



GONDWANA
COLLECTION
NAMIBIA

23

VALUE CREATION REPORT

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Welcome to our **2023 VALUE CREATION REPORT**

It is with great pleasure that we introduce Gondwana's 2023 Value Creation Report to our stakeholders.

Our report tells the story of what we do, what drives us to do better each year and where we're going next. We report on our performance and show how value is created by, and for, our people and partnerships, our communities and the environment.

Gondwana is a company with soul. Our culture is intangible and cannot be put into words. But it inspires and drives us to be a brand of unwavering integrity and passion, to have a lasting and positive impact on our natural environment and the people whose lives we touch, and to make Namibia and our stakeholders proud. This is what powered us through the last three years and it moves us forward to an exciting future.

Gys Joubert, Managing Director



About our **REPORT**

Our 2023 Value Creation Report invites our stakeholders into the heart and soul of Gondwana Holdings Limited (Gondwana, or the group) by telling the story about our comprehensive performance for the period 1 November 2022 to 31 October 2023.

Storytelling is at the heart of our culture and in that spirit, our report focuses on the ever-changing world of tourism and highlights the matters that have a significant impact on our ability to achieve our purpose. It records the decisions we made to ensure that our net effects on the environment, our communities, our people and the Namibian economy remain positive.

Gondwana consists of a group of companies and partnerships that create value well beyond our shareholders. Refer to page 8 for our group structure. Many of our hospitality establishments are built on communal land (conservancies) where the communities, rather than central government, own the benefits of the resources on the land, including the tourism rights that we use to operate our conservancy joint venture lodges. We also have commercial joint venture partnerships with the owners of properties that we manage.



In the realm of tourism and beyond we are the custodians of experiences, creators of memories, and architects of harmony. Our journey transcends destinations; it fosters a profound connection between individuals, cultures, and the world we inhabit. We recognise that true value creation goes beyond financial gains; it lies in the transformative power of shared moments, cultural exchanges, and sustainable practices.

From us to you

Our report's content was prepared with care and reviewed to ensure integrity, transparency and accessibility. The Board, assisted by the Gondwana executive committee (Exco) and the Board committees, assessed the report and believes it represents a balanced account of Gondwana's performance and prospects.

The 2023 Value Creation Report was approved on behalf of the Board on 16 April 2024 by:

Steve Galloway
Chairperson

Gys Joubert
Managing Director

Jaco Visser
Financial Director



About GONDWANA

- 6 Our culture, purpose, structure and DNA
- 8 Our legal and group structure
- 9 What we do



The Namib experience

This ancient desert called attention to itself for 50 to 80 million years. It grew to 2 000 kilometres long and nearly 200 kilometres wide, assembled lofty sand dunes and sculpted a range of artistically designed dunes in various shapes. It harboured flora and fauna in its sands and called the soft mist from the ocean to sustain them. It welcomed the diamonds that washed down the Orange River and into the Atlantic into its generous arms. And no-one gave it a second thought. Finally, we are willing to receive the magnificence of the Namib Desert.

Diamonds were discovered in the early 1900s, the Namib Sand Sea was proclaimed a World Heritage site in 2013 and thousands of visitors pay homage annually to the magnificence of Sossusvlei and Dead Vlei. If there is a place in Namibia where Gondwana lodges are not lacking, it is where the Namib tells its endless stories in breath-taking pictures, forms and colours. Here where the red sand ocean leads a hopeless battle for day-to-day survival against the burning sun, we have created unique havens of unforgettable moments next to the largest conservation area in Africa, the Namib Naukluft National Park: The Desert Grace, Namib Desert Lodge, Namib Dune Star Camp and Desert Whisper. The deep breath of incomparable luck and the beauty of ancient, fossilised dunes.



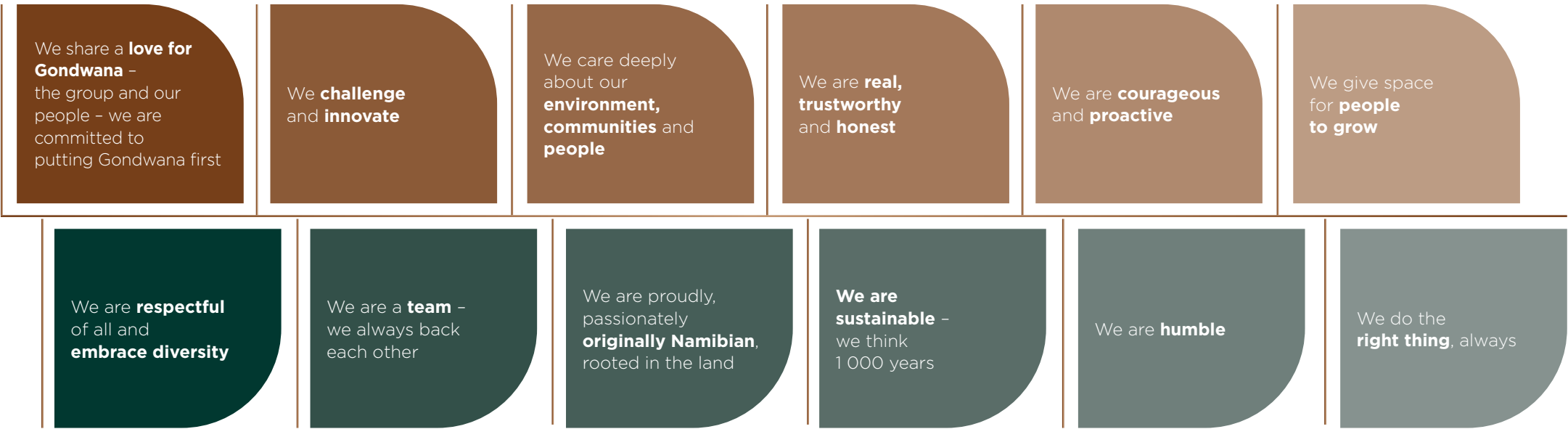
OUR CULTURE, PURPOSE, *Structure and DNA*

Namibia is our inspiration and at the core of who we are as a collective. We shaped our Gondwana culture around the unique qualities only found in Namibia, and build our relationships around our ambitions for this country. Ultimately, we want to create positive impacts for all our stakeholders.

The **Gondwana Guidelines** are a way of life that embeds and nurtures our culture.

- | | | |
|---|--|---|
|  Respect , not tolerance |  Be ashamed to die until you have some victory for humanity |  Honesty is the best policy |
|  Diversity makes us strong |  Honour people, culture and nature |  Act with empathy |
|  You can only be successful if you make others successful |  Live Brand Namibia |  Passion – do what you love , love what you do |
|  Give back to nature what belongs to nature |  It's not a job, it's a calling |  Integrity – the adherence to moral principles and values |
|  Maintain balance |  Deliver service excellence | |
|  Have a story to tell |  The four 'Ps' – people, planet, profit, partnership | |

The **Gondwana Way** lies at the heart of everything we do. Living and honouring the Gondwana Way can make a meaningful impact and create authentic experiences.



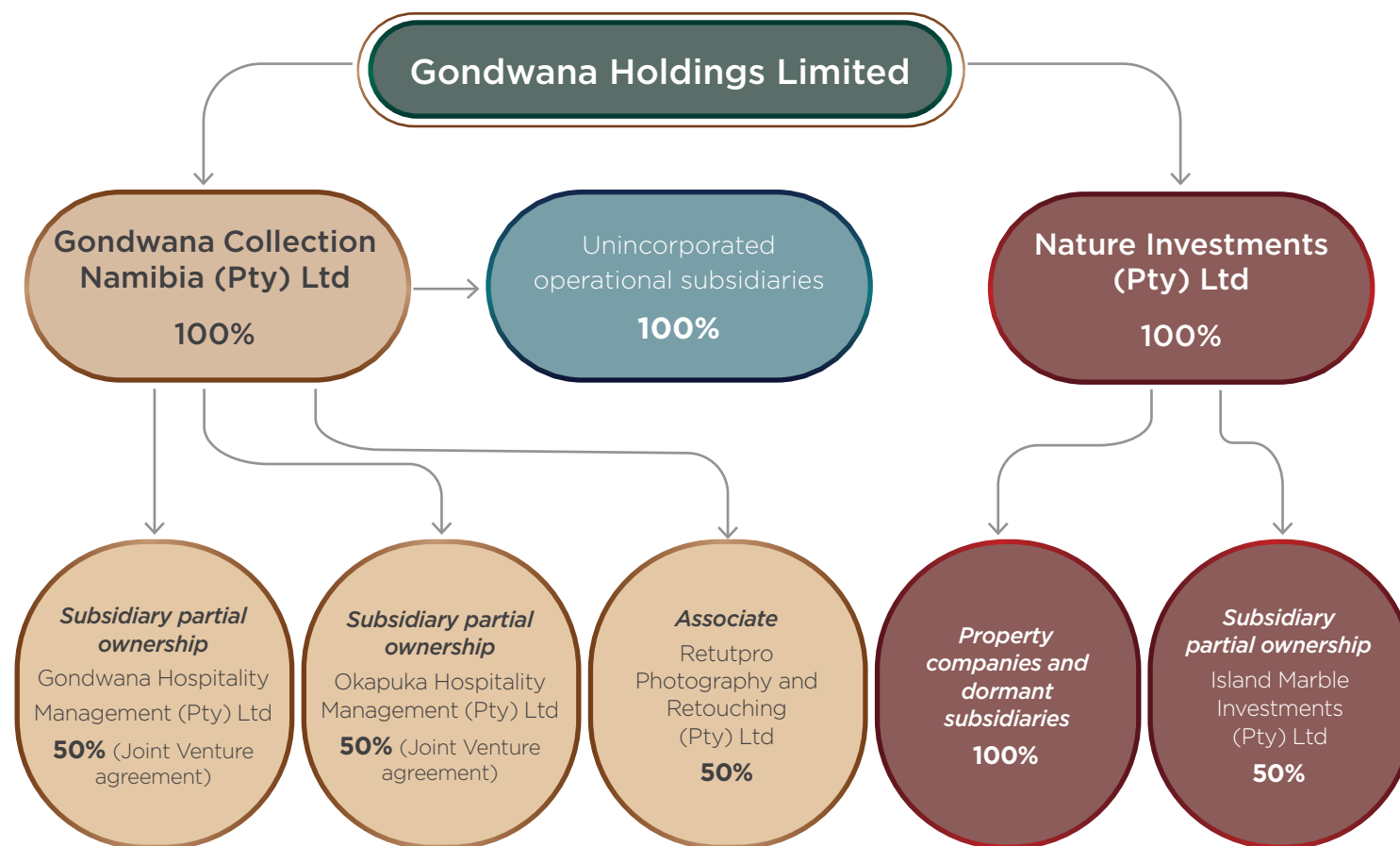
Gondwana's open hand logo symbolises the handshake we greet our customers with, individuality (every hand has its own story), a helping hand, cohesion and warm-heartedness. The hand's stones show Africa as part of the former supercontinent of Gondwana. They represent the various business segments and the diversity of our guests from around the world, with their roots in the ancient continent of Gondwana.

Our purpose is to offer service excellence to guests while making a positive social and environmental impact. Our success is linked to the impact we have on our people, communities and the environment. The profit we make is a natural consequence of our purpose and sustains our business in the long-term.

Our strategy consists of profit drivers, enablers and focus areas to ensure we deliver positive impacts for all stakeholders.

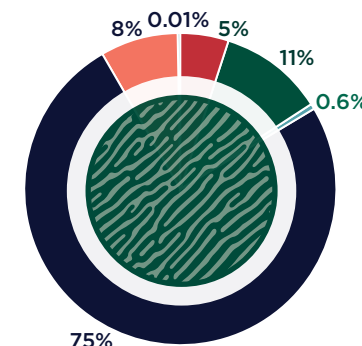
Refer to page 52 for additional information on our strategy.

OUR LEGAL AND *group structure*

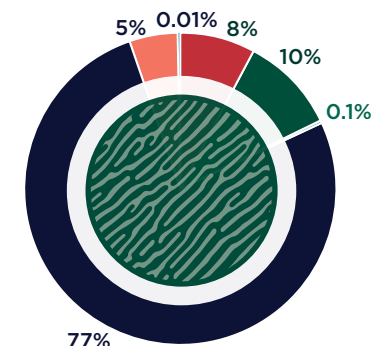


The inspiration for our name Gondwana is drawn from the land mass that existed 550 million years ago, incorporating South America, Antarctica, Africa, Australia, Madagascar and India. When it broke apart during the early Jurassic Period, it stabilised to form the southern hemisphere as it exists today. Like the Gondwana of old, our Gondwana Collection represents the synergy of unifying diverse people from around the world and the natural environment.

2023 Contribution to Revenue



2022 Contribution to Revenue



WHAT WE *do*

Gondwana is a prominent Namibia-based tourism brand and has played an important role in promoting and developing Namibia over the past 27 years.

We specialise in providing exceptional accommodation, unique experiences and sustainable tourism initiatives. With a wide-ranging portfolio of accommodation, tour consulting, car rental and online travel agency services, we create seamless travel experiences for our guests, suited to their level of affordability, style and preference.

Our travel experiences value chain

From an idea to a travel plan...

we handle all the logistics for a seamless, personalised Namibian experience...

...up to reliving the memories at home.



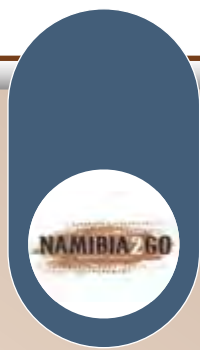
Gondwana Travel Centre
Tour operator and travel agency

Guests can use the travel centre to comprehensively plan their trips and events.



Safari2Go
Online travel agency

Safari2Go enables guests to check instant availability and make effortless travel bookings for Namibia.



Namibia2Go
Car rental

Guests can easily book their rental car for a self-drive trip through Namibia online.



Gondwana Collection
Hospitality

Guests can enjoy **properties** that range from luxurious hideaways to unique lodges or rustic camping.

We showcase Namibia's beauty and culture through unforgettable **experiences**, from bespoke luxury to rugged adventure.

Our **joint venture** properties, which we manage on behalf of our partners, provide guests with expanded choice in luxury urban, coastal and safari accommodation.



Go2 Traveller transfers

Travellers enjoy the convenience of a daily hop-on hop-off transport service geared to both locals and international guests.



The Narrative e-commerce

Gondwana Collection Namibia's online store offers branded products by local artisans.

The Gondwana Card

The Gondwana Corporate Account

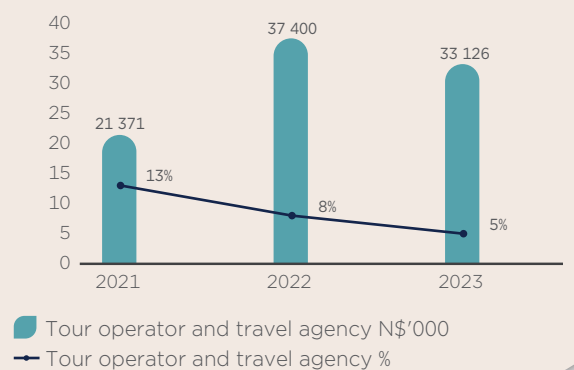


Gondwana Travel Centre

Tour operator and travel agency



Contribution to total revenue



The Gondwana Travel Centre is our travel agency and tour operator specialising in destination management. It offers a comprehensive suite of travel planning services throughout southern Africa, including destinations in Botswana, Namibia, Mozambique, South Africa, Zambia and Zimbabwe.

The Gondwana Travel Centre offers:

- All-inclusive travel solutions tailored to guests' needs
- Transport, accommodation, activity and on-the-ground support services
- Set group, private or scheduled guided tours
- Corporate events (such as conferences, team retreats or special private celebrations.)

New in 2023

- Gondwana has assigned a travel centre consultant to The Delight Swakopmund
- AI-generated customer care chatbot, GECCO

Explore our offerings at <https://gondwana.travel>





Safari2Go Namibian Online travel agency

Safari2Go was introduced to Namibian accommodation suppliers in 2023. Gondwana serves as the foundation for Safari2Go. Safari2Go grants access to the direct market and facilitates the preferences of travellers. Users can enjoy the automated system's convenience and seamless self-service, enhancing their experience.

Safari2Go will optimise the synergies between our car rental, transfers, and accommodation, acting as a supplementary service for Gondwana Travel Centre.

Safari2Go offers:

- Travel booking through our web-based marketplace
- Immediate availability and a seamless booking system
- Customised journeys through our itinerary builder
- Low-risk opportunities for other accommodation providers to expand their businesses, boosting traffic to both our websites and those of the properties featured on Safari2Go

New in 2023

- AI-generated customer care chatbot, GECCO
- The Business Integration Team took over the migration of the webstore and web development operations in-house

Explore our offerings and easy online booking system at <https://safari2go.travel>



Namibia2Go Car rental

Guests can explore Namibia in our well-maintained rental vehicles. Our fleet offers 9 categories of vehicles to meet guests' requirements – from rugged, adventurous 4X4s to spacious family-sized SUVs. We were the first Namibian car rental to introduce hybrid vehicles to our fleet in 2022.

Our rental fleet of 301 vehicles comprises:

- 4X4 Suzuki Jimnys
- 2X4 Compact SUV hybrids
- 4X4 SUVs
- 4X4 Standard double cabs
- 4X4 Camping equipped double cabs
- All-wheel drive VW transporters
- 4X4 Luxury SUVs
- 4X4 Bush campers
- 4X4 Mercedes sprinter

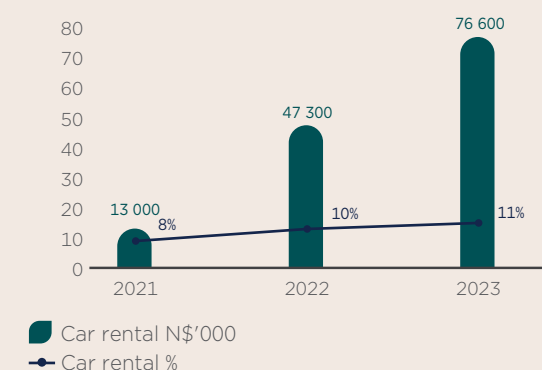
New in 2023

- Luxury Toyota Landcruiser and INEOS Grenadier
- Internet access in cars
- AI-generated customer care chatbot, GECCO
- Mobile app functionality to optimise and utilise the system and improve the customer experience

Explore Gondwana's vehicle rental options at <https://namibia2go.com>



Contribution to total revenue





Gondwana Collection

Hospitality

Collections

Our 22 properties offer 44 accommodation offerings ranging from luxurious hideaways to unique lodges or rustic camping, with the option of glamping in well-equipped safari tents. The offerings also include a marketing agreement with the owners of the Aus Mountain experience. The Gondwana Collection offers 865 rooms (1 970 beds) across the country.



Secret Collection

Bespoke experiences for couples or single travellers seeking intimate and off-the-track experiences



Premium Plus Collection

Ultra-sleek lodges where guests enjoy exclusive locations and Namibia's unique cultures



Premium Collection

Luxury lodges where guests experience extravagant, immersive retreats



Comfort Collection

The perfect option for families and groups to enjoy a break in a welcoming and laid-back environment



Experience Collection

Specialised properties offering unforgettable experiences to guests in search of something different



Adventure Collection

Guests experience Namibia's wilderness at these rustic escapes, including campsites and Camping2Go tented chalets

Experiences

We showcase Namibia's beauty and culture through unforgettable experiences, from bespoke luxury to rugged adventures, all set against the background of Namibia's renowned landscapes.

Our locations are close to Namibia's leading tourist attractions and places of interest, enabling guests to experience the country's culture and abundant wildlife from the magical and ever evolving spaces we create.

Joint ventures

Our joint venture properties, which we manage on behalf of our partners, enhance our luxury urban, coastal and safari portfolio.

Our joint ventures (JV) comprise:

The Weinberg, Windhoek (JV)

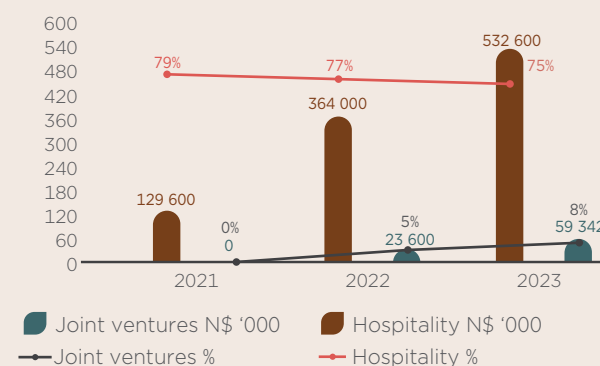
New in 2023

- Okapuka Safari Lodge, Windhoek (JV)
- The Pearls beach pods, Swakopmund (JV)
- The Weinberg Urban Pod and Terrace Suite, Windhoek (JV)
- Online web check-in functionality was developed for the secret collection

Explore Gondwana's accommodation options in detail from page 154 or at <https://gondwana-collection.com/experience-namibia>



Contribution to total revenue





Go2

Traveller transfers

Our Go2 Traveller Transfers offers a daily hop-on hop-off transport service for all travellers in Namibia.

Convenient and user-friendly, this offering is ideal for solo travellers, families, mature and seasoned travellers who prefer not to drive themselves, whether they are our guests or other travellers. It is also available for tour operators to offer their customers an affordable, environmentally conscious, and safe travel option.

Our Mercedes Sprinters, Iveco Trucks and Quantum buses take travellers on nine individual routes to sought-after destinations such as:

- Swakopmund
- Sossusvlei
- Fish River Canyon
- Kalahari
- Etosha
- Damaraland

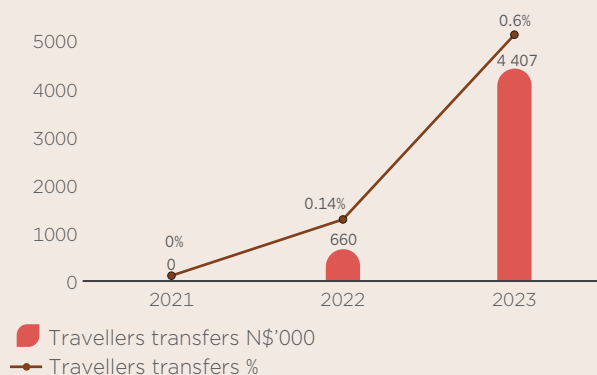
New in 2023

- Victoria Falls day trip
- Online airport and town transfer booking option for operators

Explore Gondwana's traveller transfer options and easy online booking system at <https://go2.na/>



Contribution to total revenue



The Narrative

E-commerce

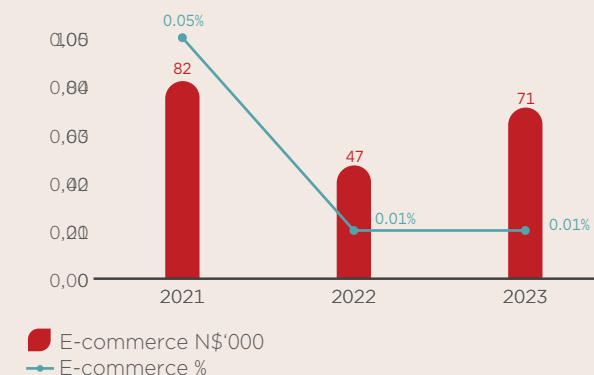
The Narrative, our online store is an extension of the Gondwana Collection brand and an alternative to our physical stores at the lodges. It provides a marketplace for local suppliers of many of Gondwana's branded merchandise and curios.

Refer to page 72 for additional information on The Narrative.

Explore our offerings at <https://narrativenamibia.com/>



Contribution to total revenue



The Gondwana Card

The Gondwana Card has enabled Namibian and regional travellers to experience Namibia and the Gondwana offerings for the past 16 years. By giving local visitors an affordable alternative to mainstream international establishments, we have increased our local brand value and strengthened awareness of Namibia's natural environment.

Over 109 000 Gondwana Cards have been issued. The Gondwana Card for Namibian citizens, including permanent or temporary residence permit holders offers:

- o 50% discount on accommodation (bed and breakfast)
- o 25% discount on dinner
- o 25% discount on activities
- o 50% discount on camping (excluding Klein-Aus Vista Campsite)
- o 50% discount on Camping2Go

The Gondwana Card offer SADC citizens, including permanent or temporary residence permit holders, 40% discount on accommodation (bed and breakfast), camping (excluding Klein-Aus Vista Campsite) and Camping2Go, and 25% discount on dinner and activities.

Explore our offerings at <https://gondwana-collection.com/card>



The Gondwana corporate account

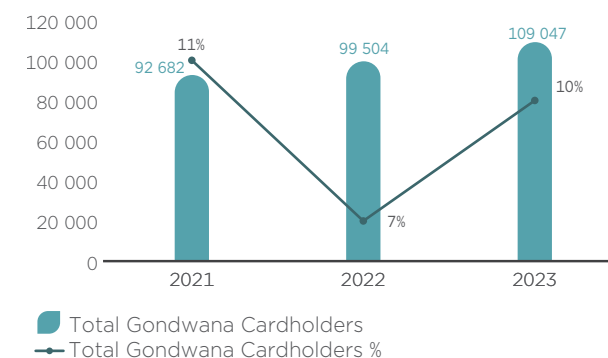
The Gondwana Corporate account makes business travel easy. Businesses receive a 20% discount on accommodation bookings and a 15% discount on rental car hire.

Explore our offerings at <https://gondwana-collection.com/corporate>

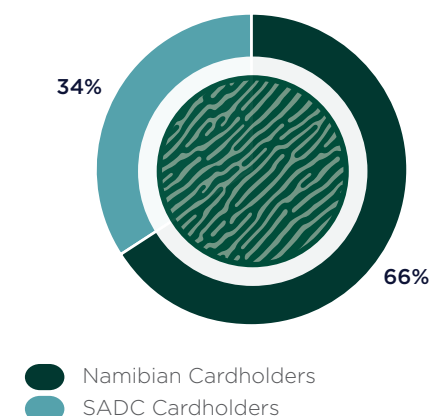


Like steadfast stars in the night sky, our loyal card holders illuminate the path to mutual trust and lasting value.

Total Gondwana Cardholders



Gondwana Cardholders' Nationalities



Exciting new additions to our portfolio

Gondwana expanded further into the luxury hospitality market, adding prime urban and coastal locations to its Secret Collection. These are suited to leisure and business travellers and are based on joint venture partnerships with the property owners.

The Weinberg Urban Pod and Terrace Suite



Gondwana added two upmarket offerings to the Weinberg in Windhoek in November 2023.



The **Weinberg Urban Pod** is a luxurious 325m² getaway for refined leisure or business travellers. It comprises of opulent and luxurious accommodation for two people, with a fully stocked bespoke kitchen, a private bar, a comprehensive entertainment system and a personal attendant to make bookings and plan specialised activities. A business suite, equipped with a large screen, laptop connection and a printer is available for business travellers.



The **Weinberg Terrace Suite** is a two-bedroom, fully self-contained unit tailored to the needs of discerning business travellers on longer stays. A study room with advanced TV connections provides an ideal setting for work and presentations. The suite's large dining table and a balcony with an entertainment area offer the opportunity to host business dinners or unwind after a busy workday. A double garage provides secure and convenient parking.

Both properties are situated in the upmarket suburb of Klein Windhoek in the Am Weinberg Estate, a 30-minute drive from Hosea Kutako International Airport.

The Pearls Beach Pods



Gondwana launched The Pearls in Swakopmund in November 2023. The Pearls comprise two spacious beach pods, each with uninterrupted views of Swakopmund's most loved landmarks. The three-bedroom unit has a panoramic view of the jetty, while the two-bedroom unit overlooks the historic pier, the 'Mole'. The luxurious hideaways are well-appointed, with modern and pampering interiors, fully stocked kitchens and bars, and entertainment areas.

Okapuka Safari Lodge



The Okapuka Safari Lodge was reopened to guests on 2 April 2023 after extensive renovations saw an upgrade in the offering that now speaks to the needs of the modern-day traveller. The lodge is on the outskirts of Windhoek but deep enough in the African bushveld to offer guests a true safari experience. Okapuka's games drives and restaurant are open to both resident guests and the public with prior reservations.



The joint ventures represent new chapters for both parties, merging the established hospitality assets with Gondwana's extensive customer base and sound reputation in the tourism sector. Under the management contracts, Gondwana adds its unique brand of hospitality, combining elements of each property's history with modern luxury.

Expanding our capacity

When they are fully operational in 2024, the new offerings will add 44 employees to Gondwana's complement and increase our accommodation capacity by 74 beds, expanding the total joint venture capacity to 113 employees and 170 beds.

Refer to page 55 and the abridged annual financial statements on page 96 for additional information on our joint ventures.



Our World in **2023**

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The Kaokoland experience

Kaokoland is one of the last vestiges of unspoilt wilderness in Africa where the word 'remote' still has meaning. Here, in the extreme north-western corner of Namibia, where the semi-nomadic Himba live traditionally in the barren expanses as they have done since time immemorial, where gemsbok, springbok, ostrich and giraffe wander freely and desert-adapted elephants meander through the dry riverbeds, time seems to stand still.

This arid, wild and sparsely populated area stretches from the Hoanib River northwards to the Kunene River bordering Angola. The 1 200 kilometre-long Kunene River originates in the Angolan highlands, tumbling down rapids and waterfalls as it rushes through the Baynes Mountains towards the Atlantic Ocean, and reaching the forty-metre rocky gorge at Epupa-Falls. Baobabs cling to rocky slopes amid the rainbow spray of the waterfall which is embraced by a belt of makalani palms that resound with the twittering of rosy-faced lovebirds. Epupa is where the green-fringed perennial Kunene River, the cascading torrents and the local Himba merge to create an exceptional Kaokoland adventure. Omarunga Epupa-Falls Camp is 200 metres upstream from the falls where you can take a guided walk in search of crocodiles, join a rafting excursion, visit a Himba village and hop aboard the sunset drive to a hill above the falls.



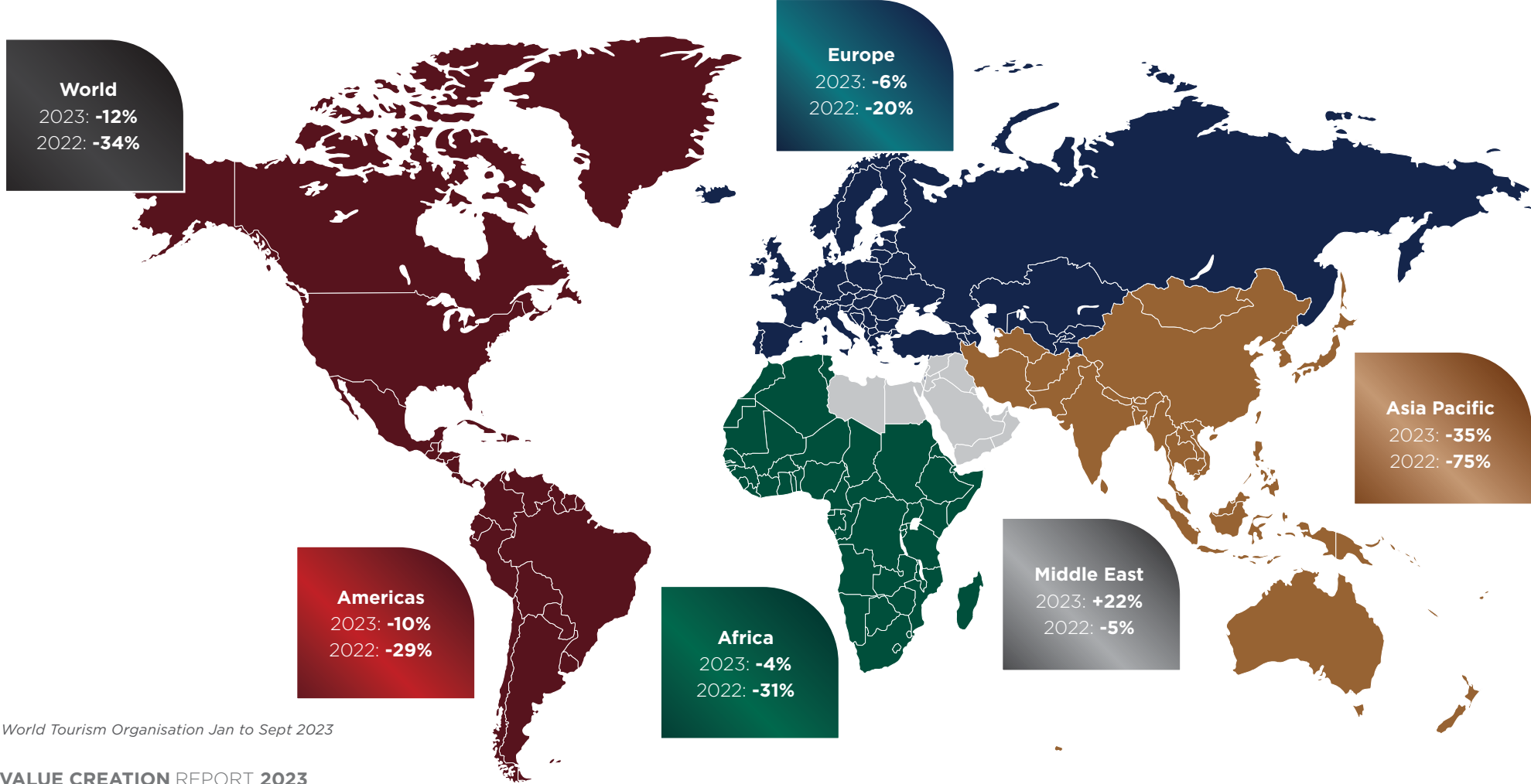
EVOLVING INTERNATIONAL

Travel Trends

We are alive to the big and the subtle changes in our world. By being attuned to shifts, we can respond effectively in the moment while considering more strategic implications over time.

The global tourism industry continued to recover as international arrivals rebounded to 91% of pre-pandemic levels¹ and African arrivals reached 92% of 2019 levels.

International tourist arrivals by region (% change vs 2019)



¹ UN World Tourism Organisation Jan to Sept 2023

Tourism trends that emerged before Covid-19 continue to evolve, as traveller preferences shifted from large, organised bus tours to smaller groups, families or individuals favouring online bookings, personalised self-drive experiences and Instagram-able stories.

Namibia's unique attributes are drawing more high net-worth lifestyle travellers seeking exclusive hideaways, and younger tourists on self-drive adventures, while emerging economic opportunities in the country are attracting growing numbers of business visitors to urban areas or development nodes. Larger tour groups organised by traditional travel wholesalers started to re-emerge late in 2023.

The expansion of some European and regional airline routes to Namibia increased the frequency of travel to the country, but

international access to the country remains a potential constraint to future tourism growth.

Despite Namibia's appeal, it competes against an array of affordable international destinations closer to many of Namibia's source markets.

We responded to these trends by:

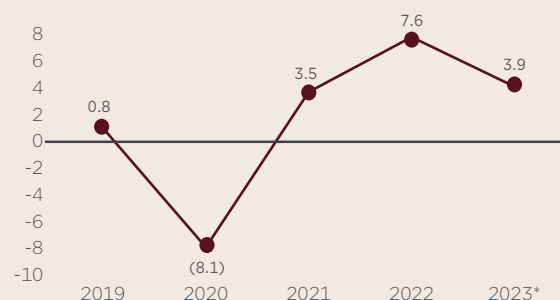
- Preparing our hospitality products and services for the return of international travellers.
- Expanding our high-end Secret Collection offerings for discerning guests and increasing our Camping2Go offerings for young adventurers.
- Extending our marketing to non-traditional source markets, and promoting our warm climate to travellers during their winter season.

- Expanding our Namibia2Go rental fleet and Go2 Traveller Transfers service.
- Investing in digital assets, including an online travel agency with enhanced customer engagement capability, to align our marketing and engagement operations with market trends.
- Diversifying our relationships with travel operators to expand and broaden our connections and partnerships within the travel industry.
- Improving our online booking platforms to boost accessibility and convenience, and foster adaptability and innovation. This enhancement enables us to integrate cutting-edge technologies, such as our AI chatbot, enhancing the overall user experience.

Rays of light emerging from the storm clouds

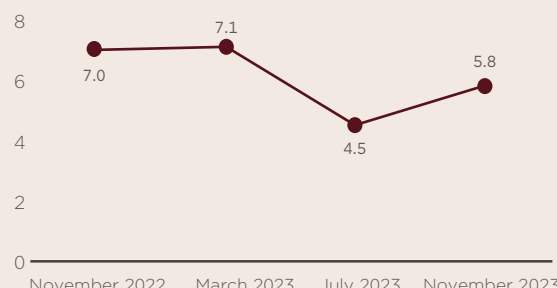
The Namibian economy faces multiple challenges, including higher inflation, interest rate increases to address inflation, currency volatility, high unemployment and rising indebtedness. The increasing cost of basic necessities such as food and transport impacts employees, vulnerable communities and local travellers, while inflating businesses' cost of sales. International travellers to Namibia are less price sensitive because local currency devaluation (the Namibian dollar is pegged to the South African Rand) translates into value across the spectrum of tourism products and services.

GDP growth (%)



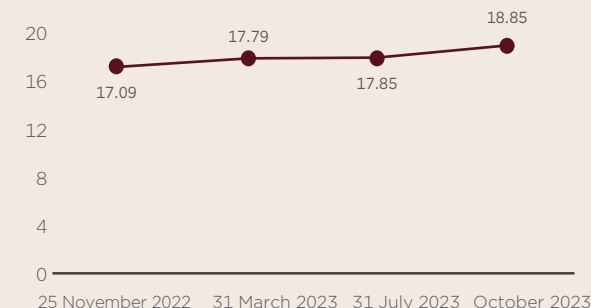
*Forecast: Bank of Namibia

Inflation (%)



Source: Bank of Namibia

Exchange rate volatility (USD:ZAR)



Source: Bloomberg

Sustained growth in mining and the recovery in tourism have increased economic activity in Namibia, with the result that forecast GDP growth of 3.9% for 2023 surpasses the pre-pandemic level.

The production of green hydrogen in Namibia is considered an important complementary economic growth engine and the government has commissioned a US\$10 billion green hydrogen production project to give effect to its National

Green Hydrogen and Derivatives Strategy. The project is the largest of its kind in Sub-Saharan Africa and is being implemented as a public-private partnership.

The discovery of oil and gas off the coast of Namibia offers significant potential for future growth as major international oil producers invest in exploration. The Namibian government plans to invest in infrastructure to facilitate the production

and export of crude oil and natural gas and is overseeing the development of multiple economic and employment opportunities in the key development areas of Oranjemund, Luderitz and Walvis Bay.

We responded to these economic trends by:

- Maintaining cost-efficiency measures established during Covid-19 but investing in our people to normalise their remuneration and reward post-Covid

- Positioning Gondwana with public and private sector partners to capitalise on business travel and conservation opportunities related to the new economic developments
- Investing in opportunities aligned with Gondwana's core hospitality operations and its diversification strategy

Balancing environmental protection and economic development

Namibia is a carbon sink – it absorbs more greenhouse gases than it emits due to its vast sparsely developed woodlands and bush-encroached shrublands. However, it is heavily impacted by climate change in areas such as depletion and degradation of water and aquatic resources, desertification and land degradation due to unsustainable farming practices, loss of biodiversity and biotic resources, and decline of marine fisheries. To protect its natural environment, the country has developed a strong environmental regulatory framework and a track record in conservation. Socio-economically, Namibia has relatively high levels of poverty and unemployment, with GDP per capita having declined from \$5 463 to \$4 911 over the past decade¹. These factors indicate the need for a balanced approach to environmental protection, economic development and social impact as decision-makers navigate Namibia's future as a potential producer and exporter of fossil fuels and green hydrogen.

Tourism trends point to an increase in conscious travel, with more tourists travelling to emerging markets or ecotourism destinations, and making informed decisions about the businesses they support.

We respond to these trends by:

- Keeping conservation core to our purpose, complying with environmental policies embedded in the Gondwana Way, ensuring that our lodges adhere to their environmental management plans and increasing our impact as we grow

- Playing an advocacy role in the development of an investor- and business-friendly environment in Namibia, and ensuring that exploration and operation of oil and gas resources is done in an environmentally sound manner, with positive socio-economic impact for Namibians

Job security and skills shortages

Tourism is a service industry that relies on technical skills. At its annual congress in May 2023, the Hospitality Association of Namibia identified acute skills shortages as one of the biggest challenges facing the international travel industry. Major shocks such as economic recessions or pandemics that restrict traveller mobility impact job security in the industry and may contribute to the outflow of skills to other sectors. This trend is evident in the Namibian tourism industry which is losing hospitality and tourism skills to opportunities overseas or competing for available talent with other fast-growing sectors, such as mining or banking.

We respond to this trend by:

- Remaining resilient during downturns and protecting the livelihoods of our people
- Normalising and benchmarking our remuneration and other employee benefits post-Covid to retain employees and attract new talent
- Rebuilding capacity with recruitment and training; bridging skills gaps with leadership and skills development programmes
- Implementing a first hospitality apprenticeship and launching new intakes for the local guide apprenticeship to strengthen technical skills and address skills shortages in Namibia

¹ World Bank National Accounts data <https://data.worldbank.org>







A MESSAGE FROM

Steve Galloway

After three turbulent years, Gondwana emerged as a strong, evolving business in 2023, well positioned to take up significant opportunities as international tourism normalises and new pockets of economic growth come to the fore in Namibia.



Dear stakeholders,

The Covid years – and the closure of Namibia's borders to international visitors – were challenging but they were not wasted years for Gondwana. When many other companies focused on survival, we maintained our valuable hospitality assets and diversified into complementary business activities to generate cash without large capital investments. An important element of our strategy was to leverage internal synergies across our existing operations and new joint venture partnerships. In the process, we created new generators of revenue and profit.

Gondwana's inherent brand value was entrenched by the resilience we displayed during the past three years and how we balanced our stakeholders' interests.

Our actions ensured that we protected our employees, our conservancy partners and other vulnerable communities, while maintaining our hospitality assets and generating new value for our customers, our shareholders and the Namibian economy.

What the Board focused on in 2023

Strategic growth opportunities

One of many highlights of the year was the way our brand attracted people to Gondwana, whether it was to invest in our future or offer us investment opportunities. Gondwana was presented with numerous and diverse opportunities in Namibia and the southern African region, including Namibia's nascent oil and gas, green hydrogen and other renewable energy prospects. To enhance the Board's understanding of these opportunities, we invited the management team of the Namibia Investment Promotion and Development Board (NIPDB) to Gondwana's annual strategy meeting in February 2023. The aim of the engagement was to ascertain the implications of these developments for Namibia and Gondwana, the regulatory and operational landscape for local and foreign direct investment in Namibia, and the opportunities for the local private sector to contribute to promoting and attracting investment to Namibia.

At this strategy meeting, the Board also considered perceptions of Gondwana's dominance in the Namibian tourism industry and the implications for the future growth of the business. The Board commissioned a market analysis to provide extrinsic evidence of Gondwana's market position in the domestic industry, to guide the way forward. In-depth market research into Gondwana's market shares revealed that Gondwana does not hold a dominant position in its markets in Namibia.

Balance sheet restructuring

As Gondwana's business normalised post-Covid, the availability of capital to support the group's operations, finance its assets and invest in new opportunities remained an area of concern. During the first quarter of 2023, the Board focused on pursuing compensation based on Gondwana's business interruption insurance claim. The matter had occupied management and the Board for three years because of the material consequences of its outcome on Gondwana's future sustainability. With perseverance and persistence, including direct engagement with the insurer's leadership, the Board finally approved a settlement which amounted to approximately 50% of the original claim. This was an important accomplishment and a milestone in our bid to move forward.

The next positive development during the first half of the year was the issuance of Gondwana's second bond under the registered bond programme. The capital raised was used to refinance bank debt with lower interest finance on more flexible terms, and it forms part of Gondwana's strategy to create financial flexibility for growth.

Our survival was motivated by our cause, which is greater than our group, and a purpose anchored in humanity and Namibia's greater environment. Financial success is a natural consequence of these fundamental characteristics.

While these developments underpin Gondwana's short-term financial sustainability, our capacity for investment remains constrained. This requires that we review our strategy and keep testing and retesting our hypotheses to ensure that we only pursue opportunities that are "capital light", true to Gondwana's strategy and likely to yield the best investment returns over the short-term and long-term.

Skills development, acquisition and retention

As Gondwana enters a period of significant opportunity and growth, it has become clear that skills shortages and growing competition for available talent in Namibia pose a risk to Gondwana's strategic objectives. Board discussions highlighted the need for innovation in attracting, developing and retaining the relevant skills that Gondwana will need, not only with a focus on the core business of tourism and hospitality but also other complementary industries or markets that will provide opportunities for revenue diversification and growth.

Gondwana made important progress in restoring its normal remuneration and reward processes, and benchmarked its remuneration performance against the industry and the broader Namibian labour market to inform the group's future remuneration strategy. Significantly, Gondwana shares were awarded to all employees as part of the new broad-based collective employee share ownership plan approved by shareholders in 2021. In 2023, we fulfilled a legacy commitment to executive directors and management who built Gondwana into the business it is today. We are exploring a comprehensive strategy for compensation and recognition, which notably involves a pivotal share incentive scheme aimed at retaining our management team.

Providing strategic guidance

The Board and its committees reviewed Gondwana's strategy against macro trends, oversaw management's implementation of the strategy and guided the group's future direction. The committees assisted the Board in ensuring that Gondwana either has, or is in the process of building, the necessary capacity for growth.

The Board found it necessary and prudent to meet for a second strategic planning session later in the year to consider future focus areas, including the listing strategy and timelines, and the opportunities for regional expansion. Both focus areas remain on hold as Gondwana applies its energies to new opportunities within Namibia and develops the financial track record necessary for a potential future listing.

During the strategy meetings, we conducted our deliberations within the context of two broad themes that guided our decision-making and ensured we remain true to Gondwana. In the first, we defined our future as a continuous, intergenerational process of uplifting our stakeholders, our industry and Namibia. The second reminded us to balance this infinite approach with realism (a healthy mix of scepticism, research and risk mitigation) when deciding on current investments and future opportunities.

Read more about strategy implementation in the Managing Director's message from page 28.

Doing the right thing

Gondwana is committed to high standards of ethical conduct and business integrity. The company adopted King IV¹ in 2019. We progressively apply the code's principles, recognising that good governance demands the true practice of integrity, together with the desire to achieve a positive impact that results in ethical culture, good performance, effective control and legitimacy.

Ethical culture is embedded in Gondwana's DNA – the founders were committed to ethical ecotourism and we attract people who want to be part of the Gondwana brand because of what it represents and contributes to Namibia. The Board maintains trust-based relationships with the group's communities and employees and intervenes in matters of concern to other stakeholders. We ensure that the necessary structures and systems are in place for management and employees to do the right thing, and we provide guidance where necessary.

Board composition

As an independent Chairperson, I monitor the functioning of the Board and its committees and ensure that the directors' diverse talents are optimally

deployed and that the Board and Exco are aligned in support of the group and all its stakeholders. The Board recognises the need for an independent external assessment of its effectiveness and is in the process of arranging a service provider to carry out this function in 2024.

The composition of the Board was reviewed in 2023 and new appointments were made to increase independence and strengthen diversity. Eino Emvula was appointed as a non-executive director with effect from 28 March 2023. Eino has extensive experience in asset management and played a valuable role in negotiating the settlement of the business interruption insurance claim. Before his appointment, Eino was an external independent member of the sustainability committee and the audit, risk and opportunity committee and will continue to serve on both committees.

The committees' compositions make provision for attendance by external independent members who are not directors of the Board but, because of their skills and expertise, can provide specialist advice to the Board. This forms part of the Board's succession plan to appoint director candidates and promote them to directorships based on their contributions and performance at committee level over a period of time.

The Board maintains trust-based relationships with the group's communities and employees and intervenes in matters of concern to other stakeholders.

¹ King Report on Corporate Governance™ for South Africa, 2016. Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.

To support and guide the strategic enabler relating to skills development and acquisition, the Board appointed Olivia-Mae Oliver and Liezl Hoffend as external independent members to the people committee with effect from 1 November 2023. Both have human resource expertise, management experience and international exposure.

The Board will appoint a Lead Independent Director (LID) in 2024. The LID's role will be to lead the Board in the absence of the Chair, or if the Chair has a conflict of interest in certain matters.

ESG approach

The Board monitors ESG developments and is satisfied that Gondwana's practices are consistent with global standards applied in a local context. The group measures its carbon footprint through its energy usage which visitors to Gondwana properties can use to gauge their individual impact. Namibia is a net carbon sink and Gondwana's activities have a low footprint which is actively reduced year-on-year.

Gondwana is inherently stakeholder-inclusive, ensuring that it contributes positively to a country with material social challenges. These deep-rooted ESG credentials reassure visitors who care about sustainability and like to know that they are hosted by a responsible tourism partner.

Looking to the future

Gondwana made the right decisions to secure its future and is well-positioned to capitalise on multiple opportunities that are at various stages of exploration and implementation. Much of the Board's focus in 2024 will be on guiding the group's next growth phase. Unlocking the significant human capital potential that exists within Gondwana will strengthen our position further as we move forward.

A word of appreciation

The strong financial recovery Gondwana achieved this year is, to a large extent, a consequence of the sacrifices made and the hard work done to ensure the group's survival. I would like to recognise and express the Board's gratitude for the commitment that was shown throughout our operations. Gys Joubert, his management team and all the people of Gondwana, are to be commended for their bravery and resourcefulness in powering the group through difficult times and emerging stronger than before.

I would also like to acknowledge the role of the Board in maintaining a steady ship and remaining committed to Gondwana's future.

I believe that exciting times lie ahead and we will all prosper together.





A MESSAGE FROM *Gys Toubert*

2023 was Gondwana's break-out year. We stabilised our financial base and our core hospitality operations as international tourists returned to Namibia. The strategic repositioning we implemented delivered a significant financial recovery and is our springboard for future growth.



Positive financial outcomes

Gondwana was positioned to capitalise on growth opportunities as tourism and related markets normalised. The value chain integration and synergies we established came to fruition during 2023 and we continue to increase the value that our diversified portfolio and complementary products generate across the tourism value chain.

Our financial base was stabilised and strengthened by two significant achievements: the settlement of the business interruption claim and the raising of additional capital through our

bond programme to restructure our balance sheet, reduce the cost of debt and create the capacity for future growth. Ours was the first tourism bond issued in Namibia and the market's positive response to the issuance demonstrated investor confidence in our brand and our future prospects.

The improvement in our financial results in 2023 reflects these positive outcomes, and, together with the balance sheet restructuring, enables Gondwana to pursue several exciting new opportunities that assure future growth. Our confidence has grown and our brand is stronger as a result of this momentum. Now it is our responsibility to move forward decisively to the next growth phase.

Gondwana's operational profit (excluding the insurance payment) grew by 41% to a record N\$122 million, despite relatively low occupancy of 42%. This reflects the successful implementation of our strategy to increase profitability by leveraging synergies between our existing assets, and maintaining effective cost control during a period of strong revenue growth. We know that the strategy is working when guests book accommodation through our travel agency, rent a vehicle from Namibia2Go, drive that vehicle from lodge to lodge, or use our shuttle service, experience the adventure of a lifetime and tell others about it. We want to take this a step further and provide tourism and related services to all visitors, whether they are our guests or not.

Another major contributor to our performance is our capital-light model, adopted in 2022 to sustain our business by leveraging our brand rather than our balance sheet. It involves joint venture partnerships with property owners who benefit from Gondwana's unique hospitality brand, while Gondwana gains additional capacity and revenue with minimal capital investment.

Increasing demand shaping new offerings

Our **core hospitality business** showed a positive return to pre-Covid occupancy levels in 2023, buoyed by growing demand for products that reflect evolving tourism trends. This ranged from growth in our high-end accommodation and smaller lodges to adventure products for smaller groups, families or individuals, such as Camping2Go. Some of our bigger lodges underperformed, but our recently upgraded Zambezi Experience exceeded expectations, while the expansive Fish River Canyon offerings in Namibia's far south lagged, reflecting the slow recovery of large tour groups. While we experienced high levels of international demand from our traditional markets, we also saw growth in new source markets such as Eastern Europe, Russia, Australia, New Zealand, Asia and the Scandinavian countries.

The **joint venture operations** delivered profitable growth for both parties. Our partners entrust their hospitality establishments to us to manage according to the Gondwana Way, adding high-end urban offerings to our portfolio. The Weinberg in Windhoek, launched under a new joint venture last year, was a star performer. Okapuka Safari Lodge outside Windhoek which we refurbished opened in April 2023, and exceeded our expectations, offering scope for business travellers, longer stays, and synergies with other Gondwana urban offerings.

In November 2023, Gondwana launched a series of upmarket hospitality offerings in Windhoek and Swakopmund for discerning leisure and business travellers. The Weinberg Urban Pod and the Terrace Suite are both situated on the Am Weinberg Estate, with the Weinberg. The Pearls in Swakopmund comprise two luxurious apartments set on the Atlantic Ocean. These form part of Gondwana's Secret Collection and are managed in joint venture arrangements with the owners.

In tourism, nothing just happens. Everything requires massive effort but we climb these mountains because we know that the view from the top is magnificent.

Once again, our **Namibia2Go car rental operation** outperformed our expectations, contributing 27% to operational profit. We expanded our fleet by 32% and introduced new models. At year-end, we started construction of our new Namibia2Go outlet at the Hosea Kutako International Airport in Windhoek. This will further enhance the guest experience, and we are doing it the Gondwana Way, with personality and love. Gondwana's **Go2 Traveller** Transfers provided added value for Gondwana guests, and other tourists, upbranding our car rental business, increasing visitors' exposure to our accommodation portfolio and linking our lodges. During 2023, we integrated a route to Victoria Falls into our shuttle service. This represents our first venture beyond the borders of Namibia but most certainly not the last. We also introduced online bookable town and airport transfers for tour operators.

The **Gondwana Travel Centre (GTC)** is not a major profit centre in itself because of the high cost of third-party payments, but it generates significant business for Gondwana's other operations. The GTC is a travel agency and destination management provider that capitalises on travellers' growing preference for engaging directly with their tourism providers and developing their own travel itinerary. We launched our online travel agency in 2023 (branded **Safari2Go**) to broaden our reach and engage with travellers on their platform of choice. Safari2Go will enhance the synergies between car rental, transfers and accommodation. It will also enable other accommodation providers to grow their business and enhance traffic to our websites and those of the properties listed on Safari2Go.

Our online store, **The Narrative**, offers a continuation of guests' experiences before and after their trip. It provides a platform for people to donate to environmental causes, vulnerable children and communities by purchasing local handmade products.

Our financial room to manoeuvre enabled investment in existing assets and our people – and it allowed us to dream again.

During 2023, Gondwana acquired a 50% shareholding in ProStudio, a Namibian digital content company and long-time Gondwana service provider. The transaction enables ProStudio to grow the scope of its services and products and allows Gondwana to generate a new diversified revenue stream in a growth sector.

Optimised operations and systems

Our Operations Team invested in our existing and new revenue-generating assets to ensure they were fully optimised, while maintaining the cost-efficiency measures introduced during Covid-19. Key actions included:

- Major upgrades at Etosha Safari Lodge and Palmwag Lodge & Camp, and maintenance and expansion at Omarunga Epupa-Falls Camp. The team is preparing for renovations at Namushasha River Lodge and Chobe River Camp by creating sample rooms.
- A new clinic to serve the primary healthcare needs of nearby communities and new employee accommodation at Palmwag Lodge & Camp.

- Preparation of the new joint venture properties for launches in April and November.
- Continued investment in the expansion and maintenance of the high quality of our rental fleet to ensure guest safety and security. Preparation for the launch of our Namibia2Go presence at the airport.
- Maintenance of our operational fleet, including a cost-saving arrangement for onsite servicing by a certified mechanic.
- A review of our supply chains and centralised support function to ensure they contribute to efficiency improvements and guest experience as our guest numbers normalise and grow.

Our Business Integration Team continues to invest in our core systems to future-proof our business and increase our use of digital technology to understand, reach and strengthen our connections with existing and potential new customers. Our integrated customer relationship management system plays an important role in addressing customer needs, creating upselling opportunities and recognising the lifetime value of our top customers. Our new Customer Service Centre, with dedicated resources, is improving our ability to provide personalised services to guests.

Investing in a shared future

We continued to invest in our routine conservation programmes, but capital constraints limited us to incremental improvements in our environmental impacts. In 2024, we plan to escalate our environmental programmes and challenge ourselves to make larger impacts. We are pursuing an exciting new conservation project in the Gondwana Canyon Park, together with like-minded partners who are providing investment and skills.

We prioritise the development of confident people who have the ability, and the mandate, to make decisions on the ground.

Skills development and acquisition is one of the core enablers of our growth strategy. Our People Team facilitated the normalisation of our remuneration and continued to develop our people at all levels of the group. We were proud to once again be in a position to issue shares to all permanent employees and we hope to do so annually to increase employee ownership of Gondwana and assist employees to generate wealth. We benchmarked our remuneration against the tourism industry and the Namibian market to inform improvements to our employee value proposition, including a revised remuneration and reward approach that will enable us to attract and retain the talent we need in a competitive labour market.

We are responding to new opportunities

The effects of green hydrogen investments and oil and gas discoveries are slowly starting to manifest in Namibia and in our business. The first signs of growing investor interest were evident in our car rental and shuttle services, and the growing number of business travellers is increasing occupancies in our urban accommodation.

We are adapting and diversifying our leisure-based portfolio to capitalise on this market, starting with the expansion of our Secret Collection in Windhoek and Swakopmund, and extending our reach to Walvis Bay, Oranjemund and Luderitz, which will be at the centre of offshore oil and gas and green hydrogen developments. These are not mainstream tourism destinations but we are positioning our accommodation and transport offerings in the business traveller market to capitalise on the growth opportunities and reduce our exposure to leisure tourism and its seasonality.

New opportunities are unfolding in stages – some are being explored, some are in planning or design, and others, such as the expansion of the urban property portfolio and the move of Namibia2Go to the airport, are already being implemented.

During 2024, we will advance our plans to add accommodation offerings in key development areas. We have invested in three properties in Walvis Bay which has a deep water harbour and logistical hub. In Luderitz, we are planning the development of a hotel in a prime location, in partnership with a state-owned enterprise that will provide the land. Property acquired in Oranjemund will offer more tailor-made accommodation for that market. These will complement our leisure offerings but also go beyond tourism, offering corporate visitors long-stay accommodation that can be adapted to business needs.

All other property developments are focused on expanding our tourism offerings in Namibia – we are exploring opportunities in the Zambezi region and Damaraland. Given the success of our Secret Collection during 2023, we are considering new luxury offerings in the Kalahari, the Namib Desert and Etosha.

The success of our property joint venture partnerships has laid the foundation for a new aviation partnership we are actively pursuing.

Investments in opportunities beyond tourism reduce our dependence on an industry that is vulnerable to external shocks such as recessions, pandemics or geopolitical risks. In this regard, it is no secret in the local market that we have acquired a large property in a strategic position between Windhoek and the Hosea Kutako Airport. Our development plans will be announced in 2024.

Our prospects, hopes and dreams

We are starting the 2024 financial year in a state of high excitement, mixed with some anxiety about the risks that come with growth. But that is our culture: we love stretching and challenging ourselves, and being dynamic (sometimes to our own detriment because of the hard work that entails). 2023 was a good year because we worked very hard. 2024 will ask even more of us, but we are determined to increase value for all Gondwana stakeholders.

As we move forward, we remain mindful of our role in shaping Namibia's future. As a good corporate citizen, it is important that we always act in the best interests of Gondwana and Namibia. This involves participating in the national conversation, maintaining a balanced view and positioning Gondwana responsibly in the inclusive development of our country.

A word of thanks

Everything we achieved in 2023 was a result of the tremendous effort of 1 288 Gondwanians. I would like to start by acknowledging the sacrifices and dedication of our employees, and thanking each of you for staying with Gondwana, and staying true to our service commitments during three difficult years.

Gondwana kept its doors open when others closed theirs because of the support we received from our investors, our suppliers, our communities and our business partners. We owe a huge debt of gratitude to everyone involved for the role you played in supporting our resilience and recovery.

Our Board is our stable foundation, guiding us with a firm but light touch, to keep us on course. On behalf of Gondwana, I thank our directors for the expertise and sound judgement they provide.

2023 was marked by notable triumphs but also profound sorrows. We lost two colleagues. Throughout the years, many of you engaged with Almut Kronsbein in her role as our Liaison Officer. Sadly, we bade farewell to Almut following a prolonged illness, yet her spirit will linger and her memory will always reside in our hearts.

Namibia is our identity,
our purpose, and a large
part of why we exist.



Our Value Creation **STORY**

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The Fish River Canyon experience

The Fish River begins its journey in the Naukluft Mountains, seeking the Gariep or Orange River in the south. It flows steadily at first, dropping over two waterfalls before reaching the Löwen River and plunging into the canyon on its serpentine route to the end of the gorge at Ai-Ais.

Sometimes, the Fish River is calm and quiet, and at other times it hurtles through the canyon walls, making its rendezvous with the Gariep and carving out the canyon's chasms, as it has done for over 100 million years.

Not far from where the blue-green river of the Fish River meanders through the canyon gorges is Canyon Lodge, nestled gracefully amongst the granite boulders, and Canyon Village, set against a sweeping backdrop of rock. Slightly nearer to the main viewpoints is the Canyon Roadhouse.

Feel the magnitude of Earth-time in relation to the fleeting brush of human life on the canyon rim. And take the once-in-a-lifetime opportunity to hike through its pristine depths, overnighting in specially chosen camps. Away from civilization, the canyon grandeur is yours alone.



CREATING VALUE *Together*

The resources and relationships we depend on

We create value by transforming our resources and relationships into exceptional guest experiences, positive impact on our other stakeholders and economic growth for Namibia. At the heart of our business model, we leverage synergies across our diverse products, services and relationships to create and sustain value.

- Gondwana's value creation story begins with Namibia's unique **natural environment**, a valuable national asset that attracts increasing numbers of local and international visitors. Gondwana's founders had the vision to rewild land and plant the seeds of a sustainable business which we continue to protect, nurture and grow.
- Our **physical infrastructure, assets and systems** enable the dreams and wishes of travellers. We use our **financial resources** to construct, acquire, maintain and expand these assets, leveraging synergies across them to enhance our offerings and our profitability, and building strategic partnerships to create new assets without overburdening our balance sheet.
- Our 1 288 **employees** implement our strategy, operate our systems and, most importantly, create and nurture the relationships that transform visits into magical experiences for our guests.
- The Gondwana **brand** is our foundation, underpinning the culture and ethical conduct of our people, supporting trust-based relationships with our stakeholders and enabling our **strategic partnerships**. Constructive stakeholder relationships allow us to conduct our business.

The quality and availability of our resources and relationships are influenced by risks and opportunities in our operating environment. Read more about our risk and opportunity management in the audit, risk and opportunity committee chair report from page 148 and in the risk report from page 151.

Our business activities are intended to have lasting positive impacts on our people, our communities and our environment. We manage and mitigate unintended social or environmental consequences of our activities. Read more about our impact from page 60.

How we transform our resources and relationships into experiences for our guests and value for all stakeholders

We secure locations near Namibia's tourist attractions (some in partnership with local conservancies) and invest in hospitality accommodation, transport and marketing assets. We leverage our brand to secure joint venture management contracts that expand our existing hospitality portfolio with limited capital investment.

We invest in people and systems to market, operate, maintain and expand our assets, applying our unique culture to attract international and local travellers, build customer journeys and sustain customer relationships.

We operate across the tourism ecosystem and diversify into complementary industries that mitigate concentration and economic risk. We increase our profitability by leveraging synergies between our existing assets.

We intentionally use our business activities and relationships to add social and environmental value responsibly and profitably.

Who we **CREATE VALUE FOR**



“Stakeholder relationships enable us to be a force for positive change. We may have capital constraints, but we believe we have the influence to leverage our stakeholder relationships to create a more viable and just society.”

Trophy Hiwilepo,
Chair of the Gondwana sustainability committee



Our guests

Our guests generate the revenue that sustains our business and strengthens Namibia's economy. We welcome a range of guests to our tourism destinations each year, of which 72% are international travellers (2022: 61%). Europe is our primary market, with visitors from Germany, Switzerland, Austria, France, Italy, UK, the Netherlands, Belgium and Spain constituting 58% of the total 288 690 guests in 2023 (2022: 52%). We continue to see growth from new source markets, such as Eastern Europe, Russia, the US, Scandinavia and Australia. 21% of our customers were from Namibia compared to 31% in 2022.

Our integrated customer relationship management system and the customer feedback and data analysis sourced through the TrustYou brand management platform play an important role in helping us understand and respond to our customers' needs and expectations.

In 2023, we introduced the following initiatives to increase the capacity of our customer engagement:

- A Customer Service Centre, with specialist resources to manage customer queries. The centre tracks customer engagement and journeys from bookings, airport arrivals (meet and greet) and WhatsApp messaging en-route, to departures.
- An AI-powered customer care consultant (GECCO) with the capability to respond to increasing volumes of customer queries in multiple languages on our digital platforms. This creates more time for our internal consultants to engage with customers.

¹ IMF 2023 Article IV Mission to Namibia



Our employees

“When our people, who carry and anchor Gondwana, are able to contribute to their families, their communities and Namibian society, they are more likely to identify with Gondwana's culture and ideals (the Gondwana Way).”

Florentia Amuenje, Chair of the Gondwana people committee

Gondwana employs 1 288 permanent employees and 33 apprentices who play a vital role in our guests' experience of our offerings and service. Our strong brand allows us to attract, retain and develop a loyal, talented and diverse workforce.

As an employer in a country with an unemployment rate of 21%¹, Gondwana focuses on being a responsible job creator. In rural districts, where approximately 45% of Namibia's 2.6 million people live, we are the largest private employer in some areas, providing quality employment, training and development and the prospect of career progression. Our community-based lodges employ approximately 300 Namibians from the surrounding communities and, by transferring between lodges, they experience different parts of Namibia.

We protected the livelihoods of our employees by remaining open during Covid-19. In 2023, we had sufficient financial resources to normalise employee remuneration and resume the distribution of Gondwana shares to all employees in terms of the employee share ownership plans. We continue to refine our training interventions and the overall employee value proposition, drawing on insights from our participation in remuneration benchmarking in our industry and the Namibian labour market.

Read more about our impact on employees in the People report from page 62.



Our commercial joint venture partners

Our 50:50 joint venture partnerships with commercial property owners enable us to expand our leisure and business hospitality capacity in prime urban and coastal locations with minimal capital investment. Our partners pay us a management fee for marketing, management and operations. We share the ventures' risks and opportunities through a profit-sharing arrangement.



Community partnerships

Namibia has 86 registered conservancies on more than 20% of the country's land area, including prime wildlife habitats². The government recognises them as official, self-governing democratic structures run by their members. Gondwana is Namibia's largest contributor to community-based tourism with eight lodges positioned on communal land and in conservancy areas. This makes Gondwana the biggest tourism employer in areas where job opportunities and skills are limited.

Gondwana has long-term joint venture agreements with our conservancy and community partners. We pay joint venture operating fees through a benefit distribution agreement with the respective conservancies. Contributions to community development funds form part of the benefit distribution.



Suppliers

Gondwana's suppliers include operational suppliers, tourism-related suppliers, car retailers and mechanics, tour operators, construction companies, system and software providers and marketing partners. We actively support Namibian-owned suppliers and wholesalers who, in turn, support local manufacturers, community projects and the local agricultural sector. We diversify our supplier base by supporting local small, medium and micro enterprises (SMMEs) near our hospitality establishments. We are a reliable and trustworthy brand and we reap the rewards of good service and support for our Gondwana Care Trust initiatives.

Gondwana supports local income-generating projects through its e-commerce store and curio shops at lodges. These suppliers include Namibian entrepreneurs, upcoming artisans, women's associations and charities that create local handmade products, often from recycled goods.



Tourism operators and platforms

We value the services of a range of tourism operators and channels that can reach potential travellers and secure high volumes of guest bookings. These include online tour operators and travel agents that provide booking services for flights, car rental, tours and accommodation, and the more traditional travel wholesalers that package travel arrangements for sale through the travel trade, primarily travel agencies.

We serve customers through the channel of their choice and we work with local and international tourism operators to improve service to our guests and strengthen the tourism industry. We strive to diversify our tourism operator partners to reduce dependence on any single channel or platform.



Government

Our partnership with the Namibian government is based on the common goal of achieving positive outcomes for the Namibian tourism industry and economy. We are a passionate promoter of Brand Namibia, a responsible corporate citizen and a significant contributor to the national fiscus. As a leading corporate citizen, we play an advocacy role, engaging with various public sector agencies on matters of importance to the country, the environment and our industry.

During 2023, we engaged government on opportunities related to the exploration and operation of oil and gas resources to ensure they are undertaken in an environmentally sound way, with a positive social impact. We are an active promoter of an investor-friendly environment and support the extension of Namibia's visitor visa programme to attract more visitors to the country and allow for international working experience. We utilise executive management and our committees' expertise and external resources to advocate with government on policies or regulations that restrict economic growth and investment.

² <https://conservationtourism.com.na/communal-conservancies>



Tourism associations

We support several Namibian tourism organisations that promote the development of Namibia's tourism industry, thereby promoting the country as one, because we depend on a sound economy and a thriving industry.



FENATA

The Federation of Namibian Tourism Associations consists of autonomous associations, organisations, non-profits, government institutions involved in tourism.



TASA

The Tour and Safari Association assists FENATA in resolving issues with relevant authorities. The association aims to instil confidence in international tour operators and wholesalers, travel management companies and tourists when dealing with association members.



Namibia Tourism Board

The Namibia Tourism Board is the government agency that mobilises the private and public sectors to implement the national tourism policy. The organisation promotes tourism within Namibia and to international markets.



H • A • N

The Hospitality Association of Namibia represents the full spectrum of the hospitality industry, from hotels to guest houses, guest farms, lodges, rest camps, restaurants, conference centres and catering services.



ATTA

The Adventure Travel Trade Association is the largest global network of adventure travel leaders committed to sustainable tourism. The association comprises 30 000 guides, tour operators, lodges, travel advisors, tourism boards, destination marketing and management organisations, outdoor educators, gear companies, and travel media.



THE FINANCIAL VALUE WE

distributed in 2023



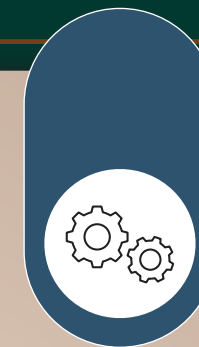
We back up our commitment to a more prosperous and equitable Namibia with our value-creating contributions



We distributed

**NO
DIVIDENDS**

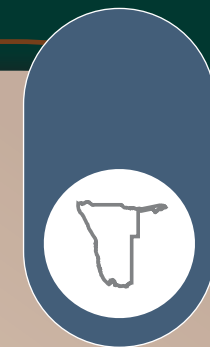
to shareholders
(2022: No dividends)



We spent

**N\$148.7
MILLION**

in asset distribution
(acquisitions, maintenance and
upgrades, including vehicles)
(2022: N\$154 million)



**Distributed to the
Gondwana Care Trust
and other donations**

**N\$4.7
MILLION**

to Namibians in need
(2022: N\$2.4 million)



REASONS TO INVEST IN *Gondwana*

The Gondwana brand

- Our brand is trusted in Namibia and key international markets
- Our customers are loyal and support us in good and challenging times
- Our brand value supports our diversification into other sectors and geographies
- Our brand builds long-term value and stability for our stakeholders

Our ESG credentials

- We invest in personal growth, creativity and making the world a better place
- Our business is underpinned by responsible leadership and our commitment to society and the environment
- We contribute to Namibia's economic development
- As a principles-based business, we have practised good governance since inception
- Our focus on enhancing our ESG credentials aims to boost operational efficiency and drive cost savings through resource optimisation and responsible practices

Our resilience

- Our track record demonstrates that prudently managed hospitality business can be financially rewarding
- We demonstrated our resilience and sound management during Covid-19
- The diversity within our portfolio, spanning from tourism to beyond-tourism sectors, provides investors with broader diversification
- Our car rental, transfers, destination management and travel agency services provide synergies to complement our accommodation offerings

Namibia's appeal

- Namibia has what the world wants: space, sunshine, natural resources, and peace
- Our political environment is stable, with sound policies and positive developments on travel visas and foreign direct investment
- Namibia offers a variety of unparalleled African landscapes and vast areas of untouched wilderness and wildlife
- Namibia is focusing on sustainable development and renewable energy, aligning with global trends in eco-friendly initiatives

Namibia is a developing economy with several early-stage industries. This provides opportunities for Gondwana to leverage it's brand to branch into other non-tourism related income-generating sectors. These sectors include business travel, energy, logistics and property development.

My Namibia, **MY COUNTRY, MY PRIDE**

Over 27 years, Gondwana has grown from a pioneering lodge in the Fish River Canyon to a leading hospitality brand, rooted in Namibia, for Namibia.

Our journey

1996

Fish River Canyon experience
Canyon Lodge



2000

Canyon Roadhouse and
Campsite



2006

Aus Mountain experience
based on marketing agreement

Kalahari experience

Kalahari Anib Lodge and
Campsite

Namib experience

Namib Desert Lodge and
Campsite



2008

Etosha experience

Etosha Safari Camp and
Campsite

Canyon Klipspringer Camps



2010

Kalahari Farmhouse and
Campsite



2012

Zambezi experience

Namushasha River Lodge and
Campsite

Okavango experience Hakusembe
River Lodge and Campsite

Acquisition of land at Victoria Falls



Self-Sufficiency Centre (SSC)

1999



Canyon Village

2003



Established Gondwana Travel
Centre in Windhoek

2007



Etosha Safari Lodge

2009



Damaraland experience

Damara Mopane Lodge

2011

We had humble beginnings: A handful of like-minded people envisioned a conservation area surrounding the Fish River Canyon in 1996 – six years after Namibian independence, when hopes were high and international visitors started exploring the semi-arid reaches of southern Africa.

Sheep farmers whose farms had been devastated by years of extreme drought were selling barren land and moving into towns in search of better prospects. This did not deter a small group of Gondwana founders who dreamed of rewilding the land to its former glory. The only sustainable way to fund their dream was to offer accommodation to intrepid travellers in this extraordinary setting.

The first farm, Karios, and the first lodge, Canyon Lodge, slowly took shape with minimal funding, but great determination. It was all hands-on. Manni Goldbeck, the Managing Director at the time camped on the building site during construction and sold oranges in nearby towns to purchase fuel for the journey to Windhoek to placate an anxious bank manager. Directors met in casual attire against the backdrop of the Fish River Canyon.

The dream was nurtured over two decades, and the purpose remained unchanged: to offer service excellence to guests while making a positive social and environmental impact.

2016

Swakopmund experience
The Delight Swakopmund



2018

Zambezi Mubala Camp and Campsite
The Desert Grace
Namibia2Go
Established first conservancy agreements
Safari2Go (Destination management company)
The Cardboard Box Travel Shop



2020

Etosha King Nehale
Camping2Go at Namushasha River Lodge and Palmwag Lodge & Camp
Launched The Narrative Namibia e-commerce store



2022

Doubled car rental fleet and launched Go2 Traveller Transfers
Launched in-house brand production department
Concluded management agreements for The Weinberg and Okapuka Safari Lodge
Took over management of The Weinberg on 1 March



Namib Dune Star Camp

2014



Established Gondwana Holdings Limited
Chobe River Camp and Campsite
Zambezi Mubala Lodge

2017



Kaokoland experience
Omarunga Epupa-Falls Camp and Campsite
Desert Whisper
Namushasha River Villa
Palmwag Lodge & Campsite

Camping2Go at Kalahari Anib Lodge, Namib Desert Lodge and Etosha Safari Camp

2019



Integrated and rebranded Safari2Go and The Cardboard Box as Gondwana Travel Centre

2021



Took over management of Okapuka Safari Lodge on 2 April
Expanded Secret Collection to reach leisure and business travellers, including The Weinberg Urban Pod and Terrace Suite and The Pearls in Swakopmund
Launched Safari2Go online travel agency
Developed an AI-powered customer care chatbot, GECCO

2023

PROMOTING BRAND *Namibia*

Gondwana promotes Namibia's unique characteristics, including:

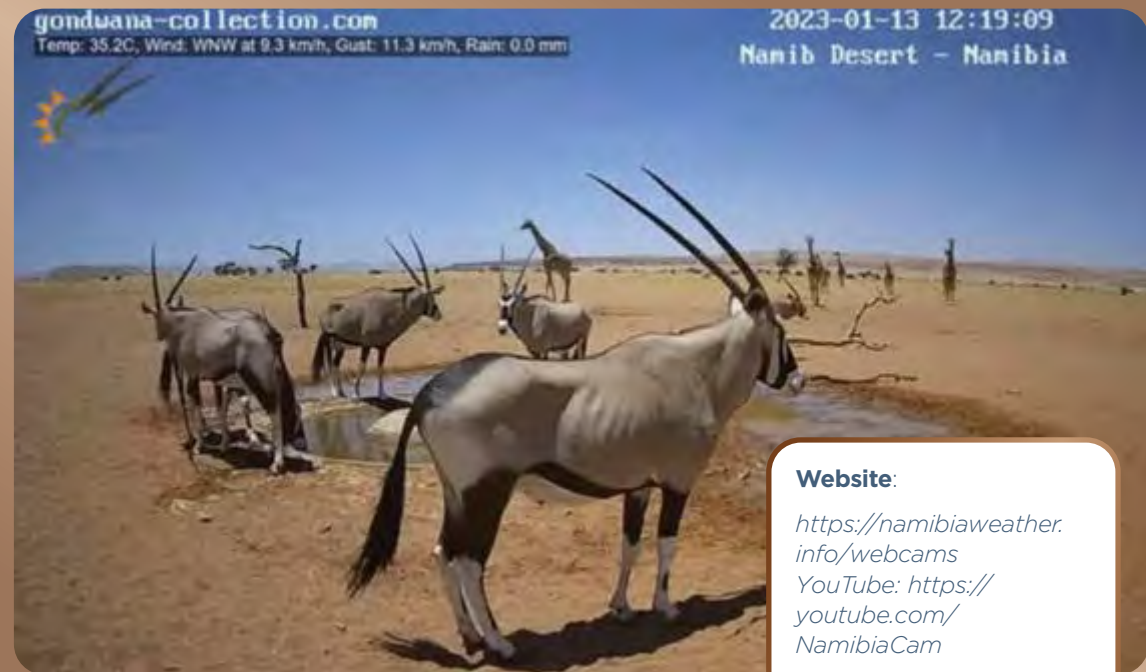
- **The African factor.** We are African, Africa is the cradle of humankind, it is wild and natural and we identify with that.
- **The Darling factor.** Namibia shines by comparison. It is a strong democracy, ranks first in Africa for press freedom, has a model constitution, with conservation embedded, and good transport and other infrastructure.
- **The Contrast factor.** Namibia is a whole continent in one country, with many contrasting natural environments, built environments and cultures.

We engage with existing and potential Namibia tourism customers through a range of content platforms that promote Brand Namibia.

NamibiaCam

NamibiaCam is a live webcam watching over a watering hole in the Gondwana Namib Park and the Gondwana Kalahari Park 24 hours per day. The streams are available on NamibiaWeather and are amongst the more popular live streams on YouTube. The webcam in the Gondwana Namib Park attracts viewers from all over the world and chats from 184 different countries with a lot of interest from the US, Japan, the UK, Germany and Canada.

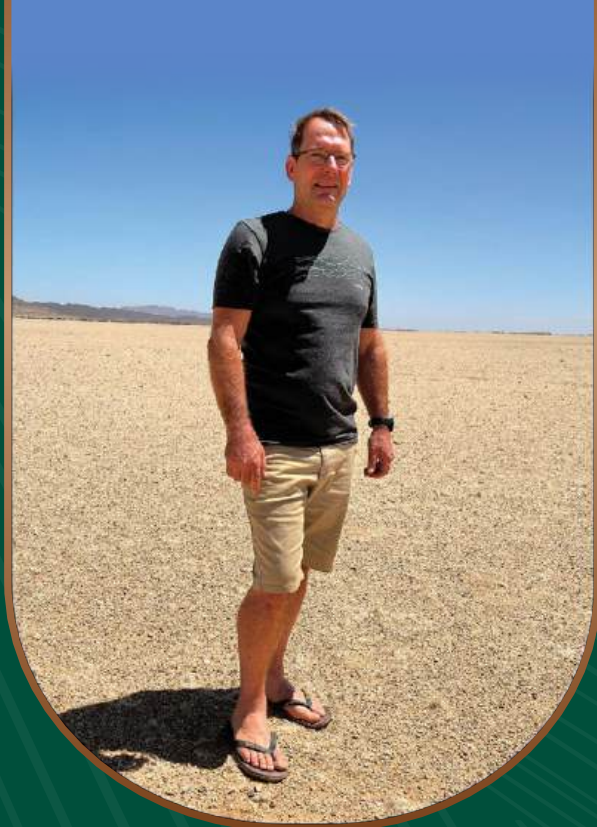
With visits from oryx antelope, springbok, zebra, wildebeest, and even a leopard and a cheetah with her cubs, avid viewers help to report sightings and matters of concern. We also create awareness of our park and conservation efforts through the active chat box. Interested parties can make monetary donations to the upkeep of the waterhole and other conservation projects through our The Narrative e-commerce shop. We have seen an increase in viewers travelling to Namibia to experience the Namib Park watering hole first-hand.



Website:

<https://namibiaweather.info/webcams>
YouTube: <https://youtube.com/NamibiaCam>





Meet Jens Viëtor – the face behind NamibiaCam

Jens combined his passion for wildlife, conservation and IT to create NamibiaCam, giving millions of viewers around the world a real-time experience of the wildlife visitors at a watering hole in Namibia.

Jens grew up on a farm near the remote southern Namibian village of Stampriet and went to school in Windhoek. His childhood interest in quantity surveying changed to computer programming after school, but it was his curiosity about nature and weather that led him to install weather stations at Gondwana lodges.

Jens joined the Gondwana family in 2010 as IT manager to improve IT infrastructure, systems and connectivity between the lodges. He quickly established a reputation as a “Jack of all trades” and, after a brief spell as an Operations Manager, Jens returned to IT, using advanced technology to implement Namibia’s first high-speed internet at Gondwana’s expanding lodge collection.

With his innate curiosity and inventiveness, it didn’t take long for Jens and the IT team to set up NamibiaCam. This was the first Namibian live wildlife stream and it was ranked as the top growing

channel four days in a row, increasing its subscriber base to over 300 000 in 2023, with one recorded video watched over 1.4 million times. The channel is being showcased in an exhibition at the Senckenberg Museum of Natural History in Germany, which is one of the largest museums of its kind in Europe. In October 2023 it featured with a Japanese celebrity on a FujiTV television talk show in Japan.

Jens is active in the NamibiaCam community, drawing viewers’ attention to conservation and he has been known to interact directly with viewers on special days, bringing Father Christmas to the watering hole and doing a live Q&A about Namibia and its unique wildlife.

Jens loves Namibia and is proud to be part of the Gondwana brand “because of its dedication to conservation and the positive impact it has on the environment and local communities.” His work epitomises the Gondwana ethos of “giving back to nature what belongs to nature”.

Namibian.org

This content platform is an online travel guide for Namibia, including information on the country’s history, parks, geology and people. The platform includes a community-oriented forum about Namibia’s private and state-owned nature parks.

Website: <https://namibian.org>



Namibia Weather

This channel shares weather information from across the country, with live camera feeds from certain areas. The Facebook channel shares interesting facts and information about weather patterns and phenomena.

Website: <https://namibiaweather.info>



Padlang

This story telling platform was integrated with Gondwana in September, bringing the discovery of history, philosophy, geology and flora and fauna of Namibia to Namibia. The number of subscribers on the Facebook channel surged from 6 000 to over 13 000.

Website: <https://padlangsnamibia.com>



Facebook: <https://www.facebook.com/padlangsnamibia>

4ONE.TV

4ONE.TV is a German-language video-on-demand platform for outdoor and nature enthusiasts. The platform produces and streams videos for different outdoor lifestyle categories. Gondwana launched its first episodes “Namibia my way” on the platform.














Website: <https://4one.tv/programs/namibia-my-way>



Similar to life’s journey, road trips are about encounters and discoveries along the way. When you take a moment to connect with the land, its inhabitants, and hear their remarkable tales, the journey transcends mere travel between points. It transforms into an odyssey of marvels, where each turn in the road unveils concealed treasures and untapped enchantment.



We collaborate with a range of partners to promote Brand Namibia and reach as broad a market as possible

 Namibian Tourism Board	 Prostudio	
 Fly Namibia	 Hitradio Namibia	 Future Media
 Kanaal 7	 Capricorn Group	 Bank Windhoek
 Michelangelo Magazine	 4ONE.TV	 Romantik Hotels
 Hospitality Association of Namibia	 Ankerkraut	 Land Rover

Honouring our differences and the experiences that unify us



Honouring culture

Gondwana hosts events to honour Namibia's diverse cultures. During 2023, we celebrated the Aawambo at the Omagongo Cultural Festival, the Mafwe at the Lusata annual Cultural Festival, Namibia's first-ever San Cultural festival and the Herero culture at Red Flag Day.



Music as a unifier

Miles Away is a music video that showcases Namibia's wonders and self-drive holidays, with a cover of Marc Cohn's song produced by a diverse group of Namibian musicians. The video has reached millions of viewers on multiple channels.

<https://www.youtube.com/watch?v=SIRhovR2474>



Taste of Namibia

The German spice group, Ankerkraut, added two flavours to its Namibian range. The new Namib Curry and Kalahari Ur-Salz will join the Kapana and Chakalaka flavours sold in European supermarkets. Ankerkraut founder and spice designer, Stefan Lemcke visited Gondwana during 2023 and participated in a potjie in the Kalahari and grilled fish fresh from the Atlantic Ocean.



ANKERKRAUT
GESCHMACKSMANUFAKTUR





Food unites us

Namibian cuisine, with its rich variety and emphasis on meat, serves as a powerful cultural unifier. The country's diverse culinary heritage, influenced by indigenous traditions and European settlers, showcases a fusion of flavours. One of Namibia's defining features is its love of meat, particularly kudu, ostrich, and springbok. This affinity for meat not only reflects Namibia's natural abundance but also symbolises unity among its people. Whether it's through the communal gathering around a braai (barbecue) or the shared enjoyment of traditional dishes like potjiekos (a stew cooked in a cast-iron pot), Namibian food acts as a catalyst for cultural exchange, bringing together locals and visitors to celebrate the country's culinary diversity.



Unifying people and nature

Gondwana has been the proud host of several trail running events since 2021. These include the inaugural race at Kalahari Anib Lodge, two events held in Swakopmund's Moon Valley – the Gondwana Moon Valley Marathon – and three Gondwana Green Ridge Trail Runs, organised in collaboration with the Moonraker Outdoor Adventure Restcamp. These events draw between 150 to 200 runners, navigating routes of 20, 10, or five kilometres that wind through riverbeds, valleys, and hills against a backdrop of African bush scenery.

The challenging terrain features rugged paths encompassing jeep tracks, single tracks, and raw, untouched landscapes. More than just races, the events serve as a catalyst for bringing together families and friends on an adventure.

Mysterious Namibia

Gondwana organised an excursion to the Namib Desert's mysterious "fairy circles" which have become cultural symbols, with associated myths and legends. Prof Norbert Jürgens explained that the rings of tall grass found in barren landscapes are habitats created by sand termites with grass and underground water reservoirs.





Delivering on our **STRATEGY**

- 52 Our strategy
- 53 Strategic profit drivers
- 57 Strategic enablers
- 59 Future strategic enablers
- 59 Future focus areas



The Zambezi experience

The lure of wild Africa is felt as you drive into the north-eastern corner of Namibia. Once called the Caprivi strip and later the Caprivi region before claiming its full African heritage, the Zambezi region is a step into the heart of the continent.

A tree-filled expanse dotted with villages and elephant caution signs welcomes you. Unusually, this corridor containing the Bwabwata National Park is a protected home to both wildlife and people, ushering in a concept of coexistence, stewardship and synergy. Two smaller national parks, the Mudumu and Nkasa Rupara, lie along the Kwando waterway that becomes the Linyanti and Chobe rivers as they flow eastwards.

This is also where you'll find some of our lodges. Namushasha River Lodge & Villa looking out onto reeds and the Kwando River, Chobe River Camp in the vast flood plains of the Chobe River and Zambezi Mubala Lodge & Camp on the mighty Zambezi. They are wilderness havens where the lethargic sound of hippos grunting floats through the air intermingling with birdsong.

Every part of the day has its own magic here, whether taking a midday siesta or joining a boat cruise along the waterways and a drive into a national park. Return to the lodge to be welcomed with smiles and sweet sherry. Savour the last streaks of sunset from the deck before darkness descends and the delicious supper aromas can no longer be ignored. Experience the best kept secret of Namibia, the beautiful Zambezi.



OUR *Strategy*

Refining our strategy for impact



Our strategy evolves over time, but our culture and DNA remain constant.

Our strategy includes profit drivers, enablers and focus areas. In 2023, we refined our strategy to integrate two new future strategic enablers: capital structure and skills development and acquisition. We also added a third future focus area: diversification beyond tourism. While our strategy evolves to meet the needs of all stakeholders, our culture and DNA remain constant.

We are in the process of refining our Key Impact Deliverables to measure our performance and impact. However, our commitment to bettering and uplifting the Namibian society that sustains our group is an intangible goal that is not easily quantifiable. Therefore, we measure "the proof of our success".

STRATEGIC PROFIT *Drivers*

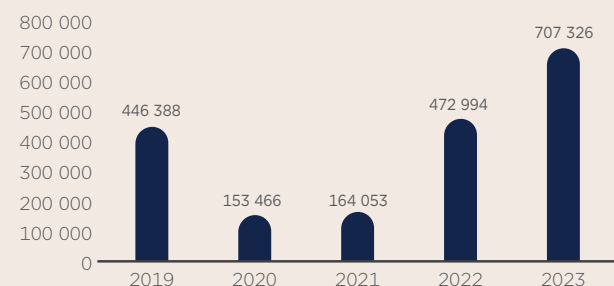
Growth

Gondwana's core hospitality offering is a fixed-cost, volumes-driven business with profitability linked to the drivers of capacity, occupancy and yield.

WHAT WE MEASURE

	2019	2020	2021	2022	2023
Capacity % (growth in number of bed nights across accommodation) We focus on growing our capacity by increasing the size of existing properties or constructing or acquiring new properties. Our management contracts with property owners increase our capacity with minimal capital outlay. We also sell additional bed nights at lower fixed costs through marketing agreements.	12	7	6	5	28
Occupancy % (number of occupied bed nights divided by total number of available bed nights) Our occupancy levels vary depending on the type of accommodation, location, guest experiences and seasonality. Direct and indirect sales drives boost occupancy levels, particularly during our low season. Our target is 50% occupancy and break-even is at 35%.	50	17	16	36	42
Yield N\$ (net revenue after commissions and discounts per occupied bed divided by total number of guests) The rack rate (advertised price per bed) drives yield. This varies based on the type of accommodation. Discounts or commission paid reduce yield, whereas direct bookings increase yield. Yield is also increased by services such as game drives, guided hikes or sleep-outs.	1 984	1 918	1 963	2 443	2 450
Revenue growth (%) is a measure of Gondwana's overall growth	22	11	10	28	30

Revenue (N\$ million)

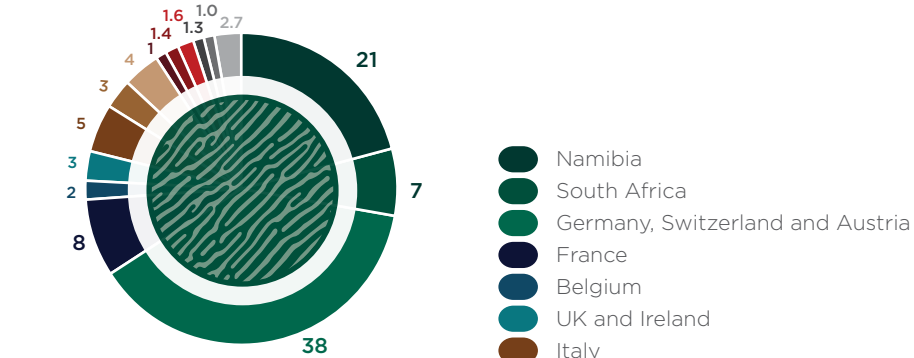


Key contributors to growth:

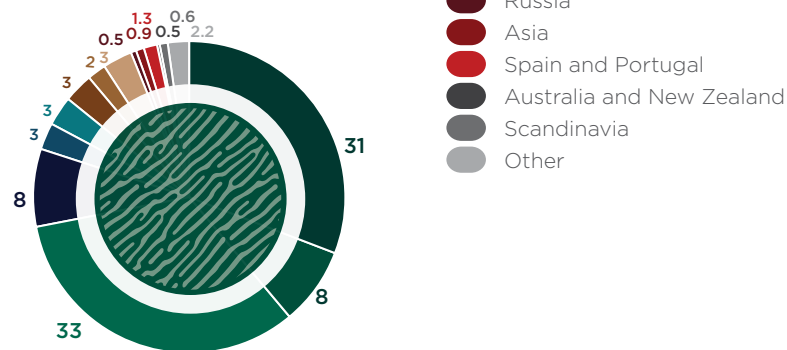
- The recovery of tourism and return of international guests, albeit at a slow pace, and the expansion of our exclusive Secret Collection and Camping2Go offerings, improved our occupancy and yield, and had a positive impact on profitability. Occupancy was below our 50% target but above the break-even level of 35%.
- The main contributors to higher revenue growth and profitability were:
 - » Accelerated growth of our new revenue streams, such as car rental
 - » Optimisation of synergies between our offerings
 - » Revenue generated by our joint venture operations

Going above and beyond to reward our loyal local guests

Our guest profile by country (%) 2023



2022



- Following the overwhelming response in 2022, we extended discounts once again to registered card holders during the **Gondwana Bonanza** Black Friday event in November 2023, after the financial year-end. The event was hosted as a live show on Gondwana's YouTube channel and Facebook. The Business Integration Team developed a Bonanza voucher redemption platform within the Gondwana webstore, aiming to enhance the cardholders' booking experience.
- Our **Young at Heart** campaign is dedicated to card holders over 50 and encourages them to spend more time at each destination. Guests were offered a two-night stay at one of our properties at the discounted Gondwana card rate, with a third consecutive night free of charge between January and June 2023.
- Our **Green Season** special package celebrated Namibia's lush landscapes after the rainy season by offering card holders heavily discounted dinner, bed and breakfast rates at ten Gondwana lodges.

The proof of our success

Gondwana Card holders were afforded **N\$32.8 MILLION** in savings on accommodation during the 2023 financial year
(2022: N\$30.4 million)

Namibian and Southern African Development Community (SADC) visitors accounted for

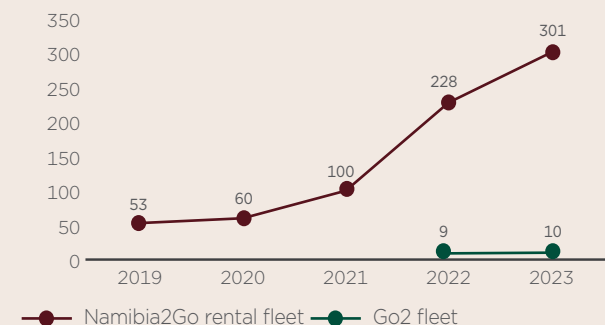
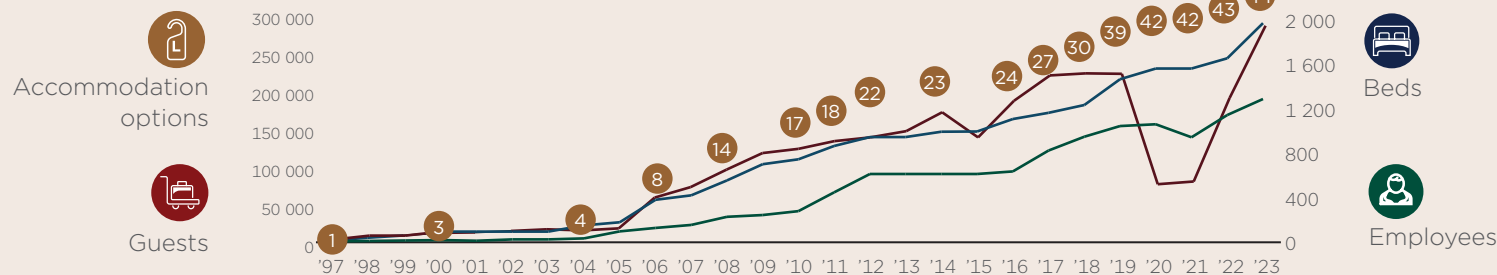
28%

of Gondwana's guests
(2022: 39%)

Since 2007, Gondwana Card holders have benefitted from savings on accommodation of over

N\$200 MILLION

Number of guests



* Total guest numbers for 2022 and 2023 are inclusive of our joint ventures, The Weinberg Windhoek and Okapuka Safari Lodge.

Product diversification

Gondwana diversifies its revenue to mitigate reliance on the core hospitality business and capture more of the tourism value chain.

WHAT WE MEASURE	PROOF OF OUR SUCCESS				
	2019	2020	2021	2022	2023
% of revenue attributable to new products and services	12	7	0	5	8
% year-on-year increase in yield per guest Evidence that our vertical and horizontal integration into the tourism value chain is succeeding	18	(3)	2	24	0.3

We diversified our revenue further by:

- o Expanding our Namibia2Go vehicle rental fleet and services in response to increasing guest numbers and growing demand for self-drive vehicles.
- o Adding a Victoria Falls route and online bookable town and airport transfers for tour operators to the Go2 Traveller Transfers service which shuttles guests to our lodges and increases their exposure to our other properties.
- o Launching a second joint venture offering (Okapuka Safari Lodge), expanding the Weinberg joint venture offering in Windhoek and adding new urban and coastal offerings to the Secret Collection in Swakopmund in response to increasing demand for high-end offerings by leisure and business travellers.
- o Increasing our digital footprint with the launch of our online travel agency, Safari2Go. This enhances customer experience with self-service options and provides access to market data, travellers' preferences and competitive insights and analytics.

Value chain integration and synergies

Gondwana integrates its businesses and leverages synergies between them to increase its share of the tourism value chain.

WHAT WE MEASURE	PROOF OF OUR SUCCESS				
	2019	2020	2021	2022	2023
% of total revenue generated by Namibia2Go	-	-	8	10	11
% of total revenue generated by Go2 Traveller Transfers	-	-	-	0.14	0.6
% of total revenue generated by Gondwana Travel Centre	-	-	13	8	5
Dependence on travel operators (%)	76	69	40	64	66

We gained further ground in our strategy to integrate vertically and horizontally into the tourism value chain and leverage synergies:

- o Through our car rental, travel agency, traveller transfer service and joint ventures we continued to expand into more tourism-related products and services that are profitable in their own right but also create synergies with our core and other offerings.
- o Our online travel agency enhances our synergies by offering guests a single point of contact to manage their entire trip, from travel advice, accommodation bookings, car rental and shuttle services, to tours and events. This streamlines customers' trips and reduces their costs while earning Gondwana more income and improving our profit margins. The data we collect enhances our customer engagement, helping us to address customer concerns faster and ensuring that we make informed offers suited to individual customers' needs.
- o The travel agency enables us to broaden our footprint by working with others in the tourism industry and expanding our geographic reach by offering travel packages and solutions in the SADC region.

Efficiencies

Gondwana maximises its profits with disciplined cost and operational management. We implement specific cost-containment measures and leverage our head office functions, buying power, logistics and supply chains. Our costs are tracked to help us decrease our cost-to-income ratio over time. A positive spin-off of improved efficiency is the reduced environmental impact due to less waste and lower transport attributed to local procurement.

WHAT WE MEASURE	PROOF OF OUR SUCCESS				
	2019	2020	2021	2022	2023
Operating expenditure per guest per bed night (N\$)	939	2 467	1 943	1 267	1 316
Operating profit per guest per bed night (N\$)	419	(1 405)	(847)	445	422
Profit before tax (N\$) on average occupancy (%) (break-even at 35%)	76 million on 50%	(137 million) on 17%	(115 million) on 16%	41.9 million on 36%	184 million on 42%

Gondwana maintained efficiency benchmarks established during Covid-19 to enable the business to scale without significantly increasing its cost base as it grows. Cost-savings included:

- Mitigating rising transport costs by centralising and outsourcing the delivery of lodge supplies to an external service provider and outsourcing onsite operational fleet maintenance to a certified mechanic
- Trialling more extensive bulk buying as part of the centralised procurement system to accommodate growth
- Replacing old electrical geysers with hybrid solar-powered heat pumps and installing centralised solar-powered hot water supply to new or renovated bathrooms

Access to new markets

We introduced access to new markets as a new profit driver in 2023, based on our assessment and experience of changing market trends, including increasing demand from different international source markets and growth in business travel to Namibia.

WHAT WE MEASURE	PROOF OF OUR SUCCESS	
	2022	2023
New markets increase in bed nights	7 433	15 411
New markets as % of total bed nights	3.8%	5.3%

We implemented the following measures in 2023:

- Conducted research to establish which new markets to target, and allocated resources and value propositions based on our research
- Developed marketing campaigns to promote Gondwana to these target markets
- Expanded our Secret Collection, with our joint venture partners, to appeal to discerning international guests who want exclusive experiences and are not price sensitive
- Adapted our high-end urban hospitality offerings in Windhoek and Swakopmund to attract business travellers
- Allocated resources to strengthen our transport offerings to business travellers, including the move of our Namibia2Go premises to the airport in 2024 and expansion into aviation travel in 2024
- Allocated resources to future property developments in the economic development areas of Walvis Bay, Oranjemund and Luderitz



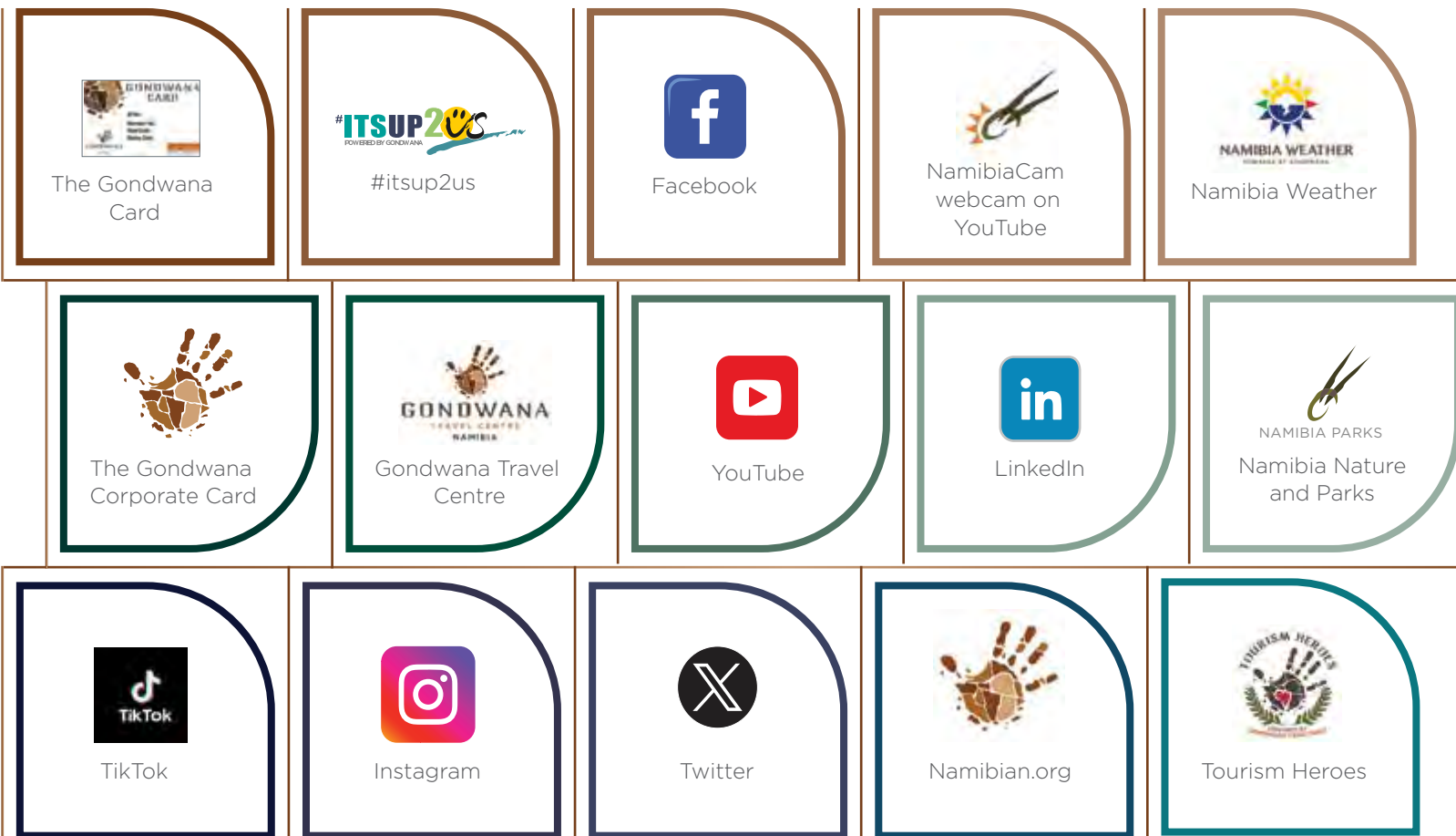
STRATEGIC *Enablers*

Brand strategy

Gondwana's brand enables the strategy by attracting tourists to Namibia, building trust with stakeholders and unifying employees around a common purpose.

During 2023, our brand strategy (and sales teams) targeted new source markets with different seasons to increase Gondwana's occupancies during its low season and reduce its dependence on European travellers.

To enhance guest experience and drive direct bookings, the brand strategy uses a content marketing approach. We create current and future guest communities who receive targeted, free and helpful content across a range of print and online platforms:



Implementing a new marketing strategy

During 2023, we enhanced our marketing strategy based on the results of a digital marketing audit conducted in 2022. Key actions included:

- Consolidating Gondwana websites on HubSpot, an integrated customer relationship management platform and content management system, to optimise website speed and tracking, and make our websites more mobile-friendly.
- Increasing our focus on international markets and niche communities, such as smaller or family self-drive groups and young Instagrammers, and engaging with our audience in a personal and direct manner. We collaborated with the Customer Service Centre teams and leveraged our systems and platforms to ensure prompt and consistent engagement.
- Exploring digital marketing strategies. Data-driven targeting capabilities and meticulous research of our target market for each digital campaign ensure the delivery of the right message at the right time. Strategic collaborations with influencers and digital partners increase our reach.
- Significantly improving our website, and enhancing our mobile experiences. We continuously update our tracking, keeping abreast of developments to improve website speeds.
- Leveraging our website as a central hub for digital interactions. The website provides information and facilitates online bookings, providing a user-friendly experience that encourages customer engagement and conversions.

- Integrating digital marketing campaigns across various channels to achieve a cohesive and unified brand presence. The synergy between social media campaigns, email marketing, and the website creates a seamless customer journey, enhancing brand recognition and engagement, and broadening our online presence.
- Maintaining a consistent and compelling digital narrative aligned with the overarching themes of "My Namibia, my country, my pride" and "Positivity with love from Namibia." This consistency strengthens brand identity and resonates with the target audience.
- Leveraging the Namibia.org marketing platform: While Namibian.org is yet to be launched, we have a clear direction, with promising outcomes.

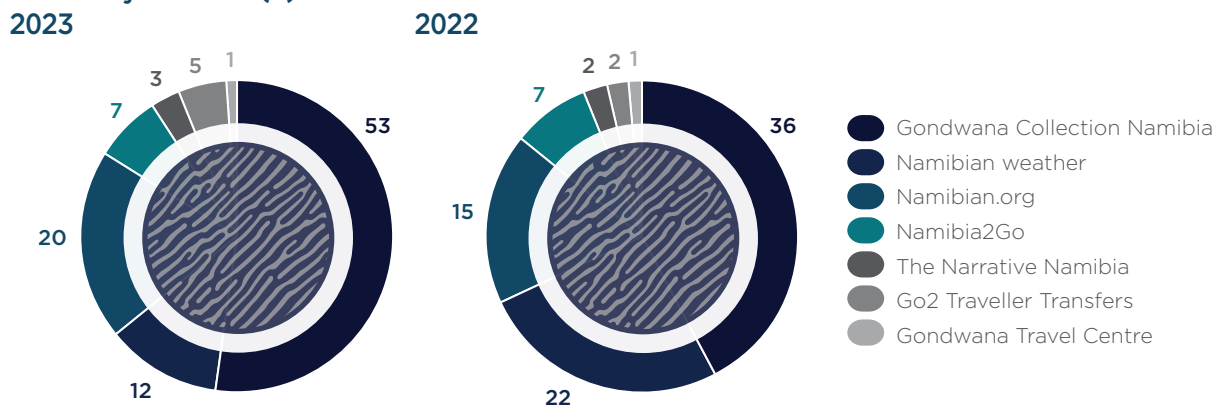
We monitor online visitor numbers and online behaviour to increase our conversion rates and adapt our marketing strategy. The TrustYou brand reputation management platform helps us assess the Gondwana brand's strength and where we need to focus more attention.

WHAT WE MEASURE

PROOF OF OUR SUCCESS

	2022	2023
Visitors to the Gondwana website	470 690	621 549
Gondwana business listing viewers	1 850 731	2 333 664
Article reach	133 000 000	512 100 000

Traffic by website (%)



Promoting Brand Namibia

Gondwana promotes Brand Namibia as part of content marketing. This year our primary campaigns included:

- Miles Away video, a music video that showcases Namibia's wonders and self-drive holidays, with a cover of Marc Cohn's song produced by a group of Namibian musicians. The video has reached millions of viewers on multiple channels.
- Padlangs, a new Facebook platform linked to a website, that posts Namibian short stories weekly and is aimed at Gondwana Card holders. The stories are unearthed by Manni Goldbeck and put to paper by storyteller and writer, Ron Swilling.
- A Gondwana podcast series with our MD, Gys Joubert in conversation with Namibians across all walks of life. The podcasts have reached about 70 000 viewers.

- A Gondwana Quiver Tree campaign to research and plant 500 of the iconic Namibian trees that are endangered due to climate change and overgrazing.
- A Tourism Heroes campaign launched at the Presidential Gardens to recognise people who have gone out of their way to assist tourists in an emergency.
- The official opening of King Nehale in December 2022 to honour the Oshiwambo culture. Gondwana also hosted other cultural events to celebrate the Ovambo, Mafwe, San and Herero cultures.
- Four trail running events that provide Namibians with the opportunity to engage and enjoy the outdoors.

Digital strategy

Gondwana invests in digital capabilities to improve business efficiency, customer experience and cross-selling opportunities. Key developments implemented in 2023 include:

- Launch of the online travel agency and an AI-powered customer care chatbot, GECCO
- Monitoring of automated customer feedback to improve customer engagement and guest experience at our hospitality establishments and the booking system
- Further enhancement of internet connectivity and speed, extending the offer of free internet at our hospitality establishments to our rental cars

Expanding our customer care capability

The Gondwana Electronic Customer Care Operative (GECCO) is an AI-powered customer care consultant developed in-house in response to the growing volume of customer messages. GECCO provides prompt and accurate answers to customer queries about Gondwana and is also able to respond to questions about Namibia. Capable of communicating in English, Afrikaans, German, Italian and French, GECCO redirects questions it cannot answer to a human consultant.

Gondwana is developing an integrated API to offer the services of GECCO to the tourism industry, opening this automated chat functionality to all companies.



FUTURE STRATEGIC *Enablers*

Capital structure

Our capital structure relates to how much capital is supporting our business, financing our assets and funding the operation. An optimal capital structure is the best mix of debt and equity financing that maximises our market value while utilising its cost of capital.

In 2023 we made significant progress in stabilising our financial position by settling the business interruption insurance claim and restructuring Gondwana's balance sheet with a second bond issuance, following the launch of our bond programme in 2022. We replaced our bank financing with new financing at lower interest (below the average market rate) and more favourable terms. The bond programme increases our flexibility should we need to raise additional capital to fund Gondwana's future growth.

Skills development and acquisition

A skills strategy involves determining the skills of Gondwana's talent and ensuring that the group's recruitment, development and retention activities achieve its strategic objectives. Given the intense competition for talent, Gondwana's talent acquisition focuses on attracting, recruiting, retaining and developing talent. Improving the company's performance with targeted skills creates value, employee loyalty and increased product and service quality.

FUTURE FOCUS *Areas*

Leveraging our brand to diversify beyond tourism

Gondwana seeks to diversify beyond tourism to reduce its reliance on the tourism industry which is vulnerable to external shocks such as global economic recessions and pandemics. This means looking beyond tourism to other sectors where we can use our strong brand to promote new products and services.

For example, our joint venture properties and Namibia2Go car rental business are complementary to our leisure tourism offerings but are also suitable for business travellers. We expanded our joint venture property portfolio for this purpose and are relocating Namibia2Go to the Hosea Kutako International Airport in Windhoek. Gondwana's acquisition of a 50% share in ProStudio, a Namibian digital content provider, enables ProStudio to grow the scope of its services and products and allows Gondwana to generate a new diversified revenue stream.

In another development to diversify beyond tourism, we acquired a large, strategically positioned property between Windhoek and the airport and will announce our property development plans in 2024.

Regional expansion

Regional expansion will increase our footprint and diversify our revenue streams while broadening our impact in the SADC region. By diversifying we will also reduce the risk of over-exposure to one market, and provide an opportunity to generate US dollar-denominated income.

While regional expansion remains on the agenda, Gondwana will allocate available capital to the extensive local opportunities in 2024.

Listing preparedness

Our plans to position Gondwana for a potential listing on the NSX remain on hold as we build our financial track record. The bond programme provides additional options for capital financing and is a good introduction to the listed environment, its participants and the compliance requirements.





About our IMPACT

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The Etosha experience

At sunrise the gates open to the 'Great White Place' or 'Place of Dry Water', as the Owambo people have called the heart of the country since time immemorial. Unlike its name, however, the 22 912 km² national park is a place of sanctuary and abundance.

With a variety of vegetation types, from thorn bush and woodland savannah, stands of makalani palms and the 'phantom' moringa trees, to the chalky white pan, Etosha National Park is home to myriad species of wildlife. 114 mammal species are found in the park, including the antisocial black rhino and the endemic black-faced impala.

Waterholes are dotted along the southern section of the pan providing effortless viewing. Unequalled earthly experiences can be garnered here: watching a family of elephants silently appear and hurry excitedly towards the water, lions lazing contentedly in the shade of a bush, elegant giraffe loping across the road and a herd of handsome zebra nuzzling each other affectionately.

At the end of a full Etosha day, while some are still racing the sun, others are lounging on the sundowner deck of Etosha Safari Lodge or enjoying a drink at the Oshebeena Bar at Etosha Safari Camp, contemplating Etosha marvels and the thrill of being in the African wilderness. Here, at Gondwana's lodges, just ten kilometres from Andersson Gate, a new adventure begins with every dawn.

At Etosha King Nehale just north of the Etosha National Park, one can immerse in the tranquillity of nature. The lodge is situated one kilometre from Etosha National Park's King Nehale gate. With private access to a secluded waterhole, guests at Ontalelo Outpost in Etosha National Park can observe the rich diversity of the animal world.



WHAT WE DO FOR OUR *People*

Our people are the face of our brand. If they feel great, so do our guests, and therefore, we foster a sense of belonging, dignity and self-confidence among our employees.

We develop our employees to implement the business strategy according to the Gondwana Way. Our in-house Hospitality Training and Leadership Academy runs development programmes suited to our industry and entrenches the Gondwana Guidelines and the Gondwana Way. Read more about these behaviours on pages 6 and 7.

The People Team protects and promotes the Gondwana Culture, which we consider a primary asset. We are responsible for our employees and support our business functions. We actively attract, retain and develop a talented and diverse employee complement, managing our people holistically across the following pillars.



The People Team has an open-door policy for work-related and personal challenges. We consult with management and employees on people and team problems, disciplinary matters, mentorship, career progression, administrative claims, health and wellness and recruitment. We focus on the entire employee value proposition, not only job satisfaction and a basic salary.

We aim to be a market leader in people practices, remaining relevant in an evolving, increasingly competitive, labour environment. This is how we remain an employer of choice, with access to a wide pool of talent.

2023 people milestones

- o Normalising and benchmarking our remuneration and other employee benefits post-Covid to retain employees and attract new talent
- o Issuing Gondwana shares to employees through the collective employee share ownership plan
- o Rebuilding capacity with recruitment, training and leadership development
- o Onboarding the new Okapuka Safari Lodge team
- o Relaunching our enhanced leadership development programmes to address current and future leadership requirements
- o Implementing a first hospitality apprenticeship and launching new intakes for the local guide apprenticeship to strengthen technical skills and address skills shortages in Namibia
- o Visiting all Gondwana properties across Namibia to connect the People Team with our lodge-based colleagues

Gondwana navigated several challenges in ensuring optimal people management, including:

- o A highly competitive labour market where certain skills are sought after, making it more difficult to recruit and retain talent
- o A requirement by the Namibian Competition Commission that Gondwana employ 30 of the 51 employees retrenched by Heja Lodge in 2023
- o Potential implementation of a Namibian National Minimum Wage that will have a significant impact on Gondwana's costs



You can only be successful if you make others successful

These are the words of Nicolene van Rooyen, Palmwag Lodge & Campsite Manager. Nicolene embodies the qualities of empathy, self-awareness and patience. Raised in the remote village of Witkrans in Namibia's Hardap region, Nicolene dreamt of being a Personal Health Aide and opened a small cooking business as a means to achieve her ambition. Little did she know that Gondwana had other plans for her.

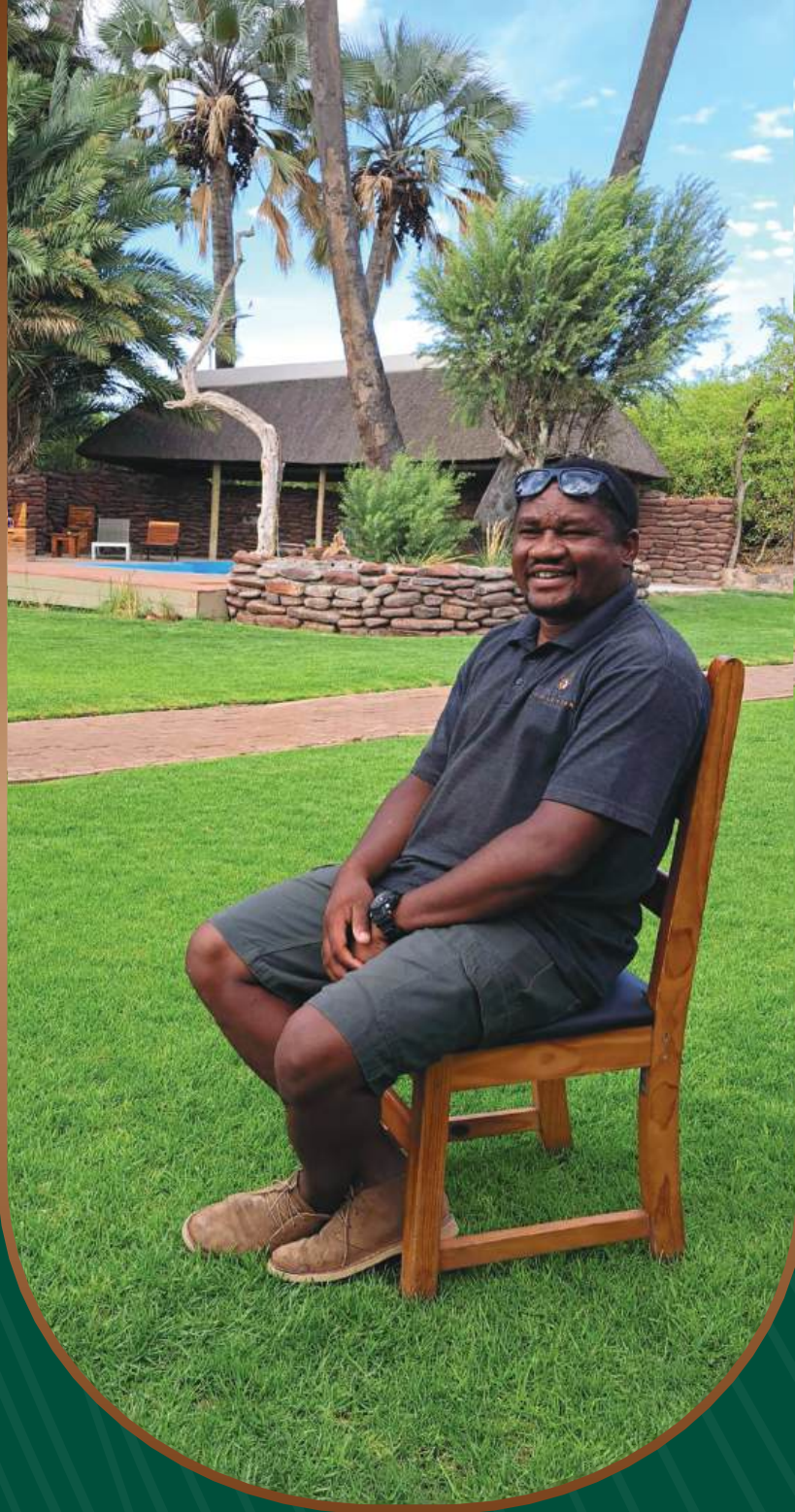
Gondwana actively seeks employees who are a good fit with their unique brand that exudes warmth and love, with a healthy dose of innovation and courage. Often a good cultural fit overrides a candidate's qualifications because Gondwana knows that it can instil the Gondwana Way in the right candidate and train them in the skills they need as they move up the ranks.

Nicolene was first employed as a housekeeper at the Kalahari Anib Lodge in 2010 where she focused on "doing what was expected of me but going the extra mile, being observant and adding what was needed to prepare for each day." In April 2019 she was promoted to the position of Lodge Manager at Hakusembe River Lodge and four years later she was appointed Lodge Manager at Palmwag Lodge & Campsite. There she uses her success slogan to motivate others to succeed.

Work at remote lodges can range from frantically busy one day, to very quiet the next day. Regardless of each day's rhythm, Nicolene keeps her team upbeat with singing in the mornings, mini meetings to prepare for the day and game breaks during quiet patches.

Nicolene loves Namibia and enjoys the exposure her job gives her to different parts of the country and its rich cultural diversity. But she had to overcome some challenges when she moved from Hakusembe to Palmwag. "It was like learning to walk again – a new environment, new rules and new issues. But I learnt that it is easier to succeed in a new position when you observe before trying to change what works."

Nicolene achieved a significant personal milestone this year by securing her driver's licence. That's another feather in her cap.



Meet Erwin Philip Basson, Lodge Manager at Palmwag Lodge & Campsite

Erwin was ambitious from a young age. Growing up in the remote village of Stampriet in the barren Hardap Region, where humans and animals alike depend on borehole water, Erwin knew he was destined to be the boss.

“I remember my grade 3 teacher asking me, ‘What manager do you want to be?’, and I said, ‘Any manager as long as I am the manager’.”

With a grade 10 under his belt, and Gondwana’s Kalahari establishments in his sights, Erwin was employed as a contract labourer at Kalahari Anib Lodge in 2008. His potential was identified and he was promoted to a permanent position as a gardener. “When I was moved to a permanent position, I knew I had a shot at proving myself, and I never looked back.”

Erwin gained experience across a range of skills – from barman, guide and floor manager, to assistant lodge manager. His participation in Gondwana’s leadership development programmes prepared him for management roles. In March 2018, he moved to Namushasha River Lodge as a Lodge Manager. He had achieved his ambition, and he kept moving on. The next opportunity was his appointment as Lodge Manager at Palmwag Lodge & Campsite in 2023.

Erwin loves the sense of belonging to a family at Gondwana and he takes great pleasure in ensuring that his guests have unforgettable experiences. For him, Namibia is a land of opportunities set against the backdrop of some of the world’s most beautiful landscapes.

Erwin is good at solving problems and he loves a challenge. “It’s tough to start over with a new team at a new lodge, but I manage it – and we’re all getting along well.” When he works on lodge projects with the maintenance team, he enjoys the way they challenge each other to complete the project efficiently and effectively.

What a great outcome for the man who was destined to be the manager.

Employee value proposition

We focus on the entire employee value proposition, not only job satisfaction and a basic salary. This is how we remain an employer of choice.

Learning, development and empowerment

We facilitate and manage the Gondwana Hospitality Training and Leadership Academy; support the National Training Authority (NTA) and its initiatives; and provide training opportunities to conservancy residents.

Benefits

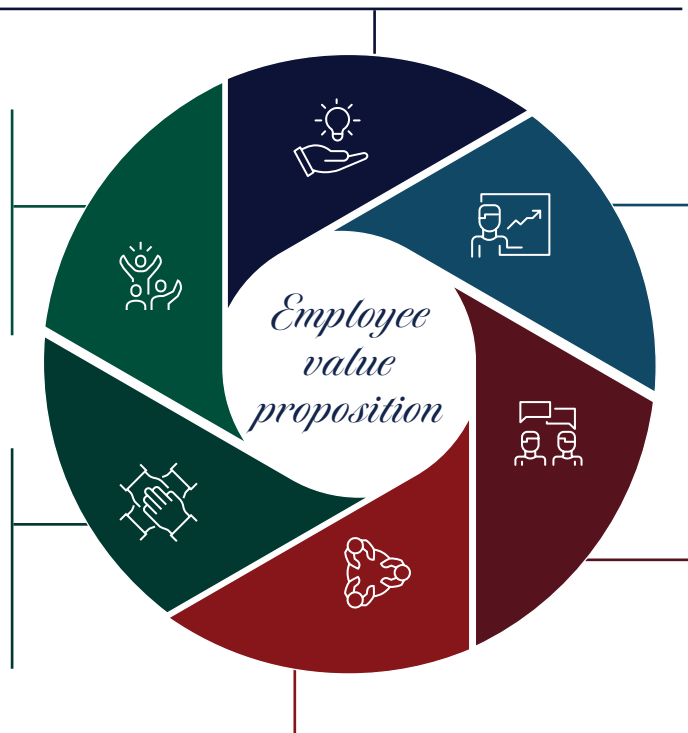
All employees receive pension fund, medical aid, paternity leave, disability and funeral benefits.

Compensation

We pay equitable salaries and offer an employee shareholding scheme and profit-sharing.

Work environment

Gondwana sets the benchmark in employee accommodation, over and above compliance with occupational health and safety regulations.



Career

We employ and empower Namibian people. They have great personal development and career growth opportunities.

Culture

Culture is what differentiates Gondwana and defines our approach to work, our fellow employees and the experience we provide to customers.

Through the Recognition of Prior Learning (RPL) initiative in partnership with the National Training Authority (NTA), Gondwana is facilitating access to formalised recognition of employee skills. Gondwana launched a pilot RPL process in 2021 and the NTA conducted an RPL assessment for 76 employees in NQF Level 3 proficiency in commercial cookery, food and beverage services, guiding, housekeeping, and front office operations. The RPL process also meets an NTA requirement for companies offering apprenticeships to ensure mentorship identification and upskilling. The next assessment is planned for February 2024.

Employee engagement

Employee engagement is an important enabler of high performance. Engaged employees are more committed to their work and in tune with Gondwana's strategy.

Gondwana's recruitment and onboarding processes focus on alignment with, and entrenchment of, the Gondwana culture and values. A face-to-face onboarding process introduces new employees to the Gondwana Way and guidelines. During 2023, 50 new Gondwana employees attended an intensive, one day onboarding workshop in February 2023 and 42 Okapuka Safari Lodge employees were onboarded in March 2023. An online onboarding video series will be introduced in 2024 to increase the reach to all employees, providing an induction or refresher course in an easily accessible and fun way.

Employee engagement and culture alignment are assessed based on feedback received from employees during probation periods, exit interviews and one-on-one conversations between the People Team and employees during visits to Gondwana properties. A formal engagement survey is planned for 2024.

Talent management

Gondwana's Talent Management functions drive business performance, including recruitment (talent attraction), inter-company or departmental transfers, promotions, and talent tracking and development. Following the freeze on new appointments during the Covid-19 years, the Talent Team focused on the recruitment of skills to achieve strategic goals. 365 appointments were made to replenish lost capacity and rebuild capacity for new business ventures. The new appointments included three new members of the People Team, comprising two individuals who previously interned in learning and development, and talent management, and one replacement for a colleague who transitioned from the Talent Team to the Direct Reservations Department, filling an internal vacancy. Cross-training opportunities capacitate employees to grow within the company – 97 transfers were facilitated between various properties, departments and positions.

The People Team evaluated and refined elements of the employee value proposition to ensure that it aligns with future hospitality trends and Gondwana's strategy, and remains attractive to current employees and future recruits.

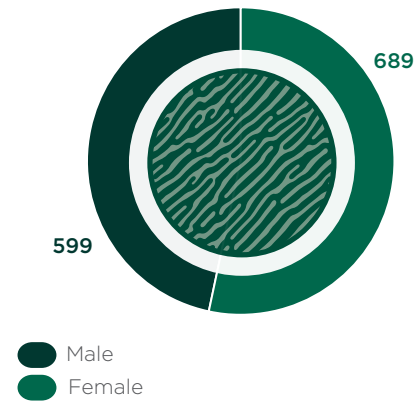
Gondwana participated in an industry-wide remuneration and reward survey by PWC Namibia to benchmark its remuneration against the industry and the Namibian economy. The survey highlighted that our salaries are largely market-related in the industry but lag behind national data. We are industry leaders in many of the benefits offered, such as pension fund and medical aid contributions, and non-monetary or non-quantifiable benefits.

Gondwana is finalising a new talent management strategy aligned with team and individual Key Impact Deliverables (KIDs) to manage high levels of performance. The KIDs will be linked to the remuneration strategy to incentivise high performance, attract new talent and create a sustainable pipeline of high-performing individuals.

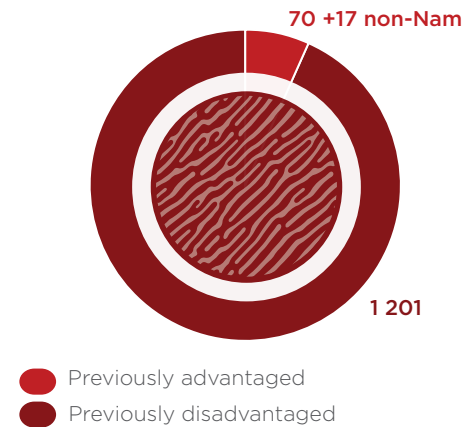
Strength in diversity

Gondwana's workforce reflects Namibia's cultural diversity. We believe that diversity makes us stronger by enhancing creativity, decision-making and performance.

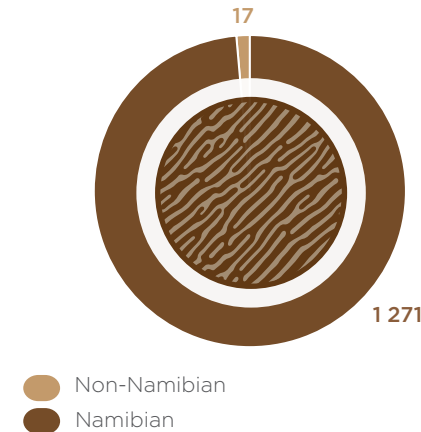
Gender



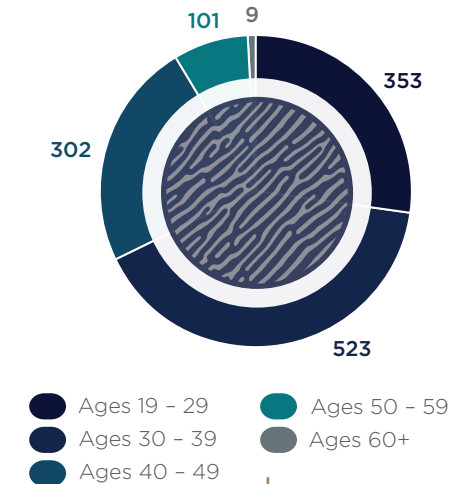
Race



Nationality



Age range of Gondwana employees



The proof of our success

At 31 October 2023, **Gondwana employed** 1 288 permanent employees and 33* apprentices
(2022: 1 144)

and we appointed and onboarded **365 NEW EMPLOYEES**
(2022: 355)

Our annual **employee retention rate** was 84%
(2022: 88%)

We aim to **uphold an average annual retention rate** of between 80% and 85%

Our **annual turnover rate** was

16%
(2022: 12%)

To assist our employees with families, we allow the children of female employees to live at the lodges with childminders for the first two years of their lives. Gondwana pays for the childminders' food, accommodation and transport to and from the lodge, and employees pay them a monthly salary.

* Not permanently employed but on a two to three-year contract while on apprenticeship

Employee profile by job category

Job category (number of employees)	2021	2022	2023
Executive directors	4	4	4
Senior management	41	43	41
Middle management	40	53	60
Specialised/skilled/senior supervisory	124	160	178
Skilled	226	269	326
Semi-skilled	509	615	679

Learning and development

Gondwana is committed to continuous training for at least 70% of its workforce. We also invest in the future of our industry by training unemployed young learners. Our focus in 2023 was on building capacity through recruitment and learning and development initiatives across the business.

Strategic hospitality and guide apprenticeships

Apprenticeship programmes serve as a structured approach to talent acquisition, knowledge transfer, and addressing skill gaps – thus learning while earning. Recruiting apprentices from conservancies aligns with Gondwana's social responsibility goals.

Gondwana prepared extensively for the reopening of our apprentice programme. This included Work Integrated Learning and RPL in guiding, hospitality and facility management and maintenance, and ensured the readiness of apprentice mentors. We launched a hospitality apprenticeship for 17 candidates in July 2023. The 36-month programme, offered to members of Gondwana's joint venture partners, leads to a national vocational certificate in tourism and hospitality (NQF level 3) qualification. The apprenticeship is offered in partnership with the NTA and Okakarara Vocational Training Centre, a public training provider, with support from Gondwana lodges which host the apprentices' workplace learning. A second hospitality apprenticeship will be offered in January 2024 at the Okakarara and Zambezi Vocational Training Centres.

Gondwana also launched an apprenticeship intake for local guides (NQF level 3) in December 2022 and June 2023 with 16 participants from Conservancy partners on 36-month apprenticeship contracts, and nine permanently employed Gondwana colleagues from various departments who applied for the apprenticeship opportunity. The guide apprenticeship addresses a shortage of guide skills in Namibia, and will also recruit candidates from local joint venture partners. The apprenticeship is offered in collaboration with the NTA and the Namibia Academy for Tourism and Hospitality.

Gondwana took up membership of the Commercial Advancement Training Scheme (CATS) which provides access to NQF level 5 and NQF level 6 qualifications, under NTA's apprenticeship mandate. Courses to upskill supervisory and business management skills are offered.

Collaborating with entities like the NTA ensures that training programmes align with industry standards and regulations, enhancing credibility and relevance. Partnering with vocational training providers enables consistent skills transfer and offers teachers and facilitators opportunities to visit and work together at lodges for relevant exposure.

Leadership development



Gondwana Hospitality Training and Leadership Academy

Gondwana's leadership development programmes strive to instil the Gondwana Way and provide a platform for personal growth and opportunities for employees. More than 50% of the "class of 2015" who participated in the inaugural Gondwana Academy are still in Gondwana's employ in managerial positions today, and play a vital role in Gondwana's leadership structure.

The programmes are routinely evaluated and adapted to our current and future needs. Following an extensive review in 2022, including a survey of management's needs and expectations of Gondwana leaders of the future, we redesigned the structure and training content of the Go4Gold leadership programme and reopened the programme in 2023.

The programme comprises six modules, five with on-the-job projects to enable participants to implement the knowledge gained in the course at the workplace, and a one-year project to foster strategic thinking, decision-making, planning and budgeting. The modules provide a good balance between technical and soft skills essential for a leadership position at Gondwana. The topics range from gaining a deeper understanding of yourself and your behaviour to understanding team dynamics and gaining knowledge of economics and the tourism industry. Twelve participants were selected for the programme from Gondwana's lodge-based and Windhoek employees.



Gondwana successfully concluded its 2023 Go4Gold Academy in November. “Team leaders who completed the programme are better equipped to address audiences, make informed decisions, and guide their teams with poise,” says Ume Goldbeck, Go4Gold Facilitator.

“The primary focus of the Go4Gold programme is to develop individual potential and cultivate enduring positive teamwork experiences,” says Ume. “We aim to nurture the talents of Gondwana’s people, fostering mindfulness, self-assurance, effective leadership, superior self- and social-awareness, and essential management expertise. This empowers them to comprehend the tourism industry, benefiting both Gondwana and Namibia.”



Gondwana also offered a leadership course for 32 supervisors and heads of departments to develop skills and optimise talents. The course was well received by the participants, including three from conservancies.

Extending our training footprint

Gondwana invests in the future of the industry by training unemployed young learners who want to develop a career in tourism. In partnership with the NTA, we offer hospitality internship and guiding apprenticeship opportunities to Namibians, even if they are not Gondwana employees.

We offered internships to 75 interns across various departments, including IT, hospitality, marketing, communication, administration, and HR. These interns were sourced from a network of 16 training provider partners, comprising both private and public entities. Notably, 11 interns received job offers following their internship experiences. Our new Customer Service Centre piloted an intensive training phase with degree-holding interns.



Remuneration and reward

Gondwana’s salaries are industry-related and we promote long-term wealth generation and financial stability through our pension fund, medical aid, disability and funeral benefits, and our employee share plan.

Gondwana normalised its remuneration and reward practices post-Covid. A 10% salary increase was implemented for all employees in November 2022 and an annual bonus was reintroduced with the payment of a 13th cheque to employees in December 2022.

In addition, 924 qualifying employees were issued with 300 Gondwana shares as part of the collective employee share ownership plan. To qualify, employees had to be permanently employed by Gondwana on 31 October 2022 and still employed on 1 September 2023, regardless of tenure, seniority or performance.

Gondwana first issued shares to employees in 2018 to reinforce employee ownership and empowerment. In 2021, shareholders approved the new collective employee share ownership plan and Gondwana undertook to implement it when it was financially viable to do so post-Covid. The 2023 employee share issuance was the first distribution of the new plan.

The plan is implemented by a committee of senior management in the People and Finance teams, and overseen by the people committee and the audit, risk and opportunity committee.

Gondwana contributes 14% of employees’ pensionable salary towards the pension fund and employees contribute 1.5%.

2024 remuneration and reward

Gondwana's participation in an industry-wide remuneration and reward survey by PwC Namibia enabled the company to benchmark 2024 salaries against the market and determine whether there were gaps that needed to be filled in the reward and recognition of employees.

For the 2024 financial year, the Board approved the following arrangements:

- New entry-level salary for lodge-based employees increased by 14.3%
- 10% salary increase (or lifted to new minimum, whichever is highest) for all Tier 6 and 7 employees
- 7.5% salary increase for all employees on Tiers 1 to 5
- 13th cheque payable to all qualifying employees in December 2023
- An increase in the mandatory employee contribution to the pension fund from 1.5% to 2%, with the option of voluntarily contributing 2.5% or 5% of pensionable salary

Gondwana will continue to contribute 14% towards the pension fund. For employees to retire with a pension that is similar or equal to their last salary, a total contribution of approximately 19% of pensionable salary is advised. It is our aim, over the next couple of years, to ensure all Gondwanians reach this percentage towards pensionable salary. We will do so in small increments.

Performance management and incentivisation

Gondwana is preparing to move to a total reward approach, including the implementation of KIDs linked to individual performance. Gondwana will retain its collective approach to the year-end bonus, profit share distribution for certain levels of management and employee share allocation, but will supplement it with KIDs to measure and incentivise the attainment of individual deliverables.

The collective employee share ownership plan enables employees to become true owners of the business and its success by ensuring that every permanent employee is a shareholder. The ultimate objective is to create long-term wealth and financial education.



Employee health and wellness

Gondwana increased its focus on health and safety in the workplace and at its properties. We conducted health and safety audits with an external service provider, improved our incident and accident reporting processes and raised awareness of vehicle and road safety in collaboration with the Motor Vehicle Accident Fund. Hygiene assessments were conducted in our kitchens, in partnership with an external food assurance consultant, to ensure compliance with food health and safety standards.

35% (2022: 37%) of our employees enjoy the benefit of medical aid and 55% (2022: 41%) receive a monthly medical allowance. The 10% of employees not covered are either on probation or on a fixed-term contract, and will qualify for medical benefits once employment is made permanent. Employees are offered education on financial fitness, medical aid benefits and lifestyle diseases.

Gondwana spent N\$750 000 on new employee accommodation and upgrades (2022: Nil). We provide employees access to free internet at our properties. Many employees participate in Gondwana amateur fishing, soccer, running, cycling and volleyball teams.

Prioritising mental health

We maintained a programme of mental health awareness and support for employees with services provided by external partners such as LifeLine, ChildLine and independent psychologists. A mental health awareness workshop was arranged in partnership with Geluk Psychology Services to destigmatise mental health and highlight the importance of asking for assistance from service providers available to employees. Team engagements explored the themes of body, mind and soul.

A proactive approach to healthcare

Many of Gondwana's properties are in remote rural locations with limited access to healthcare. During 2023, we built a clinic at Palmwag as the primary healthcare facility for our employees and the surrounding communities.

Several other health and wellness initiatives focused on Gondwana's commitment to proactive healthcare and early detection, including:

- An ongoing partnership with the Cancer Association of Namibia (CAN) to give employees at Kalahari Anib Lodge and Kalahari Farmhouse access to cancer screening. The CAN outreach team visited different parts of the country and worked with our People Team to raise cancer awareness and N\$12 120 in funding for CAN.

- A partnership with the Evangelical Lutheran Church Aids Programme (ELCAP) to offer employees free health screening, including HIV testing for 428 individuals and blood pressure and glucose testing for 269 individuals at our Zambezi, Hakusembe, Etosha and Namib Desert Collections, and the Damara Mopane Lodge. Testing for the remaining lodges is on the 2024 agenda.
- Participation by all Gondwana lodges and Windhoek-based employees in an initiative of the Namibian Optometric Association to test 1 000 Namibians' "eyes at work".
- Participation in a workshop to raise awareness of gender-based violence and provide information on the rights of individuals in abusive relationships and the process for reporting gender-based violence cases.
- A bi-monthly blood donation drive at Gondwana House in collaboration with the Namibian Blood Transfusion Services. Our employees donated 104 units of blood (average of 26 units of blood per donation drive).
- Training in safety, health and environment management, first aid, fire management and road safety.

Our future plans

We will continue aligning our People strategy with Gondwana's strategic direction to ensure that we remain true to the Gondwana DNA as we grow. Our focus areas for 2024 are to:

- Implement an employee engagement survey
- Formalise a talent strategy with improved processes and tools to attract talent
- Develop and implement a total reward approach to remuneration, benefits and incentives
- Implement a share incentive plan for key employees
- Finalise the "Welcome to a Home" onboarding video series and roll it out to all Gondwanians
- Establish wellness as a stand-alone team within the People Team
- Monitor and participate in industry discussions relating to the Namibian National Minimum Wage
- Develop and grow apprenticeship programmes and add the Commercial Advancement Training Scheme (CATS) programme to our apprenticeship offerings
- Place at least one Gondwanian on a six to eight-week work exchange to Germany/Austria/Switzerland at one of the Romantik Hotels, as part of our partnership arrangement
- Incorporate digital systems to improve People Team processes and functioning in reporting, training and recruitment



SUPPORTING NAMIBIAN *Communities*

We believe that tourism is only sustainable if it is inclusive. Our communities sustain our business and we uplift them through conservancy joint-venture lodge operating fees, employment and community development projects.

Rural communities live in and around key tourist attractions and significantly influence the country's tourism and agricultural resources. Over the years, they have borne the brunt of persistent drought, recessions, political instability and the health and economic impacts of Covid-19.

By investing in rural Namibia, we invest in the country's tourism, food security and economic growth. Many of our hospitality establishments are built on communal land where,

through the conservancy programme, the communities own the tourism rights that we use to operate our conservancy joint-venture lodges. We value these partnerships and source employees and suppliers from our rural communities.

Our reputable and trustworthy brand enables our rural and other community partnerships through:

- Significant employment of Namibians from the communities surrounding our hospitality establishments. We remain the largest tourism employer on communal land.
- Training of community members, including non-employees.
- Active sourcing of local community suppliers.
- Our regional customer community of 71 500 Namibian Gondwana Card holders.
- Our partnerships with conservancy communities in the Okavango, Zambezi, Kaokoland and Etosha experience areas, who receive direct (financial) and indirect (employment, food and natural resource protection and conservation) benefits from the arrangement.

- Our Gondwana Trust that drives our social investment and community support across Namibia. We expanded our reach and influence in educational support for schools.

2023 community milestones

- Normalising our contractual arrangements with our conservancy partners, traditional authorities and communities, resulting in the payment of higher operational fees to conservancy partners as tourism recovered
- Re-engaging many of our long-term suppliers of home décor and souvenirs, and bringing new suppliers on board to cater for increasing guest numbers and the recovery of our physical and online retail operations
- Overseeing a full annual contribution by Gondwana to the Care Trust and strong support from lodge guests and business partners in financial donations and supply of goods and services

Through our social investment programme, we extend our support to vulnerable communities throughout Namibia, focusing on education, youth employment and economic development. Because when Namibia and its people prosper, we prosper.

Gondwana navigates several challenges in ensuring optimal management of different communities, including:

- o The rising cost of living, particularly the higher cost of basic items such as food and transport which impacts households and vulnerable communities
- o Environmental factors such as climate change and weather patterns which impact communities that rely on natural resources for their livelihoods

Partnering with suppliers and communities

Gondwana's Curio Retail Team focused on restoring stock levels and the unique brand essence of merchandise sold at each property. Reconnecting with our suppliers was challenging as many did not survive the economic setbacks of the past three years. We were encouraged by the many small-scale creative home businesses that approached us with new stock to sell to international tourists and support the expansion of their market.

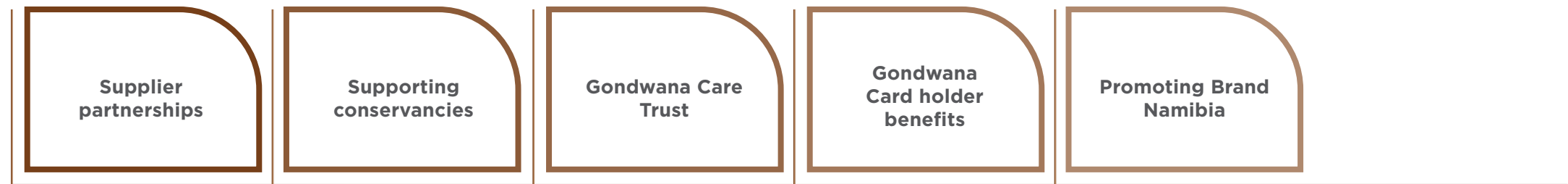
The Narrative Namibia – purchase with purpose

The e-commerce shop was launched in 2020 as an alternative to our physical curio shops and a marketplace for our local suppliers during Covid-19. We branded sales from The Narrative as “purchase with purpose”, where each item tells a story of its origin and creator, creating the opportunity for international guests to support a good cause with their purchase. Reaching customers in the overtraded world of online shopping proved to be challenging, as did the high costs of shipping goods from Africa, and this is reflected in The Narrative's below-target financial performance.

Just as The Narrative has stories to tell, so do many of our guests. Like the French guest who wore his Gondwana hat until it was threadbare and then sent us a photo of himself posing in front of a medieval French castle wearing the new hat we sent him; or the Japanese visitor who bought a bumper sticker from NamibiaCam for his wife's car, only to discover that she decorated her nails with the oryx logo so she could “drive in style”.



What we do for our communities



Our supplier relationships support the improvement of our operations, allowing us to streamline the supply chain, manage costs and improve customer services.

Supplier management to create mutual sustainability

Gondwana's Procurement and Logistics Team improves efficiencies and contains costs by consolidating suppliers and making bulk purchases. We empower our suppliers and manage our costs by:

- Offering price comparisons and up-to-date supplier information to all of our hospitality establishments as a support service
- Identifying suppliers and wholesalers aligned with our values and proactively negotiating the best deals for Gondwana
- Building trusting relationships and streamlining the supply chain through transparency and openness
- Monitoring suppliers to ensure they maintain safe and hygienic working conditions and sustainable environmental practices
- Managing quality control, stock availability and on-time delivery to mitigate supplier risk
- Proactively managing inventory to ensure optimal responses to guest demands
- Evolving with technology advances and growth in e-commerce



Meet our suppliers



BEE Biofuel has collected and recycled Gondwana's used cooking oil (UCO) for the past six years. When the partnership began in 2017, BEE's focus was to refine cooking oil and convert it into biodiesel to be used in combustion engines. Over the years, the company evolved to produce more cleaning products from the UCO.

BEE Biofuel collects approximately 390 000 litres of UCO annually, and since 2017 has collected 5 780 litres of used cooking oil from Gondwana alone, including 2 112 litres in 2023.

When BEE founder Bruce Salt started the business with a friend, their motivation was to make biofuel from UCO rather than crops that were a food source for Namibians. Recognising that UCO is a harmful product that can cause cancer, BEE repurposes it into biodiesel and the by-product, glycerol, is used to make environmentally friendly cleaning products. These products, including hand sanitiser, wood oil, degreaser and multipurpose cleaner are then sold back to the food establishments and lodges that supplied the used cooking oil to BEE, giving them an alternative offset for their UCO.

Having started with three employees, BEE now employs eight permanent staff and four seasonal contract workers. BEE continues to increase its role in providing healthier, more environmentally sound solutions to its customers, while creating broader awareness of the harmful effects of UCO in Namibia.

Zera Leather has supplied Gondwana lodge stores and The Narrative online store with local handcrafted leather products since July 2019.

Zera Leather embarked on its journey in 2019 with a single hide and a vision. The inaugural handcrafted bag birthed the business, fusing passion with leather craft mastery.

Operating from the founders' living room, Zera Leather survived the Covid-19 upheaval by engaging local craft markets to connect directly with customers, and incubating its core values of adaptability, quality, and sustainability. Each handcrafted piece was a testament to Namibia's rich talent, woven into every stitch. By diversifying their product line to suit varied markets, and being an eco-friendly job creator, Zera forged robust partnerships with corporates and smaller retailers, while showcasing locally crafted leather goods.

By 2023, the business was flourishing, expanding in scale and team strength, and envisioning global exports. This growth strengthened Zera's commitment to spark transformative change in Namibia, fostering job creation, craftsmanship, and environmental stewardship, and weaving a legacy into Namibia's fabric.





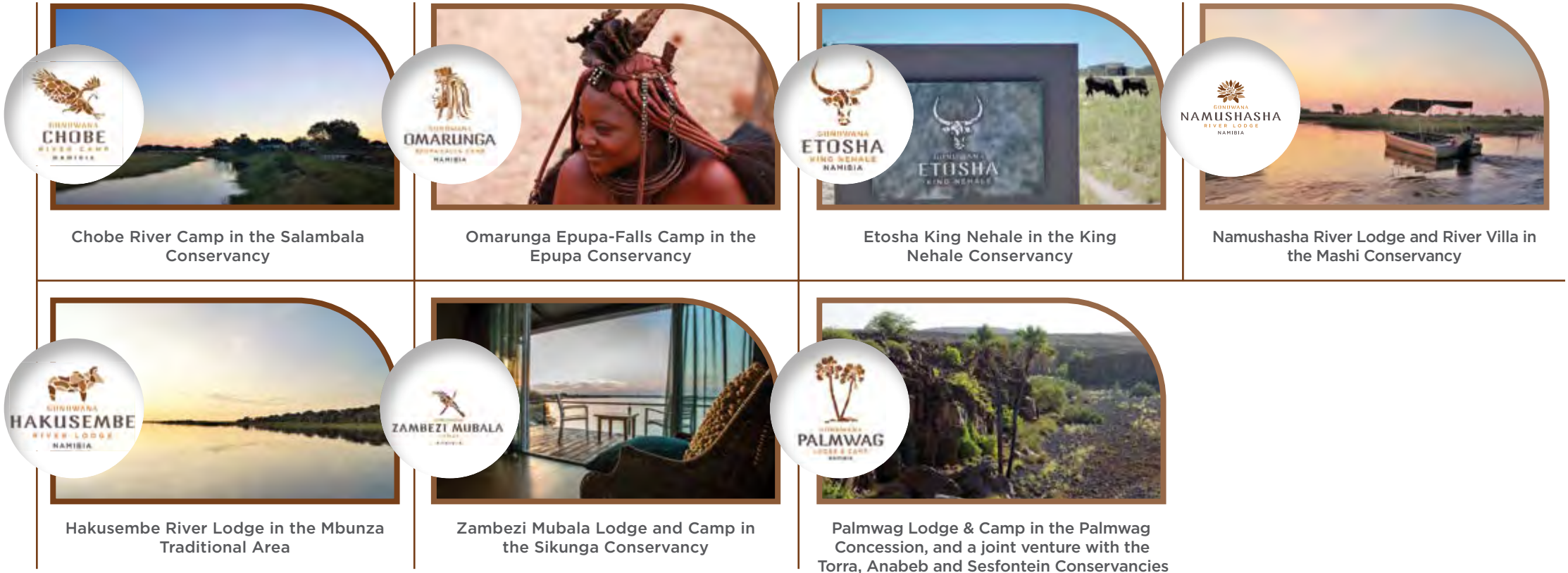
Taneta Investments is a Namibian family business that supplies locally sourced Pure Marula cosmetic products to Gondwana's Namushasha River Lodge and Etosha King Nehale lodges.

In 2015, Matty and Namupa Nengola blended indigenous wisdom and modern technology to create a thriving business that extracts cold-pressed oil from Marula kernels for the production of luxury hair, skin and massage oils. Namupa's memories of Aawambo women using Marula oil as a versatile natural remedy sparked the creation of Pure Marula. Starting in Windhoek, she embarked on a slow but determined journey to educate markets about the resource and gain 100% organic certification.

In the Ohangwena region, 22 villages benefit from sustainable Marula fruit harvesting, empowering over 230 women and their families. When he retired, Matty lent his expertise to expand manufacturing, ensuring a year-round supply from their Windhoek factory. Five employees manage production and the Nengola daughters drive marketing and build an online presence and brand value in local, European and US markets.

Gondwana has proudly supported Taneta Investments since June 2017, acknowledging the supplier's commitment to fair trade, sustainable development, women empowerment and exposure of Namibian products to global markets.

Our lodges in conservancies



Managing our conservancy relationships for our mutual benefit

Stable, trust-based relationships between our lodges and conservancies allow both parties to benefit from the joint venture partnerships. As partners and lodge operators, we engage extensively with conservancies and rural communities:

- Regular joint management committee meetings between Gondwana lodges and their conservancy partners address concerns raised by our communities.
- Our dedicated community liaison officer, Justice Muhinda, engages directly with conservancy, traditional authority and community partners.
- Ensuring fair, transparent and timeous distribution of financial benefits to our joint venture partners.
- Monitoring and management of wildlife crime, including illegal fishing, that increases when living conditions worsen as a result of unemployment and poverty. This impacts the sustainability of natural resources and the quality of our guests' game watching and fishing activities.
- Plans to facilitate governance and administration training to strengthen governance, financial acumen and skills in conservancy structures.

Relationship building

Gondwana's community liaison officer, Justice Muhinda, held regular Joint Management Committee meetings with conservancy and community members at the joint venture lodges to address operational issues and foster a sense of ownership and responsibility for the protection of lodge operations.

Justice took the Bukalo Traditional Authority leaders, under whose jurisdiction the Chobe River Camp and the Zambezi Mubala Lodge and Camp operations fall, on a tour of Gondwana operations beyond the Zambezi Region. Visits to other communal and privately-owned Gondwana lodges allowed the group to see Gondwana within a broader context and to strengthen the company's relationship with the Bukalo Traditional Authority.

In December 2022, the King Nehale Conservancy Management Committee and their partners were hosted by the Etosha King Nehale Lodge team for two nights. This allowed the conservancy management committee to explore the lodge which forms part of their joint venture partnership with Gondwana. The visit included an excursion to the King Nehale Hide at Gondwana's exclusive waterhole inside the Etosha National Park.

Important conversations in 2023

Severe drought in Namibia's north-central regions attracted cattle to grazing at the Etosha King Nehale Lodge. This exposed them to the risk of drowning in the lodge's private pools and resulted in traditional cattle herders having to enter private guest spaces. The joint management committee addressed the issue by employing four cattle herders to keep the cattle away from the room pools. The herders informed guests of Oshiwambo cattle herding traditions.

By engaging with conservancy partners and providing education programmes on the value of tourism to Namibia, we secured community support to protect our lodges and guests against criminal activities. The launch of the Tourism Heroes campaign rewards community members who go out of their way to assist guests in emergency situations.

Generating future value from community development funds

Gondwana distributed N\$9.3 million in joint-venture contributions and benefits to our conservancy and community partners in 2023 (2022: N\$7.3 million). N\$558 765 was paid in community development funds (2022: N\$480 773) which are invested in high-impact initiatives that have a lasting effect on communities.

- **The Sikunga Conservancy** invested in the reconstruction of early childhood development centres, scholarship support for students to attend higher education institutions, sports equipment for soccer and netball teams and sponsorship of waterproof cellphones for the Sikunga Fish Guards to assist them to communicate with each other, surrounding lodges and law enforcement agencies
- **The Salambala Conservancy** invested in the reconstruction of early childhood development centres and sports equipment for soccer and netball teams
- **The Hakusembe Community Development Fund** invested in financing of phase one of an electrification project for the Sikondo Village close to the Hakusembe River Lodge

In addition to the community development funds, Gondwana has an ongoing partnership with the Cancer Association of Namibia to give employees, communities and conservancies access to cancer screening. We donated 7.6 tonnes of meat from our SSC butchery to drought and poverty-stricken communities in the Kunene region (2022: 6 tonnes).



World Rhino Day 2023: Sponsoring cellphones for the Torra Conservancy Rhino Rangers

Damaraland in north-western Namibia is home to the world's largest population of free-roaming black rhinoceros (*Diceros bicornis*). These magnificent creatures are poached for their horns, which are made from the same material as hair and nails, but are sought after on the black market for jewellery and for their supposed medicinal value. As a result, they are listed on the International Union for Conservation of Nature Red List as critically endangered, with just over 6 000 black rhinos left in the world. Namibia is home to a third of this population.

The communities that coexist with the black rhinos understand the tourism benefits they offer and the importance of protecting them. Community engagement plays a key role in protecting the rhinos from poachers. A group called the Rhino Rangers have taken on the responsibility to monitor, track and report on the black rhinos to registered protection organisations, such as Save the Rhino Trust.

To assist them, the Gondwana Care Trust sponsored six Armor cellphones to the Rhino Rangers for their photo recordings and record keeping and to communicate with their teams.

Training for a sustainable future

Environmental protection and agricultural management are primary mutual interests of Gondwana and its communities. As part of an ongoing process to ensure sustainable environmental management, Gondwana's Environmental and Social Impact Team provided environmental awareness training to all conservancy-based employees and community members. The education focused on improving waste management in and around our lodges, veld fire management, and tree planting.

Education was offered to learners at Palmwag on the topic of understanding dangerous wildlife behaviour, social structure and ecology.

Conservancy-based employees participated in leadership coaching and mentoring at different levels, with five taking part in the Go4Gold Leadership programme.

THE GONDWANA *Care Trust*

Gondwana collaborates with business partners and other companies to support a range of high-impact social investment projects.

The Gondwana Care Trust (the trust) was founded in 2006 by caring employees and formalised as part of the Gondwana structure in 2017 with a focus on sustainable impact.

Governance

The trust is managed by a Board of Trustees (the trustees) and audited annually. Donations are invested in social, educational and environmental projects. Beneficiaries and projects are selected through a formal application process and monitored. The trust is integrated into business functions to improve efficiency and increase social investment and branding impact.

Social impact

The trust sources funding from lodge curio shops, The Narrative online store, and loyal local and international partners. Through financial support and skills transfer, beneficiaries are assisted to become self-sustaining and self-managing in their projects. Facilitated contact with other sponsors supports longer-term sustainability.

Sustaining communities in need

The Trust maintained its support for two core projects – MealForTwo and The Back-to-School Christmas Bag Project – and increased its focus on education, channelling more resources to education programmes.

Gondwana mobilises its brand to secure funding partners for the Trust. However, raising long-term funding that will sustain, grow and increase its projects remains a major challenge. To strengthen its funding partnerships, the Trust focused on engaging with corporate funders.

Key developments

- We raised more than N\$2 million for the Eduvision Online Learning Project at a fundraising event
- Our corporate partners reaffirmed their commitment to continue funding the Trust's projects
- Rising costs of basic items such as food and transport remain a major constraint to the Trust's impact



Trustees

Quintin Hartung | Angelique Leff – by invitation | Chris Gouws |
Dgini Moyon-Visser | Stephanie de Lange – by invitation |
Iroleen Hurter | Gys Joubert | Ndinelao Shikemeni – by invitation |
Sonia Noirfalise-Corsini



Fostering inspiration within the minds of our children

The Gondwana Care Trust, in collaboration with Eduvision Online Learning, raised over N\$2 million for the Eduvision Adopt-a-School initiative at a networking and fundraising event in Namibia. Eduvision provides accessible online learning to learners across Namibia.

The Trust and Eduvision entered into a partnership in 2022 to leverage technology to provide education with a lasting impact on remote communities. With the additional funding and a vehicle donated by Indongo Toyota, Eduvision will be able to sustain its project, visit participating schools and attract additional funding. The schools gain access to live lessons, interactive sessions, supplementary materials, and educational tools that enhance their understanding of the curriculum, ultimately preparing them for exams.

The Trust provides accommodation to Eduvision teachers who travel to schools near Gondwana's hospitality establishments. The teachers regularly visit schools enrolled in the programme to assist teachers and learners and train them to make the most of available technology. Gondwana's Brand and Marketing Department assists Eduvision with marketing material.

The Trust further secured a two-year sponsorship to aid Eduvision in expanding its portfolio by incorporating two more schools. The Trust facilitated the acquisition of Smartboards and will cover operational expenses for these two schools. It also contributes monthly towards the operational costs of recording lessons for the newly introduced grade one to grade three curriculum.

Since its inception, Eduvision has increased its support to 19 schools. With a vision to assist 50 schools by 2026, the organisation has launched the Adopt-a-School Initiative, inviting organisations to take on the responsibility of supporting a school.

Eduvision and the Gondwana Care Trust extend their appreciation to all donors, supporters, and volunteers who made this milestone possible. Read more on <https://eduvision.africa>

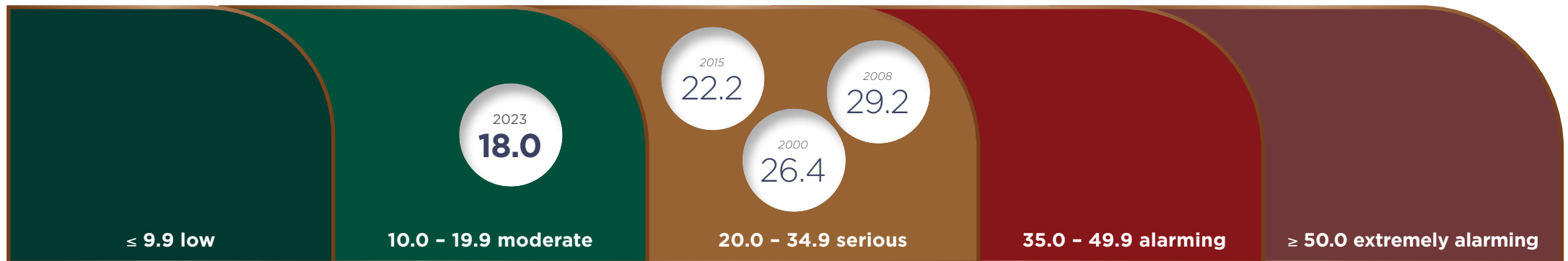


MealForTwo

In the 2023 Global Hunger Index, Namibia ranks 78th out of the 125 countries. With a score of 18.0, Namibia has a level of hunger that is moderate. In 2022, Namibia ranked 78th out of 116 countries.



Global Hunger Index score trend for Namibia



<https://www.globalhungerindex.org>

The **MealForTwo programme**
provided approximately

395 285 MEALS

in 2023

(2022: 266 313 meals).

These meals were made possible by:

- o Cash purchases of N\$650 000 from our suppliers (2022: N\$996 000)
- o Meat donations from the Gondwana SSC to the value of N\$717 000 (2022: N\$309 000)
- o In-kind support from suppliers to the value of N\$ 305,000 (2022: N\$120 000)

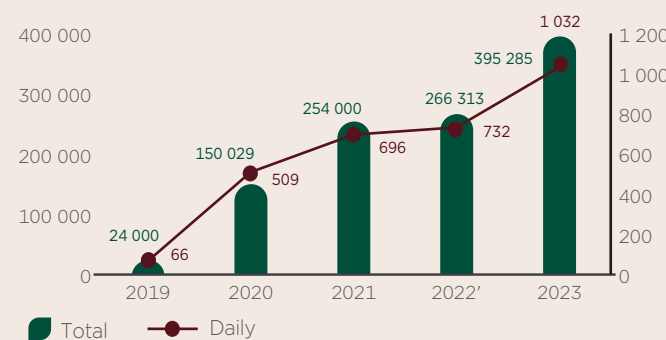
With a donation from the Capricorn Foundation, we assisted Lighthouse Community Hope in Katutura to set up a netted vegetable garden. The MealForTwo project extended its reach to schools in Rehoboth and Rietoog in the south of Namibia and to the Sikunga Fish Guards Project in the Zambezi Region. In partnership with the Capricorn Foundation and Lithon Foundation, we donated two tonnes of pumpkin to the MealForTwo beneficiaries. 2 500 loaves of bread were donated to the TASK project in Walvis Bay. The Gondwana SSC donated 1.6 tonnes of meat to the King Nehale and Epupa Conservancies this year and six tonnes to the Palmwag Conservancies.



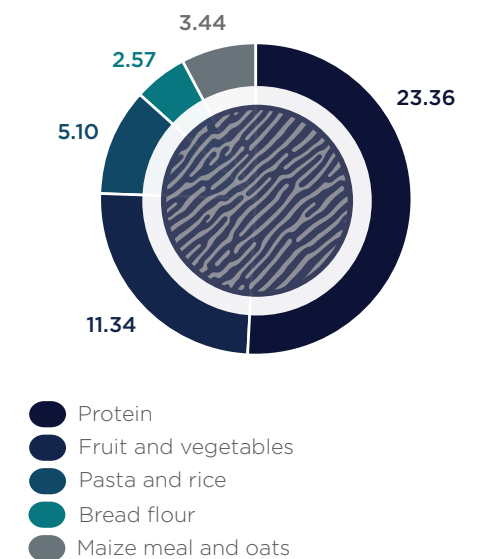
The Trust hosted our international partner, Tacoma Sunrise Rotary Club, who contributed towards the MealForTwo Project. They also visited the Lighthouse Community Hope, one of our MealForTwo beneficiaries. We thank Tacoma Sunrise Rotary Club for the support.



MealForTwo meals provided



Staple foods donated (tonnes)



Back-to-School Christmas Bag Sharing the joy of Christmas.

The Back-to-School Christmas Bag project provided **3 269 bags** to disadvantaged children throughout Namibia (2022: 2 550 bags). **48** schools were supported in nine regions. (Please see the appendix on page 171 for a list of schools and projects supported.)

Between 2020 and 2022, protein and basic food supplies were added to the Back-to-School Christmas Bags to assist children and their families during Covid-19. During 2023, the Trust reverted to the original purpose of the bag to support children returning to school. Each bag contained stationary, hygiene products, educational material or books, sweets and a toy for Christmas.

Our lodges went above and beyond selling over 2 600 Bags to guests visiting our properties, making sure they share the love and joy for this project.

This year, our Trust had the privilege of utilizing our specially designed sleigh to deliver Bags to our projects, adding more joy and creating cherished memories for these amazing children.



Ride the Ridges supports the Gondwana Care Trust

Ride the Ridges is a three-day mountain biking event organised by PSG Wealth in Windhoek and supported by the Capricorn Group. Hundreds of cyclists participated in the 2023 event at Heja Lodge outside Windhoek.

The Gondwana Care Trust was the beneficiary of the event, receiving N\$40 000 in matched entry fees and an additional N\$155 000 donated by PSG Wealth towards our projects.





Global United FC a trusted partner

Global United FC, a non-profit organisation registered in Germany, has been devoted to environmental protection and raising awareness about climate change since its establishment in 2011. Over 500 former and currently active professional football players, coaches, and referees from around the globe consistently participate in charity matches and individual initiatives in at-risk areas. They held their Global United Green Kick event in Walvis Bay in November. As sponsors of the Back-to-School Christmas Bag project and longstanding partners of the Trust, they visited the DRC Women's Centre and Grow Together in Swakopmund for their bag ceremony.

The Promiseland Trust Supporting vulnerable children.

The Gondwana Care Trust supported the Promiseland Trust by donating furniture, IT equipment and reading books. The Promiseland Trust also became a beneficiary of the MealForTwo programme, with many local students benefitting from the soup kitchen.

Located in an informal settlement outside Walvis Bay, the Promiseland Trust provides a hub for several projects that support vulnerable children in the area, including a feeding project, a daycare centre and a foster care project.

Email: management@promiseland.com.na



Etuhole Pre-Primary School

A beacon of hope and tenacity.

The Etuhule Pre-Primary School and Day Care outside Windhoek is a beneficiary of the MealForTwo Project and the Back-to-School Christmas Bag Project.

The school is run by Eunike Iiyambo, who started it from her living room in 2012, to provide a disciplined, peaceful, caring and stimulating learning environment for orphans and vulnerable children. Her bigger vision was to break the cycle of despair and offer the children a brighter future through education, and by loving and caring for them as if they were her own.

The school is a combination of various corrugated iron “okambashu” joined together and holds seven classrooms occupied by seven teachers. Eunike ensures that the teachers receive regular training updates.

Email: eunikeiiyambo@gmail.com



Seapride Foods supports the Sikunga Fish Guards

Seapride Foods, through the Gondwana Care Trust, supports the Sikunga Fish Guards with a monthly donation of canned protein and frozen vegetables. The Zambezi and its nearby floodplains are being overfished, with declining fish stock identified in the Zambezi, Chobe and Kwando river systems. As the guardians of the Zambezi River, the Sikunga Fish Guards monitor and apprehend illegal fishermen. The food donation will ensure that they have the nutrition needed to continue safeguarding the Zambezi's precious fish stocks.

Gondwana Care Annual Golf Day 2023

The Gondwana Care Trust Annual Golf Day in September 2023 raised N\$273 000 for the Gondwana Care Trust projects (2022: N\$185 000).

The funds will be used for social initiatives such as MealForTwo, the Back-to-School Christmas Bag Project, and environmental causes.

Main sponsors

Gold Sponsorship (N\$20 000): **King Price Insurance**

Silver Sponsorship (N\$10 000): **AfricaOnline, Deep Catch, Checkers, SPAR, Namib Mills, Namibia Construction**

Bronze and hole Sponsorship (N\$2 500): **StaminaGro, NorflexGel, Edelstahlbau CC, Komnik & Franck, African Marketing, Interpack, DStv for Business**

Hole in One Sponsorship: **Vaultmarkets Namibia**

The 2023 Golf Day was supported by corporate teams consisting of 82 players, who received prizes donated by 33 of our long-term suppliers and colleagues from hospitality and tourism-related sectors.



A further N\$24 592 (2022: N\$13 170) was received by the Trust from Groote Post Vineyards. For every bottle of Groote Post wine sold at Gondwana hospitality establishments, a contribution is made towards the MealForTwo project. This pledge towards the Trust celebrated its 10th consecutive year in 2023.

A detailed list of schools and projects supported by the Gondwana Care Trust is published in the appendix on page 171 at the end of this Value Creation Report.

Looking to the future

We will continue to promote community sustainability through self-sustaining programmes and environmental stewardship. Our focus areas for 2024 are to:

- Expand the Gondwana branded merchandise products, sourcing them from local suppliers where possible, as an additional fundraising means towards our projects.
- Expand the range of recycled and upcycled items using base materials sourced from Gondwana lodges (wallpaper offcuts, bottle tops, crushed glass bottles, upholstery and linen material).
- Expand the Gondwana Care Trust's operational capacity to ensure that projects are sustainably driven.
- Reinvent the Back-to-School Christmas bag project by reimagining or redesigning the traditional concept. The goal is to refresh and modernise the initiative, ensuring it better serves and engages the children it intends to support.
- Develop more sustainable garden projects to improve food security and assist in reducing food waste.
- Continue to work with and build long-term strategic partnerships with like-minded organisations to improve the sustainability of the Gondwana Care Trust projects, support our expansion into educational and environmental protection projects and ultimately contribute to Namibia's national development plans.



The Gondwana Care Trust receives valuable support from suppliers and partners.

CARING FOR OUR *Planet*

Namibia's natural environment attracts travellers to the country. The diversity and splendour of our landscapes, flora and fauna, enhanced by the warm welcome travellers receive, generates tourism revenue, employment and economic growth.

Our environment is our greatest asset

Namibia's natural resources are exposed to the ever-increasing threats of deforestation, land encroachment and wildlife poaching. Water scarcity, soil degradation and desertification are perennial risks.

Gondwana owns about 1 400 km² of private conservation land, which is equivalent to 0.4% of Namibia's total conservation land. The group plays a material role in conserving its own properties and contributing to the long-term viability of Namibia as a tourism destination.

Conservation has been core to Gondwana's approach throughout our 27-year history and we play an environmental advocacy role in Namibia. Strict environmental policies are embedded in the Gondwana Way and ensure that each lodge adheres to its environmental management plan.

What guests want

Our guests keep us on our toes, ensuring that we conduct our business responsibly and ethically. The UNESCO and Expedia Group's Sustainable Travel Pledge with which our properties comply, has highlighted that sustainable travel is a growing trend among travellers who want to lessen their impact on the environment. Our hospitality establishments experience this in the questions guests ask about water management, waste management and electricity management. We respond by showing our guests what we do to restore nature, and by creating broader awareness through our marketing platforms.

2023 environmental milestones

- **Reintroducing Gemsbok to the Gondwana Kalahari Park.** With enough grazing to sustain more animals without affecting the availability of fodder, we purchased and introduced 30 gemsbok, increasing the park's gemsbok population to 178 from a low of 24 in 2020.
- **Improving our management of e-waste,** cooking oil and engine oil recycling. In 2023, we recycled 2 112 litres of used cooking oil compared to 625 litres in 2022.
- **Growing self-sustaining food gardens** at lodges.
- **Energy-saving initiatives,** including the replacement of old electrical geysers with hybrid heat pump and solar systems for lodge bathrooms and, the development of our own ice-making and air conditioner cleaning systems to ensure optimal functioning.
- **Increasing the number of indigenous trees** planted by 237% to 1 657 trees, with a focus on endangered quiver trees.
- **Providing environmental training** to 584 Gondwana employees, tailored to each lodge's specific environmental impact
- **Collaborating with the Ministry of Environment, Forestry and Tourism,** our conservancy partners and other relevant organisations in veld fire management, cleanup projects, and wildlife protection operations.

We navigate a range of complex issues in our conservation efforts. Our main challenges in 2023 were:

- Logistics of solid waste management at the remote Gondwana properties like the Zambezi and Canyon Collection.
- Ongoing drought in the Kunene and North central regions attracted wild and domestic animals in search of food and water to our lodges.

How we protect the environment



Green energy and energy efficiency

Gondwana uses Namibia's abundant supply of sunshine for solar power generation across all of our lodges, except for Zambezi Mubala Camp. The lodges have been equipped with solar infrastructure since 2018, in partnership with SolarSaver which charges fixed rental payments. This mitigates unreliable energy supply from the national grid operated by NamPower and cushions Gondwana from increases in NamPower tariffs. Any excess power from the lodges is fed into the national grid.

The urban-based hotels, The Weinberg in Windhoek and The Delight in Swakopmund make use of grid power and The Delight uses solar panels to supplement hot water supply.

Gondwana has saved over N\$4.13 million (2022: N\$2.98 million) since it started using SolarSaver plants. The goal remains to supply most energy usage from own solar power generation.

New solutions in 2023

- o Replacement of old electrical geysers with hybrid solar-powered heat pumps and installation of a centralised solar-powered hot water supply system to new employee bathrooms at Palmwag
- o Production of energy-saving ice-making machines and an air conditioner cleaning system which optimises functionality and energy use

In 2024, Gondwana will focus on maximising its solar usage to further reduce its reliance on Nampower during peak hospitality hours.

The proof of our success

Energy	2021	2022	2023	2024 target
Total energy usage (kWh)	3 071 117	3 694 802	4 143 248	4 200 000
Efficiency (energy usage in kWh per person per day)	15	12	12	10

Solar energy production	2021	2022	2023	2024 target
Energy production (MWh)	1 913	2 061	2 131	2 200
Oil saved (barrels)	1 149	1 238	1 280	1 400
CO ₂ saved (tonnes)	1 970	2 123	2 195	2 300
Trees saved	5 216	5 669	5 859	6 200

	2020	2021	2022	2023	2024 target
Savings from solar (N\$)	935 583	849 501	865 165*	1 149 123	1 200 000

* Energy efficiency measures were unfavourably slanted by the need to keep key appliances switched on despite limited occupancies.

Gondwana's strategic objectives to achieve its commitments to climate change and global environmental health are related to the United Nations (UN) Sustainable Development Goals (SDGs):



Strategic objective

Limit and reduce our Greenhouse Gas (GHG) emissions

Strategic objective

Electricity usage has an environmental and a fiscal impact on Gondwana. Our aim is to optimise the usage of electricity.

Strategic objective

Energy supply – Innovative green energy solutions. Our aim is to ensure maximum electricity supply from renewable sources.

Conserving scarce water

Gondwana educates its guests to use water sparingly and continuously improves its water management systems. Water recycling plants installed at the lodges have reduced Gondwana’s water consumption as water is reused to maintain gardens and nurture indigenous trees. 82% of our lodges are now equipped with wastewater recycling plants. 75% of all water used by employees and guests is recycled.

Gondwana achieved an overall improvement in water efficiency, reflecting higher average occupancies for the year and a sustained focus on reducing water usage. However, we did not meet our water usage target of 400 litres per person for several reasons. Our occupancies were low during the first half of the year and much of our water usage is fixed. High temperatures during the hot months and lower rainfall at the Gondwana SSC, Kalahari Anib Lodge and Damara Mopane Lodge increased freshwater usage for lawns and food gardens, while 28% growth in meat production at the SSC and increased capacity and production of food gardens at the SSC and the lodges accounted for over 47% of the increase in water usage.

The proof of our success

Water usage
588 LITRES
per person per day
(2022: 620 litres)

Water recycled
75%
of all water used by employees and guests
(2022: 75%)

Water	2020	2021	2022	2023	2024 target
Total consumption (m³)	341 593	264 096	262 024	315 144	300 000
Efficiency (litres per person per day)	901	818	620	588	500

Our strategic objectives in relation to SDGs



Strategic objective

Responsible use of water resources

Namibia is a desert country with very scarce water resources. Our aim is to ensure optimal usage and maximum recycling of water.

Responsible waste management

Gondwana's waste management plan reduces waste and ultimately plans to recycle, repurpose or biodegrade all waste and send no waste to landfills. We focus on limiting our use of non-recyclable materials and eliminating all single-use plastics from our restaurants, bars and lodge rooms. At our establishments, we have started installing filtered water dispensers to reduce the use of plastic water bottles.

Each establishment sorts and stores waste in a waste management facility before transporting it to recycling centres. We work with Rent-a-Drum to dispose of waste responsibly.

New solutions in 2023

- Over 2 700 servings of 500 ml water from the Kalahari Anib Lodge water dispenser (2022: 2 200) reduced the use of plastic bottles.
- An increase in produce from the lodges' food gardens reduced single-use plastic wrapping.
- Gondwana's Windhoek head office contributed 300 kg of the 683 kg of recycled e-waste, including old computers, printers and telephones. By recycling the electronic waste, it prevented a total of 984 kg of CO₂ emissions from being released into the atmosphere.
- The Weinberg sends its food waste to a local guest farm (Moonraker) that has a piggery. 19 500 kg of kitchen waste was sent to Moonraker for pig food.
- 42 916 kg of waste was sent to waste management centres (WMC) for recycling.

In 2024, Gondwana will prioritise finding a workable solution to the challenge of transporting waste to WMCs for the lodges in the Zambezi and Karas regions, which are the furthest from a WMC.

The proof of our success

Waste sent to landfill **30%**
(2022: 25%)

We **recycled** **2 112 LITRES** of used cooking oil
(2022: 625 litres), including 855 litres from The Weinberg

We **recycled** **178** printer cartridges and 683 kg of e-waste with NamiGreen, an e-waste recycling business in Windhoek
(2022: 91 cartridges and 109 kg e-waste)

Oiltech also recycles used or old oil filters which they upcycle into firelighters.

We bought **2 338 KG** **recycled firelighters**
(2022: 630 kg)

We partner with Oiltech to recycle used engine oil from our lodges.

We **recycled** **375 LITRES** of engine oil
(2022: 190 litres)

Reducing single-use plastic

We have removed all single-use plastic from our restaurants and bars, where feasible.

How we do it

- No mini foil or plastic butter portions
- Paper straws at all lodges
- Eco-friendly packaging and wax paper wrapping used for lunch packs
- Glass coffee jars and stainless-steel plungers instead of coffee sachets
- Stainless steel sugar canisters are provided to guests
- Kalahari Anib Lodge water dispenser

	2020	2021	2022	2023	2024 target
Waste sent to landfill (%)	35	35	25	30	20

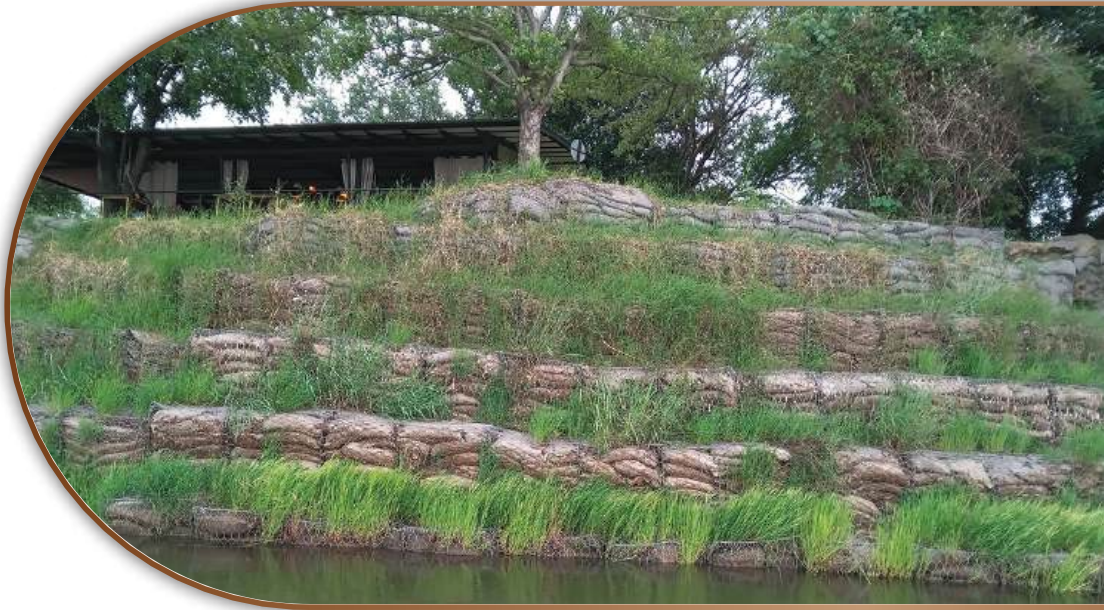
Our strategic objectives in relation to SDGs



Strategic Objective

Responsible waste management

We strive for responsible consumption of products, elimination of single use waste and efficient waste management and recycling.



Sustainable construction methods

Gondwana uses environmentally friendly construction methods when it constructs or renovates properties.

The Gondwana building and maintenance team intervened to save the river bank at Zambezi Mubala Lodge and Camp from water erosion. Galvanised steel gabions filled with locally produced sandbags filled with sand from the area were used to reinforce the river bank in front of the lodge and camp. Over 15 000 sandbags were filled and packed during 2023.

Environmental education

Gondwana provides environmental education to promote sound environmental stewardship among its employees and communities.

During 2023, environmental training focused on fire management in preparation for the fire risk season and prioritised awareness and conservation of endangered quiver trees. We launched an educational video series on the Adopt a Quiver Tree project, including information on the biology and ecology of quiver trees as an endangered endemic species, and how to plant and take care of quiver trees.

The proof of our success

100%

of our lodges have **Environmental Clearance Certificates** from the **Ministry of Environment and Tourism**

(2022: 100%).

The proof of our success

584

Gondwana employees attended courses on **environmental management**

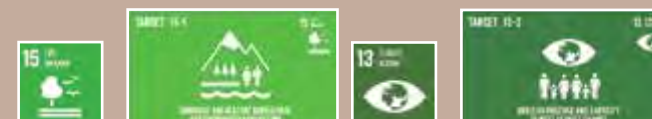
(2022: 100)

20

Conservancy members from the Kunene, Kalahari and Zambezi lodges participated in **fire preparedness** and **firefighting training**

(2022: 135)

Our strategic objectives in relation to SDGs



Sustainable food production

The Gondwana SSC at the Kalahari Farmhouse near Stampriet supplies our lodges with fresh vegetables and organic meat. The farm has hothouses, an on-site butchery and a smokehouse. It has access to water from a multi-layered aquifer.

The SSC scaled up its production to service the needs of lodges as occupancies increased. Gondwana harvests meat from its parks and supports the local livestock industry by sourcing beef and lamb from local farmers.

Gondwana harvested 3 898 kg of vegetables and fruit, 1 266 kg of which was produced at the SSC and 2 632 kg at the lodges which increased the capacity of their food gardens and recorded their output during 2023.

The proof of our success

137 036 KG

Meat processed by the SSC

(2022: 99 391 kg)

110 500 kg of the total amount processed was supplied to the lodges

7 600 kg was donated to Gondwana's conservancy partners

15 000 kg was donated to the beneficiaries of the Gondwana Care Trust MealForTwo project

3 700 kg was sold to local butcheries

At Damara Mopane Lodge, each guest room has its own vegetable garden. These supply 80% of the lodge's required produce. Damara Mopane Lodge harvested 1 500 kg of vegetables (2022: 529 kg), including tomatoes, onions, carrots, beetroot, pumpkin, sweetcorn, spinach, lettuce, other vegetables and herbs, and lemons.

Most of our lodges have netted tunnels where herbs, vegetables and fruit are grown. Hakusembe River Lodge and Namushasha River Lodge harvested 660 and 968 heads of lettuce respectively, amongst a range of other vegetables and fruit from their food gardens.

Our strategic objectives in relation to SDGs



Strategic Objective

Responsible waste management

Source fresh produce from a source close to, or on the lodge property, eliminating the use of packaging

Nature conservation

Gondwana promotes ecotourism by improving environmental health and biodiversity in its areas of operation. We partner with our communities to revitalise plant and animal species, ensuring that environmental education forms part of the relationship.



Rackel Titus, Jeremia Ndemba, Lahja Nekongo and Gabriel Shiweda from Damara Mopane Lodge participated in International Day of Forests at the Eddie Bowe Primary School in Khorixas.

Greening the environment with new trees

Gondwana plants trees to address multiple environmental challenges, promote ecological balance and support sustainable development. In 2023, we extended our tree-planting drive beyond our own properties to schools and communities. From the recently established Namushasha indigenous tree nursery, 25 trees were donated and planted in the Mashi Conservancy and at the Eddie Bowe Primary school in Khorixas, Kunene Region.

In March, employees from the Damara Mopane Lodge participated in the International Forestry Day at the nearby school. The celebration included a day of tree planting and educational awareness provided by the Ministry of Environmental Affairs and Forestry. Gondwana employees planted 20 trees with 500 learners from the school.

Several forestry experts, including the Central Forestry Region Chief Forester, Mrs Lisao, spoke to the learners about the benefits of trees in oxygen production and soil conservation and the importance of raising awareness about solutions to mitigate the effects of climate change, deforestation and water shortages in Namibia. The learners were taught how to prepare the soil before planting, how to plant a seedling and how to take care of a seedling as it grows. Most trees were planted at the school and six were planted at the Khorixas Constituency offices by Damara Mopane staff and officials from the Directorate of Forestry.

Annual Plant-a-Tree Day

Guests pay for a tree to be planted in communal areas at lodges. The respective community receives the funds for planting and nurturing each tree. We grow indigenous trees at Holoog Nursery at Fish River Canyon and the Zambezi Mubala Camp. In 2023, we planted **1 657** trees (2022: 492) and continue to grow seedling stocks, working with other nurseries to increase our supply of trees.



Guests joining the tree planting initiative at the Gondwana Lodges.

Saving endangered quiver trees

The Adopt-a-Quiver-Tree initiative is a conservation programme that preserves and protects quiver trees, a distinctive species of aloe plant found in Namibia's arid regions. Quiver trees, scientifically known as *Aloe dichotoma*, are a symbol of Namibia's natural heritage and are ecologically important.

Quiver trees have cultural significance for the indigenous San people who traditionally used their hollowed branches to make quivers for their arrows. Now quiver trees face several threats, including habitat loss, climate change and illegal harvesting.

The Adopt-a-Quiver-Tree initiative seeks to raise local and international awareness of the importance of preserving the trees and provides individuals and organisations a platform to contribute to their conservation. Participants can "adopt" a quiver tree by contributing N\$600. This contribution helps support the preservation and protection of these iconic trees. In return for their adoption, individuals or groups receive a picture of where their tree is planted in the Gondwana Canyon Park and a certificate with the coordinates and the name they gave their tree, recognising their support.

The Gondwana Care Trust uses the funds for various conservation efforts, including maintaining and protecting quiver tree populations on Gondwana properties, conducting research on quiver trees and their ecosystems, and raising awareness about the importance of preserving them.



An award-winning initiative

The Adopt-a-Quiver-Tree initiative won the Botanical Society of Namibia's 2023 Tree Award in recognition of its "extraordinary measures to save, protect and promote indigenous trees of Namibia."

Ndinelao Shikemeni, Astrid van Lill and Stephanie de Lange represented Gondwana at the award ceremony.

The proof of our success

Adopt-a-Quiver-Tree initiative

1 657 TREES PLANTED

(2022: 492)

3 952 trees planted since the project began in 2018

Adopt-a-Quiver-Tree initiative

108

Quiver trees planted in the park

(2022: 160)

63 Quiver trees were adopted (58% of the Quiver trees planted)

As guardians of nature, we minimise our environmental footprint and maximise our positive impact. We map and calculate the total area with infrastructure and road development on all Gondwana properties. This developed area is subtracted from the total land area under Gondwana's ownership or custodianship. The result is the percentage of land used and developed, while the remaining area represents the percentage of undisturbed and undeveloped land.

Gondwana Canyon Park 0.4%

(2022: 0.4%)

Gondwana Kalahari Park 1.2%

(2022: 1.2%)

Gondwana Namib Park 0.6%

(2022: 0.6%)

Our strategic objectives

Strategic goal

Nature Conservation

Limit our ecological footprint on the land under our stewardship

Strategic goal

Nature Conservation

In Gondwana's private parks, manage our biodiversity in a balanced and sustainable manner to foster a balanced ecosystem

The Gondwana Game Count – Keeping our parks sustainable

Gondwana Canyon Park Annual Game Count

Rainfall is the main determinant of veld and animal condition in the 116 360 hectare semi open Gondwana Canyon Park. Although the park received low and scattered rainfall in 2023 (an average of 39 mm during rainy season) good rainfall in 2021 and 2022 left the veld and animals in the central plains in relatively good condition.

The park's annual game count in July 2023 showed year-on-year increases in the numbers of gemsbok (+75%) and mountain zebra (+53%). However, there were reductions in the numbers of springbok (-172%), ostrich (-177%), klipspringer (-77%) and kudu (-77%). The park's modelled carrying capacity now stands at 5.1 kg/ha (2022: 5.4 kg/ha), while its total grazer biomass is 4.7 kg/ha (2022: 3.8 kg/ha).

The game distribution shifted away from the north to the central plains which maintained good grass biomass. Thus, most of the wildlife was counted in the central regions of the park.

“Even after a year of what would be considered as drought in Namibia, the game numbers almost doubled from last year. This would've not been possible if it weren't for the hands-on work of the Environment and Park Team of Gondwana. I've spent a week with the team, and I've witnessed the work they put in. Keeping the natural habitat as it is, having as little as possible human interference. Gondwana gives their guests the best possible nature experience without interfering with or damaging the natural environment.”

Cornel Blaauw, an outsider's perspective of the Gondwana annual game count.

Gondwana Kalahari Park Annual Game Count

The 9 800 hectare enclosed Gondwana Kalahari Park received 116 mm of rain, 50% of the annual expected rainfall. However, good rainfall in the previous two years maintained the park's carrying capacity at 11 kg/ha.

The annual game count in June 2023 showed a grazer biomass of 7.3 kg/ha, which demonstrates capacity to sustain more animals without affecting the availability of food. As a result, Gondwana purchased and introduced 30 gemsbok to the park's gemsbok population, increasing it to 178 from a low of 24 in 2020. The springbok population increased by 36% to an estimated 1 622 animals.

Star gazing

Gondwana uses a sky quality meter to measure the quality of our night (dark) skies in the Gondwana Canyon Park.

We also promote star gazing activities for our guests at the Namib Collection, Canyon Collection, Kalahari Collection and Palmwag Lodge & Camp. At this year's Kalahari game count, a stargazing expert provided a stargazing activity for the game count participants.

Eco-friendly lodge activities

Gondwana implements sound environmental practices across its hospitality establishments. Mindful of our carbon use, we actively manage our carbon footprint. We encourage guests to enjoy low-carbon activities or transport, including:

- E-bikes
- Stargazing
- Catch-and-release fishing
- Dune-walking
- Tree-planting project in Canyon Park (where guests adopt a quiver tree from the Canyon Lodges or The Narrative)

Eco Awards Namibia

Our lodges consistently receive environmental awards and high environmental ratings. This is a testament to their sustainability track record.

Gondwana participates in Eco Awards Namibia, a sustainable tourism certification programme. Tourism operators volunteer for independent assessments to verify their standard of environmental care and sustainable practices. Six Gondwana lodges were assessed during 2023.

In 2024, Eco Awards Namibia will assess The Weinberg, Canyon Roadhouse, Canyon Lodge and Canyon Village and reassess Namib Desert Lodge, Dune Star Camp, The Desert Whisper and The Desert Grace.

The proof of our success

13 Gondwana lodges have a **five Eco Flower rating** and received excellent scores for conservation and guiding, energy, water, legal compliance and employee health and welfare.

Green 5 Flower Certificate

The Delight Hotel in Swakopmund was reassessed by Eco-Awards Namibia and maintained its status, once again receiving the highest accolade of five green flowers for exemplary environmental efforts.

The other Gondwana Lodges that received the accolade during their previous assessments are:

- 5 Flowers**
- Kalahari Anib Lodge
 - Kalahari Farmhouse
 - Damara Mopane Lodge
 - Omarunga Epupa-Falls (First Eco-Awards assessment)

- The Desert Grace
- Namib Desert Lodge
- Namib Dune Star Camp
- The Desert Whisper
- Hakusembe River Lodge
- Namushasha River Lodge
- Namushasha River Villa

- 4 Flowers**
- Palmwag Lodge & Camp (First Eco-Awards assessment)

Gondwana's Stephanie de Lange (right) receiving the Eco Award certificates.



Looking to the future

Our environmental efforts will continue to focus on:

- Expanding our conservation efforts in the Gondwana Canyon Park, within and beyond the park's borders, in partnership with like-minded neighbours
- Implementing water dispensing machines at our Gondwana properties, as finances allow, to further improve our waste management
- Renewing and updating all lodges' environmental management plans and clearance certificates
- Creating and implementing an internal environmental monitoring dashboard that all lodge and support departments can use to evaluate their environmental performance
- Implementing an external audit of the environmental plans and practices at Gondwana's lodges and parks to benchmark the group against others in the industry. The audit, conducted by the Namibia University of Science and Technology, will also assess our activities against best practices and assist us in filling any gaps.



Our Financial **PERFORMANCE**

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Gondwana achieved a strong financial recovery in 2023 as the effective implementation of our strategy yielded excellent results, compensating for the slow, but steady, return of international guests, and setting the stage for future growth.

The health of our core hospitality business was uncertain at the beginning of the year as international travellers remained tentative about booking and paying deposits long in advance. This position improved as the year progressed and confidence returned to the international travel market. By year-end, bulk-organised tours started to re-emerge and are expected to contribute to revenue growth in 2024.

Gondwana's ability to adapt to market trends, and turn unfavourable conditions to its advantage, underpinned our financial recovery in 2023. This quality remains inherent in the drivers of our future growth. Our investments in new, complementary products and services, such as car rental, traveller transfers, destination management and luxury urban properties all responded to tourism trends, compensating for slower growth in our traditional fixed-cost volumes-driven hospitality operations. They also positioned us to diversify into new growth markets, such as business travel in Namibia.

The synergies we create between these complementary offerings secure a bigger portion of each guest's expenditure along the tourism value chain, generating more cash and positive yields. We continued to mature our synergies, exploring their full potential and increasing synergies that can unlock more value. Our strategic actions are all reflected in Gondwana's improved financial performance.

The implementation of our strategy is, to a large extent, made possible by the Gondwana brand and the confidence it instils in our partners, whether they be financiers or joint venture partners. During a period in which our capital resources were very constrained, as a result of necessary borrowings during Covid-19 and the high cost of borrowing, we were able to raise capital on favourable terms to invest in future growth. As we expand our property portfolio to capitalise on growth in the affluent lifestyle and business traveller markets, we aim for a healthy balance between owned and managed joint venture properties, with the latter providing access to properties in prime urban and coastal locations with minimal capital outlay.

The settlement of Gondwana's business interruption claim after three years of negotiation enabled us to strengthen our financial position by settling our overdraft, and provided the financial headroom to normalise our employee remuneration and reward. We will honour the payment of a special dividend in 2024 that had been due to our shareholders in 2019.

Demonstrating the financial rewards of our strategy

Gondwana's revenue increased by 50% to N\$707 million and profit after tax (PAT) grew by 342% to a record N\$125 million. The company was profitable across the board, with the hospitality business contributing the bulk of PAT (81%), followed by the car rental business (15%), and the joint venture properties (2%). The Gondwana Travel Centre (GTC) is a high revenue, high cost business (due to third-party payments), resulting in a relatively low gross profit. However, it generates a significant proportion of the other entities' business through cross-selling. Similarly, the car rental business offers discounts to customers who book other Gondwana products or services. These examples demonstrate the effectiveness of the synergies between the different entities. These will generate additional profit as occupancies increase.

Financial discipline remained a factor in our financial performance. Our operations teams maintained, and improved, cost-efficiency measures, and managed overheads in a recovery year. The achievement of N\$122 million operating profit on 42% occupancy serves as proof that Gondwana's business model remains strong and continues to yield rewards.

Leveraging our brand for financial stability and growth

During 2023, we restructured our balance sheet to refinance a portion of our N\$362 million bank debt (accrued mainly during 2020 and 2021 as a result of Covid), reduced our interest expense and created capacity for future growth.

This was achieved with the issue of a second bond under Gondwana's note programme approved by the NSX in 2020.

A total amount of N\$250 million was issued to participating investors, with maturity periods staggered between three and five years. The issuance was 1.9 times oversubscribed, demonstrating strong investor demand. The issued notes are listed on the NSX and carry a floating interest rate.

The capital raised relieved Gondwana of dependence on commercial banks, reduced our cost of capital and improved repayment terms. The new arrangement resulted in a N\$4 million positive impact on the income statement. Strong cash generation increased retained earnings and equity, resulting in a more acceptable debt:equity ratio. We expect to fully erase the Covid impact on our balance sheet by end-2024.

A look into the future

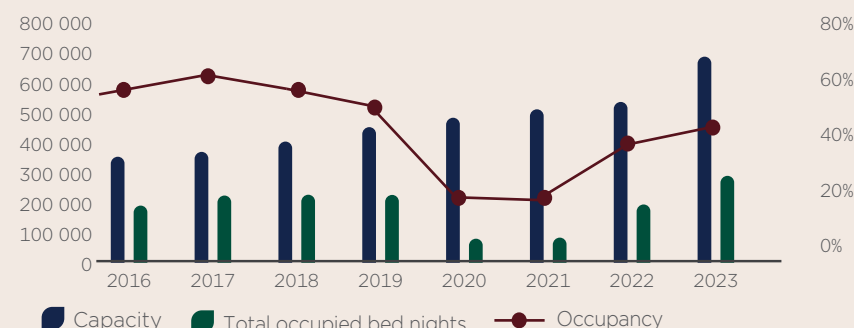
Gondwana is favourably positioned to achieve further growth in 2024 and beyond. We will continue to focus on generating positive financial outcomes by implementing our strategy, unlocking more value from our synergies as our hospitality occupancies increase, and capitalising on new growth opportunities in Namibia. There remains significant capacity in the system that bodes well for strong revenue growth.

Financial analysis

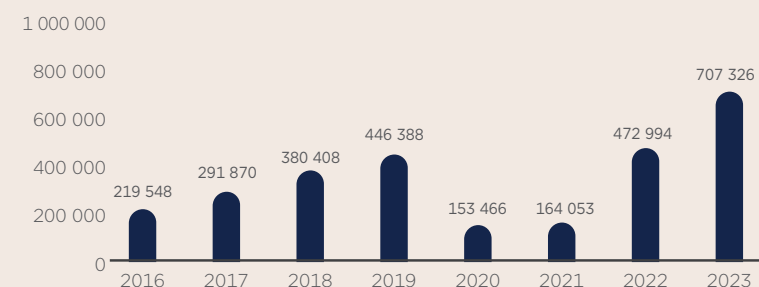
We achieved our budgeted occupancy which was conservative because 2023 was a recovery year for international tourism. A significant portion of the 16% growth in occupancy stemmed from amplified business travel, typically single occupancy, alongside a 28% capacity increase as a result of our joint venture agreements. The yield was below target because customers spent less on extras, such as food, drinks and activities, particularly in the first half of the fiscal year when guests were more cost conscious. The yield was also impacted by a higher-than-normal proportion of Namibians who are priced differently. Vehicle fleet utilisation was satisfactory. We expect the return of bulk travel to positively impact occupancy in 2024.

Financial analysis

Growth in occupied bed nights per year

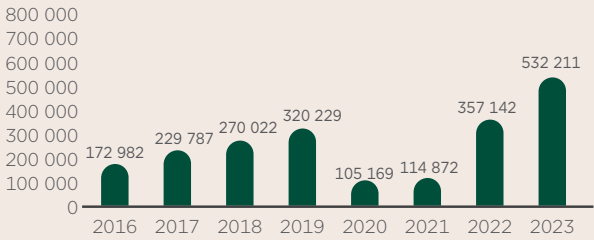


Total consolidated revenue (N\$'000)



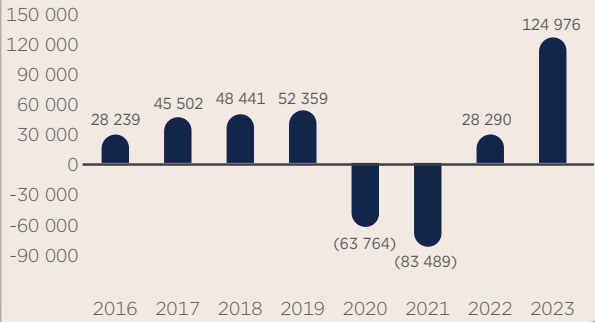
Total consolidated revenue increased by 50%. However, total consolidated revenue was 7% below budget, largely as a result of lower than anticipated revenue from the Gondwana Travel Centre (GTC) and an overall lower yield per person. The GTC contributes to the group's profitability by generating business for other Gondwana entities. An increase in the conversion of quotations bodes well for revenue growth in 2024.

Gross profit (N\$'000)



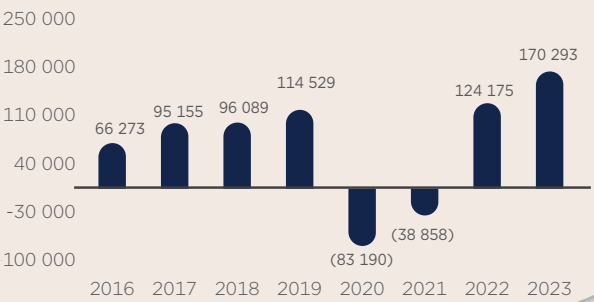
The gross profit increased by 49% (2022: 211%) due to higher growth in new revenue streams (car rental and joint venture properties). In 2023, the group achieved a gross profit percentage of 75% as a result of effective cost control in proportion to revenue.

Total comprehensive income/(loss) (N\$'000)



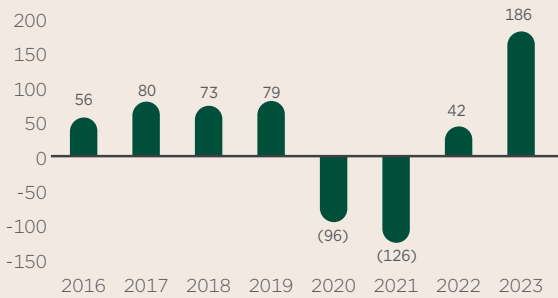
Total comprehensive income increased by 342% taking into account other non-operating income. Headline earnings increased by 81%. The group reported N\$184 million profit before tax (2022: N\$42 million), which impacted cash flow positively. For 2024, we forecast N\$141 million in profit before tax.

EBITDA (N\$'000)



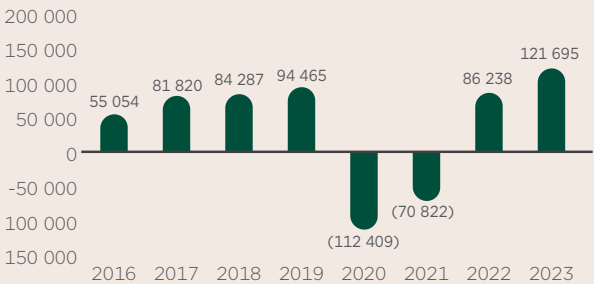
EBITDA increased by 37% and demonstrates improved operational profitability and efficiency within the business. Disciplined cost control at Gondwana lodges, and the positive effect of synergies, supported EBITDA growth. Gondwana forecasts EBITDA in excess of N\$240 million in 2024 due to the cash-generative capacity of the business.

Earnings per share (cents per share)



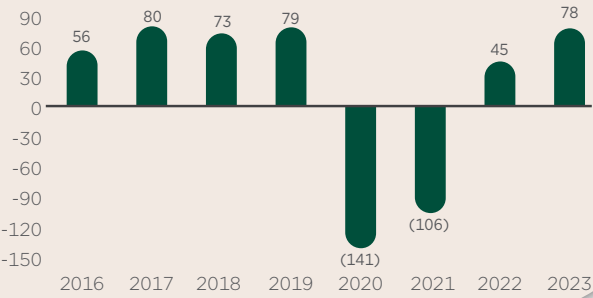
Earnings per share (EPS) increased by 343% to 186 cents per share (CPS).

Operating profit (EBIT) (N\$'000)



Earnings before interest and tax (EBIT) increased by 41% (2022: 222%), as we generated more earnings from our core business activities, and enhanced our financial stability and resilience.

Headline Earnings per share (cents per share)



Headline EPS increased by 73% to 78 CPS, in line with our expectations, thus restoring value to the 2019 level.



Group statement of profit and loss and other comprehensive income

As at 31 October 2023

	2023 N\$'000	%	2022 N\$'000	%	2021 N\$'000	%	2020 N\$'000	%	2019 N\$'000
Guests ('000)	289	49	194	131	84	5	80	(64)	225
Revenue	707 326	50	472 994	188	164 053	7	153 466	(66)	446 388
Cost of sales	(175 116)	51	(115 852)	136	(49 181)	2	(48 297)	(62)	(126 159)
Gross profit	532 210	49	357 142	211	114 872	9	105 169	(67)	320 229
Gross profit (%)	75	(1)	76	9	70	2	69	(4)	72
Other income	17 286	41	12 280	52	8 091	(16)	9 614	64	5 868
	549 496	49	369 422	200	122 963	7	114 783	(65)	326 097
Operating expenditure	(379 210)	55	(245 242)	51	(162 370)	(18)	(197 307)	(7)	(211 568)
Movement in credit loss allowance	6	220	(5)	(101)	549	(182)	(666)	-	-
EBITDA	170 292	37	124 175	420	(38 858)	(53)	(83 190)	(173)	114 529
EBITDA (%)	24	-8	26	208	(24)	(56)	(54)	(308)	26
Operating expenditure – depreciation	(48 597)	28	(37 937)	19	(31 964)	9	(29 219)	46	(20 064)
Operating profit (EBIT)	121 695	41	86 238	222	(70 822)	(37)	(112 409)	(219)	94 465
Investments income	2 762	12 455	22	38	16	(92)	208	(92)	2 495
Other non-operating Income/(loss)	110 000	100	-	100	(12 304)	-	-	-	-
Net finance cost	(50 811)	14	(44 419)	37	(32 319)	29	(25 088)	21	(20 808)
Share of profit/(loss) from joint venture and associate	127	807	14	141	(34)	(115)	229	-	-
Profit/(loss) before taxation	183 773	339	41 854	136	(115 463)	(16)	(137 060)	(280)	76 152
Taxation	(58 789)	333	(13 564)	142	31 974	(27)	43 664	(284)	(23 793)
Profit/(loss) for the year	124 984	342	28 290	134	(83 489)	(11)	(93 396)	(278)	52 359
Other comprehensive income	-	-	-	-	-	(100)	29 632	-	-
Total comprehensive income/(loss)	124 984	342	28 290	134	(83 489)	31	(63 764)	(222)	52 359
EBITDA ratio									
Total long-term liabilities (excluding deferred tax liability)	458 890	6	431 463	33	323 211	(0.4)	324 565	83	177 098
Ratio to total EBITDA	2.69	(22)	3.47	142	(8.32)	113	(3.90)	(352)	1.55
Earnings per share (cents per share)	186	343	42	133	(126)	31	(96)	(222)	79
Headline earnings per share (cents per share)	78	73	45	142	(106)	25	(141)	(278)	79

Note: % year-on-year increase or (decrease).

Abridged GROUP ANNUAL FINANCIAL STATEMENTS

Group statement of financial position

As at 31 October 2023

	Notes	2023 N\$'000	2022 N\$'000
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	2	923 936	868 293
Right-of-use asset		17 931	17 869
Intangible assets		25 686	25 764
Goodwill	3	11 745	11 745
Other financial assets		1	1
Investment in associate		4 113	-
Investment in joint venture		7 015	7 011
Loans to related parties		804	815
Deferred tax asset		5 771	55 779
		997 002	987 277
CURRENT ASSETS			
Current tax receivable		1 883	1 883
Inventories		33 162	22 900
Biological assets		197	225
Trade and other receivables		96 415	77 502
Cash and cash equivalents		164 612	28 907
		296 269	131 417
TOTAL ASSETS		1 293 271	1 118 694

	Notes	2023 N\$'000	2022 N\$'000
EQUITY AND LIABILITIES			
CAPITAL AND RESERVES			
Share capital	4	69	66
Share premium	4	149 161	132 302
Revaluation reserve		200 766	200 823
Shareholders' reserve		17 320	17 365
Retained earnings		185 862	61 879
Equity attributable to equity holders of the parent		553 178	412 435
Non-controlling interest		1 363	305
Total Equity		554 541	412 740
NON-CURRENT LIABILITIES			
Deferred tax liability		50 639	44 531
Interest-bearing liabilities: secured	5.1	171 612	395 312
Interest-bearing liabilities: unsecured	5.2	250 000	-
Lease liabilities		19 957	19 210
Loans from related party	6	17 321	14 852
Deferred interest liability		-	2 089
		509 529	475 994
CURRENT LIABILITIES			
Bank overdrafts		-	38 479
Short-term portion of interest-bearing liabilities: secured		74 318	81 356
Short-term portion of interest-bearing liabilities: unsecured		4 242	603
Short-term portion of lease liabilities		448	370
Deferred interest liability		2 089	-
Current tax payable		275	16
Trade and other payables		147 650	108 955
Dividend payable		179	181
		229 201	229 960
TOTAL EQUITY AND LIABILITIES		1 293 271	1 118 694



Group statement of profit or loss and other comprehensive income

for the year ended 31 October 2023

	Notes	2023 N\$'000	2022 N\$'000
REVENUE	7	707 326	472 994
COST OF SALES		(175 116)	(115 852)
GROSS PROFIT		532 210	357 142
Other operating income		127 286	12 280
Movement in credit loss allowance		6	(5)
Operating expenses		(427 807)	(283 179)
Operating income		231 695	86 238
Investment income		2 762	22
Finance income		1 010	38
Finance cost		(51 821)	(44 457)
Earnings from associate		113	-
Share of profit from joint venture		14	14
Profit before taxation		183 773	41 855
Taxation		(58 789)	(13 565)
Profit for the year		124 984	28 290
Total comprehensive income attributable to:			
Owners of parent		123 926	27 985
Non-controlling interest		1 058	305
Total comprehensive income		124 984	28 290
Consolidated earnings per share			
Basic and diluted earnings per share (cents) for the year attributable to ordinary equity holders of the parent		186.43	42.17



Group statement of changes in equity

for the year ended 31 October 2023

	Share Capital N\$'000	Share premium N\$'000	Revaluation reserves N\$'000	Shareholders' reserve N\$'000	Retained income N\$'000	Total N\$'000	Non controlling interest N\$'000	Total equity N\$'000
Balance at 31/10/2021	66	132 302	200 880	17 365	33 837	384 450	-	384 450
Total comprehensive income	-	-	-	-	27 985	27 985	305	28 290
Profit for the year	-	-	-	-	27 985	27 985	305	28 290
Other comprehensive income	-	-	-	-	-	-	-	-
Revaluation reserve release	-	-	(57)	-	57	-	-	-
Balance at 31/10/2022	66	132 302	200 823	17 365	61 879	412 435	305	412 740
Total comprehensive income	-	-	-	-	123 926	123 926	1 058	124 984
Profit for the year	-	-	-	-	123 926	123 926	1 058	124 984
Other comprehensive income	-	-	-	-	-	-	-	-
Acquisition of associate	-	2 000	-	-	-	2 000	-	2 000
Share based payments - employee shares	3	14 850	-	-	-	14 853	-	14 853
Adjustment of non-financial liability	-	-	-	(45)	-	(45)	-	(45)
Revaluation reserve release	-	-	(57)	-	57	-	-	-
Other	-	9	-	-	-	9	-	9
Balance at 31/10/2023	69	149 161	200 766	17 320	185 862	553 178	1 363	554 541
Note	4	4						



Group statement of cash flows

for the year ended 31 October 2023

	2023 N\$'000	2022 N\$'000
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from customers	833 258	490 124
Payments to suppliers	(329 515)	(261 317)
Payments to employees	(184 835)	(127 514)
CASH GENERATED FROM OPERATIONS	318 908	101 293
Dividend income received	2 762	22
Finance income received	1 010	38
Finance cost paid	(47 180)	(19 135)
Taxation paid	(2 414)	(141)
Net cash inflow from operating activities	273 086	82 077
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(118 656)	(110 150)
Proceeds on disposal of property, plant and equipment	24 325	10 168
Investment in associate	(2 000)	-
Inter-group rent joint venture	10	8
Loan repaid by related party	10	7
Deposits paid for acquisition of subsidiaries and property	(20 529)	-
Net cash outflow from investing activities	(116 840)	(99 967)
CASH FLOW FROM FINANCING ACTIVITIES		
Payment of principal portion of lease liabilities	(323)	(230)
Loan (repaid to)/advanced from related party	-	14 852
Dividends paid	-	(3)
Proceeds from borrowings	350 961	151 750
Repayment of borrowings	(332 700)	(42 107)
Net cash inflow from financing activities	17 938	124 262
NET INCREASE IN CASH AND CASH EQUIVALENTS	174 184	106 372
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	(9 572)	(115 944)
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	164 612	(9 572)

SUMMARY OF ACCOUNTING POLICIES

for the year ended 31 October 2023

1. ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated annual financial statements are set out below:

1.1 Basis of preparation

The consolidated annual financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these annual financial statements and the Namibian Companies Act, No 28 of 2004.

The annual financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Namibian dollars, which is the group functional and presentation currency.

These accounting policies are consistent with the previous period.

1.2 Significant accounting judgements and estimates

Judgements made by management

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement are inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements and estimates include:

Loans, receivables and impairment of financial assets

The group assesses its loans and receivables for impairment at each statement of financial position date. In determining whether an impairment loss should be recorded in the statement of profit or loss and other comprehensive income, the group makes judgements as to whether there is observable data indicating impairment and to predict estimated future cash flows from a financial assets.

The impairment for loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlated with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss period.

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

Impairment of non-financial assets

The recoverable amounts of individual assets have been determined based on the higher of value-in-use calculations and fair values. These calculations require the use of estimates and assumptions.

The group reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value-in-use of goodwill and tangible assets are inherently uncertain and could materially change over time.

Valuations of land and buildings

Use is made of independent professionally qualified valuers. Valuations are currently performed on a three-year rotation cycle basis. Valuations are based on assumptions regarding discount rates, vacancy factors, structural conditions and inflation rates, and are performed by independent external valuers. Refer to note 2 for the valuation methodology applied.

Leases

Determining the lease terms

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. The renewal period for leases of land with longer non-cancellable periods (i.e., 10 to 25 years) are not included as part of the lease term as these are not reasonably certain to be exercised as these depend on future continued relationship with the community who owns the communal land, the minimum fixed lease payments for renewal periods are also not available hence no lease liabilities for these could be recognised. All future cash outflows have been included in the lease liability. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affect this assessment and that is within the control of the lessee.

Taxation

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

The group recognised a deferred tax asset, primarily relating to historical and current year tax losses. The recoverability of this deferred tax asset is dependent on the generation of sufficient future taxable income to utilise those tax losses.

1. ACCOUNTING POLICIES (continued)

1.2 Significant accounting judgements and estimates (continued)

Consolidation of entities in which the Group holds 50% of the voting rights

The group considers that it ultimately controls Gondwana Hospitality Management (Pty) Ltd and Okapuka Hospitality Management (Pty) Ltd even though the voting rights are split equally with third parties. This is because the group is the operator of the entities through a management agreement which provides it with the current ability to direct the relevant activities which most significantly affect the variable returns of the above entities. The group operates the entities under its name and reputation through the management agreement and makes the day-to-day operating decisions as well as employs all of the staff that is required in Gondwana Collection Namibia (Pty) Ltd which is a 100% owned subsidiary. Therefore, Gondwana Hospitality Management (Pty) Ltd and Okapuka Hospitality Management (Pty) Ltd are consolidated into the group annual financial statements with 50% of returns being recognised as non-controlling interest

Developing an accounting policy

Through the shareholders agreement of Gondwana Hospitality Management (Pty) Ltd (GHM), the entity took control of Property, Plant and Equipment (PPE) from the 50% shareholder Mont Vinum Properties (Pty) Ltd (MVP) via a related party loan. The agreement states that the loan is only repayable should the agreement come to an end and that the repayment will take the form of returning all initially and subsequently acquired PPE. There is no obligation to settle any part of the loan via cash.

In determining the appropriate accounting treatment of the related party loan held by GHM, which is not repayable in cash but in non-financial assets, the group must apply judgement in terms of IAS 8 to develop an accounting policy as there is no IFRS standard that specifically applies to the transaction.

The development and application of the accounting policy needs to result in information that is relevant to the economic decision-making needs of users as well as reliable. In developing this accounting policy, the group considers the following sources in descending order:

- o the requirements in IFRSs dealing with similar and related issues;
- o the definitions, recognition criteria and measurement concepts for assets, liabilities, income and expenses in the Conceptual Framework for Financial Reporting;
- o most recent pronouncements of other standard-setting bodies that use a similar conceptual framework to develop accounting standards;
- o other accounting literature and accepted industry practices, to the extent that these do not conflict with the sources above.

The group has identified a similar standard that deals with this type of transaction, which is IAS 32, and as such has developed an accounting policy applying the requirements of IAS 32.

Since the counter party is a shareholder (non-controlling interest (NCI)), the residual credit could be considered equity.

However, it does not meet the definition of equity in IAS 32 because the entity does not have the unconditional ability to avoid repayment, albeit of a non-financial asset.

In terms of IAS 32.17, a critical feature in differentiating a financial liability from an equity instrument is the existence of a contractual obligation of one party to the financial instrument (the issuer) either to deliver cash or another financial asset to the other party (the holder) or to exchange financial assets or financial liabilities with the holder under conditions that are potentially unfavourable to the issuer.

Since the residual amount does not meet the definition of equity, it represents a liability. While the obligation is not a financial one, it is nevertheless appropriate to analogize to NCI put guidance as per IAS 32.23 and the recent IASB guidance on separation of compound instruments (IFRS - IASB Update February 2023).

Since there is no equity element, the entire residual amount at day one is recognised as a liability.

Refer to 1.5 Non-financial loan from related party for the accounting policy.

1.3 Property, plant and equipment

The cost of an item of plant and equipment is recognised as an asset when:

- o The cost of the item can be measured reliably; and
- o It is probable that future economic benefits associated with the item will flow to the group.

Capital work in progress is stated at cost, net of accumulated impairment losses, if any. Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add or to replace part of it.

Costs incurred to service an item of property, plant and equipment are expensed.

If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment. Plant and equipment are carried at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is provided on all property, plant and equipment other than land, to write down the cost, less residual value, on a straight-line basis over their useful lives as follows:

Item	Depreciation rate
Land	Indefinite
Buildings	0 – 5% per annum (weighted average)
Plant, machinery and equipment	10 – 15% per annum (weighted average)
Motor vehicles	14 – 25% per annum (weighted average)
Furniture and fittings	10 – 15% per annum (weighted average)
Computer equipment	30% per annum
Linen and crockery	20% per annum
Powerlines	10% per annum
Office and communication equipment	15% per annum

1. ACCOUNTING POLICIES (continued)

1.3 Property, plant and equipment (continued)

The residual value of the useful life of each asset is reviewed at each financial year-end.

Each part of an item of plant and equipment with a cost that is significant in relation to the total cost of the item shall be depreciated separately.

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss and other comprehensive income in the year the asset is derecognised.

Where the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is written down to its recoverable amount through the statement of profit or loss and other comprehensive income.

Land is subsequently measured at the revaluation model. Properties are measured at fair value less accumulated depreciation and impairment losses recognised after the date of revaluation. Buildings are not depreciated where the residual value is higher than the carrying value. Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

A revaluation surplus is recorded in Other Comprehensive Income and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation surplus.

An annual transfer from the asset revaluation surplus to retained earnings is made for the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. However, where management have assessed the residual value of the asset to be greater than its carrying value, no depreciation is recognised and no such transfer is made. Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation surplus relating to the particular asset being sold is transferred to retained earnings.

1.4 Financial instruments

Financial instruments held by the group are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classified possibilities, which are adopted by the group, are as follows:

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or
- Fair value through other comprehensive income. (This category applied only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is achieved by both collecting contractual cash flows and selling the instruments); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or
- Designated at fair value through profit or loss. (This classification option can only be applied when it eliminates or significantly reduces an accounting mismatch).

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to contingent consideration in a business combination or to liabilities which are held for trading); or
- Designated at fair value through profit or loss. (This classification option can be applied when it eliminates or significantly reduces an accounting mismatch; the liability forms part of a group of financial instruments managed on a fair value basis; or it forms part of a contract containing an embedded derivative and the entire contract is designated as at fair value through profit or loss).

Trade receivables

Classification

Trade receivables are classified as financial assets subsequently measured at amortised cost.

They have been classified in this manner because their contractual terms give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal outstanding, and the group's business model is to collect the contractual cash flows on trade receivables.

Recognition and measurement

Trade receivables are recognised when the group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

1. ACCOUNTING POLICIES (continued)

1.4 Financial instruments (continued)

Trade receivables (continued)

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Impairment

The group recognises a loss allowance for expected credit losses on trade receivables, excluding VAT, prepayments and deposits. The amount of expected credit losses is updated at each reporting date.

The group measures the loss allowance for expected credit losses on trade receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The group makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast director of conditions at the reporting date, including the time value of money, where appropriate. The customer base is widespread and does not show significantly different loss patterns for different customer segments. Provision matrix was used in the current year. An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in profit or loss as a movement in credit loss allowance. Trade receivables are grouped in such a manner that they share similar credit risk characteristics, such as nature of the loan, external credit ratings (if available), industry of counterparty etc.

Definition of default

The group considers a default event if there is either a breach of financial covenants by the counterparty, or if internal or external information indicates that the counterparty is unlikely to pay its creditors in full (without taking collateral into consideration). Irrespective of this, the group considers that default has occurred when a customer's account is more than 30 days past due unless there is reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Write off policy

The group writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g., when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk

Details of credit risk are included in the financial instruments and risk management note (note 10.1 (d)).

Loans to related parties and other receivables

Classification

Loans to related parties and other receivables are classified as financial assets subsequently measured at amortised cost.

They have been classified in this manner because the contractual terms of these loans give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the group's business model is to collect the contractual cash flows on these loans.

Recognition and measurement

Loans to related parties and other receivables are recognised when the group becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the loan initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Impairment

The group recognises a loss allowance for expected credit losses on all loans to related parties measured at amortised cost. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective loans.

The group measures the loss allowance at an amount equal to lifetime expected credit losses (lifetime ECL) when there has been a significant increase in credit risk since initial recognition. If the credit risk on a loan has not increased significantly since initial recognition, then the loss allowance for that loan is measured at 12 month expected credit losses (12-month ECL).

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a loan. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a loan that are possible within 12 months after the reporting date.

In order to assess whether to apply lifetime ECL or 12-month ECL, in other words, whether or not there has been a significant increase in credit risk since initial recognition, the group considers whether there has been a significant increase in the risk of a default occurring since initial recognition rather than evidence of a loan being credit impaired at the reporting date or of an actual default occurring.

1. ACCOUNTING POLICIES (continued)

1.4 Financial instruments (continued)

Loans to related parties and other receivables (continued)

Significant increase in credit risk

In assessing whether the credit risk on a loan has increased significantly since initial recognition, the group compares the risk of a default occurring on the loan as at the reporting date with the risk of a default occurring as at the date of initial recognition.

The group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the counterparties operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information.

Irrespective of the outcome of the above assessment, the credit risk on a loan is always presumed to have increased significantly since initial recognition if the contractual payments are more than 30 days past due, unless the group has reasonable and supportable information that demonstrates otherwise.

By contrast, if a loan is assessed to have a low credit risk at the reporting date, then it is assumed that the credit risk on the loan has not increased significantly since initial recognition.

The group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increases in credit risk before the amount becomes past due.

Definition of default

For purposes of internal credit risk management purposes, the group considers that a default event has occurred if there is either a breach of financial covenants by the counterparty, or if internal or external information indicates that the counterparty is unlikely to pay its creditors in full (without taking collateral into account).

Irrespective of the above analysis, the group considers that default has occurred when a loan instalment is more than 60 days past due unless there is reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Write off policy

The group writes off a loan when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g., when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Loans written off may still be subject to enforcement activities under the group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e., the magnitude of the loss if there is a default) and the exposure at default.

The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. The exposure at default is the gross carrying amount of the loan at the reporting date.

Lifetime ECL is measured on a collective basis in cases where evidence of significant increases in credit risk are not yet available at the individual instrument level. Loans are then grouped in such a manner that they share similar credit risk characteristics, such as nature of the loan, external credit ratings (if available), industry of counterparty etc.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, and vice versa.

An impairment gain or loss is recognised for all loans in profit or loss with a corresponding adjustment to their carrying amount through a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance.

Details of credit risk related to loans to related parties are included in the financial instruments and risk management note (note 10.1 (d)).

Other financial assets

Other financial assets are equity instruments and are measured at fair value through profit or loss where any change in fair value is recognised in profit or loss.

Interest-bearing borrowings and loans from related parties

Classification

Loans from related parties and interest-bearing borrowings are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

Interest-bearing borrowings and loans from related parties are recognised when the group becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost using the effective interest method.

1. ACCOUNTING POLICIES (continued)

1.4 Financial instruments (continued)

Interest-bearing borrowings and loans from related parties (continued)

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability. Interest expense, calculated on the effective interest method, is included in profit or loss in finance costs. Borrowings expose the group to liquidity risk and interest rate risk. Refer to note 10.1(c) for details of risk exposure and management thereof.

Trade and other payables

Classification

Trade and other payables excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability. If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs. Trade and other payables expose the group to liquidity risk and possibly to interest rate risk. Refer to note 10.1 (c) for details of risk exposure and management thereof.

Cash and cash equivalents

Cash and short-term deposits in the statement of financial position comprise of cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to insignificant risk of change in value.

For the purpose of the group statement of cashflows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the group's cash management.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method.

Derecognition of Financial assets

The group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the group retains substantially all the risks and rewards of ownership of a transferred financial asset, the group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Derecognition of Financial liabilities

The group derecognises financial liabilities when, and only when, the group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Fair value methods and assumptions

The fair value of financial instruments traded in an organised financial market is measured at the applicable quoted prices.

The fair value of financial instruments not traded in an organised financial market, is determined using a variety of methods and assumptions that are based on market conditions and risk existing at statement of financial position date, including independent appraisals and discounted cash flow methods.

The carrying amounts of financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair value.

1.5 Non-financial loan from related party

Classification

Non-financial loans from related parties are classified as non-current liabilities on day one.

Recognition and measurement

Non-financial loans from related parties are recognised when the group takes over control of the property, plant and equipment (PPE) to which the loans relate as per the agreement. They are measured, at initial recognition, at the fair value of the PPE taken over. Subsequently, the loans are matched to the PPE balance by amortising any difference directly to equity.

1. ACCOUNTING POLICIES (continued)

1.5 Non-financial loan from related party (continued)

Recognition and measurement (continued)

The balance of the loan is the amount recognised initially, adjusted for any movements in the PPE. The movements in the PPE are depreciation and any additions or disposals. The amortisation charge is recognised in equity as a shareholder's reserve.

This ensures that the liability matches the PPE as the obligation relates to the return of the PPE. As such, the liability is adjusted downwards and upwards depending on how the PPE balance changes over time and the difference is recorded in equity as it relates to a counter party that is a shareholder (NCI).

1.6 Tax

Current income tax

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities/(assets) for the current and prior periods are measured at the amount expected to be paid to/(recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the statement of financial position date.

Deferred income tax

Deferred income tax is provided using the liability method on temporary differences at the statement of financial position between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit/(tax loss).

Deferred tax liabilities are measured at the rate substantively enacted at statement of financial position date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

The group offsets tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, directly in equity; or
- a business combination.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly to equity.

1. ACCOUNTING POLICIES (continued)

1.6 Tax (continued)

Value-added tax

Revenues, expenses and assets are recognised net of the amount of value-added tax except:

- o where the value-added tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the value added tax is recognised as part of the cost of the acquisition of the asset or as part of the expense item as applicable; and
- o receivables and payables that are stated with the amount of value-added tax included.

The net amount of value-added tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

1.7 Leases IFRS 16

The group assesses whether a contract is or contains a lease, at inception of the contract. The group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. The IFRS 16 recognition exemption is applied to short-term leases and leases of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined the group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- o fixed lease payments (including in-substance fixed payments), less any incentives;
- o variable lease payments that depend on an index or rate, initially measure using the index or rate at the commencement date;
- o the amount expected to be payable by the lessee under residual value guarantees;
- o the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- o payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the group statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- o the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- o the lease payments change due to changes in an index or rate or a change in expected payments under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- o a lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The group remeasured some lease liabilities due to changes in rates used to determine future lease payments. The initial discount rate was applied.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. The costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of the lease term and useful life of the underlying asset.

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset.

The depreciation starts at the commencement date of the lease. The right-of-use assets are presented as a separate line in the group statement of financial position. The group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the "Property, plant and equipment" policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "Other expenses" in the statement of profit or loss. As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The group has not used this practical expedient.

1. ACCOUNTING POLICIES (continued)

1.8 Share capital, equity and reserves

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Ordinary shares are classified as equity.

Non-distributable reserves

Existing revaluation reserves are treated as non-distributable. Transfers to retained earnings only take place upon the underlying asset being retired or disposed of.

Revaluation reserves arising from assets used by the entity may be transferred to retained earnings. The amount of the surplus transferred would be the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. However, where management have assessed the residual value of the asset to be greater than its carrying value, no depreciation is recognised and no such transfer is made. Transfers from the revaluation surplus to retained earnings are directly done in equity.

1.9 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably. Intangible assets are initially recognised at cost if acquired separately or internally generated or at fair value (which is regarded as their cost) if acquired as part of a business combination. Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale;
- there is an intention to complete and use or sell it;
- there is an ability to use or sell it;
- it will generate probable future economic benefits;
- there are available technical, financial and other resources to complete the development and to use or sell the asset;
- the expenditure attributable to the asset during its development can be measured reliably.

The expenditure capitalised includes the cost of material, direct labour and an appropriate proportion of overheads. Other development expenditure is recognised in profit or loss in the period in which it is incurred. Capitalised development expenditure is stated at cost less accumulated amortisation and impairment losses.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses. An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired.

For all other intangible assets, amortisation is provided on a straight-line basis over their useful life tested for impairment. The amortisation period and the amortisation method for intangible assets are reviewed every period-end, with the effect of any changes in estimate being accounted for on a prospective basis. Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result, the asset is tested for impairment and the remaining carrying amount is amortised over its useful life. Internally generated brands, customer lists and items similar in substance are not recognised as intangible assets.

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific assets to which it relates. All other subsequent expenditure is expensed as incurred. Amortisation commences when the project generating the intangible asset has been completed.

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date, which is regarded as their cost. Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided to write down the intangible assets on a straight-line basis, to their residual values. The foreseeable lives of the intangible assets range between 5 and 10 years.

Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

The useful lives of intangible assets have been assessed as follows. Amortised over straight-line method with no residual value.

<i>Item of intangible asset</i>	<i>Average useful life</i>
Computer software	5 years
Leasehold right	Indefinite

1. ACCOUNTING POLICIES (continued)

1.10 Inventories

Inventory is valued at the lower of cost and net realisable value.

Cost in each category is determined as follows:

- Raw material at actual cost on a weighted average cost basis.
- Own manufactured products at direct raw material and labour cost plus an appropriate portion of production overheads on a weighted average cost basis.
- Consumable and trading stock at actual cost on a weighted average cost basis.
- Transfers from biological asset to inventory are valued at cost which is equal to fair value less cost to sell of the biological asset.

1.11 Biological assets

Biological assets comprise of livestock and game. They are recognised when the group takes over control of the biological assets. They are measured at initial recognition, at the fair value of the biological assets taken over. Subsequently they are measured at fair value and management assesses the fair value at each year-end. Changes in fair value are recognised through profit and loss.

1.12 Agricultural produce

Vegetables and agricultural products produced by the group are initially measured at its fair value less cost to sell at the time of harvest and recorded in inventories until used internally for making food for guests at various lodges. Vegetables and fruit produced by the group are subsequently measured at net realisable value. The net realisable value is determined based on market prices in the local area.

1.13 Dividend distribution

The group's dividend policy is to consider a final dividend in respect of each financial year up to a maximum of 33% of the net profit after tax for that year, subject to project financing and contractual operating requirements and availability of cash resources.

1.14 Employee benefits

Short-term employee benefits

Liabilities which relate to short-term employee benefits are not discounted and are recognised as current liabilities within trade and other payables.

A defined contribution plan is one under which the group pay fixed contributions into a separate entity and there is no legal or constructive obligation to pay any further contributions should that plan hold insufficient assets to fund all employee benefits relating to employee services in the current or prior periods. Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

The cost of short-term employee benefits is recognised in the period in which the service is rendered. Short-term costs include salaries, wages, annual and sick leave costs, bonus and other profit-sharing costs and defined contribution costs.

The expected cost of paid leave is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating leave, when the leave occurs.

The expected cost of profit sharing, and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

1.15 Consolidation of subsidiaries

Basis of consolidation

The consolidated annual financial statements comprise the financial statements of the company and its subsidiaries as at the reporting date. Control is achieved when the group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the group controls an investee if, and only if, the group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee;
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the group has less than a majority of the voting or similar rights of an investee, the group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee;
- Rights arising from other contractual arrangements;
- Group's voting rights and potential voting rights.

The group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the group obtains control over the subsidiary and ceases when the group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated annual financial statements from the date the group gains control until the date the group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

1. ACCOUNTING POLICIES (continued)

1.15 Consolidation of subsidiaries (continued)

Basis of consolidation (continued)

If the group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

All inter-company transactions and balances between group companies are eliminated in full on consolidation.

Acquisitions and disposals

Subsidiaries are fully consolidated into the group's annual financial statements from the effective date of acquisition to the effective date of disposal or when control ceases.

The group accounts for business combinations using the acquisition method of accounting. The cost of the business combination is measured as the aggregate of the fair values of assets given, liabilities incurred or assumed, and equity instruments issued. Costs directly attributable to the business combination are expensed as incurred, except the costs to issue debt which are amortised as part of the effective interest and costs to issue equity which are included in equity.

Goodwill is determined as the consideration paid, plus the fair value of any shareholding held prior to obtaining control, plus non-controlling interest and less the fair value of the identifiable assets and liabilities of the acquiree. If, in the case of a bargain purchase, the result of this formula is negative, then the difference is recognised directly in profit or loss.

Goodwill is not amortised but is tested on an annual basis for impairment. If goodwill is assessed to be impaired, that impairment is not subsequently reversed.

1.16 Investment in associates and joint ventures

An associate is an entity over which the group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the group. When necessary, adjustments are made to bring the accounting policies in line with those of the group.

After application of the equity method, the group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

1.17 Impairment of non-financial assets

The group assesses at each statement of financial position date whether there is any indication that an asset may be impaired. If any such indication exists, the group estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the group also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use of impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual year and at the same time every year.
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

1. ACCOUNTING POLICIES (continued)

1.17 Impairment of non-financial assets (continued)

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

The group assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased, if any such indication exists, the recoverable amounts of those assets are estimated.

1.18 Government grants

Grants that compensate the group for expenses incurred are recognised in profit or loss as other income on a systematic basis in the periods in which the expenses are recognised, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case the grant is recognised when it becomes receivable.

1.19 Revenue recognition

The group's key sources of income include: sale of accommodation, sale of food and beverages. The accounting for each of these elements is discussed below:

Sale of accommodation

The contract to provide accommodation is established when the customer books accommodation. The performance obligation is to provide the right to use accommodation for a given number of nights, and the transaction price is the room rate for each night determined at the time of the booking.

The performance obligation is met when the customer is given the right to use the accommodation, and so revenue is recognised for each night as it takes place, at the room rate for that night. Customers may pay in advance for accommodation. In this case the group has received consideration for services not yet provided. This is treated as a contract liability until the performance obligation is met. The contract liability is disclosed in the trade and other payables as deposits on accommodation and tour packages. The contract liability is expected to be realised within 12 months.

Sale of food and beverages

The contract is established when the customer orders the food or drink item, and the performance obligation is the provision of food and drink by the lodge. The performance obligation is satisfied when the food and drink is delivered to the customer, and revenue is recognised at this point at the price for the items purchased. Payment is made on the same day and consequently there are no contract assets or liabilities.

Sale of tour packages

Gondwana arranges leisure travel packages for tourists at lodges that it owns as well as lodges that are owned by external parties. It also provides car rental services to tourists. This division primarily carries out an intermediation activity in the sale of travel-related products and managing the booking of the hotel rooms.

Revenue is recognised when services are provided to the customer thus, from the date of commencement of the travel experience since it's understood that in this moment the performance obligation is fulfilled. Revenue is recognised as the amount of service fees receivable as determined based on the agreement entered with the principal party.

Customers pay in advance for the bookings. In this case the group has received consideration for services not yet provided. This is treated as a contract liability until the performance obligation is met. Contract liabilities are disclosed under trade and other payables as deposits on accommodation and tour packages. The contract liability is expected to be realised within 12 months.

Car rental services

The contract is established when the customer hires the vehicle, the performance obligation is the provision of the vehicle, and this is satisfied when the vehicle is delivered to the customer. Revenue is recognised at a point in time. The customer pays for the car rental vehicle as and when the service is availed.

Other revenue

Telephone, laundry, souvenirs, fuel, activities and other represents other services provided to customers. Revenue is recognised for at the time of rendering the service or at the point of sale.

Dividend income

Is recognised when the right to receive dividends is established.

1.20 Interest income

Interest income is recognised on a time-proportion basis using the effective interest method. When a loan and receivable is impaired, the group reduces the carrying amount to its recoverable amount, being the estimated future cash flows discounted at the original effective interest of the instrument and continued unwinding the discount as interest income. Interest income on impaired loans and receivables are recognised using the original effective interest rate. Interest income is included in "finance income" in profit or loss.



Abridged notes to the annual financial statements

for the year ended 31 October 2023

2. PROPERTY, PLANT AND EQUIPMENT

Group	Capital work in Progress N\$'000	Land and buildings N\$'000	Plant, machinery and equipment N\$'000	Motor vehicles N\$'000	Furniture & fittings N\$'000	Computer equipment N\$'000	Linen and crockery N\$'000	Power-lines N\$'000	Total N\$'000
Year ended 31/10/2023									
Opening net carrying amount	3 245	688 954	11 770	125 582	30 602	1 225	6 281	634	868 293
Transfer work in progress	(207)	207	-	-	-	-	-	-	-
Additions	205	4 987	3 522	101 216	8 593	1 482	1 076	-	121 081
Disposals	-	-	(15)	(17 886)	(93)	(4)	(5)	-	(18 003)
Depreciation	-	(472)	(3 984)	(29 740)	(9 351)	(729)	(3 077)	(82)	(47 435)
Closing net carrying amount	3 243	693 676	11 293	179 172	29 751	1 974	4 275	552	923 936
At 31/10/2023									
At cost/valuation	3 243	702 608	35 068	251 381	69 401	7 960	20 757	2 553	1 092 971
Accumulated depreciation	-	(8 932)	(23 775)	(72 209)	(39 650)	(5 986)	(16 482)	(2 001)	(169 035)
Net carrying amount	3 243	693 676	11 293	179 172	29 751	1 974	4 275	552	923 936
Year ended 31/10/2022									
Opening net carrying amount	8 428	684 855	11 674	58 926	27 849	549	8 185	801	801 267
Transfer work in progress	(4 882)	4 571	311	-	-	-	-	-	-
Additions	771	-	3 398	91 600	11 187	1 291	1 903	-	110 150
Derecognition	(1 072)	-	-	-	-	-	-	-	(1 072)
Disposals	-	-	(14)	(5 834)	-	-	-	-	(5 848)
Depreciation	-	(472)	(3 599)	(19 110)	(8 434)	(615)	(3 807)	(167)	(36 204)
Closing net carrying amount	3 245	688 954	11 770	125 582	30 602	1 225	6 281	634	868 293
At 31/10/2022									
At cost/valuation	3 245	697 414	31 676	180 467	60 920	6 498	19 686	2 553	1 002 459
Accumulated depreciation	-	(8 460)	(19 906)	(54 885)	(30 318)	(5 273)	(13 405)	(1 919)	(134 166)
Net carrying amount	3 245	688 954	11 770	125 582	30 602	1 225	6 281	634	868 293

2. PROPERTY, PLANT AND EQUIPMENT (continued)

If land and building in Gondwana group were measured using the cost model, the carrying amounts would be as follows:

	2023 N\$'000	2022 N\$'000
Cost	500 377	495 183
Accumulated depreciation	(8 699)	(8 227)
	491 678	486 956

Details of valuation

Properties across the group are valued by an independent third party at least once in a 3-year cycle. The valuation is based on the depreciated replacement method, for lodges market value for admin properties in Windhoek and comparable sales value for land. The valuations were last performed by Mr P J Scholtz, a qualified property valuator.

The valuer has experience in the location and categories of properties being valued. All properties are otherwise valued by the directors during the period in which they are not independently valued. The properties were last valued in 2020.

It is the policy of the group that revaluations on land and buildings are independently performed every 3 years unless the properties have been previously acquired within the previous 3 years, in that case management believes that their fair values do not differ significantly to their carrying amounts at year-end.

Valuation technique and significant unobservable inputs

Valuations performed in 2020 were done by a qualified and independent valuator of properties, Mr P J Scholtz. Three methods of valuations were applied, market value for the properties in Windhoek, depreciated replacement values for buildings on lodges and comparable sales values for land.

The properties in Windhoek were valued based on potential rental income generated capitalised at a market return of 9%. The rental income was determined at a rate of N\$ 165 per square meter less cost of approximately 15%. The location of the property was also taken into consideration.

The lodge buildings were valued at depreciated replacement value. The replacement values were determined using the square meters of the buildings constructed, plus a value for the land. The cost of constructions used varied between N\$ 500 per square meter to N\$ 9 500 per square meter depending on the actual construction, location of the construction and considering complexity of the construction. Each constructed area was separately assessed applying an appropriate rate per square meter constructed. A value was added to the building value when constructed on right of leasehold land to take into account the fair value of the building.

The values obtained were adjusted for a depreciation factor. The factor applied ranged from 20% to 40% depending on the age of the lodge and the actual physical condition of the lodge, noting that continuous maintenance is executed on all lodges.

The underlying land was valued at a comparable sales value. These values varied significantly based on the location of the land. Land values for commercial farm and land ranged from N\$ 500 per hectare to N\$ 75 000 per hectare. These values also varied depending on access to key tourism sites such as access to National Parks.

Property at Swakopmund was valued based on the potential bed night income generated, capitalised at a market return of 12%. The bed night rate was determined at a rate of N\$ 1 880 to N\$ 3 010 per room which was annualised taking into account the occupation rate less cost of approximately 65%.

Fair value hierarchy

All properties are classified as level 3 in terms of the fair value hierarchy.

3. GOODWILL

	2023 N\$'000	2022 N\$'000
Opening net carrying amount	11 745	11 745
Impairment	-	-
Closing net carrying amount	11 745	11 745
For more details relating to goodwill refer to the explanations below:		
Goodwill acquired		
- Antigua Island Investment (Pty) Ltd	10 896	10 896
- Woestynplaas (Pty) Ltd	849	849
	11 745	11 745
Opening balance	11 745	11 745
Impairment of goodwill	-	-
Closing balance	11 745	11 745

3. GOODWILL (continued)

Antigua Island Investment (Pty) Ltd

The total value of Antigua Island Investments (Pty) Ltd including goodwill as disclosed in the annual financial statements is N\$ 39.9 million as at 31 October 2023 (2022: N\$ 44.2 million) including capital work in progress. This is a separately identifiable cash generating unit. The prior year goodwill assessment was compared to active results for the year, and the cash generating unit were better than as per assessments. In assessing the recoverable amount, being the value in use of the cash generating unit, budgeted profits for 2024 to 2033 were used, adjusted for update expectations based on provisional bookings and estimated bed nights and considering the current economic environment. In determining the discounted cash flow of the Palmwag Lodge (Antigua Island Investments (Pty) Ltd). The following were key assumptions:

- o Average growth rate of 7% (2022: 7%) per annum, discount has been determined based on a value in use calculation using cash flow projections from financial budget approved by senior management, covering a 10-year period, which is the remainder of the original lease term..
- o A pre-tax weighted average cost of capital of 13.08% (2022: 12.82%) was used as the discount factor, which was based on the current debt equity ratio weighting, taking a pre-tax 12% debt rate (in line with prime lending rate) and 18% cost of equity, based on the pre-covid return on equity of the group which was also in line with market capitalisation at that time.
- o Except for inflation, no direct growth rate was applied. Actual expected occupancy was used as revenue generator. This was levelled out at an expected maximum expected level.
- o The underlying term of the right-of-leasehold was used as the period for the discounted cash flow, as this was the basis of acquisition when acquiring the asset originally. The period ends in 2033, with a right of renewal, which was not taken into account.
- o The terminal value was taken as the actual cost (not adjusted for inflation) invested in the actual physical asset of the company, as this is the minimum expected sales value of the underlying asset at the end of the original lease period. Value for goodwill or right-of-leasehold were not considered.
- o All key assumptions are based on past experience.

Based on the above assumptions, the net present value of the investment amounts to N\$ 43.4 million (2022: N\$ 46.8 million) which exceeds the current carrying value of the cash generating unit of N\$ 39.9 million (2022: N\$ 44.2 million). In addition, management performed some sensitivity analysis, should there be a situation where the recovery in tourism is slower than expected. The directors were still satisfied that no impairment is applicable.

Woestynplaas (Pty) Ltd

The goodwill relating to these investments is not significant for the group, therefore no additional disclosure is provided. Management have assessed that no impairment is applicable to Woestynplaas (Pty) Ltd.

4. SHARE CAPITAL

	2023 N\$'000	2022 N\$'000
Authorised:		
500 million ordinary shares of N\$ 0.001 each	500	500
Issued:		
68.9 million ordinary shares of N\$ 0.001 each (2022: 66.3 million ordinary shares of N\$ 0.001 each)	69	66

The unissued shares are under the control of the directors until the next Annual General Meeting.

Total issued shares are fully paid.

	2023 No. of shares '000	2023 N\$'000
Reconciliation of share capital		
At 1 November 2022	66 357	66
Issued on 1 May 2023 for acquisition of Retutpro Photography and Retouching (Pty) Ltd ^(*)	235	-
Issued on 31 October 2023 for employee share-based payment ^(#)	2 388	3
	68 980	69

	2023 N\$'000	2022 N\$'000
Reconciliation of share premium		
At 1 November 2022	132 302	132 302
Issued on 1 May 2023 for acquisition of Retutpro Photography and Retouching (Pty) Ltd ^(*)	2 000	-
Issued on 31 October 2023 for employee share-based payment ^(#)	14 850	-
Other	9	-
	149 161	132 302

(*) A share issue, together with N\$ 2 million in cash, was made to acquire 50% ownership in Retutpro Photography and Retouching (Pty) Ltd. There were no vesting conditions attached and the shares have been issued at their fair value on 1 May 2023 which was N\$ 8.50. The shares of Gondwana Holdings Limited are traded over-the-counter (OTC) and records of share trades are kept from which the fair value was determined. No expected dividends or any other features were incorporated into the measurement of the fair value. The transaction is fully exercised and was recognised as part of the investment in associate.

(#) The share-based payment to employees had no vesting conditions, no attached options and is equity-settled. The fair value of the shares was determined to be N\$ 6.22 on measurement date which is also the grant date, based on the weighted average price of shares traded over a twelve-month period based on an observable over-the-counter market price. No expected dividends or any other features were incorporated into the measurement of the fair value. There are no share options or liabilities outstanding at year end in relation to any share-based payments. All share-based payments are fully exercised and the transaction was immediately recognised as an expense.



5. LONG-TERM LIABILITIES

5.1 Non-current interest-bearing loans – secured

	Interest rate	Maturity	2023 N\$'000	2022 N\$'000
Unlisted Senior Secured Floating rate notes – N\$ 70 million (2022: N\$ 70 million)	3 month JIBAR + 245 basis points	2025	69 804	70 000
Bank Windhoek Limited – Nil (2022: N\$ 278 million)	Prime + 0.8	2025	-	242 792
Bank Windhoek Limited N\$ 12 million (2022: N\$ 12 million)	Prime	2032	10 796	-
Development Bank of Namibia Covid Relief Term Loan – N\$ 50 million (2022: N\$ 50 million)	Fixed 5.925	2027	31 273	43 922
Development Bank of Namibia – Bank loan – N\$ 50 million (2022: N\$ 50 million) Development	Prime -1	2024	-	9 840
Bank of Namibia – Instalment sale	Fixed 5.925	2026	14 595	-
Bank Windhoek Limited – Instalment sale	Prime related	2028	39 833	18 350
First National Bank of Namibia Limited – Instalment sale	Prime + 1	2026	865	4 887
Salambala Conservancy – Loan	Prime -1	2027	257	332
Millennium Challenge Account	Fixed rate	2032	4 189	5 189
			171 612	395 312

5.2 Non-current interest-bearing loans – unsecured

Listed Senior Unsecured floating rate notes N\$ 150 million (2022: Nil)	3 month JIBAR + 220 basis points	2026	150 000	-
Listed Senior Unsecured floating rate notes N\$ 100 million (2022: Nil)	3 month JIBAR + 250 basis points	2028	100 000	-
			250 000	-
Total non-current interest-bearing loans and borrowings			421 612	395 312

5.3 Current interest-bearing loans – secured

Unlisted Senior Secured Floating rate notes – N\$ 70 million (2022: N\$ 70 million)	3 month JIBAR + 245 basis points	2025	1 202	607
Bank Windhoek Limited – Nil (2022: N\$ 278 million)	Prime + 0.8	2025	-	34 993
Bank Windhoek Limited – N\$12 million (2022: N\$ 12 million)	Prime	2032	779	300
Development Bank of Namibia Covid Relief Term Loan – N\$ 50 million (2022: N\$ 50 million)	Fixed 5.925	2027	12 648	8 228
Development Bank of Namibia – Bank loan – N\$ 50 million (2022: N\$ 50 million)	Prime -1	2024	9 691	11 806
Development Bank of Namibia – Instalment sale	Fixed 5.925	2026	9 033	-
Bank Windhoek Limited – Instalment sale	Prime related	2028	35 476	11 788
First National Bank of Namibia Limited – Instalment sale	Prime + 1	2026	3 293	6 330
Standard Bank Namibia Limited – Instalment sale	Prime – 0.5	2024	1 733	6 845
Salambala Conservancy – Loan	Prime -1	2027	80	76
Millennium Challenge Account	Fixed rate	2032	383	383
			74 318	81 356

5.4 Current interest-bearing loans – unsecured

Ruth Albrecht Trust – Anib Lodge (Pty) Ltd	Fixed 9		-	603
Listed Senior Unsecured floating rate notes N\$ 150 million (2022: Nil)	3 month JIBAR + 220 basis points	2026	2 517	-
Listed Senior Unsecured floating rate notes N\$ 100 million (2022: Nil)	3 month JIBAR + 250 basis points	2028	1 725	-
			4 242	603
Total current interest-bearing loans and borrowings			78 560	81 959
Total interest-bearing loans and borrowings			500 172	477 271

5. LONG-TERM LIABILITIES (continued)

Unlisted Senior Secured Floating rate notes – N\$ 70 million (2022: N\$ 70 million)

Through Pledges and Cession through the group, the vehicles acquired with the funds act as security for the notes. Interest is charged at the 3 month JIBAR related rate. The maturity profile for the notes is 3 years.

Bank Windhoek Limited – Nil (2022: N\$ 278 million)

This loan has been fully settled during the current financial year.

Bank Windhoek Limited – N\$ 12 million (2022: N\$ 12 million)

As at year end the group borrowed N\$12 million from Bank Windhoek Limited. The loan is repayable over 5 years with 47 (2022:59) monthly instalments, with a balloon payment of the outstanding amount in month 60 and failing repayment of same, an option to refinance the outstanding capital, interest and costs owing at such time subject to formal credit application to and approval by the bank and credit criteria being met. Interest is calculated at prime lending rate at present 11.50%.

The loan is secured as follows:

- Unlimited suretyship by Gondwana Collection Namibia (Pty) Ltd, Reg. No.2017/0459, unsecured;
- Unlimited suretyship by Klein Okapuka CC, Reg. No. CC/96/947, supported by:
 - » A first covering mortgage bond of N\$17.4 million over portion A of the Farm Klein Okapuka No.51, Khomas Region, Namibia;
 - » Unlimited suretyship by A Flachberger, supported by security in own names; and
 - » Cession of Leasehold over Farm Klein Okapuka No.51.

Development Bank of Namibia – Covid Relief Term Loan – N\$ 50 million (2022: N\$ 50 million)

This loan is secured by Swakopmund property Erf 5378. The loan carries interest at a fixed rate of 5,925%.The loan is repayable in 45 (2022: 57) monthly instalments. Repayments amount to N\$ 1.2 million (2022: N\$ 1.2 million) per month.

Development Bank of Namibia – Bank loan – N\$ 50 million (2022: N\$ 50 million)

This loan is secured by Swakopmund property Erf 5378. The loan carries interest at prime less 1%. The loan is repayable in 8 (2022: 20) monthly instalments. Repayments amount to N\$ 1.1 million (2022: N\$ 1 million) per month.

Development Bank of Namibia – Instalment Sale

The balance consists of various Instalment sales in the name of Gondwana Collection Namibia (Pty) Ltd, secured by movable assets purchased therewith, attracting interest at a fixed rate of 5.925%, with monthly instalments totalling N\$ 849 244 (2022: Nil).

Bank Windhoek Limited – Instalment Sale

The balance consists of various instalment sales in the name of Gondwana Collection Namibia (Pty) Ltd, secured by movable assets purchased therewith, attracting interest at prime related rates, with monthly instalments totalling N\$ 3.2 million (2022: N\$ 1 million).

First National Bank of Namibia Limited – Instalment Sale

The balance consists of various Instalment sales in the name of Gondwana Collection Namibia (Pty) Ltd, secured by movable assets purchased therewith, attracting interest at prime related rates, with monthly instalments totalling N\$ 470 967 (2022: N\$ 700 755).

Standard Bank Namibia Limited – Instalment Sale

The balance consists of various Instalment sales in the name of Gondwana Collection Namibia (Pty) Ltd, secured by movable assets purchased therewith, attracting interest at prime related rates, with monthly Instalments totalling N\$ 261 853 (2022: N\$ 873 778).

Salambala Conservancy – Loan

The loan is repayable in 49 (2022: 61) monthly Instalments of variable minimum payments. The liability is secured by the right of leasehold on which the Chobe Camp is situated. Interest is prime less 1%, payable at prime less 1% as per the schedule of operating fees in the Joint Venture Agreement between the company and Salambala.

Millennium Challenge Account

The loan does not attract interest, is repayable over a period of 9 years with Instalments based on revenue generated and is secured by the concession assets purchased with the loan.

Listed Senior Unsecured Floating rate notes – N\$ 250 million (2022: Nil)

These notes have no security. Interest is charged at the 3-month JIBAR related rate. The maturity profile for the N\$ 150 million and N\$ 100 million notes is 3 years and 5 years respectively.

Ruth Albrecht Trust – Anib Lodge (Pty) Ltd

This loan has been fully settled during the current financial year.

The carrying amount of the long-term liabilities approximates its fair value.



6. LOANS FROM RELATED PARTY

	2023 N\$'000	2022 N\$'000
Mont Vinum Properties (Pty) Ltd	17 321	14 852
The loan is classified as follows:		
Financial liabilities ^(#)	300	300
Non-financial liabilities ⁽¹⁾	17 021	14 552
	17 321	14 852

^(#) The loan relates to working capital injections received. The loan does not bear interest, has no fixed terms of repayment and has no security. The loan is not expected to be repaid within the next 12 months and is therefore disclosed as a non-current liability.

⁽¹⁾ The loan relates to take on of property, plant and equipment purchased by Mont Vinum Properties (Pty) Ltd (MVP) and handed over to Gondwana Hospitality Management (Pty) Ltd as per the shareholders agreement. The loan does not bear interest and has no fixed terms of repayment. There is no obligation to settle the loan in cash. If the agreement comes to an end, the loan will be settled by handing over all property, plant and equipment to MVP. Therefore, the loan is classified as a non-financial instrument. The agreement has no term and is not expected to terminate and therefore the loan is disclosed as a non-current liability.

	2023 N\$'000	2022 N\$'000
Reconciliation of non-financial loan:		
Opening balance	14 552	-
Additions – take on of property, plant and equipment	2 424	14 552
Adjustment to shareholders' reserve	45	-
	17 021	14 552

7. REVENUE

	2023 N\$'000	2022 N\$'000
Revenue from contracts with customers	707 326	472 994
Set out below is the disaggregation of the group's revenue from contracts with customers:		
Accommodation	313 840	202 518
Activities	50 804	30 865
Bar	37 082	25 456
Car rental	76 555	48 015
Conference	6 908	4 307
Fuel	19 799	16 750
Laundry and other	4 046	2 839
Package tour sales	33 126	36 385
Restaurant	142 185	95 364
Souvenirs / telephone cards	18 574	9 813
Transfers	4 407	682
Total revenue from contracts with customers	707 326	472 994
Primary geographical markets		
Namibia	707 326	472 994
Total revenue from contracts with customers	707 326	472 994
Timing of revenue recognition		
Good transferred at a point in time	360 360	234 092
Services transferred overtime	346 966	238 902
Total revenue from contracts with customers	707 326	472 994
Liabilities related to contracts with customers		
Deposits on accommodation and tour packages	52 527	32 383

8. RELATED COMPANIES' TRANSACTIONS

	2023 N\$'000	2022 N\$'000
Transactions with related companies:		
Ruth Albrecht Trust - interest expense	20	78
Naukluft Electricity Investments (Pty) Ltd - electricity charge	1 746	1 179
Fisher Quarmbly & Pfeifer - bond registration and other	517	552
Wine bar - purchases	2 563	1 884
Compensation to directors and key management - salary and other short-term employee benefits	13 877	8 218
- share-based payment	13 123	-
- retirement benefit plans: defined contribution expense	514	397
Conserv Engineering Services CC - repairs and maintenance	327	248
Hannes Gouws & Partners Incorporated - legal fees - insurance claim	82	894
Mont Vinum Properties (Pty) Ltd - rent expense	5 323	2 717
Klein Okapuka CC - rent expense	262	-
Retutpro Photography and Retouching (Pty) Ltd - videography services received	1 949	-
- accounting services and equipment provided	(103)	-

All transactions are performed on an arm's length basis.

Related parties are identified as follows:

- o Conserv Engineering Services CC - common shareholding, membership
- o Fisher Quarmbly & Pfeifer - common shareholders, directors, partners
- o Gondwana Care Trust - common directorship/trusteeship
- o Hannes Gouws & Partners Incorporated - common shareholder/director LJ Gouws
- o Island Marble Investments (Pty) Ltd - joint venture
- o Klein Okapuka CC - non-controlling interest shareholder
- o Mont Vinum Properties (Pty) Ltd - non-controlling interest shareholder
- o Naukluft Electricity Investments - associated company
- o Retutpro Photography & Retouching (Pty) Ltd - associate
- o Ruth Albrecht Trust - Common shareholder / director/trustee - CJ Gouws
- o Springwater Investments (Pty) Ltd - common ultimate shareholding, directorship
- o Wine Bar - common shareholders of a subsidiary

9. CAPITAL RISK MANAGEMENT

Capital management

The group's objectives when managing capital are to safeguard the group's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the group may adjust the amount of dividends paid to shareholders, issue new capital or sell assets to reduce debt.

The group monitors capital on the basis of gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as equity, as shown in the statement of financial position, plus net debt. During 2023 the group's strategy, which was unchanged from 2022 was applied.

The gearing ratios at 31 October 2023 and 2022 are as follows:

	2023 N\$'000	2022 N\$'000
Total borrowings	539 987	552 271
Less: cash and bank balances	(164 612)	(28 907)
Net debt	375 375	523 364
Total equity (excluding non-controlling interest)	553 178	412 436
Total equity and debt	928 553	935 800
Gearing ratio	40%	56%

10. FINANCIAL RISK MANAGEMENT

10.1 Overview

The group's activities expose it to a variety of financial risks: Credit risk, liquidity risk and market risk. Market risk is further divided into currency risk, operational risk and interest rate risk. There were no significant changes in the manner which risk is managed in comparison to the previous period.

The board has overall responsibility for the establishment and oversight of the group's risk management framework.

a) Market risk

i) Foreign exchange risk

The group is exposed to minimal foreign exchange risk, as none of the purchases are paid for in foreign currency and revenue is generally in local currency. The group has one foreign exchange account with Standard Bank Namibia Limited. The effect of this is not considered significant.

ii) Operational risk

Based on past experience, the group experiences only inconsequential fluctuations in product prices. The objective is to be profitable and remain competitive. Management sets prices a year in advance during the budgeting process.

10. FINANCIAL RISK MANAGEMENT (continued)

10.1 Overview (continued)

a) Market risk (continued)

Sensitivity analysis

The table below summarises the impact of increases/decreases of the average cost and selling prices of products on the group's post-tax profit for the year. The analysis is based on the assumption that cost and selling prices had increased/decreased by 10% with all other variables held constant.

	2023		2022	
	10% increase N\$'000	10% decrease N\$'000	10% increase N\$'000	10% decrease N\$'000
Effect on profit and loss after tax and impact on equity	36 190	(36 190)	24 286	(24 286)

b) Interest rate risk

As the group has no significant interest-bearing assets, the group's income and operating cash flows are substantially independent of changes in market interest rates. Overdraft accounts at Banks attract interest at prime related rates.

Unsecured liabilities attract interest at the JIBAR rate plus basis points, while secured liabilities attract interest at prime related rates, JIBAR plus basis points as well as at a fixed rate of 5.925%. Other loans to related parties carry no interest.

	2023 N\$'000	2022 N\$'000
Bank overdraft	–	(38 479)
Lease liabilities	(20 405)	(19 580)
Interest bearing liabilities – secured	(245 930)	(476 668)
Interest bearing liabilities – unsecured	(254 242)	(603)

The group's trade and other receivables and trade and other payables do not expose the group to any significant interest rate risks due to their short-term non-interest nature.

The following table below summarises the effective interest rate for monetary financial instruments:

	2023 %	2022 %
Current bank accounts	prime related	prime related
Instalment sales	prime related	prime related
Lease liabilities	7.5 – 10.50%	7.5 – 9.25%
Long-term liabilities – secured	prime related	prime related
Long-term liabilities – secured	JIBAR related	Nil
Long-term liabilities – secured	5.925% fixed	5.925% fixed
Long-term liabilities – unsecured	JIBAR related	9% fixed

The increase in 100 basis points in the interest rate would affect the group's income after tax and equity by N\$ 3.5 million (2022: N\$ 3.6 million).

The decrease in 100 basis points in the interest rate would affect the group's income after tax and equity by N\$ 3.5 million (2022: N\$ 3.6 million).

c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the business, the group aims at maintaining flexibility in funding by keeping committed credit lines available.

The group manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through a mixture of cash generated from operations and long-term and short-term borrowings. Committed borrowing facilities are available for meeting liquidity requirements and deposits are held at central banking institutions.

In order to manage liquidity risk, management performs cash flow forecasts which take cognisance of group debt financing plans, covenant compliance, internal ratio targets and any external regulatory or legal requirements that may be in place.

A rolling cash flow forecast is maintained individually at operating entity level and consolidated by company finance. The forecast is regularly performed to monitor group's liquidity requirements and to ensure there is sufficient cash to meet operational and capital needs while maintaining sufficient headroom on undrawn committed borrowing facilities which the group has access to. This cash flow management process ensures that the group does not breach borrowing limits or covenants on any of its facilities, where applicable.

The table below analyses the group financial liabilities into relevant maturity groupings based on the remaining period until contractual maturity date as at 31 October. These amounts are the contractual undiscounted cash flows of the liabilities. The amounts due within 12 months equal their carrying balances in these financial statements as the impact of discounting is not significant, with the exception of borrowings.



10. FINANCIAL RISK MANAGEMENT (continued)

10.1 Overview (continued)

c) Liquidity risk (continued)

	Notes	Less than 1 Year N\$'000	Between 1 and 2 years N\$'000	Between 2 and 5 years N\$'000	Over 5 years N\$'000	Total N\$'000	Carrying Amount N\$'000
At 31/10/2023							
Non-current liabilities							
Long-term liabilities – secured and unsecured	5	-	125 300	298 981	10 912	435 193	421 612
Lease liabilities		-	2 121	6 501	34 375	42 997	19 957
Loan from related party	6	-	-	-	300	300	300
Current liabilities							
Long-term liabilities – secured and unsecured	5	90 984	-	-	-	90 984	78 560
Lease liabilities		2 149	-	-	-	2 149	448
Deferred interest liability		2 089	-	-	-	2 089	2 089
Trade and other payables		61 111	-	-	-	61 111	61 111
Dividends payable		179	-	-	-	179	179
		156 512	127 421	305 482	45 587	635 002	584 256
At 31/10/2022							
Non-current liabilities							
Long-term liabilities – secured and unsecured	5	-	485 015	29 689	3 746	518 450	395 312
Lease liabilities		-	3 953	4 489	30 172	38 614	19 210
Loan from related party	6	-	-	-	14 852	14 852	14 852
Deferred interest liability		-	2 089	-	-	2 089	2 089
Current liabilities							
Bank overdraft		38 479	-	-	-	38 479	38 479
Long-term liabilities – secured and unsecured	5	96 783	-	-	-	96 783	81 959
Lease liabilities		1 913	-	-	-	1 913	370
Trade and other payables		61 176	-	-	-	61 176	61 176
Dividends payable		181	-	-	-	181	181
		198 532	491 057	34 178	48 770	772 537	613 628

10. FINANCIAL RISK MANAGEMENT (continued)

10.1 Overview (continued)

d) Credit risk

Credit risk is the risk of financial loss to the group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The group is exposed to credit risk on loans to related parties, trade and other receivables, cash and cash equivalents, loan commitments and financial guarantees.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The group only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available). Counterparty credit limits are in place and are reviewed and approved by credit management committees. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

Credit risk exposure arising on cash and cash equivalents is managed by the group through dealing with well-established financial institutions with high credit ratings.

Credit loss allowances for expected credit losses are recognised for all debt instruments but excluding those measured at fair value through profit or loss. Credit loss allowances are also recognised for loan commitments and financial guarantee contracts.

In order to calculate credit loss allowances, management determine whether the loss allowances should be calculated on a 12 month or on a lifetime expected credit loss basis. This determination depends on whether there has been a significant increase in the credit risk since initial recognition. If there has been a significant increase in credit risk, then the loss allowance is calculated based on lifetime expected credit losses. If not, then the loss allowance is based on 12 month expected credit losses. This determination is made at the end of each financial period. Thus, the basis of the loss allowance for a specific financial asset could change year on year.

Management applies the principle that if a financial asset's credit risk is low at year end, then, by implication, the credit risk has not increased significantly since initial recognition. In all such cases, the loss allowance is based on 12 month expected credit losses. Credit risk is assessed as low if there is a low risk of default (where default is defined as occurring when amounts are 30 days past due).

When determining the risk of default, management consider information such as payment history to date, industry in which the customer is employed, period for which the customer has been employed, external credit references etc. In any event, if amounts are 30 days past due, then the credit risk is assumed to have increased significantly since initial recognition.

Credit risk is not assessed to be low simply because of the value of collateral associated with a financial instrument. If the instrument would not have a low credit risk in the absence of collateral, then the credit risk is not considered low when taking the collateral into account. Trade receivable and contract assets which do not contain a significant financing component are the exceptions and are discussed below.

Where necessary, the assessment for a significant increase in credit risk is made on a collective basis. Management typically adopts this approach when information relevant to the determination of credit risk is not available on an individual instrument level. Often, the only information available on individual instruments which could indicate an increase in credit risk, is "past due" information. It is typical that more forward-looking information is generally more readily available on a collective basis.

Therefore, making the determination on a collective basis, helps to ensure that credit loss allowances are determined on the basis of lifetime expected credit losses before they reach the point of being past due. Forward looking, macro-economic information is applied on a collective basis when it is readily available without undue cost or effort. When loss allowances are determined on a collective basis, management determines the loss allowances by grouping financial instruments on the basis of shared credit risk characteristics.

For trade receivables and contract assets which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments. For all other trade receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit losses. Management have chosen as an accounting policy, to make use of lifetime expected credit losses. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables, contract assets or lease receivables.

Receivable balances are monitored on an ongoing basis with the result that the group's exposure to bad debts is not significant. There are no significant concentrations of credit risk within the group.

The group is not exposed to any significant credit risk.

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2023 N\$'000	2022 N\$'000
At carrying amount:		
Loans to related parties	804	815
Trade and other receivables	66 357	69 149
Cash and cash equivalents	164 612	28 907
	231 773	98 871

The group's standard credit terms are 30 days after statement.

10. FINANCIAL RISK MANAGEMENT (continued)

10.1 Overview (continued)

d) Credit risk (continued)

The ageing of the components of trade receivables at year-end was:

	Gross 2023 N\$'000	Impairment 2023 N\$'000	Gross 2022 N\$'000	Impairment 2022 N\$'000
Trade debtors				
Not past due	42 801	(31)	43 386	(25)
Past due 0-30 days	11 275	(28)	13 286	(28)
Past due 30-60 days	3 445	(20)	5 658	(38)
Past due 60-90 days	2 485	(14)	1 262	(7)
Past due 90-120 days	1 547	(9)	1 624	(10)
More than 120 days	3 404	(15)	2 400	(15)
Total	64 957	(117)	67 616	(123)

The group has not renegotiated the term of receivables and does not hold any collateral or guarantees as security.

Financial assets

The group limits its exposure to credit risk by investing in high-quality credit worthy counterparties. Given these high credit ratings, the directors do not expect any counterparty to fail to meet its obligations.

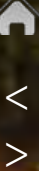
Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

11. CAPITAL COMMITMENTS

The following have been authorised in terms of a capital budget, but have not been committed in terms of any agreements with external parties:

o Final Payment for acquisition of Heja Game Lodge (Pty) Ltd	N\$ 30 million
o Revamp of Namushasha Country Lodge	N\$ 7.5 million
o Revamp of Chobe River Camp	N\$ 5.1 million
o Walvisbay property on lagoon (3 adjacent properties Erf 61,62 and 63)	N\$ 20 million
o Sungate development (Car Rental)	N\$ 10 million
o Existing Camping 2 Go product expansion	N\$ 3.2 million
o Secret collection product expansion	N\$ 7 million
o New Camping 2 Go sites with infrastructure	N\$ 16 million
o Oranjemund site purchase/establishment	N\$ 10 million





How we govern **GONDWANA**

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- 140* Gondwana's governance style
- 144* Sustainability Committee
- 146* People Committee
- 148* Audit, Risk and Opportunity Committee



The Kalahari experience

Colours run riot in the Kalahari Desert where yellow grass and dark green acacias are accentuated against burnt-orange sand and the blue of an infinite sky. And when the sun prepares its farewell for the day, it draws on all the hues of the celestial prism.

This is the time between day and dream when magic hovers and the fiery colours of sand dunes brighten and deepen. Life pauses, catching its breath. And so does everyone else, standing atop a dune, watching this earthly show in vibrant colour.

The magnificent landscape is home to hardy desert-adapted gemsbok, springbok, ostrich, black-backed jackal, the massive kori bustard and the rambling nests of social weavers that have skilfully mastered thermodynamic principles and life in the desert.

It is also home to the Kalahari Anib Lodge and Kalahari Farmhouse – and luckily, their guests. Experience the beauty of the Kalahari on a sunset drive at Kalahari Anib Lodge and appreciate the abundance of a different sort at the Kalahari Farmhouse where artesian water blesses the desert, creating a lush secret garden and nurturing the salad greens on Gondwana's own farm. The Kalahari; it dances to a different beat. Feel the magic.



OUR EXECUTIVE *Management Team*

Gondwana's Exco reports to the Board which is ultimately answerable to shareholders. The Exco's primary goals are to:

- o Facilitate strategic decision-making
- o Drive strategic and operational planning, and the implementation of KIDs
- o Address material matters and risk management
- o Manage talent development and succession planning
- o Serve as the conduit for corporate communication and coordination
- o Address stakeholder management

Exco functions

Manni Goldbeck and
Jescey Bekker

Brand, marketing and soul

Creating brand identity, crafting content, designing, signage production, social media and website management, marketing strategies, digital marketing initiatives, and fostering community engagement

Jaco Visser and
Iroleen Hurter

Business integration

Structuring capital, financial planning and reporting, quality assurance, leveraging business intelligence, system and business integration, automation and development, systems, IT infrastructure and security, and driving value creation

Jaco Visser and
Anthea Cloete

Commercial, sales and reservations

Sales, reservations, client relationship management, destination management, inventory management, buying and contracting, rates and Online Travel Agency

Gys Joubert and
Quintin Hartung

Environmental and social impact

Environment, ESG, parks, Gondwana Care Trust, communities and conservation

Alain Noirfalise and
Lappies Laubscher

Operations

Lodge and hotel operations, food and beverage, retail, logistics and procurement, technical and support services, building and renovations, operational fleet and new developments

Gys Joubert and
Fabiola Schrywer

Governance, legal and risk

Company secretary, Board and Shareholder Advisory function, governance oversight, litigation management, legal and compliance

Gys Joubert and
Jana Burger

People and culture

Payroll and compliance, recruitment and talent management, academy, learning and development, employee and industrial relations, employee wellness and welfare

Gys Joubert and
Almut Kronsbein

Facilitation

Identify meeting intent, focus on behaviour, explain the impact, suggest next steps, listen to perspective, summarise the outcomes

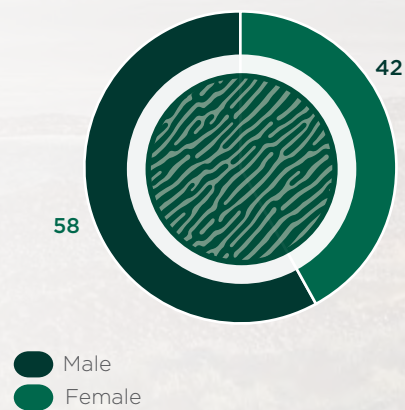


Farewell Almut Kronsbein

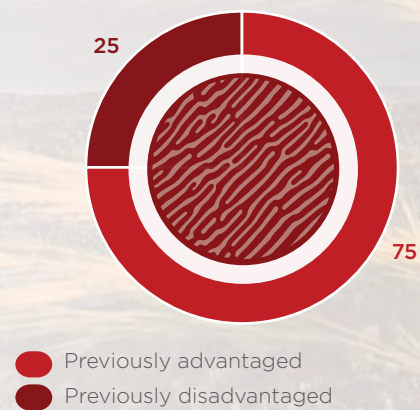
Our colleague Almut passed away on 3 November 2023. Exco will remember her positive outlook on life and her unforgettable legacy that will continue to inspire and guide us.

Exco representation

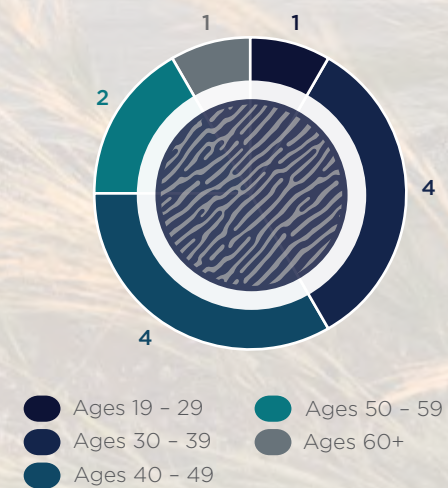
Gender diversity (%)



Race diversity (%)



Age range





Back row

Jescey Bekker

Group Brand and Marketing Manager

Manni Goldbeck

Brand Director (executive director)

Alain Noirfalise

Operations Director (executive director)

Lappies Laubscher

Group Operations Manager

Anthea Cloete

Group Commercial and Synergy Manager

Jaco Visser

Financial Director (executive director)

Jana Burger

Group HR Manager

Front row

Quintin Hartung

Group Environmental and Social Impact Manager

Fabiola Schrywer

Group Legal advisor/Company Secretary

Gys Joubert

Managing Director (executive director)

Iroleen Hurter

Group Business Integration Manager



OUR BOARD OF *Directors*



Stephen (Steve) Stuart Galloway

Independent non-executive Chairperson

Appointed: 17 October 2017

Committees

Sustainability

Qualifications

- BSc (Geology and Chemistry) (UCT)
- BSc Hons (Geology) (UCT)
- BCom Hons (Econ) (UNISA)

External directorships and positions:

- Non-Executive Director of MTC Namibia – Mobile Telecommunications Limited
- Honorary Life Member of Chamber of Mines Namibia
- Trustee of B2Gold Namibia CSI Board (2015)
- Chairman of the Community Conservation Fund of Namibia
- Executive Committee Member Namibian Chamber of Environment
- Chairman of Namibian Institute of Corporate Governance
- Chairman of Rossing Uranium Limited



Florentia Amuenje

Independent non-executive director

Appointed: 17 October 2017

Committees:

People (Chairperson)

Qualifications

- MBA (University of Stellenbosch Business School)
- Master's (Research Psychology) (Rhodes University)
- BA Hons (Industrial Psychology) (University of Namibia) nDip (Nursing Science)

External directorships and positions:

- Transfo Coaching Consulting (Founder)
- Director of Nedbank Namibia Limited



James Yusufu Mnyupe

Independent non-executive director

Appointed: 12 November 2019

Committees:

Audit, risk and opportunity (Chairperson)

Qualifications

- BAcc (Accounting) (University of Namibia)
- BAcc Hons (Accounting) (Rhodes University)
- Chartered Accountant (SA) and (NAM) (SAICA)
- Chartered Financial Analyst (CFA Institute)
- Certified Financial Planner (FPI) Certificate in Infrastructure in Market Economy (Harvard Kennedy School)

External directorships and positions:

- Namibian Presidency – Economic Advisor to the President
- Director of Road Funds Authority Board
- Director of Namibia Investment Promotion and Development Board
- Member of Public Private Partnership Committee
- Head of Green Hydrogen Implementation Authority Office

David Namalenga

Non-executive director

Appointed: 11 April 2019

Qualifications

- NDip (Public Administration) (Polytechnic of Namibia)
- Management Development Program (University of Stellenbosch)
- PGD (Law) (Arbitration and Conciliation) (University of Namibia)
- BA (Technikon SA)

External directorships and positions:

- Managing Director of Dinapama Manufacturing & Supplies
- Director of Nammic Financial Services
- Director of Token Fishing
- Director of Gazania Investment Holdings
- Director of Nafau Investment Holdings



Eino Emvula

Non-executive director

Appointed: 28 March 2023

Committees:
Sustainability

Audit, risk and opportunity

Qualifications

- Master's Degree in Financial Management: University of Cape Town
- Postgraduate Diploma in Financial Planning: University of the Free State
- Postgraduate Certificate in Investment Analysis & Portfolio Management: University of South Africa.
- Bachelor Degree of Commerce: University of Namibia Certificate in Infrastructure in Market Economy (Harvard Kennedy School)

External directorships and positions:

- Executive Director of Ninety One Asset Management Namibia (Pty) Ltd
- Executive Director Ninety One Fund Managers Limited
- Director of Albatros Investment Pty Ltd
- Chairperson of The Savings and Investment Association (NaSIA)
- Non-Executive Director of Retort Charcoal Producers Pty Ltd Namibia
- Founder and Trustee of One Family Trust Namibia
- Trustee of Be Unlimited Family Trust



Christiaan (Chris) Johan Gouws

Non-executive director

Appointed: 17 October 2017

Committees:
People

Audit, risk and opportunity

Qualifications

- BLC LLB (University of Pretoria)
- BCom (University of Potchefstroom)
- Professional: Admitted attorney, notary and conveyancer

External directorships and positions:

- Partner at Fisher, Quarmby & Pfeifer
- Member of Conserv Engineering Services CC
- Trustee of Oryx Properties Limited Secured Debenture Trust
- Trustee of Gondwana Care Trust





Lukas (Hannes)
Johannes Gouws

Non-executive director

Appointed: 17 October 2017

Qualifications

- B-luris (PU)
- LLB (UP)
- LLM – Banking and Stock Exchange Law (RAU)
- Certificate in economics (Edinburgh Business School, Heriot-Watt University)
- Certificate in accounting (Edinburgh Business School, Heriot-Watt University)
- Certificate in organisational behaviour (Edinburgh Business School, Heriot-Watt University)
- Professional: Admitted attorney, notary and conveyancer

External directorships and positions:

- Erf 822 Woodhill (Proprietary) Limited
- Riverport Trading 157 (Proprietary) Limited
- Future Indefinite Investments 235 (Proprietary) Limited
- Hannes Gouws and Partners Inc.
- Hannes Gouws and Partners (JHB) Inc.
- Woodhill Homeowners Association NPC



Trophimus (Trophy)
Tuluudeni Hiwilepo

Non-executive director

Appointed: 17 October 2017

Committees:

Sustainability (Chairperson)
Audit, risk and opportunity

Qualifications

- BSc (University of Western Cape)

External directorships and positions:

- Director of Namhake Investments (Proprietary) Limited
- Director of Nedbank Namibia Limited
- Director of NedNamibia Holdings Limited
- Director of Seawork Fish Processors (Proprietary) Limited
- Member of FAYO Information Technology Services



Mannfred (Manni)
Goldbeck

Executive director, Brand Director

Appointed: 17 October 2017

Committees:
Sustainability

Qualifications

- Teacher Training College – Qualified teacher

External directorships and positions:

- Chairperson of Namibian Association of Protected Desert Areas
- Director and shareholder of Moonraker Adventure Restcamp (Proprietary) Limited – a Goldbeck and Fincke family project

Gysbert (Gys) Johannes Joubert

Executive director, Managing Director

Appointed: 17 October 2017

Committees:

Standing invitee to the committee meetings

Qualifications

- BCom (Law) and LLB (University of Stellenbosch)
- LLB (University of Antwerp, Belgium)
- LLM (Shipping Law) (UCT School of Legal Practice)
- LLM (Corporate Law) (UNISA)

External directorships and positions:

- Director of Colourblinds and Interiors
- Trustee of Capricorn Investment Holdings Group Retirement Fund
- Chairman of Gondwana Care Trust
- Director of Lady Pohamba Private Hospital



Alain Gerard Isidoor Noirfalise

Executive director, Operations Director

Appointed: 17 October 2017

Committees:

Sustainability

Qualifications

- Diploma in Latin, Greek and Science degree (Kruisheren College, Belgium)

External directorships and positions:

- None



Jaco Visser

Executive director, Financial Director

Appointed: 17 October 2017

Committees:

Sustainability

Audit, risk and opportunity

Qualifications

- BCom (University of Stellenbosch)
- Diploma in Industrial Psychology (Cape College)
- Diploma (PVC Blowmoulding) (Linpac, France)
- Master of Confectionary (ZDS, Germany)

External directorships and positions:

- None



GONDWANA'S GOVERNANCE *Style*

Good governance is a cornerstone of our success.

Gondwana adopted the King IV framework in 2019 and we continue, progressively, to be more transparent in disclosing our governance structures and performance.

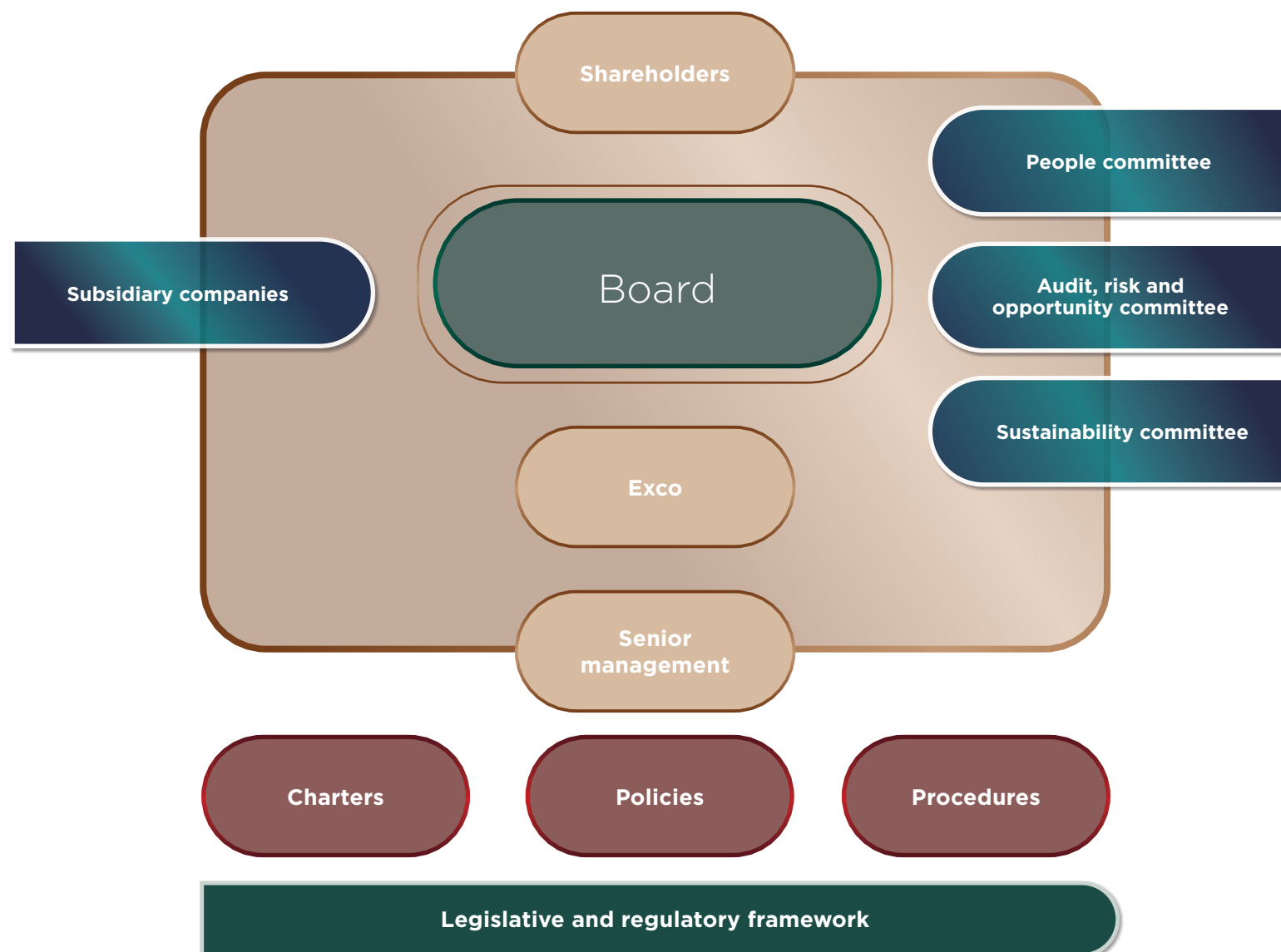
2023 Board focus areas

The Board focused primarily on strategic growth opportunities, balance sheet restructuring and skills acquisition, development and retention. Read more about the Board's focus areas, deliberations and decisions in the Chairperson's message to stakeholders on page 24.

Governance improvements

The Board reviewed its composition and appointed Eino Emvula as a non-executive director to strengthen its financial skills and experience. Before his appointment, Eino was an external independent member of the sustainability committee and the audit, risk and opportunity committee and will remain a member of both committees.

To support and guide the strategic enabler relating to skills development and acquisition, the Board appointed two additional external independent members to the people committee.



Our views on governance

“People governance strengthens corporate governance. Our commitment to transparent governance of our people, and our humanity, make us more responsive to our customer needs, and maintain trust. Good governance enable us to embrace the voice of our people in our strategies, decisions and actions.”

Florentia Amuenje

How the Board and Exco implement ethical and effective leadership

Ethical culture

The Board supports the integration of an ethical culture across all levels by encouraging transparency through meaningful engagement. The managing director has an open-door policy and creates a safe space for employees, shareholders, partners and interested parties to share thoughts, concerns and ideas about the future of Gondwana.

Performance

Gondwana’s performance is not only based on financial results but takes into account a balanced view of the sustainability of the business and its impact over the long term. During the year, the group was presented with many potential opportunities to provide exponential growth in revenue and profit. The Board and Exco considered these opportunities during strategy discussions and resolved that growth should only be pursued if it is aligned with Gondwana’s values and is complementary to its strategy.

Ethical and effective leadership embodies good corporate governance. It demands the true practice of integrity together with the desire to achieve a positive impact which results in an ethical culture, good performance, effective control and legitimacy.

Effective control

An effective control environment is cultivated and supported by the availability of relevant and accurate data to enable agile and quick decision-making. The Exco and Board made concerted efforts during the year to improve reporting processes to assist strategic planning and implementation. This enabled Exco and the Board to interrogate emerging market trends and pursue the group’s strategic direction.

Legitimacy

Gondwana has remained true to its values throughout its existence, and this has been the foundation of the trust and legitimacy it has garnered in the market, the tourism industry and Namibian business sector.

Maintaining sound stakeholder relationships

Gondwana recognises the roles its stakeholders play in the implementation and achievement of our strategic objectives. We encourage productive and relevant stakeholder engagement through various forums.

The sustainability committee maintains oversight of Gondwana’s relationships with conservancies, relevant regulators, voluntary associations and other areas where Gondwana recognises its advocacy responsibility.

Annual shareholder engagements include an annual shareholders’ letter at year-end and the statutory annual general meeting (AGM). The AGM has evolved into a strategic event where shareholders and other stakeholders are offered insight into the business.

Our Board

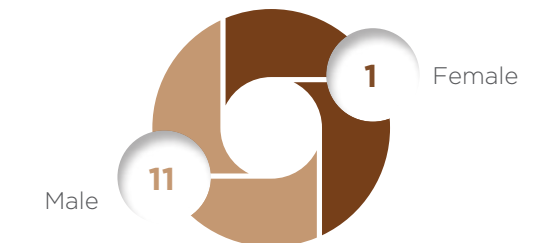
Board composition

A balanced range of skills, independence and demography is essential for the Board to achieve its outcomes. The Board prioritises gender and race diversity when recruiting for Board and Board committee positions. The succession plan also considers the inclusion of younger independent candidates.

Race



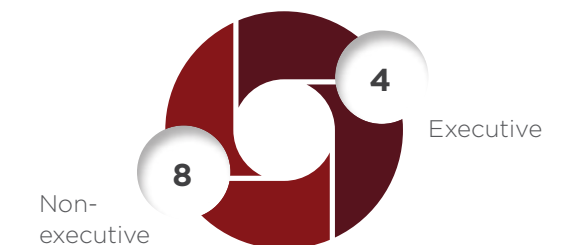
Gender



Independence



Executive and non-executive directors



Skills profile



Measuring Board effectiveness

The Board has not yet implemented a formal evaluation of its effectiveness. An independent external service provider has been approached to conduct an evaluation in 2024.

Remuneration of non-executive directors

The Board commissioned a benchmarking analysis of the fees paid to Gondwana's non-executive directors in relation to the market. The analysis showed that the non-executive directors' fees are at least two times lower than the lower range of fees paid to non-executive directors across a range of industries.

A proposed increase to align with the lower-mid range of the market was recommended. The non-executive directors cautioned against a sudden steep increase in fees based only on a benchmarking exercise and recommended that management apply performance-based criteria for the determination of fees to be paid to the non-executive directors.

Board meetings

The Board and committees meet at least quarterly, based on their charters. In addition, the annual Board strategy meeting is a standard fixture in the Board's calendar, and is attended by the Board and Board committee members. Depending on the needs of the business, ad-hoc Board or committee meetings are scheduled to consider matters that require urgent consideration or decision-making between the scheduled quarterly meetings.

Meeting attendance

	Board	Sustainability committee	People committee	Audit, risk and opportunity committee
Number of scheduled meetings	6	4	4	4
Director				
Steve Galloway*	6	3		
Chris Gouws	5		4	4
Florentia Amuenje	5		4*	
James Mnyupe	5			3*
Eino Emvula	5	4		4
Trophy Hiwilepo	5	4*		4
Gys Joubert	6	2	4	4
Hannes Gouws	6			
David Namalenga	6			
Manni Goldbeck	6	3		
Alain Noirfalise	6	4		
Jaco Visser	6	3		3

Notes

* Chair of Board or Board committee

Where the Board member is not a member of a committee, no attendance is indicated

1 ad-hoc strategic meeting in September 2023 added to the total number of scheduled Board meetings during the year.

Looking to the future

During 2024, the Board will continue to focus on the strategic growth in capacity in Namibia, while exploring opportunities for regional expansion. The acquisition and retention of talent, to support these strategic growth objectives will also remain a priority for the Board and Exco.

Board committee feedback

The Board delegates responsibility to its committees to assist it in specific areas of its governance oversight. Each committee comprises a minimum of three members, including a combination of independent non-executive, non-executive and executive directors nominated by the Board, and external independent members. These members form part of Gondwana's Board succession process. As managing director, Gys Joubert is a standing invitee to all committee meetings and Fabiola Schrywer, the company secretary and legal advisor attends all meetings to fulfil the company secretarial function. The committee's mandates and terms of reference are approved by the Board and reviewed annually.





SUSTAINABILITY COMMITTEE

*Trophy Hwiwilepo,
Chair*

Our key focus areas in 2023

Sustainability is the foundation of Gondwana's profitability and growth, and therefore the committee thinks holistically about sustaining the economic, social and natural environments that sustain our business now and in the long term. Having survived three difficult years of Covid impacts and restrictions, Gondwana entered a period of renewal in 2023 as the tourism market started to return and the company's financial position improved.

Our primary focus was on attaining and sustaining an optimal and appropriate balance between Gondwana's commercial goals, environmental care and social well-being to ensure balanced outcomes for our stakeholders. During the year, we considered value creation for the communities where we do business and environmental management, inclusivity and diversity as part of the way we do business.

As Gondwana restored its financial position, we were able to start looking beyond the routine conservation practices that we maintained during the Covid years. In particular, the committee oversaw planning for innovative new ways of adapting to the evolving risks of climate change, mitigating our social and environmental impacts and pursuing opportunities to create better outcomes for all our stakeholders.



The committee oversaw measures to maintain the ecosystem balance in our private parks by re-stocking game numbers to the extent that the veld can sustainably support. The aim is to ensure that the best management practices are applied to adapt to changing conditions so that a balance is always kept between a healthy wildlife gene pool and population and the number of wildlife the veld can sustain.

As new economic opportunities emerge in Namibia's energy and mining sectors, the committee engaged in robust discussions about the associated risks and opportunities for Namibia and Gondwana.

The opportunities relate largely to fossil fuels (oil and gas) and renewables (green hydrogen and rare earth minerals) and both offer significant future complementary and diversified growth avenues for Gondwana.

Our approach is to work with government agencies and other interested parties to ensure that public, private and our own associated activities are undertaken in a manner that protects Namibia's environment and maximises positive social impact.

In 2024, we will continue to focus on:

- Overseeing the management and expansion of our conservation, environmental and social impacts across Gondwana.
- Monitoring progress with the planning and implementation of new business and conservation opportunities to ensure that they are sustainable.
- Overseeing an external audit of the environmental plans and practices at Gondwana's lodges and parks to benchmark the groups' environmental and parks management practices against best practices and others in the industry. The audit, to be conducted by the Namibia University of Science and Technology, will also assist us closing any gaps identified.
- Recruit a new committee member with expertise in community development and social impact.

Committee overview

The sustainability committee (the committee) oversees social and environmental matters and discusses matters material to Gondwana's sustainability. The committee's strategy concerning Gondwana's sustainability is based on the following pillars:

- Business innovation to anticipate and pre-empt emerging threats, while identifying and exploiting the opportunities they hold. Prudent innovation also contributes to our aspirational brand.
- Gondwana is focused on people and the environment. We improve the lives of the people we affect while protecting and advocating for our environment.
- We focus on fostering quality partnerships with the right stakeholders. In doing so, we can set the standards for sustainable business.

Committee composition and meetings

During the year under review, there were no changes to the sustainability committee's composition. The committee includes two non-executive directors, Trophy Hiwilepo (Chairperson) and Eino Emvula, one independent non-executive director, Steve Galloway, three executive directors, Manni Goldbeck, Alain Noirfalise and Jaco Visser and two external independent members, Greg Stuart-Hill and Mike Mukete. In addition, the committee invites members whose areas of discipline are supportive to the committee. Quintin Hartung, Exco member and Gondwana Environmental and Social Impact Manager, attends by invitation. The committee met four times during the year, which was adequate to deal with the committee's mandate and terms of reference. The committee achieved a 83% meeting attendance for the year under review.



PEOPLE COMMITTEE

*Florentia Amuenje,
Chair*

Our key focus areas in 2023

As leaders, we remain mindful of the importance of creating and maintaining an environment in which our 1 288 people can grow, learn and excel, not only at a professional level, or as employees, but also in their personal capacity. When our people, who carry and anchor Gondwana, are able to contribute to their families, their communities and Namibian society, they are more likely to identify with Gondwana's culture and ideals (the Gondwana Way).

We protected the employment and livelihoods of our people during Covid-19 but the physical, psychological and broader economic hardships continue to affect the lives of many in our industry and our group. Against this backdrop, the committee focused primarily on remuneration and reward, while considering the future employment needs of an evolving business.



We also made progress in developing an incentive scheme to retain key employees to ensure effective strategy execution and long-term business sustainability.

The committee further considered Gondwana's people management processes, such as employee onboarding, development and recruitment. These processes have been aligned to deliver the skills and capabilities we need. The committee focused on talent management and the need to formalise a strategy with improved processes and tools to attract and retain skills and build strong succession bench strengths.

In 2024, we will continue to focus on:

- o Employee wellness
- o Onboarding and skills development of employees to ensure they are aligned with the Gondwana Way and have the requisite technical skills
- o Talent development, including performance management against new KIDs, and retention
- o Leadership development and succession planning in an increasingly competitive labour market

In addition, the committee will review and refocus its agenda to ensure that it is fulfilling its mandate, governance requirements and terms of reference.

In addition, the committee continues to focus on an enhanced employee value proposition to ensure that we attract and retain the skills required to achieve strategic objectives. Gondwana's participation in the PwC remuneration and reward benchmarking study will further inform our reward philosophy.

The allocation of Gondwana shares to employees under the collective share ownership plan is an important development because it provides the means for employees to create wealth.

Committee overview

The people committee reviews and endorses the people strategy to ensure it aligns with the broader Gondwana strategy and accomplishes its objectives. The committee oversees the functions managed by the People Team at an operational level. These include human resources functions, remuneration and benefits, Board nominations, employee share schemes, talent management and succession planning. The committee also provides the People Team with guidance and access to a broader range of skills.

The People Team ensures compliance with legislation governing labour relations and health and occupational safety, and Gondwana's recruitment processes.

Committee composition and meetings

During the year under review, there were two new appointments to the people committee. The committee includes independent non-executive director, Florentia Amuenje (Chairperson) and non-executive director, Chris Gouws. Jaco Boltman serves as an external independent member and Olivia-Mae Oliver and Liezl Hoffend were appointed as additional external independent members. Both are HR experts, with management experience and international exposure. The committee invites members whose areas of discipline support its activities and decision-making. Jana Burger, Exco member and Gondwana Group HR manager, attends by invitation. The committee met four times during the year, which was adequate to deal with the committee's mandate and terms of reference. The committee achieved a 100% meeting attendance for the year under review.



AUDIT, RISK AND OPPORTUNITY COMMITTEE

*James Manyupe,
Chair*

Our key focus areas in 2023

2023 was a dynamic and exciting year for the committee as we focused on establishing a stable financial platform and executing Gondwana's growth strategy after three challenging years. One of our first tasks was to oversee the restructuring of the balance sheet to reduce the cost of debt accumulated to sustain Gondwana during this period and create the capacity for future growth. This was successfully achieved by a second bond issuance that enabled Gondwana to raise N\$250 million in Namibia's institutional capital market at a more favourable interest rate and tenure. The bond was 1.9 times oversubscribed, demonstrating the market's confidence in Gondwana's future growth trajectory. The settlement of the business interruption insurance claim against a policy that represented prudent risk management, unlocked additional capital during the year.



Gondwana's improved financial performance in 2023 reflects the strategic initiatives implemented by management to protect the group during Covid-19 and generate new growth from core assets. These, together with the balance sheet restructuring, also enable Gondwana to pursue several exciting new opportunities that are described in the Managing Director's report. The committee's role is to ensure that Gondwana has sufficient financial headroom to capitalise on these new opportunities. We also provide strategic direction and guidance to ensure that new investments are approached in a structured manner, consistent with Gondwana's investment criteria of strategic alignment, 'capital light' partnership-based investments, expected returns and stakeholder value creation.

Gondwana's stronger financial position provides flexibility to shift from value preservation to value creation for our key stakeholders, and it is the responsibility of the Board and its committees to ensure that wealth generated by Gondwana is shared appropriately between shareholders, other capital providers and key generators of value. In this regard, the committee oversaw the preparation of mechanisms to implement the collective and management retention employee share schemes.

As the custodian of Gondwana's financial position and risk and opportunity management, the committee routinely reviews key risks and opportunities. During the year under review, we focused on risks associated with growth, including working capital management and cybersecurity. In a fast-evolving regulatory environment, we oversaw the introduction of measures to strengthen the governance of risk and compliance. Read more about Gondwana's risk and compliance management from page 150.

In 2024, we will continue to focus on:

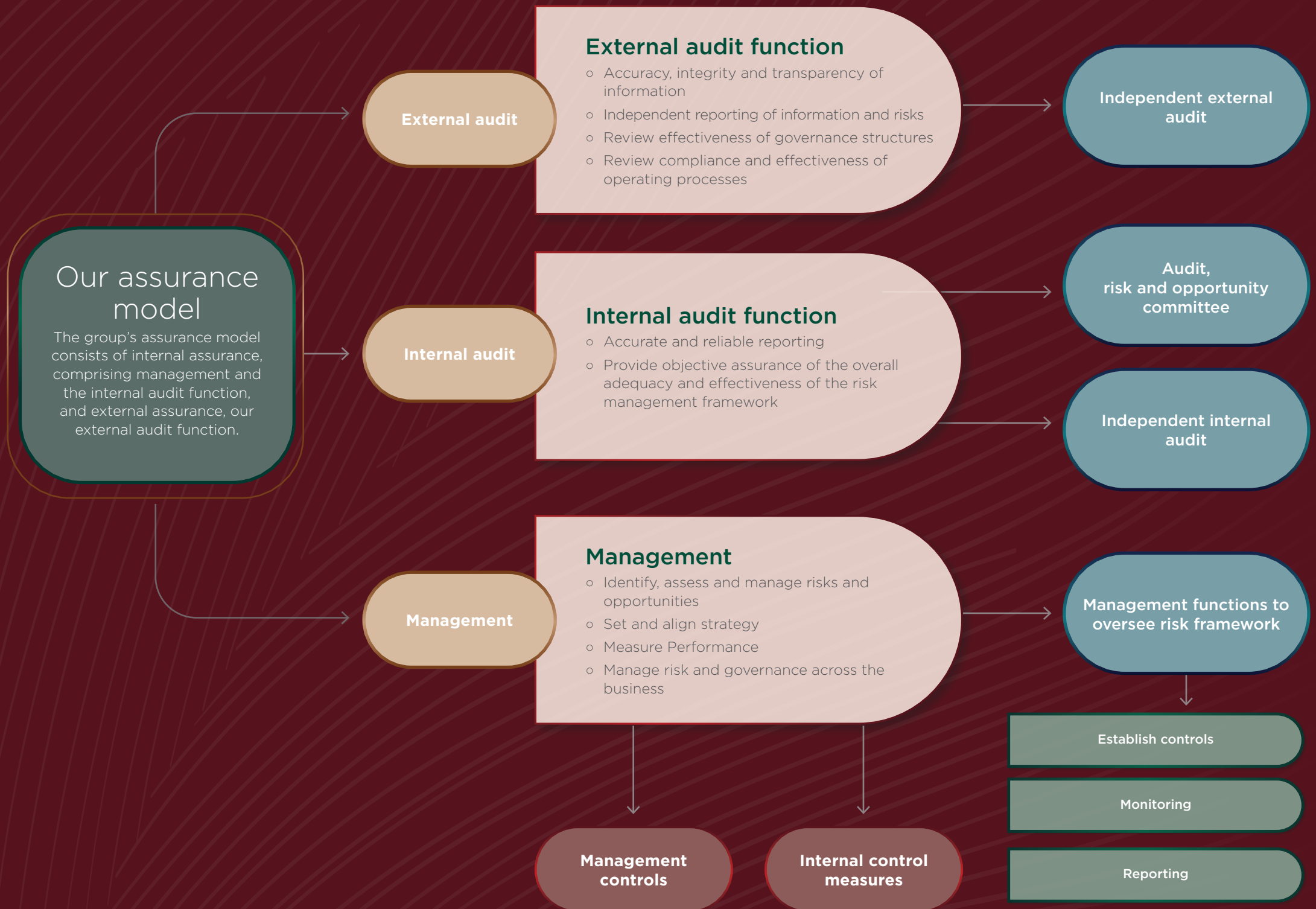
- o Capitalising on significant opportunities to unlock further value within the context of our risk and opportunity framework
- o Determining capital allocations based on investment criteria of 'capital light' commitments and expected return, strategic alignment and stakeholder value creation
- o Balancing the interests of capital providers, shareholders and Gondwana management and employees during capital allocation decision-making
- o Monitoring, managing and mitigating external risks that may influence our risk and opportunity universe

Committee overview

The committee reviews Gondwana's external environment to ensure that Exco adequately manages risks and implements strategies that take advantage of opportunities. Considering Gondwana's risk environment is a standing agenda item at committee meetings. The identified risks are prioritised and managed in proportion to their potential to prevent the group from realising its strategic objectives.

Committee composition and meetings

During the year under review, there were no changes to the audit, risk and opportunity committee's composition. The committee includes independent non-executive Chairperson James Mnyupe, non-executive directors, Eino Emvula, Chris Gouws and Trophy Hiwilepo, and executive director, Jaco Visser. In addition, the committee invites members whose areas of discipline are supportive of its activities and decision-making. Iroleen Hurter, Exco member and Gondwana Business Integration Manager, Tessa Albrightson, Gondwana Group Financial Manager and Jürgen Raehs, Gondwana Group Financial Analyst, attend by invitation. Arne Stier, who performs the internal audit function is an external invitee to all the committee meetings. The mix of skills and experience allows for robust debate on topics put forward to the committee. The committee met four times during the year, which was adequate to fulfil its mandate and terms of reference, and it achieved 92% meeting attendance.



Risk Report


Our risk management framework facilitates the growth of efficient operations, taking into account Gondwana's position as a global player. Gondwana's identified risks are categorised and prioritised based on our potential impact and likelihood of occurrence. Mitigating actions are implemented to reduce the likelihood of occurrence and minimise the impact on the business' ability to execute its strategic objectives.

Our top risks

 low  medium  high

Risk	Cause	Mitigation	
Financial risk			
Cash flow and liquidity	<div></div> <div>This remains a top risk in an unpredictable operating environment. Cash flow and liquidity constraints impact Gondwana's competitiveness and ability to sustain future growth.</div>	<div><ul style="list-style-type: none">Aggressive marketing campaigns to improve occupancy levelsCash flow planning and stringent cost management initiativesSecuring additional sources of funding to reduce the interest burden and provide headroom for vertical integration and future growthReducing commissions paid and increasing our yield</div>	Primary board committee Audit, risk and opportunity committee
Availability of capital and cost of capital	<div></div> <div>Gondwana's growth and competitiveness depend on capital to realise business opportunities. The company's capital reserves were impacted negatively by Covid-19.</div>	<div><ul style="list-style-type: none">Cash flow planning and stringent cost management initiativesAggressive marketing campaigns to improve occupancy levelsRestructuring the balance sheet to unlock funding for future growthSecuring viable low-capital investments, such as the joint venture agreements (horizontal integration)</div>	
Market and occupancy risk			
Economic disruption due to catastrophic global events	<div></div> <div>High impact global events, such as pandemics, wars or major weather events disrupt economic activity, reduce the disposable income or mobility of travellers and increase the cost of travel.</div>	<div><ul style="list-style-type: none">Gondwana's business interruption insurance covered losses due to Covid-19Diversifying beyond tourism to lessen reliance on a single industryMaintaining relationships with regulatory stakeholders and policy development agencies to monitor, consider and mitigate the industry impact of new regulationsImplemented internal cost management and saving measuresScenario analysis and contingency planningOffering value for money to enhance guest satisfactionPromoting Namibia's warm climate and digital nomad visa to energy-stricken countries</div>	Primary board committee Audit, risk and opportunity committee
Airline routes to Namibia as a destination	<div></div> <div>Gondwana depends on the reliability and frequency of flights from source markets to Namibia. Airport capacity constraints lead to significant delays in processing passengers and flights, particularly in Europe and the UK, our main international markets. Global instability and conflicts disrupt aviation, impact planning and increase operational costs.</div>	<div><ul style="list-style-type: none">Market diversification and new markets increase the frequency and diversity of airport arrivalsOngoing monitoring of existing and emerging airlines that operate in Namibia</div>	
Seasonality risk	<div></div> <div>Seasonal revenue generation between July and November represents a concentration risk.</div>	<div><ul style="list-style-type: none">Through sales and marketing, Gondwana is diversifying into different markets with different travelling seasons throughout the yearProper budgeting and cash flow management for low seasonDiversifying beyond tourism into business travel and aviation</div>	

Risk	Cause	Mitigation	
Environmental risk			
Climate Change resulting in drought and natural disasters	 Hospitality is vulnerable to climate change given the relatively high volume of fixed assets in remote locations that may be impacted by erratic weather patterns and seasonal changes. Drought or fires on our properties furthermore could reduce grazing land and increase mortality in wildlife or livestock.	<ul style="list-style-type: none"> o Retrofitting and weather-proofing our existing fixed assets (buildings) to adapt to changing environments o Considering changing weather patterns and the environment when developing new product offerings o Continued reduction of our own GHG emissions through investments in green energy sources o Protecting and restoring the natural environment on the land under our stewardship, by fostering a balanced ecosystem that will help to combat climate change o Meeting the needs of the conscious traveller by diversifying the range of products available o Parks and wildlife management plans guide the control of wildlife numbers on our properties. o Securing livestock and wildlife for own butchery use 	Primary board committee Audit, risk and opportunity committee Sustainability committee
Mining of underground water systems	 In the drier parts of the country like the Namib and Kunene regions, the unsustainable use of underground water resources could deplete these resources.	<ul style="list-style-type: none"> o Continue to use water stringently and efficiently in our operations o Educate and strongly influence others in the area to do the same o Educate tourists about our dry climate and how to use water wisely o Upgrade the capacity of our water recycling plants and maintain them 	
Information systems risk			
Cyber and information security	 Cybersecurity risks relate to the loss of confidentiality, integrity and availability of information and data through cyber-attacks or data breaches, that will adversely impact our operations. The risk of an event or events occurring which result in our business information being lost, stolen, copied or compromised.	<ul style="list-style-type: none"> o Policies and systems are implemented to manage data and cybersecurity threats o Regular updates and upgrades of software are conducted o Limit and control account access o Actively manage systems and configurations o Formalised disaster recovery plan o Active network intrusion testing o Frequent monitoring of third-party security o Next-generation anti-virus security o Leverage multifactor authentication 	Primary board committee Audit, risk and opportunity committee
Strategic risk			
Ability to acquire and retain key skills	 The perceived lack of available specialist skills and/or experience in the market heightens strategic risk. Other industries are more competitive than tourism in the monetary component of their remuneration packages.	<ul style="list-style-type: none"> o Empowering professional development of existing employees o Implementing a “buddy system” in the Sales Team for Trade Fairs to transfer information and skills to multiple employees for business continuity o Appointed two external independent HR experts to the people committee to support and guide skills acquisition and retention for the company o Refining employee value proposition, including incentivisation to attract and retain talent o Adopting an innovative approach to talent acquisition 	Primary board committee People committee

Risk	Cause	Mitigation	
Reputational risk			
Increased crimes against tourists	 Increasing reports of crime against tourists in Namibia may result in the country being labelled as an unsafe destination.	<ul style="list-style-type: none"> Active participation and collaboration with law enforcement and other relevant bodies to discourage criminal activities Focus on improving the perception of Namibia by promoting acts of kindness by Namibians towards tourists Engaging with our guests to reduce opportunities for crime by practising safety measures Customer Service Centre actively supports guests who are victims of crime in Namibia 	Primary board committee Sustainability committee

We reported on Litigation/Insurance risk as a top risk in our 2022 report. This risk was adequately managed through the settlement of the business interruption insurance claim. We continue to monitor this risk as part of the risk review process.

Emerging risks

The Exco team further identified the following emerging risks that have a likelihood of reputational impact on Gondwana:

- Freedom of expression on digital media and what has been coined “cancel culture” may result in misrepresentation and false information that influences travellers’ booking patterns. The risk is managed by the Brand and Marketing Team’s efforts to actively counter false narratives with comprehensive factual information.
- The growing emphasis on achieving a net zero carbon footprint from our key source markets underscores the importance of carbon neutrality. This trend could influence travellers’ perceptions of Namibia and Gondwana’s role in contributing to the attainment of net zero objectives. Progressive alignment of the measurement and reporting of the company’s environmental management practices to global environmental practices is one of the mitigating actions implemented to manage this emerging risk.

Business Integration and IT governance

We have sound Business Integration and IT governance structures to mitigate our risks and ensure our investment in technology generates business value.

Gondwana reviewed and updated all Business Integration and IT policies and procedures, including the disaster recovery plan and the security systems and risk assessment policies.

Gondwana outlines, evaluates, and addresses its risks in a working document that is regularly reviewed by the team and management. Our risk mitigation strategies involve meticulous control over system access and the adoption of advanced security systems. We prioritise data protection, security, and redundancy measures, ensuring their robust definition and implementation.

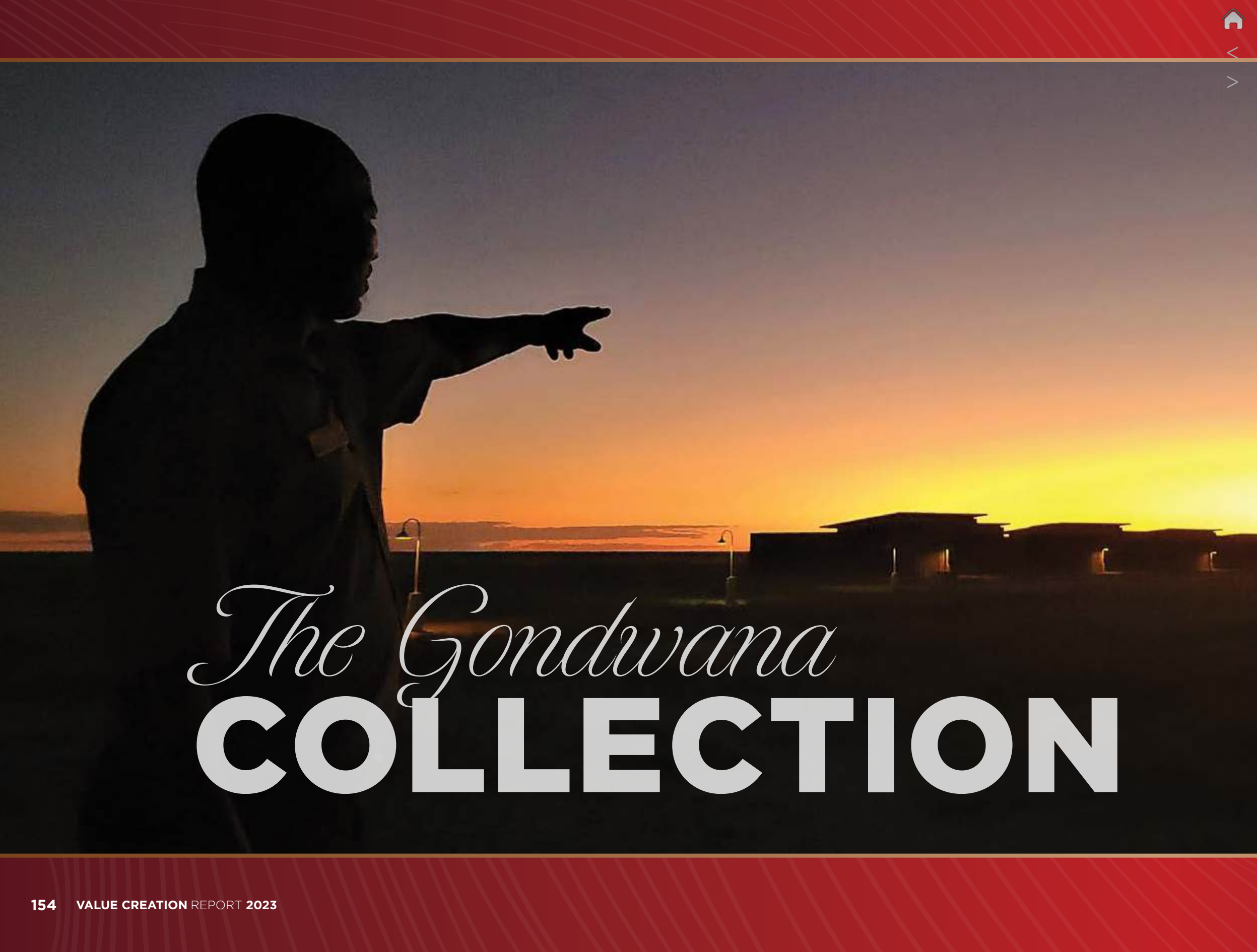
We manage our risks effectively and ensure that the activities associated with information and technology are aligned with the overall business objectives.

We improved IT governance in 2023 with decision domains to complement the King IV principles. These domains adhere to distinct guidelines for responsibility, accountability, and decision-making, concentrating on architecture and financial facets. We brought Safari2go’s online travel agency webstore and both front and back-end development in-house, removing reliance on the third-party developer. The Business Integration team’s core objective is to take full ownership of our development code, aiming to boost efficiency, adaptability, and flexibility.

We monitor server downtime, download speeds, capacity, access points, security protocols, and infrastructure to gauge our management efficiency. Our priority is delivering value, aligning strategically with the business, and effectively overseeing our performance and risks.

We regularly undergo business integration and IT audits, including penetration testing, using external providers to verify the effectiveness of our risk management procedures.

The audit, risk and opportunity committee and Board receive regular updates on challenges or disruptions and are confident in our proactive measures to safeguard data, ensure system integrity, and promptly restore operations in case of interruptions.



The Gondwana **COLLECTION**



Kaokoland Experience

Omarunga Epupa-Falls Camp



In Kaokoland's far north in Namibia lies Epupa, a stunning area along the Kunene River 180 km north of Opuwo. Baobab trees hug rocky slopes, and downstream, Omarunga Epupa-Falls Camp offers a serene stay by the river. Relax to the falls' music and explore: visit the Himba people, brave a croc walk or seasonal rafting, and spot birds along the river. Don't miss the sunset drive for a breathtaking view of Epupa Falls, and savour the African essence.

Omarunga Epupa-Falls Campsite



Campsites on the river bank are among the greatest places to set up tents and be lulled by the gentle river song. Great scenery reigns supreme for favourite camping places, and the relaxed and rustic Omarunga Epupa-Falls Campsite, under the makalanis and on the banks of the Kunene, is a rare find. Reconnect with nature. In this remote area, you are explorer and adventurer in a new and different world.

Okavango Experience

Hakusembe River Lodge



At Hakusembe River Lodge, a serene scene unfolds: thatched chalets, lush lawns, and a glistening river welcome you. The calming oasis offers tranquillity with river birds and village sounds drifting over the water. Relax on the floating deck, let go of worries, and absorb the peaceful ambiance. For the active, there's a pool, fishing, village visits, and the Hakusembe River Queen experience. Just 16 km from Rundu in the Kavango region, this lodge offers a much-needed respite on the journey north. A must-visit accommodation gem for travellers heading to the Zambezi Region and Vic Falls.



Hakusembe River Campsite



Discover a hidden gem by the Okavango River at Hakusembe River Campsite. Tucked amid lush greenery near the river bank, four private sites await, each equipped with its own bathrooms and space for eight guests.

Gather family and friends to explore this verdant water paradise. A brief walk to the lodge offers a chance to enjoy drinks on the expansive wooden deck or embark on a sunset cruise aboard the Hakusembe River Queen.

Relax to the river's melody, soaking in the authentic Kavango essence around a crackling campfire.

Etosha Experience

Etosha King Nehale



Fit for a king and queen: Etosha King Nehale, nestled one kilometre from Etosha National Park's King Nehale gate resembles an Nguni cattle head, its chalets designed like a bull's horns.

The lodge embodies Oshiwambo culture in its decor and amenities, offering 40 rooms adorned with cultural ornaments and individual plunge pools overlooking the Andoni plains.

What sets this lodge apart is its exclusive access to Ontalelo Outpost, a secluded waterhole within Etosha National Park, reserved for Etosha King Nahale guests. Here, nature's tranquillity meets diverse wildlife.

To the north, the conservancy is surrounded by the pulsating life of the communal areas of the Oshikoto, Oshana, Ohangwena and Omusati regions. Surrounded by these vibrant communal areas, this Gondwana lodge lets guests blend Etosha's natural beauty with the cultural richness of the Aawambo people.



Etosha Safari Lodge



Welcome to Etosha Safari Lodge, where space meets elegance overlooking vast mopane woodlands. Experience the magic of Etosha, the 'Place of Legends,' with spacious decks, airy rooms, and private verandas offering a lavish view.

Explore Hai//om mythology about Etosha's origins and animal tales. Our knowledgeable guides lead park tours, showcasing waterholes and wildlife from the comfort of a game vehicle during optimal game viewing times.

After your Etosha adventure, return to the lodge for relaxation by the pools and exquisite dining experiences. Just ten kilometres from the park's central entrance, our lodge offers premium accommodation with easy park access, balancing wildlife wonders with comfort.

Dine under stars on the veranda, gather by a blazing fire, or witness the sun's graceful descent from the sunset deck. As the day concludes, dream of the promise of tomorrow's adventures in the heart of Etosha's natural beauty.



“We had a really great stay, with very humble, friendly and super professional staff members from reception to the restaurant and throughout the establishment. The dinner was great and the team at the lodge is an A-team – also very understanding and flexible with requests being made. Magnificent location, lodge with breathtaking views over the savannah, delicious restaurant. This lodge was the most beautiful we've ever stayed at. Everything was just perfect – thank you so much!” – TrustYou.



Secret
Collection



Premium Plus
Collection



Premium
Collection



Comfort
Collection



Experience
Collection



Adventure
Collection



Star
rating

Ratings are based on
guest reviews.



Etosha Safari Camp



Etosha Safari Camp boasts a laid-back charm and proximity to Etosha National Park. Set among mopane trees, it offers cozy accommodations, a circular pool, and a vibrant campsite. Embracing Etosha's 'Place of Legends' theme, the camp embodies the spirit of Africa, with the Okambashu restaurant and Oshebeena bar resembling beloved southern African shebeens.

The restaurant, styled as an old train compartment, serves a delightful variety of food. Guests can dine in township-themed rooms, by cozy fireplaces, or in the courtyard entertained by local music from The Etosha Boys.

Etosha Safari Camping2Go



Camping2Go offers an ideal solution for nature-loving, independent travellers seeking adventure. Enjoy an exciting safari in Etosha National Park and unwind with a peaceful barbecue evening by a campfire in one of the eight self-catering tents near Etosha Safari Camp.

Each Etosha Safari Camping2Go tent features four beds and a private bathroom with a shower. The outdoor terrace kitchen is fully equipped with a fridge, stove, sink, cooking utensils, and cutlery. A veranda, grill, and firepit invite a cozy evening atmosphere.

Etosha Safari Campsite



Prime campsites are treasured by adventurous travellers who relish pitching tents and enjoying nights beneath the stars. Etosha Safari Campsite is a gem in this regard. Located south of Etosha's Andersson Gate, it offers a serene haven just a brief drive from the national park. Nestled amidst mopane savannah, its inviting green lawn is a refreshing 'home sweet home' after traversing dusty roads and staying at Etosha's camps.

“My husband and I enjoyed our stay at your esteemed lodge, the staff members were very kind and lovely. We also enjoyed the scenery, the game drive and boat cruise all so amazing and captivating. Thank you for a wonderful stay Namushasha Lodge.” – TrustYou

Zambezi Experience

Namushasha River Villa



4.6

Nestled along a secluded stretch of the Kwando River lies the River Villa, a haven offering exclusive access to the wonders of Bwabwata National Park. Perfect for a romantic escape, the Namushasha River Villa is designed for two guests, providing a serene and personal ambiance. The package boasts a seamless transfer from Namushasha River Lodge to the Villa, ensuring continuous connectivity via radio with the lodge. Guests indulge in a private safari drive and a delectable meal amidst the park's beauty, culminating in a lavish evening at the River Villa. This extraordinary adventure encompasses a comprehensive, all-inclusive experience.

Namushasha River Lodge



4.6

Namushasha River Lodge invites you to revel in the splendours of the Zambezi water realm, offering regal accommodations that evoke a sense of royalty. There's an enchantment that captivates visitors within these northern territories. Among elephants, hippos, diverse birdlife, water lilies, and the African wilderness, a journey to Namushasha promises an immersive expedition into nature's embrace. Serenaded by the harmonious melodies of reed frogs, bird symphonies, hippo serenades, and the tranquil hum of a boat gliding on water, guests are enveloped in an auditory tapestry. The dining area, crowned by a lofty thatched roof and open sides overlooking the river's domain, extends a spacious and welcoming gateway to this wonderland.

Namushasha River Camping2Go



4.6

Do you love to be close to nature and enjoy quiet evenings at the campfire? Namushasha River Camping2Go offers the independent traveller a rustic camping experience with many amenities – and without the hassle of packing and unpacking your camping equipment.

The four Namushasha River Camping2Go tents are equipped with four beds each and an en-suite bathroom with a shower. Self-catering guests find a fully-equipped kitchen on the outside terrace with a fridge, stove, sink and all the necessary cooking utensils and cutlery. There is an outside braai, as well as a firepit.

Campers are welcome to make use of the facilities at the nearby Namushasha River Lodge and book an activity or a meal at the restaurant.

Namushasha River Campsite



4.6

At the verdant Namushasha River Campsite, discover the joy of pitching your tent amidst the verdant banks, shaded by ancient trees that exude the river's essence.

Following an expertly guided expedition into the depths of Bwabwata National Park, return to your campsite sanctuary with a bundle of firewood in hand. Gather around the crackling flames by the reed-fringed river, toasting with friends amid this serene setting. Here, witness the growth of bulrushes, a delicacy for locals and elephants alike, alongside the graceful presence of day and night water lilies. Campers are warmly encouraged to relish the onsite swimming pool before indulging in a dining experience at the Namushasha River Lodge Restaurant, just a stone's throw away from the river's edge.



Zambezi Mubala Lodge



Modern, innovative and elegant, Zambezi Mubala is a secret river hideaway along the Zambezi's shores, where the river's gentle caress meets the cheerful chorus of hippos and the piercing cries of fish eagles in the expansive blue sky.

The lodge sings its tributes to the colours of the water, the surrounding riverine vegetation and the clear blue sky and embraces the local Silozi term for colour - 'Mubala.'

A haven for bird enthusiasts, Zambezi Mubala Lodge boasts a habitat for over 450 species of birds and hosts a springtime visit of one of Africa's largest carmine bee-eater colonies.



Zambezi Mubala Camp



Forty kilometres east of Katima Mulilo, Zambezi Mubala Camp is tucked away under a canopy of green.

Eight safari tents, each accommodating up to four guests, offer Zambezi residences complete with en-suite bathrooms for comfort. Visitors can choose to showcase their culinary skills in fully-equipped kitchens, dine at the camp's restaurant, or opt for a braai pack to savour a delightful barbecue experience.

Days unfold leisurely at the water's edge accompanied by the harmonious melody of birdsong and the gentle serenade of the Zambezi, creating a tranquil ambiance throughout.

When night falls, the stars put on one of the finest shows on the planet, and Zambezi peace wafts through the camp like a fresh and rejuvenating breeze.

Zambezi Mubala Campsite



Nestled at the water's edge within a tranquil grove of towering, shady trees, Zambezi Mubala Campsite offers an idyllic retreat. The leafy campground comprises ten individual sites, each equipped with private facilities for campers' comfort.

Throughout the day, the air resonates with the majestic calls of Fish Eagles harmonising with the chorus of birdsong and the gentle lapping of water along the river bank. It's a moment to embrace life and unwind to the natural symphony on the banks of one of Africa's renowned rivers.

As night descends, the celestial canopy unfolds, offering one of the planet's most dazzling star-studded displays, while a sense of tranquil serenity envelops the camp akin to a revitalising breeze drifting through.

“This was an experience of a lifetime. Can recommend it anytime. The bungalows are beautiful and fully equipped with the most beautiful sightseeing in the world.” – TrustYou



Chobe River Camp

Chobe River Campsite



4.3

Take in the sweeping vistas of the flood plains while relishing luxurious tranquillity along the Chobe River's banks. Our promise of exceptional experiences is encapsulated in our array of 20 delightful tented chalets.

This area stands as Namibia's unique rendition of the Serengeti, offering an unparalleled and seldom-seen adventure.

The Chobe River Camp stands as a haven for wildlife enthusiasts and avid birdwatchers, offering an idyllic escape just across the river from the globally acclaimed Chobe Nature Reserve. This reserve boasts one of the most substantial gatherings of elephants on the entire African continent, making it an ideal destination to witness these majestic creatures in their natural habitat.



4.5

A secluded sanctuary, our six campsites beckon guests to immerse themselves in a haven of privacy. With picturesque vistas unveiling the untamed expanses along the Chobe River, these campsites provide an intimate connection with nature. Abundant wildlife thrives here, allowing guests to embrace authentic, unspoiled environments.

Situated a mere four kilometres from the Ngoma border post bridging Namibia and Botswana, and in proximity to the surreal Chobe National Park, this location fulfils the dreams of wildlife aficionados and avid birdwatchers alike.

Damaraland Experience

Damara Mopane Lodge



4.3

Like a reminiscent African kingdom of old, Damara Mopane Lodge is fashioned in a semi-circular layout, with interconnected pathways guiding guests to a luxurious swimming pool at its heart. Embracing innovative design, each chalet boasts its private small garden adorned with flourishing vegetables.

Navigating through the labyrinth of walkways reveals a spacious and cheerful central hub. The interior gleams with a wash of fresh green hues and the endearing presence of heart-shaped mopane leaves delicately etched throughout the lodge. Nestled near Khorixas, en route to the renowned Twyfelfontein engravings, Damara Mopane Lodge embodies the essence of Damaraland and the vibrant spirit of the Damara people. Extending a warm embrace to both locals and visitors with a 'Hello neighbour,' the lodge beautifully intertwines cultures and nationalities.

Palmwag Lodge & Camp



4.3

Nestled between Kaokoland and the Skeleton Coast, where the iconic flat-topped Etendeka mountains meet a landscape adorned with a vibrant tapestry of rich red rocks intersecting the Uniab River's tributaries, you'll find Palmwag Lodge and Camp. Set amidst the gentle sway of makalani palms and sturdy mopane trees thriving on subterranean water, the lodge offers vistas over the expansive northern Damaraland.

A sanctuary cherished as one of Africa's last wild wildernesses. It shelters black rhinos and lions, while renowned desert elephants gracefully navigate the ephemeral rivers that weave across the land like lifelines.

When the rugged reds soften into pinks and purples at the end of the day, touching your soul with their magic wand of beauty, and a buttery moon rises regally over the horizon, a deep peace pervades your being.

Palmwag Campsite



4.4

Perfect for nature lovers, this tranquil campsite features thirteen expansive sites, individually equipped with a power point, lighting, wash basin, and fireplace. Balancing a connection with nature alongside the conveniences of civilization captures one of the most exquisite experiences available on the planet.

Elephants, drawn by the water in the river, have been known to venture through the lodge grounds and campsite at night, so keep eyes open for pachyderm friends. Delight in the rugged Damaraland beauty with its authentic Namibian loveliness that reaches places deep inside.

Palmwag Camping2Go



4.4

At Palmwag Camping2Go, embark on a serene escape to Namibia's northwestern reaches, where you'll immerse yourself in a tranquil sanctuary nestled amid the picturesque setting of the striking Etendeka Mountains, commanding views over the Uniab River. Here, the gentle rustle of makalani palm leaves in the breeze and the sun's golden touch painting the landscape evoke an ambiance of profound serenity and relaxation, embracing all who seek refuge at Palmwag.

Within the confines of eight permanent tents, travellers are accommodated, each fully furnished with four beds and an ensuite bathroom featuring a shower. A fully equipped kitchen awaits, facilitating the creation of delightful meals with its complete array of amenities—from fridge, stove, and sink to essential cooking utensils and cutlery. Moreover, an outdoor braai and a firepit invite gatherings under the expansive Namibian night sky, offering an opportunity to relish its awe-inspiring splendour in its entirety.



Namib Experience

Desert Whisper



The desert is calling, its whispers enticing lovers of life to revel in a unique and intimate desert retreat. Desert Whisper, creatively crafted to capture sublime desert panoramas, stands as a luxurious haven tailored for two.

Inspired by nature's forms, materials, and hues, this contemporary desert home might become your sanctuary of choice. Meander through the open-plan lounge and dining area, complete with a well-stocked bar and a fully-equipped kitchen. Find solace in your bedroom and en-suite bathroom, both offering breathtaking desert vistas. Unwind on the terrace with a glass of wine or a steaming cup of coffee, or amble along the wooden walkway to indulge in your private plunge pool's refreshing waters.

There's an exhilarating sense of vastness in the desert. The golden stretch of the Namib unfolds endlessly to the horizon, framed by the gentle contours of the Naukluft Mountains in the distance and the boundless azure sky above. And for your stay, this grand expanse is entirely yours to embrace.



The Desert Grace



Nestled within one of the world's oldest deserts, this exquisite lodge exudes a timeless elegance paired with a chic interior. Guests luxuriate in the desert vistas from 24 individual bungalows, each boasting its private plunge pool.

Under the relentless Namibian sun, the landscape surrounding the property radiates warmth. As you step out of your vehicle, your shoes tread upon the white gravel of the solar-panel parking lot, and a welcoming smile greets you.

Opening in 2018, this lodge holds the distinction of being Gondwana's pioneer establishment constructed entirely from sandbags instead of bricks. This innovative approach not only champions environmental benefits but also ensures exceptional insulation and a cooler ambience within the rooms.

'One night in Namibia' - if that is all time you have for this special country, consider spending that night in The Desert Grace.



Namib Desert Lodge



Resting at the base of ancient fossilised dunes, and embracing the magnificence of a red sea of sand, Namib Desert Lodge sits 60 kilometres from Sesriem, in proximity to Sossusvlei.

Prepare to be captivated. Whether at sunset or in the early morning, a drive through these red dunes reveals a breathtaking sand masterpiece. Upon the ridge, as the sand adopts a deep, rich sienna hue, a view of utter beauty is illuminated in gold, extending from the soft dunes around you to the green ribbon of riverine trees in the distance and the purple-blue mountains.

As one among the Sossusvlei lodges, Namib Desert Lodge boasts its own distinctive character.

A trip to Namibia is only complete with a sojourn in the Namib Desert.



Namib Dune Star Camp



Situated atop ancient sand dunes, overlooking the mesmerising landscape of the Namib Desert, the camp offers a gentle adventure retreat. The intimate camp houses nine cabins, thoughtfully spaced apart. Each cabin boasts an en-suite bathroom, a spacious bedroom, and an expansive deck. The rooms feature a double bed designed to roll out for a night beneath the southern stars. As day gives way to evening, head to the expansive central deck for unparalleled vistas of the breathtaking scenery.

Namib Dune Star Camp embodies an eco-friendly camp, meticulously designed and constructed to minimise its environmental impact.

Offering guests a one-night, once-in-a-lifetime opportunity to immerse themselves in the heart of the Namib Desert.



Namib Desert Camping2Go



4.5

Reconnecting with one's roots becomes effortless with Camping2Go. Following an unforgettable day immersed in the desert's wonders at Sossusvlei and Sesriem Canyon, it's time to unwind. Gather around a warm campfire in the company of loved ones, listening to the haunting call of the hyena under the night sky. Nature's symphony will serenade you into a peaceful slumber. Awaken to the breathtaking spectacle of the sunrise igniting the fossilised dunes in a fiery display.

For the convenience of travellers, a total of eight permanent tents, situated just a stone's throw from the Namib Desert Lodge, have been established.

Namib Desert Campsite



4.5

Sixty kilometres away from Sesriem and Sossusvlei, Namib Desert Campsite stands as a secluded retreat. After traversing the burnished sands of Sossusvlei, return to immerse yourself in the profound tranquillity of the Namib Desert.

For those seeking added comforts, Namib Desert Lodge sits a mere five kilometres away, offering indulgent amenities like a refreshing pool and delectable meals. Opt for an afternoon guided drive into the awe-inspiring landscape. The spaciousness and serenity of the Namib Desert define the charm of this unassuming campsite nestled beneath the acacia trees.

“An Oasis. We met with the owner, Piet, who was such a wonderful guy. We stayed in Geisterschlucht, with all the amenities you could need. Pristine, friendly, hot water, comfortable beds, and heat. Our only regret is that we only spent one night, so looking forward our next visit. Piet made us feel like we were family and ensured that our stay was as comfortable as it could be. Lovely gift shop with affordable prices as well!” – Google Maps

Aus Mountain Experience

Eagle's Nest Chalets



4.6

Experience a renewed sense of freedom at Klein Aus Vista, where vast vistas of subtle hues converge as the Pro-Namib landscape merges seamlessly with desert sands. Retreat from the rush and routines of daily life to rejuvenate and rekindle your connection with the natural world.

The chalets are nestled within sculpted granite boulders, framed by a rugged granite-gneiss mountain backdrop. Above, eagles gracefully soar, while ahead, the expansive vistas will leave you awe-inspired.

Located seven kilometres from the main lodge, the Eagle's Nest chalets offer private self-catering havens, each meticulously crafted individually, blending natural elements and boulders into their interiors, creating a rustic yet luxurious ambiance.

Desert Horse Inn



4.6

Situated just east of Aus, Klein Aus Vista is nestled amidst the captivating granite-gneiss hills, offering splendid vistas of the surrounding landscape. Here, the transition between the Namib Desert and golden grasslands unfolds, a realm where wild horses roam freely and where dreams of diamonds once drew people. Klein Aus Vista serves as an ideal hub for exploring south western Namibia, whether as a standalone destination or a convenient midway point between the canyon and the iconic red dunes of Sossusvlei.

The inviting and spacious accommodations at Desert Horse Inn reflect a style reminiscent of late-century farmhouses, adorned in a deep, enchanting sienna colour that gleams in the waning afternoon sunlight. Relax on your veranda, savouring the tranquil ambiance of Klein Aus, opt for a day or sunset drive, or embark on the numerous mountain biking and walking trails meandering through the rocky hillsides.

Geisterschlucht Cabin



4.6

Discover a hint of enchantment and mystery within the rustic confines of the 'Ghost Canyon' cabin. Embracing simplicity yet exclusivity, this retreat remains nestled in a secluded valley, where an aged, rusty Hudson, marked with bullet holes, stands sentinel at the entrance road – a relic harkening back to a fabled gunfight between diamond smugglers and law enforcement. Legend has it that the spirits of these individuals roam the valley, eternally seeking their lost treasures. Along the trail lies a series of stone ramparts, remnants from World War I (1914-1918) when German forces erected fortifications in the Aus hills, marking their stand against the soldiers of the South African Union.

Klein-Aus Vista Campsite



4.4

Experience the magical campsites at Klein Aus Vista – a place that beckons you back like a resounding echo. Nestled within a natural amphitheatre of rock formations, this hideaway exudes a wilderness allure, despite being merely a two-kilometre drive from Desert Horse Inn. Positioned beneath towering camelthorn trees, some adorned with sociable weaver nests, the sites offer a unique communion where birds, trees, and sky share their tales. Klein Aus Vista is renowned for its panoramic vistas, offering sunsets that will linger in your memory. Feel the invigorating energy of the wild spaces of Namibia. Enter its peace.

Fish River Canyon Experience

Canyon Lodge



The gentle colours of apricot sand blending with the subtle green tones of euphorbias set the stage for the beauty surrounding the lodge. Upon rounding the last bend, the lodge emerges into view.

Resting amidst curved granite boulders, Canyon Lodge greets visitors with its charming century-old farmhouse reception, lush garden, and tranquil pond – a warm and inviting embrace into this enchanted haven.

Canyon Village



Canyon Village is defined by its quiver trees, Nama culture, rugged terrain, and a remarkable expansive rock formation. Stone-and-thatch chalets form a horseshoe layout around a vibrant array of young quiver trees. The central area, adorned with bougainvillea, sprawls with thatched roofs and serves as a multifunctional space – housing the restaurant, bar, lounge, and reception. "Take a walk on the South's side" is a suitable motto for this Fish River Canyon Village.

Take a moment to honour the ancient Nama deity, Haitisi Aibeb, at the front entrance and to request a blessing for the journey ahead. Staff members take pride in wearing their traditional patchwork dress and headdresses here, bringing in the spirit of the south and the Nama people, one of the first peoples of southern Africa. The honey-coloured people have a knack for story-telling and have lovingly woven song and dance into their traditions. Their smile stretches far and wide.

Canyon Roadhouse



Replenish your spirit with abundant smiles at this exceptional and out-of-the-ordinary lodge. Echoing the aesthetics of a vintage roadhouse, the lodge stands as a genuine treasure trove, an essential stop on any visit to the canyon. The exterior offers a glimpse of the enchanting interior, featuring weathered Chevys and Fords from a nostalgic era, surrounded by distinctive corky quiver trees and desert flora. Pull up, park your vehicle, and step into a world of wonder awaiting inside.

As if you have entered an Aladdin's cave, the large doors open onto an International truck serving as the reception desk, a 'pomptasie' (filling station) bar and an assortment of classic vehicles and transport paraphernalia assembled with an innovative and creative flair – and a good deal of humour! Restaurant tables are placed in between and the cabs of several cars serve as zany fireplaces in the chilly winter months.

Canyon Roadhouse Campsite



Nestled behind Canyon Roadhouse, Canyon Roadhouse Campsite provides shaded camping spots along the edge of a dry riverbed, set against a scenic backdrop of rocky hills.

Secluded from the main road, this campsite offers a sense of solitude within nature, where the company includes eagles, thorn trees, and the timeless rhythm of the ancient landscape.

As you sit by your campfire under the sparkling tapestry of the southern night sky, take a moment to listen closely. In the serene silence, you might catch the distant call of the canyon, just 14 kilometres away.

Canyon Klipspringer Camps



Experience the magical atmosphere of our rustic self-catering camps in the northern reaches of the Fish River Canyon.

Take a leisurely 4x4 drive to one of our unique camps and enjoy the tranquillity and peace in the most spectacular rugged landscape of the Fish River Canyon. Or start your hiking adventure from Klipspringer Base Camp to Koelkrans, Horseshoe and Battlesnake Camp.

From November 1, 2023, reservations for these campsites will no longer be available.

Kalahari Experience

Kalahari Anib Lodge



In Namibia's eastern reaches, the alluring red sands of the Kalahari await your visit. Allow us to introduce you to Kalahari Anib Lodge, nestled in this burnished landscape.

Accessible by sedan car and situated just 30 kilometres from Mariental, this lodge serves as an ideal overnight rest stop for travellers journeying between Windhoek and the southern regions or those venturing towards the Kgalagadi. Experience the grounding sensation of the earth beneath your feet as you explore the trails surrounding the lodge, keeping a keen eye out for sightings of springbok, zebra, and wildebeest. Seize the opportunity to immerse yourself in the distinctive character and vitality of this remarkable terrain, feeling intimately closer to the land.

“Again Gondwana never fails to impress. I have come to expect good, friendly service, clean facilities and well laid out resorts and I am never disappointed. The small things that stand out at Anib really showed the attention to detail and the planning that goes into the Lodges. For example the plugs at the parking spots so fridges can be kept going is an excellent idea and real coffee and a plunger in the room is just next level. For value for money and best overall experience you cannot beat Gondwana in general and Anib lodge in particular.” – TrustYou

Kalahari Anib Campsite



Experience an overnight stay beneath the mesmerising starry expanse of the Kalahari Desert.

Kalahari Anib offers three exclusive private sites, nestled amidst the vast African savannah, easily reachable from the main road. These campsites serve as a convenient spot to pause during your journey, gathering around a crackling fire to immerse yourself in the essence of the Kalahari. Camping in the Kalahari has never been simpler. Kick back and unwind under a canopy of stars while nearby springbok graze, allowing the serene silence to sing you to sleep.

Kalahari Anib Camping2Go



4.5

For those unsure about traditional camping but yearning for the warmth of a campfire in the night among cherished company, Camping2Go offers a straightforward solution.

Four permanent tents have been established in close proximity to Kalahari Anib Lodge, designed for comfort. Each tent accommodates four beds and features an en-suite bathroom equipped with a shower.

Kalahari Farmhouse



4.3

Should an enchanted garden exist, this is it. Entering the Kalahari Farmhouse feels like stepping into a magical enclave or an oasis secluded in the desert – a realm far removed from the outside world. It urges you to take off your shoes, recline on the soft grass, pick up a book, and unwind.

The charming chalets exude cottage-like warmth, adorned with vibrant patchwork quilts, fireplaces, and an abundance of allure, all overlooking a garden bordered by majestic palms. Birds flit among the trees, while streams of water add to the tranquillity enveloping this intimate Kalahari retreat. Situated on the outskirts of Stampriet, where life-nurturing artesian water emerges, the Farmhouse basks in this bountiful gift bestowed upon the Kalahari Desert.

Kalahari Farmhouse Campsite



4.3

Nestled within a cluster of palm trees, at the periphery of Kalahari Farmhouse, lies the hidden gem of Kalahari Farmhouse Campsite – an unexpected discovery within the Kalahari. Blessed with artesian water, this small parcel of land serves as a lush oasis, yielding an abundance of produce for the Gondwana Collection.

Easily reachable along the outskirts of Stampriet, the tranquil and secluded allure of Kalahari Farmhouse extends gracefully to its unassuming campsite. Set up your tent or park your camper beneath the swaying palms of the Kalahari and relish the serene atmosphere.



Swakopmund Experience

The Delight Swakopmund



In the midst of the town's captivating blend of contrasts and ancient customs, Gondwana's Delight emerges as a breath of fresh air in the desert landscape. Conveniently situated just a short stroll away from the 'Mole,' our modern, invigorating, and inviting hotel serves as the perfect home base for your stay.

Every detail is meticulously crafted to surprise and enchant guests with thoughtful touches and locally inspired reasons to brighten your day. From the seamless comfort of our hotel and the renowned warm hospitality characteristic of Gondwana, to the expert guidance provided by our knowledgeable Delight Host – be it for activity arrangements or dinner reservations – your stay promises to be an effortless and unforgettable experience.



Windhoek Experience

The Weinberg Windhoek



Indulge in the fusion of city life's luxuries and the serene ambiance of Africa while revelling in style at The Weinberg Windhoek. Its iconic design seamlessly intertwines old-world splendour with contemporary lines and state-of-the-art amenities.

The hotel's graceful architecture envelops a heritage building, serving as the focal point of the Am Weinberg Estate. Additionally, it boasts various restaurants offering diverse culinary styles and the inviting Life Day Spa to enhance your experience.

Experience the sunset enjoying panoramic views of the surrounding valley. The Weinberg (German: vineyard) lives up to its name and invites you to choose your favourite wine from an extensive wine list while savouring the hotel's sophisticated atmosphere.

“In Windhoek we wouldn't stay anywhere else, Fantastic service, excellent trained polite staff throughout. The Weinberg is a charming and quiet slice of heaven. The rooms are so comfortable and so quiet! It's just a lovely hotel.” – TrustYou

Okapuka Safari Lodge



4.4

Experience Africa's wild side at the doorstep of Namibia's capital Windhoek, just a 30 minute drive from the centre of town. Surrounded by 7300 ha of prime African savannah, Okapuka Safari Lodge is an oasis of lush green lawns under ancient camel thorn trees set against the backdrop of a towering mountain range. Enjoy the peace and quiet from the verandah of your cosy holiday home watching an array of warthogs passing by accompanied by antelopes, peacefully grazing side by side.

Okapuka Safari Lodge takes you on a nostalgic African journey, reflecting both the majestic tranquillity of our mysterious continent and the exciting wildlife.

The Weinberg Urban Pod



Spend evenings sipping on a choice selection of spirits, while watching the Windhoek city lights submerge the valley into a sea of twinkling stars.

The Weinberg Urban Pod finds itself located on Roman Hill, in the impressive Am Weinberg Estate. An exclusive haven for the discerning traveller or business professional, with an unparalleled level of offerings. The luxury villa is a tranquil escape from the bustle of city life, while ensuring close proximity to the business hub of the capital.

Hosted by The Weinberg, the Urban Pod offers the perfect base for an exceptional and memorable stay in Windhoek. With a personal attendant available to guests, to plan specialised activities and secure reservations for dinner, the experience is one of opulence and exclusivity, ideal for romantic getaways or business travel.

The Pearls Beach Pods



The soothing sound of the sea, and glistening reflections of light on the water. Where the sea and sand dance together in eternal harmony, lie The Pearls Beach Pods in Swakopmund.

The gentle embrace of earthy tones and natural textures envelops the space, setting the stage for a cocoon of comfort and exquisite pleasure, offering indulgent pampering even on cooler coastal days. This isn't just a place; it's a promise of shared experience.

Welcomed by an open living space looking out onto the surf, inviting guests to create culinary masterpieces together in the fully stocked kitchen, dine intimately in the central dining area, or explore cocktail favourites at the private bar.

This is where the wealth of the Atlantic washes onto the pale sands of the Namib Desert. Moments of intimacy, exclusivity and unique perspective await.

APPENDIX

Schools supported by the Gondwana Care Trust in 2023 as part of the Back-to-School Christmas Bag project

- Acacia Pre-primary
- Cancer Association
- Chobe Kindergarten
- Dagbreek Special School
- Eden Primary School via Khabaisan Centre
- Eluwa Resource School
- Epupa Kindergarten
- Etuhole Pre-primary
- Geduld Primary
- Grow Together Kindergarten
- Haingura
- Hope for Life
- Hope Village
- Isize Combined School
- Joshua Mora Liswani Kindergarten
- K.W Von Maree's Primary School via Khabaisan Centre
- Kalimbeza Kindergarten
- Kalundu
- Khabaisan Centre
- Khabaisan Kindergarten
- Little Bugs
- Mammadu
- Marmer School Aus
- Mekki Kindergarten and day care
- Namushasha Pre-primary School
- Nau Aib learners via Khabaisan Kindergarten
- Ngoma Combined School
- Ohajuura Junior Primary and Senior Primary School
- Omaruru Children's Haven
- Onakasino Primary School
- Paukeni Pre-school
- Penehupifo Kindergarten
- Pinkenolsie School
- Promiseland
- Rose Pre-primary School
- Ruumwe Primary School
- Sachona Kindergarten
- Sesfontein Amxab Combined School
- Sifuha Primary School
- Soetdoringlaagte creche
- St Peter Clara Pre-primary
- Stepping Stone
- Sunshine Ecd Aris
- Tangeni Shilongo DRC School
- The Lighthouse Community Hope
- Welwitschia Primary School
- Witkrans Primary School
- WJD Cloete Combined Primary School – Riethoog



Trust projects supported by Gondwana across Namibia

Gondwana head office: Windhoek, Zambezi Mubala Lodge and Okahandja and Rehoboth, Gobabis		Hakusembe River Lodge: Rundu	Etosha Safari Lodge: Etosha	
<ul style="list-style-type: none"> Bridge of Hope Mammadu Trust Seniorpark Old Age Home Lidar Foundation Hope Village Physical Active Youth (PAY) Namibia Huis Maerua Children's Home Grace Project Khomas Homeless Development Trust Haingura Pre-Primary School & Day Care Men on the side of the Road New Life Center – Katutura Soup kitchen and Stampriet Soup kitchen Dagbreek Special School Cancer Association of Namibia Rose Pre-primary & Afterschool care Lighthouse Community Hope Heal the Land (Okahandja) Khaibasen (Okahandja) Light of Hope (Okahandja) Naul'Aib Old Age Home (Okahandja) Khomas Homeless Shelter Elim Flats – Gobabis Old Age Home Etuhole Pre-Primary Smiley's Kinde Smiley's Kindergarten Aris ARIS Sunshine Kindergarten SPES Charity New Life Change Center Eduvision International Youth Fellowship YONA Woman at Work Mekky Kindergarten Chica House Bloukrans Primary School St Josef Primary School Hope for Life 		<ul style="list-style-type: none"> St Peter Clara Pre primary Ruumwe Primary School Paukeni Pre-school Beautiful Flower Kindergarten 	<ul style="list-style-type: none"> Penehupifo Kindergarten 	
<ul style="list-style-type: none"> Namushasha Pre-Primary (NRL) Kalimbeza Kindergarten Sachona Kindergarten (NRL) Kalundu Village Primary School (ZMC) Kanono Combined School (ZMC) Ngoma Combined School (CRC) Sikunga Fish Guards (ZMC) Cheshire Home (Katima) Chobe Kindergarten Joshua Mora Liswani Kindergarten Sifuha Primary School 		<h3>Etosha King Nehale</h3> <ul style="list-style-type: none"> Eluwa Special Need Onakasino PS 		<h3>Damara Mopane Lodge: Khorixas</h3> <ul style="list-style-type: none"> Khorixas Boxing club Welwitschia Primary School
		<h3>The Delight: Swakopmund, Walvis Bay, Henties Bay, Omaruru</h3> <ul style="list-style-type: none"> Tangeni Shilongo DRC School TASK – Kuisebmond community food relief Grow Together Kindergarten Ladies Circle Stepping Stone DRC Woman Community Centre Promiseland His House Frail Care Centre Walvis Bay Kids Haven Omaruru Childrens Haven 	<h3>Kalahari Anib Lodge and Kalahari Farmhouse: Mariental and Stampriet</h3> <ul style="list-style-type: none"> Soetdoringlaagte Community Witkrans Primary School Dordabis Primary School Auob Soup Kitchen 	
		<h3>Canyon Lodge, Village and Roadhouse: Keetmanshoop</h3> <ul style="list-style-type: none"> Elshaddai Caring And Feeding Dorcas Soup Kitchen Geduld Primary School Immaneül Hostel Betel Hostel Karasburg 	<h3>Namib Desert Lodge: Maltahöhe</h3> <ul style="list-style-type: none"> Little Bugs Primary School Riethoog Primary School Nababis Primary School 	<h3>Palmwag Lodge & Campsite and Omuranga Epupa-Falls: Damaraland, Epupa</h3> <ul style="list-style-type: none"> Save the Rhino Rangers Palmwag Conservancies food relief Hoanib River Patrol Force Otjizeka Mobile School Sesfontein Amxab Combined School Omarunga: Ohajuura Primary School

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