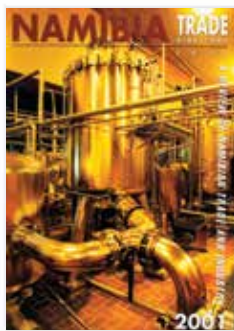
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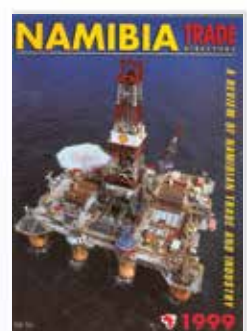
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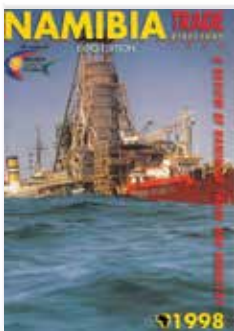
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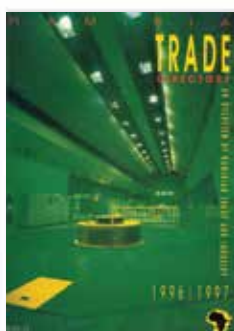
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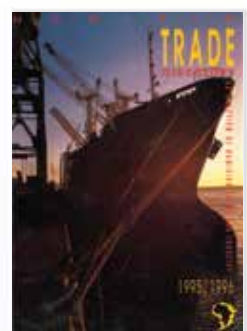
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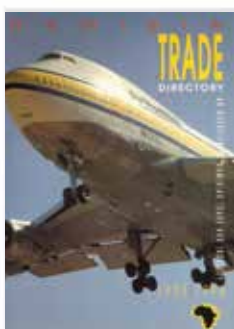
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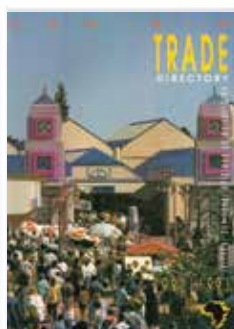
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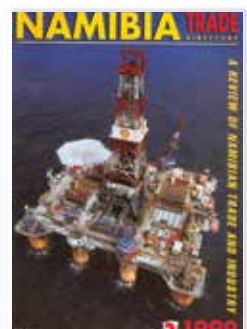
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ABOUT VENTURE

VENTURE PUBLICATIONS

Venture Publications is the pioneer of Namibia tourism promotion. We are the leader in spreading the tourism word around the world. We distribute accurate, credible, up-to-date and regular tourism-related information on paper, in social media, on the World Wide Web, and on mobile apps. We have reached hundreds of thousands over more than two decades. Be part of our community and let's do it together.

MAGAZINES BY VENTURE PUBLICATIONS

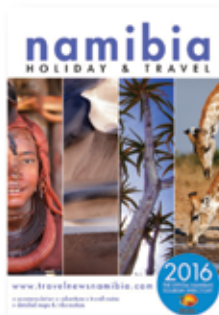
TRAVEL NEWS NAMIBIA



Travel News Namibia is published in seven different editions per year. These include four English-language editions, one German, one Italian and one French annually.

Travel News Namibia is for sale in Namibia and South Africa.

NAMIBIA HOLIDAY & TRAVEL



The 200-plus-page *Namibia Holiday & Travel* tourism directory is published in print and online to promote Namibia as a tourist destination offering an abundance of national parks, magnificent wildlife and spectacular scenery.

CONSERVATION AND THE ENVIRONMENT IN NAMIBIA



Conservation and the Environment in Namibia, an annual special edition of *Travel News Namibia*, is published in close cooperation with the Ministry of Environment and Tourism, and is available as a printed magazine and online. The 2015 edition reflects NEDBANK's Go Green initiative.

HUNTINAMIBIA

This annual magazine has an English edition for distribution in the USA and a German edition for distribution in German-speaking European countries. It consists of a minimum of 60 pages and is available as a printed magazine and online. www.huntinamibia.com.na

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Nothing more than a fast click puts Namibia at your fingertips. With information ready to reach millions, the Venture website places Namibia in a position to compete on the global market. We have become the leaders in Namibian information dissemination for the tourism industry. Travellers rely on information from Venture Publications and now they literally have it on their screens.

VENTURE ON SOCIAL MEDIA



Travel News Namibia



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ANTOINETTE'S SECOND BOOK



Namibia's famous chef and author of the award-winning cookbook *My Hungry Heart*, Antoinette de Chavonnes Vrugt, has completed her second book, *Life on a table*, which was launched at the end of October. The book will be available at selected bookshops throughout Namibia or can be ordered from Venture Publications at bonn@venture.com.na



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Hon Immanuel Ngatjizeko
Minister of Industrialisation,
Trade and SME Development

At 25 years of existence the Namibia Trade Directory continues to gain fame as a source of business information to local and international business entities. Available in both print and online, the directory contains helpful information on trade, industries, and investment in Namibia. It further contains useful data on some of the Namibia corporates that are doing business and key players in the country's economy.

The Government has prioritized and mobilized national efforts through National Development Plans (NDP4). The main goals of the NDP4 is to achieve high and sustained economic growth; employment creation and increased income equality.

In line with the country's four priority sectors, this year's Namibia Trade Directory is dedicated to the Transport & Logistics sector give the well-known fact that an effective logistics and transport infrastructure is the backbone of a vibrant economy. Namibia has a well-established road infrastructure regarded as one of the best on the continent by the World Bank and as such has been identified to become the logistics hub of Southern Africa.

In addition, the Port of Walvis Bay, with its deep waters and stable weather conditions gives Namibia a strategic location advantage to accelerate the growth of the SADC region by offering the shortest possible regional trade route on the west coast of Africa that serves more than 350 million consumers.

After realising the benefits of corridor development and its role in accelerating the region's economic growth, the Namibian Government has over the years placed a lot of emphasis on enhancing the country's port infrastructure at Walvis Bay as well as on the rest of its corridors. The port is ideally located for shipments to and from Europe and the Americas and the harbor benefits from higher efficiency, shorter waiting times and additional facilities such as a dry dock for the oil and gas industry.

Supplementing these infrastructural developments is the continuous improvement of cross border facilitation and trade which links Namibia to our neighboring countries via the Walvis Bay corridors, which has geared our country towards regional integration through transport. Namibia is linked by road to Angola, Zambia, Zimbabwe, Botswana and South Africa.

The Trans-Kalahari Corridors links the Port of Walvis Bay to Botswana's capital, Gaborone, the heartland of South Africa's industrial capital, Gauteng and Zimbabwe. It is perfectly positioned to service the two-way trade between South Africa, Botswana, Zimbabwe, Europe, the Americas and the Far East. This corridor allows for 48 hours' transit to and from Gauteng.

The Walvis Bay-Ndola-

Lubumbashi Corridor (WBNLDC) (aka Trans-Caprivi Corridor) provides the shortest route between the Namibian West coast Ports of Lüderitz and Walvis Bay and the vital transport hubs of Livingstone, Lusaka and Ndola in Zambia, Lubumbashi (southern DRC), and Zimbabwe. This corridor is perfectly positioned to service the two-way trade between the SADC region and Europe, North and South America and emerging markets in the East. This corridor allows four to five days in transit to and from Lusaka, Harare and Lubumbashi.

The Trans-Cunene Corridor links Walvis Bay's port to southern Angola via Tsumeb and Ondangwa to Oshikango in Namibia and the Santa Clara border post in Angola. It is perfectly positioned to service the two-way trade between Angola, Namibia, South Africa, Europe, the Americas and the East with the rail line that has been completed up to the Angolan border this year.

When investing in Namibia, an investor can be sure that when their goods are shipped out, on a Namibian road, plane or train. They will arrive safely and on time. With the right investment, the investor can take advantage of various infrastructure projects such as the deep-sea port and proximity to several land-locked neighbors to become the region's logistics hub.

Although the country is faced with severe droughts, the continued growth to the Namibian economy has therefore strongly given confidence to international investors to set up business and invest in the country in the sector of Transport and Logistics. This is evidenced by the continuous domestic and foreign direct investment flows

in infrastructure development and maintenance with Namibia's ongoing road constructions, Port and Airport expansions and upgrading. These investments are pushed by bigger economies that rely on good infrastructure to allow the efficient flow of goods across borders at low cost.

In conclusion, my Ministry will continue to provide a conducive environment in offering facilitation services to both local and foreign investors across sectors.

Let me also use this opportunity to congratulate and wish the Namibia Trade Directory the best of luck as they celebrate 25 years anniversary. For a quarter of a Century the Trade Directory has provided a service to the business sector and to potential investors world-wide, not only in providing valuable information but also helping us to promote Namibia's Investment opportunities to the outside world. I am wishing you all continued success in the years ahead.

It is my hope that as valuable readers you will find the 2016 Namibia Trade Directory Trade Directory a useful source of information giving you a full view of Namibia and more specifically the significant business and government contacts it provides.

I therefore want to sincerely invite all potential investors to come and invest in Namibia the Namibia Investment Centre will facilitate you and warmly welcome you.


Immanuel Ngatjizeko
Minister

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TRADE DIRECTORY 2016

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Aerial of Walvis Bay Harbour with new extension

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THE NEW TEAM



The new Namibia Trade Directory team

Jacqueline Angula - Social media and Administration Manager

Elmarie Van Rensburg - Project Manager

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The international dialling code for Namibia is + 264. All telephone and fax numbers without codes are for Windhoek 061.



NAMIBIA IN BRIEF

▼ Population (2011) 2.1 Million

▼ Population Growth Rate (2011) 0.873%

	2015 (Actual)	2016 (Forecast)
▼ GDP (Nominal)	N\$123 Billion	N\$141 Billion
▼ GDP per Capita	N\$56,077	N\$63,021
▼ GDP Growth (Real)	5.7%	6.4%
▼ Main Exports	Fish, Mineral Ores, Diamonds, Meat	Fish, Mineral Ores, Diamonds, Meat
▼ Main Export Destinations	South Africa, Angola, Switzerland, EU	South Africa, Angola, Switzerland, EU
▼ Inflation	5.35%	3.45%

Data supplied by IJG Securitas

POLITICAL SYSTEM

Head of state

Namibia gained independence in 1990 under President Sam Nujoma, now referred to as the founding father. Newly appointed President in 2015 is His Excellency, President Hage Geingob. The first lady is Mrs Geingos.

The constitution

Namibia's constitution entrenches multiparty democracy and fundamental rights and freedoms. As laid down by the constitution, the executive, legislative, and judiciary branches of Government are independent and autonomous. The president is head of the executive branch.

National and presidential elections are conducted freely and fairly and are held every five years, the next ones being scheduled for November 2019. Regional and local authority elections are also held regularly.

CAPITAL

Windhoek has a population of approximately 365 000. The capital has a moderate climate and is situated in the central highlands of the country at 1 650 metres above sea level.

CURRENCY

Namibian Dollar (NAD) on par with South African Rand.

BUSINESS HOURS

Office hours are from 08:00–17:00 from Mondays to Fridays, while banks are open for business from 9:00–15:30 on weekdays and from 8:30–12:00 on Saturdays.

GEOGRAPHICAL LOCATION AND CLIMATE

Namibia is situated on Africa's south-western seaboard. Its neighbouring countries are Angola to the north, Botswana and Zimbabwe to the east and South Africa to the south, with the Atlantic Ocean forming its western border. The country covers 824 268 square kilometres and is divided into 13 regions as determined by the delimitation commission. Namibia consists of arid and desert regions in the south and south-west,

changing to lush fertile areas in the far north and north-east, with the eastern part of the country being semi-arid.

The hottest months fall between November and February, when average temperatures range from 20–36°C. In the colder months, May to August, temperatures vary from 3–6°C in the morning, often rising to 18–22°C by midday.

POPULATION AND LANGUAGES

Namibia is the second most sparsely populated country in the world. The average population density is 2.6 people per square kilometre. The total population is estimated at 2.1 million, of which around 15% resides in the capital, Windhoek. Approximately 37% of the population live in urban areas.

English is the official language, while Oshiwambo, Afrikaans, Herero, KhoeKhoegowab, German, Lozi, Rukwangali, Tswana and various San languages are also spoken.

ELECTRIC CURRENT

220 VAC 50 Hz

TIME

Namibia falls within the GMT+2 time zone, switching to a different time zone during the winter months. Wintertime is set at GMT+1 and runs from the first Sunday in April to the first Sunday in September.

POST AND TELECOMMUNICATIONS

Telecom Namibia Ltd is Namibia's national communications operator. Namibia boasts a 98% digital telecommunications infrastructure.

Namibia's cellular network service providers are MTC, operational since 1995 and TN Mobile.

Namibia Post Ltd, offers courier services, has more than 122 post offices and 93 000 registered mailbox holders countrywide and is affiliated to the Universal Postal Union.

INTERNATIONAL TELEPHONE CODE

+264 + area code + number

Water

NamWater operates 15 dams, 14 water-supply networks and 16 water-treatment plants across the country.

2016 PUBLIC HOLIDAYS

New Year's Day -	1 Jan
Independence Day -	21 March
Good Friday -	25 March
Easter Monday -	28 March
Workers' Day -	1 May
Cassinga Day -	4 May
Ascension Day -	5 May
Africa Day -	25 May
Hero's Day -	25 August
International Human Rights Day -	10 December
Christmas Day -	25 December
Family Day -	26 December

SOCIAL INFRASTRUCTURE

Medical services

The qualifications of medical practitioners are on par with international standards. All major towns have state hospitals, while well-equipped clinics with professionally trained staff serve in smaller towns and rural villages. There are privately managed hospitals in Windhoek, Tsumeb, Otjiwarongo, Ongwediva, Walvis Bay and Swakopmund. EMED Rescue 24 and Crisis Response Rescue Union provide emergency evacuation services, backed by well-established infrastructures and well-trained staff.

Labour force

The employment rate among Namibia's population aged 15 years and older is 68.9% (214 labour force survey). More than 50% of the workforce is employed in the private and public service sectors and 27.4% in the agricultural sector, while the industrial sector employs 12%.

Education

Namibia's literacy rate is 88% for people aged 15 years and older, while 66% of people aged six to 24 are enrolled in schools. Of those who are 15 and older, 42% have completed their primary education, while 15% have completed a secondary education.

Namibia has several tertiary institutions, namely University of Namibia (UNAM), International University of Management (IUM), Polytechnic of Namibia.

Public school terms 2016

First term

13 January - 26 April

Second term

30 May - 18 August

Third term

31 August - 02 December

Media

The Namibian Constitution makes provision for freedom of speech and expression, including freedom of the press and other media. In spite of its small population, Namibia has a varied and lively press, with thirteen newspapers.

PHYSICAL INFRASTRUCTURE

Transport

There is no state-owned public transport system in Namibia. Privately owned bus services run between Windhoek and Cape Town, Johannesburg, Victoria Falls, Swakopmund/Walvis Bay, and to the north of Namibia.

Private minibus services run throughout the country.

Roads

Namibia's road network consists of about 37 000 kilometres of gravel and 6 000 kilometres of tarred roads. Nearly all roads are well maintained. Namibia is linked by road to South Africa, Angola, Botswana, Zambia and Zimbabwe. The Trans-Caprivi and Trans-Kalahari highways provide fast road links between the port of Walvis Bay and Namibia's landlocked neighbouring countries.

Points of entry through trade corridors

North - Oshikango

North-East - Katima Mulilo

East - Gobabis

South - Noordoewer and Ariamsvlei

West - Walvis Bay and Lüderitz harbour towns

Border posts

Noordoewer	-	open 24 hours
Ariamsvlei	-	open 24 hours
Buitepos	-	open 07:00-24:00
Wenela	-	open 06:00-18:00
Ngoma	-	open 07:00-18:00
Mata Mata	-	open 08:00-16:30
Sendelingsdrift	-	open 07:00-24:00
Dobe	-	open 06:00-18:00
Impalila/Kasane	-	open 07:00-18:00

Railways

A 2 500-kilometre narrow-gauge track runs from the South African border via Keetmanshoop to Windhoek, Okahandja, Swakopmund and Walvis Bay. A northern branch line connects Omaruru, Otjiwarongo, Otavi, Tsumeb and Grootfontein, while in the far north, a newly built track connects Tsumeb and Oshikango. Windhoek is connected to Gobabis in the east by a branch line.

Air

Direct air links to major Sub-Saharan cities, such as Cape Town, Johannesburg, Gaborone, Luanda, Lusaka, and Harare are provided. There are regular international flights between Hosea Kutako International Airport, Windhoek and Frankfurt. Namibian airports are developed and managed by the Namibia Airports Company (NAC). Several privately owned domestic charter companies offer regional flights on a regular basis.

Airports

Hosea Kutako International Airport (48 km east of Windhoek)

Eros Airport (southern Windhoek)

Walvis Bay Airport (serves as a second international airport)

Swakopmund Airport

Katima Airport

Lüderitz Airport

Ondangwa Airport

Oranjemund Airport

ABOUT NAMIBIA

Rundu Airport

There are more than 350 airstrips throughout the country that serve the more remote areas.

Ports

Walvis Bay is Namibia's main port, while Lüderitz is a smaller, secondary port. The ports are operated by the Namibian Ports Authority (Namport). The Port of Walvis Bay with its depth of 12.8 metres can accommodate container vessels with a capacity of 2 200–2 400 tonnes, handling up to 140 000 containers annually. Lüderitz harbour boasts a new cargo and container quay wall, which is 500 metres in length; the channel has a draft of –8.15 metres, which can accommodate vessels up to 150 metres in length.

Electricity

NamPower is Namibia's national power utility, assisted by regional electricity distributors (REDs). Currently functioning REDs are CENORED and NORED, which service the central-northern and far northern areas, and Erongo RED.

ECONOMIC SECTORS

Mining

The Namibian economy is built on its mining industry, which consists mainly of diamond and uranium mines with smaller copper, zinc, gold and lead mines. The mining industry employs approximately 14 000 people.

Tourism

Second only to mining in terms of foreign revenue earned. Players involved in tourism include investors, private owners, parastatals such as Namibia Wildlife Resorts and the Namibian Government represented by the Ministry of Tourism. The industry comes in many different guises, with the hospitality business, sightseeing, hunting, and trophy hunting all offering lucrative business opportunities.

Fishing

Namibia's fishing grounds of 200 nautical miles are highly productive, largely as a result of the upwelling of the nutrient-rich Benguela Current, which flows northwards from Antarctica up Namibia's 1 500-kilometre-long coastline. The marine fishing industry is conducted from Swakopmund, Walvis Bay and Lüderitz. Fishing quotas are strictly enforced to ensure the sustainability of this resource.

Agriculture

There is communal land tenure (41% of land) and commercial ownership (44%) of farms in Namibia. Farming centres around livestock and game farming, as Namibia with its arid conditions and poor soils is not well suited to crop production. However, subsistence cropping is common in the north and grain is also grown commercially.

Manufacturing

The manufacturing sectors in Namibia comprise meat processing, fish processing, food and beverages, with two large contributing companies, Namibia Breweries and Namibia Dairies.

Banking

Many South African banks have Namibian counterparts in the country, and there are a number of independent Namibian banks. Auto-banks are available in all major centres and very many of the small towns in Namibia.

TRADE

Namibia is a member of the following international trade organisations (Source: Website of the Ministry of Industrialisation, Trade and SME development: www.mti.gov.na):

Africa Growth and Opportunity Act (AGOA)

AGOA was signed into law in May 2000. It provides duty-free and quota-free access to United States markets for all products (excluding products from the textile and apparel markets) that originate from eligible beneficiary Sub-Saharan African (SSA) countries. Namibia was designated as eligible for AGOA benefits and has been certified for the textile and apparel benefits, after establishing the required visa system.

Namibia/Zimbabwe Preferential Trade Agreement

This agreement came into force on 17 August 1992 and is governed by rules of origin. Goods grown, produced or manufactured in Namibia may be imported into Zimbabwe free of customs duty, and vice versa, if they are wholly produced/obtained in the country of origin. For Namibian exports to qualify for such preferential treatment, registration with the Ministry of Finance is required. A certificate of origin must accompany the goods and they must be transported directly without passing through a third country's commercial zone.

Southern African Customs Union (SACU)

Namibia became a member of SACU in 1990. SACU membership comprises Botswana, Lesotho, Namibia, Swaziland and South Africa. In terms of the SACU agreement, there is free movement of goods among the members. Article 2 of the agreement prevents members from imposing duties or quantitative restrictions on goods grown, produced or manufactured in the common customs area. Duties are levied on goods upon entry into the common customs area, but once inside it, no further duties are charged.

World Trade Organisation (WTO)

The WTO serves as a forum for trade negotiations and settlement of trade disputes among nations. The WTO rules on international trade are contained in three main legal instruments: the general agreements on tariffs and trade (GATT), the general agreement on trade in services (GATS), and the agreement on trade-related aspects of intellectual property rights (TRIPS).

Southern African Development Community (SADC)

The ultimate objective of SADC is the creation of an integrated regional economic block. Member states are: Angola, Botswana, Democratic Republic of Congo (DRC), Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. Namibia in the past was responsible for coordinating marine fisheries and resources but since the restructuring of the SADC Secretariat these responsibilities are now centralised. The Free Trade Area has been established in 2008, although some members are not yet part of it.

Generalised System of Preferences (GSP)

Namibia receives preferential market access for some of its products in markets of certain developed countries under various GSP schemes. Mainly manufactured/processed goods and agricultural products are involved. Eligible products can enter these markets duty free or at reduced rates. GSP schemes are non-contractual, and can be terminated unilaterally by any preference at any time.



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**Parliament of Namibia - National Assembly 2015 - 2020
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Lower Court**Acting Chief of Lower Courts:**

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Namibian National Anthem

*Namibia Land of the Brave
Freedom fight we have won
Glory to their bravery
Whose blood waters our freedom
We give our love and loyalty
Together in unity
Contrasting beautiful Namibia
Namibia our country
Beloved land of savannahs
Hold high the banner of liberty
Namibia our country
Namibia motherland, we love thee.*

African Union Anthem

*Let us all unite and celebrate together,
The victories won for our liberation.
Let us dedicate ourselves to rise together
To defend our liberty and unity.*

Chorus:

*Oh sons and daughters of Africa
Flesh of the sun and flesh of the sky
Let us make Africa the Tree of Life.*

*Let us all unite and toil together,
To give the best we have to Africa.
The cradle of mankind and fount of culture,
Our pride and hope at break of dawn.*



Hon Immanuel Ngatjizeko
Minister

The Ministry of Industrialisation, Trade and SME development is responsible for the development and management of Namibia's economic regulatory regime, on the basis of which the country's domestic and external economic relations are conducted. It is also responsible for promoting growth and development of the economy through the formulation and implementation of appropriate policies to attract investment, increase trade, and develop and expand the country's industrial base.

The Ministry's efforts are directed at four key activities:

- Investment promotion
- Promotion of manufacturing activity
- Growth and diversification of Namibia's exports and export markets
- Promotion of growth and development of small and medium-sized enterprises

Recognising the critical role of the private sector as the engine of economic growth, the Ministry of Industrialisation, Trade and SME development strives to facilitate development of this sector through the creation of a business-friendly environment and stimulation of private-sector investment. Its work in this regard includes the formulation of appropriate legislative instruments and institutions for the effective provision of industrial infrastructure, enterprise development, export and investment promotion, export services and facilities.

The four main divisions of the Ministry are the Namibia Investment Centre, the Directorate of Industrial Development,

Ministry of Industrialisation, Trade & SME Development

and the Department of Trade and Commerce comprising the Directorate of International Trade and the Directorate of Commerce and Directorate of Administration.

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NAMIBIA INVESTMENT CENTRE

NIC is the country's official investment promotion agency and first port of call for investors. Created under the Foreign Investment Act of 1990, the overall objective of the NIC is to attract foreign investment to stimulate economic growth and expedite industrial transformation in Namibia. The attainment of this objective will undoubtedly contribute to the noble goals of Vision 2030. The responsibility of creating policies and strategies conducive to investment lies with the Ministry of Industrialisation, Trade and SME development, specifically with the Namibia Investment Centre.

NIC offers a variety of services to existing and potential investors, including the provision of information on incentives, investment opportunities and the country's regulatory regime. It is closely linked to key ministries and service bodies, and can therefore help minimise bureaucratic obstacles to project implementation. NIC works closely with the Offshore Development Company (ODC), the flagship of Namibia's tax-free export processing zone regime, to promote foreign direct investment in export-oriented manufacturing activities.

NIC has overseas investment promotion representatives in strategic located countries such as Germany (Berlin), India (New Delhi), South Africa (Pretoria) and USA (Washington DC). Plans are underway to set up commercial offices in other identified locations of economic importance elsewhere in the world.

Namibia has a competitive incentive and fiscal regime

complemented by a low cost and conducive business environment that adds to its appeal as the most ideal location for domestic and foreign investors. The cornerstones of this environment are the Foreign Investment Act (its provision for a Certificate of Status Investment), the special incentives for manufacturers and exporters, and the export processing zone incentives. The current Foreign Investment Act of 1990 (amended in 1993), is currently under review in order to formulate a modern investment law.

The new investment law is expected to address the following, in:

- Defining a domestic and foreign investor, as well as investment;
- Restricting some economic subsectors from foreign investors;
- Defining investor performance requirements;
- Ensuring that admission procedures for foreign investors are transparent;
- Making investor registration compulsory, and hence introduce a crucial aspect of investor tracking and management;
- Setting clear guidelines for investor dispute procedures.

Incentives for registered manufacturers and exporters of Namibian manufactured goods are provided. In comparison to EPZ incentives which require a beneficiary's target market to be outside the SACU market, registered manufacturers and exporters of Namibian manufactured goods can also benefit entrepreneurs whose main target market is the Southern African Customs Union (SACU). To benefit from the scheme, an investor must register with the Ministry of Finance as a manufacturer or an exporter of Namibian manufactured goods.

The Namibian Investment Centre assists investors with this registration process. Namibian-based entrepreneurs who export their products outside this market are also entitled to benefits under the scheme.

Investment promotion services encompass:

- Facilitating inward and outward business missions
- Facilitating of international investment fairs and seminars
- Business matching with prospective foreign investors with locals
- Profiling and promoting investment projects
- Providing advisory services on available incentive packages
- Investor admission
- Assisting investors to obtain work permits and business visas
- Facilitating investor aftercare

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DIRECTORATE INDUSTRIAL DEVELOPMENT

The Directorate of Industrial Development is responsible for evaluating and appraising industrial projects. It sponsors feasibility studies, research and surveys of potential development areas and renders support and advice to potential developers and investors. The Directorate is also engaged in the production of industrial statistics, and conducts regular censuses of the manufacturing sector. It furthermore collates information on appropriate industrial technology. The Directorate oversees and co-ordinates the development of small and medium enterprises.

This includes input into the six areas that comprise the Government's SME development programme, namely:

- Facilitation of access to finance
- Construction of sites and premises
- Technology transfer
- Purchasing of raw materials
- Marketing
- Entrepreneurial training

The Directorate's primary role is to facilitate:

- Diversification of the

economy through accelerated growth of the country's industrial sector

- Increased value-added manufacturing activities
- Stimulation of export-oriented production
- Creation of productive employment opportunities and increased income opportunities for Namibians, especially those from previously disadvantaged communities
- Improvement in the geographical distribution of industrial activities and infrastructure
- Ongoing research into the manufacturing sector to identify new areas for expansion and potential bottlenecks

The Directorate also coordinates the work of the Ministry's six regional offices. These are situated in Katima Mulilo, Keetmanshoop, Opuwo, Ondangwa, Otjiwarongo and Rundu, and serve as advisory centres at local level.

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DEPARTMENT OF TRADE AND COMMERCE

The Department of Trade and Commerce is responsible for national policies and programmes geared towards the management, regulation, promotion, development and facilitation of internal trade, commercial and business activities and international trade activities such as bilateral, regional and multilateral trade relations.

The Department consists of two directorates, namely the Directorate of International Trade and the Directorate of Commerce.

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DIRECTORATE OF INTERNATIONAL TRADE

The Directorate of International Trade is the national focal point of Namibia's trade and external trade relations. Its main activities are geared towards the formulation

and management of Namibia's foreign-trade policy, and towards increasing the country's exports through trade promotion.

The Directorate oversees Namibia's membership of regional and international trade bodies, assists and facilitates the participation of Namibian companies and Small Medium Enterprises in trade fairs, exhibitions and trade missions, coordinates import and export procedures, and provides information on trade-related issues. The Directorate currently has representative trade offices in Angola (Luanda), Belgium (Brussels) and Switzerland (Geneva), and plans to open new offices in other countries such as Brazil, Ethiopia (African Union) and Congo Brazzaville.

The Directorate performs the following functions:

- Formulating and analysing trade policy
- Serving as a focal point for Namibia's bilateral and multi-lateral trade relations, such as with the World Trade Organisation (WTO), the United Nations Conference on Trade and Development (UNCTAD), the Southern African Development Community (SADC), the African, Caribbean and Pacific-European Union (ACP-EU), the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Customs Union (SACU)
- Formulating and implementing Namibia's export promotion and
- market development policy and strategies
- Providing trade-related information and support to the business community
- Importing and exporting management

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DIRECTORATE OF COMMERCE

The mandate of the Directorate is to create an enabling environment required for the functioning and operation of businesses in the country, for both domestic and foreign companies alike, and especially emerging small businesses led by entrepreneurs

entering the formal sector business for the first time.

In support of creating such an environment, MITSD has a program on domestic market competitiveness. This program aims at enabling Namibian enterprises to increase in efficiency and competitiveness in both the domestic and external markets. This in turn would help to improve Namibia's global competitive ranking and ability to attract investments needed for expansion of business activities and employment creation. Ensuring fair trade through competition, the establishment of standards and quality infrastructures, and safeguarding consumer interests are important requirements for achieving and maintaining a competitive and predictable business environment.

To meet these needs, specialised regulatory and service agencies were established such as the Namibia Standards Institution, the Namibia Estates Agents Board and the Namibia Competition Commission (and principle approval has been granted for a Business and Intellectual Property Authority).

Functions are to:

- Develop the policy and legal framework for the management of quality, standards, company registration, liquor licensing, intellectual property rights, traditional knowledge, and domestic market regulations.
- Contribute to the overall government effort of effective revenue collection.
- Provide effective and efficient services in the area of company registration, intellectual property rights protection.
- Consumer protection and business trade facilitation.
- Ensure that the Intellectual Property (IP) office provides efficient patent information services and promotes local creations and inventions.
- Provide acquisition and distribution of franchising and technology licensing.
- Administer international treaties and conventions in the area of IP, standards, legal and trade metrology, to which Namibia is a signatory in

order to ensure compliance.

- Provide guidelines and support to the Competition Commission.
- Promote and coordinate research and development in the area of the Ministry's competence.
- Implement a user-friendly system to facilitate and enhance the registration of companies, close corporations and the protecting industrial property (IP) rights.
- Promote and protect designs, traditional knowledge, inventions and technological development.
- Undertake registration of companies, close corporations, patents and trademarks.
- Provide guidelines and support to the Namibian Standards Institute (NSI) and accreditation bodies.
- Provide guidelines and support to the Company Registration Authority and the intellectual property rights (IPR) body.

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DIRECTORATE OF ADMINISTRATION

The Directorate of Administration is responsible for the rendering of supportive services to the entire Ministry of Industrialisation, Trade and SME development.

The Directorate perform the following Functions:

- To ensure compliance with the human resources, procurement, financial and stock control laws and regulations.
- Provide, deploy, develop and retain required human resources for the implementation of the Ministry's objectives and efficient service delivery.
- Manage and control all the financial resources at the disposal of the Ministry in conformity with the applicable laws and regulations.
- Produce goods and services required for the effective operation and functioning of the Ministry and the proper disposal thereof.
- Acquire, manage and control of pool vehicles and the Ministry's own transport fleet.

- Accounting for all stock and annual stock taking.
- Acquire and maintain office accommodation, render committee, typing and secretarial registry, cleaning and security services.
- Provide and manage information technology systems for the Ministry.
- Create and manage a modern documentation and communications centre for the Ministry.
- Provide internal audit services.
- Render all logistical, security, cleaning and other auxiliary services to the Ministry.

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OFFSHORE DEVELOPMENT COMPANY (ODC) (PTY) LTD

ODC was established in 1996, following the promulgation of the Export Processing Zone (EPZ) Act (Act No 9 of 1995) as an agency responsible for marketing, promoting and facilitating investments under the EPZ regime. The EPZ is an industrial development instrument of the Government, aimed at attracting export-oriented manufacturing and value addition activities.

As a policy instrument, the regime is intended to:

- Facilitate imports of foreign productive capital and technology and the transfer of technical skills to the local workforce
- Promote the diversification of the local economy
- Increase the share contribution of the manufacturing sector to job creation and the country's gross domestic product (GDP)

ODC Core functions consist of:

- Promoting and marketing the EPZ as a competitively attractive incentive regime and industrial policy for encouraging investment in export-oriented manufacturing operations
- Screening applications and facilitating admission of qualifying investors under the EPZ
- Managing and monitoring the performance of the

EPZ enterprises and the programme in general

- Advising the Minister responsible on the performance and any constraints to the effective development of the programme in Namibia

The ODC provides the following investor services:

- Information on investment opportunities under the EPZ and in the country in general
- Information on the incentives offered by Government through the EPZ and other similar investment-incentive regimes
- Evaluation and recommendation of qualifying applications for EPZ status to the EPZ Committee and the Ministry of Industrialisation, Trade and SME development for approval
- Provision of affordable factory shells or warehouses at established industrial parks
- Facilitation of linkages between investors and relevant central, regional and local government authorities and other service providers for the provision of basic services required for the establishment of businesses
- Matchmaking and joint venture facilitation between local and foreign investors
- After-care services to investors and periodic surveys to determine investor satisfaction
- Expediting issuance of work permits to approved EPZ investors in collaboration with the Namibia Investment Centre

EXPORT PROCESSING ZONE INCENTIVES AND BONDED WAREHOUSING

The EPZ incentives are designed to give both foreign investors and Namibian-based entrepreneurs a competitive advantage when investing in export-oriented manufacturing or value-addition activities. The local and foreign investors who meet the conditions for admission under the EPZ enjoy equal treatment and eligibility to the applicable EPZ incentives, such as zero corporate tax and exemptions from duties and VAT on imported productive machinery and inputs.

Applications for registration of an EPZ status are facilitated by the ODC and the Walvis Bay EPZ Management Company.

The ODC has constructed and manages export-oriented business parks that are leased principally to exporters. These are at Oshikango and Katwitwi on the northern and north-eastern Angolan-Namibian borders respectively. There is also a multi-purpose industrial park at Katima Mulilo in the north-east of the country, close to the borders with Zambia, Zimbabwe and Botswana.

M Phillip Namundjebo Acting Chief Executive Officer

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NAMIBIAN COMPETITION COMMISSION (NACC)

The Commission was established in terms of the Competition Act (Act No 2 of 2003). It is tasked with promoting competitive market conditions through investigation and prosecution of anti-competitive activities, reviewing and approving mergers and acquisition applications, and disseminating information to businesses, consumers and other stakeholders on competition matters.

Namibia's competition law covers the three major competition concerns, which are anti-competitive agreements, abuse of dominance, and anti-competitive mergers. It takes into account public interest provisions for protecting consumers by safeguarding competitive prices and product choices, and by promoting employment and advancing the social and economic welfare of Namibians. It also promotes special needs of the economy, such as the protection and promotion of small undertakings and the promotion of a greater spread of ownership among historically disadvantaged persons. The Commission is currently carrying out studies on the retail sector for development on behalf of the Ministry of Industrialisation, Trade and SME development.

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NAMIBIA DEVELOPMENT CORPORATION

NDC was established under the Namibia Development Corporation Act, Act 18 of 1993. The mandate, as stipulated in the NDC Act, is to act as Government's emphasis on Industrial and Agricultural development initiatives. The objective of the NDC is to promote, develop and support all sectors of the Namibian economy for sustained economic growth and economic empowerment in conformity with the development strategies and policies of the Government of Namibia. Promoting of employment creation in both the formal and informal sectors

- Promoting and encouraging sustainable local and foreign investment
- Promoting trade, both nationally and internationally
- Promoting and encouraging training and productivity
- Promoting ecological sound development
- Promoting import substitution where economically viable
- Promoting economic activities which add value to local and imported resources
- Promoting forward and backward linkages between all sectors of the economy
- Promoting Namibian entrepreneurship through the stimulation of small and informal economic activities
- Developing, with the participation of the private sector, commercially viable enterprises or projects
- Acting as agent for the Government and its institutions in promotion of enterprises or the implementation of development schemes
- Co-ordination with other development agencies and institutions in order to facilitate co-operation and encouragement of an interdisciplinary and multidisciplinary approach.

As per Government's directives a repositioning process has been initiated in order for the NDC to

The objectives of the restructured NDC to be based on the following two principles:

- It must play a developmental role within the framework of Government policies

- It must be operated on a self-sustainable basis over the medium to long term.

It is envisaged that the NDC should play an active developmental role in various sectors such as mining, tourism, etc. Industrial and Agriculture development activities will however remain the main

Based on stakeholder's expectations, the following strategic objectives have been formulated for the NDC:

- Contributing to development needs in accordance with the objects and powers of the NDC Act.
- Achieving financial sustainability over the medium term through income optimisation of current operations and the establishment of a pro-active development catalyst role.
- Pro-actively focusing on contributing to the Namibian development gap in the areas of industrial benefaction, commercialisation, Public Private agency role for the achievement of Line Ministerial development objectives and priorities in accordance with economic empowerment, development impact and sustainability criteria.

The NDC is actively involved with implementation of various developmental projects and programmes that contribute towards stimulation of the Namibian economy.

Activities include the following:

- Construction and management of Business Estates, Community Markets, Trade & Industrial Estates, Technology Centres, Tourist Centres and Regional
- Development of Trade Facilities outside Namibia (Angola, Congo, DRC, etc.)
- Textile and Garment Industry development
- Entrepreneurship Development Initiatives (Training in gemstone cutting, equipment aid programme as well as sup- port and organising of SME's in the textile industry)
- Development of agriculture production schemes
- Development of agro industrial facilities

- Facilitate initiatives aimed at production in Namibia

The Managing Director

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Namibia Standards Institution
The NSI acts as Namibia's national standards body (NSB), established to promote the Government's Strategic Development Plans (NDPs) towards the realisation of Vision 2030, and provides for the NSI to render effective services in the area of standards development and coordination, metrology (legal and scientific), quality assurance and the administration of the National Quality Policy. With the ever decreasing role of tariffs in international trade, standards are often used as non-tariff barriers, making standardisation an important focus of inter-statetrade.

The NSI, through its services can contribute by ensuring that the majority of the Namibian businesses, including small and medium-size enterprises (SMEs) meet at least the minimum required standards for their products to be certified, not only for the local market, but also for the international markets.

NSI is responsible for the development and coordination of standards. Therefore nine technical committees (TCs) for the development and adoption of standards in compliance with the World Trade Organisation (WTO) Technical Barriers to Trade (TBT) Agreement. These TCs are:

- TC 1: Renewable Energy
- TC 2: Quality Management Systems
- TC3: Food Safety Management Systems
- TC 4: Electrotechnical systems
- TC 5: Environmental Management Systems
- TC 6: Building Construction, Cement and Concrete Technologies
- TC 7: Halaal
- TC 8: Occupational Health and Safety
- TC 9: Metrology

The NSI is designated by the Government of Namibia as the Competent Authority that inspects and certifies fish and fishery products. It has established a fully functional Fishery Inspectorate in

Walvis Bay and Lüderitz as well as a Food Laboratory in Walvis Bay consisting of the microbiology and chemistry testing sections.

The NSI Food Laboratory is accredited by the South Africa National Accreditation System (SANAS) to the international standard ISO/IEC 17025:2005- General requirements for the competence of testing and calibration laboratories. The NSI Metrology Laboratory based in Windhoek serves as the National Metrology Institute (NMI) of Namibia. The NMI is responsible for the establishment of a national measurement traceability system through maintenance of national measurement standards. The facility also houses the legal metrology function and is responsible for the administration of the Trade Metrology Act No. 77 of 1973, as amended, and the Metrology Amendment Act No. 17 of 2005.

The NSI is convinced that all its efforts and hard work will be rewarded by Namibia achieving Vision 2030 and that every Namibian will benefit from safe products and services.

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The Chief Executive Officer**

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NAMIBIA ESTATE AGENTS BOARD

The Namibia Estate Agents Board is a State Owned Enterprise resorting under the Ministry of Industrialisation, Trade and SME development responsible for regulating the real estate agents in Namibia. Its mandate is to regulate, promote, guide and enhance the professional integrity of real estate agents in Namibia whilst having due regard to public and stakeholder interest. The objectives are to:

1. Improve compliance of estate agents to the prescribed standard of training of prospective agents, their education and continued professional development;
2. Issue Fidelity Fund Certificates to qualifying estate agents adhering to annual licensing and registration requirements in terms of the Estate Agents Act 112 of 1976;
3. Ensure responsible accounting

principles on business accounts and accountable handling of public money in trust accounts;

4. Ensure professional conduct through the implementation of the Code of Conduct as determined by the Act and general ethics by investigating claims against agents and institute disciplinary proceedings against offending estate agents;
5. Increase stakeholder awareness and capacity building which includes:
 - a. the general public as buyers/sellers and lessors/tenants;
 - b. financial institutions;
 - c. conveyancers and lawyers;
 - d. auditors;
 - e. the Association of Estate Agents Namibia;
 - f. other State Owned Enterprises; and
 - g. the Ministry of Industrialisation, Trade and SME development
6. Manage and control the Fidelity Fund;
7. As a Regulatory Body in terms of the provisions of the Financial Intelligence Act 13 of 2012, to take all steps required in preventing, alternatively identifying and reporting on money laundering and terrorist-funding activities.

The Board consists of 7 non-executive members as appointed by Cabinet of which 4 are practicing estate agents. The activities of the Board and its executive personnel require responsible Corporate Governance and are guided by the Estate Agents Act 112 of 1976 and the State Owned Enterprise Governance Act 13 of 2012.

The current Board's term started on 23 March 2013 and spans over 3 years. The Board is assisted by the Executive Committee and Disciplinary Committee.

Chairperson

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CAN.

**Buy Team Namibia and join
the 2.5 million-strong team!**

**You can impact our
country in greater ways
you could ever imagine.**



Together, our future is brighter

Team Namibia aims through its vision of "Making Namibian products and services part of everyday life," to facilitate the increased consumption of Namibian products and services, both locally and abroad, by inspiring competitive standards, stimulating consumer confidence and in so doing, impacting our country's sustainable economic development.

At Team Namibia, we passionately endeavor to make our contribution in creating synergies that will facilitate access to new consumer markets for our members.

I am pleased to inform you that we have made significant progress; we have come a long way. Team Namibia has undertaken the correct approach to ignite an greater awareness and demand for Namibian products and services. We are witnessing a period of increased entrepreneurship and intense consumer patriotism. We need to work together to achieve our collective developmental objectives. Our logo symbolizes nation building, growth and working together. Hence our underlying principle of UUKUMWE (collaboration). By supporting services and products that carry the Team Namibia logo, Namibians contribute to keeping our economy healthy and strong.

Our Logo's:



BUSINESSES
Categories 1-3



MANUFACTURED
Products



STRATEGIC
Partners

When you see this logo on a product, it means:
The product is Namibian owned. The product is creating and retaining
value within the local economy.
This is the product you should prefer and buy.




Let's Buy Namibian and Grow Namibia; one Product at a time.

Yours Truly
Roberta Da Costa
Chief Executive Officer

Find out how you can support and join the 2.2 million strong team:

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The Electoral Commission of Namibia



Electoral Commission of Namibia

The Electoral Commission of Namibia was established by the now repealed Electoral Act 24 of 1992 (Electoral Act, 1992, 3-12). Following an extensive Electoral Review process, a new Electoral Act (Act No. 5 of 2015) was promulgated in 2014. The Act was gazetted on 8 October and became operational on 17 October 2014. Elections were previously conducted under the Electoral Act, No. 24 of 1992.

The Electoral Act of 2014 (Act No. 5 of 2015) mandates the Electoral Commission of Namibia to organise, direct, supervise, manage and control the conduct of elections and referenda in a free, fair, independent, credible, transparent and impartial manner. It further obliges the ECN to strengthen constitutional democracy and to promote democratic electoral and referenda processes.

MISSION

To deliver free, fair and credible elections, managed in a transparent, innovative and participatory manner to strengthen democracy in Namibia.

VISION

To be the leading autonomous and most credible elections management institution in Africa

LEGISLATIVE FRAMEWORK

The Namibian Constitution and the Electoral Act No.5 of 2014 provide the legislative framework for conducting elections in Namibia. These two legal instruments are the basis on which elections are conducted and delivered.

POWERS AND FUNCTIONS OF THE COMMISSION

Subject to the Namibian Constitution and the Electoral Act, and

in particular with due regard to Schedule 2 and any other law, the Commission

- is the exclusive authority to direct, supervise, manage and control in a fair and impartial manner and without fear, favour or prejudice any elections and referenda under the Electoral Act; and it must exercise and perform its powers and functions, subject to section 2(3) of the Electoral Act, independent of any direction or interference by any other authority or any person.

The Commission has further powers and functions to

- supervise, direct and control the registration of voters for the purposes of any election or referendum
- supervise the preparation, publication and maintenance of a national voters' register and local authority voters' register;
- supervise, direct and control the registration of political parties and organisations;
- supervise, direct and control the conduct of elections and referenda
- supervise, direct, control and promote voter and civic education in respect of elections and referenda, including the cooperation with educational or other

bodies or institutions with a view to the provision of instruction to or the training of persons in electoral and related matters;

- supervise, direct and control electoral observers;
- establish and maintain liaison and cooperation with political parties, the media and the public;
- undertake and promote research into electoral matters;
- develop and promote the development of electoral expertise and technology in all spheres of government;
- promote knowledge of sound and democratic electoral processes;
- issue and enforce any code of conduct provided for in the Electoral Act;
- supervise and control the disclosure and dissemination of information regarding electoral matters and establish and maintain the necessary facilities for collecting and disseminating the information;
- secure in the electoral and referenda processes the representation of the diverse social and cultural groups in Namibia and seek their cooperation;
- create its own organisational structure, to allow its leadership to take full control of all its operations to strengthen areas where operational effectiveness is lacking; and
- exercise and perform any other powers and functions conferred and imposed upon it by or under the Electoral Act or any other law or which are necessary or expedient for purposes of achieving the objects of the Electoral Act or any other law.

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As a state-owned corporation, our job is twofold - to provide reinsurance services while maximising the strength of the insurance and reinsurance industry within Namibian borders. Because our focus is on transparency, service delivery and development initiatives, we have had explosive growth since inception. For more information, visit us on www.namibre.com



NamibRE

*The Namibia National
Reinsurance Corporation*

NLA - The Namibia Logistics Association in 2015 and going forward

The creation of the NLA in 2009 evolved from a merger between two long-established and reputable Associations, being NamRoad (truckers) and NAFFA (freight forwarders). The purpose of the merger was to attain increased operational efficiencies through the creation of a fulltime Secretariat tasked to pursue the following objectives:

- To act as the professional proactive advocacy platform and shape public policies affecting the logistics industry
- To offer members meaningful value adding services e.g. market intelligence and training opportunities
- To promote the integration and collaboration between players of all sizes

Whilst the value of member interaction through Board, Chamber and General Meetings cannot be over-emphasised, the electronic communication network has evolved as the predominant mode of communication, not only within the NLA but also with external stakeholders.

At the core of achieving its set objectives, the NLA relies on the collection, processing and dissemination of sector relevant and operational related information. As a member of FESARTA (Federation of Eastern and Southern African Road Transporters Associations) and the SACU (Southern African Customs Union) and SADC Customs-to-Business Forums, as well as information emanating from meetings, workshops, correspondence, Government notices / communiqués, media articles, etc, NLA members receive regular information pertaining to policy and regulatory amendments, developments on trade related facilitation issues, challenges, risks, border crossing incidences, etc. in the southern African sub-continent.

The NLA endorses the training modules of ADAN and FORTE/BIZZCO who offer predominantly short courses. These short courses, ranging from one day to several days in duration, are not yet integrated into the approved accreditation framework of the NTA / NQA, who

only recognise courses with a training duration of more than 3 months. Based on the acceptance of these short courses by operators themselves, the NLA resolved to add their endorsement to these training institutions.

The NLA has become the recognised representative voice of its 70 members (categorised as Operators, Associates and Affiliates) and has not wavered in addressing issues affecting their respective enabling environment. In particular, issues affecting the competitiveness of Namibian registered operators within the broader regional context, are regularly tabled with the respective authorities. One example is the mass distance charges regime, which forms part of the various road user-charging instruments feeding the Road Fund. Similarly, the expediting sector requires continues support within its present transformation of trade facilitation policies and processes.

The NLA fully supports the Government's initiative of establishing a logistics hub within Namibia by expanding the benefits of the Walvis Bay harbour as well as the established road and rail network to surrounding neighbouring countries. NLA members, ranging from very large to SME format, are well poised and experienced to deliver world-class transport and expediting services to stakeholders – within this logistics hub framework.

The unfolding economic, social and political scenarios in our southern sub-continent have an impact on Namibia's enabling environment, some positive and some negative. We need to succeed on two fronts – firstly, we need to focus on our business survival and, secondly, we must unlock the opportunities that present themselves.

NLA - NAMIBIA LOGISTICS ASSOCIATION

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15 YEARS OF CONNECTING SOUTHERN AFRICA TO THE REST OF THE WORLD

Established 15 years ago, the Walvis Bay Corridor Group has made great strides in promoting Namibia's transport sector to facilitate cross-border trade.

The corridors has grown significantly, not only in terms of the volumes it generates, but also with regards to reducing transit time, removing bottlenecks and improving corridor logistics through the PPP remains the cornerstone of the Walvis Bay Corridors strategy which ensures that consumers in the SADC region receive a great product every time.

In 15 years, volumes along the Walvis Bay Corridors have grown from zero to more than 750,000 tonnes per annum. This represents direct revenue for ports, rail and the road transport sector to approximately N\$500 million per annum for the transport sector due to corridor development.

The WBCG has become one of the key organisations in the Namibian economy, driving the agenda of the transport sector and expanding the role of the transport sector to the Namibian economy and its people. The successes and experiences have been shared with other corridors and similar organisations at various platforms, which in turn could enhance corridor development on the African continent.

Over the years, the WBCG has managed to transform from just focusing on business development, trade facilitation and infrastructure development where we have developed a fully fledged department focusing on the Wellness of employees within the transport sector; converting our transport corridors into economic development corridors as well as transforming Namibia into a Logistics Hub.

Prior to the establishment of the Walvis Bay Corridor Group (WBCG) in the year 2000, all trade was routed via South Africa. There were no other connections to our neighbouring countries in terms of efficient flow of trade across borders. Our neighbouring countries had limited knowledge about Namibia and Namibia limited knowledge about Southern Africa in terms of trading opportunities.

During the first decade of Namibia's independence the Government of Namibia placed much emphasis on enhancing infrastructure of the Port of Walvis Bay including the infrastructure for the Walvis Bay corridors realising the benefits of corridor development to accelerate the growth of the region's economy including the SADC region. Subsequent to the completion of the infrastructural developments, there was a need to improve cross border facilitation and trade which would link Namibia to our neighbouring countries via the Walvis Bay corridors, hence enhancing Namibia's economic growth and gearing her towards regional integration through transport.

Namibia's role as a gateway to the rest of the SADC region has become more prominent and has created more interest from the regional as well as the international market and with more direct shipping calls to Walvis Bay, high efficiencies, short transit times and strategic partnerships, the Walvis Bay Corridor routes are now in a robust position to serve the SADC market to the rest of the world.

This has been supported by the National Development Plan 4 (NDP4) that has made provision for the development of a logistics hub, hence the NDP4 has prioritised the creation of a Logistics Hub. Already, the Port of Walvis Bay is gearing itself to accommodate the increased capacity through the port expansion.

With the rapid growth in cargo volumes along these corridors and the benefits that the trade routes have to offer, Walvis Bay has been identified to become the logistics hub for Southern Africa. The Port of Walvis Bay, with its deep water depth and stable weather conditions, is strategically located to accelerate the growth of the SADC region as a whole by providing a good option of gateway for Southern Africa, hence costs and time savings are achieved along the Walvis Bay corridors by offering the shortest possible regional route on the west coast.

Transport infrastructure and services remain crucial for generating economic growth, alleviating poverty, reducing the scourge of inequality and increasing domestics and international comparitiveness, hence the need to ensure its development and sustainability.

Reliable transport infrastructure, as a desired outcome for Namibia, lays a foundation as a regional leader in logistics and distribution. In this regard, the development of transport infrastructure is aimed at making Namibia the preferred centre and corridor for southern and central African logistics operations, while at the same time enhancing the economic and industrialisation activities within Namibia.

WALVIS BAY CORRIDOR GROUP

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WALVIS BAY
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GROUP

Logistics cluster aspirations for Namibia

Logistics is defined as “a supply chain management component that is used to meet customer demands through the planning, control and implementation of the effective movement and storage of related information, goods and services from origin to destination” (source: Technopedia). In simple terms, however, it is getting products and services to the right place, at the right time, in the right quantity and quality, and at the right price. Based on this, any country that wishes to develop its economy realises the importance of efficient and effective logistics and transport services. Namibia has consequently included logistics as one of the key economic priorities in its National Development Plans (NDP_4) (National Planning Commission, 2012). According to World Bank figures the logistics performance index of most African countries is pegged at 1.5-2.6, compared to the 4.0-4.9 score seen in developed economies. The lowest performers are Somalia (1.7) and DRC (1.7), while Namibia (2.66) is roughly one point lower than South Africa (3.4) as the best performer on the continent. The criteria are efficiency of clearance processes, quality of trade and infrastructure, delivery times, competency levels and others.

Namibia strives to become the logistics and transport gateway to southern Africa through trade facilitation. Realisation of this goal requires serious expansion, assurance and collaboration. Namibia, like most developing countries with a limited manufacturing capacity, tends to rely on trade. Trade, however, can only function with enabled logistics activities. Countries around the world endeavour to grow their economies. Some, like Singapore or Panama, use their location to their advantage. Those locations are currently known for state-of-the-art ports and world-class service delivery. Sheffi (2012) refers to an area that drives growth and delivers value-adding services through transportation hubs as a logistics cluster. This has inspired some regions to base their development strategy on logistics clusters.

A logistics cluster is expected to promote job creation and boost secondary and supporting industries. This bodes well for Namibia's aspirations to become a successful global supply chain player. The establishment of a logistics cluster should spark international interest, resulting in investments into infrastructure development, skills capacity and trade. In order to ensure a steady flow of investment and world-class foreign interest there must be visible signs of progress in Namibia. This is only possible with a clear and detailed long-term approach, underlined by a service centric business culture which is valued internationally. Innovative ways to reduce logistics and transport costs in Namibia and the region must take the lead. Customised logistics solutions for African problems need to be researched and implemented. Internationally, many logistics clusters or gateways with appropriate infrastructure have failed because they did not attract enough interest and trade.

Successful logistics clusters have addressed factors such as socio-economic dynamics, governance, communication, service delivery, infrastructure and supply chain risk. As for socio-economic dynamics,

poor relations between public and private partnerships do not bode well for the development of clusters. Governments opting for logistics clusters should push for innovation, entrepreneurship and competitiveness, and avoid situations of tribalism, nepotism and corruption which have huge impacts on business performance. Communication and governance need identification of synergies and partnerships that allow for developments based on collaborative approaches. Adversarial and transactional systems tend to have all stakeholders concentrate on their own benefit rather than overall long-term and steadfast growth. Integration is further hampered by a lack of technical and financial management skills, which has to be addressed if supply chains are to improve. Communication is another vital aspect that contributes to the success of clusters. Literacy levels and business language come under scrutiny and often are key to attracting customers and potential investors.

Clusters dedicated to facilitating trade will come with a level of supply chain risk. Global supply chains involve more intermediaries and links, which increases the complexity of the chain and requires risk assessment and mitigation. Successful logistics clusters guarantee minimum disruptions of their operations and therefore attract world-class customers and investors. Namibia still needs guidelines and procedures to deal with and avoid disruptions in supply chains. Supply chains need to be hardy to cope with the unstable environment that is expected when the connection to global stakeholders is made. Namibian policy makers must understand the risks that come with international trade because they decide on tariffs and restrictions aimed at protecting national interests. Another big factor in logistics cluster success is service delivery, and nothing less than international standards are acceptable. This may well prove to be one of the biggest deal breakers for Namibia. Poor service delivery and service attitudes are noted and have been mentioned recently. There should be a collective drive to enhance supply chains rather than frustrate them.

When meeting the criteria mentioned above, logistics clusters can become a springboard for a country's and region's development. A cluster known for value-adding service delivery to international stakeholders and operators will certainly attract investment. A Namibian logistics cluster can achieve this, but it will have to adopt a detailed long-term, service-centric approach accompanied by a noteworthy change in attitude. If successful, this could lead to higher growth rates and increasing general wealth, but anything less than an organised and committed approach may fail. There is potential in using logistics clusters to develop Namibia as a regional gateway, but it has to be done in a realistic and comprehensive manner, otherwise the concept might implode and have the opposite effect.

**NAMIBIAN GERMAN
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Forwarding and clearing

The timeous processing of export and import documentation is vital for all transporters offering cross border services. This highly specialised task not only requires country-specific knowledge of custom rules and procedures but also the ability to handle high volumes of documents that need to be processed correctly in the shortest possible time.

Experience helped FP du Toit Transport to build an efficient forwarding and clearing service as a competitive advantage.

Because custom requirements are country-specific, FP du Toit Transport soon realised that the same solution could not be applied to all border crossings and established close ties with clearing agents at the border posts on all routes into Angola, Zambia, the DRC, Zimbabwe, Botswana, Mozambique, Malawi, Tanzania, Lesotho and Swaziland.

At each border post an agent was identified who is responsible for processing all the required documents. The agent has in-depth knowledge of local procedures that in some instances could very well be unique. The Central Africa Division of FP du Toit Transport constantly monitors vehicles and the efficiency of each border crossing. Most of the time these are full loads with a single customer, single invoice and similar freight type, making things less complicated. The complication lies in the processing time and the risks resulting from poor IT connectivity, unscheduled power outages and poor communication networks. Even seasonal rain can have a negative impact on clearing activities performed by the appointed agent.

Border crossings between South Africa and Namibia (via Botswana on the Durban and Johannesburg route) involve thousands of parcels, with hundreds of supplier invoices. The number of transactions can be up to a thousand a day. However, a unique solution has been developed over time, and it is continuously re-evaluated and improved to handle the volumes and their complexity.

In South Africa, dedicated teams in Johannesburg are responsible for capturing all the relevant information on SARS software. When the vehicle arrives at a South African border post, the electronic information is readily available for processing. By using the latest technology, the teams are also able to "mirror" the data entered on the SARS system with Namibia's Asycuda software. The FP du Toit Transport group has the advantage to process only exports at the South African border. Activities relating to imports into Namibia do not take place at the border but at the central depot in Windhoek, where a dedicated team of Namibian customs officers are on duty full-time in synch with the operational hours of the facility. For all intents and purposes the Windhoek depot functions like a dedicated 'FP du Toit border post'.

The team in South Africa also sees to it that the original documents are flown to Windhoek overnight. In most cases the vehicle with the respective freight arrives only a day later. By then the forwarding

and clearing team in Windhoek has completed the final clearing on Asycuda, made VAT payments and VAT allocations and processed all the documents. When the freight arrives, the custom officials just do a physical inspection before releasing it. Synergy between the final requirements of the JET.X courier service and the slower Pro Parcel distribution service is achieved by prioritising processing based on the unique lead times of the different services.

All released documents are scanned to a cloud-hosted server from where clients may request re-prints of import or export documents. The relevant stamped invoices are also captured onto the track and trace software that the client may access.

Over time, forwarding and clearing have become a very specialised field, handling imports and exports of very specific items including airplanes, helicopters, farming equipment, heavy mining equipment, motorbikes, surveying equipment and fresh produce.

Many clients make use of the FP du Toit Transport clearing office to arrange for the temporary export of equipment and machines that require repairs in South Africa. Products range from expensive watches to very heavy hydraulic arms used on mining equipment.

The JET.X airfreight team handles high value goods entering and exiting Namibia via Eros Airport and Hosea Kutako International.

Over the years, very good relations have been established with the Namibian Customs Authority. Due to the FP du Toit depot's proximity to the ministry and the fact that it is a fully functional border post, it is also used to develop and test new procedures before they are implemented at all Namibian border posts. An example is the establishment of the Risk Assessment Customs Team at the Pro Parcel and JET.X depot before national implementation.

FP du Toit Transport operates the Windhoek depot as a bonded warehouse and provides bonded transportation via Windhoek into neighbouring countries.

Forwarding and clearing teams in South Africa and Namibia, working closely with the South African and Namibian Customs authorities, has become a competitive advantage that FP du Toit Transport can provide to all of its customers.

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NAMIBIA LOGISTICS HUB DREAM

Namibia is a country of just over two million people and the current development of our nation's infrastructure - i.e. new port facilities, airports, road and rail - will undoubtedly create the competitive edge to realise the dream of becoming a logistics hub for the 300 million inhabitants of SADC.

Namibia's competitive advantage lies in its stable and secure environment, its strategic geographical position, generous amount of land available for development and relatively efficient services.

With its deep water depth and stable weather conditions, the Port of Walvis Bay is ideally located to accelerate the growth of Namibia and the SADC region as a whole by providing a gateway to the region, thus serving as a Logistics Hub. We are confident that the completion of the New Container Terminal at the Port of Walvis Bay in 2017 will go a long way in establishing Namibia as a Regional Logistics Hub and will further support the Namibian Government's stated intention to develop an industrialised economy.

For any port, capacity to handle various commodities is key, hence the Port of Walvis Bay's new container terminal is built on reclaimed land. It is Namibia's biggest ever port construction project since independence and is expected to pave the way for the port to more than double its container handling capacity from 350,000 TEU's to 750,000 TEU's p.a.

Some of the project details are:

- Approximately NAD 4 billion in value
- NAD 3 billion loan from the African Development Bank
- Commenced in May 2014
- Project commission date in Sept 2017
- Various contractors are used, of which the biggest is China harbour engineering company Ltd
- To date the project is 26% completed and still on schedule
- A total amount of just over NAD 1.5 billion has been spent so far
- 600m of new quay wall with a water depth of -16m

**PORT OF WALVIS BAY NEW CONTAINER TERMINAL ON RECLAIMED LAND PROJECT
PROJECT PROGRESS AS AT 24 AUGUST 2015**



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Everything we do since our inception is with the future in mind. For the past two decades we have gone above and beyond even our own expectations. We are the gateway to Southern Africa and we are making inroads to position our Ports as the logistics hub of Africa.



VISION 2030: LOGISTICS

CHALLENGES IN THE REALM ISSUE OF LOGISTICS DURING THE NDP4 PERIOD

Challenge	Implication if challenge is not addressed	Strategy to address challenge
Inadequate transport infrastructure to operate a fully efficient logistics hub.	Inadequate infrastructure will lead to inefficiency.	Significantly upgrade, in a holistic and integrated manner, all four modes of transport during the NDP4 period.
Lack of integration in planning and policy in the infrastructure development plan Inadequate storage facilities.	If not addressed, it could lead to fragmented efforts, resulting in wastage of resources.	The Ministry of Works and Transport will coordinate the national infrastructure development plan.
Absence of a PPP funding framework limits the participation of the private sector in financing these developments.	Will make the transport of goods costly and create inefficiencies.	Supplement the existing storage facilities Develop and implement a policy framework for PPP funding.
Delays in acquiring skilled people within the country with the necessary experience to manage logistics hub operations.	Might lead to heavy reliance on State funds and, consequently, a relatively low rate of implementation as a result of limited funding. An over-reliance on Government investment could lead to macroeconomic instability Will not be able to implement and run a globally competitive logistics centre effectively.	Build an adequate skills pool to run the logistics hub by the end of the NDP4 period.

National Planning Commission (NDP4 PDF)



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At Logistics Support Services (Pty) Ltd, we believe your supply chain is a key enabler of success. It's why we're driven to make your supply chain work harder for your business. We lead the way in adopting an integrated approach to supply chain management, especially for the offshore, gas and repair service industry. Through our global operations we create optimised solutions that integrate projects, vessel agencies, husbandry, clearing & forwarding, transportation, procurement, warehousing systems and processes.

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Integrated Solutions for International Logistics

TRANSPORT IN NAMIBIA

The Namibian transport environment is facing new challenges that can only be overcome by being proactive and finding new ways to deliver transport services to customers in the region.

The downturn in the regional markets of Angola, Zambia and Zimbabwe together with increased trade volumes through the port of Walvis Bay plus South African suppliers entering or expanding their market share in Namibia resulted in an overly optimistic view of local conditions. This attracted a number of regional transporters as well as new start-ups.

The oversupply led to increased congestion on what could only be described as an already stretched infrastructure. In order to compete and protect current transport contracts, Namibian transporters needed to be innovative and find new ways to deliver a niche service that makes it stand out from foreign competition in a highly competitive environment. The result is a comprehensive rethink of the transport offerings, from vehicle selection and trailer design to improved use of technology and broadening the range of services.

Since 1968 FP du Toit Transport is known for its innovative approach. The sophisticated calibration of truck engines in accordance to the route and the terrain they travel on is possible thanks to having a dealer-accredited workshop in-house. It is a given that every truck returning to the Windhoek base must pass through the workshop inspection, irrespective of the distance covered, even if it was just the "short" distance from the coast.

Continuous efforts are made to optimize trailer design and also evaluate different trailer axle and tyre combinations based on the weight allowance on specific freight routes. FP du Toit Transport also introduced double deck trailer platforms for the FMCG market to handle mixed pallets that could not be stacked. And clients have more options to select from a number of cages and bin configurations in order to standardize freight packaging with the goal to improve loading and offloading efficiency and streamline handling.

A focused management team adds to the prevention of service failure. This is extremely important for routes into Angola, Zambia, Zimbabwe, Mozambique, Malawi, Tanzania and the DRC. FP du Toit Transport was again at the forefront of innovation with a highly specialised management team who continuously monitor all vehicles in these countries and also drive these routes regularly themselves. Over time they developed a system of comprehensive route notes that are issued to all drivers to use as reference for the respective routes. Apart from the standard turn-by-turn directions, the information includes road hazards, safe and high risk areas, where to refuel, where to stop, etc.

Innovation also drives the application of technology. This includes live satellite monitoring of vehicles and emergency buttons for drivers, linked directly to emergency response teams. All freight is clearly marked with stickers containing the relevant information written on the waybill. The barcodes on the waybills and the stickers are used to provide live track and trace information. A client can track all parcels

and know where they are at any given time. Once the final delivery is made the accompanying documents are scanned at the local depot and these images are available to the client any time, any place. This includes the client's invoices and all cross-border documents.

FP du Toit Transport very successfully expanded its line haul transport services for ambient and refrigerated freight. Different trailer configurations also resulted in product or freight-specific services. Recently improved construction techniques for refrigerated trailers resulted in reduced trailer weight which in turn allowed for more payload capacity. Specialist equipment at the depots combined with the correct trailers established a unique solution specific to textile customers. The same approach was used for FMCG customers. With the acquisition of Wesbank Transport the line haul service was expanded further to include containers, break bulk on flat bed trailers and very specific freight handling equipment for mining customers. Wesbank Transport is also known as the biggest Namibian supplier services regarding abnormal loads and crane hire in the mining sector. Highly specialised and unique services distinguish the FP du Toit Transport group from the competition.

The traditional haulage operation has expanded into a Namibian distribution service and a courier service. Freight is mainly entering Namibia with the traditional FP du Toit Transport long haul operations out of Durban, Johannesburg and Cape Town. All freight is received at the main Windhoek depot from where parcels are distributed across Namibia through a traditional hub and spoke network of regional depots. Service differentiation between the parcel and courier is based on lead times but all other possible synergies are maximized to improve efficiency and control, e.g. JET.X couriers and Pro Parcel distribution share regional depots. Smaller locations may have only a courier operation but they also play a support role in line hauling and the parcel distribution activity. The established Namibian network makes it possible to operate a courier service to every destination every day except for Sunday. The Pro Parcel distribution network is not only the largest in Namibia but also has the highest frequency of deliveries to all destinations.

By developing all possible synergies within the FP du Toit Transport group, a competitive edge is achieved and exploited. Examples include shared IT systems, equipment and resources as well as monitoring methodology, reporting, forwarding and clearing, the in-house Namibian customs office on site in Windhoek and improved operational flexibility.

FP du Toit Transport has become a major transport provider in the larger SADC region. Continuing efforts to innovate and grow have become characteristic of the company.

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Our Mission

In our quest to exceed the standard in freight transport, WP Transport continuously strive to excel in the following:

- Efficient and reliable transport service delivery day in, day out
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- Safety of employees, client personnel and other road users
- Quality of vehicles, equipment and employees
- Sustainable business practices minimizing environmental impact
- Continuous improvement aimed at cost effective transport services

Our Fleet

- 120 x Truck Tractors
- 86 x Super Link Flat Decks
- 30 x Super Link Taut Liners
- 5 x Super Link Drop Side Trailers
- 2 x Step Deck Trailers
- 2 x 15m double axle flat decks
- 7 x Skeletal Trailers

Our Clients

- Coca Cola Bottling Namibia
- Namibia Breweries
- IML - Johannesburg
- Pepkor
- Pioneer Foods
- Nestle SA
- Powertech

Our Contact Details

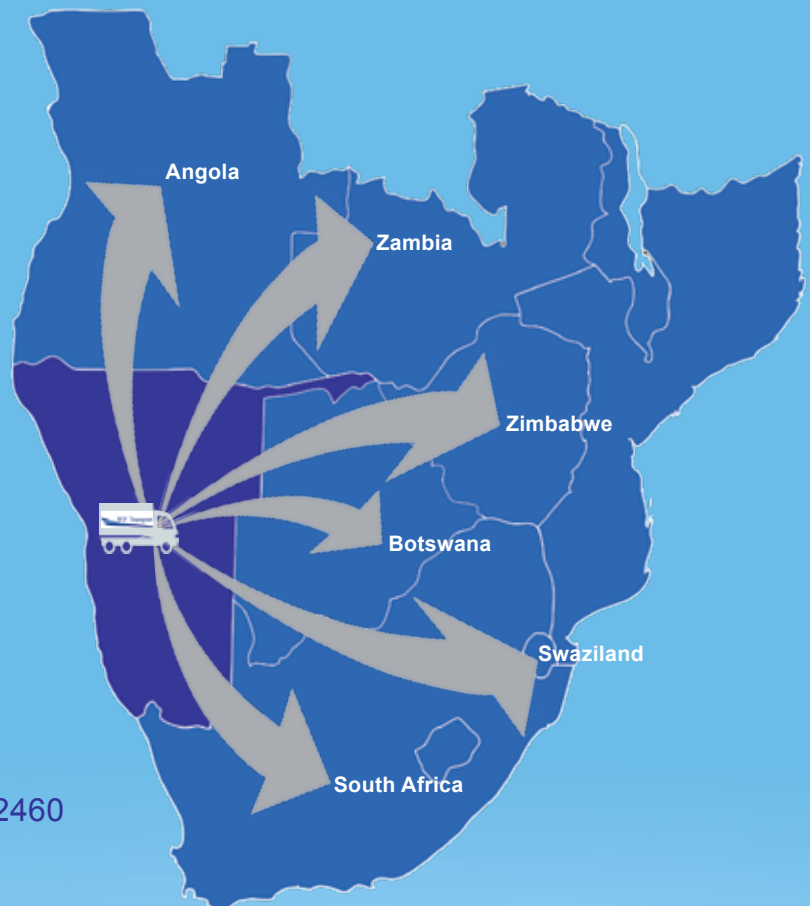
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Portion 18 of Farm Brakwater Nr 48, Windhoek, Namibia

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Our Fleet

Average Fleet Age: 7 years

Airbus A330-200

Economy Class



Business Class



Number of Aircraft	2	Length(m)	59	Height (m)	17,4	Cruising Speed	860 km/h
Maximum Passengers	244	Wing Span (m)	60.3	Maximum Fuel Capacity	138 000	Maximum Take-off Weight	233 000 kg

Airbus A319-100

Economy Class



Business Class



Number of Aircraft	4	Length(m)	33.84	Height (m)	11.76	Cruising Speed	820 km/h
Maximum Passengers	112	Wing Span (m)	34.09	Maximum Fuel Capacity	23 860	Maximum Take-off Weight	70 000 kg

Embraer ERJ135

All Economy Class



Number of Aircraft	4	Length(m)	26.33	Height (m)	6.76	Cruising Speed	820 km/h
Maximum Passengers	37	Wing Span (m)	20.04	Maximum Fuel Capacity	4 198	Maximum Take-off Weight	19 000 kg

Air Namibia

Air Namibia, Namibia's national airline, operates scheduled flights and carries cargo on domestic, regional and intercontinental flights. The airline was founded in 1947 as South West Air Transport, which later changed to South West Airways and in 1992 to Air Namibia.

The mandate of Air Namibia is to be a major contributor in attracting and promoting tourism to Namibia by providing air transport services between Namibia and other countries, as well as by operating flights within the boundaries of Namibia. The regional markets are serviced in conjunction with partner airlines via our gateways, Johannesburg and Lusaka.

OUR VALUES

RESPECT - We treat our stakeholders and their belongings with respect.

SAFETY - No operational urgency or business consideration ever justifies endangering lives.

RELIABILITY - We strive to honour our commitment to service delivery to our passengers.

EFFICIENCY - We do everything to the best of our ability and with no compromise on standards and customer expectations.

EXCELLENCE - We are eager to exceed our customer expectations.

INTEGRITY - Honesty in everything we do.

OUR MARKET

DOMESTIC

As a niche carrier Air Namibia serves domestic points within Namibia between Windhoek and Ondangwa, Lüderitz, Oranjemund, Walvis Bay, Rundu and Katima Mulilo.

REGIONAL

Air Namibia serves the neighbouring regional markets of South Africa, Zimbabwe, Angola, Botswana and Zambia. With daily flights between Luanda, twice

daily from Cape Town and three times daily from Johannesburg to Windhoek, the airline provides excellent connectivity via its hub in Windhoek throughout the southern region, e.g. Maun, Lusaka and Victoria Falls.

INTERNATIONAL

Air Namibia serves the whole of Europe via Frankfurt as a hub. Onward connections are provided by partner airlines through Special Prorate Agreements.

CABIN ATTENDANTS

Our cabin attendants are highly trained professionals. Their role in passenger welfare and safety is crucial to the airline's business success.

ACCOLADES AND ACCOMPLISHMENTS

Air Namibia continues to grow successfully by maintaining the highest standard of service and individual customer care. Air Namibia was the first airline to introduce the IATA barcode ticketing system in Africa. The system allows the airline to offer e-ticketing and online check-in facilities.

Air Namibia's excellent customer service is acknowledged with awards such as the "Best Regional Airline Award 2015". This award is for airlines operating into both Johannesburg's OR Tambo International Airport and Cape Town International Airport. Air Namibia was also awarded the "Best Regional Airline 2015" by MegaFest Tourism awards in Zimbabwe.

OUR SERVICES

"A taste of Namibian hospitality in the skies." Our services come in an exclusive range designed to suit your chosen class of travel.

Reward\$

REWARD\$ is Air Namibia's Frequent Flyer or loyalty programme, which allows registered members to earn



Standing: Mr Conville Britz, Ms Evelyn Zimba-Naris, Ms Florette Nakusera (Vice-chairperson) and Ms Wilhencia Uiras

Seated: Mr Gerson Tjihehuna (Chairperson) and Adv Mandi EP Samson (Acting Managing Director)

miles on all Air Namibia operated flights. The miles can be redeemed for free tickets, upgrading from economy to business class or to pay for excess baggage. Reward\$ caters for individuals as well as corporate travellers. Any person older than 12 years is eligible for Reward\$ enrolment.

CARGO SERVICES

Air Namibia provides a wide range of cargo services to all its network destinations, and beyond, through a large number of cargo agents. We are currently a 3-star airline. Our goal is to become a 5-star airline which continues to operate successfully and with consistent commercial success makes a positive contribution to the economic development of Namibia.

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Because every minute counts.

WesBank

WE KNOW HOW



Elmarie Cilliers - Head of WesBank Namibia

The WesBank brand is synonymous with vehicle & asset financing, and in Namibia represents the No. 1 financial services provider of vehicle & asset financing to individuals and businesses alike.

WesBank is a subsidiary of First National Bank of Namibia Ltd, and access to the WesBank services can be obtained from any WesBank office in Windhoek or Walvis Bay or through any FNB

Namibia branch countrywide. With our years of experience in both the vehicle market and asset-based finance, we are in the perfect position to offer you a tailor-made solution for purchasing company cars. The WesBank experts will consult with you to understand your needs and advise you on the options that will be cost-effective and provide you with an efficient fleet of company cars.

Our service to your company's vehicle requirements extends beyond simply facilitating the acquisition of the cars. If you want to add a truck or bus to your transport fleet, WesBank are the experts in commercial vehicle finance and we can offer you the perfect solution for your business.

construction, earthmoving and engineering industries.

Nothing is too big for us. Contact us before you conclude any agreement and we will prove to you that we know how!

At WesBank we acknowledge the change in our customers' needs, the increasing pressure on their time and the need for alternative customer engagement methods.



WESBANK

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Windhoek

Namibia

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Fax +264 61 299 2500

wesbank@fnbnamibia.com.na

Your partners in Business Asset Financing.

Find the perfect financial solution for your every business asset, from commercial or agricultural vehicles, and various moveable assets, to mining or construction equipment, aircrafts, various types of industrial equipment and your company's fleet. We provide cost effective solutions, specifically tailored to help your business grow. **Nothing is too big for us!**

For more information, call Wesbank today at (061) 299 2437,
e-mail wesbank@fnbnamibia.com.na or visit any FNB branch.

WesBank
We know how



COMPANY PROFILE

The providing road transport and logistics solutions between South Africa and neighbouring southern African countries such as Namibia is greatly facilitated by services offered by the private sector. This is particularly true for the case with specialised transport associated with mining operations in many of these countries. The success of large national and multinational mining companies in southern Africa is heavily dependent on transport and logistics solutions to move consumables that keep the relevant mines running.

Experienced road transport operators, especially those that deliver a high quality, skilled niche service are infrequently encountered. One such company is Coleman Transport, which has almost twenty years experience in transporting a variety of goods between South Africa and Namibia. Coleman Transport is a privately owned company with BEE credentials - both in Namibia and South Africa. After humble beginnings in 1993 the company has grown to become the road cargo transport and logistics solution of choice for mining companies in southern Namibia requiring the inward transport of necessary consumables. Many years of experience in the transport industry currently enable us to expand our services to other southern African markets. The company has its

headquarters in Rosh Pinah, Namibia, and has depots in Windhoek, Walvis Bay, Springbok, Gauteng and Cape Town.

OUR SERVICES

We offer the following services:

- Storage and warehousing facilities
- Materials handling (mining equipment and related chemicals and sundries)
- Load consolidation services
- Receiving and dispatching of goods
- Clearing and forwarding of goods
- Local collections and deliveries to various warehouses for load consolidation
- Insurance on goods to the value of the declared invoices
- Dealing with and transporting hazardous goods
- Dealing with abnormal loads
- Dealing with specialised loads

The following vehicles and transportation equipment are available:

- Truck tractors
- Interlink flat deck trailers
- Semi trailers
- Dry bulk tankers
- Flammable liquid tankers
- Liquid chemical tankers
- Low beds
- Side loaders
- Reach stacker
- Interlink tautliners

- 8 ton rigid trucks
- 1 ton LDVs

Coleman Transport is a specialist on the route between Johannesburg and Cape Town in South Africa, to Windhoek, Walvisbay/Swakopmund & Rosh Pinah in southern Namibia. We also service any other delivery centre in Namibia. We provide a comprehensive transport service inclusive of all the customs documentation required, everything from computers to chemicals to huge mining machines, reagents, abnormal loads and consolidation of items from depots. It is always on time, in breakdown situations where goods have to be transported from as far as Johannesburg and in less than 36 hours.

industry currently enable us to expand our services to other southern African markets:

- Driver performance is constantly monitored by satellite surveillance and management devices in all vehicles. Details of each trip are recorded and assessed to ensure the safety of drivers, vehicles and goods transported.
- Delivery times are strictly monitored on all routes.
- Two centralised operations offices constantly monitor all vehicles to



ensure proper fleet management. These offices communicate with our clients on a regular basis.

- All trucks are equipped with mobile phones and satellite tracking devices
- Stock lists are provided to major clients via head office on a daily basis to facilitate stock control and emergency stock loading.

HEALTH AND SAFETY

We are committed to ensuring that the cargo of our customers reaches its destinations safely and without any delays. Likewise, the health and safety of all our employees is very important to us. Extensive occupational Health and Safety procedures have been implemented, and all health and safety regulations

are strictly adhered to. We have implemented a strict alcohol and drug Policy, and random checks are conducted on all Coleman Transport personnel. A policy of "No Tolerance" is enforced. All company drivers have Hazchem certificates (trained in dealing with hazardous substances) and we have a spillage contract with Drizit. Hazchem certificates are updated annually, as per law. All forklift drivers are given continuous in-service training, and forklift licenses are renewed every second year as stipulated by law. These specialist skills mean that Coleman Transport is equipped to deal with any eventuality at any time.

Staff and management

Coleman Transport has a management

structure which ensures administrative accountability and exceptional client service. Continual in-service training is provided by outside specialists for all management staff. This relates to labour relations and law, new AARTO acts, and to changes in road freight and customs law.

In addition, on-the-job training is given to all our customs clerks, thereby ensuring that custom documentation is of the highest standard, and that checks and balances are in place to prevent unnecessary delays at border posts. Administrative control is exceptionally important to us, and functions at the highest possible level. This ensures quick and efficient invoicing of clients, which means that customs documentation is rapidly returned to clients for tax purposes.

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FP du TOIT

TRANSPORT

FP du Toit Transport is **DRIVEN to DELIVER**. Our capabilities in cross-border transport, distribution and courier services provide customers with a multitude of competitive solutions. A network of 18 sites throughout South Africa and Namibia and about a thousand employees offer our customers superior service quality and local knowledge in order to satisfy their diverse supply chain requirements.

From 1968 until today our recipe for success has remained unchanged: To provide excellent service to our customers. Never complacent, FP du Toit Transport has become a brand acknowledged for innovative solutions and regional strength. At the heart of our success are our employees, who focus on the requirements of our customers, and have the ability to offer a wide range of customized solutions. These, together with our customers, have helped our company to evolve into the leading Namibian transport company, and we are still growing!

2015 - Aquired Wesbank Transport
2013 - The FP du Toit Training Academy established
2012 - JET.X national footprint dramatically extended
2007 - Central Africa Division created
2005 - JET.X couriers acquired
1997 - ProParcel Distribution established
1996 - Textile distribution launched
1975 - Enter the refrigerated transport market
1968 - Company established

and
growing...

Over the last 5 decades the company introduced a number of value-adding innovations. To avoid long delays at the borders due to customs-clearing procedures, an own customs presence by Namibian Customs Officials has been established at the main Windhoek distribution centre. The company has always been at the forefront in vehicle trailer design and optimisation. FP du Toit Transport also continues to invest in computer technology that ranges from the newest hardware in scanning technology and software to improve track and trace in support of the operational environment as well as client engagements through software integration.

Willie du Toit is the Chief Executive Officer of FP du Toit Transport. Dirkie Uys is the Chief Operating Officer at FP du Toit Transport including the divisions of JET.X Couriers and Pro Parcel Distribution. Johan Coetzee is the newly appointed Chief Operating Officer of the Wesbank Transport Division. They are recognised leaders in the Namibian transport industry.

*Our combined fleet drives
in excess of 17 million kilometres
annually.*



FP du Toit Transport's Full Loads and Central Africa Division operate on the Trans Kunene, Trans Kalahari and Trans Caprivi corridors; thereby providing transport and logistical services to various destinations within the SADC region. The Central Africa Division ensures dedicated monitoring; local knowledge and support as well as continuous risk management of all central Africa routes, borders, vehicles and drivers.



The new acquisition was also founded in the middle sixties. Together, clients receive the benefit of more than a century of experience. Wesbank transport is a leader in the operational fields of:

Offering the largest Abnormal transport operation in Namibia

- Open yard storage
- Shunting operation
- Walvis bay harbour operations and handling all clearing and forwarding services
- Side Loaders
- Dangerous Goods Transport
- Container handling including stuffing and de-stuffing
- Reach Stackers, Forklifts and the largest crane hire business in Namibia

The Wesbank Transport division's main field of operation are in the mining industry. They are also the largest harbour carrier and container handling and storage facility operator in Walvis Bay.

Guaranteed Services:

- Cross-Border
 - Air Express
 - Overnight Road
 - Second Day Road
- Domestic Courier
 - Same Day Road
 - Overnight Road

*More than 60 000 parcels monthly.
Delivery to every Namibian town
Monday to Saturday*



Services

- Priority
- Door-to-Door
- Terminal-to-Door
- Depot-to-Depot
- Refrigerated part-loads
- Palletized part-loads
- Economy

*More than 200 000 parcels
delivered across Namibia
monthly*

Isn't this what you would expect from a 47 year old Namibian Company?

MANICA

MANICA GROUP NAMIBIA

one-stop-shop
Logistics

warehousing forwarder technology abnormal track-and-trace
freight ro-ro bulk rail mining logistics Malawi
Angola door-to-door air freight international sea
supply chain management oil-&-gas logistics agent key-accounts
vessel carrier in-transit clearances LCL bonds Mozambique RSA stevedoring
Botswana imports **logistics** shipping cargo FOB
cross-trade Walvis Bay Zambia consolidation
goods FCL clearing & forwarding exports road global
Namibia customs Zimbabwe DRC project & cross-border freight
compliance management containerisation



one-stop-shop
logistics

Accreditations & Memberships



A Passion for Logistics

It was one of those typical wind and dust-ridden days, on Wednesday, 1 October 1924 in the small fishing town of Walvis Bay when Theodore 'Tetje' Woker and Walter Maertens opened the doors of a shipping and forwarding company, called Maertens & Woker Limited. Over the span of nine decades this small company has transformed into a premier logistics and marine industry leader known as Manica Group Namibia.

Since its inception Manica has been at the forefront of developing innovative and integrated supply chain solutions for companies that require shipping and logistics services to and from Africa. Today Manica provides one-stop-shop logistics and marine services, including clearing and forwarding, warehousing, shipping, transport, cargo handling, oil and gas support, ships' agency, lubricant supplies, bunkering and airport ground-handling support.

With a well-established international network of logistics partners Manica is able to offer "global solutions" to local and international customers. We are passionate about finding solutions to the most challenging logistics tasks. Solutions that are often highly innovative but within the business principles of being a safe operator, a responsible partner, ethical and a caring corporate citizen. With Manica at the helm of your off- and onshore logistics management and support requirements, you can sit back with the assurance that we will deliver – anything, anytime, anywhere.

Why choose us?

Manica Group Namibia believes that true logistics is seamless, flexible and hassle-free. Our advantages include:

- Well established Namibian company, more than 90 years of experience
- Service flexibility and bundled services guarantee significant cost saving and faster turnaround time
- "Key Account Management" – you deal only with one person
- Highly qualified staff contingent
- Ample warehousing space
- Continuous optimisation of the supply chain and material flows, cost structures
- Proficient resources, equipment and capacity backup
- Access to international forwarding networks
- High standard of service level agreements and performance indicators
- ISO 9001:2008 certified and a member of various logistics regulatory bodies
- Progressive quality management and safety systems
- Advanced Track & Trace software
- As part of Bidvest Namibia Group, Manica enjoys access to specialized IT services, consumer goods, food and office supplies.



The first staff members of Maertens & Woker at the firm's opening in 1924.

What we offer

Manica is able to offer integrated solutions for the most daunting logistics challenge:

- Complete logistics services, supply chain management and project cargo solutions
- Clearing and Forwarding for sea, air and road transport
- Cross-border and project freight management, compliance checking, customs brokering and consolidation services
- Shore-based logistics support for Oil & Gas, exploration drilling and project management.
- Shipping (exports and imports)
- Ship agency and husbandry services for all types of vessels
- Intermodal transport solutions
- Stevedoring, cargo handling, equipment rental.
- Warehousing, container stuffing, unpacking
- Airport ground handling services
- Lubrication products, greasing technology
- Bunkering
- Procurement, trade and chandelling services:
- Launch service, charters, crew transfers, airport shuttles
- Visa applications, accommodation, car hire and travel arrangements for the marine industry contractor

Subsidiaries & Divisions



105,000m²

Under roof warehousing and open-air storage.

638

21%
6% management
79%

Highly qualified staff contingent.
86% previously disadvantaged.

Equipment

State of the art long-haul trucks, side loaders, super-links, delivery vehicles, forklifts, forklift-trucks (up to 18 tons), cranes (up to 55 tons), reach stackers, gooseneck, hoppers, airport ground handling equipment.

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Proudly



Bidvest



MVA Fund

PASSION

EXCELLENCE

TEAMWORK

INTEGRITY

Driven by our values of passion, excellence, teamwork and integrity, the MVA Fund's mission is to empower our customers through tailored injury prevention programmes and support for their return to meaningful life.

A statutory body established in accordance with the MVA Fund Act No. 10 of 2007, the Motor Vehicle Accident Fund plies itself in the designing, developing, promotion and implementation of road crash and injury prevention measures. Through innovation and visionary leadership, the Fund transformed over the years into a superlative entity, providing a social safety net for persons involved in road crashes and their dependents.

Accordingly and true to its vision of supporting our claimants' journey to independence, the Fund introduced a return to work/

school/community programme in view of ensuring productive life after injury in a road crash.

Initiatives such as the Return To Work Workshop which is hosted with the objective to enhance collaboration with employers in the event their employees are injured in a motor vehicle crash, enable the Fund to positively influence stakeholders and highlight the benefits of the programme, and also provide injured employees who returned successfully to work, an opportunity to share their experiences.

Furthermore, in making return to inde-

pendence seamless, the Fund invests substantially in the house modification project for the seriously injured claimants.

The Fund will further remain aggressive on emergency medical capacity building, while seeking collaborative injury prevention initiatives.

Additionally, the Fund will continue to focus on its drive to become financially solvent. The implementation of the people strategy to ensure unprecedented excellent customer service delivery is also critical as we drive the new strategy.



Call the Accident Response Number **0819682** to report road crashes.

Empowering our customers through tailored injury prevention programmes and supporting their return to meaningful life.

Achievements:

Claims Management:

Claims turnaround time reduced significantly, from two years to thirty days, and thirty minutes for funeral claims.

The Fund continues to settle 59 funeral claims on average per month, and 584 injury grant, loss of support and loss of income claims (combined) on average per month.

Litigation claims portfolio reduced from 117 valued at N\$101 million to 11 valued at N\$ N\$18 million.

Service Accessibility

Improved accessibility through established Service Centres in seven regions, in the towns of Otjiwarongo, Rundu, Keetmanshoop, Ongwediva, Windhoek, Katima Mulilo and Walvis Bay.

Medical Capacity Building

Our emphasis is more on Pillar 5 of the Decade of Action towards road safety, which is the post-crash care environment. The Fund ensures that injured persons are attended to by qualified paramedics, stabilised and transported to the appropriate medical facility for treatment. And that treatment will continue until they are successfully rehabilitated to return to productive life at work, school or in the community.

The Fund launched the Spinal Cord Rehabilitation Unit at the Windhoek Central Hospital in part-

nership with the Ministry of Health and Social Services and Spinalis Sweden Foundation.

Established the Emergency Medical Care Department in partnership with the Polytechnic of Namibia for EMRS capacity building.

Established various Emergency Medical Rescue Service bases at various high accident zones and seconded Paramedics to various State Hospitals in the regions in partnership with the Ministry of Health and Social Services.

Through the Fund's Corporate Social Investment programme, bursaries are awarded annually to students for studies in the fields of Paramedics, Occupational and Physio Therapy. The Fund is also partially funding three doctors' specializing in neurosurgery, urology and orthopaedic surgery.

The Fund houses a national accident response Call Centre, which dispatches and coordinates emergency response services closest to the crash scene once alerted.

Road Safety

The MVA Fund continues to work with law-enforcement agencies, road safety partners, the business community as well as the ordinary road user, to ensure that our roads become safer to use.

Continued engagement of various organizations to adopt a workplace road safety policy is sought, and the Fund has rolled out various campaigns in this regard.

Successfully hosted a Truckers' Road Safety Symposium with the main to promote self-regulation among the trucking community as a sustainable and proactive measure to road safety, to place focus on the improvement of the physical wellbeing of truck drivers and road worthiness of their trucks.

Engaged our seriously injured claimants through the annually held Wheelchair Fun Ride which provides a platform to such claimants and their families to interact socially with MVA Fund staff, to have fun, interact with others, and share experiences and best practices.

Campaigns have also been rolled out in the area of pedestrian safety, including schools public education.

Financial Sustainability

The funding level also continues to improve. To date, funding is at 95% as at end October 2015, compared to 5.5% in 2004.

The Fund's asset base stands at N\$659 million from N\$31 million in 2004.

The Fund's Solvency ratio is currently at 95.5 % from under 5% just 5 years ago.



NAMIBIA AIRPORTS COMPANY (NAC)

UPGRADING AIRPORTS



Mr Tamer El-Kallawi
Chief Executive Officer

VISION

To be a world-class service provider in airports operations and management

MISSION

Develop, manage and operate safe and secure airports on sound business principles with due consideration to the interests of our stakeholders

CORE VALUES

Safety and Security, Integrity, Teamwork, Customer Service Excellence and Innovation

BACKGROUND

The Namibia Airports Company (NAC) Limited was established in terms of the Airports Company Act 25 of 1998. NAC is a state-owned enterprise and its portfolio ministry is the Ministry of Works and Transport.

NAC commenced operations on 05 February 1999 and can pride itself on providing unprecedented safety and security at all its airports ever since. In the course of its existence NAC has made remarkable strides in airport development and management. NAC owns and manages eight airports.

HOSEA KUTAKO INTERNATIONAL AIRPORT (HKIA)

Situated across the mountains

some forty-five kilometres east of Windhoek, Hosea Kutako International is the flagship airport of Namibia, the Land of the Brave.

The country was still under South African administration when the airport was inaugurated in 1964 and named J.G. Strijdom Airport after a former Prime Minister of South Africa. After Namibia gained independence in 1990 the airport was renamed after Namibia's first nationalist leader, Hosea Kutako.

The airport handles over 794 780 passengers annually and about 14 371 aircraft movements. Scheduled airlines calling at HKIA are Air Namibia (Pty) Ltd, South African Airlines (Pty) Ltd, TAAG Angola, Airlink, Condor, South African Express (Pty) Ltd and British Airways (Comair). They service routes to Johannesburg, Cape Town, Luanda and other cities in Africa as well as to Europe through Frankfurt Airport in Germany. Facilities at HKIA include retailers, restaurants, lounges – to sample truly

Namibian cuisine and souvenirs - ground handling, bureau de exchange services, car rentals, parking (short and long-term) and tax refund facilities. Shuttle services provide transport to and from the airport.

Development Plans envisage Hosea Kutako as a centre for connectivity not only in the SADC region but on the whole continent. Its geographical location gives the airport a competitive advantage to gain a huge share of this air travel market.

EROS AIRPORT

One of the busiest airports in southern Africa, Eros Airport is the starting point of Namibia's tourism getaways. The airport

is situated five kilometres from Windhoek's city centre.

Eros Airport handles over 39 368 passengers and 11 419 aircraft movements annually. Commercial, private and scheduled traffic ranges from high performance jet planes to Cessna 201 aircraft, the aircraft most commonly used for charter and fly-in safaris. Airport shuttles connect Eros with HKIA and to downtown Windhoek.

Facilities at Eros Airport include car rentals, retail, food and beverages, advertising services and aircraft hangars.



WALVIS BAY AIRPORT

Walvis Bay Airport is a second major gateway that is developed and managed by NAC. The airport is strategically located among the dunes of the Namib Desert about fifteen kilometres from the harbour town of Walvis Bay. The airport allows for easy and timely access to the mesmerising Namibian coastline and the famous dunes in the Namib Desert. The historic town of Swakopmund is situated just 30 km to the north. Handling over 3 924 aircraft and more than 42 380 passengers annually, the airport offers daily flights to Windhoek, Johannesburg and Cape Town. After take-off passengers enjoy spectacular scenes of the Namib, the oldest desert in the world.

Walvis Bay Airport is primed to become a leader in cargo handling for marine, coastal and mining activities in the area. A new state-of-the-art terminal building as well as refurbishment of the runway are due for completion in the first quarter of 2016.

ONDANGWA AIRPORT

Ondangwa Airport is about eightyfive kilometres north of world-famous Etosha National Park. Strategically located in central northern Namibia, Ondangwa Airport provides access to the Oshana, Oshikoto, Ohangwena, Omusati and Kunene

regions of Namibia. Kunene is a semi-desert region but nevertheless home to the nomadic Ovahimba people. The Kunene River with the scenic Ruacana Falls is the natural border to Angola.

Ondangwa Airport also provides links to southern Angola and furthermore serves as a refuelling stop for flights to central Africa and beyond.

The revamped terminal building at Ondangwa Airport opened in August 2015 and now allows for more commercial activity at the airport. The runway rehabilitation started in mid-2015 and will be completed in 2016. It will then rank as Category 4C (currently Category

3C) which will allow for more traffic and bigger aircraft to land in Ondangwa.

KATIMA MULILO AIRPORT

Situated at another strategic location, among three rivers, Katima Mulilo Airport offers a delightful landing in the heart of the subtropical Zambezi Region. In addition to the Zambezi River, the region is characterised by the Cuando and Chobe rivers.

Flights to Katima Mulilo Airport take you to an animal kingdom with some 450 species, including the famous Big Five. The abundance of game make the Zambezi Region a popular game-watching destination. The national parks in this region are Bwabwata, Mamili and Mudumu. Katima Mulilo Airport also connects to Victoria Falls as well as the Kavango Delta in Botswana.

The airport has become a refuelling stop for traffic from South Africa en route to other parts of the African continent. Katima Mulilo is a border post with customs and immigration services.

KEETMANSHOOP AIRPORT

Keetmanshoop Airport is the biggest airport in the Karas Region in southern Namibia with reliable road connections to the 'must-see' Namib Desert. Situated five kilometres outside the town of Keetmanshoop, the airport is a favourite destination for charter flights carrying mostly hunters and other leisure travellers. But it also has the capacity to cater for wide-bodied aircraft, subject to prior approval by the Namibia Airports Company.

Some of the attractions of the south – the hot water springs at Ai-Ais, the Quiver Tree Forest near Keetmanshoop, the Fish River Canyon (the second largest canyon in the world) and Brukkaros Mountain (the remains of an explosion) near Berseba – are all within easy reach of travellers arriving at Keetmanshoop Airport, a time-saving alternative to self-drives.

LÜDERITZ AIRPORT

Lüderitz Airport, also in the vast Karas Region, is situated among

the dunes and close to the ghost town of Kolmanskop, a prominent tourist destination.

The airport is the quickest route for excursions to see the historic town's colonial architecture, including some Art Nouveau, and the area's unique wildlife which is dominated by seals, penguins, flamingos, wild horses, brown hyenas and ostriches.

For your convenience and safety Lüderitz Airport boasts a revamped fire station and terminal building.

RUNDU AIRPORT

Another great gateway to see the wonders of Namibia: Rundu Airport, only five kilometres southwest of the town of Rundu, is the only airport in the Kavango Region. It is suited for medium-sized tourist or cargo aircraft. Air Namibia operates weekly flights from Windhoek to Rundu.

Rundu Airport offers a shortcut to see the best of the wildlife in the Kavango Region without driving long distances.

Due to its ideal storage facilities Rundu Airport is earmarked to facilitate cargo operations from Windhoek and South Africa to Angola and the DRC. The airport has fuelling as well as customs and immigration services.

SOCIAL RESPONSIBILITY

NAC contributes to improving the livelihood of ordinary Namibians by supporting local and national communities. The focus is on education, employment and the environment.

OUR PEOPLE

NAC has over 250 employees and is committed to looking after the interests of our passengers and people, prioritizing their needs, wellbeing and safety at all times.

OUR ENVIRONMENT

NAC strives to provide a safe and healthy environment for our passengers and people. We work closely with stakeholders and partners, locally and internationally, to continuously improve our performance and reduce our impact on the environment.



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KLD SHIPS AGENCY

OUR SERVICES

- Ships' Agency and Husbandry
(Clearance Protocol etc.)
- Crew Change Logistics
(Meet + Greet; Shuttle Transport etc.)
- Visa Assistance (Work Visa + Transit Visa)
- Project Logistics
(Namport; Launches; Freight + Equipment, Cranes, Transport, Purchasing etc.)
- Support for C&F related Logistics
(Customs; Warehousing; Transport etc.)
- Offshore Supplies and Logistics
(Provisions, Equipment, etc.)
- BSW Support
- Repair Project Logistics
- Mob and De-Mob Support
- CTM
- Dry-Docking Logistics Support
- Supply Vessel Support
- Medevac + Support

OUR PROJECTS

July 2011	- FPSO "USAN"
Sep 2011	- "Noble Duchess" Drill Ship
Nov 2011	- PGS Seismic (4 Vessels)
Nov 2011	- "Scarabeo 9" Rig
Dec 2011	- "Songa Eclipse" Rig
Feb 2012	- FPSO "PSVM"
March 2014	- "Ocean Black Hawk" Drill Ship
June 2014	- "Noble Sam Croft" Drill Ship
Oct 2014	- "Noble Tom Madden" Drill Ship
Dec 2014	- "Noble Bully II" Drill Ship
Sep 2015	- "Songa Equinox" Semi-Submersible
Oct 2015	- "Songa Endurance" Semi-Submersible

Various PGS Seismic Projects 2011 to 2015

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operations@kld.com.na - www.kld.com.na



Namport

WATER AND MARINA DEVELOPMENT - FREQUENTLY ASKED QUESTIONS



Bisey /Uirab
Chief Executive Officer

How far are you with the development of the new marina/waterfront?

A feasibility study was recently completed. The next step would be to publicly request Expression of Interest for private developers to get involved.

How much money will this development cost, and how will it be funded?

Pending the results from the Expression of Interest campaign, it is likely that most portions of the Waterfront and Marina developments will be privately funded. Namport will provide some of the infrastructure, such as the breakwater. The exact amount of funding required is still unconfirmed since this depends on the appetite from private sector.

What are some of the benefits of this new development?

The waterfront and marina promises to integrate a working harbour, local heritage, and revitalise urban development and tourism.

How many shops, restaurants and hotels will be built?

The waterfront and marina development will cater for the following zones:

- Residential
- Commercial
- Hotel
- Mixed use public space
- Marina

How will the new marina/waterfront benefit the Walvis Bay economy in particular and the Namibian economy in general?

The new development will benefit tourism in Walvis Bay and provide more focus on the commercial activities in the waterfront.

How many jobs will be created in the construction phase and after completion?

Developers are likely to phase construction, and job opportunities will be according to market demands. Once construction is completed, the development will create retail, tourism and commercial job opportunities.

When will this project be completed?

It will be completed in phases between 2017 and 2025.

What type of ships will be expected to dock once the

marina is completed?

Yachts, sailing boats, ski boats, small fishing boats.

Namport is proud to be part of the waterfront and marina development and thereby supporting tourism, commerce and industry in the Erongo region of Namibia.



NAMPORT

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www.namport.com





CELEBRATING 15 YEARS OF EFFICIENT ROAD NETWORK FUNDING

Namibia's Vision is to become a prosperous and industrialized nation by 2030. The transport sector is critical to the development of all sectors of the economy and the promotion of national and regional integration. Vision 2030 therefore calls for a safe and cost effective transport infrastructure to be available throughout the country.

The Road Fund Administration (RFA) recently redefined its vision "To be the African leader in sustainable road infrastructure funding, contributing to Namibia's development goals". Thus RFA's strategy is fully aligned to Vision 2030 as well as NDP4 in ensuring a sustainable road sector.

ABOUT US

The RFA was established in 2000 by an Act of Parliament (Act 18 of 1999) to manage the Namibian Road User Charging System (RUCS). The RFA collects levies from all road users utilising Namibia's roads (local and foreign) for the the Road Fund. It allocates funding for the maintenance and rehabilitation of the national road network, traffic law enforcement and road research.

The RUCS provides for an independent regulation of road funding that is economically efficient and compliant with the principles of full cost recovery from road users.

The RFA's basic role thus is that of a road-funding regulator that:

- aims to meet the economically justified funding requirements of the Roads Authority and other Approved Authorities (e.g. Local Authorities), and
- acts as a trustee on behalf of the road users to ensure value-for-money.

The RFA's revenue streams are:

- Fuel Levies
- Cross Border Charges
- Abnormal Load Fees
- Vehicle License Fees
- Mass Distance Charges

The RFA currently has offices across the country and is represented at all Namibian Border Posts:



Border Posts:

- | | | |
|--------------|-------------------|---------------------|
| 1. Omahenene | 7. Ngoma | 13. Velloorsdrift |
| 2. Kashamane | 8. Muhembo | 14. Noordoewer |
| 3. Oshikango | 9. Trans-Kalahari | 15. Sendelingsdrift |
| 4. Katwitwi | 10. Mata-Mata | 16. Walvis Bay |
| 5. Sarasungu | 11. Aroab | 17. Windhoek |
| 6. Wenela | 12. Ariansvlei | |

Ali Ipinge
Chief Executive Officer

Fernando Somaeb
Chief Financial Officer

Rianus !Gonteb
Executive: Programme Management
and Policy Advice

Tuhafeni Nekongo
Executive: Human Capital



FUND ALLOCATION AND BENEFICIARIES

Fund Allocation	Beneficiaries
Maintenance, rehabilitation and construction of the national road network	Roads Authority and Regional Councils (Settlements)
Maintenance of major urban and arterial roads	Local Authorities (Municipalities/Towns/Villages)
Traffic-related maintenance of urban roads and streets	Local Authorities (Municipalities/Towns/Villages)
Traffic law enforcement and traffic information systems	Nampol and Town/ City Police, Roads Authority (NaTIS/Road Traffic and Traffic Inspectorate)
Road research studies	Road Fund Administration/Roads Authority and Tertiary Institutions

Based on the road sector strategy for 2013-2015, the following table represents the set targets and achievements over the period:

Type	Target	Achieved
Bitumen	300 km	334 km
Gravel	270 km	308 km
Rehabilitation	420 km	(112 km)
Regravelling	1630 km	(325 km)
Road condition bitumen	0.8% (17% poor condition)	0.9%
Bitumen road increase	6664 km	7165 km
Gravel road increase	25,709 km	25,921 km

Namibia has done well in terms of the targets set for bitumen and gravel roads, yet it is clear that there is still a huge backlog when it comes to the rehabilitation and regravelling of our road network (which is critical for the preservation of our national roads).

MAJOR ROAD PROJECTS

The following tables depict the major road projects currently underway in the road sector:

Dual Carriageway Projects		
Project description	Road length (km)	Project status
T0106: Windhoek-Okahandja (Sect 3)	10 (total 97)	Contractual completion date: March 2016
T0106: Windhoek-Okahandja (Sect 4a)	28 (total 97)	Commencement date: 18 January 2016
T0105: Windhoek-Rehoboth	84	Planning phase
T0109: Windhoek-Hosea Kutako Airport (Sect 1)	10 (total 44)	Commencement date: 18 January 2016
	Total 132	

Upgrade/Development Projects		
Project description	Road length (km)	Project status
M0118: Oranjemund-Rosh Pinah	100	Contractual completion date: March 2017
M0044: Swakopmund-Hentiesbay-Kamanjab	402 (phase 1: 134km)	Commencement date: January 2016
M0067: Omakange-Ruacana	85	Completion date: September 2015
	Total 587	

Rehabilitation Projects		
Project description	Road length (km)	Project status
T0104: Mariental-Keetmanshoop-Grunau	386	Planning phase
T0601: Windhoek-Gobabis	160	Planning phase
T0202/3/4: Omaruru-Karibib-Usakos-Swakopmund	222	Planning phase
	Total 768	

Mary Hansen
Executive: Corporate Services



Edison Mberirua
Executive: Information and Communication Technology



Alexander Botha
Executive: Internal Audit



Elvis Kambatuku
Executive: Risk and Compliance



THE NATIONAL ROAD SAFETY COUNCIL MEMBERS



From left to right: Member: Rolande van Wyk, Deputy Chairperson: Lynnette Malipa, Alternate Member: Ralph Ludwig, Chairperson: Elphas !Owos-Oab, Member: Willem Goeiemann, Member: Agatha Mwetl, Member: Landine Karunga-Beukes

CONSTITUTION AND ESTABLISHMENT

The National Road Safety Council (NRSC) was established in 1996 in terms of section 2 of the National Road Safety Act 9 of 1972 following a Cabinet resolution of 28 November 1995. The NRSC consists of members drawn from different walks of life and institutions in terms of section 3 of the Act and it is constituted as follows:

FULL COUNCIL

Mr Elphas !Owos-Oab -	Chairman	Mr Willem Goeiemann -	Member of Council
Ms Lynette Malipa -	Vice Chairperson	Mrs Rolanda Van Wyk -	Member of Council
Mrs Landine Karunga-Beukes -	Member of Management	Mrs Agatha Mwetl -	Member of Council
		Mr Ralph Ludwig -	Member of Council



TAKE THE PLEDGE
BE A SAFE ROAD USER!



Find us on Facebook and Twitter | www.nrsc.org.na



The National Road Safety Council TAKING THE PLEDGE



From left to right: Deputy Chairperson: Lynnette Malipa, Chairperson: Elphas !Owos-Oab, Member of Management: Landine Karunga-Beukes

MANAGEMENT COMMITTEE

Mr Elphas !Owos-Oab	Chairman
Ms Lynette Malipa	Vice Chairperson
Mrs Landine Karunga-Beukes	Member of Management

FUNCTIONS OF COUNCIL

The National Road Safety Council in terms of the National Road Safety Act, no. 9 of 1972 is empowered to:

- Prepare and systematically carry out a road safety research programme in conjunction with the National Transport Commission,
- Collate and analyze road accident data to assess associated risks and disseminate appropriate information to road users and by any means deemed fit for such purpose,
- Provide guidance on road safety where necessary
- Consult with all parties concerned in an effort to assist the Minister of Works and Transport in combating road accidents through promotion and awareness campaigns

ORGANISATIONAL SET-UP IN RELATION TO GOVERNMENT

The NRSC is accountable to the Minister of Works and Transport, being the appointing authority, who in turn is accountable to Cabinet and Parliament. Council is however not legally empowered by the current Act to appoint its own staff. In terms of section 4 of the Act this responsibility vests with the Permanent Secretary Ministry of Works and Transport.

TRAFFIC SAFETY SECRETARIAT

Traffic Safety Secretariat, a Division under the Directorate of Transportation Policy and Regulation was created to support the National Road Safety Council in the execution of their duties, which is to assist the NRSC in its executive and administrative work arising from its statutory responsibilities. In other words, the Council, which is autonomous, is assisted by a Secretariat, which is part of the Public Service to carry out its functions.



Eugene Tendekule

The reason for Council's existence is to promote road safety in the Republic of Namibia; to this end the NRSC has committed itself to undertake reasonable actions within its limits to promote road safety. The Council's programme for the promotion of road safety is predominantly characterised by road safety Communication,

Education and Public awareness and Road Safety Research. These functions are served under the Sub-divisions Road Safety Research, Road Safety Communication as well as Road Safety Administration and Support Services.

SUB DIVISION: COMMUNICATION

The Sub-division is responsible for

- Develop and implement road safety awareness and educational programmes
- Develop and produce road safety educational material
- Management of scholar patrol programme
- Community mobilisation
- Co-ordination of Road Safety campaign activities
- Carry out road safety publicity activities



Ambrosius Tierspoor

SUB DIVISION: ROAD SAFETY RESEARCH

The NRSC compiles and carry out a road safety research programme aimed at providing thorough understanding of the prevailing road safety situation to create an environment conducive for informed decision making. The following are key functions of the Sub-division:

- Implementation of Road Safety research
- Collection and analysis of accident statistics
- Monitoring and evaluation of road safety research initiatives
- Development and production of road safety research publications
- Co-ordination of road safety audits Management of resource centre



Laina Shigwedha

SUB DIVISION: ADMINISTRATION AND SUPPORT SERVICES

The Sub-division is responsible for:

- Administration and Support Services to Secretariat
- Financial, personnel and asset management
- Procurement
- Contract management.
- Execution of NRSC resolutions.

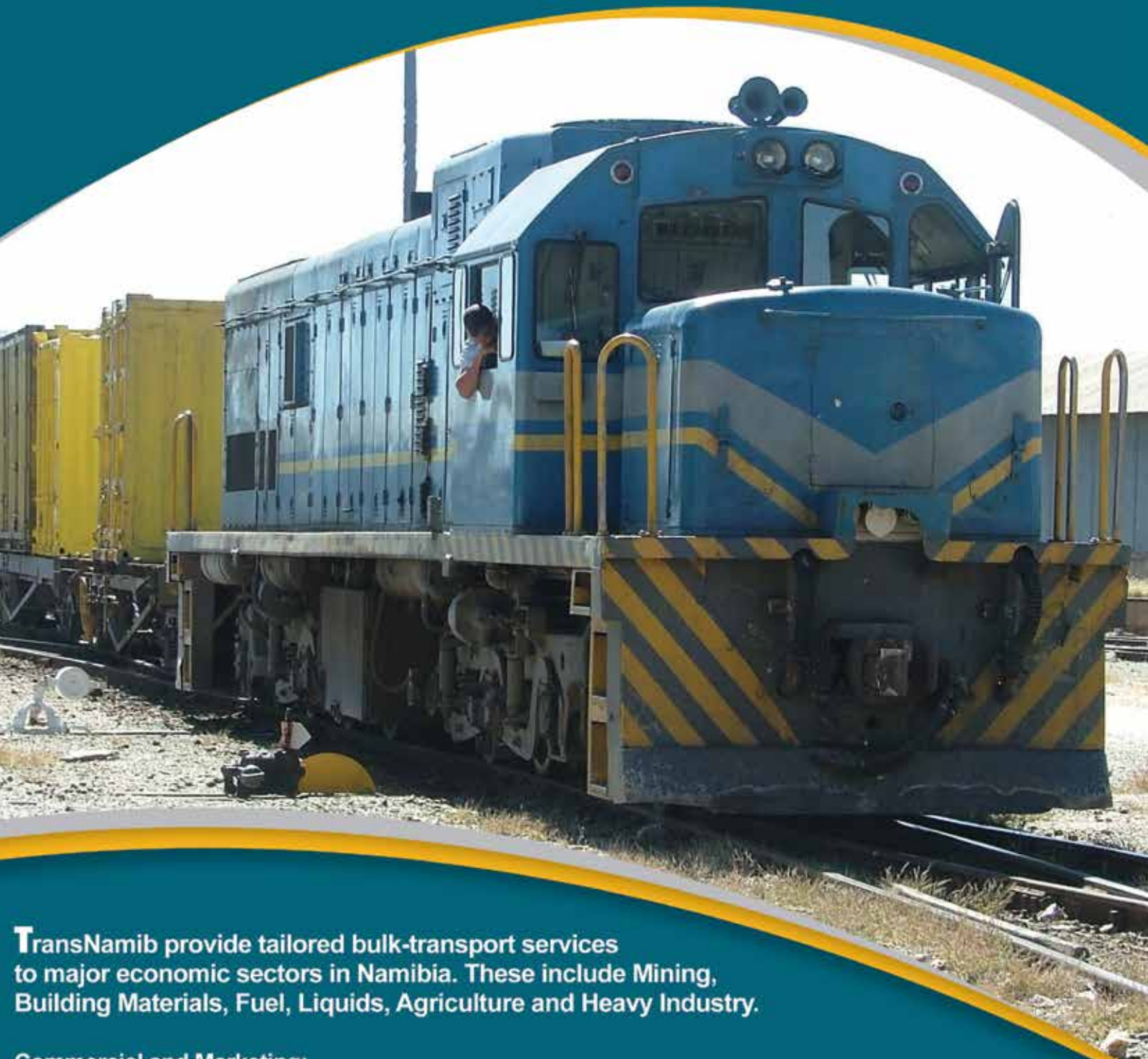


Maria Tubazumbe

NRSC

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Transporting Namibia's Success

TransNamib Holdings Limited

THE ROLE OF TRANSPORT AND LOGISTICS IN NAMIBIA



Hippy Tjivikua
Chief Executive Officer

TransNamib Holdings Limited, the national transport logistics provider in Namibia, specialises in bulk freight and containerised cargo through a combination of rail and road transport. TransNamib facilitates a reliable, cost-effective and seamless movement of cargo across the width and breadth of Namibia.

Over the past few years TransNamib struggled to provide adequate products and services that meet customer demands and expectations. To remedy the situation the Company introduced critical transformation initiatives to improve operational efficiency and effectiveness.

It is an acknowledged fact that rail can play an important role in meeting a nation's challenges of moving increasing volumes of freight. Through investment from the single shareholder, i.e. Government, as well as infrastructure and active stakeholder engagement, the transport and logistics sector should seek to create an environment that responds to the growing role of railway in the distribution of freight. This requires efficient and effective supporting amenities which are critical for viable rail freight services.

Railway is a core element of the ability to move goods efficiently, seamlessly and sustainably, and thereby makes a significant contribution to the prosperity and viability of any economy. TransNamib as a bulk transport service provider can create substantial costs savings for consumers and end-users, with a direct result on the costs of everyday goods displayed on supermarket shelves. The modern day and age thus requires adequate investment levels in the rail sector in order to achieve all the potential benefits for the broader community in terms of affordable goods and services.

A well-organised and modern railway network improves freight and logistics efficiency which



translates into lower production costs, less congestion on our national roads and lower carbon emissions. Furthermore it significantly reduces the high number of fatal road accidents and serious casualties which leave many victims with permanent damages.

Overall, rail offers transportation that is safe, defies congestion and copes with mobility. It is environmentally friendly, an undeniable relief to the road with macro-economic advantages for society and it enhances sustainable integration for transport.

TransNamib will remain committed to provide rail transport and logistics solutions that meet customer demands and expectations through collective efforts between ourselves and the valued customers we serve.

TRANSNAMIB Commercial & Marketing Contacts

Windhoek

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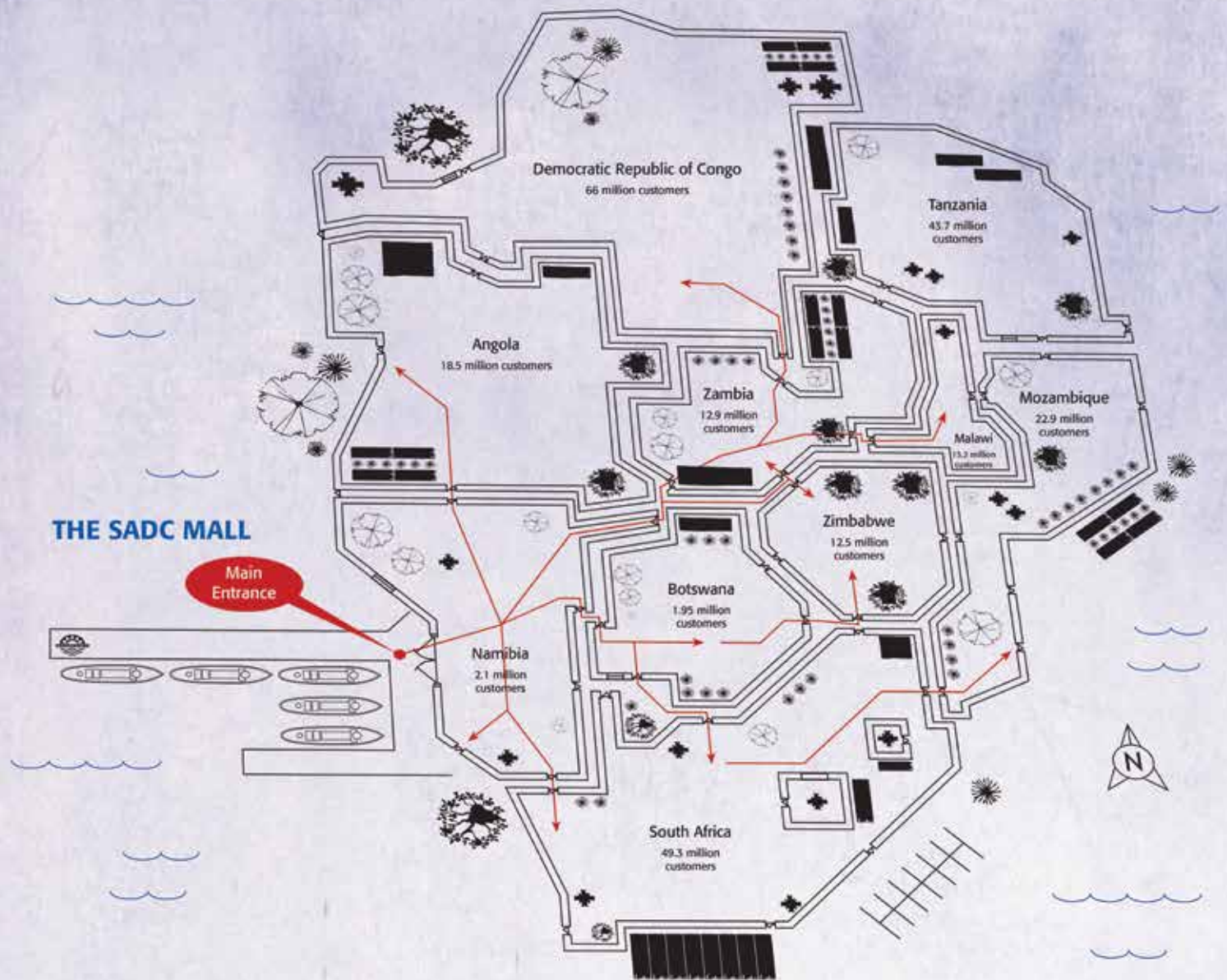
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E. marketing@wbcg.com.na

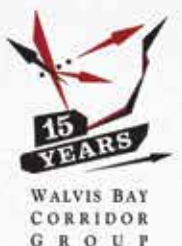
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Walvis Bay Corridor Group

PROFILING THE GROUP



Mr Johnny M Smith
Chief Executive Officer

The Walvis Bay Corridor Group (WBCG), a Public Private Partnership (PPP), was established in the year 2000 as a service and facilitation centre to promote the benefits of using the Walvis Bay corridors through the Port of Walvis Bay to and from southern Africa.

We have to continuously identify opportunities, plan, coordinate, market, advocate for infrastructure development and facilitate trade. It is therefore apparent that this unique institutional arrangement as a PPP is a perfect example of how Government and the private sector work together to create an improved relationship to integrate business potential and utilise transport and trade opportunities to create wealth in the region and beyond which is incredibly important for economic development within the

region and for the growth of the private sector and which without such collaboration we will not reach the full potential of efficient and effective trade routes.

OUR MEMBERS

Namibia Logistics Association (NLA); Namibian Ports Authority (NAMPORT); Walvis Bay Port Users Association (WBP UA); TransNamib Holdings; Container Liners Operators Forum (CLOF) Walvis Bay Municipality; Namibia Chamber of Commerce and Industry (NCCI); Ministry of Finance: Department of Customs; Ministry of Industrialisation, Trade and SME Development: Investment Centre; Ministry of Works and Transport: Department of Transport; Roads Authority; Ministry of Home Affairs and Immigration: Department of Immigration, Air Namibia and the Namibia Transporters Association (NATA).

TRANS-KALAHARI CORRIDOR

The Trans-Kalahari Corridor links the port of Walvis Bay to Botswana's capital, Gaborone, the heartland of South Africa's industrial capital, Gauteng and Zimbabwe. It is perfectly positioned to service the two-way trade between South Africa, Botswana, Zimbabwe, Europe, the Americas and the Far East. This corridor allows for 48 hours' transit to and from Gauteng. The WBCG has opened up a second support office in Gauteng, South Africa, to promote the Trans-Kalahari Corridor for the Gauteng and Botswana markets.

WALVISBAY-NDOLA-LUBUMBASHI CORRIDOR (WBNLDC) (AKA TRANS-CAPRIVI CORRIDOR)

The WBNLDC provides the shortest route between the Namibian west coast Ports of Lüderitz and Walvis Bay and the vital transport hubs of Livingstone, Lusaka and Ndola in Zambia, Lubumbashi (southern DRC), and Zimbabwe. This corridor is perfectly positioned to service the two-way trade between the SADC region and Europe, North and South America and emerging markets in the East.

The WBCG has established a branch office in Lubumbashi, DRC as well as a representative office in Sao Paulo, Brazil and therefore the footprint of the WBCG has been extended to four offices beyond the borders of Namibia, which include Lusaka, Zambia since 2005 and Johannesburg, South Africa since 2008.

TRANS-CUNENE CORRIDOR

The Trans-Cunene Corridor links Walvis Bay's port to southern Angola via Tsumeb and Ondangwa to Oshikango in Namibia and the Santa Clara border post in Angola. It is perfectly positioned to service the two-way trade between Angola, Namibia, South Africa, Europe, the Americas and the East with the rail line that has been completed up to the Angolan border this year.

REGIONAL STAKEHOLDERS AND PARTNERSHIPS

Regional support to ensure harmonisation of standards, allowing for the smooth flow of trade between borders, is ensured through the establishment of regional committees and partnerships with regional bodies, under which the Trans-Kalahari Corridor Secretariat is made up of Government and private sector representatives from Namibia, Botswana and South Africa.

The Walvis Bay-Ndola-Lubumbashi Corridor Management Committee, which is a partnership between DRC, Namibia and Zambia, was established to address problems, which could impede the smooth movement of goods across the borders along the Walvis Bay-Ndola-Lubumbashi Corridor.

Namibia has realised that the role of transport and logistics has become increasingly important to accelerate the growth of the region's economy. In an effort to further support the acceleration of corridor development, the Ministry of Industrialization, Trade and SME Development in

Namibia with the support of the Department of Trade in South Africa has mandated the WBCG to identify ways of attracting investment along the Walvis Bay corridors through the Spatial Development Initiative (SDI) programme. The SDI programme aims to increase the scale of economic activity and improve the diversity of economic activity along these corridors, thereby enhancing the economic growth of the region. The initial focus in terms of economic activities will be on the mining, tourism, manufacturing, agriculture, fisheries and logistics sectors.

Namibia has an important role to play in that the Port of Walvis Bay is strategically located on the West Coast of Africa serving as a strategic link to southern Africa to more than 350 million consumers. With Walvis Bay now firmly established as one of the major entry and exit point to and from Southern Africa, the WBCG is continuously seeking ways to take the corridors to greater heights to maximise the social and economic benefits for Namibia and for the Southern African region as a whole.

Walvis Bay Corridor Group

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Chief Executive Officer

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Westair

FLIGHTS TAILORED TO SUIT YOUR NEEDS

Westair Aviation is a fully integrated aviation service provider based at Eros airport, Windhoek. Starting out as an aircraft maintenance facility in 1967, Westair has grown to become the most experienced aviation company in Namibia. Today Westair has a fleet of more than 27 aircraft that is suitable for any mission, be it transporting freight to Mozambique, VIP charters for the Namibian government or crew rotations for the resource sector. Westair has an experienced and highly qualified workforce of aircraft engineers and pilots who have in the past offered services as far as Libya and Southern Sudan.

WESTAIR OFFERS A DIVERSE RANGE OF TAILORED AVIATION SERVICES WHICH INCLUDE:

- Aircraft leasing
- Cargo flights
- Scheduled passenger flights
- Scheduled freight operations
- Charters and fly-in-safaris
- Geophysical survey flying
- Emergency medical evacuation
- Flight training

BARS ACCREDITED SERVICE PROVIDER

Westair has recently been awarded Green status by the Flight Safety Foundation, thus

becoming the only Namibian based aviation company to hold such safety and quality recognition. Developed by the Flight Safety Foundation, the Basic Aviation Risk Standard (BARS) is the single aviation safety standard for the resource sector and uses a new risk-based model framed around the actual threats to aviation operations and directly linking these to associated controls and recovery/mitigation measures.

The conferment of GREEN status comes as Westair, an approved supplier to the resource and oil and gas industry, works for several of Namibia's top resource companies, having met the standards of the BARS and other audit requirements.

EMBRAER ERJ 145

Westair has recently acquired an Embraer ERJ 145 capable of seating 50 passengers. This aircraft will be used to support current mining clients to conduct crew changes to and from various outstations across southern Africa. With the arrival of this aircraft Westair has become the only privately owned Namibian aviation service provider to offer flexible and tailored solutions for large groups of passengers.

FLIGHT OPERATIONS

Dedicated to customer service, at Westair we pride ourselves on our steadfast reputation and long-standing relationship with our customers. Our experience allows us to deliver transportation services of the highest quality and safety standards.

BUSINESS VIP CHARTER

Westair has a wide range of luxury jet and turbo prop aircraft that are available 24 hours a day seven days a week. Westair provides business and VIP travellers with flexibility and the peace of mind that any destination is just a phone call away.

CHARTERS AND FLY-IN SAFARIS

Westair has a wide range of twin and single engine aircraft that are able to land on unimproved runways. With a large fleet of aircraft that are able to carry up to 11 passengers Westair has the capability to cater for your needs.

CARGO AND FREIGHT OPERATIONS

Westair operates daily cargo flights between Windhoek, Johannesburg and Maputo. Westair also offers tailored cargo flights to anywhere in southern Africa.

EMERGENCY EVACUATION AND AIR AMBULANCE

Over the past seven years E-Med Rescue 24 together with Westair has saved countless lives by responding to medical emergencies. Westair has aircraft on 24 hour standby and is ready to respond to any medical emergency anywhere in southern Africa. Our aircraft are equipped with state-of-the-art medical equipment to handle even the most complex medical cases.

GEOPHYSICAL SURVEY FLYING

Westair has 15 years' experience flying geophysical surveys in Africa. Westair has used various aircraft to conduct survey operations in more than ten African countries operating as far as Libya and South Sudan.

TAILORED SCHEDULE FLIGHTS

Westair provides tailored fixed-wing support to offshore prospecting resource companies as well as current operating companies by flying tailored schedules to various outstations for crew changes.

WESTAIR AVIATION

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As Africa goes digital and new and exciting content and services are being launched, MultiChoice remains committed to provide DSTv and GOtv subscribers with the best possible television entertainment delivered through superior technology and supported by world-class customer services.

The multi-channel pay-television service operates in 49 African countries and the adjacent Indian Ocean islands through a network of local partners, franchises and agents across the continent. Its digital service features over 200 video channels in multiple languages from Africa, America, China, India, Asia and Europe plus 65 audio channels - with a strong focus on local content.

This incredible journey dates back to nearly 25 years ago when Kalahari Holdings and MultiChoice

Africa entered into a joint-venture partnership to bring the magic of M-NET to Namibia in February 1991. MultiChoice Namibia (MCN) received its transmission licence on 16 December 1991 and began broadcasting three days later from Windhoek via terrestrial transmission, which soon expanded to 23 transmission sites across the country. MCN then moved to satellite broadcasting in 1995 with the introduction of DSTv. Today MCN broadcasts on two technologies: Direct-to-Home Technology (DTH) and Digital Terrestrial Transmission (DTT), commonly referred to as DSTv and GOtv respectively.

Since MultiChoice Namibia's inception, there have been numerous proven developments from the pioneer in video entertainment to ensure Namibians can enjoy the ultimate in video entertainment with access to an array of innovative world-class technologies such as mobile television, DSTv Catch Up and the DSTv Explora decoder.

In addition to introducing new products and technologies, Namibia is a proven ground for pioneering new innovations that have and will continue to spread across the African continent. MCN was the first country in Africa to introduce the Digital Terrestrial Transmission platform and again, in March 2014, the first - other than South Africa - to launch BoxOffice allowing DSTv Premium subscribers to rent and keep movies for up to 48 hours. Furthermore, Namibia was the pioneer in successfully implementing MultiChoice Africa's new payment system in 2014, which is subsequently being rolled out in other territories.

MultiChoice Namibia's core social investment makes learning available to educational institutions. To date, approximately 370 schools are beneficiaries of the DSTv Education Bouquet under the MultiChoice Resource Centres throughout Namibia. MCN has contributed in terms of technological advancement

through broadcasting, education, supporting local artists and suppliers with product launches and roll-outs. Namibians featured on the platform by way of participating and even winning major television reality shows such as Big Brother Africa, Master Chef, Survivor Africa and TLC.

MultiChoice Namibia is a truly Namibian business with a total of 120 staff members. Employment creation at our business goes beyond immediate direct employees and also includes 13 agents, 70 retailers and 110 accredited installer companies countrywide.

MULTICHOICE NAMIBIA

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Tel +264 61 270 5222
www.dstv.com

Outapi **Oshakati** Rundu Katima Mulilo
 Opuwo Oshana Ondangwa
Outjo Otavi Tsumeb
 Khorixas Otjiwarongo Grootfontein
Omaruru Okakarara
 Karibib Okahandja
 Usakos **Windhoek**
 Swakopmund Gobabis
 Walvis Bay Rehoboth Aranos
Mariental
 Sossusvlei
Maltahöhe
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One Africa Television

NAMIBIA'S MOST EFFECTIVE COMMERCIAL ADVERTISING MEDIUM



The best way to describe One Africa Television: it is Namibia's most popular privately owned commercial TV station. From small beginnings in 2004 with a broadcast footprint covering Windhoek, Rehoboth and Okahandja, One Africa Television has grown to become Namibia's most popular commercial free-to-air TV station. This rapid growth has been realised through the high level of support from local, regional and international brands, which continue to benefit from the innovative and dynamic marketing platform offered by One Africa Television.

One Africa Television provides a free-to-air analogue broadcast, which requires only a standard television set and antenna for access, and relies solely on advertising income. It receives no state subsidies, licence fees or subscription fees. Through continued innovation and by keeping in touch with its viewer audience, the young and vibrant team at One Africa Television has advanced a sustainable broadcasting model based on viewer popularity and results for advertisers. Rated at a cost (N\$)/1 000 viewers (CPM), One Africa Television offers the best advertising deal in Namibia.

VIEWER POPULARITY

With the inauguration of its satellite earth station in July 2005, the first broadcasts began to the

Namibian towns of Outjo, Swakopmund and Walvis Bay. Since then the station has grown with leaps and bounds.

In 2007 One Africa Television completed a major expansion of its analogue coverage, which ensured its position as the most effective commercial advertising medium in Namibia. Further expansion extended the station's reach to viewers in smaller centres and villages, with grid electricity ensuring maximum penetration of the television-viewing public, and One Africa Television is now available on all licensed free to air and pay TV digital television platforms in Namibia.

Based on available census figures and the current broadcast footprint, One Africa Television provides access to more than 90% of television viewers in Namibia. Its audience ranges from around 300 000 viewers per evening with peaks of up to 600 000 with special events, and a sustained watching time of between two and a half hours and up to four hours. One Africa Television is available on DSTV channel 284 and also on the GoTV bouquet for viewers in Windhoek, Swakopmund/Walvis Bay, Rundu, and Ondangwa/Oshakati. Viewers can also tune in nationally to One Africa Television via the National DTT/NBC set-top box as part of the national digitalisation programme.

PREMIER ADVERTISING MEDIUM

One Africa's advertisers are as varied as its viewers. The majority of One Africa viewers are 16 to 35 years old and 80% have an LSM (Living Standard Measure) between 6 and 10. The client portfolio ranges from major Namibian, regional and international brands to smaller local enterprises. To facilitate local advertising production, a highly successful system has been put in place to assist advertisers and their agencies. To ensure correct and effective placement of advertisements, the marketing function develops media schedules that take shows which are currently broadcast into account, and particularly audiences for such shows in relation to the advertisers' products. With a combination of excellent coverage, economically active viewers, high value programming and excellent human and technological resources, One Africa has become Namibia's largest most effective private mass-market medium.

PROGRAMMING

Besides growing in reach and viewer numbers, the station has also grown in terms of its popular broadcast offering. With the introduction of News on One, a half-hour local news bulletin, and the establishment of a well-equipped newsroom, One Africa has ensured that it provides relevant programming and thereby attracts

even larger audiences. Leading entertainment, reality and talk shows are obtained from across the world, based on their popularity. Ongoing soap operas ensure repeat viewers, particularly in the highly influential female market, with highlights such as the hugely popular telenovela. One Africa is also the only television station in Namibia to air the very popular Afrikaans soap 7de Laan, which is produced in South Africa.

Acknowledging the need for high quality local content, One Africa has established two fully equipped production studios, a fully equipped multi-camera outside broadcast unit and one of the most advanced post-production facilities in the country. Local content combined with proven international formats and excellent production values is feasible. Current local programmes cover news/actuality and Namibian music.

ONE AFRICA TELEVISION

P O Box 21593
Windhoek
Tel +264 61 289 1500
Fax +264 61 25 9450
operations@oneafrica.ta
www.oneafrica.tv



AGRIBANK
OF NAMIBIA

Your all Season Bank

Board of Directors



Terttu NT Uuyuni
Chairperson



Michael NC Iyambo
Vice Chairperson



Michael N Humavindu
Board Member



Dagmar Honsbein
Board Member



Oiva H Mahina
Board Member



Vision

To become the financial institution of choice in the development of agriculture and its related industries

Mission

To promote agriculture and its related activities through affordable and sustainable financial solutions towards socio-economic development in Namibia



Let the
"CAP FIT"

Core Values

- Customer Service:

Striving for service excellence

- Accountability:

Account for and take responsibility for actions taken in public office

- Professionalism:

Striving to apply skills, competence and character expected of a highly trained professional in the conduct of business

- Fairness:

Striving towards Equitable and equal treatment of stakeholders

- Integrity:

Honesty and truthfulness in the conduct of business

- Transparency:

Openness to public scrutiny

Focus

Agribank provides affordable financing to producers, in order to create business value in the agricultural sector and lead Namibia towards wealth creation, poverty reduction and food security. The bank takes responsibility to meet the needs of the farmers through providing innovative solutions. The introduction of Emerging Retail Financing Product (ERFP) and Informal Sector Entrepreneur Credit Scheme (ISECS) is aimed at providing such solutions that will make affordable financing with limited collateral more accessible to the majority of the population. In this regard we are creating a power of scale with financial resources to provide smart solutions to the industry at large.



AGRIBANK
OF NAMIBIA

Your all Season Bank

For further enquiries,
contact the following
Regional Branches

Branches

Windhoek Head Office (061) 207 4111

Email: info@agribank.com.na

Katima Mulilo (066) 252 060

E-mail: katima@agribank.com.na

Mariental (063) 242 818

Email: southern@agribank.com.na

Midland (061) 207 4202

Email: midland@agribank.com.na

Otjiwarongo (067) 304 596

Email: otjeroku@agribank.com.na

Oshakati (065) 221 358

Email: oshakati@agribank.com.na

Rundu (066) 255 645

Email: kavango@agribank.com.na



AGRO-MARKETING & TRADE AGENCY

AMTA was established through a Cabinet Decision 7th/10.05.11/015, as a specialised Agency of the Ministry of Agriculture, Water and Forestry (MAWF), to coordinate and manage the marketing and trading of Agricultural Produce in Namibia. AMTA's mandate is also to manage the Fresh Produce Business Hubs (FPBHs) and National Strategic Food Reserve (NSFR) infrastructure, towards the attainment of food safety and security. In performing its role, AMTA works closely with AgriBusDev and the Namibian Agronomic Board (NAB).

VISION:

To be a centre of excellence in facilitating food security and agricultural marketing and trade

MISSION

- To enhance food security and facilitate agricultural marketing and trade in Namibia,
- To efficiently manage Fresh Produce Business Hubs and the National Strategic Food Reserve,
- To promote industrialisation, value addition and standards compliance of agricultural products in Namibia

CORE VALUES

- Integrity
- Transparency
- Accountability
- Partnership
- Service Excellence
- Innovation





from land...

DID YOU KNOW? For every dollar you spend on local fresh produce, you are creating employment for farm workers.

GET IN TOUCH

HEAD OFFICE: ERF 209, Industrial Road, Lafrenz Industrial Area, Windhoek, Namibia,
Phone: +264 61 202 3300
Fax: +26461236380,
E-mail: info@amta.na

RUNDU FPBH: P. O. Box 2992, Rundu, Namibia
Tel: +264 66 26 88 100
Fax: +264 66 26 88 150
Cell: +264 81129 0887

ONGWEDIVA FPBH: P. O. Box 11513, Oshakati, Namibia
Tel: +264 65 23 25 000
Fax: +264 65 23 25 049
Cell: +264 81 128 0361



AMTA
FROM LAND TO NATION

www.amta.na



... to nation



It all begins with a visit to a place where people still count.

Are you looking for advice, products and services related to animal health, mechanisation, finance, storage and more; or are you a retail client looking for the best offers on quality outdoor, gardening and DIY tools and accessories?

Then talk to the people who care as much about your business as you do. Kaap Agri has been serving the Namibian market since 2004 when the first Agrimark store opened its doors in Aussenkehr. Now there are 14 Agrimark stores plus 3 Express-marks, 1 Pakmark and 1 depot operating in Namibia.

KAAP  **AGRI**
NAMIBIA

PART OF THE **KAAP**  **AGRI** FAMILY:

AGRIMARK

EXPRESSMARK

LIQUORMARK

WESGRAAN

MECHANISATION

Where people still count.

Where people still count.

Kaap Agri is more than just one of South Africa's and Namibia's largest agricultural services groups. We are also people who care about people. After more than 100 years in business, we still pride ourselves on the excellent level of service and support we offer our clients.

We constantly strive to impact our clients' lives in a positive way through matching our genuine understanding of your needs with exceptional service from managers and staff members who really care!

"We constantly strive to impact our clients' lives in a positive way through matching our genuine understanding of your needs."



Who are we?

Kaap Agri provides highly valued agricultural services and products to the agricultural sector and the general public in both South Africa and Namibia. These include:

- Direct agricultural production inputs like fertiliser, seeds and pesticides
- Animal feed, animal health and pet-related products
- Fuels, oils, industrial and domestic gas products
- Gardening and agricultural irrigation equipment
- Horticultural supplies like tools, fertiliser and chemicals
- Fencing material like wire and poles
- Packaging material for the fruit industry, like boxes, bags, punnets and pulp trays
- Industrial packaging and pallets
- Building material such as cement, timber, paint, corrugated iron and plastic
- DIY items like tools, ladders, screws and accessories
- Camping equipment and related accessories for the outdoor enthusiast
- Food, cleaning agents and protective clothing
- Wine and other liquors in certain shops
- Mechanisation services such as tractors and implements
- Grain management and marketing services
- Financing of these services and products
- Kaap Agri is a public company with around 5 300 shareholders, comprising producers, the general public and institutional investors.
- The largest single shareholder is the listed company Zeder Investments Limited, part of the PSG Group. Shares are freely traded over the counter, the average trading being about 0.5% per month.
- Kaap Agri is also the largest single shareholder (32%) of the listed food group, Pioneer Foods Limited.
- Kaap Agri Bedryf Limited, the business arm of Kaap Agri, comprises six executive directors inclusive of the Managing Director.
- Kaap Agri supports BEE, is currently a level 4 contributor and focuses mainly on internal training, development and promotion. We also aid and support emerging farmers and farm workers through various courses at our training academy in Porterville in South Africa.

What do we do?

AgriMark stores: Our popular chain of retail stores which sell tools, building material, outdoor products, horticultural supplies, DIY and much more to agricultural producers and the general public.

Liquormark stores: A chain of liquor stores within selected AgriMark stores, which also specifically promotes locally produced wines.

Pakmark: Our chain of outlets concentrating mainly on the packaging material needs of fruit producers.

Expressmark stores: Since our opening in 2013, we've been extremely pleased to offer low diesel prices, exceptional service and real convenience to locals and travellers alike.

Mechanisation: Dedicated to the marketing of agricultural machinery (tractors, combine harvesters, implements); manufacturing and repair workshops; and providers of spare parts.

Agriplas: Dedicated to the manufacturing of drip irrigation pipes, sprinkler irrigation, and its distribution along with related complete irrigation requisites especially to other retailers and irrigation technicians and installers.

AgriLog: Concentrates on acquisition and logistics of products; purchasing and distribution of products of divisions via product specialists; imports; and the central co-ordination of fuel purchases, storage, and distribution and delivery.

Grain storage: Deals with the receipt, grading, storage and fumigation of grain - mainly wheat, but also barley, oats, rye and lupines. We have 14 grain silo complexes throughout the Western Cape which comprises 320 000 tons in storage facilities.

Grain trade: We offer a complete range of marketing options to grain producers to enable them to realise the maximum return on their products.

Seed processing and distribution: Involved with the increase of base grain seeds by contracted seed producers, processing and distribution of wheat and bean seeds, and distribution of seed potatoes.

Financing: We offer financing for our services and products through customised financing alternatives that suit the needs of producers and clients, including input costs such as fertiliser, fuel and pest management.

Support Services: The industries mentioned are supported by Finance, Administration, IT, Secretariat, Internal Auditing, Human Resources and Communication.

Group Head Office: 5 Dorper St, Northern Industrial, Windhoek; T: +26461226266

Aussenkehr: (063) 297 425
Aranos: (063) 272 375
Gobabis: (062) 565 335

Gochas: (063) 250 007
Grootfontein: (067) 248 500
Grünau: (063) 262 059

Hardap: (063) 240 897
Keetmanshoop: (063) 227 450
Mariental: (063) 241 309

Omaruru: (064) 571 418
Otiwarongo: (067) 300 300
Rehoboth: (062) 521 550

Stampriet: (063) 260 046
Walvisbaai: (064) 277 400
Windhoek: (061) 400 844



Our **Seal of Quality** is your assurance of tasty and tender naturally produced Namibian red meat.

Trust in Quality and Hygiene

Tel +264 61 275 830 | Fax +261 61 228 310
PO Box 38, Windhoek, Namibia
info@nammic.com.na | www.nammic.com.na



Meat Board of Namibia



Meat Board of Namibia

NAMIBIA'S RED MEAT - AFRICA'S CHOICE MEAT - NATURALLY PRODUCED, TASTY AND TENDER



Ms Patricia Gurubes
Chairperson

Namibia's natural environment tells the story of its red meat. About 70,000 square kilometres of the country's total surface area of 824 300 square kilometres are suited for agriculture, of which 52 per cent is utilised by cattle farmers and 33 per cent by small-stock farmers. Namibia's red meat (beef, mutton, goat and game) is produced by animals that feed on natural vegetation, without the use of growth stimulants, antibiotics or animal by-products.

The safety, health and high quality are verified by tracing the product all the way from the farm of origin through to the consumer. This is achieved through the implementation of Africa's first comprehensive farm assurance scheme, the Farm Assured Namibian Meat Scheme (FANMeat), which is managed by the Meat Board. The use of the FANMeat logo confirms that Namibian export meat is produced according to standards laid down by our trading partners in a single scheme.

Namibia's excellent beef originates from top quality animals. The most popular breeds are the Brahman, Simmentaler and Bonsmara as well as the indigenous Sanga varieties. Crosses of these breeds are well adapted to Namibia's environmental conditions. They are bred according to market requirements, that is taste and tenderness. The main breeds of sheep are the Dorper

and the indigenous Damara, which are well adapted to Namibia's sensitive grazing conditions.

Namibia has several abattoirs that are certified to export to South Africa. Three abattoirs are also certified to export to the European Union. Meatco is the largest meat processor in Namibia with abattoirs and meat processing facilities as its core business. Other world class facilities situated at Witvlei near Gobabis, the Farmers' Meat Market near Mariental and at Brukkaros near Keetmanshoop. These facilities are certified to export beef and sheep meat to the European Union and Norway, respectively.

Ultimately, Namibia is proud to serve retailers and consumers natural meat of the highest quality, which is traceable, safe, tasty and tender.

The functions of the Meat Board of Namibia include:

The Meat Board of Namibia is a statutory body which came into existence in 1935 and facilitates the export of livestock, meat and processed meat products to importing countries. The Meat Board regulates the meat industry through managing annual production of livestock and meat, as well as import and export control. It further implements projects on behalf of the industry, Meat Board and Government, with or without external financiers to develop the industry.

STRATEGIC CHARTER

The Strategic Charter of the Meat Board was developed based on the following building blocks:

- A healthy, disease-free meat industry
- Quality Namibian meat
- Export growth and market diversification
- A respected, world-class regulatory organisation
- Profitable, advanced and cohesive meat industry
- Active stakeholder engagement

- An effective, autonomous and self-sustainable.

VISION

The vision of the Meat Board of Namibia is to be an internationally recognised organisation that promotes a profitable, vibrant, quality-driven Namibian meat industry in local and international markets.

MISSION

The mission of the Meat Board of Namibia is to promote a conducive environment for sustainable livestock production, market growth and diversification for livestock, meat and meat products; and to maintain standards and quality assurance by way of appropriate regulatory intervention.

CORE VALUES

At the Meat Board we strive to uphold the core values of *Integrity, Teamwork, Fairness, Independent Thinking, Pro-activity and Accountability.*

KEY STRATEGIC ISSUES

- The need to have sound regulatory systems in place to control mandated standards and quality assurance around production, processing and marketing
- The need to promote export diversification by increasing market access to competitive markets
- The need to strengthen relations with government and key stakeholders leading towards improved collaboration and partnerships
- The need to ensure the Meat Board remains a self-sustainable organisation
- The need to advocate animal health and welfare as a first step in being globally competitive

ENSURE A SUSTAINABLE ORGANISATION

EXPECTED OUTCOMES

- Sustainable financial position
- Sound reputation nationally and internationally

STRENGTHEN STAKEHOLDER RELATIONS

EXPECTED OUTCOMES

- Regular consultations with Meat Board and stakeholders and vice versa on industry matters
- Meat Board respected as the authority on meat matters in industry

MEAT MARKET ACCESS MAINTENANCE & DIVERSIFICATION

EXPECTED OUTCOMES

- Existing markets maintained
- New markets developed

REGULATORY CONTROL OF STANDARDS, QUALITY ASSURANCE AND IMPORT/EXPORT CONTROL

EXPECTED OUTCOMES

- Improved compliance with regulations
- More detailed management information on the Namibian meat industry

PRODUCTION, PROCESSING AND MARKETING

EXPECTED OUTCOMES

- Increased financial viability of livestock production
- More informed and educated producers, processors and consumers
- Better collaboration with Directorate Veterinary Services
- Improved animal health status in NCA to attain international recognition
- Maintenance of animal health status south of the Veterinary Cordon Fence

MEAT BOARD

PAUL STRYDOM
GENERAL MANAGER
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AT A GLANCE

WHO WE ARE

Meatco is a meat-processing and marketing entity. We serve niche markets locally and internationally with premium quality products that are traceable all the way from the farm to the fork. We buy cattle from farmers engaged in extensive livestock farming conditions that lend unique characteristics to our end product, which, after being processed through our world-class value chain, fetches a significant premium in carefully selected markets across the globe.

In recent years, Meatco has also started to integrate backwards into the value chain to produce slaughter-ready livestock in partnership with producers. The Corporation was established and is regulated under the Meat Corporation of Namibia Act to serve, promote and coordinate the interests of livestock producers in Namibia. The Corporation is also listed as a state-owned enterprise under the State-owned Enterprises Governance Act, 2006 (Act 2 of 2006), although the Government has no shareholding or direct financial interest in Meatco.

OUR OBJECTIVES

The overall objectives of the Corporation, set out in Section 3 of the Meat Corporation of Namibia Act, are the following:

- To serve, promote and coordinate the interests of the producers of livestock in Namibia, and to strive for the stabilisation of the meat industry of Namibia in the national interest
- To erect, rent, purchase or otherwise acquire, stabilise, optimally utilise and maintain abattoirs and other meat factories in the public interest
- To rationalise abattoir and related factory activities, and conduct and manage such business in an orderly, economical and efficient manner, and
- To market products within Namibia and elsewhere to the best advantage of the producers of livestock in Namibia.



WHAT WE LIVE FOR

VISION: Our vision is to have the most sought-after meat brands in selected markets in the long-term interest of our stakeholders.

MISSION: We will achieve this vision by creating added value for our customers through unique competencies, cost-effective processes, sound social and environmental practices, and motivated staff.

OBJECTIVE: Our principal objective is to maximise producer returns sustainably.

WHAT WE DO

In our efforts to become a leading and admired provider of premium products to niche markets, we have assumed the responsibility of running our business in accordance with the highest technical, ethical, social and environmental practices.

Our organisation and processes are regularly audited by independent, internationally recognised auditing companies such as SAI Global. All our facilities comply with International Organization for Standardization (ISO) 9002, Hazard Analysis and Critical Control

Meet our Exco Members



1033:2007, and the quality benchmarks set by the South African Bureau of Standards (SABS). The core of Meatco's business lies with the producers of cattle. We act as a value adding and marketing operation on behalf of producers, and pass the value gained from various markets back to producers through the producer price paid for cattle.

HOW WE ADD VALUE

Adding value to Namibian beef starts in the veld, where farmers rear cattle using natural methods. Animals raised freely on veld grass for the majority of their lives and no growth hormones or routine antibiotics are used in their rearing. We therefore also constantly develop our value chain by placing greater emphasis on the quality and unique characteristics of our beef. To highlight the unique qualities of our product, we have developed our very own Nature's Reserve brand of products, which, along with the Meatco brand, acts as a vehicle to extract the maximum value from international markets for the Corporation's livestock producers. Meatco's Nature's Reserve brand has opened free-range beef marketing channels and serves various international customers.

We believe that the key to the unique flavour of Nature's Reserve is our emphasis on healthy and content cattle; therefore animal welfare is a priority.

WHO GOVERNS US

COMPOSITION OF THE BOARD OF DIRECTORS

The current Board of Directors was appointed on 4 October 2013 for a period of three years. In terms of section 5 of the Meat Corporation of Namibia Act, the Minister of Agriculture, Water and Forestry appoints Meatco's Board from individuals nominated by respective member and other stakeholder groups.

The Act provides for the Minister to be tasked with appointing six Directors to represent the interests of —

- the Corporation's employees (one person, nominated by employees)
- Communal farmers (one person, nominated by the members of Meatco)
- Commercial farmers (one person, nominated by the members of Meatco), and
- producers of livestock (two persons, nominated by the members of Meatco).
- The sixth Director is nominated by the Minister.
- Section 15 of the Act also allows the Board to co-opt a maximum of three additional persons to serve on it, but such co-opted members have no voting rights.

HOW WE'RE MANAGED

Ethics

We are committed to being ethical and responsible. Our values guide our behaviour.

To succeed, trust has to be maintained between Meatco and our producers, and between Meatco and our customers, other industry players, business partners, regulators, Government authorities and our other stakeholders. Our Code of Conduct, which informs our business principles and policies, and offers guidance on how to apply them, steers our interactions with our stakeholders.

Governance

Good governance is fundamental to business sustainability. We therefore continue to ensure that our governance structures support effective decision-making and robust control, and are aligned to changing requirements as well as local and international best practice.

Risk management

There is no opportunity without risk. For this reason, we have appropriate structures in place to identify, monitor and manage our risks effectively. Risk is managed at three distinct levels in the Corporation — the line manager at operational level, the Executive Committee, and the Audit and Risk Committee of the Board.

Remuneration

Our policy is to use remuneration as one of the tools with which to attract and retain leaders of the highest calibre, while making sure that our executives are compensated according to their performance. The latter aspect is measured not only in terms of financial and strategic delivery, but also in terms of how faithfully they apply our business principles and Code of Conduct.

Don't settle for **meaty-yolker...** because you deserve better.

Organic Lifestyle

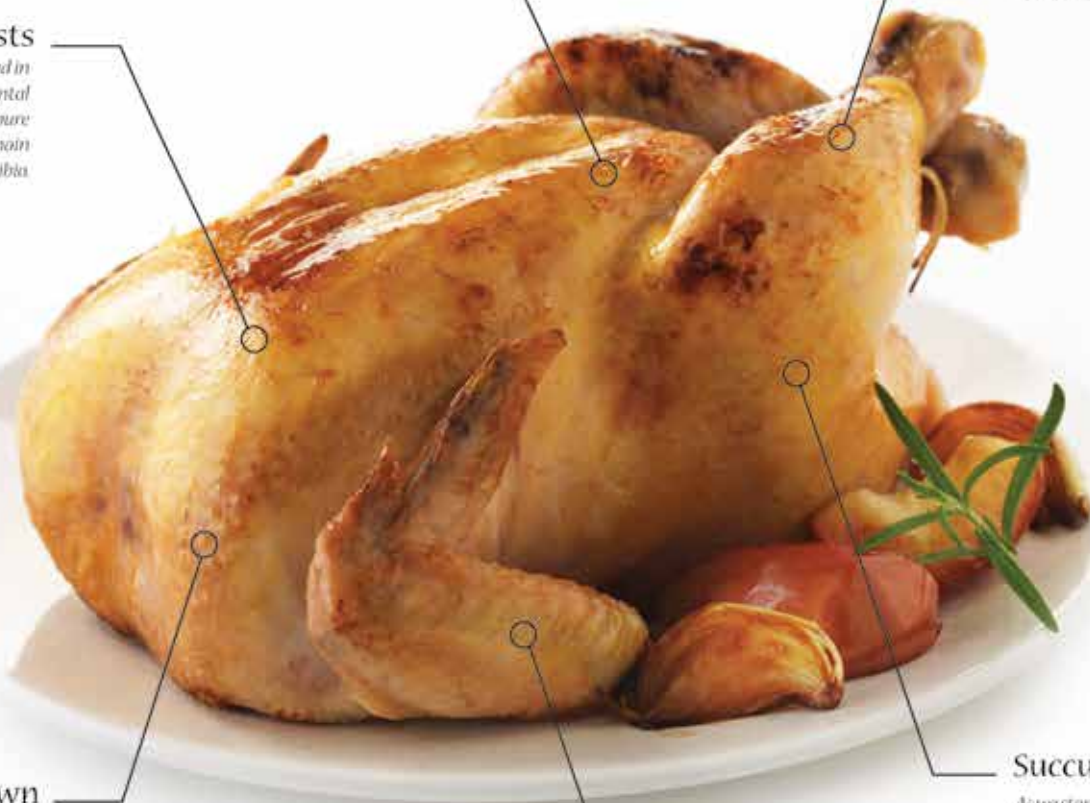
Our chickens enjoy a healthy natural diet of soy, maize and water, and are processed at the highest levels of hygiene. This guarantees that only the most nutritious chicken lands on your plate!

Juicy Drumsticks

Through our five routes of distribution nationwide, we run our chickens around the country, ensuring the freshest Namibian chicken.

Tender Breasts

Our chickens are raised in the best environmental conditions and on a pure diet, ensuring they remain the juiciest in Namibia.



Home-Grown

Our chicken farm is located only 30km outside Windhoek, which ensures the best farm-fresh Namibian chicken is always available to you.

Meaty Wings

Never sacrificing price for quality, we guarantee the nourishing freshness of our chickens for the ever-growing national market; we are set for take-off and further expansion!

Succulent Thighs

As we stand up for a balanced ecosystem, we ensure that we commit to a sustainable environmental policy and 100% utilisation of our products: even our chicken manure is used for fertiliser.



NAMIB POULTRY

BECAUSE YOU DESERVE BETTER

WELCOME TO THE FUTURE OF FARMING



CALCULATE PROFITS



MANAGE YOUR FARM



RECORD RAINFALL

The new Feedmaster App puts farm management & profits in your pocket. Download it for FREE today.



Feedmaster
Your Quality Solution





GEOCARTA
NAMIBIA



Technical Support
Educational Services
Professional Services
Software & Hardware Sales

Geocarta - Cartography for Namibia

GIS AND DATABASE CONSULTANCY SERVICES TO THE INDUSTRY

OUR PROFILE

Geocarta Namibia is a Black Empowerment Enterprise (BEE), founded in June 2004 to provide expert GIS and database consultancy services to the spatial industry. Geocarta Namibia is a certified Business Partner of ESRI, ESRI Southern Africa and ESRI South Africa. This certification entitles Geocarta to full support from both of these organizations and to resell the product range of ESRI.

OUR MANAGEMENT TEAM

Allan le Hané is the Managing Director of Geocarta. He has held this position for the past eleven years since the consultancy's inception and is a GIS specialist. Allan has worked as GIS project manager on various topographic map revision projects for sixteen years. He has also managed other businesses outside the spatial industry for more than seven years. In early 2006 Allan joined the ESRI international teaching programme and obtained his authorization to teach ESRI-developed courses.

Matthias Metz is a GIS specialist and the Technical Director of Geocarta. He holds a master's degree in Geography. Since the year 2000 he has worked as an Advisor in the GIS field on various GIS projects in Southern Africa. His main area of interest and expertise is GIS in spatial planning, infrastructure management such as roads and electricity networks, embedding GIS in organizations and spatial data management. In early 2006 Matthias joined the ESRI international teaching programme and obtained his authorization to teach ESRI-developed courses.

Olaf von Plato is the ArcGIS Technical Product Manager. Olaf has worked on various topographic mapping and GIS projects for the past sixteen years. Olaf also has experience in remote sensing applications and geophysical exploration.

The Management Team is supported by five qualified staff members.

OUR SERVICES AT A GLANCE

Sales

We specialise in the sale and supply of both hardware and software

for GIS as well as GIS and remote sensing related systems. This includes the full product range of ESRI and ITT/ENVI.

We also specialise in the sale and supply of Mobile GIS Solutions on Trimble GPS Platforms.

Consulting and Project Management

- GIS Project Management
- Total GIS Outsourced Solutions
- Spatial Data Integration
- Database Design, Development and Implementation
- Geospatial Analysis
- Metadata Implementation
- Aerial Surveys, Orthophoto Production, Intimate Sensing (ArcPAD Mobile GIS)

Application Development

- Customization of GIS applications for client requirements
- Standalone and embedded GIS application development
- Web-based mapping and web page development
- Geodatabase design and development

Data Services

- Data Capture
- Data Conversion
- Data Compilation
- Co-ordinate Transformation

Training & Support

Accredited ArcGIS (ESRI-developed courses and user-customized courses)
ArcView GIS (ESRI)
ArcPAD, ArcPAD Application Builder (ArcPAD Studio)

PROJECTS

Education

Polytechnic of Namibia

12/2008-09/2010
ESRI Spain, Central Bureau of Statistics & Polytechnic of Namibia (PoN): Technical Support with the implementation of a Bachelor's Degree in Geoinformation Technology (BGIT). The support included the review of educational material compiled by ESRI Spain; training of lecturers at the Land Management Department (PoN), delivering of courses developed by ESRI Spain to BGIT students, and general technical support with regard to running the established ESRI laboratory. The assignment

also included technical support for the Central Bureau of Statistics with regard to Census Mapping Exercise in the preparation of the 2011 National Housing and Population Census, and coaching CBS GIS staff in the utilization of GIS and Mobile GIS Technology.

Roads Authority - Ongoing

- Technical support and road proclamation
- GIS Maintenance on the Road Referencing System (RRS)

Local Authorities (Otjiwarongo, Tsumeb and Okahandja) - Ongoing

Cadastral Management Systems

Ministry of Mines & Energy - 2006

Off-Grid Electrification Plan, with Consulting Services Africa as the main contractor.

Ministry of Lands and Resettlement, Namibia & Botswana - Ongoing

- ArcCadastré, ArcGIS and map production training to all sectors and divisions.
- Land use planning (Karas, Hardap and Kavango regions). Stubenrauch Planning Consultants as main planning contractor.
- Implementation of LUCIS mapping in the Kavango Integrated Regional Land Use Plan in collaboration with Chris Brooks from SAREP.
- Land use planning for Omaheke Region, with Geocarta as the main contractor.
- Monitoring and Evaluation System to manage Land Reform Activities in Namibia (RDBMS Development for monitoring and evaluation of land reform activities, including ArcSDE geodatabase generation on SQL Server Express with regard to the Ministries Resettlement Program. The project also comprises GIS application development (Cadastré Capture Tools) with regard to the Ministries Resettlement Registry.
- Topographic Map Revision for the Omaheke Region, reproducing and renewing 1:10 000; 1:50 000 and 1:250 000 map sheets for the region

and setting up the Regional Topographic Database.

Swede Survey - 2007/8

- Places of interest field survey in the Karas Region
- Gopa Worldwide Consultants
- 03/2010-03/2014
- Community-based Rangeland Management in the Northern Communal Areas of Namibia; Geodatabase development and maintenance, technical support with regard to the creation of land use maps for identified rangeland intervention areas.

Namibia Tourism Board (NTB) - Ongoing

Assistance to NTB with the production of the 2008/2011 Namibia Tourism Map, with Dr Yves Baudot as main contractor.

Corridor Development Consultants - Ongoing

Business Survey for assessing the Impact of Corridor Development on Developing Communities (Rundu).

Rössing Uranium Mine - 2007

Mapping and Animation of an Archaeological Site, with Dr John Kinahan as main contractor.

National Planning Commission

National GIS Survey and Data Collection.

Urban Dynamics/SDE - 2006

Rural Electrification Master Plan

Namibia Statistics Agency

Training and support to national data collection for 2012 census (ongoing).

Varied

GIS training program (ESRI Developed Course)
Taking on University and Polytechnic of Namibia students for in-service training and industry readiness preparation.

GEOCARTA

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Tel +264 61 24 7848
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Geocarta@iway.na



STANDARDS DEVELOPMENT



CERTIFICATION



TESTING, INSPECTION, METROLOGY



ABOUT THE NAMIBIAN STANDARDS INSTITUTION

The Namibian Standards Institution (NSI) is the National Standards Body responsible for coordinating all standardization and quality assurance activities in the country and thus represents Namibia at regional and international standardization bodies. The NSI is a specialized agency of the Ministry of Industrialisation, Trade and SME development established in terms of the Standards Act, 2005 (Act No. 18 of 2005).

OUR SERVICES

The main functions of the NSI are:

- To manage and coordinate the implementation of the National Quality Policy and promote quality in society.
- To develop, adopt and publish Namibian Standards (NAMS) where needed in compliance with Annex 3 of the WTO/TBT agreement.
- To provide training to external stakeholders on selected standards
- To provide accurate measurement traceability to international standards (SI) through the Metrology laboratory.
- To provide reliable testing services mainly on fish and fishery products, shellfish; potable water, sea water and wastes to the aquaculture, fishing and other industries through its Chemical and Microbiology laboratories to ensure product safety.
- To provide inspection services on land-based factories and vessels, sensory evaluation on chilled as well as frozen fish and fishery products and lastly issue health guarantees on products in facilitation of trade.
- To conduct inspection on canned fish and beef products and provides food safety technical support to the fishing and mariculture industries.
- To certify products and systems through the NSI Marks of Conformity, Certificates of Conformity in order to ensure products and/or systems conform to specified requirements.

CONTACT US



Ueritjiua Kauaria

GM: Standards Development and Coordination



Lorne Shikongo-Kuvare

GM: Certification



Cecilia Hinda

GM: Regulatory and Consumer Protection

ISSUED BY CORPORATE COMMUNICATIONS DIVISION

061-386417 query@nsi.com.na www.nsi.com.na

creating peace of mind



STANDARDS DEVELOP-



CERTIFICATION



TESTING AND INSPECTION



CERTIFICATION SERVICES

The NSI Certification Department provides independent third party conformity assessment services to its clients. Staffed by highly competent and experienced auditors, the division provides product certification (Standard and Premium Mark) and system and persons certification to the Namibian business community according to the requirements of ISO/IEC 17065, ISO/IEC 17021 and ISO/IEC 17024.

Certification from the NSI provides organizations with the assurance that their products and services consistently comply with certain predefined standards, customer requirements and applicable legislations.

Namibian goods and services, that meet the requirements of the applicable Namibian and any international standards, are awarded a certificate of conformity bearing a specific and applicable NSI Certification Mark of Conformity.

TESTING AND INSPECTION SERVICES

Testing services are provided by the NSI Food Laboratory which houses the Marine Biotoxins and Microbiology Laboratories in Walvis Bay. Testing services are provided for the Marine Biotoxins in Shellfish, and Microbiological tests for food (mainly fish), water and swabs. The Food Laboratory is accredited to the international standard ISO/IEC 17025:2005

The NSI Inspectorate division carries two main activities these are **inspection & surveillance** and **sampling & product inspection**

The NSI Fishery Inspectorate facilities in Walvis Bay and Windhoek are accredited to the international standard ISO/IEC 17020:1998.

METROLOGY DIVISION

Metrology (Measurement Science and Technology) is the science and practice of precision measurements.

The NSI's Metrology division carries two major units Scientific & Industrial and Legal Metrology. The Scientific and Industrial Metrology division calibrates measuring equipment and instruments for customers in order to ensure accuracy, traceability and international recognition of the results for the benefit of the national economy and the avoidance of Technical Barriers to Trade-TBTs.

While the Legal Metrology Section offers two major services these are **the verification of prescribed measuring instruments** and the **inspection of pre-packages and labelling**.

Executive Management Team



Franz Gertze
Chief Executive Officer



Asnath Kaperu
Deputy Chief
Executive Officer



Dennis Van Rooyen
Head: Administration



Sara Alweendo
Head: Qualifications



Polli Andima
Head: Accreditation,
Assessment and Audit

The NQA management and entire workforce is committed to boldly pursuing excellence and quality service that will transform the NQA into a globally reputable qualifications authority.

Transforming education, training and development in Namibia through quality assured qualifications!

Organisational Mandate:

The NQA is mandated to exercise and perform the statutory powers, duties and functions in line with the Namibia Qualifications Authority Act (Act no. 29 of 1996) as outlined under subsection titled 'The Objects of the NQA' Articles 3 (a) - (j):

- a. Set up and administer a Namibia Qualifications Framework (NQF);
- b. Be a forum for matters pertaining to qualifications;
- c. Set up the occupational standards for any occupation, job, post or position in any career structure;
- d. Set the curriculum standards required for achieving the occupational standards for a given occupation, job, post, position in a career structure;
- e. Promote the development of and analyse benchmarks of acceptable performance norms for any occupation, job, post or position;
- f. Accredit persons, institutions and organisations providing education and courses of instruction or training as meeting certain requirements as set out in Section 13;
- g. Evaluate and recognize competencies learnt outside formal education;
- h. Establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications;
- i. Inquire into whether any particular qualification meets the national standards; and
- j. Advise any person, body, institution, organization or interest group on matters pertaining to qualifications and national standards for qualifications.

Contact Us:

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Queries related to accreditation status verification:

advice@namqa.org

Evaluation related queries:

evaluation@namqa.org

Queries related to the National Qualifications Framework:

nqf@namqa.org

Website:

www.namqa.org

Contact Person

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Manager: Marketing and Communication

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Website: www.namqa.org

We believe that every Namibian deserves an opportunity to reach their full potential and quality education is the key to unlocking that potential.



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Managing Director



**Jacqueline
Ebenau-Robbins**
Sales and Marketing
Director



**Lelanie
van den Heever**
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NIPAM
NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT



The Namibia Institute for Public Administration and Management (NIPAM) is Namibia's premier management development institute for the public sector. With three dedicated business centres for central, local & regional government and public enterprises, NIPAM has been delivering quality programmes and courses for civil servants since 2011.

At NIPAM we see it as our mission to instill a culture of competency and customer service in the public sector, and to be a leading think tank on public policy. Our courses and programmes help public sector employees, from receptionist to Permanent Secretary, to excel in their chosen career paths.

In partnership with world-class educational institutions we develop vital skills such as critical thinking and analysis, idea generation and strategic decision-making. By encouraging the right attitudes and values, NIPAM endeavours to inspire a sense of pride and confidence in serving the nation.

Embracing the new culture of performance management in government, NIPAM has designed a dynamic curriculum aimed at creating a public service culture that values good governance, cooperation and coordination.

At our campus in the leafy Windhoek suburb of Olympia we offer all the facilities a modern educational institute requires, from lecture rooms with all the technological support conceivable, to spacious conference halls, a well-equipped learning resource centre and a fully stocked cafeteria.

NIPAM is, therefore, the partner of choice for mindful and dedicated public service professionals who seek an opportunity for personal growth and self-actualisation and wish to be a player in the process of building Namibia as the best country to live and work in, and as a model for Africa.

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www.nipam.mdi.na





To inspire and enable for powerful transformation

Leaders with soft hearts, tough minds, skillful hands and upright characters

- In Namibia for Africa -

CERTIFICATE IN TRANSFORMATIONAL LEADERSHIP (NQA ACCREDITED)

We inspire and enable leaders to have the power to transform performance!

Training takes place at the Rock Lodge and is available for any individual who has a desire to make a difference - transforming yourself, your relationships, performance at the workplace and your community.

TRAINING COSTS CAN BE CLAIMED BACK FROM THE NAMIBIA TRAINING AUTHORITY (conditions apply)

COST:

N\$17,000 for three weeks of training (15 full days) and a Marriage Enrichment Seminar.

(Includes accommodation, meals, training, curriculum and six books.)

TRAINING FOR 2016 STARTS ON THE FOLLOWING DATES:

J026: Week 1: 15-19 February 2016

J027: Week 1: 06-10 June 2016

J028: Week 1: 08-12 August 2016

J029: Week 1: 07-11 November 2016

CONTACT:

To request your application form or more information

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administrator@thenamibiandream.info

Tel +264-61-250229

Tel +264-62-506023/45



Please contact us for more information on our sophisticated conference facilities contrasted by the splendid solitude of the Namibian bush



Location: 82km outside Windhoek on the B2 to Swakopmund



The Rock Lodge can luxuriantly accommodate 68 people and our Rock Training Centre can accommodate 140 people

We provide activities such as Team Building, Obstacle Courses, Sports and Adventure Camps, Conflict Management and teaching on leadership, life, family and marriage enrichment



Tel: +264 62 506001

Fax: +264 62 503170

email: info@rocklodge.com.na

website: www.rocklodge.com.na



African Leadership Institute

TO INSPIRE AND ENABLE FOR POWERFUL TRANSFORMATION

NAMIBIA, OUR BELOVED LAND IS A

- Land of Peace – The legacy of our founding father, His Excellency Dr Sam Nujoma
- Land of Stability – The legacy of our former president, His Excellency Hifikepunye Pohamba
- Namibia is now moving towards being a
- Land of Prosperity – The legacy which our current president, His Excellency Dr Hage Geingob, has committed himself to

OUR CHALLENGE

Our challenge is that peace and stability alone are not enough. To achieve prosperity we need everybody's input. We need more people moving from passivity to productivity and more people moving from rights to responsibilities. We need more leaders!

WHO IS THE AFRICAN LEADERSHIP INSTITUTE?

The African Leadership Institute was founded to equip and develop leaders to transform Africa. We believe that Africa should solve its own challenges (like corruption, crime, poverty, HIV/Aids, unemployment, lack of specialised skills, inferiority, passivity, economic freedom, etc.) and in doing so become the hope and example to the rest of the world.

The African Leadership Institute (ALI) strives to inspire and enable Africans to lead transformation, to equip leaders with the power to raise productivity and the power to transform communities. We at ALI understand the principles and the road towards prosperity.

We offer value-based leadership development courses to emerging and established leaders from the business sector, church and public sector. The courses consist of three full weeks (Monday – Friday) of training, spread out over a calendar year plus one weekend. Extensive reading before and after the course as well

as a mentorship programme form an integral part of the leadership development process. The curriculum focuses on Servanthood, Influence, Truth and Results as four key leadership pillars throughout the training to ensure that transformational leadership development takes place.

Our courses are held at the Rock Lodge (www.rock.lodge.na), 82 km from Windhoek. This peaceful venue set in the Namibian bush allows participants to disengage from other distractions and focus on who they are and where they are going.

We believe that our combination of passionate facilitators, carefully selected influential teaching faculty, our tested and challenging curriculum, the transfer of skills for building teams and getting the job done and God's grace and guidance is unique. We believe that this combination will continue to bring about personal life change and sustainable community transformation.

ALI is accredited to the Namibian Qualifications Authority for a Certificate in Transformational Leadership (Level 5).

Training at ALI is also registered with the Namibian Training Authority (NTA). This means that companies who are responsible to pay NTA levies, can reclaim those fees from the NTA (conditions apply).

THE CURRICULUM AND RESULTS

The goals of ALI's curriculum can be summarised as transformation of the individual (understanding yourself & defining your purpose), transformation of relationships, transformation of character and transformation of work ethics & productivity.

The results of ALI's training will benefit the individual as well as the employer. After attending our courses leaders know themselves, their God-given calling & responsibilities. Leaders leave with soft hearts, tough minds,

upright characters & skillful hands and with the confidence to lead... Courageous, brave leaders who say: "Yes, I can and I will!"

The training imparts important leadership theory but also the knowledge of how to apply it. Further results are accountability and ongoing development. Participants understand the importance of relationships as well as planning and priorities, which help them to be result-driven while living a balanced lifestyle.

Our training is based on the truths of the Bible. We use Jesus as an example of a very successful leader.

The training is available to people of all religious and spiritual backgrounds, as the focus of the training is "leadership" and the "ability to transform".

OUR HISTORY, PARTNERSHIPS AND BOARD

ALI was founded in January 2005 by Dawie Fourie, former managing partner of PwC Namibia. Since 2006 the African Leadership Institute has hosted many highly successful leadership training programmes based on this conviction and trained thousands of leaders with stunning results.

Valued partnerships were established over the years, among them with:

- Old Mutual and the Ministry of Education to train 300 school principals
- FNB and the Ministry of Education to train advisory

teachers and government school inspectors

- Lithon Consulting Engineers to train municipal leaders
- FNB & the Ministry of Health & Social Services to train public health leaders
- Pinnacle Metropolitan to train youth leaders
- Various businesses, churches and government ministries to train individual employees.

Current members of the board are Nangula Uaandja, Dawie Fourie, Dixon Norval, Sakaria Nghikembua, Nick Klazen, Goody Nwagboso, Chrisna von Gericke, Shirley Magazi and Patricia Olivier.

We are supported by highly skilled lecturers – all Namibian citizens – who teach in their area of expertise.

WE CHALLENGE YOU!

This is a challenge to individuals and employees to invest in human capital! Enrol in our training. We'll help you to develop leaders who are humble but brave. Leaders who can bring about transformation. Transformation of the self, of relationships, results, performance and communities.

Let us support our President's drive toward prosperity, toward Vision 2030. Our Namibian dream can become true – let us become an example to the rest of Africa and Africa an example to the rest of the world!

Come let us lead wisely, deliberately and diligently!



Leaders of various municipalities at the completion of their training



NAMIBIA TRAINING AUTHORITY



Acting Chief Executive Officer
Jerry Beukes

For further information contact:

Public Relations & Stakeholder Engagement Division Namibia Training Authority
Tel: +264 (0) 61 207 8550, Fax: +264 (0) 61 207 8551 • Email: info@nta.com.na, Website: www.nta.com.na

ABOUT US

The Namibia Training Authority is entrusted with the effective regulation and funding of the provision of Vocational Education and Training in our country. The NTA contributes to an effective and sustainable system of skills formation, aligned with the needs of the labour market and which provides the skills required for accelerated development. In this system, competencies are developed that are needed for productive work and increased standards of living.

A STRATEGIC ORGANISATION

Literally, a 'port of call' is a port where ships can take on or discharge cargo. However, if one considers the more figurative meaning, this phrase also implies fitness-for-purpose, which equates quality with the fulfillment of specific outcomes. These outcomes are defined under the VET Act of 2008 as the development and implementation of a Strategic Plan for Vocational Education and Training and to increase access, equity and quality.

This is the NTA's vision: To be the national port of call for Vocational Education and Training skills in Namibia. It is a vision under which our organisation appreciates that quality defines the purpose in our mission to regulate and facilitate the sustainable delivery of quality Vocational Education and Training to the benefit of our stakeholders. Under this mission, quality is demonstrated by achieving the following objectives:

1. Organisational Effectiveness

An organisational structure aligned with the strategy and populated with competent staff and systems.



2. Funding

Sufficient and sustainable funding to ensure quality Vocational Education and Training.



3. Regulation

An effective regulatory framework in line with the VET Act and a continuously improved regulatory framework.



4. Training and Related Services Provision

Quality training and services in line with all identified needs of stakeholders and the industry at large through VET providers.



5. Administration of the VET Levy

Effective collection and disbursement of VET levy in accordance with the VET Act.



6. Stakeholder Engagement And Communication

Effective stakeholder identification and engagement based on identified need.



DRIVEN BY VALUES

To guide the organisational behaviour of the NTA in the execution of its Strategic Plan, our staff strive to uphold key core values in giving effect to our work. In the below sequence, the first letters in each of these values spell the acronym RAISE, which in turn translates into an organisation-wide objective to raise the bar as far as the delivery of Vocational Education and Training in Namibia is concerned.

Responsiveness

We will provide frank, impartial and timely feedback to the Government, stakeholders and partners.

Accountability

We will work towards clear objectives in a transparent manner and accept responsibility for decisions and actions.

Integrity

We will be honest, open and transparent in our dealings, using power responsibly while striving to earn and sustain a high level of public trust.

Service Delivery

We will be focused and geared towards high levels of service delivery.

Excellence

We will meet our mandate and deliver services in a manner that reflects a high level of excellence.

Namibia's Newest University

a force to be reckoned with...

The Namibia University of Science and Technology (NUST) Act 7 of 2015 was gazetted on 14 September 2015, effectively conferring a university status on the Polytechnic of Namibia (PoN) and affirming it as a technological university. The Minister of Higher Education, Training and Innovation, Dr Itah Kandjii-Murangi, announced 16 November 2015 as the date on which the institution became operational as a university.

The NUST is set to strengthen its capacity to contribute to economic and social development by offering globally relevant, professional, technological and career-focused higher education with the emphasis on industry involvement. To this end, not only will the NUST introduce new programmes largely in the science, technology, engineering and mathematics (STEM) areas, but will also offer qualifications at the Master and Doctoral levels.

Of the many new programmes that are on the cards, one will be a Master's Degree in Energy Systems. This is an imperative, given that there is urgency to seek alternative energy sources that will make a positive contribution to containing the undesirable consequences of climate change.

"... our focus is shifting to several postgraduate programmes such as the Master's Degree in Energy Systems. This is so because the successful implementation of the development of Namibia, in particular, and of the SADC region in general will depend on the availability of well-trained and skilled manpower to harness the abundantly available energy resources. Indeed, the best solutions to our energy challenges

rest in renewables, and therein lie economic opportunities," says the Rector, Prof Tjama Tjivikua.

The Institution is mindful of the fact that the shift to higher degrees will necessitate the enhancement of infrastructure, systems and faculty recruitment, mostly at doctoral level. The institution will put every effort in ensuring that the students are provided the state-of-the-art training facilities.

With respect to Certificate and Diploma level qualifications, the NUST will phase them out over the next five years. This is in line with the Cabinet directive that the responsibility for these qualifications be given to colleges that are to be established in order to ensure that the market demands for these qualifications are catered for.

At present, the majority of the student population of more than 12 000 is enrolled at the Institution in the School of Management Sciences. Whilst this is highly commendable, however, the NUST goal is to shift this ratio such that 50% of the student body will be enrolled in the STEM fields by 2018. Qualifications in the Business and Human Sciences will remain on offer. These enrollment



Prof Tjama Tjivikua, Vice-Chancellor

adjustments in favour of STEM programmes will align the NUST with other universities of science and technology who are characterised by having substantive enrolments in STEM fields. The university status will impact the country's higher education as a whole, opening up more studying options to a huge number of Namibians.

Furthermore, with the introduction of a funding formula for tertiary institutions, that was approved by Cabinet, the institution is optimistic that a number of much-needed academic activities and recreational projects will soon come to fruition as this new chapter begins.

NUST



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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UNAM
UNIVERSITY OF NAMIBIA

If there is space, there can be focus, and if there is focus
the mind can be clear, the mind can be open.
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by a continuous movement of solution-driven activities.
Our students achieve the things they could only dream of.

UNAM offers endless opportunities for endless possibilities.

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www.unam.edu.na  

e.power Consulting and Construction (Pty) Ltd

YOUR OFF-GRID POWER SPECIALIST

The company e.power Consulting and Construction (Pty) Ltd (e.power) provides professional engineering, construction and consultancy services to the industry, including the building and installation of generator plants, building and rental to lodges of power packs in containers, and provision of solar systems.

Its capabilities are enhanced through its affiliate, e.control and Panels CC, which specialises in the design and manufacture of low-voltage switching panels, generator and other control boards, motor drives, power-factor correction panels, and distribution boards. From its head office in Windhoek, Namibia, e.power services the whole SADC Region.

The advantages are that e.power guarantees:

- 24-hour power
- Annual electricity budgets that can be determined in advance
- Installations that are maintained by external technical experts

e.power provides diesel generators from 20 kVA-700 kVA

- Design



- Manufacture
- Installation
- Full turnkey projects

e.power also provides diesel generator power plants

- Large single-unit generating sets up to 1 500 kVA
- Multi-unit synchronised generator-set installations with up to 30 units in parallel

e.power furthermore provides packs for off-grid power solutions (lodges and clinics).

The containerised power packs consist of:

- Diesel generator
- Battery storage
- PV Solar
- Wind turbine

e.power leases generators/

power packs

- Rental fleet consists of 25 kVA-600 kVA generators

e.power provides maintenance

- Annual contracts based on monthly visits
- Around-the-clock monitoring via GSM communication
- Stocks spare parts



Photograph: Wilderness Safaris

YOUR SPECIALIST
OFFGRID POWER
PROVIDER.





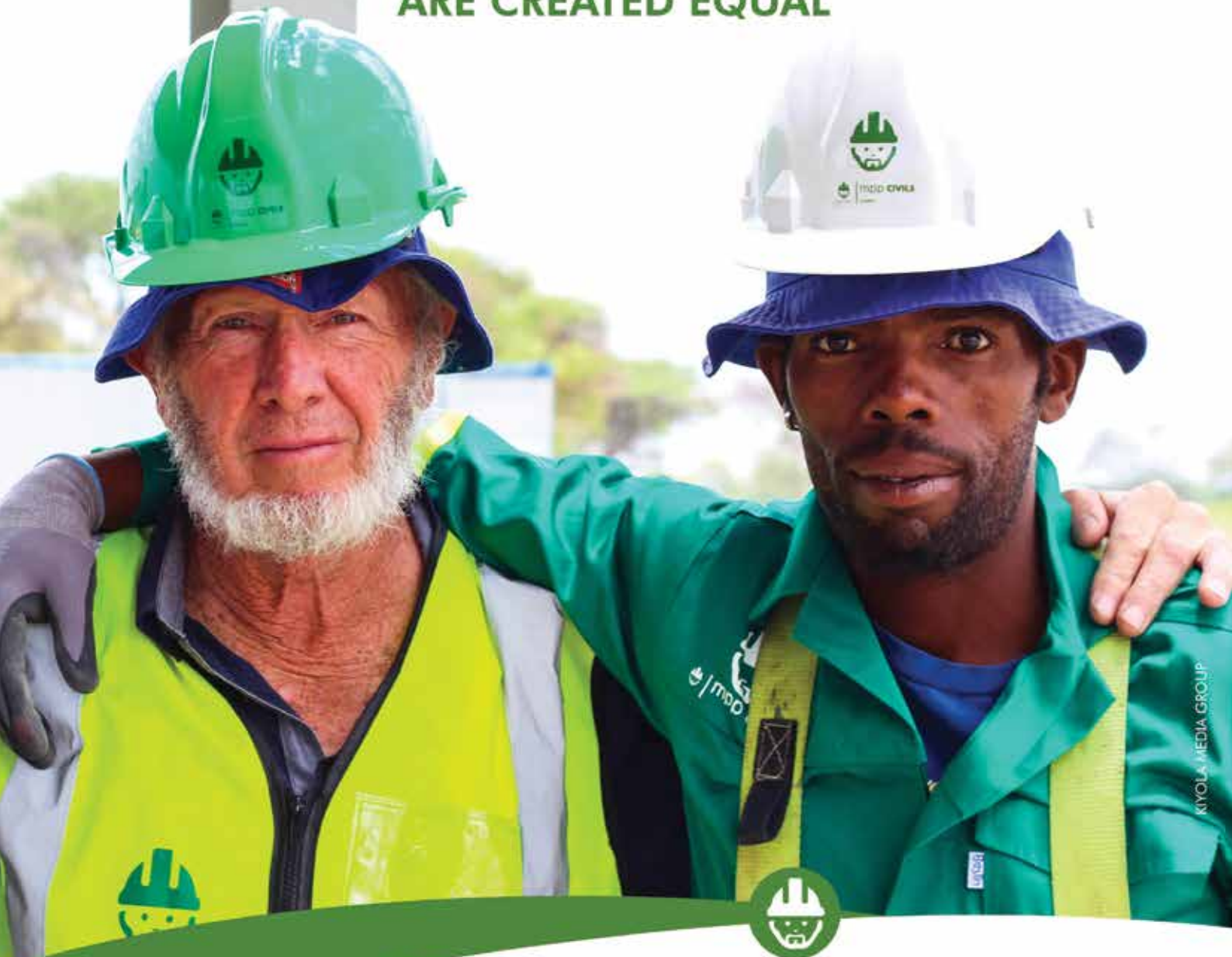
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CO-ORDINATES : 22°34'55.9"S 17°05'36.1"E

LANDMARK: OPPOSITE MAERUA MALL, WINDHOEK



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Proudly
Namibian





**Ask our
Namibian team
your better
question.**



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Meet our shareholders

**PwC Namibia is Namibian owned and managed.
We are a member of PwC Africa.**



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Country Senior Partner
Windhoek
Namibian



Carl van der Merwe
Assurance Partner
Windhoek
Namibian



Louis van der Riet
Assurance Leader
Windhoek
Permanent Resident



Ansie Rossouw
Partner in Charge
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Bankers' Association of Namibia

MAKING POSITIVE INROADS IN THE BANKING INDUSTRY



Mr Lionel Matthews
Chairman of BAN

The Bankers Association of Namibia (BAN) was established in 1997 in accordance with the Banking Institutions Act as the representative trade association for the commercial banking sector in the country. BAN members are Nedbank, FNB Namibia, Bank Windhoek, SME Bank, Standard Bank and E-bank. BAN deals with non-competitive issues which are of common interest and of significance to the banking industry in Namibia.

The over-arching objective of BAN is to provide a forum for the consideration of policy matters of the Namibian banking industry. It also acts as a medium for communication with Government, the Bank of Namibia, and any other public bodies and authorities on views that affect banking activities. The current Chairman of BAN is Lionel Matthews, Managing

Director of Nedbank Namibia, who took over the role of Chairman on 1 April 2015 from the previous Chairman, Sarel van Zyl of FNB Namibia.

Notable developments affecting the industry in 2015 include:

- The global trend towards enhanced regulation continued to increase with local stakeholders committing to greater efforts in cultivating a national compliance culture.
- Lack of housing in Namibia has provoked public discourse on the matter and resulted in legislation intended to regulate the various factors which are perceived as the cause of the current crisis.
- Anti-Money Laundering, Combatting of the Financing of Terrorism and Sanctions legislation

has imposed policy amendments within the banks in order to preserve the interests of clients and the Nation as a whole.

- The Namibia Data Sharing Alliance was launched to expand credit sharing information in order to increase access to finance for households and SME's, improve risk management and curb increased over-indebtedness.
- Various workshops were held with the Bank of Namibia relating to the establishment of a Credit Guarantee Scheme to assist with financing for SME's.
- New regulation relating to the restriction on loan to value ratio will come into effect in 2016.
- The Payment System Determination 7 enhanced Electronic Funds Transfer system project will have a potential impact on credit practices and consumers in Namibia.
- Banking Institutions commenced with the preparatory work for Basel III implementation on the road to strengthening regulation, supervision and risk management in the banking sector.
- The newly introduced VAT Amendment Bill provides that all financial services rendered to a non-resident person who is not in Namibia at the time the services are supplied, will be an exempt supply in future.
- The Angolan Kwanza was introduced resulting in substantial inflows of the currency to Namibia.
- Discussions continued with stakeholders to establish a Central Securities Depository.

The Bankers' Association of Namibia would like to thank the Bank of Namibia for the opportunity to be part of the consultative process on matters affecting the Banking industry and the nation. The Association also pledges its continued cooperation and support.



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NAMIBIA ASSET MANAGEMENT LIMITED



EINO EMVULA CEO

A pure fund management business that provides both individual and institutional investors with a platform to build financial wealth.

At Namibia Asset Management we have been making sense of money matters since 1996 by looking after your investments as if it were our own. We take pride in the fact that we are one of the largest asset management companies in Namibia and the only pure asset manager listed on the Namibian Stock Exchange (NSX). So, we can truly say that we understand the local market.

We value our strategic partnership with Coronation Fund Managers (South Africa) which afford us the ability to offer the best expertise and guidance to our clients both locally and internationally. As a result we are renowned for our strong and consistent investment performance and high service levels.

We provide investment products to institutional and personal investors, with exposure to domestic and global equity as well as fixed interest and listed property. We currently look after assets on behalf of multiple pension and provident funds, medical aid schemes, insurance companies and trusts. Many of these clients have been part of the Namibia Asset Management family for almost 20 years. Namibia Unit Trust Managers Limited (NUTM) is a wholly-owned subsidiary of Namibia Asset Management and has four unit trust offerings to address any long or short-term savings goals you might have. Our fund range will be further enhanced with the launch of a money market fund during 2016. Consult your financial advisor or contact us for more information.

In strategic partnership with

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Namibia in figures 2015

Geography



Socio-Economic Indicators

Namibia at a glance

Total area (km ²)	825,615
Total population (million)	2.2
Urban	43%
Rural	57%
Population density (pop./km ²)	2.6
Annual population growth rate	1.4%
Age structure	
0 - 14 years	31.7%
15 - 24 years	23%
25 - 34 years	36%
35 - 44 years	18%
45 - 54 years	4.8%
55 + years	4.4%

Sources: http://www.rsa.org.na/files/downloads/95e_2011%20Population%20and%20housing%20Census%20indicators.pdf & http://www.indexmundi.com/namibia/demographics_profile.html

Development Indicators (2011-2013)

GDP (N\$ mil. - current prices)	141,033
GDP Percentage Change in Annual Growth	14.5
GDP (N\$ mil. - constant 2004 prices)	102,522
GNI (N\$ mil. - current prices)	138,964
GNI Percentage Change in Annual Growth	13.6
GNI (N\$ mil. - constant 2004 prices)	106,752
Life expectancy at birth (years)	64
Literacy rate, youth female (% of females ages 15 - 24)	88.5
Literacy rate, youth male (% of males ages 15 - 24)	89
Access to improved water sources (% of population)	91.7
Births attended by skilled health staff (% of total)	81.4
Infant mortality rate (per 1,000 live births)	45.64
Malnutrition prevalence, weight for age (% of children under 5)	17.5
HIV prevalence (% population ages 15-49)	13.3
Incidence of tuberculosis (per 100,000 people)	651
Population undernourished (% total)	37
Mobile & fixed-line telephone subscribers (per 100 people)	114
Internet users (per 100 people)	13.9

Source: <http://www.indexmundi.com/facts/namibia>, World Bank, World Development Indicators & Bank of Namibia, Quarterly Bulletin, September 2015

Economy and Growth

Relative size of the economy

	Population ('000)	GDP/Capita (US\$)*	GDP/Capita (US\$ Billions)**
Angola	25.1	4,061.78	7,375.98
Botswana	2.1	6,149.66	17,456.07
Lesotho	1.9	1,062.58	3,015.83
Malawi	18.1	352.73	1,135.15
Mauritius	1.3	9,106.51	19,464.54
Mozambique	27.1	626.23	1,243.50
Namibia	2.2	5,787.15	11,182.24
South Africa	54.9	5,783.50	13,197.30
Switzerland	1.1	3,847.66	9,714.20
Zambia	15.5	1,576.45	4,165.43
Zimbabwe	13.4	1,037.158	2,082.22

*Based on Current Prices

**Based on Purchasing Power Parity valuation of country GDP

Source: International Monetary Fund, World Economic Outlook Database, October 2015

GDP by Activity

Current Prices - N\$ Millions	2012	2013	2014
Industry	5,278	4,131	5,262
Agriculture and forestry	3,227	2,350	3,127
Livestock farming	2,051	1,781	2,135
Crop farming and forestry	3,329	3,659	3,831
Fishing & fish processing on board	13,562	16,218	16,352
Mining and quarrying	8,148	10,683	12,063
Diamond mining	2,223	1,900	1,227
Uranium	1,066	1,387	1,545
Metal Ores	2,124	2,247	1,516
Other mining and quarrying	22,168	24,009	25,444
Primary industries	13,027	13,828	15,094
Manufacturing	492	683	568
Meat processing	814	853	938
Diamond processing	1,552	2,172	2,436
Basic non-ferrous metals	1,930	2,181	2,502
Fabricated metals	511	721	467
Beverages	116	128	141
Grain Mill products	284	314	354
Other food products	188	219	250
Textile and wearing apparel	1,027	1,131	1,306
Leather and related products	282	360	439
Publishing and Printing	445	472	604
Rubber and Plastics products	3,613	2,725	2,914
Non-metallic minerals products	563	623	697
Wood and Wood products	722	699	778
Chemical and related products	488	548	700
Other manufacturing	2,000	2,393	3,010
Electricity and water	3,515	4,730	6,874
Construction	18,541	20,951	24,978
Secondary industries	11,439	14,212	17,542
Wholesale and retail trade, repairs	1,787	1,929	2,241
Hotels and restaurants	5,012	5,703	6,411
Transport and communication	867	969	1,080
Transport	2,339	2,796	2,477
Storage	5,463	7,607	7,948
Post and telecommunications	8,767	9,469	10,054
Financial intermediation	6,525	7,048	7,404
Real estate and business services	2,242	2,422	2,649
Real estate activities	2,336	2,150	2,479
Other business services	11,770	14,032	16,972
Community, social and personal services	8,827	10,526	12,620
Public administration and defence	3,200	3,573	3,879
Health	1,126	1,110	1,234
Private household with employed persons	59,726	70,312	81,380
Tertiary industries	1,315	1,525	1,803
Less: Financial intermediation services indirectly measured	99,120	113,747	129,999
All industries at basic prices	7,745	9,403	11,035
Taxes less subsidies on products	106,865	123,150	141,033
GDP at market prices			

Source: Bank of Namibia, Quarterly Bulletin, September 2015

GDP by Activity

Annual Percentage Changes	2012	2013	2014
Industry	8.1	-19.3	9.6
Agriculture and forestry	6	-25.5	13
Livestock farming	11.6	-9.6	5.3
Crop farming and forestry	-7.6	3	-2.5
Fishing & fish processing on board	25.1	2.6	-6.3
Mining and quarrying	13	10	6.2
Diamond mining	27.1	-6.9	-9.9
Uranium	32.4	-25.8	0.6
Metal Ores	62.6	11	-39.7
Other mining and quarrying	14.4	-3.2	-2.2
Primary industries	-6.8	4.2	-2.2
Manufacturing	-1.1	30.4	-17.4
Meat processing	-1.6	8.1	2.7
Diamond processing	-16.8	3.4	11.4
Basic non-ferrous metals	15	13.5	-18.1
Fabricated metals	6.1	4.7	-30.3
Beverages	11.3	-7.3	1.5
Grain Mill products	-4.5	3.1	1.8
Other food products	-12.6	6.8	9.5
Textile and wearing apparel	4.1	4.3	6.6
Leather and related products	-7.6	5.6	7
Publishing and Printing	0.6	3.8	5.5
Rubber and Plastics products	-23	-4	-3.2
Non-metallic minerals products	7	5.6	4
Wood and Wood products	-6.8	-7.3	8.2
Chemical and related products	3.8	8.4	14.1
Other manufacturing	15.6	-1.6	4.9
Electricity and water	7.5	28.2	40.5
Construction	-1.8	8.6	9.4
Secondary industries	4.3	14.4	15.2
Wholesale and retail trade, repairs	8.1	9.1	5.3
Hotels and restaurants	8	6.4	6.6
Transport and communication	10	12.8	4.9
Transport	7.7	-3.8	6.8
Storage	6.2	0.8	8.6
Post and telecommunications	6.8	17.9	9.9
Financial intermediation	4.7	4.6	3.2
Real estate and business services	6.7	4.9	3.1
Real estate activities	-0.7	4	3.5
Other business services	16.6	-9.9	2.8
Community, social and personal services	2.7	3.6	-0.7
Public administration and defence	4.4	3.3	11.1
Health	5.7	9.0	7.9
Private household with employed persons	8.6	-6.7	5.5
Tertiary industries	3.9	7.2	7.4
Less: Financial intermediation services indirectly measured	4.5	18.8	7
All industries at basic prices	4.8	5.2	6
Taxes less subsidies on products	8.9	11.6	10.9
GDP at market prices	5.1	5.7	6.4

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Expenditure on Gross Domestic Product

Current Prices - Percentage Contribution	2012	2013	2014
Expenditure category	90.0	91.3	92.0
Final consumption expenditure	65.1	69.2	64.5
Private	25.0	26.0	27.5
General government	25.7	26.5	34
Gross fixed capital formation	1.0	1.4	0.2
Changes in inventories	116.7	116.4	126.2
Gross domestic expenditure	43.4	42.4	39.9
Exports of goods and services	60.2	58.8	66.1
Imports of goods and services	-	-	-
Discrepancy	100.0	100.0	100.0
Gross domestic product at market prices			

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Gross Fixed Capital Formation by Type of Asset

Current prices - N\$ Million	2012	2013	2014
Type of Asset	7,725	7,814	7,701
Buildings	4,876	8,537	15,305
Construction works	6,019	5,118	10,541
Transport equipment	5,892	8,064	12,543
Machinery and other equipment	3,002	3,153	1,890
Mineral exploration	27,514	32,685	47,980

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Consumer Price Index

Average	2013	2014	2015
Food and non-alcoholic beverages	102.8	111.3	116.1
Housing, water, electricity, gas & others	102.2	105.5	107.8
Transport	103.6	111	107.3
Education	104	112.4	117.3
Miscellaneous goods & services	101.3	105.7	111.7

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Goods and Services Inflation



Source: Bank of Namibia, Quarterly Bulletin, September 2015

Central Government Debt (N\$ - Million)

	2014/15	2015/16
Fiscal Year GDP	150,048	150,048
Total export of goods and services	14,597	15,821
Foreign debt stock	11,380.9	11,429.8
Bilateral	2,200.5	2,176.6
As % of total foreign debt stock	19.3	19
Multilateral	2,702.9	2,622.4
As % of total foreign debt stock	23.7	22.9
Eurobond	5,627.5	5,780.8
As % of total foreign debt stock	49.4	50.6
JSE Listed Bond	850	850
As % of total foreign debt stock	7.5	7.4
Foreign debt service	130.7	209
As % of export of goods & services	0.9	1.3
Domestic debt stock	20,253.3	21,282.3
Treasury bills	8,453.3	8,797.3
As % of total domestic debt stock	41.7	41.3
Internal registered stock	11,800	12,485
As % of total domestic debt stock	58.3	58.7
Total Central Government debt	31,634.2	32,712.1
Proportion of total debt	35,957.7	38,784.7
Foreign debt stock	36	34.9
Domestic debt stock	64	65.1
As % of fiscal year GDP	7.6	7.6
Foreign debt stock	13.5	14.2
Domestic debt stock	21.1	21.8
Total debt	24	23.6

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Selected Interest Rates

Averages	2013	2014	2015
Prime Lending Rate	9.3	9.5	10
Average lending rate	8.3	8.7	9.2
Treasury Bill Rate (3-month)	5.7	6	6.5
Deposit Rates	4	4.3	4.6
Bank Rate	5.5	5.8	6.3

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Selected Interest Rates



Source: Bank of Namibia, Quarterly Bulletin, September 2015

Trade, Income & Investment

Gross Domestic Product (GDP) and Gross National Income (GNI)

	2012	2013	2014
Current prices - N\$ Millions			
Consumption of employees	45,406	51,963	59,133
Consumption of fixed capital	10,367	11,636	13,041
Net operating surplus	42,366	49,059	56,616
Gross domestic product at factor cost	98,140	112,659	128,790
Taxes on production and imports	8,726	10,491	12,243
Gross domestic product at market prices	106,865	123,150	141,033
Primary incomes			
- receivable from the rest of the world	2,230	3,036	2,850
- payable to rest of the world	-6,509	-3,865	-4,920
Gross national income at market prices	102,586	122,320	138,964
Current transfers			
- receivable from the rest of the world	13,839	16,218	19,170
- payable to rest of the world	-865	-1,008	-1,005
Gross national disposable income	115,560	137,532	157,129
Current prices - N\$ per capita			
Gross domestic product at market prices	49,579	56,077	63,021
Gross national income at market prices	47,594	55,699	62,096
Constant 2004 prices - N\$ millions			
Gross domestic product at market prices	91,200	96,381	102,522
Annual percentage change	5.1	5.7	6.4
Real gross national income	91,818	101,188	106,752
Annual percentage change	7.2	10.2	5.5
Constant 2004 prices - N\$ per capita			
Gross domestic product at market prices	42,312	43,887	45,812
Annual percentage change	3.1	3.7	4.4
Real gross national income	42,598	46,077	47,702
Annual percentage change	5.3	8.2	3.5

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Foreign Direct Investment



Source: Bank of Namibia, Quarterly Bulletin, September 2015

Major Foreign Currency Exchange Rates (Annual Averages)

(N\$ - end of period)	2013	2014	2015(Jun)
USD	0.104	0.092	0.084
GBP	0.067	0.056	0.055
EUR	0.078	0.070	0.075

Source: Bank of Namibia, Quarterly Bulletin, September 2015

Balance of Payments Aggregates N\$ Millions

	2013(p)	2014(p)	2015(p)
Merchandise trade balance	-19,142	-28,753	-7,860
Exports fob	44,861	50,205	13,482
Imports fob (p)	-64,005	-78,958	-21,343
Services (net)	-135	-1,073	-51
Credit	8,905	11,223	3,427
Debit	-9,040	-12,296	-3,478
Compensation of employees (net)	-57	-32	-14
Credit	67	67	17
Debit	-123	-98	-30
Investment income (net)	118	-1,462	601
Credit	3,860	3,359	1,320
Debit	-3,742	-4,822	-719
Current transfers in cash and kind (net)	15,212	18,165	4,434
Credit	16,217	19,170	4,726
Debit	-1,006	-1,005	-292
Current account balance	-4,005	-13,156	-2,890
Net capital transfers	1,246	1,495	429
Credit	1,321	1,570	448
Debit	-75	-75	-19
Direct investment	7,856	6,519	826
Assets	127	626	-24
Liabilities	7,729	5,893	851
Portfolio investment	-4,751	-5,520	-1,734
Assets	-4,914	-5,722	-2,535
Liabilities	163	202	801
Other investment - long term	5,183	10,629	1,811
Assets	-664	-19	-176
Liabilities	5,847	10,648	1,987
Other investment - short term	-2,575	695	1,256
Assets	-2,521	789	700
Liabilities	-55	-93	557
Capital and financial account excluding reserves	6,960	13,819	2,590
Net errors and omissions	-2,357	-2,430	2,773
OVERALL BALANCE	598	-1,768	2,473
Reserve assets	-598	1,768	-2,473

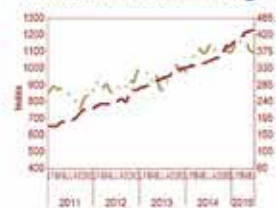
Source: Bank of Namibia, Quarterly Bulletin, September 2015

NSX Summary Statistics

	2014	2015
Overall	Q2	Q3
Index at the end period	1,103.43	1,063.43
Market capitalisation at the end of period (N\$ million)	1,555,560	1,512,863
Free float market cap at end of period (N\$ million)	1,190,732	1,148,488
Number of shares traded ('000)	25,439	37,231
Value traded (N\$ million)	1,316	1,833
Number of deals on NSX	913	1,011
Number of new listings (DevX)	0	5
Local	Q2	Q3
Index at the end period	347.18	360.11
Market capitalisation at the end of period (N\$ million)	19,732	20,631
Number of shares traded ('000)	3,286	6,547
Value traded (N\$ million)	5	6
Number of deals on NSX	193	168
Number of new listings	0	0

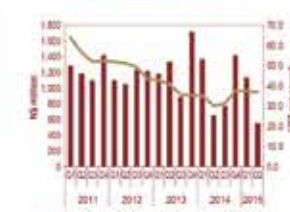
Source: Bank of Namibia, Quarterly Bulletin, September 2015

Namibian Stock Exchange



Source: NSX

Output of Selected Minerals



Source: Bank of Namibia, Quarterly Bulletin, September 2015

Diamond Quarterly Export Earnings



Source: Bank of Namibia, Quarterly Bulletin, September 2015

Contacts

Regional Branches/Service Centres

Arandis	(064) 510 412
Araras	(063) 272 011
Eenhana	(065) 263 288
Game	(061) 264 950
Gobabis	(062) 562 074/5/6
Grootfontein	(067) 243 051
Katima Mulilo	(066) 254 511
Keetmanshoop	(063) 223 274/5
Khomasdal	(061) 294 9202
Khorixas	(067) 331 184
Klein Windhoek	(061) 221 464
Lüderitz	(063) 202 316
Maltahohe	(063) 293 011
Mariental	(063) 242 371
Nkurenkuru	(066) 258 030
Northern Industrial	(061) 294 4296
Okahandja	(065) 252 148
Okahao	(062) 503 047
Omaruru	(064) 570 007/428
Ondangwa	(065) 240 336
Ongwediva	(065) 231 605
Opuwo	(065) 273 439
Oshakati	(065) 220 911/2/3
Oshikango	(065) 264 629
Otjinene	(062) 567 661
Otiwarongo	(067) 302 051/2
Outjo	(067) 313 016
Rehoboth	(062) 525 242
Rosh Pinah	(063) 274 428
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Swakopmund	(064) 412 500
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Liberty Life
Standard Insurance Brokers Namibia
Stanfin Assurance
Stanlib Namibia
Vehicle & Asset Finance
Walvis Bay Business Centre

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Business Online (061) 294 2366
Credit Card Authorisations (061) 294 2136
Cardholder Services Helpdesk (061) 294 2136
Lost Cards 24 Hours (061) 294 2136
Merchant Services Helpdesk (061) 294 2699

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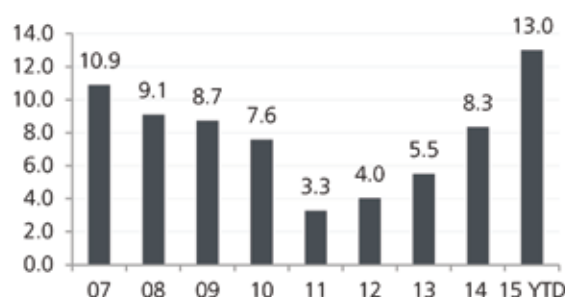
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NAMIBIAN STOCK EXCHANGE (NSX)

NSX

A total of 29 companies are listed on the NSX main board with a total market capitalisation of N\$1 508 billion, of which eight are primary listed companies with a total market capitalization of N\$28.8 billion. The free float on the NSX amounted to N\$1 063 billion at the end of November 2014. Among the primary listed stocks, FNB Namibia Holdings has the largest market cap of about N\$11.5 billion followed by Bank Windhoek Holdings of N\$8.1 billion. No companies listed on the NSX main board during 2015. The total cumulative value traded year-to-date (YTD) on the NSX amounted to N\$13 billion at the end of October 2015, up 88% from the comparative period the previous year.

Chart 1: Total Value Traded (N\$bn)



Source: PSG, NSX

Table 1 shows the performance of major stock indices in mid-November. Following a volatile few months in local and SA markets during October, the NSX Local and JSE All Share are still 10.9% and 11.3% up over the last 12 months. The returns for longer than 1 year have been annualised.

Table 1: Performance of Major Stock Indices

JSE Indices	Close	1 yr %	3 yr %	5 yr %
All Share	51 654	3.00	11.5	10.5
Top 40	46 464	4.4	12.1	10.7
Resources	28 156	-40.0	-16.7	-12.3
INDI	71 542	17.3	23.2	22.1
GOLD	836	-27.3	-28.7	-20.9
FINI	16 007	3.5	15.2	14.6
Inter. Indices	Close	1 yr %	3 yr %	5 yr %
Dow Jones	17 737	0.3	11.5	9.6
S&P 500	2 083	1.7	14.5	11.7
NASDAQ	5 075	8.5	20.3	15.0
FTSE 100	6 278	-6.2	3.1	1.8
Xetra DAX	10 959	15.7	15.4	9.9
NSX Indices		1 yr %	3 yr %	5 yr %
NSX Overall	952	-13.8	1.4	2.5
NSX Local	491	31.2	21.9	23.9

Source: Bloomberg

The JSE Gold and Resources indices underperformed, shedding 27.3% and 40.0% over the last 12 months. Especially noteworthy is the strong performance of the NSX Local Index over the last five years: the index is up 23.9% annually compared to 10.5% and 2.5% recorded by the JSE All Share and NSX Overall Index. The drag on the overall index mainly comes from the drop in the price of Anglo American which constitutes 11.7% of the index and has fallen by more than 50% over the last year.

NAMIBIAN BOND MARKET

In mid-November 2015, N\$36.4 billion worth of corporate and government bonds were outstanding, up from N\$21 billion last year. The bond market is dominated by N\$31.5 billion government debt outstanding, followed by commercial banks (N\$3.3bn) and state owned enterprises (N\$1.3bn).

Table 2: Bonds Outstanding at 17 November 2015

Namibian bonds	Debt outstanding N\$
Namibian Government bonds	31 529 525 000
State owned enterprises	1 334 000 000
Telecom Namibia Limited	54 000 000
Road Fund Administration	330 000 000
Namibia Power Corporation Pty (Ltd)	750 000 000
Namibia Water Corporation	200 000 000
Commercial banks	3 391 400 000
Bank Windhoek Namibia	2 268 400 000
First National Bank of Namibia	390 000 000
Standard Bank Namibia	733 000 000
Corporate bonds	145 000 000
Ohlthaver & List	145 000 000
Total	36 399 925 000

Source: PSG, NSX

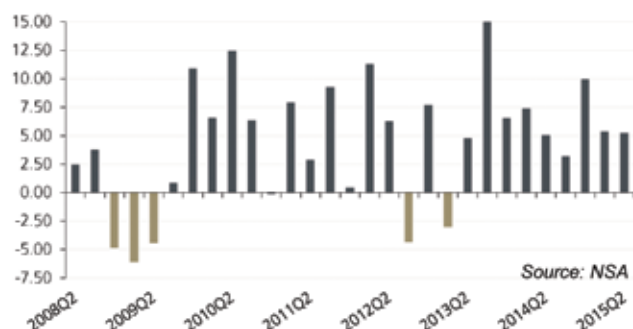
NAMIBIAN ECONOMY

Real Economic Growth

The Namibia Statistics Agency (NSA) has released an errata on the data contained in the second quarter's GDP report. The statement indicated that the statistics agency erroneously reported a 3.1% y-o-y growth in real activity in the wholesale & retail trade sector and that the actual rate of expansion was a much healthier 8.5% y-o-y.

The original GDP publication indicated that a decline in activity at furniture sellers weighed down more positive contributions from other areas. Considering the prominent role played by wholesale & retail trade activity in the country – as the largest sector it accounts for almost 13% of GDP – this lifted overall GDP growth during Q2 to 5.2% y-o-y from a previously reported 4.2% y-o-y. The upwardly revised overall figure for the second quarter is in line with the average seen over the past 12 quarters.

Chart 2: Real GDP Growth (%)



Source: PSG, NSA

The revised official data now indicate that the Namibian economy expanded by 5.3% y-o-y during H1 of 2015, which is better than the average first-half performance recorded over the past seven years.

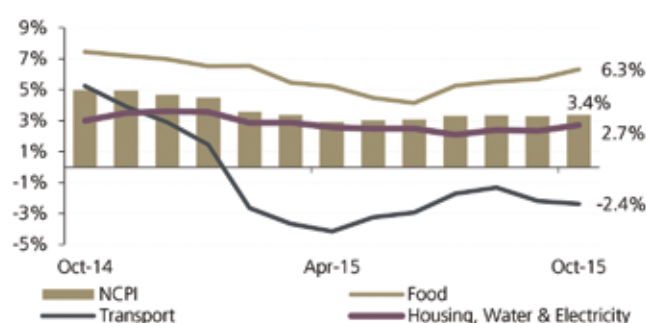
We still expect overall economic growth of around 5% this year from last year's figure of 6.4%. The third quarter's GDP report is expected to be released in mid-December.

Namibian Inflation

Headline inflation was measured at 3.4% y-o-y in October from a reading of 3.3% y-o-y in September. The most recent number is the highest since March 2015. The food & non-alcoholic beverages sub-index increased by 0.8% m-o-m due to notable increases in the cost of meat and fruit. The operation of personal transport equipment was 5.7% y-o-y cheaper in October – the tenth straight month of deflation on this indicator – due to the impact of lower international oil prices. However, transport overall cost only 2.4% y-o-y less due to the influence of higher vehicle purchasing costs.

The food basket cost 6.6% y-o-y more in October due to the adverse impact of the drought on local cereal production. Real farming activity in the country expanded by only 3.1% y-o-y during Q2 of 2015 due to a 16.6% y-o-y contraction in crop farming activity related to drought conditions. Livestock farming expanded by 14.9% y-o-y as the growth in livestock and cattle exported on the hoof reached record high levels due to farmers destocking.

Chart 3: NCPI % (y/y)



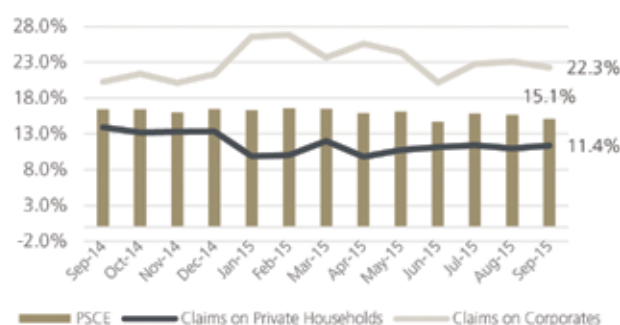
Source: PSG, NSA

Private Sector Credit Extension (PSCE)

PSCE growth has remained elevated during 2015. The effect of the interest rate increase could only really be seen in credit extended to private households. Household credit growth eased to 11.4% y/y in September.

Overall PSCE growth was at 15.1% y/y in September, mainly driven by continued robust growth in corporate credit extension, which came in at 22.3% y/y in September.

Chart 4: PSCE (% y/y)



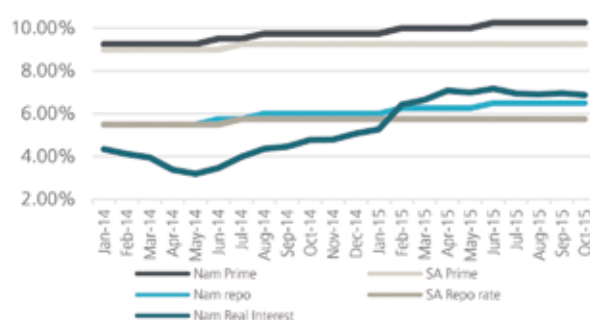
Source: BoN

Monetary Policy

The Monetary Policy Committee (MPC) of the Bank of Namibia (BoN) held the country's interest rates steady at a meeting on October 20 2015. Policymakers at the central bank kept the repo rate unchanged at 6.5% where it has been since a 25 bps upward adjustment in June this year. The BoN raised its key lending rate by 100 bps between August 2014 and June 2015 in a bid to rein in the growth in household credit, especially overdraft facilities that the central bank associated with a strong rise in "unproductive" luxury goods imports. This, in turn, has weighed on the country's foreign reserves, which currently provide less than two months of import cover.

The post-meeting statement by the MPC indicates that after peaking at 23.5% y-o-y in February, growth in instalment credit has moderated to 16.4% y-o-y. Policymakers welcomed the moderation but warned that the growth pace is still high and that the BoN will monitor this indicator closely.

Chart 5: Namibian vs. South African Interest Rates



Source: PSG



Did you ever want to learn karate so badly it hurt? So you nagged and nagged and nagged till your folks finally gave in. They bought you all the kit, found a class and paid for six months of lessons, non-refundable. So you started karate. And it was awesome. For the first three lessons. Then the novelty wore off. So you told your folks that you really really more than anything in the whole wide world wanted to learn to play the guitar. Whilst other dads would have relented and bought the guitar, your dad was our kind of guy. He made you go back to that karate class every week, kicking and screaming, till you finished all six months of lessons. And so you learnt to respect your dad for teaching you staying power, commitment and persistence. And he learnt to respect you. He had to, you became a third dan. Call (061) 22 11 03 or your financial adviser, or visit www.allangray.com.na

ALLAN GRAY
LONG-TERM INVESTING

Allan Gray Namibia

Managing Clients Assets Since 1984



James Mnyupe
Managing Director

ABOUT US

Allan Gray Namibia (Proprietary) Limited is part of the broader Allan Gray Group. Established in South Africa and investing on behalf of clients since 1974, Allan Gray has grown to become Africa's largest privately owned investment management company. While its headquarters are in Cape Town, it has a presence in several African countries, including an office in Windhoek. Allan Gray caters for individuals and institutions, retirement funds, insurers, trusts, companies and foundations.

Allan Gray has been managing assets for Namibian clients since it won its first client mandate in 1984, a client who is still with the group. Allan Gray Namibia was founded in 1996 as an independent investment management company to service the group's Namibian clients and to harness domestic investment opportunities.

In addition to sharing the broader group's purpose of helping its clients build wealth over the long term, Allan Gray Namibia also

aims to:

- Develop an independent Namibian asset management business
- Encourage the development of investment management skills within Namibia
- Play a role in the development of the Namibian investment management industry

OUR APPROACH

Allan Gray Namibia shares the investment philosophy of the group. We take a long-term view to managing investments and have consistently applied the same tried and tested investment philosophy, guiding principles and values since 1974.

We pride ourselves on having achieved superior investment performance for our clients over the long term at lower-than-average risk of loss. Our future success depends on our continuing ability to help clients to achieve their investment objectives.

While we are not licenced to provide financial advice, we believe in the merits of good, independent investment

advice for those who lack the knowledge and skill to make investment decisions unaided.

Dr Allan W B Gray founded both Allan Gray and Orbis, a global asset manager based in Bermuda. The relationship we have with Orbis extends to a sharing of global investment ideas and the management of certain portfolios. Together with Orbis, we offer African investors a coherent global investment product range.

THE ALLAN GRAY ORBIS Foundation

The Allan Gray Orbis Foundation was founded in 2005 by Dr Allan W B Gray and Allan Gray Proprietary Limited to make a sustainable long-term contribution to nation-building and economic transformation in Africa. The Foundation in Namibia is funded by a 15% equity interest in Allan Gray Namibia. It also receives 5% of Allan Gray Namibia's pre-tax profits in perpetuity.

Through its Fellowship opportunity, the Foundation identifies, selects and invests in Namibian individuals who it believes have the potential for greatness over the long term. The Foundation offers Allan Gray Fellowships to promising students who are about to attend university (known as Allan Gray Candidate Fellows).

Students are given access to comprehensive financial support alongside exposure to thought leaders, mentorship and entrepreneurial mind-set development. There is further access to postgraduate funding, available to those who have excelled in the Fellowship. Additionally, the Foundation provides funding to start a business to any Namibian Allan Gray Fellow who presents an attractive, high-impact proposition.

Staff profiles

We have a team of professionals performing investment management and research, trading, compliance, portfolio accounting, client service and investor administration within the same group. We take great pride in providing an efficient, personalised service, which we continually strive to improve. We have a team of people on the ground in Namibia, available to service local clients.

James Mnyupe, our Managing Director, joined the firm in March 2010, having previously worked for PwC Windhoek since 2007. He is a graduate of Rhodes University, a qualified chartered accountant and a CFA charter holder. James is responsible for running the business and servicing institutional clients, local brokers and financial advisers.

ALLAN GRAY

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info@allangray.com.na
www.allangray.com.na

The Bank's Senior Management Team



Ipumbu Shiimi
Governor and Chairperson of the Board since 26 March 2010
Current term ends 31 December 2016
(Chairperson of the Board)



Ebson Uanguta
Deputy Governor and Member of the Board since 1 January 2012
Current term ends 31 December 2016



Adv Charmaine van der Westhuizen
Member since 30 May 2012
Current term ends 30 May 2016
(Member of the Remuneration Committee and member of the Audit Committee)



Dr Omu Kakujaha-Matundu
Member since 1 November 2008
Current term ends 31 October 2019
(Member of the Remuneration Committee)



Mr Veston Malango
Member since 1 April 2008
Current term ends 31 March 2018
(Chairperson of the Remuneration Committee)



Tuyakula Haipinge
Member since 18 July 2014
Current term ends 31 December 2018
(Member of Remuneration Committee)



Ms Ericah Shafudah
Member (ex officio) since 3 April 2010
(Permanent Secretary: Finance)



Ally Angula
Member since 1 February 2014
Current term ends 2019
(Member of Audit Committee)



Our Vision

To be a centre of excellence;
a professional and credible institution;
working in the public interest and supporting the achievement of the
national economic development goals.

Our Mission

To support economic growth and development in Namibia, we

- Act as fiscal advisor and banker to Government;
 - Promote price stability;
 - Manage reserves and currency;
- Ensure sound financial systems and conduct economic research.

Our Values

We value high performance impact and excellence.
We uphold open communication, diversity, integrity and teamwork.
We care for each other's well-being.

Objectives and accountability of the Bank

The Bank of Namibia is the Central Bank of the Republic of Namibia, created under Article 128(1) of the Namibian Constitution. The Constitution mandates the Bank to serve as the State's principal instrument to control money supply, the currency and the institutions of finance and to perform all other functions ordinarily performed by a Central Bank.

The Objectives of the Bank as defined in the Bank of Namibia Act are as follows:

- To promote and maintain a sound monetary, credit and financial system in Namibia and sustain the liquidity, solvency, and functioning of that system;
- To promote and maintain internal and external monetary stability, and an efficient payments mechanism;
- To foster monetary, credit, and financial conditions conducive to the orderly, balanced, and sustained economic development of Namibia;
- To serve as the Government's banker, financial advisor and fiscal agent; and
- To assist in the attainment of national economic goals.



Together we do better

“My vision is to educate the Nation’s only true resource, our children! Bank Windhoek understands this and has over the years showed continuous support and assisted us in making this vision a reality.”

Emma Kakona

Founder and Owner of Amazing Kids Private School and Academy

Bank Windhoek firmly believes in the development of our nation. That is why we continue to support client initiatives aiming at making a difference through education.



Bank Windhoek
Together we do better.

www.bankwindhoek.com.na

Bank Windhoek Namibia

TOGETHER WE DO BETTER

Bank Windhoek's success can largely be attributed to the bank's loyal and growing customer base, but also the ability to leverage off its local insight and the decision-making which remains locally relevant, while offering internationally competitive products and services. The excellent financial performance is further achieved through good revenue growth, disciplined expense management, increased transactional volumes and effective credit management. The Bank Windhoek Holdings Group, of which Bank Windhoek is the flagship brand, is making good progress with the delivery of its key strategic initiatives, which include the following:

To differentiate ourselves through a unique service offering, which will be driven by a customer-centric strategy and culture.

- Success will depend on the skills and support of our people and on a handshake between company and employees in achieving superior performance.
- We will achieve our goals responsibly.
- We adhere to the highest ethical standards and continuously engage our stakeholders.
- We believe that sustainability comes from firm focus on profits, our people and the planet.
- We will drive the digitisation of our channels to keep up with market demands, but also to lead with new technology.
- Market leadership depends on crafting and maintaining a unique identity as the Bank Windhoek Holdings Group.

REACHING OUT TO ALL NAMIBIANS

Relationships and partnerships form an integral part of the Bank's success. By investing

in mutually beneficial relationships with stakeholders, we demonstrate our long-term commitment towards the development and empowerment of Namibians and the local economy. Throughout the Bank's history, Bank Windhoek has stayed true to its vision of providing banking services for all Namibians and its business philosophy of building long-lasting relationships with its stakeholders.

With financial inclusion becoming more important in creating wealth for Namibians, Bank Windhoek increased efforts to break down barriers preventing fellow Namibians from making use of banking facilities and the opportunity to improve their financial status.

Through the listing of Bank Windhoek Holdings Limited, the holdings company of Bank Windhoek, on the Namibian Stock Exchange in June 2013, more investment opportunities were created for ordinary Namibians and the ownership of Bank Windhoek was further broadened among Namibians.

As the financial partner of our clients we want them to make informed decisions when managing their bank accounts and using our products and services, as ultimately we aim to make banking easy and accessible. Bank Windhoek remains committed to give clients the best advice on using their bank accounts as efficiently and effectively as possible, thereby contributing to the overall improvement of financial literacy in Namibia. Furthermore, in terms of financial literacy, the Bank is proud to be associated with the Financial Literacy Initiative (FLI) of the Ministry of Finance and fulfils its role as an active member with passion and verve.

Appropriately priced, easy-to-use products and services that provide clients with a safe and secure means of transacting with their money are a core focus point for Bank Windhoek. The Bank remains committed to develop new products and enhance existing products to offer our valued clients even more choice, flexibility and convenience.

Bank Windhoek is proud of its well-established and wide-spread footprint across Namibia, servicing clients through a network of 55 branches, even in the remotest part of our country. The branch network is well supported by a widespread ATM footprint, consisting of 105 Bank Windhoek ATMs and 260 Cash Express Machines. Bank Windhoek's branch network will further expand with the opening of a branch in Ruacana.

Bank Windhoek is proud to deliver excellent customer service to its clients. The Bank recognises the value of offering excellent customer service as a competitive differentiator and understands the impact that good customer service delivery has on its brand and reputation. The Bank therefore continuously monitors client satisfaction surveys to ensure that it remains in touch with changing customer needs and expectations. In addition, the Bank promotes a strong service culture through its Service Charter, which sets out the service values of the Bank and the rights of clients in terms of service delivery and service standards.

Bank Windhoek invests in the communities that we operate in not only to demonstrate our commitment to being a responsible corporate citizen, but also to play a role in the development and sustainability of these communities as we truly believe that "Together we do

better". In addition to the Bank's Social Investment Fund, Bank Windhoek's Sponsorship and Donation portfolio covers a broad range of sectors, including sport, welfare, education, agriculture and arts and culture. This supports the Bank's philosophy of a balanced approach in supporting projects or events.

Through its social investment programmes and sponsorship portfolio Bank Windhoek has invested more than N\$6.3 million in the 2014/2015 financial year. It is our philosophy and belief that we do not merely fund projects, but we also build relationships with our beneficiaries. Our beneficiaries are also actively encouraged to form collaborations with other projects to avoid duplication, to ensure the effective use of scarce resources and ensure maximum reach to targeted groups.

At Bank Windhoek we believe in the saying 'It is not what you say, it is what you do'. Over the years we have built and nurtured many mutually beneficial relationships with a number of stakeholders. Bank Windhoek is in Namibia not only for the long run, but has its roots firmly planted here. We are determined to help our nation grow and to change the lives of Namibians everywhere we go.

With its dedicated and skilled employees, its loyal clients and the support of other stakeholders, Bank Windhoek looks forward to an exciting future for the benefit of all, a future which shows that "Together we do better".

BANK WINDHOEK

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EXECUTIVE OFFICER: GROUP
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Every day we challenge ourselves to do what **matters most—for clients, for our people, and for society**. We serve clients distinctively, bringing innovative insights, solving complex challenges and unlocking sustainable growth. We inspire our talented professionals to deliver outstanding value to clients, providing an exceptional career experience and an inclusive and collaborative culture. We contribute to society, building confidence and trust in the markets, upholding the integrity of organizations and supporting our communities.

Our shared values guide the way we behave to make a positive, enduring impact:

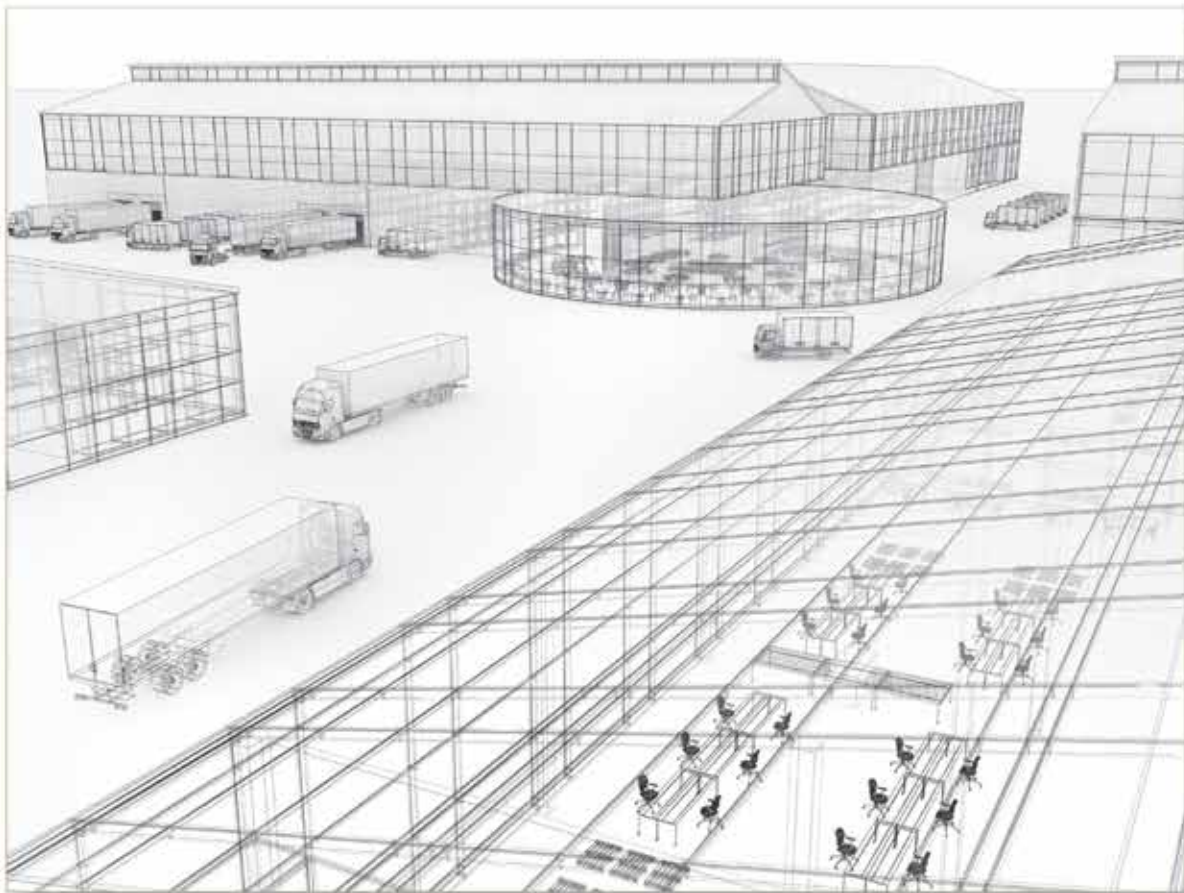
- Integrity
- Outstanding value to markets and clients
- Commitment to each other
- Strength from cultural diversity

Services offered:

- Audit
- Tax
- Consultancy
- Risk Advisory

Windhoek, Deloitte Building, Maerua Mall Complex, Jan Jonker Road
PO Box 47, Windhoek, Namibia Tel: +264 (61) 285 5000

Walvisbay, Deloitte Building, 131 Sam Nujoma Drive, PO Box 1036, Walvis Bay, Namibia
Tel/Direct: +264 (64) 280 650



Our enterprise finance helps bigger plans become operational realities.

At the Development Bank of Namibia we believe that an ambitious idea should not be held back by the availability of finance.

Big ideas are at the heart of development. They create large-scale employment, better resource utilisation, vital infrastructure, innovation and entrepreneurs for the future.

Our mandate to finance large-scale enterprise and infrastructure, makes us a logical first stop for entrepreneurs and project planners.

If you have a plan for a large-scale enterprise or infrastructure, visit www.dbn.com.na, then call 061 291 1000.

We're waiting to hear from you.



**Development
Bank of Namibia**

Good business is good for development.

Development Bank of Namibia

WE'RE WAITING TO HEAR FROM YOU



The Development Bank of Namibia ("DBN" or "Bank") recognises the power of enterprise, that places ownership in the hands of previously disadvantaged Namibians.

The strength of private sector enterprise is that it gives employed individuals the ability to sustain themselves and their families, and also the means to improve their circumstances, through education, health and housing.

Infrastructure, be it physical

infrastructure such as roads, power and water, or social infrastructure such as medical facilities and schools, enables industries, communities and individuals to grow and prosper.

By applying commercial approaches to financing, the Bank nurtures developmentally beneficial enterprises and infrastructure, and increases its financial capacity to finance additional projects.

The Bank provides finance to larger private and public sector

enterprises, in line with the goals of the Fourth National Development Plan ("NDP4").

An apex microfinance facility is available for micro-finance intermediaries which satisfy the values and goals of the Bank.

The Bank uses finance in key sectors, with lower levels of economic activity, to promote ownership to the previously disadvantaged population of Namibia, particularly women and young entrepreneurs.

have the necessary skills needed, and that collateral or guarantees are sufficient for the Bank's policy of capital preservation.

The key development factors that the Bank considers when assessing an application, are whether or not the loan will create jobs or infrastructure. Other key factors which the DBN considers include Namibian ownership, and spread of jobs across the regions where employment opportunities are limited.

The Bank does not finance speculative investments, businesses that have a negative social impact and projects that may be damaging to the environment.

DBN ensures that it provides finance across the regions, that Namibians take ownership of wealth, and that the employment opportunities it creates will be in place for years to come.



As a custodian of government funds, together with other lenders who have an interest in the development of Namibia, the Bank holds itself accountable for funds, and has a robust system of governance to ensure that it is well managed and governed. It takes an active interest in the growth of its loans and has a track record of successes.

To ensure that it finances viable enterprises, the Bank carefully examines each application. It ensures that the business plan has the hallmarks of viability; that the persons involved in the enterprise

DBN

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Thank you for helping us collect the 2015 award.



FNB would like to show our appreciation to our customers, for helping us achieve our 8th **"Bank of the Year"** Award.



FNB

First National Bank

how can we help you?

FNB Namibia

LOOKING BACK



Sarel van Zyl
CEO

An enterprise that started in 1907 with only 12 employees in Lüderitzbucht, in the south-western corner of Namibia, has grown into a giant. The FNB Namibia Holdings Group today

employs more than 2 000 people, has a presence throughout the country and provides multifaceted financial services to the nation. In 1997 – ninety years after its birth – it became the first locally registered bank to be listed on the Namibian Stock Exchange. Market capitalisation has soared from N\$167.2 million to N\$8.8 billion in 18 years. The FNB Namibia Group is proud to record that it has delivered consistent earnings growth and created value for all its stakeholders.

The FNB Namibia Group includes First National Bank of Namibia Limited, WesBank, RMB Namibia, Ashburton, FNB Insurance Brokers, OUTsurance and FNB Unit Trusts to name but a few. First National Bank of Namibia offers banking & investment services to individuals and businesses across our vast country while RMB Namibia provides the corporate and investment

banking associated with a growing economy. WesBank is the vehicle and asset financing arm of the Group, available to individuals and businesses alike. Short-term insurance through OUTsurance and FNB Insurance Brokers ensures that assets are well covered. FNB Insurance Brokers also offers life cover options. Ashburton is the new wealth management company in the Group.

FNB Namibia Ltd. provides a full range of banking services to individuals, while FNB Business and RMB Namibia offer services and solutions that meet the needs of enterprises – both large and small – throughout the country. Our primary objective is to establish and maintain a sustainable business. Therefore our fundamental approach is to present substance over form.

As a leading financial services provider in Namibia we are placing great emphasis on creating a sustainable business

that looks at creative ways of helping our Namibian Government to fight poverty.

Investing in the community and the future of our country is a priority. FNB Namibia Holdings Foundation Trust is the vehicle through which we support non-profit organisations and institutions working towards the development and empowerment of the broader community.

With the vision of being a great Namibian Business creating a better world, the FNB Group is cemented by the values of I'm Innovative, I'm Accountable, I'm Helpful, I'm Ethical and I'm Effective.



VICTORIA MURANDA,
MANAGER: CORPORATE
COMMUNICATIONS
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GIPF Lea



Mihe Gaomab II
Chairman



David Nuyoma
Chief Executive Officer/
Principal Officer



Elsie Beukes
Trustee



Goms Menetté
Trustee



Heinrich Iita
Trustee



Hubert Mootseng
Trustee



I-Ben Nashandi
Trustee



Maria Dax
Trustee



Pontianus Musore
Trustee



Sarafina Kandere
Trustee



David Nuyoma
Chief Executive Officer/
Principal Officer



Elvis Nashilongo
General Manager:
Marketing & Corporate
Communication



Milka Mungunda
General Manager:
Operations



Conville Britz
General Manager:
Investments



Daniel Ndara
General Manager:
Finance



Mbati Tjiho
Risk Officer



Onno Amutenya
General Manager: MIS



Ernest Liswaniso
General Manager:
Human Resources and
Administration



Christopher Mukubonda
Manager:
Internal Audit



Melki-zedek Uupindi
Manager:
Legal and Compliance
Services



Escher Luanda
Manager:
Corporate Governance

Leadership



Amos Kamonde
Manager Marketing
Services



Anna Hambuda
Manager Records and
Data



Daylight Namene
Manager
Corporate
Communication



Getrude Xawes
Manager Payroll, Remu-
neration, Recruitment
and Employee Benefits



Gottlieb !Naruseb
Manager IT



Aino Shipiki
Manager Finance



Ebson Hoëseb
Manager Organisational Devel-
opment and Industrial Relations,
Training and Wellness



Leevi Tshoopara
Manager Listed
Investments



Jacob Mugaviri
Manager Regional Branches
Co-ordination



Hilikka Mbako
Manager Client Services



Immanuel Kadhila
Manager Treasury



Selby Sibeya
Manager DC Funds



Venessa Kanguuehi
Manager Benefits
Processing



Sara Mezul-Engo
Manager Unlisted
Investments



GIPF

To guard, and to grow.



VALUES

We are committed to team work

- We create a conducive and enabling work environment
- We share an urgency to achieve our vision.
- We support each other and treat each other with respect and
- We are collectively responsible for our actions

We act with integrity

- We act with honesty, fairness and transparency
- We treat information confidentially
- We act independently and consistently

We are passionate about service

- We provide quality service
- We provide our service on time
- We are courteous, professional and respectful

We drive performance excellence

- We commit to regulatory and
- supervisory excellence
- We commit to operational excellence
- We commit to the highest standards
- of performance

MISSION

NAMFISA'S mission is to effectively regulate and supervise financial institutions and to give sound advice to the Minister of Finance.

VISION

NAMFISA'S vision is to be a respected regulator of the financial sectors that foster a stable and safe financial system which contributes to the economic development of Namibia.

LEADERSHIP CREED

We are committed

We take ownership of our mandate

We have a sense of urgency to execute our Strategy

We take mutual accountability to embed our vision and values



We are united

We have a shared vision being a respected regulator of financial institutions

We stand together

We support team decisions

We are exemplary

We set the leadership benchmark

We are approachable and fair

We encourage innovation and creativity

We are decisive and firm

We are consistent in our decisions

We make decisions timely

We execute decisions firmly

We are passionate and inspired

We are driven to achieve our vision

We defend what we stand for

We celebrate our achievement

We care

We care about the well-being of our employees

We care about the protection of financial services consumers

We care about the safety and soundness of the financial services consumers

We care about the safety and soundness of the financial services sector

Call 0800 290 5000, info@namfisa.com.na

13th Floor, Sanlam Centre, 154 Independence Avenue, Windhoek

Transformation & change lead the way.



nam-mic
holding (pty) ltd

It has been said that the one and only constant in life is change. In business we are faced with change on a daily basis whether in the external market or internally, where we are constantly pressured to become more efficient and more effective at operating at the lowest possible cost but at the highest possible output. In our personal capacities we are driven to change for fear of falling behind or simply because circumstances have forced us into making the necessary changes to leap into a new season. Ultimately we have a choice to stay behind or to embrace the new opportunities that present themselves.

As leaders, our success or failure hinges upon how well we are able to facilitate change amongst our families, friends and acquaintances, our teams and our staff. This ability even extends to our clients and other stakeholders – if we are able to lead during a time of change, then we will set a new standard for others to follow.

Namibia Mineworkers Investment Holdings Company (Nam-mic) (Pty) Ltd, an active local equity investor, has embraced this journey of change. As part of the first phase of an extensive journey to effect specific changes Nam-mic moved to new premises in 2015, namely Nam-mic House No.2, 5 Adler Street, Windhoek West.

Our Vision, Mission and Values

Namibia Mineworkers Investment Holdings Company (Nam-mic) was established in 1997 as a broad-based black economic empowerment company owned by the Namibia Miners Investment Trust, a wholly owned investment vehicle of the Mineworkers Union of Namibia.

Vision

The Nam-mic vision is to be the leading broad-based organization and strives to make a significant impact in the socio-economic development of Namibia.

Mission

Nam-mic optimizes shareholders value through diligent investments.

Values

Nam-mic prides itself in maintaining a value system based on integrity, excellence, innovation, care and prosperity.

Investment Portfolio

Today Nam-mic Holdings holds a diversified portfolio of investments in financial services, property and infrastructure development, engineering, mining, medical aid, communication, travel and transportation. Some of the assets owned by Nam-mic include a significant shareholding in Nam-mic Financial Services, which has investments in a number of local blue chip financial services entities: Bank Windhoek Holdings, Sanlam Namibia Holdings, and Santam Namibia. Other investments in the Nam-mic Holdings portfolio include Crossroads Namibia Avis fleet management, Avis Rent a Car and Zeda car sales, as well as EVI Mining, which is a partner in B2gold Namibia (Otjikoto Gold Mine) with B2Gold Corporation, a listed Canadian mining company with a secondary listing on the Namibian Stock Exchange.

Value proposition

As a holding company Nam-mic adds value to its investee companies in terms of:

- BBBEE Partner of Choice – current and potential investee companies' first choice due to union support and because we add value to the growth of the Namibian economy. We offer excellent business network opportunities and provide access to a wider worker market.
- Strategic counsel – we use the strength of our team in management consulting, accounting and finance to assist management with strategic decisions. We provide additional assistance in other areas where our executives feel we can contribute.
- Introductions to Key Organisations and Individuals - we leverage our strong national relationships in the financial, media, union and corporate communities to create successful, sustainable and market-innovating businesses.
- Assistance with Operations and Process Improvement – we enhance business practices in such way that our portfolio companies are highly efficient and competitive. We place special emphasis on stakeholder engagement.
- Assistance with Recruiting – We assist our portfolio companies in building their executive teams and Board of Directors

Corporate Social Responsibility

As an organization Nam-mic Holdings is committed to corporate social responsibility, the provision of assistance to previously disadvantaged communities and upliftment of the living standards of our people. Nam-mic will therefore continue to render assistance towards social causes aimed at addressing economic and social imbalances in society, or projects aimed at uplifting standards of living of previously disadvantaged communities.



Mr Joshua Kaitungwa, CEO

Corporate Strategy

Joshua Kaitungwa, the Chief Executive Officer (CEO) of Namibia Mineworkers Investment Company Holdings (Pty) Ltd, emphasizes that for the past five years the company has been focusing on and succeeding in creating a strong balance sheet to meet funding requirements for its investment transactions.

During the past five years the company has been focusing on building the business and profit model, developing the investment philosophy, portfolio research, profitability of existing investments, business intelligence on portfolios and the assessment of new investments, brand architecture, brand policy & stakeholder engagement, building brand reputation and sustainability of relationship with stakeholders, skills development for directors and management, maximization of shareholder returns and growing value and organisational development intervention.

In order to achieve these strategic themes the Group

commissioned three major projects with the assistance of experts. The ultimate result was the new organizational structure and various policies to guide the management team in the administration of the company.

The company held its corporate strategic workshop on 02 and 03 October 2015 to map out the strategic directive for the next five years. The workshop brought together the directors of the holding company, directors of subsidiaries and associate companies, trustees of Namibia Miners Investment Trust (Nam-mit) and the management team.

The joint strategic session of directors and trustees adopted the following strategic decisions:

- The strategic portfolio which should either be speculative, socially driven or a hybrid of the two;
- Investment timing as it relates to investment in companies;
- Investment horizon (long or short term of investment);
- Investment exit strategy;
- Property development was confirmed as a critical and priority investment area;
- New investment targets in the education sector (vocational training), retail, manufacturing and fishing.

As part of brand building the Group will also continue to focus on their identity and who they are and what they stand for. They will equally engage all relevant stakeholders to assist them in enhancing all communication.

The CEO believes that by implementing the above initiatives the future of Nam-mic Holding (Pty) Ltd will continue to remain bright and this signifies the company's commitment to maximizing advancement of benefits to its beneficiaries.

The future role and profitability of Nam-mic and its attractiveness to a wide and diverse range of strategic partners will depend, to a large extent, on how it is perceived to be securing advantages for this challenge. If this potential is unlocked purposefully and responsibly, Nam-mic has the capacity to grow into a Namibian industrial development corporation, creating wealth and employment for our country.

Mr John M Shaetonhodi, Founding Chairman of Nam-mic Holding (Pty) Ltd believes that

"Together, as a team, we are committed to doing whatever it takes to build Nam-mic to become a force to be reckoned with".

Corporate Governance

Corporate governance is at the centre of Nam-mic Holding's management and administration. They have established a well-balanced Board of Directors, comprising of directors from the shareholder's structure and independent directors with legal and financial expertise. The Board is assisted by sub-committees, which deal with relevant designated aspects but, the one most responsive to change.

"The organizations and leaders that embrace change will not only survive, they'll thrive."

The Remuneration Committee's mandate is to deal with human resources issues and present recommendations to the Board.

The purpose of the Audit and Investment Committee is to assist the Board of Directors in fulfilling its responsibility related to Corporate Governance and to ensure compliance with financial requirements and risk management.

Other committee, Remco and Tender:



NAM-MIC Board Members, Front Row: John Ndeutepo, Jacob Nghifindaka (Chairman), Anna Nakale-Kawana, Joshua Kaitungwa (CEO), Back Row: Shavuka Mbidhi, Ismael Kasuto, Tuhafeni Petrus, Freddie Kashimba and Paul Situmba NB: Ms A. Shilengundwa and Ms. Selma Shaanika are absent.



Remuneration Committee Members, Front Row: Jacob Nghifindaka, Joshua Kaitungwa (CEO) Back Row: Paul Situmba, Ismael Kasuto and Shavuka Mbidhi NB: A. Shilengundwa (Chairperson) is absent.



Audit & Investment Committee, Front Row: Jacob Nghifindaka, Anna Nakale-Kawana (Chairperson) Back Row: Freddie Kashimba, John Ndeutepo, Joshua Kaitungwa (CEO)

The tender Committee deals with Procurement. The sponsorship Committee handles and Considers applications for Sponsorship.

Sonia Ndjambula, Executive Secretary, Office of the CEO
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MAKE
THINGS
HAPPEN



NEDBANK

MAKE BUSINESS IN AFRICA HAPPEN



The best of Namibia, with the backing of Africa.

Nedbank Namibia provides a full range of domestic and global services to individual, corporate and international clients. Through our Nedbank-Ecobank alliance, the largest banking network in Africa, we also bring insights on the economy, industries and business environment of each individual African country in our portfolio.

MAKE
THINGS
HAPPEN



The best of Namibia, with the backing of Africa.

Nedbank is committed to becoming the most admired bank in Africa, and the number one choice for banking in Namibia. We have a highly skilled and experienced Namibian team who are backed by a formidable presence on the African continent.

Nedbank Namibia Limited provides a full range of domestic and global services to individual, corporate and international clients, and through the Nedbank and Ecobank alliance, has a network that spans over 2 000 branches in 39 countries in Africa – the largest banking network on the continent.

The Nedbank team in Namibia is led by Managing Director, Lionel Matthews, who is also the former Chief Executive Officer of Old Mutual Investment Group Namibia, with 20 years' experience in finance, banking, investment and strategic planning.

Lionel is supported by a team of dedicated staff and a core Executive team.

The team's dedication to improving performance and adopting new technology has laid the foundation for a change innovation programme being piloted in Namibia to be rolled out to the rest of southern Africa between 2014 and 2016. This new system will see innovative and optimised offerings being made available to Nedbank clients, while integrating more closely with the rest of the network in Africa for added leverage.

The core of the African network's strength is in the contribution and performance of each individual country business, which brings localised knowledge and in-depth understanding of country economies, industries and business environments to the group. In this context Nedbank Namibia has performed exceptionally well, as one of the

fastest growing banks in Namibia with an asset base and revenue that continues to grow year on year, bearing testimony to the confidence of the Namibian market in our operations.

As a strong local bank, with the backing of Africa and a global reach, we are well positioned to provide a powerful and comprehensive combined service offering encompassing the following:

Wholesale and transactional banking

Trade: Provides cross-border trade solutions covering a full range of import and export trade services, including trade financing, letters of credit, bills for collection and guarantees. Our trade specialists are equipped to provide customised trade solutions for the larger and more complex trade transactions.

Foreign payment services: Take care of international payments, inbound and outbound, on a worldwide basis spanning all the major international and African currencies.

Foreign exchange products: Range from vanilla, spot and forward exchange trades to more complex and structured foreign exchange transactions specially tailored to meet individual client requirements. Our foreign exchange capabilities cover the full spectrum of global and African currencies.

Financing products: Range from overdraft or short-term working capital facilities for day-to-day operational purposes, to medium- and long-term debt to finance specific transactions or investments.

Cash management solutions: Incorporate current account services, internet banking, cash sweeping, collections, cash pooling and payroll processing.

Investment banking

Structured and project finance: Provide specialist expertise and has an established track record across a number of industry sectors, including energy, infrastructure and mining.

Structured trade finance: Works closely with all the major international export credit agencies, and is equipped to offer cost-effective and tailored long-term financing structures to support the purchase of major plant and capital equipment.

Corporate finance advisory services: Offer specialist advisory services across the alliance footprint, including mergers and acquisitions, corporate restructurings, listings, corporate valuations, debt and equity raising, and privatisation.

Debt capital markets: Specialise in bond origination, sales and distribution, as well as debt structuring, underwriting, syndication, sales, primary and secondary distribution, and ratings and debt advisory services.

Risk management services: Incorporate a range of vanilla and structured hedging solutions to assist clients in managing various categories of risk, including foreign exchange, interest rate and commodity price risk.

Retail banking

Current and savings accounts: Enjoy the support of a range of enhancements such as internet banking, foreign exchange, debit cards, ATMs and domestic and foreign payment services.

Loan products: Include credit cards, personal loans, vehicle finance and home loans.

OLDMUTUAL NAMIBIA

Some quick facts on the Old Mutual Group

- Old Mutual was founded in 1845. It is a FTSE 100 company listed on the London Stock Exchange.
- With over 61,583 employees across the world, we are proud to look after the affairs of over 17.5 million customers, globally.
- We operate primarily in the long-term savings, investments and insurance markets.

Our story of over 170 years of excellence

Old Mutual prides itself in its innovative approach to providing considered, market-leading solutions that preserve and grow the money that our customers entrust to us. Our early history is rich in heritage and industry defining milestones.

With a constant focus on growing our business, we acquired companies such as Mutual & Federal and Nedbank and have remained at the forefront of technology and policy related matters to ensure the highest levels of flexibility and service - despite adverse economic conditions.

For more information on **OLDMUTUAL NAMIBIA, or any of our products and services, simply SMS "INFO" to 65656 and we will call you. Alternatively you can visit our web site at www.oldmutual.com.na**

Old Mutual in Namibia

The Old Mutual Office in Windhoek was one of the company's first forays into Africa, opening in 1920.

Today, we have over 900 dedicated staff, operating from 24 branches and looking after the needs of over 200,000 customers.

Old Mutual is a financial services champion and has earned a market share leading position in life insurance, asset management, retirement funding, short-term insurance and in providing sound financial advice.

Our Commitment to Responsible Business.

Old Mutual's Responsible Business Commitment stems from our purpose in society, which is to help our customers thrive.

This we do by enabling them to achieve their lifetime financial goals; and by investing their funds in ways that will create a sustainable positive future for them, their families, and their communities.

#INVEST WITH ME



Old Mutual's Responsible Business Commitment stems from our purpose in society, which is to help our customers thrive. This we do by enabling them to achieve their lifetime financial goals; and by investing their funds in ways that will create a positive future for them, their families, and their communities.

LET'S TALK **WEALTH CREATION**
SENSIBLY & SUSTAINABLY.

For further information on how Old Mutual helps our communities and our customers thrive, call us on (061) 299 3999.



OLDMUTUAL

Do great things



Prosperity through time-honoured values.

To excel at his craft, the coppersmith employs skills distilled and filtered from generation to generation to produce intricately crafted artefacts. At Sanlam we hold dear time-honoured wisdom and knowledge, and stay true to a traditional set of values, grounded in a tireless work ethic and an unwavering dedication to making the most of every dollar entrusted to us. For nearly 88 years, we have been doing business in Namibia the only way we know how - the right way. By being thorough, meticulous, solid and stable. That is what makes us Wealthsmiths™.

To find out what we can craft for you, contact a Sanlam Adviser or Broker, or email us at marketing@sanlam.com.na.



[Insurance](#) | [Financial Planning](#) | [Retirement](#) | [Investments](#) | [Wealth](#)

Sanlam Namibia Holdings

A Namibian company with more than 80 years of business experience in Namibia.



WHO WE ARE

In 2004 Sanlam together with Regent Life Namibia, Capricorn Investment Holdings and Nam-mic, established a new services group called Consolidated Financial Services (CFS), later renamed as Sanlam Namibia Holdings.

Sanlam Life owns 54.01% of Sanlam Namibia Holdings, whilst Capricorn Investment Holdings and Nam-mic hold 29.46% and 16.41% respectively. Nam-mic owns a further 3.05% indirectly via Capricorn Investment Holdings, bringing the total beneficial BEE ownership to 19.46%. Other black Namibian individuals currently hold 0.12% in Sanlam Namibia Holdings, resulting in a total black ownership of 19.58%.

Sanlam Namibia Holdings is a Namibian company with more than 80 years of business experience in Namibia.

VISION, MISSION AND VALUES

The vision of Sanlam Namibia Holdings is **to be the trusted and dynamic leader in wealth creation and financial solutions.**

The mission of Sanlam Namibia Holdings is **to grow shareholder value and provide financial peace of mind to our stakeholders** through:

- Trusted advice
- Wealth creation
- Sustainable profitability
- Corporate social investment; and
- Empowered and motivated employees

In carrying out our duties and responsibilities, we uphold the following corporate values:

- **Accountability:** we are responsible and answerable to stakeholders for decisions and actions.
- **Integrity:** We walk our talk; our personal and professional conduct are consistent with the common public good; we are trustworthy; (being honest, sincere and ethical in all we do)
- **Passion:** We employ people with a zest for life and work; who are fully engaged with work and life; (being excited and enthusiastic about what we do)
- **Innovative:** we foster and reward dynamic and creative contributions.

OUR BUSINESS

At present Sanlam operates under three main business clusters:

- **The Investment cluster** offering products to retail and corporates. This cluster provides clients with access to investments in all major asset classes;
- **The Short-term insurance cluster** offering short-term insurance products for personal, corporates, commercial and agricultural needs as well as specialised insurance for particular requirements;
- **The Life insurance clusters** which focusses on the entry level and affluent markets. This cluster offers risk insurance, savings and retirement provisions. Under the Life cluster, Sanlam also offers group life products for SMEs, corporate bodies, unions, and other organised associations, as well as credit life.

AFFIRMATIVE ACTION AND EMPLOYMENT EQUITY

Sanlam Namibia Holdings recognises the business imperatives of employment equity, and supports the goals and objectives thereof. By embarking on employment equity, Sanlam Namibia Holdings seeks to create a truly Namibian company, free from all forms of unfair discrimination, with equal opportunities for all and where diversity is optimised to enhance productivity. During the past ten years, Sanlam Namibia Holdings has been issued with an Affirmative Action Compliance Certificate and on time.



Insurance | Financial Planning | Retirement | Investments | Wealth

Ten years ago
Kenneth was
waiting tables.

Today you'll
wait two weeks
to get a table at
his restaurant.



#neverstop

Standard Bank Moving Forward™

Standard Bank Namibia

MOVING FORWARD FOR 100 YEARS



Mr Vetumbuavi Mungunda
Chief Executive

Standard Bank Namibia shares a longstanding and remarkable 100 year history with its valued customers, corporate clients, employees and shareholders.

It is a history that speaks of the Bank's solid, consistent, progressive and strong legacy in Namibia's economy, development and the country as a whole.

Back in 1915, on August 19th, Standard Bank Namibia became one of the companies to open its first branch in the coastal

town of Lüderitz. In the same year further Standard Bank branches were subsequently opened in Swakopmund and Windhoek and in many other towns thereafter.

From those early beginnings Standard Bank's footprint spread to greater heights, resulting in a powerful heritage built on customer centricity, a sound reputation and continuous innovation.

History tells us that the Bank's original vision was to understand its customers better, have employees with a strong knowledge of local business and to strive to connect borrowers with leaders. This vision created the platform for the kind of Bank it would become and the qualities on which our customers and clients would come to rely on.

In the course of our hundred years' legacy, Standard Bank Namibia has grown from a mere few staff members to a complement of over 1 500 today, and we have extended

our roots deep into the economic fabric of Namibian society.

What a rich and phenomenal history our Blue Bank holds and how we have managed to grow sustainably through the years and continuously contribute to the overall growth of our country and the economy.

Interestingly, one common golden thread that holds our Standard Bank journey together is the fact that our seven values - teamwork, growing our people, upholding the highest level of integrity, serving our customers, being proactive, constantly raising the bar and respecting each other - remained constant throughout the years.

One of the core values I always reiterate and which remains close to my heart is customer centricity. The saying "the customer is king" is very much applicable and relevant to our success. For our customers the possibilities are endless to enjoy an array of innovative products and services.

100 years is a formidable milestone. Our rich legacy has provided us with a strong foundation on which we can build for the future. I am therefore extremely excited about our journey together to achieve and maintain ongoing success.

Join me in our landmark celebration in moving Standard Bank forward for another 100 years to come. We would like to thank all our key business stakeholders, clients and employees wholeheartedly for their valuable contribution to the overall success of Standard Bank. Thank you for sharing this journey of success and let us continue moving forward!

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Etosha Fishing - a leading player in the Namibian fishing industry

Etosha Fishing Corporation, first known as the Walvis Bay Canning Company, pioneered Namibia's fishing industry in the 1940s with the country's first fishmeal and canning plant. Today Etosha Fishing is a leading player in the Namibian fishing industry and considered to be one of the major round can production facilities in the world.

Etosha Fishing is proudly associated with the Lucky Star brand, the canned fish market leader in southern Africa and well-known in many world markets, through a shareholding agreement with Oceana Group Limited concluded in 2000. It also cans Namibian horse mackerel under its own EFUTA Maasbanker brand.

The company subscribes to the vision "excellence in food processing" and operates under HACCP compliance and EU Accreditation. Its products comply with the standards and regulations set by the National Regulator for Compulsory Specifications (NRCS) and Namibian Standards Institutions (NSI).

Etosha Fishing is in the process of upgrading its old fishmeal plant, in operation since 1965, at a cost of N\$24 million to a state-of-the-art steam drying facility that will produce fishmeal of a higher protein content while saving on energy costs.

The company operates three well-maintained and highly effective purse seine vessels and one trawler.



GOLD FROM OUR SEA

NAMIBIAN MAASBANKER IN A CAN

Proudly produced in Namibia by





TURNING FISHING RIGHTS INTO VALUE

In recent years Etosha Fishing set the standard for value addition to Namibia's national fish, by launching its own EFUTA product range of canned horse mackerel in tomato sauce, chilli and salt water.

A joint venture agreement between Etosha Fishing and Erongo Marine Enterprises resulted in the launch of a pilot project in November 2013. EFUTA Maasbanker was successfully introduced to the Namibian retail market, with exports to several countries on the African continent following soon thereafter.

It is the first Namibian canned product to receive the NSI's Standard Mark

of Conformity product endorsement. EFUTA Maasbanker is also a proudly Namibian product endorsed by Team Namibia and carries Halal certification.



This pioneering venture was fuelled by repeated calls in recent years by the Namibian Ministry of Fisheries and Marine Resources for employment creation and value addition in the fishing sector.

Moreover, the venture allows for a more sustainable business operation with secure, long term employment for Namibians.

INNOVATIVE THINKING

With Namibia's pilchard resources under pressure, Etosha Fishing is well-known for its innovative thinking in order to ensure the sustainability of the company and the development of the local fishing industry. It has been importing in excess of 25,000 metric tons of frozen pilchards for processing on local soil since 2010, which has contributed to more than 48 weeks of additional employment for seasonal workers during the 2010 to 2015 period.

Etosha Fishing's allocated total allowable catch (TAC) of pilchard and horse mackerel only provides employment for approximately 4 months of the year.

Through these imports jobs are extended by at least another 5 months of the year.

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For more information visit our website at www.etoshafish.com.na

THE NAMIBIAN HOME
OF LUCKY STAR





**NAMIBIA FISH CONSUMPTION
PROMOTION TRUST**

FISH PROMOTION AND CONSUMPTION IS OUR MANTRA



Victor A. N. Pea
Chief Executive Officer

The Namibia Fish Consumption Promotion Trust (NFCPT) was established in March 2001 as per Cabinet resolution 38th/05 12:00/0.00. In terms of this resolution, the NFCPT was mandated to promote fish consumption within Namibia by making fish more accessible and affordable. Furthermore, to teach the public how to prepare and cook fish and in so doing, attain the most nutritional value from it.

The NFCPT is awarded an annual Horse Mackerel and Hake quotas from the Ministry of Fisheries and Marine Resources, through which local entities are engaged to offer services that include (but are not limited to) the catching of these quotas. The NFCPT then supplies fish to the local market at below market prices; thus enabling all social classes to afford this normally "expensive" food type. In fulfilling this mandate, the NFCPT is constantly engaged in finding mechanisms to extend and cement its footprint in Namibia, and in so doing bring nutrition to every household.

In Namibia, where the majority of people can't afford fish due to its unavailability and affordability, the NFCPT has made it their duty to roll out its retail reach to 10 regions. Our retail footprint starts in the deep south in Lüderitz and extends to Keetmanshoop, Mariental, Gobabis, Windhoek, Swakopmund, Walvis Bay, Opuwo, Ondangwa, Ongwediva, Outapi, Eenhana and Rundu.

The NFCPT sees itself playing a leading role in the enhancement of food security, poverty alleviation, and the improvement of livelihoods. This we aim at achieving by ensuring that all Namibians have access to fish. Evidence of our role in attaining this feat is recorded in our historic metric tonnes distribution of 7444.81 metric tonnes in 2014 compared to a mere 500 metric tonnes in 2001. The NFCPT has been instrumental in the rising demand for higher value fish products that were previously only earmarked for the export market.

The NFCPT in keeping true to its mandate, hosts the annual National Fish Consumption Day on a rotational basis to different regions within the country to sensitise and engage the Namibian public on the benefits of fish consumption, whilst at the same time illustrating fish preparation to the public.

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BRINGING FISH TO THE NATION



ONE



CAN FEED A NATION.

LET'S FIGHT POVERTY

WE AT THE NAMIBIA FISH CONSUMPTION PROMOTION TRUST HEED THE CALL TO FIGHT POVERTY BY PROVIDING & PROMOTING FISH TO THE NATION.

OUR FISH SHOPS:

ONDANGWA FISH SHOP

TEL: 065 240 445

ONDANGWA MAIN ROAD

MONDESA FISH SHOP & TAKE-AWAY SWAKOPMUND

TEL: 064 401 054

NELSON MANDELA AVENUE

RUNDU FISH SHOP

TEL: 066 256 827

MARKUS SIWARONGO STREET

CORAL REEF RESTAURANT & FISH SHOP ONGWEDIVA

TEL: 065 230 622

MANDUME NDEMUFAYO STREET

KEETMANSHOOP FISH SHOP

TEL: 063 225 859

KEETMANSHOOP URBAN CONSTITUENCY OFFICE

LÜDERITZ FISH SHOP

TEL: 063 204 010

INDUSTRIAL STREET

GOBABIS FISH SHOP

TEL: 062 564 564

CHURCH STREET

TOBIAS HAINYKO FISH SHOP WINDHOEK

TEL: 061 401 763

OMUVAPU STREET

OSHETU MARKET FISH SHOP WINDHOEK

TEL: 061 211 094

SHANGHAI STREET

EENHANA FISH SHOP

TEL: 065 263 284

C/O TOBIAS HAINYKO & HARELBEKE ROAD

OUTAPI FISH SHOP

TEL: 065 251 193

BEHIND WOERMANN BROCK HARDWARE

OPUWO FISH SHOP

TEL: 065 273 548

NEXT TO ORENES REST CAMP

MARIENTAL FISH SHOP

TEL: 063 244 782

KHOICHAS ROAD

WALVIS BAY FISH SHOP

TEL: 064 204508/11

JOHN OVENSTONE STREET

HEAD OFFICE:

JOHN OVENSTONE STREET,

WALVIS BAY

TEL: 064 204508/11

P O BOX 568,

SWAKOPMUND



NAMIBIA FISH CONSUMPTION
PROMOTION TRUST



A GREAT CATCH STARTS AND ENDS WITH GREAT LOGISTICS

Each day we land tons of fish with a fleet of trawlers sustainably harvesting our nation's marine resources. Notoriously perishable, everything we catch must be caught, prepared, packaged and taken to market efficiently, while still fresh.

That's the only way to ensure customers reach for our nutritious and quality products. The best processes, planning, machinery and staff have made it possible for us to pull this off. Smooth sailing from ship to shore, thanks to great logistics and great team work.

for | **TODAY
TOMORROW
GOOD
NAMIBIA**



NAMSOV Fishing Enterprises Pty. Ltd.

Namsov

THE BENEFITS OF OUR OPERATIONS ALWAYS END UP IN THE HANDS OF THE NAMIBIAN PEOPLE

OUR STORY

Our story is one of humble beginnings. But it is a beautiful story of how we as Namibians can achieve true Namibian ownership and reap the socio-economic benefits for our Nation. Before Namibia became an independent Republic we were an agent and broker serving foreign trawlers catching fish in Namibian waters. Our business model at that time was to assist foreign vessels with whatever they required from shore. Our business was fully foreign-owned.

NAMIBIANISATION

Driven by the desire to turn our business Namibian we pioneered the Namibianisation of the industry. We bought trawlers and engaged in harvesting the natural resource by applying the transshipment model. In order to successfully learn the most we could from our skilful Russian counterparts we formed a joint venture – which is how the name NAMSOV came about.

The success of the joint venture was the result of merging a local fishing quota with the use of foreign-owned hardware and

expertise to unlock that value. Both of the foreign contributions were effectively transferred to Namibians. By 1993 Namsov Fishing became more than 50% Namibian-owned. In 1996 we launched our own vessel, the Sunfish, and this established us as the main Namibian mid-water trawler operator.

At this point we didn't have a cent advanced by any shareholders. We chartered Russian vessels to catch our quotas and make the profits we needed to grow our business. Over time we became more skilful. Among other moves, which were a first in the industry, we took the decision to pay our crew the best in the industry. We also attracted the best clients. Furthermore we allocated 10% of the company's stock to the Namsov Community Trust as our contribution to Namibia's social-economic agenda.

GROWTH

We reinvested profits into the business and purchased an additional four vessels by 1998. The result was a period of steady investment, technological improvement and growth. The culture of diligently reinvesting

into the business made Namsov the leader in the industry. Our Namibianisation dreams started to become a reality. We successfully managed to permanently end the foreign ownership and the chartering of foreign vessels.

Legislation and regulations at that time required Namibian shareholding, investment and Namibianisation in the fishing industry. Back in 1994, when the first rights were introduced, the majority of Namsov Fishing Enterprises was already Namibian-owned. We continued to excel at regulatory and legislative compliancy. As a result we received long-term rights and access to horse mackerel quotas. Our historical success was thus built on these principles and strengthened by them.

TODAY

Fast forward to the here and now. Namsov Fishing Enterprises employs 649 people. Our conduct as a responsible, efficient and honest company ensures that Namibians are employed, communities are empowered and our industry value benefits those

in our ecosystem directly and indirectly.

Since the beginnings we have increased Namibian shareholding to 61%.

How we share the value we create with Namibia

- Our employees
- Providers of capital
- The Government of the Republic of Namibia
- Our business

This is how the total wealth of NFE is owned and distributed among our stakeholders. It is a model we have applied since 1991.

NAMSOV

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DISCOVERING NAMIBIA STARTS HERE

ACCOMMODATION | EVENTS | EXPERIENCES



+264 61 420 509

info@staytoday.com.na

www.staytoday.com.na



We use foresight to realise our vision of promoting socio-economic development in Namibia. Kalahari Holdings provides quality goods and efficient services. Our portfolio includes Transportation, Security, Hospitality and Entertainment for Namibia.



Ndilimani Cultural Group



Namprint



New Dawn Productions



NCH



Kalahari Holdings Properties

• Vision •

Kalahari Holdings (Pty) Limited is an established corporate entity, competitive, profitable and playing a prominent role in the socio-economic development of Namibia.

• Mission •

The mission of Kalahari Holdings is to provide quality goods and efficient and effective customer-centered transportation, security, hospitality and entertainment services amongst others, through the use of appropriate technology and a highly skilled and motivated workforce.

KALAHARI HOLDINGS (PTY) LIMITED

Tel: +264 61 225 333 | Fax: +264 61 221 158 | kholdings@mweb.com.na





Empowerment breeds success



Creating Opportunities. Growing People. Unlocking Potential.



Bidvest Namibia

CREATING OPPORTUNITIES, BUILDING PEOPLE AND UNLOCKING POTENTIAL



Sebby Kankondi
CEO

In today's highly competitive world it is the strong and innovative that persevere. Bidvest Namibia has proven to be a strong and innovative business leader in the Namibian economy, ensuring food security, providing jobs and growing small businesses. This is the core of our philosophy. Bidvest Namibia believes in creating opportunities for growth and empowering people. We are proud to say that the Bidvest Namibia brand is a well-recognised symbol of quality, growth, dynamic business, innovation and talented people. Our fresh and synergised business model creates a highly conducive environment for companies to innovate and leap beyond the traditional business boundaries. At the same time we believe that success comes with the responsibility of ploughing back and investing in the community and the country.

With a portfolio that ranges from fisheries, food distribution and freight logistics to commercial services, the group has rooted itself firmly as a proudly Namibian company. Its phenomenal success is the result of its main ingredient: People.

"Bidvest Namibia has grown exponentially over the past few years, not because we have the assets or capital, but because of our team of passionate, results-driven and innovative people. We constantly seek ways to connect people in new synergies that will benefit the team, the company, the community and the country. Bidvest Namibia believes in

empowering people, building relationships and improving lives. We are proud to be part of Namibia's economic and social environment, thereby ensuring sustainable and profitable investments, business operations and availing Namibians the chance to share in our successes," says Bidvest Namibia CEO Sebby Kankondi.

BUSINESS MODEL

Bidvest Namibia was listed on the Namibian Stock Exchange in October 2009 and employs more than 3,500 people.

Bidvest Namibia's fishing operations are housed within Bidvest Namibia Fisheries Holdings (BidFish) and include Namsov (horse mackerel), Twafika (Monk fish), Trachurus (horse mackerel fishing in partnership with other operators), Tetelestai Mariculture (oyster cultivation), United Fishing Enterprises (pilchards, canning, fishmeal and fish oil processing) and Pesca Fresca (an Angolan joint-venture focused on sardinella supported by frozen fish and fish meal processing). Bidfish is particularly proud of the fact that they feed more than 3 million people daily in Sub Saharan Africa.

The Bidvest Namibia Commercial and Industrial Services and Products division comprises Bidvest Namibia Steiner, Cecil Nurse, Minolco, Kolok, HRG Rennies Travel, Voltex and Waltons. These business units offer an extensive range of services and products including office automation and equipment, stationery, electrical equipment and consumables, office furniture, rental hygiene equipment and travel management services. Bidvest Namibia Information Technology (BIT) provides complete information technology services including data management networking, servers and all IT related services to the Bidvest Namibia Group and various external companies. A new addition to the commercial division is the recent acquisition of the Novel Motor Company that sells the Ford, Jaguar, Land Rover, Volvo and Mazda vehicle brands. Bidvest Namibia has also acquired the Namibia Bureau de Change which provides money exchange and travel banking solutions.

The Food and Distribution division comprises Caterplus Namibia and Taeuber & Corssen which provides appliances, non-food commodities, FMCG warehousing, distribution, sales and merchandising services to the Namibian retail and wholesale markets.

The Freight and Logistics services division is run by Manica Group Namibia. Established in 1924, Manica comprises various business units that provide the full scope of logistics services including clearing and forwarding, warehousing, stevedoring, transport, shipping, cargo handling, ship's agency, bunkering, lubricants and skills training. Manica specialises in providing one-stop-shop solutions to any type of logistics challenge.

GROWTH AND SUSTAINABILITY

Bidvest Namibia's commercial portfolio was strengthened with the acquisition of the Novel Motor Company and the Namibia Bureau de Change. The Freight and Marine division, Manica Group Namibia, has also expanded its service portfolio with the creation of a dedicated transport wing with a fleet of modern trucks, side-loaders and trailers. Furthermore, Manica partnered with a local launch business to create Orca Marine Services, a business focusing on ferrying goods and equipment to vessels lying at anchorage in the bay.

TO THE PEOPLE, FOR THE PEOPLE

Bidvest Namibia is committed to ploughing back its gains and success into the wellbeing and development of Namibia's socio-economic sector. This is possible through constructive partnerships and support within the private sector and in government.

Another successful Bidvest Namibia Cup tournament was held in 2015, and has further boosted the image and reputation of Bidvest Namibia among stakeholders.

The Namsov Community Trust owns a 10% share in Namsov Fishing Enterprises. Dividends that are paid to the Trust are used to support underprivileged and disadvantaged Namibians with upliftment and empowering projects in all regions

IN 2014 BIDVEST NAMIBIA

launched an exciting new venture called the Bidvest Namibia Enterprise Development Fund. This fund is aimed at providing purchasing/procurement financing options to Small and Medium Enterprises (SMEs). CEO Sebby Kankondi describes the product as another innovative way in which the group is creating opportunities and advancing people. "Bidvest Namibia remains committed to offering high-quality products and services that stimulate mutual benefits for growth."

BIDVEST NAMIBIA FACTS

- We employ more than 3500 people.
- We understand that people create wealth and companies only report it.
- We are listed on the Namibia Stock Exchange since 26 October 2009.
- Upon listing we transferred 15% of issued share capital to our BEE partners (Ovanhu).
- Namsov Fishing Enterprises provides high-quality affordable protein to more than 3 million people in Africa every day.
- Taeuber & Corssen has been operating in the FMCG market since 1924.
- Manica Group Namibia is the oldest logistics company in Namibia and has been in operation since 1924.
- The Talent Development Centre was established to address business skill training needs not only in the group, but in the local community as well.
- Namsov Community trust has invested more than N\$ 80 million in upliftment programmes across Namibia.

BIDVEST NAMIBIA

NATASHA DROTSKY PUBLIC RELATIONS OFFICER

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Fax +264 61 22 9290
communications@bidvest.com.na
www.bidvestnamibia.com.na



A COMPANY **BUILT BY PEOPLE WHO GROW OUR INDUSTRIES**

We are a truly African company rooted in Namibia, employing 5 850 people in various industries. We exist to create a future by positively impacting and uplifting our people and therefore put all our energy in growing, redefining and playing an integral role in every sector we operate in. With people as our source of inspiration, we know that what we do – is who we are!





THIS IS WHO WE ARE



www.ohlthaverlist.com

THE PUPKEWITZ GROUP OF COMPANIES.

The Pupkewitz Group of Companies is a recognised contributor to key sectors of the Namibian economy, covering various retail segments through its four Trading Divisions, namely: Pupkewitz MegaBuild and Builder's Warehouse; Pupkewitz Motor Division; Pupkewitz MegaTech and Pupkewitz Catering Supplies.



These businesses are grounded on a rich history of entrepreneurship, dating back to 1904 when Max Pupkewitz started a wagon-building business in Okahandja and later a General Dealership in Ausspannplatz in 1925. The late Harold Pupkewitz followed in his father's footsteps by redefining the competitive landscape of his respective markets and turning the Company into the market leader that it is today.

To date, the spirit of entrepreneurship is increasingly stimulated on the premise that Small and Medium sized Enterprise development (SMEs), is of key importance in creating jobs, reducing unemployment and advancing broad based economic empowerment. This is evident in the active involvement of Pupkewitz MegaBuild and Pupkewitz MegaTech in the development of about 420 emerging SMEs in retail trading operations with previously disadvantaged Namibian entrepreneurs, mainly in the rural areas. The Group further is constantly pursuing to source local supply, where the quality of the product, continuity of supply and price competitiveness of the product can be guaranteed.

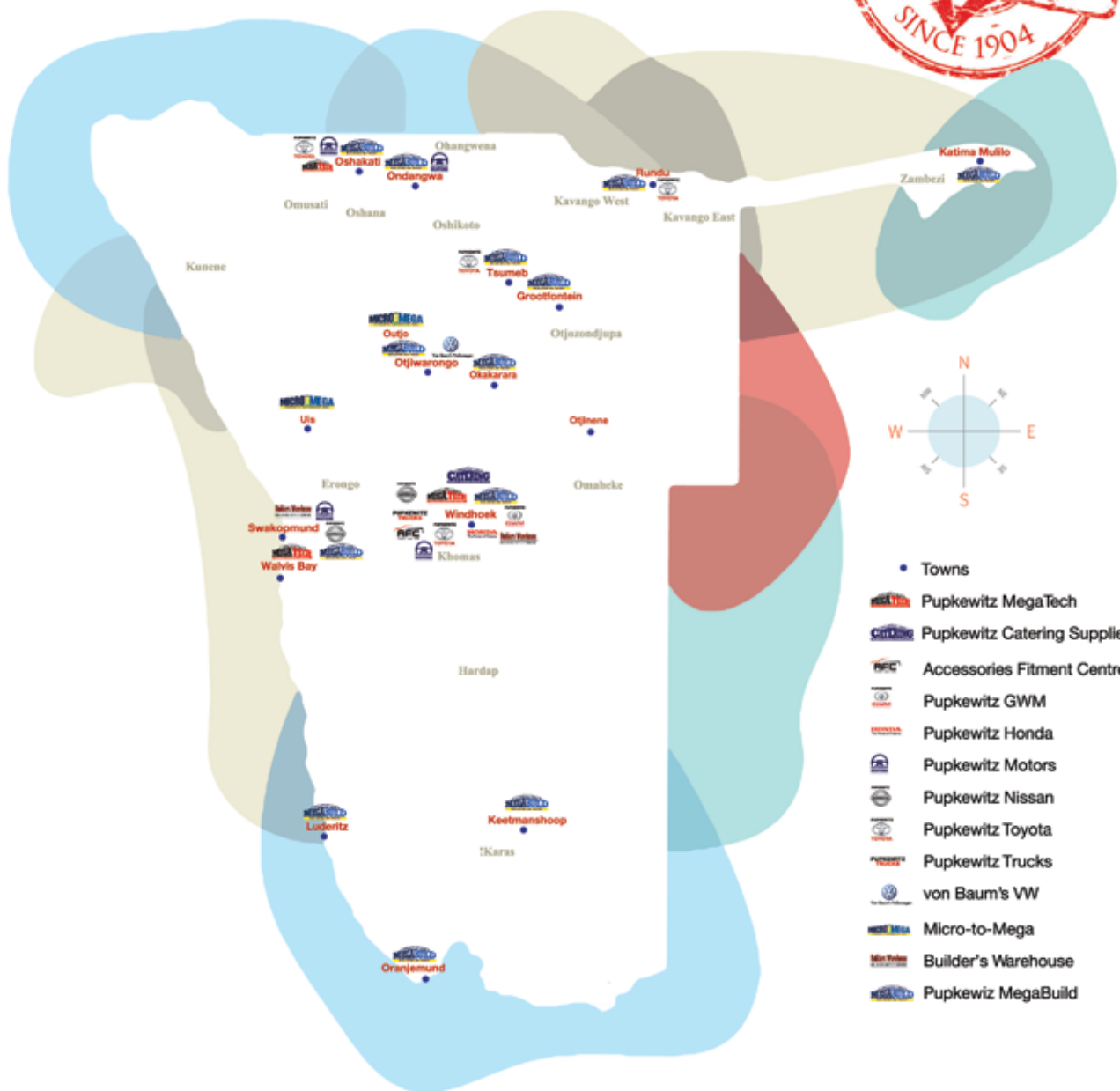
The Pupkewitz Group is uniquely positioned by its diverse and decentralised business outlets, rendering a national footprint in 15 towns and one village, creating exciting career opportunities and attractive benefits to its ± 1, 600 employees. The experience and gravitas of its founders

continues to be demonstrated by its management teams and as a proud Namibian company, the Group cultivates a strong culture of business- and family values. These are incorporated in a set of unifying principles, which are considered an important ingredient for business progression and the continued satisfaction experienced by its various clients.

The 10 unifying principles of the Group:

- Commitment to people development
- Have a thinking culture
- Create and inspire a performance culture
- Be a socially responsible organisation
- Communicate effectively
- Have a culture of service excellence
- Have group business loyalty
- Be financially responsible and apply capital efficiently
- Have tolerance and encouragement for entrepreneurial initiatives
- Provide exceptional support and commitment to Pupkewitz as a brand

Characterised as the oldest and largest building material and hardware supplier in Namibia, **Pupkewitz MegaBuild and Builder's Warehouse** offer its clients professional service via its 16 branches, including the new retail branch, MegaBuild Lifestyle Centre, in Kleine Kuppe.





PUPKEWITZ

A TALE OF COMMITMENT

“Corporate Social Responsibility funds are drawn from the Group’s operating profits, thus acknowledging our loyal customer patronage nation wide.”

- Harold Pupkewitz



OUR VISION

There is no greater asset than the people of our nation. Their welfare and promotion is not only the foundation on which the Pupkewitz Foundation bases its ethos and work, but it is also highlighted in Article 95 of the Namibian Constitution.

The Pupkewitz Foundation continues to build towards an increasingly well-educated and healthy nation. With projects ranging from community care, sports, to health care, entrepreneurship, philanthropy, and arts and culture, education and environmental awareness, the Pupkewitz Foundation continues to respond to the needs of our country with an enduring commitment to building a better future for Namibia.



SUPPORT RESEARCH INTO HEART DISEASE IN NAMIBIA

A Roadmap Towards the Eradication of Rheumatic Heart
Disease in Africa

The objectives of the Heart Foundation are;

- to support research into heart disease in children in Namibia
- to identify young medical scientists and build research capacity in our country
- to create an enabling environment for scarce skill retention in Namibia





A year of Significant Achievements

The HP-GSB currently offers three programmes: Master of Leadership and Change Management (MLCM); Master of Business Administration (MBA); and Executive Master of Business Administration (EMBA). The Master of International Business was recently phased out. In 2016 the School will add a Post-Graduate Diploma in Management (Honours degree level), which will lead to the highly respected professional qualification of the Chartered Management Institute (UK). The HP-GSB PhD programme will also begin in 2016. The HP-GSB has quickly gained a reputation for being pioneering and innovative, and has in recent years made great strides in becoming a business think tank.

Customer Service Association of Namibia launched

The Customer Service Association of Namibia (CSAN) was officially launched on the 5th of June, 2015, in the presence of customer service professionals from the private and public sectors. The Association is the brainchild of the founders of the Customer Service Awards and Conference, the Harold Pupkewitz Graduate School of Business (HP-GSB) at the Polytechnic of Namibia (Namibia University of Science and Technology) and Conference Link.

The CSAN features two important forums: The Professional Forum will be a platform for dialogue between professionals. The aim of these discussions will be to equip customer service professionals with insights to improve service delivery. The Research Forum, on the other hand, will initiate and sponsor research into factors affecting customer service in the Namibian and African contexts. CSAN membership is open to members of the private and public sectors, as well as individual customer care professionals.

2015 Customer Service Awards

The Second Customer Service Excellence Awards were held on the 15th of September 2015 at the Namibia Institute of Public

Administration and Management (NIPAM) campus. The Awards were based on the actual research findings of the 2015 National Customer Service Survey. Survey participants were interviewed on their experience of customer service in fifteen key industries that have a major impact on our daily lives, namely: Supermarkets, Banks, Health services, Municipal Services, Energy, Telecommunications, Home Affairs, Inland Revenue, Insurance Services, Post Office Services, Education Services, Car Dealerships Services, Convenience Food, Restaurant Chains and Leisure Resorts.

HP-GSB launches Insights Discovery, Individual Targeted Learning

On the 22nd of October 2015, The Harold Pupkewitz Graduate School of Business (HP-GSB) officially launched the Insights Discovery psychometric tool, making the institution the official distributor for Namibia. Insights Discovery (ID) is an indispensable tool that recognises an individual's behaviour – good and bad – to help improve communication, decision making and team performance.

Insights Discovery uses a simple and accessible four colour model to understand an individual's unique preferences. These preferences are measured based on responses to a short online evaluator. One



of the outputs is a 20-page personality profile, which identifies strengths and areas for development.

Developed by the HP-GSB, Individual Targeted Learning (ITL) is a concept that recognises that learning is a unique and individual experience; this is due to individuals' unique life experiences, learning styles, absorptive capacity and personal preferences. For learning to be effective, it needs to be targeted or given context.

ITL takes the idea of the student taking ownership a step further; in management education the student is exposed to a range of theories and tools.

Eventually, all students attending HP-GSB programmes and courses will engage in ITL. The first step will be to undergo an ID assessment which will provide students with self-insight as people and managers. The next step will then be to use this knowledge to engage in proactive learning by creating associative activations in the courses offered by HP-GSB and priming their minds to be receptive to new ways of thinking and doing. The ITL approach will turn HP-GSB students from being passive recipients of education to proactive creators of new knowledge.



CRAN

Communications Regulatory Authority of Namibia





OWNit!

THE RIGHT TO CONNECT



WHO WE ARE

The Communications Regulatory Authority of Namibia (CRAN) was established by Section 4 of the Communications Act (Act No.8 of 2009) to regulate telecommunication services and networks, broadcasting services, postal services and the use and allocation of radio spectrum.

OUR VISION

To be a dynamic regulator of the Information and Communications Technology (ICT) sector, transforming Namibia and its peoples into an active knowledge-based society to derive the full socio-economic benefits of ICTs.

OUR MISSION

To purposefully regulate electronic communications services, networks and postal services and the spectrum, so that all Namibians derive the full socio-economic benefits of Information and Communications Technologies (ICTs).

THE SECTORS WE REGULATE ARE

- Telecommunications
- Broadcasting
- Postal

WHAT WE ARE PASSIONATE ABOUT

- Granting and renewing of licences for the provision of telecommunications, broadcasting, postal services and the use and allocation of radio spectrum;
- Making regulations to give effect to the object of the Communications Act;
- Monitoring and ensuring compliance with the Communications Act and relevant regulations;
- Adjudicating over consumer complaints and licensee disputes;
- Managing and planning spectrum allocation;
- Promoting competition among ICT service providers;
- Managing number planning and allocation;
- Facilitating the negotiation of rights of way;
- Managing the Universal Access and Service Fund
- Protect consumers and advocate for their rights, hence we have embarked on a consumer-centric campaign namely: the #OWNit Campaign, which was launched in October 2015.

Look out for inspiring interaction with CRAN and the #OWNit campaign in a region near you.



@CRANAMIBIA



CRANAMIBIA



Communications Regulatory Authority of Namibia (CRAN)



For more information: Call us on Tel: 061 222666 Email **CRAN** at cran@cran.na
Find **CRAN** at No. 56 Robert Mugabe Avenue, Communications House, Windhoek



Welcome To



A 100% Namibian company
provides specialised IT services
and solutions

Green Enterprise Solutions (Pty) Ltd was founded in 2010, a truly Namibian company providing information and communication technology (ICT) services to corporate Namibia. Green is owned and managed by previously disadvantaged Namibians. Our long-term objective is to sustain a Namibian business which makes positive contributions to all our stakeholders. Our vision is guided by Namibia's national development plans namely Vision 2030 and the National Development Plans of the Republic of Namibia.

OUR VISION

To be the leading provider of innovative bespoke ICT solutions throughout Africa.

OUR VALUES

- Innovation
- Creativity
- Teamwork
- Good corporate citizenship

OUR SERVICE OFFERING

Our principal activity is providing specialised IT services and solutions that help our clients. Services to clients include planning, building, support and management.

Our operations focus on services such as applications, networking, security, operating environments, storage and data centre technologies, consulting, integration and managed services to create customised client solutions.

SOFTWARE SERVICES

- Big Data & Business Intelligence (BI) Solutions
- Content , Collaboration Solutions
- Enterprise Resource Planning (ERP) Solutions
- Line of Business and Web Applications (APPS)
- Mobile Applications (APPS)

PROFESSIONAL SERVICES

- Business Analysis & Information Systems (IS) Audit
- Project Management Services
- IT Governance and Advisory

INFRASTRUCTURE SERVICES

- Virtualisation
- Storage Solution
- Data Exchange Support

VOLUME BUSINESS

- Software Sales
- Hardware Sales

WARRANTY SERVICES

- Warranty Centre for IBM,Lenovo,OKI,Epson,Canon & Zebra

Group Structure

Green Enterprise
Solutions (PTY)

Mobile World
Online

Service offerings

- **Volume Business**
 - Hardware Equipment Sales & Services
 - Software Sales
- **Infrastructure Services**
 - Storage Solutions
 - Virtualisation (Hyper-V, VMware, Veeam)
 - Hardware Installation and Service & Support
 - Software Installation Service & Support
- **Software Services**
 - MS SharePoint, SAP, SQL Server & BI, Custom
 - Applications, ERP Solutions, Training
 - SMS Solutions - Notifications & Collections
- **Professional Services**
 - Planning and design
 - Maintenance, Support & Outsourcing
 - Audit and Health check
- **Consulting Services**
 - IT Governance & Project Management
 - Mobile Marketing

Our
Partners



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BUSINESS

Welcome to the New World of Business.

MTN Business

MTN and Liquid Telecom partner to extend footprint and offering in Africa

Windhoek - Customers of MTN Group and Liquid Telecom are set to benefit from a larger connectivity footprint across Africa. This follows an announcement in August 2015 that the two companies have partnered to jointly offer customers access to the largest fixed and wireless footprint across the continent.

The partnership, which covers wholesale, carrier-to-carrier, high speed broadband, enterprise and fixed data services, allows MTN and Liquid Telecom access to each other's fixed and wireless networks in countries on the African continent in which one of the parties may currently have no presence.

According to Liquid Telecom the partnership is in response to the increasing demand from businesses across West Africa for the company's broadband service. "We have a well-deserved reputation in East, Central and Southern Africa for providing quality broadband to businesses. We are laying 100km of new fibre every week but have decided to partner for the time being in West Africa so that we can immediately meet demand from businesses there," says Nic Rudnick, CEO of The Liquid Telecom Group.

The partnership enables Liquid Telecom to offer businesses gigabit-speed services accompanied by negotiated SLAs and consistently excellent 24/7 customer service. The additional countries where Liquid Telecom will now have a presence are Benin, Cameroon, Congo Brazzaville, Ghana, Guinea Bissau, Guinea Republic, Ivory Coast, Liberia, Nigeria, Sudan, South Sudan and Swaziland.

The agreement with Liquid Telecom enables MTN to service its multinational enterprise customers in Burundi, DRC, Tanzania and Zimbabwe.

MTN says the partnership reaffirms its commitment to enable and inspire the growth of its enterprise customers across Africa and the rest of the world, as well as furthers its ambition to be the ICT partner of choice for customers looking to expand geographically.

"This partnership will provide great benefits to our customers. We will be able to leverage each other's products and services to improve our offerings to carrier and enterprise customers in Africa, the Middle East and Europe. In addition, we have the opportunity to offer our customers services beyond our footprint, thanks to the combined footprints of both companies, as well as those of our partners. Furthermore, this partnership reinforces our extensive service offerings nationally and internationally," says Manfred Engling, MTN Business Namibia's Managing Director.

Liquid Telecom's fibre network spans 20,000km across Burundi, DRC, Kenya, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe and is complemented by its award-winning satellite service for rural areas. While MTN boasts an extensive connectivity footprint, with points of presence for its Global MPLS network in 22 countries, including South Africa, Kenya, Tanzania, Djibouti, UK, Netherlands, Nigeria, Cameroon, Zambia, Uganda, Ghana, Senegal, Ivory Coast, Liberia, Cyprus, Benin, Guinea Conakry,

Congo Brazzaville, Angola, Mozambique, Namibia and Botswana.

Together, Liquid Telecom and MTN will be able to serve networks with complex requirements faster and competitively sell each other's wholesale, carrier, enterprise and fixed services on the combined network - thereby providing more choice to businesses of all sizes.

ABOUT THE LIQUID TELECOM GROUP

(WWW.LIQUIDTELECOM.COM)

Liquid Telecom is the leading independent data, voice and IP provider in Eastern, Central and Southern Africa. It supplies fibre optic, satellite and international carrier services to Africa's largest mobile network operators, ISPs, financial institutions and businesses of all sizes. Multi-award winning Liquid Telecom has built Africa's largest single fibre network, which runs from the north of Uganda to Cape Town, currently spanning over 20,000km across borders and covering Africa's fastest-growing economies where no fixed network has existed before. Liquid Telecom's network provides connectivity to the five main subsea cable systems landing in Africa: WACS, EASSY, SEACOM, SAT3 and TEAMS. The company was named Best African Wholesale Carrier in 2012, 2013 and 2014 at the annual Global Carrier Awards.

ABOUT MTN GROUP

Launched in 1994, the MTN Group is a leading emerging market operator, connecting subscribers in 22 countries in Africa and the Middle East. The MTN Group is listed on the JSE Securities Exchange

in South Africa under the share code "MTN." As of 30 June 2015, MTN recorded 231 million subscribers across its operations in Afghanistan, Benin, Botswana, Cameroon, Cote d'Ivoire, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Liberia, Nigeria, Republic of Congo (Congo-Brazzaville), Rwanda, South Africa, Sudan, South Sudan, Swaziland, Syria, Uganda, Yemen and Zambia.

Visit us at
www.mtnbusiness.com and
www.mtn.com

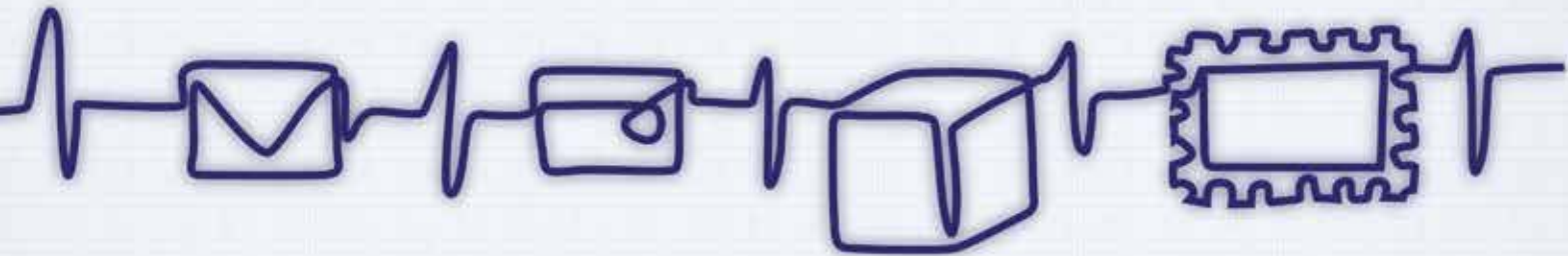
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In the journey of life, let us be the pulse that keeps you going.



Our services are synchronised to the rhythm of your journey, in the office, in your home and beyond. NamPost is a one-stop solutions centre offering you mail post boxes and the ability to send packages. It also gives you access to safe and affordable banking.

We let you send your package anywhere inside and outside Namibia, safely and reliably. You can even buy stamps for your collection or load up with airtime. The best thing is that these services are available everyday from any of our 141 Post Offices nationwide.

Wherever your journey is taking you, visit our Post Offices and see how we can put a smile on your face and helps you keep going.



Postal Services



Savings Bank



Courier



Philately



We Deliver More.



nampost®

NamPost, the pulse that keeps you going.

With over 140 Post Offices nationwide, Namibia Post Ltd offers Postal, Financial and Logistical services that enriches and simplifies the lives of our customers, stakeholders and employees.

Our services are synchronised to the rhythm of your daily life, thereby keeping you in touch with the rest of the world, whatever your location might be.

Vision: To be the best at what we do.

Mission: Providing postal, financial and logistics solutions to keep people in touch and to enhance their quality of life.

Values: Integrity, Accountability, Caring and Teamwork.

Our Products and Services:

Mail Services

With more than 98 million pieces of mail handled annually, we provide speedy and reliable services that allows you to send and receive:

- Domestic mail
- International mail
- Parcels
- Hybrid Mail Services (bulk and re-mailing for large corporations)
- Express Mail Services Internationally (EMS)

Financial Services

NamPost Savings Bank (NSB) offers an extensive range of financial services such as:

- SmartCards (A savings card that reads biometric fingerprints)
- Savings Accounts
- Transaction Accounts
- Savings Certificates
- Fixed-Term Deposits
- Save-As-You-Earn Investment Accounts
- My Choice Investment Accounts
- Call Accounts
- Notice Accounts
- Salary Payments into Accounts
- Money Orders
- Postal Orders
- Electronic Money Transfer Services

Treasury Services

Since the official establishment of the NamPost Treasury Department, it has become a competitive financial service force in the financial market. Through the Treasury Department, clients have the opportunity to invest their funds in a flexible product range, suited to a large variety of customers and businesses.

Courier Services

With more than four million kilometres covered on an annual basis, our Courier Services deliver parcels anywhere in Namibia. As the oldest Courier Service provider we cater for both the general public and corporate clients. NamPost Courier offers direct overnight deliveries to 61 towns across Namibia at very competitive rates.

Philately Services

Our Philately Services oversee the design, production and marketing of various stamps. They also develop commemorative envelopes, mini-sheets and year packs. Stamp themes are selected on an annual basis and inspiration is drawn from Namibia's rich history and heritage.

Agency Services

We also provide services on behalf of third parties such as the Government and private companies. These services are referred to as agency services, and are provided throughout the entire postal network. NamPost has the most expansive network which is located in most parts of Namibia, thus allowing us to offer these services to communities in a secure business environment on behalf of third parties.

NamPost has developed the following sections for Agency Services:

Distribution & Collections

We distribute material for companies and collect forms on behalf of third parties for example, private companies and the MVA fund. NamPost collects council rates and do account payments on behalf of third parties such as: AVON/Justine, NBC TV licence fees, Telecom Namibia and others.

Payments

NamPost pays out Old Age Pension on behalf of the Ministry of Labour & Social Welfare through Post Offices countrywide.

Namibia Post Limited, General Manager;
Corporate Marketing, PO Box 287, Windhoek.
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Facsimile: +264 (0) 61 249 445,
www.nampost.com.na



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Management
Sharp Multi-function Printers
Schoemans Office Systems
Service Systems
Schoemans Technologies
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Pitney Bowes Mailroom Equipment
Schoemans Office Systems
ICT Sales and Support for Dell, HP and Lenovo
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Remote Management
Service Systems
Solutions
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Cost Effective
Library & RFID Solutions
Schoemans
Sales and Support
Library & RFID Solutions

Telecom Namibia

BUILDING THE INFRASTRUCTURE FOR THE FUTURE

Telecom Namibia, the government-owned and largest ICT (information and communications technology) provider in the country, has proven itself a proactive player. Since its inception in 1992 it has established a state-of-the-art telecommunication network infrastructure.

The importance of a world-class telecommunications structure for national development needs no explaining. International mining companies, for example, operate in a global environment and need to be in 24-hour communication with operations around the world. Even more pressing are the needs of Namibia's growing tourism industry. Tourism now accounts for nearly 20 per cent of all employment and contributes N\$7.2 billion to GDP. Some one million visitors are attracted to the country's scenery and game parks. To support this, hotels and travel agencies need to be able to connect to booking sites in the UK, Germany and South Africa and of course, visitors these days expect broadband access and mobile connectivity wherever they are.

WEST AFRICA CABLE SYSTEM (WACS)

The commissioning of the Swakopmund Cable System in June 2012 was undoubtedly the biggest and most important milestone achieved by Telecom Namibia as the landing party for Namibia. The cable system forms part of WACS which landed on Namibian shores on 8 February 2011.

The infrastructure brought affordable information technology services to Namibians and opened up opportunities for further growth of ICTs in the country.

WACS is an important development in the area of modern communications that supports economic and social development in Namibia and the SADC region.

Apart from WACS, Namibia today has connectivity to any global destination for access of any global content. Telecom Namibia is also connected to two other major submarine fibre cable routes, i.e. SAT3 and SEACOM, thereby enhancing the reliability of Namibia's connectivity to the global system.

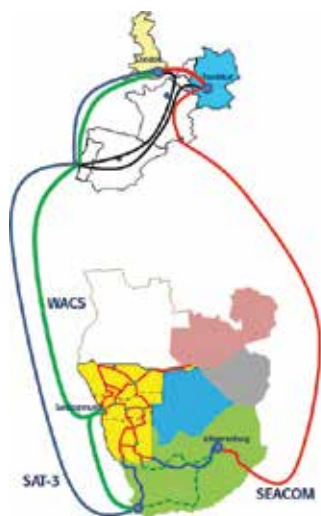


Figure 1: INTERNATIONAL POINTS OF PRESENCE

OTN/DWDM TRANSPORT PLATFORM

As part of the network upgrade, Telecom Namibia has deployed an Optical Transport Network and Dense Wavelength Division Multiplexing (DWDM) transport platform across the national backbone network to provide for high-capacity long-distance routes.

- From Swakopmund to Windhoek
- From Swakopmund via Khorixas via Otjiwarongo to Grootfontein
- From Katima Mulilo via Grootfontein via Buitepos via Gobabis via Windhoek to Keetmanshoop

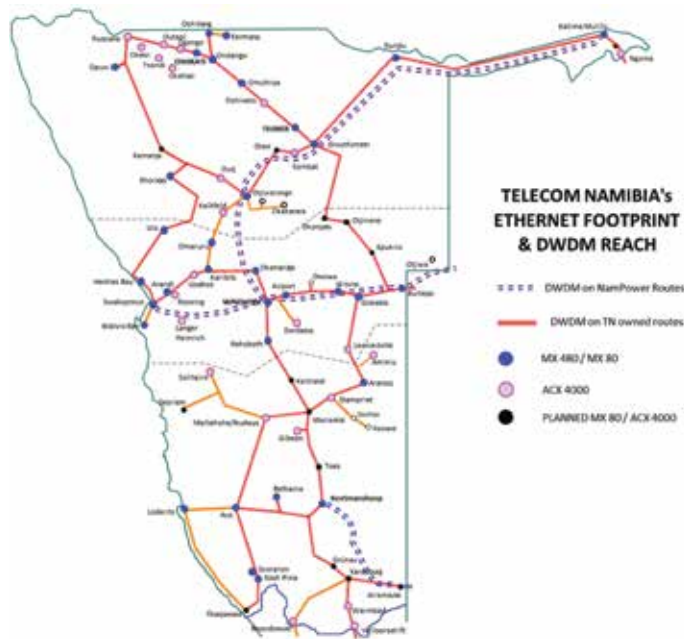


Figure 2: IP (Ethernet) ACCESS NETWORK

- Gobabis via Stampriet via Maltahöhe via Aus to Keetmanshoop
- From Grootfontein via Rundu to Katima Mulilo

In addition, the DWDM transport network is being upgraded from 10Gbps to 40Gbps capacities.

IP/MPLS POINTS-OF-PRESENCE

The existing IP/MPLS points-of-presence (PoPs), which are the base of Telecom Namibia's IP network and service provisioning, are being upgraded from 1Gbps to a 10Gbps platform to satisfy the growing demand for bandwidth on the national network and also to match the upgraded 10Gbps DWDM transport network. New PoPs were established in Swakopmund, Otjiwarongo, Grootfontein, Gobabis and Aus to optimise the network design.

INTERNATIONAL PLATFORMS

To address the increase in demand for international bandwidth, the total number of submarine traffic carrying circuits were increased from 22 x STM-1 (about 3.7 Gbps) to 32 x STM-1's (about 4.96 Gbps), representing a year-on-year growth of about 45%. To strengthen redundancy of our global connectivity and maximise the use of spare submarine cable network capacities, SAT-3 links were migrated and integrated into the International PoPs platform. Further upstream connections to selected Tier 1 Internet Service Providers were added in South

Africa (Johannesburg and Cape Town) and Europe (London and Frankfurt), strengthening TN's position as a Tier 2 Internet Service Provider. All this infrastructure is integrated and monitored from Telecom Namibia's 24/7 central Network Operations Centre (NOC) in Windhoek.

BROADBAND NETWORK UPGRADE AND EXPANSION

The demand and appetite for high speed services in the last mile continues to increase year-on-year. In response, Telecom Namibia continued with its strategy to grow broadband access networks across the country. The total number of fixed broadband ports in the network was increased from 125,124 to 131,207, which is a year-on-year growth of about 5%. However, actual uptake increased from 33,056 to 43,571, an increase of 31% during the same period. To achieve this growth, a number of new fixed broadband stations were rolled out countrywide. Stations with port utilisation in excess of 80% were upgraded with additional port capacities, whereas stations with a backhaul link utilisation of 75% plus were also upgraded with additional backhaul capacities.

Building on the strength of an extensive Dense Wavelength Division Multiplexing (DWDM) optical transport system, capable of transporting multiples of 10 Gb/s, the next logical step was to make Ethernet access available across the country.

With approximately 12,000 km of fibre optic cable across the country, 78 provider edge access routers were deployed, covering 57 points of presence (towns) and providing TN with an IP throughput capacity of 55.9 Tb/s. This was done during 2013/2014 with Juniper technology.

For fixed broadband and high speed broadband services Telecom Namibia started to roll out Multi Service Access Nodes (MSAN's). This supports our fibre to the home capability and phases out the remaining legacy fixed line voice only network. This NGN building block will allow us to continue using our copper infrastructure and deploying fibre to the home in new developments. To date the company has deployed 72 MSAN nodes. The

sharing your world



telecom namibia

total broadband port capacity currently stands at 92,000.

This development was accompanied by the deployment of fibre-to-the x (FTTX). This platform has enabled Telecom Namibia to deliver broadband access speeds of up to 120 Mbps to the customer. The rollout of MSAN nodes and FTTX will continue based on demand.

GSM

With regard to mobile, Telecom Namibia has achieved a network roll-out of 259 base stations throughout the country during 2014. The strategy is to ensure fast mobile internet connectivity in all towns in Namibia. Further improvements ensured almost 100% road coverage from border to border.

The evolution of data services on the 4G and 3G networks, with speeds up to 100Mbps and 21Mbps respectively, have seen TN Mobile achieve data throughputs of over 30,000 Gigabytes. This success was based on our national roll-out of the mobile network to strategic locations where demand for TN Mobile services was more acute. It was reinforced by a good user experience. As a new kid on the block, TN Mobile will build on this solid

foundation and continuously enhance the user experience of our customers.

A number of last mile fibre connections were established to provide high speed backhaul capacity to the 3G and 4G base stations.

DEPLOYMENT OF UNIVERSAL BACKHAULING NETWORK

Complementing the introduction of mobile and fixed broadband access technologies, new universal backhauling network stations were deployed across the country. This IP/Ethernet infrastructure consolidates the existing backhaul for Metro Ethernet and other access technologies onto one platform, which is in line with Telecom Namibia's strategy to provide fixed-mobile converged products and services. The infrastructure makes it possible to offer carrier Ethernet services to selected destinations across the country. The platform simplifies the architecture of the backhaul network and improves traffic routing and management.

BUILDING FIBRE-BASED NETWORKS

Plans to construct a fibre-based network to connect the central government to the administrative capitals of all 14 regions in the country are at an advanced

stage and progressing well. The network that Telecom Namibia is building is required to support Government efforts towards decentralisation as well as the distribution of WACS capacities to individual Government offices, ministries and most importantly, for agencies to make effective e-governance to the broader public possible.

NDP4 places much emphasis on putting adequate ICT infrastructure in place for Namibia by 2017 to facilitate economic development and competitiveness through innovation, research and development, which by no exception includes Government.

The construction of the primary fibre route to connect 13 regional administrative capitals is already completed, as well as construction of a secondary fibre route to 12 regional administrative capitals. The remaining link is scheduled to be completed in March 2016. The secondary route is important to ensure that the regional administrative capitals remain connected in cases of failures on the primary route.

The planning for Nkurenkuru as the administrative capital for the newly established Kavango West Region is finalised and work is scheduled to start as soon as the Regional Council premises have been constructed.

The installation of the network and security equipment is also in the final stages of completion.

The project is rolled out in phases. The first phase involves the establishment of the core network to connect the Central Government to the administrative capitals of all 14 regions. During this phase of the project, Telecom Namibia has invested about N\$70 million. This phase is scheduled to be completed during the first quarter of 2016, depending on a number of factors outside Telecom Namibia's control.

The next phase of the project involves the establishment of high-speed fibre connections to link up individual Government

offices, ministries and agencies to the high speed fibre-based Government core network. During the latter phase, Telecom Namibia is expected to make further investments in last mile fibre optic connections.

CONCLUSION

Since inception, Telecom Namibia invested N\$ 4,255,667,485 in infrastructure, services and business support systems. This was done with cash generated from operations and commercial loans only, without financial support from shareholders. TN investment in the West African Cable System (WACS) was N\$ 181 million during 2012. In the past three years alone, Telecom Namibia invested about N\$1 billion, especially in deployment of our international points of presence (PoPs), implementation of a GSM and IMS core, the roll-out of GSM base stations and Universal Backhauling Network.

In the current 2014/15 financial year and for years to come, investments will focus on providing customer services on pure business case principles and a moderate roll-out of more MSAN's to replace the last legacy systems in order for TN to operate an all IP network at lower cost and with more advanced multi-media services.

The development of Namibia's telecommunications network infrastructure will continue to be a top priority. "Our main objective and mission as a national telecommunications operator is to serve as a catalyst for realising Vision 2030 by creating the necessary infrastructural conditions. We see that as part of our responsibility as one of the leading ICT players in the country," says Oiva Angola, Telecom Namibia's Head for Corporate Communications and Public Relations.

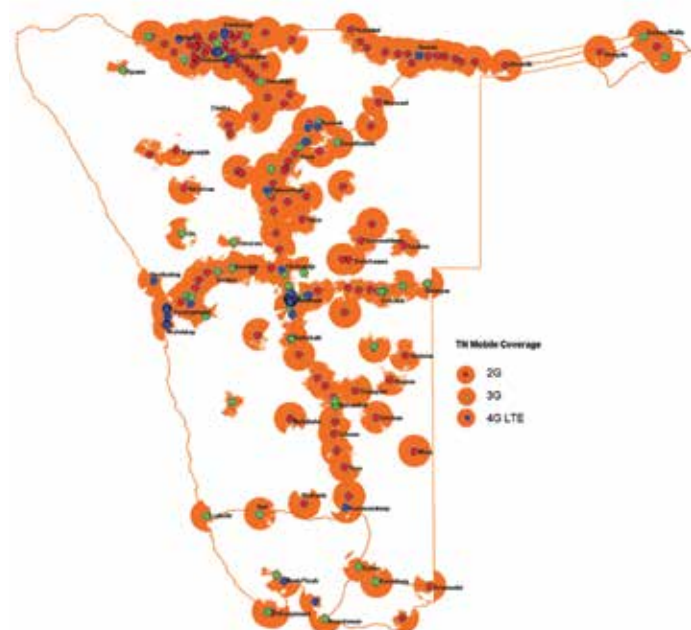


Figure 3: TN MOBILE COVERAGE

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RDP



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DTA



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NUDO

CITY OF WINDHOEK



Vision: To enhance the quality of life of all our people

WINDHOEK, FACTS & FIGURES

Population	: ± 400 000
Population Growth	: 4.4%
Number of Households	: ca. 90 000
GDP	: 44% of national GDP
Per Capita Income	: N\$ 36 000 (Khomas Region)
Currency	: N\$ pegged 1:1 (ZA Rand)
Official Language	: English

Windhoek is the legislative and administrative capital, commercial hub and driver of Namibia's economy. Namibia is classified as an upper-middle-income economy and households in the capital have the third highest average household disposable income amongst SADC capital cities.

Of SADC's capitals, Windhoek has the second highest number of hospital beds per 1000 people, offering world class health care services from 5 private and 2 public hospitals. The doctor-patient ratio in Namibia is one of the best in Africa. Windhoek is the seat of 3 universities, offering tertiary education, research and development opportunities.



City of many faces



WINDHOEK, KEY BUSINESS SECTORS

Although Windhoek has a small population, the capital's business sector accounts for 52% of national economic output.

Well-established and resilient, the main business sectors include: real estate and business services; wholesale and retail trade; manufacturing; financial services; construction; retailing; transportation and communication as well as hotels and restaurants (incl. leisure tourism).

Professional service skills of international standard are readily available in the capital supported by the Government which offers the same incentives to foreign and local investors.

The City of Windhoek promotes and encourages foreign and local investment.

WINDHOEK, THE STAR CAPITAL

Windhoek is consistently in the top 5 SADC capital cities in terms of cost of living, perception about crime and availability of social services. Mercer's rates Windhoek in their 2015 Cost of Living Survey as the least expensive city in Africa. The capital is also one of a very few African cities to command its own Police force.

LOCATION

Namibia's infrastructure is the most highly rated amongst SADC countries and the capital's infrastructure is boasted as the best in Africa.

Windhoek's extended boundary in the heart of Namibia makes it the 3rd largest city in the world (by area, 5,133.4 km²) after Tianjin and Istanbul. Strategically located, the capital's road and rail network offers convenient and easy access to the SADC market totaling some 250 million people, and the transport corridors such as Trans-Kalahari, Trans-Orange and Trans-Capriv, highways, which link Windhoek with the rest of Africa and all major world markets through the deep-sea harbour of Walvis Bay.



WINDHOEK, BUSINESS VISITORS

Windhoek is popular with visitors and possesses a unique multicultural charm due to its harmonious blend of African and European cultures.

Politically stable with economic innovation growing, the capital is also a haven for tourism and an ideal investment destination.

For the business traveler, Windhoek offers all modern amenities such as conference facilities, corporate accommodation, commuting services as well as a diverse array of recreational activities.

Windhoek boasts cutting edge fibre optic cable technology and broadband internet access. International satellite link connects Namibia directly to seven international high traffic destinations.

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The company was established in 2008 and is strategically located in Walvis Bay to serve the Namibian industries as well as other markets in the SADC region.

Construction of the sizable corrugated production plant (some 9 000 m²) injected a substantial investment into the Walvis Bay business community.

The new manufacturing plant was completed in late December 2009. The first production run was commissioned early in January 2010.



Guan's Packaging have the latest equipment and technologies available to their sector. Their new plant ensures that they have less down time, extremely low deviation to set standard tolerances in terms of equipment performances and superior printing ability.



THE AWARD WINNING PACKAGING MANUFACTURER



Guan's Packaging has already invested more than NS 200 million into the current factory. They will continue expanding their business in Walvis Bay to double their current capacity by mid-2016, by building roughly 10,000m² of additional "floor space".

After construction more Namibians will be employed to effectively double the company's Namibian workforce.

Guan's Packaging will continue to improve on efficiencies, training of employees and continue to invest in the latest technology.

Constant investment ensures that Guan's Packaging remains at the top of their game and set the standard in producing highly competitive corrugated cartons.

"Our approach is to set the standard and not to follow others. This has set us apart from any possible competition. Independent tests by reputable test facilities have confirmed that our board strength exceeds the international required strength."



Being a quality conscious organization, Guan's Packaging is committed to offering a range of the highest-quality products which undergo stringent quality tests in a state-of-the-art laboratory.



Continuous product development ensures that price, quality and design remain market-related and that they constantly improve their products.

Guan's Packaging prides itself in providing unconditional product excellence coupled with unrivalled service excellence to match their overall commitment to quality.

"Quality is non-negotiable for us and we are proud to set the standard within our industry."

Within 6 years of operation, Guan's Packaging has managed to be awarded numerous prestigious awards, which distinguishes them from them from their competitors and confirm that they are the leaders in the Namibian corrugated industry. They pride themselves in setting the standard and moving Namibia forward in line with 'Vision 2030'

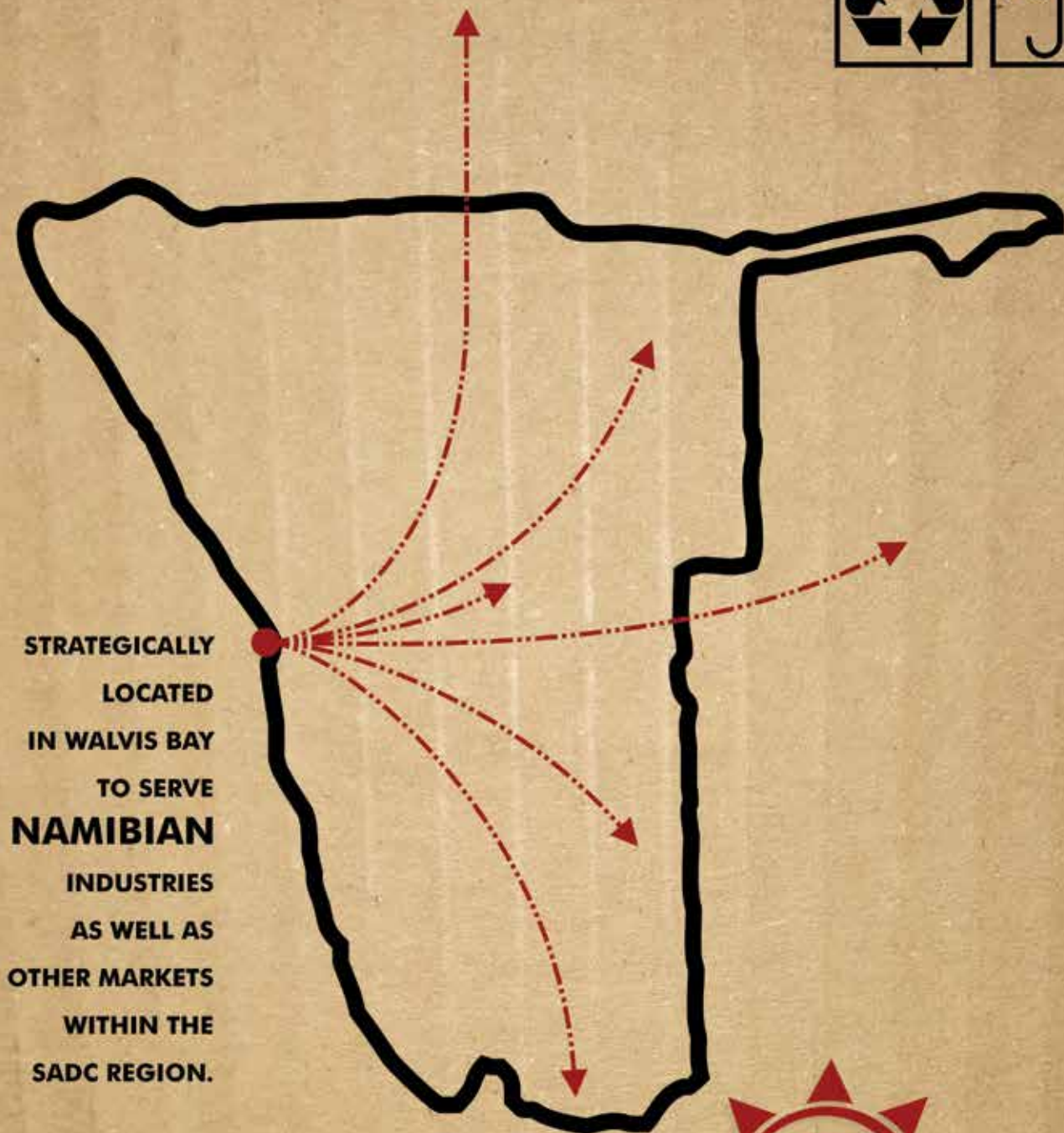
2013
GOLD AWARD - SME MANUFACTURER OF THE YEAR
2014

GOLD AWARD - SME OF THE YEAR
MINISTRY OF TRADE AND INDUSTRY
PLATINUM AWARD - MADE IN NAMIBIA EXPO

2015
SILVER AWARD - BEST AMBASSADOR FOR
MANUFACTURING IN NAMIBIA

BRONZE AWARD - MOST ENVIRONMENTALLY
FRIENDLY MANUFACTURER OF THE YEAR

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NAMIBIA DAIRIES: CREATING EVERYDAY LOCAL GOODNESS



GÜNTHER LING - MANAGING DIRECTOR

Created in 1997 as a result of the merger between Rietfontein Dairies and Bonmilk, Namibia Dairies has grown into the leading force in the dairy industry. We supply fresh and long-life milk, value-added dairy products and other beverages to a variety of Namibian consumers.

Our headquarters and main depot is situated in Windhoek, with four distributing depots in Swakopmund, Rundu, Oshakati and Otjiwarongo.

Namibia Dairies has an operating structure of six divisions: demand chain, finance and administration, manufacturing and commercial, human capital and agri-business.

The company has the largest domestic cold chain distribution network in Namibia, operating through the integrated network of milk supply, processing and value adding.



Namibia Dairies has come a long way since the amalgamation of Rietfontein Dairies and Bonmilk. In 2006 we successfully consolidated our plants into one streamlined factory, now based in Windhoek, and in 2007 we formed a vertically integrated dairy operation ranging from the production of fodder and raw milk through to manufacturing, sales and distribution.

Since 2009, Namibia Dairies has been operating one of the most sophisticated and modern dairy farms in the world. The !Aimab Superfarm (located near Mariental, Hardap Region, Namibia) was built and equipped with tried and tested, state-of-the-art technology from across the world. !Aimab currently houses around 1 300 milking cows.

The total mixed ration and deep-litter system is based on the controlled feeding of cows in large barns, providing Namibia Dairies with a semi-intensive milk production process.

Our wide range of products – tailor-made to meet the needs of our consumers – Include fresh and long-life dairy- based products, yoghurts, fermented traditional dairy products, fruit juices and fruit dairy mixes. The company's leading brands include: Nammilk Oshikandela, Nammilk Omaere, Nammilk Sunsation, Rietfontein and Nammilk Fresh and Long Life milk.

The company ensures consistent quality for its product range by using only hormone-free milk sourced from approved Namibian milk producers and by enforcing stringent control measures. Namibia Dairies is ISO 9001:2008 certified, emphasising our compliance with internationally recognized quality management systems.

Namibia Dairies employs more than 770 people throughout the country and is a vital player in leading and developing the Namibian dairy industry.

We believe in the promotion of health and wellbeing as well as the sustained quality of life for our customers, consumers, employees, their communities and the Namibian nation as a whole.

We believe that Happy Healthy Cows Make Happy Healthy Families.



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FEEDING THE NATION, GROWING THE FUTURE



FEEDING THE NATION

From delivering products within twenty-four hours to anywhere in Namibia thanks to our ten strategically located depots, to guaranteeing Namibia's food security and a market for our wheat, mahangu and maize farmers, Namib Mills takes pride in our position as the country's leading miller.

We understand that providing around 1000 employment opportunities, a steadfast supply to bolster the growth of the baking and transport industries, and a deep commitment to Namibia's social vitality, means that we have exceptionally high values that we hold ourselves to.

Our market-driven ability to deliver new and unique products to satisfy consumer demand has led to an exponential development of our company, which today boasts two milling facilities. From our local Meme Mahangu brand, to our state-of-the-art pasta plant, we take pride in our products that have allowed all partners in our supply chain to benefit and grow alongside us; from farmers to end user consumers.

As the major grain-driven foodstuff manufacturer, our scientific focus on quality and the delivery of wheat flour, maize meal, pasta, mahangu, rice and sugar, has ensured a high degree of trust in the market, receiving ISO 9001 certification in 2000.

As well as being committed to the growth of the Namibian economy, Namib Mills appreciates its position as a corporate citizen; we remain an active partner in many social programmes, supporting various welfare organisations. The company recognises that its future is intertwined with that of Namibia, and so works towards a better future for all.



Pieter Van Niekerk
Finance Manager

Ian Collard
CEO

Wilhelm van der Merwe
Sales and Marketing Manager

Frans Meyer
Operations Manager

Frans Pretorius
Commercial Manager

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Virtually all vintages have been rated five stars in the influential annual *Platter's South African Wine Guide*, and a *Decanter* tasting panel recently scored the 2011, 93 points. Although there's no fixed recipe, it always features eight cultivars and is led by Sauvignon blanc that it brings together with other established varieties such as Chardonnay, Chenin blanc, Riesling and Semillon, adding a dash of others such as Viognier, Verdelho and Gewürztraminer to create a richly layered, polished blend that is immensely food versatile.

That same risk-taking comes across in the Ingenuity Red, a cross-country Italian

varietal blend of Sangiovese, Nebbiolo and Barbera that is a literal and figurative expression of transcending boundaries, with a very poised, refreshing end-result. The latest in the Ingenuity series is a Tempranillo and Graciano blend. Unusually, it undergoes a double first-fill barrel maturation, first going into new American oak and then spending more time in new French oak.

Nederburg's inventiveness is also there for all to see and taste in the gourmet Heritage Heroes collection. Individually named and labelled wines celebrate some of the prominent personalities who have shaped the winery's history and reputation. Every wine has a story and a delicious taste to match. There's the one about the obsessed winemaker, up at dawn and buzzing about the vineyards on his motorbike to make sure everything is done the way he wants. The Motorcycle Marvel Rhône-style red honours winemaking legend Günter Brözel (now in his 80s, who still pops into the cellars to catch up), a pioneer who was the first in South Africa to take home the Robert Mondavi

Winemaker of the Year title in 1985. Then there's the tragic tale of the brilliant young man who died in a light airplane crash. The Young Airhawk is a wooded Sauvignon blanc that commemorates his adventurous spirit.

The five Heritage Heroes wines – two red blends, two wooded whites and a delicately aromatic Gewürztraminer – have been kicking up a storm, enjoyed as much for their brilliantly fresh flavours as their extraordinary narratives (all true, by the way).

It's a pedigree of pioneering that keeps Nederburg exciting!

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Ohorongo Cement

CEMENTING TRUST, BUILDING FUTURES



Ohorongo Cement has made great strides in the cement industry since its inception in 2009. The Company has managed to slowly increase its sales volumes and currently also exports small volumes to neighbouring countries. The Ohorongo Cement plant was built at Farm Sargberg near Otavi over a record period of only 22 months. The total investment into Namibia so far amounts to more than N\$3 billion.

The plant is currently Namibia's only cement factory and has a current production capacity in excess of 700 000 tons per annum, soon to be increased to more than a million tons by 2016.

NAMIBIAN QUALITY YOU CAN TRUST

Ohorongo Cement is a truly Namibian company. All the raw materials for the cement are sourced within the country and the production as well as processing of the final product takes place at its Sargberg plant. The cement produced by Ohorongo is of the highest international standards and is approved and certified by SABS.

Every day 144 samples are tested to ensure a product of consistent high quality, and thus consumers and building contractors can fully trust in receiving a product of international quality, supported by local service excellence. Ohorongo takes pride in the fact that the company has also received International Certification from VDZ in ISO 14001:2009 and ISO 9001:2008, an Environmental Management and Quality Standard.

PRODUCTS & PROJECTS

Currently the Company offers different cement types for different applications. It also offers technical support services to the local industry as required,

and are actively involved in various projects within Namibia through technical experts and a fully equipped SABS certified laboratory. When volumes are substantial, the company can also assist in developing products for specific projects as required. Ohorongo Cement supplies cement to major projects like the St Helena airport and wharf, B2Gold Mine, Neckertal Dam, Husab Mine, Walvis Bay Nampot Harbor Project and many others.

A new production unit, a Special Composite Cement Plant which is currently under construction and is yet to be commissioned, will allow the company to produce and pack various other types of high quality cement.



Recently the company increased local shareholding and moved some foreign debt to Namibia in order to ensure that local financial institutions also benefit.

PRODUCTION & EXPORTS

Ohorongo Cement currently exports volumes mainly to southern Angola, Botswana, St Helena Island and Zambia, and smaller quantities to the DRC. The company's focus remains on first meeting the demand of the Namibian market before exporting.

"The volumes for 2015 has improved in comparison with previous years, and we trust that the positive trend will continue. We can only hope that local manufacturing companies will be supported by planned private and government capital projects in line with the Government Growth At Home Strategy to assist with the Industrialisation of Namibia," says Hans-Wilhelm Schütte, M.D. of Ohorongo Cement.

TRAINING & STAFF COMPLEMENT

The company highly values the transfer of knowledge and skills. Being a new industry in Na-

mbia, the company invested huge amounts to train initial key staff in Germany. Within a very short period since its inception the company succeeded in reaching a Namibian staff complement of 98.7% as a new industry in the country.

To add further value, Ohorongo recently inaugurated a simulation training centre on site to focus on control room training.

ENVIRONMENTALLY FRIENDLY

The Ohorongo plant is one of the most modern, energy efficient and environmentally friendly plants on the African continent. Some facts for substantiation:

- reduced dust emission through baghouse filter
- the lowest CO2 emissions in Africa according to EU standards
- equipped to replace the greater part of coal usage with alternative fuels such as wood chips
- utilising excess heat from the kiln, saving time and energy in the burning process of raw material to clinker-recycling oil / installation of solar heaters / recycling of pallets etc.

The company cares about the environment and is proud of the many ways in which its employees work to safeguard nature in order to leave a lasting legacy.

The company has won various awards over the past few years, of which some of the more recent ones shall be mentioned: 2015: Environmental Excellence Among Industry Award from the Environmental Investment Fund (EIF), NMA Best Ambassador For Manufacturing in Namibia, NMA Most Environmentally Friendly Manufacturer of the year, NMA Corporate Manufacturer of the year (silver), Overall winner of

NMA Manufacturer of the Year and in 2014 Product / Service Excellence Award at the Made in Namibia Expo. The company also received various awards from the Namibian Standards Institute (NSI) in 2015.

CORPORATE SOCIAL INVESTMENT

As a company, Ohorongo and its individuals takes great pride in contributing towards the communities in which they live and work, and family values apply.

Hence, Ohorongo Otavi Community Trust (OOCCT) was established in 2008 in collaboration with Support e.V., a health partner in Ulm, Germany.

For the purpose of assisting in the upliftment of communities and the general growth and development of Namibia, Ohorongo committed itself to an annual financial contribution to the Trust. The focus remains on Infrastructure, Education and Healthcare. Projects are pre-identified and budgeted for accordingly.

Some of the many previous projects and donations include: hospital equipment & medical work wear for various institutions / renovation of the Otavi sports facilities & wiring the premises / an ambulance for the Otavi Town Council / 14 truckloads of cement, one to each of the 14 regions in Namibia.

A project currently in progress is the donation of medical equipment to the Etunda Clinic near Otavi. The company views this as an investment into Namibia, rather than a responsibility.

CONCLUSION

Ohorongo Cement recognises that Namibia and the region needs world class cement to set proper foundations for sustainable economic development and to assist in attracting foreign investors to contribute to industrialisation, and therefore fully supports the Vision 2030, Growth At Home, as well as NDP4.



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DEBMARINE NAMIBIA

A NAMIBIA DE BEERS PARTNERSHIP



*Mining marine
diamonds
sustainably*



Debmarine Namibia

WHO WE ARE



Otto N Shikongo
Chief Executive Officer

OUR VISION

To be the global benchmark in marine mining. Forever.

OUR MISSION

To mine marine diamonds sustainably.

INTRODUCTION

Debmarine Namibia is a joint-venture marine diamond prospecting and mining company owned in equal shares by the Government of the Republic of Namibia and De Beers. The Company is a wholly owned subsidiary of Namdeb Holdings. Debmarine Namibia became operational in 2002.

EXPLORATION AND MINING TECHNOLOGY

Resource development consists of scanning the seafloor using geophysical mapping, followed by sampling to determine the reserve inventory. The inventory, together with other parameters, is processed into a mine plan which aims at ensuring the sustainable use of the resource for the long-term benefit of the stakeholders. Diamonds are mined off the ocean floor by produc-



tion vessels using highly advanced airlift-drill and crawler mining technology, supported by sophisticated tracking, positioning and surveying equipment.

OPERATIONS AND PRODUCTION

Debmarine Namibia operates in the off-shore mining licence area off the southern coast of Namibia at water depths of up to 140 meters. The Company operates five diamond mining vessels, namely Debmarm Atlantic, Debmarm Pacific, !Gariiep, Grand Banks and Mafuta. A sixth vessel, a diamond sampling and exploration vessel, is currently under construction and is expected to be completed in 2017.

SKILLS DEVELOPMENT

Debmarine Namibia's employees make the business. With this in mind the Company puts significant emphasis on skills development through a wide range of bursary programmes, technical training, long-term trainee and self-study assistance programmes,

leadership development and safety awareness programmes. The in-house coaching programme enhances employee engagement, accountability, improves performance and entrenches a positive coaching culture in the Company. Skills development is critical to the Company and ensures that our investment in the development of local talent empowers our employees and our communities and fosters economic opportunity for Namibia in support of Vision 2030.

LABOUR RELATIONS

Debmarine Namibia and the Mine-workers Union of Namibia (MUN) concluded a three-year Substantive Agreement which provides for increases in basic wages and improvements in other conditions of service. Relations between the parties continue to be constructive with mutual appreciation, understanding and respect.

HEALTH

The Company has an on-site voluntary counselling and testing (VCT) programme which makes anti-retroviral therapy available free of charge to all affected employees and their life partners.

The Company offers regular on-site baseline screening check-ups for early identification of

chronic and acute illnesses and to educate, counsel and refer employees for treatment.

ENVIRONMENTAL RESPONSIVENESS

Debmarine Namibia's prospecting and mining operations are certified to the ISO 14001 international standard. This standard specifies requirements for a management system to support environmental protection and prevention of pollution in line with legal stipulations and socio-economic needs in close consultation with key stakeholders and affected parties.

14001, International Safety Management (ISM) and OHSAS 18001 certified, in line with its commitment to safety and environmental management.

Debmarine Namibia continues to excel in all aspects of its mining operations, notably in the areas of safety, health, skills, development, environment and sustainability.

FAST FACTS:

Company name	-Debmarine Namibia
Operations commenced	-2002
Type of mining	-Offshore marine diamond mining
Production output 2014	-1.27 million carats produced

DEBMARINE NAMIBIA

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BIGGEST STAINLESS STEEL PROJECT IN NAMIBIA




Dundee
PRECIOUS METALS

DUNDEE PRECIOUS METALS TSUMEB
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OUR MISSION

A precious metals-focused mining company that grows through responsibly developing great assets and people.

OUR VISION

We acquire, structure and finance, explore, develop and operate our mining and processing assets. Our commitment is to deliver excellence in sustainability and creating value for all our stakeholders.

DIGNITY AND RESPECT

We care about people – their well being, their careers and development, and their day-to-day work experience. We treat all colleagues fairly, listen to their input and work with them to create solutions that respect both individual needs and corporate interests.

CONTINUOUS IMPROVEMENT

We are passionate about continuous improvement. We seek out and execute operational practices that drive innovation, speed to market, cost efficiency, technical and professional excellence.

TRANSPARENCY

We set and uphold the highest ethical standards and business practices. Our dealings with employees, governments, stakeholders and communities are open, honest and transparent. We do what we say we will do and fulfill our commitments. We hold each other accountable for delivering results.

ENVIRONMENTAL RESPONSIBILITY

We are leaders in promoting sustainable growth and environmental responsibility. We go beyond legislative compliance to promote pragmatic environmental solutions and practices in all of our operations.

SAFETY

The health and safety of our employees and local communities are paramount and enable us to be in business. Safety can never be compromised.

COMMUNITY INVESTMENT

We care about the quality of the communities in which we operate. Our legacy will be to ensure we have helped residents make the community a better place than before we arrived on the scene. We have a strong corporate and social responsibility to the communities in which we invest.

CORPORATE GOVERNANCE

Dundee Precious Metals Tsumeb (Pty) Ltd (formerly Namibia Custom Smelters), its advisory council and management recognise the need for sound corporate governance in order for the Company to achieve its goal of enhancing shareholder value over the long-term by conducting its business activities in an effective, ethical and transparent manner.

The Board monitors the extensive and continuing changes to the regulatory environment regarding corporate governance practices and an overview of DPM's corporate governance practices may be found in its most recent management information circular, which is filed on our website - www.dundeeprecious.com - under "Regulatory Filings" in the Investors section.

CORPORATE OBJECTIVES

Our parent company, Dundee Precious Metals Inc., of Toronto, Canada, is committed to creating shareholder value in a safe and socially responsible manner through a disciplined but opportunistic business model and to maintain a strong financial position at all times. A key component of DPM's strategy is maximising the value of its existing operating assets through exploration, development and optimising operational output. To that end, DPM has assembled and continues to grow a pipeline of mining and processing projects at various stages of development that will ultimately serve to fuel further growth.

CORPORATE SOCIAL RESPONSIBILITY

The DPMT Community Trust seeks to improve the lives of Tsumeb's residents by upgrading and expanding educational facilities, empowering small and medium-size business people, and supporting diverse social welfare initiatives.

STRATEGIC PRIORITIES

- Convert the Tsumeb Smelter into a world-class facility by improving safety, health and environmental conditions.
- Reduce costs to make operations more economically viable and ensure long-term sustainability.
- Capitalise on the smelter's unique capability to process complex concentrates.

ECONOMIC IMPACT

- Drives Tsumeb's economy; biggest employer in Oshikoto Region.
- TransNamib's biggest customer in northern Namibia.
- Major client for Nampower and Namport.
- Poised to become economically sustainable to continue delivering benefits to the community, region and nation.

WALVISBAY

INTAKE SUBSTATION

Investing in the modern infrastructure to meet future **electricity needs** of the region and to catapult the **regional** and **national development agenda** with Vision **2030** in mind.

CORPORATE PROFILE

Envisaged as a dynamic and efficient commercialised electricity distributor for the Erongo Region, the Erongo Regional Electricity Distributor Company (Pty) Ltd, commonly known as Erongo RED, started trading on 01 July 2005 within the context of the Namibian Government's National Development Plan.

Erongo RED was formed by merging the services of electricity distribution from various municipalities and town councils in the Erongo Region namely the municipalities of Walvis Bay, Swakopmund, Henties Bay and Omaruru, the town councils of Karibib, Usakos and Arandis as well as the Erongo Regional Council and NamPower. Each of these institutions is a shareholder of Erongo RED. The initiative to create the REDs was part of the Electricity Supply Industry's (ESI) and the Electricity Distribution Industry's (EDI) restructuring policy. The objective was to distribute and supply electricity through economies of scale, pooling of human and operational capital resources to ultimately stabilise electricity prices and ensure reasonable, affordable and cost reflective tariffs to electricity consumers.

The company purchases electricity from NamPower for both urban and rural customers. The electricity is transmitted and distributed to different customer segments ranging from residential, business to industrial customers. Erongo RED uses about 15% of the total electricity requirement of Namibia. The electricity industry in Namibia is regulated by the Electricity Control Board of Namibia (ECB), and thus Erongo RED operates under ECB's regulations.

The core business of Erongo RED is to distribute and supply electricity in the Erongo Region. Erongo RED received a distribution and supply licence which is valid until 2030. The company also received a generation licence in 2006 for embedded power generation for a 220 kW wind generator near Walvis Bay, the first known network-connected wind generator in Namibia.

VISION, MISSION, VALUES

Vision

- Electricity for all by 2020.

Mission

- To distribute and supply affordable, reliable and accessible electricity to all in our region.

Values

- Integrity
- Accountability
- Commitment
- Customer Focus
- Empowerment
- Teamwork

STRATEGIC PRIORITIES

- Enhance Customer/Stakeholder Relations
- Improve Quality of Supply and Service
- Deliver a Customer Focused Erongo RED
- Maintain and Operate Network Infrastructure
- Develop and Implement Electrification Master Plan
- Implement Asset Management Plan
- Ensure Corporate Governance
- Ensure Business Continuity / Risk Management
- Transform the Organisational Culture
- Implement Empowerment and Retention Strategies for Staff
- Keep abreast and implement appropriate Technology to support Core Business Functions.

STRATEGIC PROJECTS

- Walvis Bay Bulk Upgrade
- Swakopmund Bulk Upgrade
- Arandis Bulk Upgrade
- ERP System
- New Lithops Substation
- AMR Phase 2
- Demand Side Management
- New Omaruru Pay point Office
- Phase 2 Head Office Renovations
- Electrification - "Power to the People" projects

POWER TO THE PEOPLE PROJECTS

- Omaruru - 51 houses connected
- Karibib - 32 houses connected
- Usakos - 72 houses connected
- Otjimbingwe - 111 houses connected

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Exploring & Fuelling Namibia

Commercial and Marketing

Namcor sells a range of fuel products ranging from petrol/diesel and lubricants to Government, mining companies and other customers.

Retail Sites

The National Oil Company will soon enter the retail fuel industry, which will see a number of NAMCOR branded service stations at key strategic sites around the country.

Depots

NAMCOR refurbished and launched the Otjiwarongo Bulk Fuel Depot in 2009, this storage facility is used for commercial as well as strategic fuel supplies in order to ensure that all Namibians have access to fuel. The Otjiwarongo Depot is a world class facility. Its Health, Safety, Security and Environmental (HSSE) standards are state of the art. NAMCOR has a twenty five percent equity stake in the Keetmanshoop depot and it currently supplies customers from that area.

A similar facility exists in Mariental to serve customers in that area. As with other NAMCOR facilities, it complies with internationally accepted environmental and safety standards.



Vision - To be a world class petroleum organisation providing sustainable benefits to all stakeholders

NAMCOR is a full player in the entire oil and gas value chain. The company is wholly owned by the Government of the Republic of Namibia and plays a fundamental advisory role to the Ministry of Mines and Energy.

Under its Exploration & Production Department, it has joint efforts with international companies in searching for oil in the country. The company has a carried interest in more than 90% of the exploration & production licences, thereby ensuring that the Namibian interest is taken care of.

KUDU Gas Project

The project is seen as the viable solution to the looming power crisis in Namibia. The project is expected to provide 800 megawatts of electricity, of which half will be used for the country's energy needs, while the rest will be exported to regional markets.



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NAMCOR

Namdeb Diamond Corporation (Pty) Ltd

PRECISE COMPELLING AND PROGRESSIVE

Founded	1994
Employees	Approximately 1800
Head Office	Windhoek
Operations	Orange River Mines, Southern Coastal Mines and Northern Coastal Mines

Namdeb performs land-based prospecting (exploration), mining and rehabilitation operation and services for Namdeb Holdings. The heart of the operations is along the southwest coast of Namibia with the main land-based operations at the town of Oranjemund and satellite mines near Lüderitz as well as the along the Orange River. Several types of innovative mining techniques are employed to extract diamonds from alluvial deposits of ore bodies. Specialised equipment such as vacuum extractors, dredgers, accretion conveyors and drill platforms are used to extract the resource, create more accretion and sampling respectively.

VISION STATEMENT:

Namdeb, the pride of Namibia's Mining - to 2050 and beyond

MISSION STATEMENT:

We produce diamonds, profitably, sustainably and responsibly, for the benefit of our shareholders and other stakeholders whilst making a lasting contribution to Namibia

VALUES:

Safety + Teamwork + Accountability + Respect = STAR

HISTORY

As far back as 1920 diamond-mining companies along the Orange River were amalgamated to form Consolidated Diamond Mines (CDM). In 1994, the Namibian Government and De Beers entered into a new partnership when Founding Father, His Excellency President Dr Sam Nujoma and Mr. Julian Ogilvy Thompson signed an accord which led to the formation of Namdeb Diamond Corporation. Since its

inception, the partnership has created significant value such as:

- More than 15 million carats worth N\$41 billion produced;
- N\$12 billion distributed to shareholders, of which nearly 80% went to the Government;
- More than 70% of its procurement budget of more than N\$1 billion was spent on procuring goods and services from Namibian entities ;
- Over N\$9 billion paid to Government through royalties, taxes and dividends over the last two decades.

For more than two decades, this successful partnership model has contributed immensely to its shareholders, and to Namibia. It has clearly demonstrated that Government and a private enterprise can do business which is mutually beneficial. As a result of this partnership, Namibia has gained access to important research and development (R&D), technical, mining, marketing skills and experience.

ZERO HARM

Safety is a value and the number one priority for Namdeb. A zero harm approach forms the foundation of all aspects and this care is extended to all stakeholders and the environment in which Namdeb operates. Namdeb is therefore proud to have continuously retained its Occupational Health and Safety Audit Standard (OHSAS 18001:2007) and ISO 14001:2004 certification. As a learning organisation, Namdeb has introduced several safety interventions over the years to improve safety performance. Amongst other initiatives, the company has adopted a zero harm strategy which outlines 6 key operational risks, namely vehicles, electricity, work in confined spaces, lifting operations, work at heights and water.

Namdeb continues to retain this international accreditation for environmental management. The company conducts the Environmental Impact Assessment (EIA) process which includes stakeholder and community engagements aimed at avoiding, mitigating and minimising impacts. Environmental clearances are in place for all Namdeb's licence areas. The integration of biodiversity stewardship into the mine's life cycle from exploration, projects,

operations and closure is key to environmental management. For several years the company has supported various research and conservation efforts in both land and marine environs through the establishment of partnerships with key research and academic institutions.

The unique biodiversity and archaeological/heritage found within Namdeb's mining licence areas has resulted in a comprehensive rehabilitation programme which retrospectively addresses the legacy of over 100 years of mining in Tsau //Khaeb (Sperrgebiet) National Park. It is through this programme that provision is made to rehabilitate mining, nature and conservation based areas. Concurrent rehabilitation is catered for annually and is aligned with the company's Strategic Business Plan.

More than 118 000 tons of scrap have been removed from the company's licence areas since the approval of the Rehabilitation Plan by the Namibian government in 2008. This includes the internal sign-off of 29 scrap yards in two Southern Coastal Mines and contractor mined sites in Northern Coastal Mines. The demolition of infrastructure and landscaping of key sensitive areas such as Pocket Beaches sites 2, 11 and 12 are but a few examples of rehabilitation efforts.

BUILDING NAMIBIA'S SKILLS BASE

With a workforce of approximately 1 800, Namdeb continues to build its skills base. There remains a focused commitment to increase the number of female employees within an industry that is traditionally male-dominated through human resources strategies for roles such as artisans, metallurgists, geologists and engineers.

Namdeb's tertiary educational schemes have played a pivotal role



in developing human capital not only for the company but for the nation at large. This contribution to national skills development is evidenced by the number of Namdeb-trained professionals employed in various key sectors of the Namibian economy. Other forms of educational assistance such as vocational training, learnership development programmes and Self-Study for employees have contributed to developing skills.

INNOVATION AND TECHNOLOGY

Whether the Namdeb diamonds are ensconced in the terraces of where the ancient Orange River once flowed or on the raised linear beaches along the coast, the windblown valleys or the submerged offshore beaches, the process of finding and extracting them calls for innovative thinking and unconventional solutions. As such Namdeb continues to explore innovative ways to profitably and sustainably mine the resource in areas which were previously difficult to mine and in so doing extend the life of mine (LOM). The Resource and Reserve, Development and Depletion plan (R2D2) is based on re-focusing Namdeb's long-term strategy for Namdeb to materially increase



its annual production, reduce unit operating costs and extend the Life of Mine (LOM) to 2050 and beyond. Exciting new projects underway include the focus on:

- ongoing investment in resource development campaigns, both in the ultra-shallow, shallow and midwater deposit areas,
- expansion and optimisation of our beach accretion systems to create more sustainable and longer term mineable areas,
- investigation into more cost effective waste stripping systems
- implementation of X-ray Transmission (XRT) technology in a production environment
- the introduction of an alternative main production plant in Southern Coastal Sendelingsdrif Mine and Red Area Complex (RAC) which were both inaugurated by former President, His Excellency Hifikepunye

Pohamba, in November 2014 are illustrative of Namdeb's ethos to continuously innovate to create long-term value for our employees, stakeholders and Namibia at large.

These developments reflect Namdeb's commitment of ensuring that Namibia will continue to hold its place as a world leader and centre of excellence in alluvial diamond prospecting and mining.

TO 2050 AND BEYOND

Diamond mining has created a wealth of expertise resulting in generated revenue, which has played a significant role in building the social and physical infrastructure of an independent Namibia. Namdeb is proud to have contributed to the national GDP and remains committed to being the PRIDE of Namibia's Mining to 2050 and beyond!

NAMDEB

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Powering the Nation & beyond

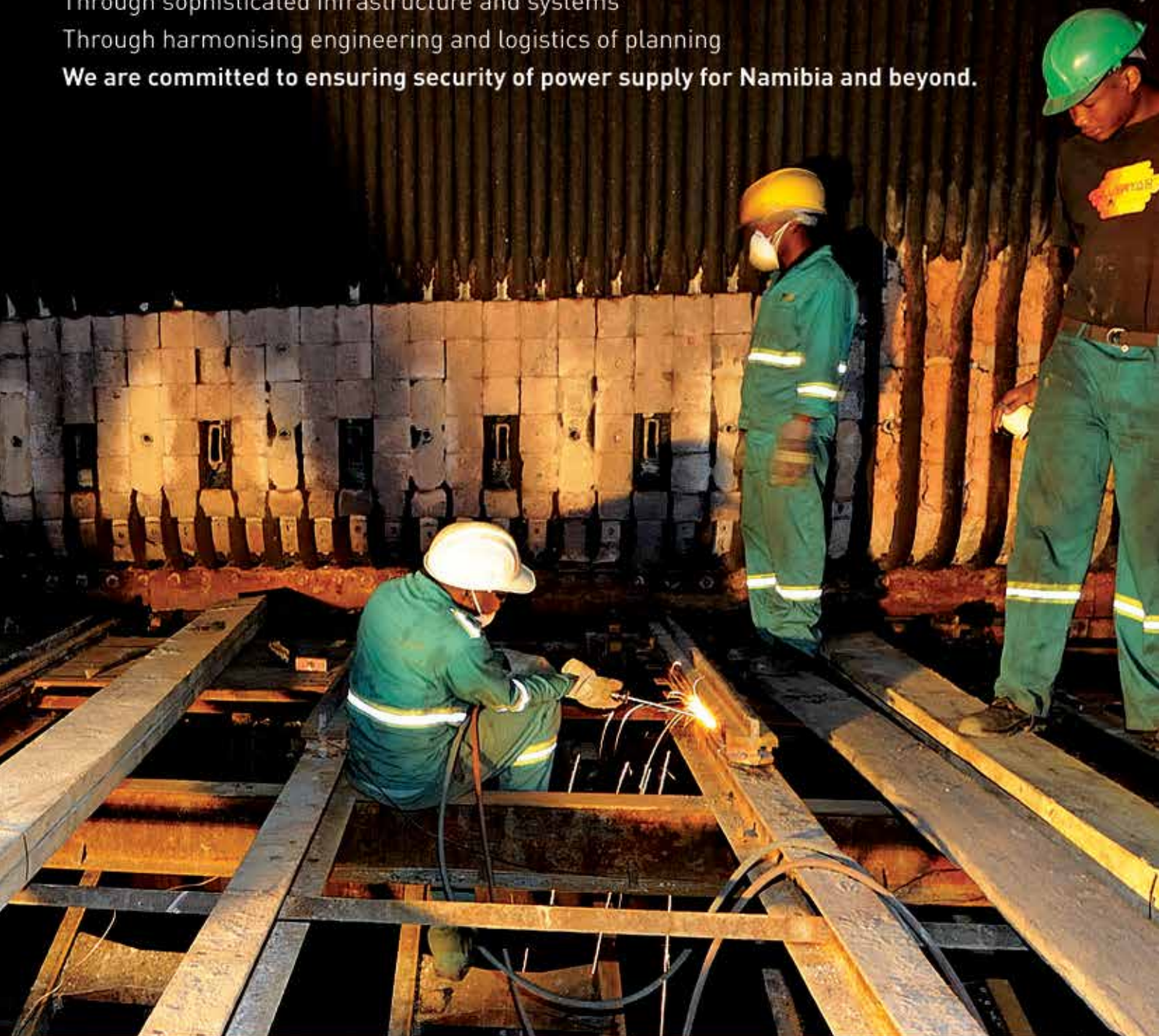
Through the power of strong leadership and a committed workforce

Through the progressive implementation of our strategic plans

Through sophisticated infrastructure and systems

Through harmonising engineering and logistics of planning

We are committed to ensuring security of power supply for Namibia and beyond.



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Powering the Nation and beyond

Namibia Power Corporation (NamPower)

ENSURING SECURITY OF SUPPLY

NamPower, Namibia's power utility, has for decades been a mainstay of the nation's economy and understands the important role that electricity plays in all aspects of socio-economic development – not just in driving the machines and equipment that keep our factories, Namwater, our mines and our farms going, but also in powering our schools, our offices, and our very lives. The key to all of this, and thus NamPower's main objective, is availability, reliability and accessibility – getting electricity to as many Namibian's as possible. Through investing heavily in generation and transmission projects over the years, NamPower has continued to live up to its mandate of powering the nation.

POWER SUPPLY SITUATION

Due to mainly demographic and economic growth, the SADC region as a whole is currently faced with a shortage of power, a situation that will prevail for at least the next five years. In Namibia, the power supply deficit will continue to prevail until the commissioning of a new base load power station (capable of operating 24 hours a day and shut down only when routine maintenance is required or due to unforeseen circumstances)

To bridge the gap until additional base load power comes on stream, NamPower in 2011 initiated the Short Term Critical Supply Project, which involves several short and medium term initiatives.

These include:

- The implementation of Demand Side Management initiatives which are aimed at cutting down on electricity consumption during peak hours;
- Upgrades of existing generation sources;
- Continuing to pursue both new

Power Purchase Agreements and re-negotiating existing ones with neighbouring countries;

- Engaging Independent Power Producers (IPPs) for the provision of electricity from renewable energy projects in the form of wind, solar PV and biomass as well as a possible conventional thermal plant.
- Develop a 250MW long term generation facility as part of NamPower's short term strategy to address a projected power deficit from 2016, while complementing operations of the Kudu Power Station when it is commissioned for operations.

The increase in generation capacity will in turn require upgrading Namibia's transmission backbone to 400 kV over the next five years. This will be done through the implementation of NamPower's Transmission Master Plan at an estimated cost of N\$7.5 billion. NamPower is also pursuing the potential of renewable energy, both as an interim measure and in the

light of Namibia's natural physical features that could be strongly conducive to renewables as technology in this sector continues to evolve.

LONGER TERM DOMESTIC POWER SUPPLY OPTIONS

While striving to meet short-term challenges, NamPower remains equally focused on the medium to long-term picture, intensifying its work on supply options for the future.

Chief among these is the development of the Kudu Power Project, off Namibia's southern coast, which remains a strategic investment for national security of supply and will serve as a catalyst for commercialisation of Namibia's unexploited oil and gas potential. Another long-term project is the Baynes Hydro Power Project, a joint project between Namibia and Angola, to be situated along the Kunene River, 200 km downstream of Ruacana. It is envisaged that the Baynes mid-merit/peaking power station's capacity would be about 600 MW.

The ZIZABONA Project – a joint venture between the utilities of Zimbabwe, Zambia, Botswana and Namibia – will involve the construction of a multi-million dollar transmission line that would allow an additional 300 MW to be wheeled around the region.

Looking ahead, NamPower's success is built on very strong foundations. Moving forward, the company will continue to invest in powering the nation, protecting our environment, uplifting marginalised communities, providing excellent customer service and meeting the aspirations of our staff now and for generations to come while continuing to value the contribution and support of all stakeholders throughout the country.

NAMPOWER

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OSHAKATI PREMIER ELECTRIC

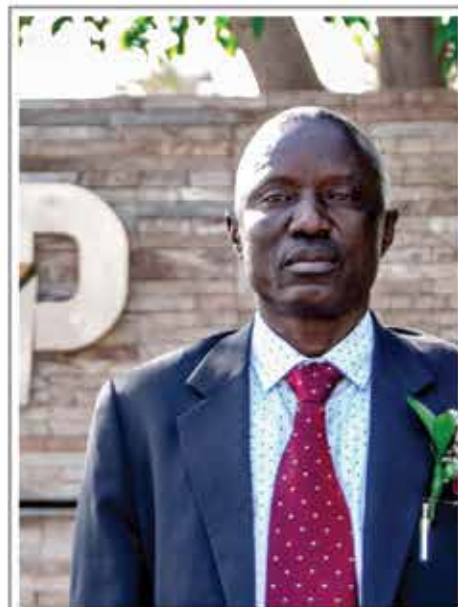
BOARD OF DIRECTORS



Mr Phillip Ndjendja
Chairperson



Ms Francina Böck
Director



Mr Orestus Shilunga
Director



Cllr Katrin Shimbulu
Director



Mr Simeon Antindi
Director



Dr Regina Shikongo
Director



OSHAKATI PREMIER ELECTRIC

BACKGROUND OF OPE

The Oshakati Town Council took a ground-breaking step in the history of local government in Namibia when it joined forces with Premier Electric (a subsidiary of NamPower) to establish a joint-venture company, Oshakati Premier Electric (OPE), in the year 2000. The company became operational in the same year. OPE's main objectives are to distribute and supply electricity and to maintain and operate the electrical infrastructure in Oshakati. The Electricity Act of 2000 allowed Local Authorities to commercialise the electricity services through agreements such as joint ventures and private public partnerships. OPE became the first private company to distribute electricity in Namibia.

Initially, NamPower and the Oshakati Town Council had equal shareholdings in OPE (50/50). The Oshakati Town Council contributed electrical infrastructure in Oshakati to OPE and NamPower injected capital, equivalent to the value of the assets contributed by the council. In June 2007 NamPower's investment in OPE was settled and the Oshakati Town Council became the sole owner of OPE. OPE is governed by a board of directors and run by a management team appointed by the board. It operates within the municipal boundaries of Oshakati and is responsible for supplying power to the town of Oshakati, maintaining and upgrading the street and traffic lights as well as existing and future networks, and for other related services such as account payments, power applications and fault reporting.

WHO WE ARE AND WHAT WE DO

We deliver effective and efficient electricity supply services to all customers in Oshakati, and we plan and expand our electrical network to cope with the growing demand. We maintain good relations with our customers and render the following services:

- Supply power to the town of Oshakati
- Maintain existing infrastructure
- New connections

- Electrification
- Reconnections and disconnections of power on request
- Attend to all power failures
- Sell prepaid electricity tokens (24hrs)
- Account payments and enquiries

MILESTONES

Oshakati Premier Electric operates in accordance with a master plan that was formulated in 2001 for electrical services in Oshakati and the surrounding areas. This master plan governs the orderly implementation of new electrical services and the maintenance of the existing electricity infrastructure of the town. Here are some of OPE's milestones:

- Upgrading the main NamPower supply from a 10MVA (Mega Volt Amp) transformer to 20MVA to cater for load growth.
- Growth in return on investments paid to the shareholder; OPE currently pays N\$ 8 million as return on investment to the Oshakati Town Council.
- Reduction of power failures.
- Reduction of debt collection days to 32 days.
- Completion of the 2001 electricity master plan which ensures growth in the customer base.
- Commissioning of the OPE electricity master plan as well as the maintenance master plan in 2013.
- Investment in infrastructure as per OPE master plan from profits and yet remaining sustainable.
- Providing 24 hour prepaid vending stations since 2003.
- Two of the bursary recipients graduated in 2015.
- Training of our core business employees to obtain wiremen licensing, switch authorisation and various other fields of expertise.
- Investing in a power factor correction plant to ensure efficiency and reducing the costs of purchasing power.
- Connecting new customers in previously non-reticulated areas; OPE has distributed power to about

2,600 erven over the past 15 years in areas such as Evululuko, Okandjengedi (south, north and east), Oneshila, Uupindi north and south, part of Oshoopala and all authorised and enabled local areas.

- OPE installed and maintains street lights in Oshakati at no cost to the Oshakati Town Council; this translates into some N\$2 million a year; Oshakati's main road is now adequately lit up to improve safety.
- OPE erected 44 high mast lights (about 25 metres high) on several roads: Uupindi, Evululuko, Okandjengedi, Oneshila, Oshoopala and Mandume Ndemufayo/Okahao.
- OPE installed seven traffic lights, which not only ease traffic flow but also give a modern look to Oshakati. Traffic lights were unheard of in the northern parts of the country prior to independence.

OPE's mission is to provide electricity to all residents of Oshakati and by doing so support Government in achieving Vision 2030.

Interim Business Continuity and Sustainability. In order to ensure sustainability, OPE is currently at an advanced stage of constructing a 10 Megawatt Solar Park near Oshakati at an estimated cost of N\$240 million. This facility is expected to be completed by the end of 2016.

The solar park will complement supply from NamPower, act as a backup, improve the quality of electricity supply and ultimately provide a cost benefit to customers. Solar Energy is renewable and thus helps to reduce the carbon footprint, while at the same time improving OPE's sustainability.

An environmental impact assessment has already been completed and the site has been approved and made available by the Oshakati Town Council. Once this project is completed, it will increase the asset base of the company tremendously.

The solar plant, which will not

be grid-connected, is expected to produce power for about 25 years, a life span that will also allow OPE sufficient time to manage its electricity tariffs. OPE is applying for a licence from the Electricity Control Board.

With the escalation of electricity tariffs the solar plant is expected to help alleviate the high cost of electricity while OPE works towards setting up other generation projects. OPE wants to supply electricity to as many people as possible as part of its contribution to Vision 2030. This will require that the company increases its own electricity generation capacity. Opportunities also exist to supply "smart" electric meters to customers. These meters allow customers to have Wi-Fi internet access via the smart meters.

As employees are the most important asset of any company, OPE plans to increase its workforce and extend the company's office space to accommodate the entire corporate and technical staff under one roof.

OPE created, and continues to create, an environment conducive to investors in Oshakati, such as the envisaged Coca Cola bottling plant scheduled for operation in mid-2017 and the Afrideca plans to enlarge the so-called Game Complex by 50%.

AWARDS AND RECOGNITION

2012 - Electricity Control Board Awards: OPE was recognised for the lowest collection cycle and the lowest bad debt percentage. 2014 - Electricity Control Board Awards: OPE was awarded the prize for being the Most Consistent in deriving value from power quality investments.

OPE

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Namibia Wildlife Resorts (NWR) is a state owned enterprise, which has been in existence since 1998. Its mandate is to manage the tourism facilities situated in Namibia's protected areas.

Along with its partners, NWR operates 22 resorts. Recently NWR re-introduced Duwisib Castle, a ninety year old Castle located in South of Namibia. The castle consists of 5 luxury rooms, 10 camping sites, a kiosk, and picnic amenities. The museum inside the castle houses a collection of 18th and 19th century antiques, armor and paintings.

Aside from the Castle, Gross Barmen and Popa Falls are now operational and offer guests distinct accommodation facilities. Popa Falls is located in the north eastern corner of Namibia and home to perennial rivers, magnificent indigenous woodlands, riverine forests, floodplains and reed-lined channels. The camp offers chalets, family/double units, luxury units, camping sites, and a communal house. Gross Barmen is located around 100 km from the capital city of Windhoek, it is nestled on the banks of a tributary, of the Swakop River. It is set between rows of palm trees, green lawns, tennis courts, children's playground and many pleasant walks. Gross Barmen includes facilities for spa & wellness, fitness, recreation, and leisure. The main attraction of the resort is the health and hydro/medical spa centre, featuring thermal springs and providing a full range of treatments, massages, and health activities for relaxation.

NWR offers three different collections of lodging within Namibia's protected areas, which provide the ultimate in accessibility to suit every need:

- **Eco-collection:** Offers exclusive accommodation experiences in the heart of Namibia's national parks.
- **Classic Collection:** A variety of accommodation options from serviced chalets and standard hotel rooms to basic camp sites paired with a broad range of tour options and facilities.
- **Adventure & Camping:** Campsites and cabins for the rugged traveller that appreciates 'close to nature' experiences.

NWR provides intimate park experiences through guided night drives in Etosha National Park; sunrise and sunset excursions to the majestic Sossusvlei; relaxing massages and wellness

treatments using the healing properties of the natural hot springs mineral water at /Ai-/Ais - all in the company of the most passionate and professional staff.

The company also offers real adventure activities such as hikes into Namibia's iconic landscapes on signature trails such as the Fish River Canyon - the world's second largest canyon (four to five days and approximately 80 kilometers) and the Namib Naukluft Hiking Trail - considered one of the toughest in Southern Africa (eight-day / 120 kilometers option or four-day winding through the rugged Naukluft Mountains).

NWR offers something for everyone - whether it is photography, nature, wildlife, landscapes, geology, camping, fishing, history, culture or just the pure exhilaration of finding yourself surrounded by the essence of Africa - NWR is your willing partner and host.

NamLeisure Card

In its drive to increase domestic travellers, Namibia Wildlife Resorts introduced two new cards, in addition to the original NamLeisure card. The original NamLeisure card is aimed at individuals as before though NamLeisure Plus is aimed at couples or an adult and one child between the ages of 13 - 17. NamLeisure Family is for families consisting of two adults and two children age 13 -17. For more information regarding the cards the public can come to our offices or log onto our website (www.nwr.com.na). SADC and international independent travellers also qualify for discounts of 25% and 10% respectively. Non-cardholders also pay 50% plus a supplementary rate whenever they are sharing a room or a camping site with a NamLeisure cardholder. All in all, members especially locals, will benefit from improved access to Namibia's protected areas, and also contribute to the sustainable management of these pristine areas.

The benefits of being a member go beyond the discounts, as NWR is dedicating a portion of the proceeds of the membership fee, as well as 5% of the value of any member booking, towards conservation projects, including the NWR-Enviro-Kidz program, and joint projects with the Ministry of Environment and Tourism- providing a double "feel-good" experience.

**CONSERVING NAMIBIA'S NATURAL HERITAGE
- TODAY, TOMORROW AND FOREVER!**



Our People

At Namibia Wildlife Resorts, when it comes to service delivery and efficiency, it is all about our people. We care about your experience with us, which is why we place so much value on service delivery, efficiency and enhancing your experience with us across all channels and points of contact.

All of us at Namibia Wildlife Resorts embrace customer experience, which is built into our core values and is something that we build on every day. This is how we measure our achievements, and ourselves and there is no compromise to it.

From the Reservations office to the front office of any of our camps, to housekeeping, restaurants, game drives or excursions; you can be assured that you will be met by the friendliest, most passionate and knowledgeable Namibians.

Vision

To become the provider of a reliable, welcoming and appealing tourism service in the prime tourism destinations of Namibia

Our Brand Value proposition

Namibia Wildlife Resorts is a proud Namibian hospitality and service company, with professional, dedicated and knowledgeable customer-driven staff dedicated to providing guests with a relaxing, comfortable, memorable and liberating Namibian experience.

Our EPIC core values:

We are driven by excellence, passion, integrity, and customer-service

Excellence:

Visionary, Accurate, Just in Time (JIT), Proactive

Passion:

Committed, Knowledgeable, Dedicated, Respectful, Unique

Integrity:

Honest, Reliable, Consistent, Responsible, Sustainable

Customer service:

Caring, Efficient, Professional, Adaptable (flexible)



NWR
NAMIBIA WILDLIFE RESORTS

NAMIBIA WILDLIFE RESORTS

WWW.NWR.COM.NA

Windhoek Tel (+264 61) 2857200, reservations@nwr.com.na, Cape Town Tel (+27 21) 4223761, Ct.bookings@nwr.com.na
Swakopmund Tel (+264 64) 402 172, sw.bookings@nwr.com.na

INTERNATIONAL DIALLING CODE: +264

ALL TELEPHONE AND FAX NUMBERS WITHOUT CODES ARE FOR WINDHOEK, CODE 061

We acknowledge that addresses and contact persons may change from time to time and we appreciate being advised of any changes, omissions, updates and improvements. Amendments for the purposes of the Namibia Trade Directory can be forwarded to info@namibiatradedirectory.com and for the purposes of the list of Diplomatic Missions to the Ministry of Foreign Affairs, Ms Saara Amukugo, Fax 061 23 5397.

Business and Professional Organisations

AAN – Accommodation Association of Namibia
P O Box 90270, Windhoek
Tel 067 30 1264
Fax 067 30 3885
info@bed-breakfast-namibia.com
www.accommodation-association.com

ACEN – Association of Consulting Engineers of Namibia
P O Box 25837
Windhoek
Tel 22 7672
info@acen.org.na
www.acen.org.na

BAN – Bankers' Association of Namibia
P O Box 195, Windhoek
Tel 299 2016
Fax 22 0979

CARAN – Car Rental Association of Namibia
P O Box 80368
Windhoek
www.caran.org

NIPA – Namibia Institute of Professional Accountants
P O Box 90756
Windhoek
Tel 38 2700
Fax 38 2701
www.office@nipa.com.na

CIF – Construction Industries Federation of Namibia
P O Box 1479, Windhoek
Tel 23 0028
Fax 22 4534
secretariat@cifnamibia.com
www.cifnamibia.com

COM – The Chamber of Mines of Namibia
P O Box 2895, Windhoek
Tel 23 7925
Fax 22 2638
dmeyer@chamberofmines.org.na
www.chamberofmines.org.na

EAN – Economic Association of Namibia
www.ean.org.na

FENATA – Federation of Namibian Tourism Associations
P O Box 86495
Windhoek
Tel 23 0337
welcome@fenata.org
www.fenata.org

HAN – Hospitality Association of Namibia
P O Box 86078
Windhoek
Tel 22 2904
info@HANnamibia.com
www.hannamibia.com

ICAN – Institute of Chartered Accountants of Namibia
P O Box 21459, Windhoek
Tel 22 02181
secretariat@icanpaab.com
www.icancpd.net

IPBF – Indigenous Peoples Business Forum
P O Box 22402
Windhoek
Tel 40 0862
info@ipbf.com.na
www.ipbf.com

INQS – Institute of Namibia Quantity Surveyors
P O Box 9507
Windhoek
Tel 22 8970
info@inqs.org.na
www.inqs.org.na

Law Society of Namibia
P O Box 714
Windhoek
Tel 23 0263
lawsoc@iafrica.com.na
www.lawsocietynamibia.org

MAN – Medical Association of Namibia
P O Box 3369, Windhoek
Tel 22 4455
man.office@iway.na
www.man.com.na

Michelle McLean Children's Trust
P O Box 97428, Windhoek
Tel 24 0807
info@mmct.org.na
www.mmct.org.na

NACOBTA – Namibia Community Based Tourism
P O Box 86099
Windhoek
Tel 25 0558
office@nacobta.com.na
www.nacobta.com.na

NAGN – National Art Gallery of Namibia
P O Box 994, Windhoek
Tel 23 1160
pro@nagn.org.na
www.nagn.org.na

NAMAF – Namibia Association of Medical Aid Funds
P O Box 11974
Klein Windhoek
Tel 25 7211
info@namaf.org.na
www.namaf.org.na

NAMFISA – Namibia Employers' Federation
P O Box 21250, Windhoek
Tel 290 5000
info@namfisa.com.na
www.namfisa.com.na

NASRIA – National Special Risks Insurance Association
P O Box 417, Windhoek
Tel 22 9207
tjozo.nasria@iway.na
www.nasria.com.na

NEAB – Namibia Estate Agents Board
P O Box 90091
Klein Windhoek
Tel 24 9885
NEAB@iway.na
admin@namibia-realestate.com

NIA – Namibia Institute of Architects
P O Box 1478, Windhoek
Tel 23 1559
nia@mweb.com.na
www.nia.org.na

NIBA – Namibia Insurance Brokers Association
P O Box 35138
Windhoek
Tel 270 4420
Christine.deklerk@marsh.com
www.nibanam.com

NLA – Namibia Logistics Association
P O Box 90546, Windhoek
Tel 41 1100
info@nla.org.na
www.nla.org.na

INTERNATIONAL DIALLING CODE: +264**ALL TELEPHONE AND FAX NUMBERS WITHOUT CODES ARE FOR WINDHOEK, CODE 061****NMA – Namibia Manufacturers' Association**

P O Box 3325, Windhoek
Tel 30 8053
nma@nmanamibia.com
www.nmanamibia.com

NSS – Namibia Scientific Society

P O Box 67, Windhoek
Fax 22 6846
nwg@iafrica.com.na

Oruuno Namibian Artists Union

P O Box 22398, Windhoek
Tel 22 8211
mboysi@yahoo.co.uk

PAAB - Public Accountants and Auditors Board

P O Box 11913, Windhoek
Tel 285 8467
secretariat@paap.com.na

PAN - Payments Association of Namibia

P O Box 134, Windhoek
Tel 41 5420
info@pan.org.na
gkavariobnam@mweb.com.na
Annette.rathenam@pan.org.na
www.pan.org.na

Society of Advocates of Namibia

P O Box 1323, Windhoek
Tel 23 1151
socadv@afol.com.na
www.namibianbar.org

TAN – Tourist Guides' Association of Namibia

P O Box 2589, Windhoek
Tel 27 4521
info@tan-namibia.org
www.tan-namibia.org

TASA – Tour and Safari Association of Namibia

P O Box 11534, Windhoek
Tel 23 8423

info@tasa.na
www.tasa.na

Chambers of Commerce and Industry in Namibia**NCCI Head Office**

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NCCI Arandis

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NCCI Keetmanshoop

Chairperson: Mr Nicolas Links
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NCCI Lüderitz

Chairperson:
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NCCI Omaruru

Chairperson:
Pastor Mario Chingufo
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NCCI Ongwediva

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nccinorth@iway.na

NB: Registrations for Oshana, Omusati & Ohangwena Regions are done at Ongwediva Branch.

NCCI Oranjemund

Branch administrator:
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iud@iway.na

NCCI Otjiwarongo

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NCCI Rehoboth

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NCCI Rosh Pinah

Chairperson:
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NCCI Rundu

Chairperson: Mr Muhepa
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NCCI Swakopmund

Chairperson:
Mr Heinrich Hafeni
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NCCI Tsumeb

Chairperson: Fritz Nitschke
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NCCI Walvis Bay

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NCCI Windhoek

Chairperson: Eliaser Ndilunde
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Consulate General of the Republic of Angola
Consul General:
Mr Francisco Correia

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Private Bag 5541, Oshakati
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Consul General: Vacant

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Consuladogeral.rundu@mirex.gov.ao

Austria

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Consul General: Vacant

P O Box 40199
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Belgium

Consulate of the Kingdom of Belgium

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Consulate of the Federative Republic of Brazil

Honorary Consul: Vacant

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Bulgaria

Consulate of the Republic of Bulgaria

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Consulate of Canada

Honorary Consul: Mr F Uys

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Cyprus

Consulate of the Republic of Cyprus

Honorary Consul:

Mr Savvas I Savva

P O Box 24, Walvis Bay
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Denmark

Royal Danish Consulate

Honorary Consul:

Mr C Norgaard

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Consulate of the Republic of Hungary

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Consulate of the Republic of Italy

Consul General:

Rosanna Reboldi Bleks

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Netherlands

Royal Netherlands Consulate

Honorary Consul:

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Norway

Consulate of the Kingdom of Norway

Honorary Consul:

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Sweden

Consulate of the Kingdom of Sweden

Honorary Consul:

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Thailand

Consulate of the Kingdom of Thailand

Consul - General: Dr G Uahengo

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Embassies & High

Commissions in Namibia

Algeria

Embassy of the Democratic People's Republic of Algeria

Ambassador:

HE Mr Lahcen Kaid-Slimane

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Tel 22 1507
Fax 23 6376

Angola

Embassy of the Republic of Angola

Ambassador

HE Mr MAD

Rodrigues

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Fax 22 1498
Embangola@afol.com.na

Botswana

High Commission of the Republic of Botswana

High Commissioner:

HE Mrs Claurinah T Modise

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dmaabong@govi.gw

Brazil

Embassy of the Federative Republic of Brazil

Ambassador:

Vacant

P O Box 24166, Windhoek
Tel 23 7368/9
Fax 23 3389
brasemb.windhoek@itamaraty.gov.br
www.windhoek.itamaraty.gov.br

China

Embassy of the People's Republic of China

Ambassador:

HE Mr Xin Shunkang

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Fax 40 2655
chinaemb_na@mfa.gov.na
www.na.chineseembassy.org

Congo

Embassy of the Republic of Congo

Ambassador:

HE Ms Marie Therese Avemeka

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missionrtcwindhoekeux@gmail.com

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Democratic Republic of Congo Embassy of the Democratic Republic of Congo Ambassador: Mr Kaboba K Wa Kimba P O Box 9064, Windhoek Tel 25 6287 Fax 25 6286	Germany Embassy of the Federal Republic of Germany Ambassador: HE Mr Onno Adalbert Hückmann P O Box 231, Windhoek Tel 27 3100 Fax 22 2981 info@windhuk.diplo.de www.windhoek.diplo.de	Kenya High Commission of the Republic of Kenya High Commissioner: HE Mr Isaac Njenga Gititu P O Box 2889, Windhoek Tel 22 5900 Fax 22 1409 kenyaanet@afol.com.na	Russian Federation Embassy of the Russian Federation Ambassador: HE Mr Alexander Khudin P O Box 3826, Windhoek Tel 22 8671 Fax 22 9061 rusemnam@mweb.com.na
Egypt Embassy of the Arab Republic of Egypt Ambassador: HE Mr Mahmoud Fawzy Abou Dounya P O Box 11853, Windhoek Tel 22 1501 Fax 22 8856 embassy.windhoek@mfa.gov.eg www.mfa.gov.eg/windhoek_emb	Ghana High Commission of the Republic of Ghana High Commissioner: HE Aljaji Abdul Rahman Haruna Attah P O Box 24165, Windhoek Tel 22 1341 Fax 22 1343 ghmissio@afol.com.na	Libya Embassy of Libya Ambassador: Vacant P O Box 124, Windhoek Tel 23 4454 Fax 23 4471	South Africa High Commission of the Republic of South Africa High Commissioner: HE Ms YLM Myakayaka-Manzini P O Box 23100 Windhoek Tel 205 7111 Fax 22 4140 konin@foreign.gov.za dibem@foreign.gov.za
Finland Embassy of the Republic of Finland Chargé d' Affaires a.i Ambassador: HE Mrs Anne Saloranta P O Box 3649, Windhoek Tel 22 1355 Fax 22 1349 sanomat.win@formin.fi www.finland.org.na	India High Commission of India High Commissioner: HE Mr Sataya P Mann P O Box 1209, Windhoek Tel 22 6037 Fax 23 7320 hicomind@afol.com.na www.highcommissiononindiaweb.na	Malaysia High Commission of the Republic of Malaysia Charity Affairs: Vacant P O Box 312, Windhoek Tel 25 9342 Fax 25 9343 mwwindhoek@kln.gov.my malwdhoek@kln.gov.my www.gov.my	Spain Embassy of the Kingdom of Spain Ambassador: HE Ms Maria de Carmen Diez Orejas P O Box 21811 Windhoek Tel 22 3066 Fax 27 1478 emb.windhoek@maec.es www.maec.es
France Embassy of the French Republic Ambassador: HE Mrs Jacqueline Bassa-Mazzoni P O Box 20484, Windhoek Tel 27 6700 Fax 27 6710	Indonesia Embassy of Indonesia Ambassador: HE Dr Agustinus Sumartono P O Box 20691, Windhoek Tel 285 1000 Fax 285 1231 Kbri@iafrica.com.na windhoek.kemlu.go.id www.indonesiawindhoek.org	Nigeria High Commission of the Federal Republic of Nigeria High Commissioner: HE Dr Biodon Nathaniel Olorunfemi P O Box 23547, Windhoek Tel 23 2103 Fax 22 1639/25 2072 nignam@afol.com.na www.nhcwindhoek.org	Turkey Embassy of the Republic of Turkey Ambassador: HE Ms E Deniz Cakar P O Box 090998 Klein Windhoek Tel 224 6158/42 0100 Fax 296 2931 Embassy.windhoek@mfa.gov
	Japan Embassy of Japan Ambassador:	Portugal Embassy of the Republic of Portugal Ambassador:	

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United Kingdom of Great Britain and Northern Ireland
British High Commission
Ambassador: Mr Jo Lomas
 P O Box 22202, Windhoek
 Tel 27 4800
 Fax 22 8895
general.windhoek@fco.gov.uk
www.gov.uk/government/world/namibia

United States of America
Embassy of the USA
Ambassador:
HE Mr Thomas Daughton
 Private Bag 12029
 Ausspannplatz, Windhoek
 Tel 295 8500
 Fax 295 8603
Embassywindhoek@state.gov
www.windhoek.usembassy.gov

Venezuela
Embassy of the Bolivarian Republic of Venezuela
Ambassador: Mr Juan Carlos Barrios Hurtado
 Private Bag 13353, Windhoek
 Tel 22 7905
 Fax 22 7804
mbavenenam@gmail.com

Zambia
High Commission of the Republic of Zambia
High Commissioner:
Ms Silvia Bambala Chalikosa
 P O Box 22882, Windhoek
 Tel 23 7610/1
 Fax 22 8162
zahico@iway.na
www.zahico.iway.na

Zimbabwe
Embassy of the Republic of Zimbabwe
Ambassador: HE Ms C Zindoga
 P O Box 23056, Windhoek
 Tel 22 8134
 Fax 22 6859
info@zimwhk.com

International Organisations

ESAMI
Eastern and Southern Africa Management Institute
Representative: Dr B Mwape
 P O Box 1836, Windhoek
 Tel 23 6965/6
 Fax 24 9822
esamiwhk@mweb.com.na
www.esami.com

FAO
Food and Agricultural Organisation of the United Nations
Delegate in Charge:
Mr Babagana Ahmadu
 P O Box 24185, Windhoek
 Tel 204 6111/22 4094
 Fax 22 5726
FAO-NA@fao.org
www.fao.org-namibia

ICRC
International Committee of the Red Cross
Delegate: Mr Olivier Dubois
 P O Box 3970
 Harare, Zimbabwe
 Tel +263 470 2440
 Fax +263 470 2378
harare.har@icrc.org
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Sovereign Military Hospitaller Order of St John of Jerusalem of Rhodes and of Malta
Ambassador:
Prof Marcello Bandettini
 P O Box 9458, Windhoek
 Tel 30 9391
 Fax 30 9392
bandettinimarcello@gmail.com

SACU
Southern African Customs Union
Executive Secretary:
Ms Paulina M Elago
 Private Bag 13285, Windhoek

Tel 295 8000
 Fax 24 5611
sacusec@sacu.int
www.sacu.int

SADC
Southern African Development Community Parliamentary Forum
Secretary-General:
Dr Esau Chiviya
 Private Bag 13361, Windhoek
 Tel 287 0000
 Fax 25 4642
info@sadcpf.org
www.sadcpf.org

SADC Tribunal
Southern African Development Community Tribunal
Judge President: Hon Jmc Chingi'anyi Mkandawire
 P O Box 40624, Ausspannplatz Windhoek
 Tel 38 3600
 Fax 38 3624
regiatary@sadc-tribunal.org
www.sadc.tribunal.org

UNDP
United Nations Development Programme
Resident Co-ordinator
Mr Musinga T Bandora
 Private Bag 13329 Windhoek
 Tel 204 6111
 Fax 204 6203
www.undp.org.na

UNESCO
United Nations Educational, Scientific and Cultural Organisation
Prof Eustace Alaphia Wright
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 Tel 291 7000
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UNPF
United Nations Population Fund
Representative:
Dr Ademola Olajide
 Private Bag 13329, Windhoek
 Tel 204 6283
 Fax 204 6204
unfpa@un.na
www.unfpa.org

UNHCR
United Nations High Commission for Refugees
Officer in Charge:
Mr Lawrence Mgbanson
 Private Bag 13310, Windhoek
 Tel 204 6500
 Fax 23 0055
namwi@unher.org
www.mgdangsoaunhtl.org

UNIC
United Nations Information Centre
Director: Vacant
 Private Bag 13351, Windhoek
 Tel 23 3035
 Fax 204 6206

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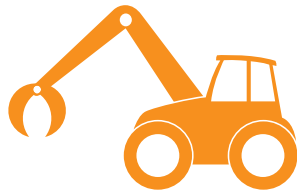


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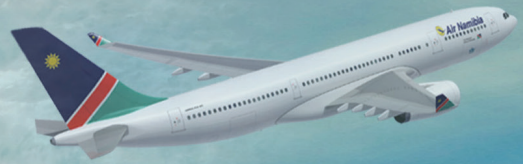
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