



GONDWANA
COLLECTION
NAMIBIA

Value Creation Report

2022

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Introducing our 2022 Value Creation Report

2022 was a watershed year for Gondwana Collection Namibia (Gondwana) – a year of overcoming challenges, making courageous decisions to secure our future, and drawing strength and resilience from our inner reserves. We remained true to our Gondwana DNA and our hard work paid off. Profitability was restored and we are reminded that our people who maintain our valuable assets and serve our treasured guests with utmost care are the beating heart of our business, our future and our contribution to Namibia.

Now it's time to move on.

As we adapt to a changed world and take on exciting new opportunities, we do so purposefully and with care. We are protecting our core assets while we create new value by expanding into complementary products and services along the tourism value chain. We move forward in partnership with our employees, our guests, our communities and our shareholders, mindful always of our commitment to protect and improve the natural environment, the people and the country that sustain our company.

“We are fortunate in Namibia to still be able to reconnect with nature, to enjoy the great outdoors and sleep peacefully under starlit skies. **Here, with little light pollution and areas that still mercifully have no reception, we can put our cell phones to sleep, sit back around a campfire, watch the stars and listen to the sounds of the wild.**

“I am so grateful to be here now. **It is a privilege for us at the Gondwana Collection Namibia to share our hospitality establishments**, Namibia2Go car rental, and Gondwana Travel Centre with our guests to enable them to experience and enjoy all that the country so generously offers.

“Namibia provides the opportunity to return to our roots, recalibrate, and set our internal compasses back in the right direction.”

Manni Goldbeck, Gondwana Executive Director and Brand Director

Our 2022 report represents Gondwana Collection Namibia (Gondwana, or the company) for the period 1 November 2021 to 31 October 2022, including our joint ventures with external parties. The report records the decisions and the sacrifices we made to protect our company and the livelihood of our many stakeholders during Covid-19 restrictions and worsening economic conditions. It describes exciting synergies our teams created and strengthened as we adapted our business model, first for survival and then prosperity. Finally, we show how we kept our promises to ensure that our net effects on the environment, our communities and our people remain positive.



A scenic landscape featuring a row of tall palm trees in the foreground, with a dense thicket of green bushes and smaller trees behind them. In the background, a large, rounded mountain rises against a clear blue sky. The entire scene is reflected in a calm body of water in the foreground. The image has a teal color cast and a subtle geometric pattern of overlapping lines in the upper left and lower right corners.

A reflection on 2022

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Our culture, our core, our DNA

As we move on, venturing into new opportunities and value-creating synergies, we are reminded of our core – because this pulls us through difficult times and keeps us moving forward on a path of sustainable growth.

Our culture defines our approach to work, beliefs, expectations, and interactions with others. Like DNA, our culture imparts the qualities that make us unique and enable us to combine and transform our resources into magical experiences for our guests and meaningful impact for our other stakeholders.

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

The Gondwana Guidelines

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

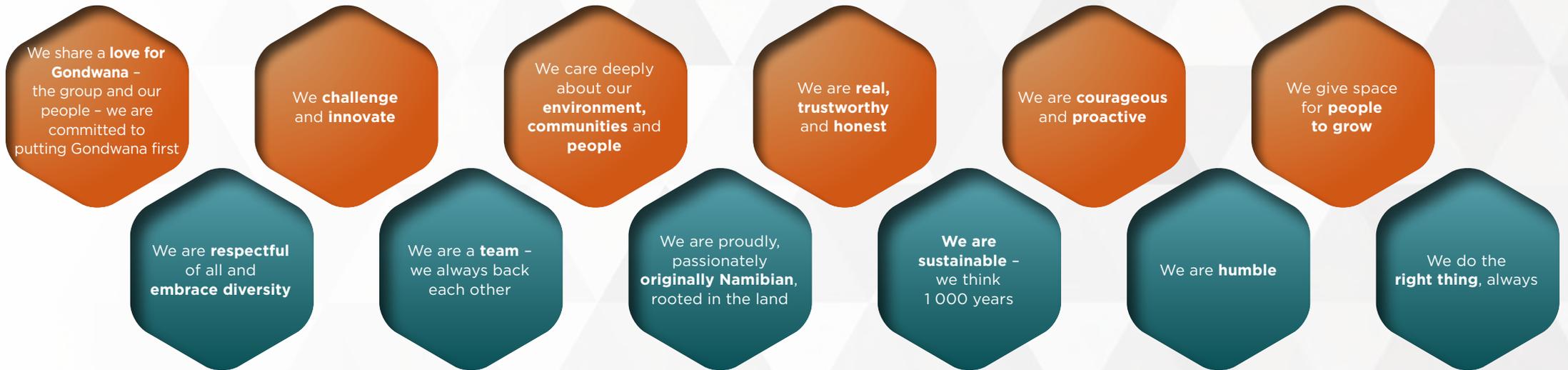


The **essence of our culture** is intangible, but it **inspires and drives us every day**. Our brand is forged from **integrity, passion and our determination** to have an enduring, **positive impact on the planet** and the people whose lives we touch. We want to make our country, our team and our stakeholders proud.

This is the Gondwana feeling: Namibia with heart and soul.

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.

The Gondwana Way



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 customers from around the world, with their roots in the ancient continent of Gondwana.

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 diverse people from around the world and the natural environment.

One Gondwana – synergies in all we do

Our diverse range of products and services across the **Namibian tourism value chain leverage synergies** to create a **seamless guest experience**.

E-commerce
The Narrative Namibia

The Gondwana Corporate account
Making business travel easy.

Business travel in Namibia should be stress-free. With the Gondwana Corporate account, businesses receive a 20% discount on accommodation bookings and a 15% discount on rental car hire.

The Gondwana Card
Unlocking the potential of local travel.

Most Namibians and SADC citizens have less disposable income than their European or North American peers. We launched the Gondwana Card in 2007 to make travel more affordable for these travellers.

Over 90 000 Gondwana Cards have been issued. The card offers 40% discounts to SADC residents and 50% to Namibians for accommodation on a bed and breakfast basis and, for Camping2Go and camping, discounts apply on a bed basis only. The card also offers a 25% discount on dinner and activities. Card holders are an integral part of our community. We engage with them to share the importance of environmental protection and how tourism benefits nature.

When international travel came to a halt, other tourism operators began discounting on their products and services for locals. We kept to our existing offerings on the Gondwana Card and, as an added perk, we increased our dinner discount from 25% to 35% for a limited period until 31 March 2022.

<https://store.gondwana-collection.com/card>

OUR INVESTMENT CASE

We are contrarian: We are not obsessed with bottom-line growth, but instead, **we are obsessed with personal growth, creativity and making the world a better place.** The inevitable outcome is bottom-line growth.

The Gondwana brand

- Our brand is highly trusted in the Namibian market and key international markets

We are resilient

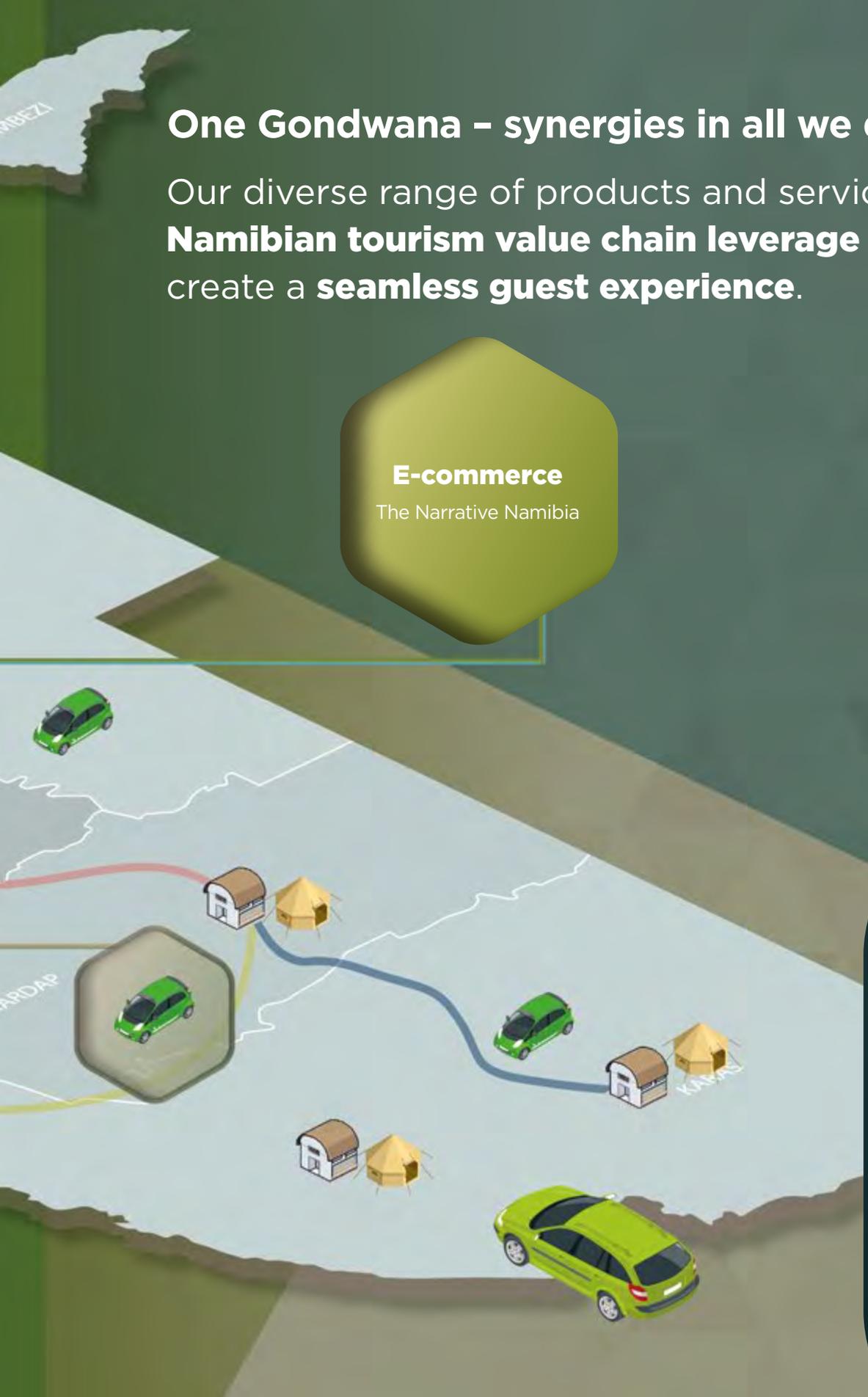
- We have proven that if prudently managed, hospitality businesses can be highly financially rewarding

Our environmental, social and governance (ESG) credentials are impeccable

- We invest in personal growth, creativity and making the world a better place

Namibia has massive appeal

- Namibia has what the world wants: space, sunshine, mineral and marine resources, and peace

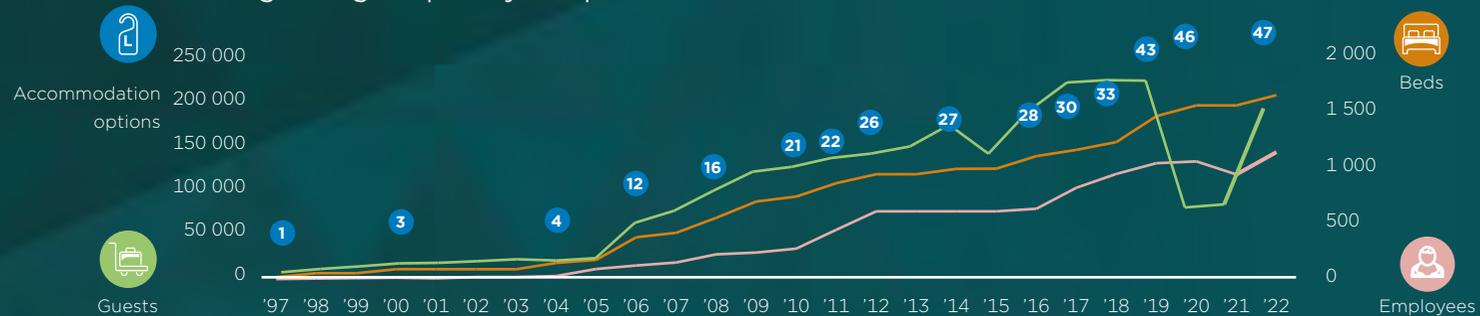


Our journey

Over 26 years, Gondwana has grown from a pioneering lodge in the Fish River Canyon to a **leading hospitality brand**, rooted in Namibia, **for Namibia**.



Our growing hospitality footprint



Establishment of first conservancy agreements
 Footprint expansion gives guests access to Botswana and Zimbabwe
 Regional expansion outside of Namibia
 Gondwana was awarded the **Employment Equity Commission Affirmative Action Award** in recognition of its training programmes

Namib Desert Lodge receives a Terraviva Award

Established Gondwana Holdings Limited
 Chobe River Camp and Campsite
 Zambezi Mubala Lodge
 Restructuring and reorganisation
 Expansion of the Board and governance structures

Kaokoland experience
 Omarunga Epupa-Falls Camp and Campsite
 Desert Whisper
 Namushasha River Villa
 Palmwag Lodge and Campsite
 Camping2Go at Kalahari Anib Lodge, Namib Desert Lodge and Etosha Safari Camp
 Product offering
 Broadened to include ultra-premium Secret Collection and Camping2Go tented chalets
 Gondwana publishes first Value Creation Report

Integrated and rebranded Safari2Go and The Cardboard Box as Gondwana Travel Centre
 The Desert Grace was awarded the runner-up prize in the Environmental Investment Fund's Sustainable Development Awards in the category: Private Sector Champions for Sustainable Development
 Launched the Adopt-a-Quiver-Tree project



Namib Dune Star Camp
Namushasha River Lodge awarded Five Flowers from the Eco Awards

The Swakopmund experience
 The Delight Swakopmund
 Gondwana becomes the **first African company to receive the Workshop N Seal of Quality and Inclusion** in the Council for Sustainable Development's project list of exemplary companies

Zambezi Mubala Camp and Campsite
 The Desert Grace
 Namibia2Go
 Safari2Go
 The Cardboard Box Travel Shop
 Product offering
 Broadened to include vertical value chain integration
 Namib Desert Lodge is a Responsible Tourism Award Winner

Etosha King Nehale
 Camping2Go at Namushasha River Lodge and Palmwag Lodge & Camp
 Launched The Narrative Namibia
 Exco restructured as the Team Leader Council (TLC)
 Back-end of business restructured to facilitate vertical integration and better present one Gondwana to potential customers
 Canyon Village is a Responsible Tourism Award Winner

Doubled our car rental fleet and launched Go2 Traveller Transfers
 Concluded management agreements for The Weinberg Windhoek and Okapuka Safari Lodge. Took over management of The Weinberg on 1 March 2022.
 Formalised the Exco structure
 Increased focus on internal synergies was unlocked with the aggressive increase of the Namibia2Go fleet and the introduction of Go2 Traveller Transfers
 Launched our in-house brand production department

Our Offerings

We offer travellers a **unique Namibian experience** across the full spectrum of **affordability, style** and **preference**.



Accommodation to suit all tastes

Gondwana has an exceptional range of accommodation in breathtakingly beautiful and iconic locations. Whether a bespoke luxury getaway or camping with the option of glamping in well-equipped Camping2Go safari tents, our selection suits different budgets and lifestyles.

We expand and improve our leisure offerings to give travellers access to the best experiences Africa, and Namibia, have to offer.

- 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.

Explore Gondwana's accommodation options in detail at the back of this report or at <https://store.gondwana-collection.com>

Driving synergies to enhance guest experience

We continuously develop and introduce new products and services to complement our accommodation offerings.



Namibia2Go

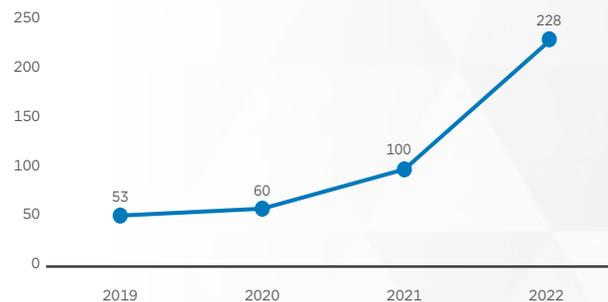
Namibia's awe-inspiring landscapes, national parks and well-maintained roads make it a dream destination for self-drive safaris and road trips. As guest preferences shift from big tour groups in buses to independent travellers who favour self-driving, our Namibia2Go car rental business is expanding and venturing into new products and services.

Accelerating growth

The car rental fleet grew from 53 vehicles in 2019 to 228 in 2022, and offers a wide-ranging fleet, from Suzuki Jimnys to fully equipped camping vehicles to suit all guest needs.

We grew our fleet in anticipation of a surge in demand for rental vehicles when tourism started to recover. At the same time, there was a domestic and regional shortage of new vehicles, exacerbated by flooding that stalled Toyota's vehicle production in South Africa.

Accelerating growth



Website: <http://namibia2go.com>



SOCIAL SAFARIS

Our guests can book guided tours at our safari lodges or hire a seven-seater Volkswagen Kombi for private game drives in Etosha National Park. Our game viewing Kombis are equipped with opening side window-panels, a skylight and a fridge stocked with beverages and snacks.



Welcome to the future

Namibia2Go was the country's first car rental to introduce hybrid vehicles to its fleet in April 2022. Our seven Toyota Cross 1.8XS CVT HV vehicles combine petrol and electric power to deliver the best possible performance and efficiency. They have gravel-road capability, good ground clearance, the latest safety technology, and lower carbon emissions, offering an ideal alternative for environmentally conscious travellers, with improved fuel consumption enhancing the driving experience.

“Gondwana has been committed to **sustainability and nature conservation for 26 years.** With these hybrid vehicles, we can contribute to these goals with our car rental.”

Wandi van Hout, GM, Namibia2Go and Go2 Travellers Transfers



Go2 Traveller Transfers

Our dream to expand Gondwana's rental fleet did not stop with the acquisition of new vehicles. In June 2022, we launched Go2 Traveller Transfers, adding an innovative new feather to the cap of our hospitality and vehicle rental services.

Go2 Traveller Transfers offers a daily hop-on hop-off transport service for all travellers in Namibia. 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, the Kalahari, Etosha, and Damaraland.

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 to tour operators who want to offer their customers an affordable, environmentally conscious, and safe option.

Sporting a brand new logo on the vehicles, a Go Guide with a route map and on-board entertainment, as well as an easy online booking system at www.go2.na, the Go2 offering has been snapped up by travellers and the tourism industry.



Gondwana Travel Centre

The Gondwana Travel Centre was established in 2021 in response to travellers' growing preference for direct engagement with their tourism providers and authentic travel adventures rather than packaged tours. Our travel agency will be enhanced in 2023 with the launch of our online travel agency. The online agency will take bookings and payments, broaden our reach and allow us to engage directly with customers.

Website: <http://gondwana.travel>



The Narrative

The Narrative e-commerce store is an online extension of the primary Gondwana Collection brand. It sells locally produced, often handmade curios from Namibia and all-around Africa and provides a platform for guests to donate to worthy environmental causes, vulnerable children and communities through the Gondwana Care Trust.

Website: <http://narrativenamibia.com>

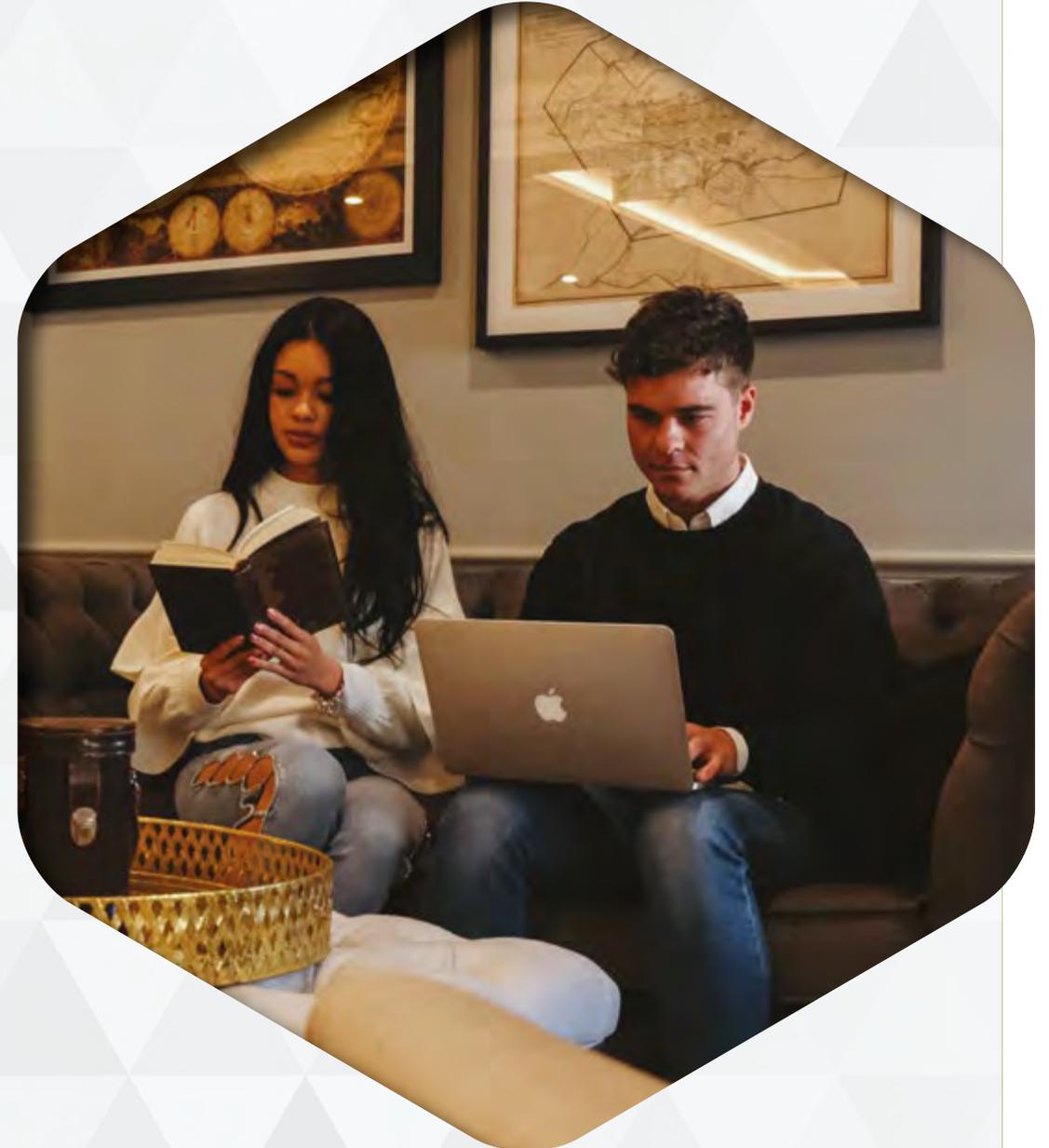


Namibian retreats for snowbirds and digital nomads

Travellers who escape to warmer climates during their winter or enjoy working holidays in beautiful locations can now experience longer stays in Namibia.

The Namibian Digital Nomad Visa programme was launched in October 2022 by Namibia Investment Promotion and Development Board (NIPDB) as a novel way to attract more visitors to the country and allow for international working experience. The visa will be issued for a period of six months. More information on the Digital Nomad Visa can be viewed on their website at <https://nipdb.com/nomadvisa>

Anticipating the trend, Gondwana enhanced the internet connectivity and speed at its properties and offers free WiFi to guests. For travellers interested in longer stays, Gondwana launched the Namibian Summer Retreat for Snowbirds and Digital Nomads to complement the Namibian Digital Nomad Visa programme. This special campaign allows Nomad travellers to spend 30 days in most of our unique lodges, hotels and camps all over Namibia at a special price of 50 Euro per person per day on a bed and breakfast basis for the travel period November 2022 to 30 April 2023.



Meet the Namibia2Go and Go2 Traveller Transfers – our overnight rockstars

Gondwana's car rental and travellers transfer services took off in 2022, racing past budget expectations and driving Gondwana back to profitability after two years of Covid-19 related losses. The success was indirectly driven by our synergies with the Gondwana Travel Centre. Team members found a few minutes in their busy day to reveal some of the secrets behind their success.

Q Describe your team and its contribution to Gondwana

A Wandi van Hout, GM, Namibia2Go and Go2 Travelers Transfers: I have surrounded myself with a team of specialists in each of their fields who are dedicated and eager to only do the best for Gondwana and our customers.

A Romano Willemse, Yard and Fleet Supervisor: A very small team steering a big ship. We get our guests to their destinations and beyond. I believe we are one of the best advertisements for Gondwana.

A Anthea Cloete, Commercial and Synergy Manager: We consider ourselves enablers who fill Gondwana beds through synergy collaborations. We offer car rentals at market related and highly competitive rates. Our Go2 Traveller Transfers connect travellers to nine attractive routes throughout Namibia. Our competitive advantage as a fully inclusive car service provider makes Namibia2Go the service provider of choice. We also have a Synergy Specialist in our team who upsells our rentals with accommodation, ensuring that a portion of our customers 'Bly en Ry' with Gondwana.

A Marco Clarijs, Finance and Administration Manager: We are an eclectic group of people providing the Gondwana Collection guests with safe and reliable vehicles to get bums in our beds.

Q What core values drive your team?

A Romano Willemse: Always trying to provide the most seamless user experience for all guests.

A Anthea Cloete: Willingness to learn and adapt. Eagerness for guidance, motivation and development. The team has brilliant ideas most of the time, they just need to trust their judgement more. Honesty is our bedrock, it defines who we are. Determination and perseverance drive our team's go-getting spirit.

Q What does a typical day look like for the team?

A Nabeela Gester, Go2 Traveller Transfer Team Leader: Busy, busy, busy, but fun.

Q What were your big wins in 2022?

A Marco Clarijs: Making double the budgeted turnover.

A Violet Kinda, Synergy Specialist: We sold more rental days than in previous years. The team is stronger together than ever.

A Nabeela Gester: Always making a plan to assist customers.

Q What challenge have you fixed?

A Violet Kinda: We had difficulty managing our transfer scheduling. The team discussed how we could better organise our transfers and with pride I can say, we found a procedure that works for us. We concluded that one person should be responsible for the scheduling of transfers, with the rest of the team providing support as needed.

Q What does your team do to make a workday fun?

A Nabeela Gester: Laugh hard and work even harder.

A Wandi van Hout: We share a packet of "slap chips" and remember funny stories and then laugh with our guests who are either starting their dream holiday or saying goodbye after an adventure of a lifetime.



Our experiences

We showcase Namibia's beauty through unforgettable experiences, from bespoke luxury to rugged adventures in incomparable landscapes.

Wish you were here

Our locations are close to Namibia's leading tourist attractions and places of interest. We want guests to experience Namibia's rich culture, breath-taking landscapes and abundant wildlife from the magical spaces we create.



The Swakopmund experience

Between the golden dunes of the Namib Desert and swells of the icy Atlantic Ocean, the seaside resort town of Swakopmund goes about its business - in a rhythm all of its own.

With its Namibian residents, bustle of tourists, historical buildings, nature-based adventures and city pleasures, Swakopmund is an experience like no other - with something for everyone to enjoy.

And amongst the town's captivating contrasts and old traditions, The Delight Swakopmund is a fresh breeze in the desert. Few destinations can compete with the natural diversity of Swakopmund. Take a trip into the Living Desert, skydive over the Namib or sandboard down impressive dunes in the morning. Join a dolphin cruise, kayak amongst seals, give deep sea fishing a try, or simply take a leisurely walk along the beach in the afternoon. A myriad of experiences awaits you.

For all its outdoor appeal Swakopmund also offers the city-lover plenty to enjoy. Dine in picturesque restaurants along the seaside promenade where eisbein and sushi can be equally savoured. Amble through old-fashioned streets as you browse vibrant curio shops and take in the colonial history around you. Stroll through time in the museum, enter an ocean wonderland at the National Marine Aquarium, or climb to the top of Woermann Haus for a prime view of the town.

The Namib experience

This ancient desert tried to call attention to itself for 50-80 million years. It grew to 2000 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 even welcomed the diamonds that had 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 annually pay homage 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.



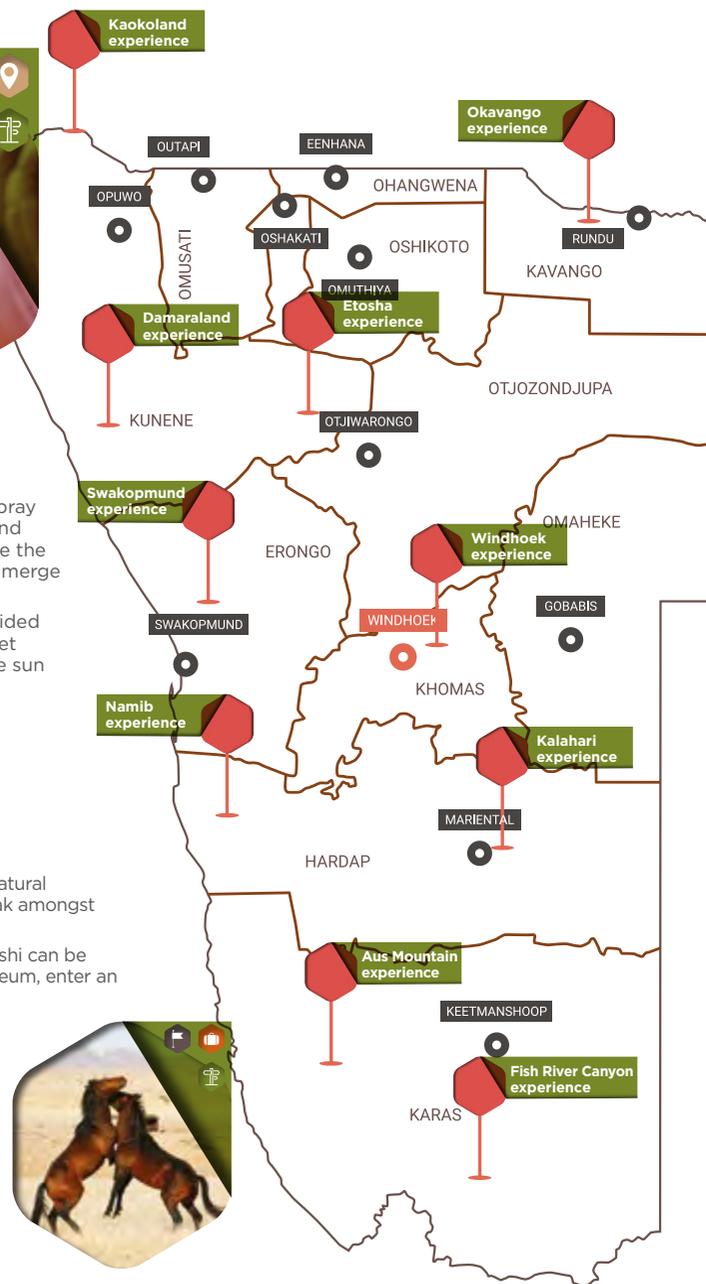
The Kaokoland experience

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 elephant meander through the dry riverbeds, time seems to stand still.

This arid, wild and sparsely-populated area stretches from the ephemeral Hoanib River northwards to the Kunene River bordering Angola. The 1 200 kilometre-long Kunene River originates in the Angolan highlands and tumbles down rapids and waterfalls as it rushes through the Baynes Mountains towards its rendezvous with the Atlantic Ocean.

In its haste, it tumbles down the forty-metre rocky gorge at Epupa-Falls in a dramatic and magical celebration of life, astounding all with its antics. Baobabs cling to rocky slopes amid the rainbow spray of this small and feisty African waterfall, which is embraced by a belt of makalani palms that resound with the twittering of rosy-faced lovebirds. Epupa, an enchanting African haven of wonder, is where the blessings of 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 only 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 to raise a glass to the magnificent scenery and the joys of travel as the sun raises its golden goblet in salutation.



The Aus Mountain experience

Head towards the south-west of Namibia and you will find the Aus Mountains. There is something extraordinary about the landscape around Klein-Aus Vista. Here the desert sand meets the bleached grass of the Pro-Namib.

Contributing to the scenery, the Wild Horses of the Namib remind us of unfettered freedom and appeal to our soul to embrace the wonderful adventure of life in its entirety. Desert Horse Inn is imbued with the energy of the horses, adding a spirited component to the warmth of the family-owned lodge.

As the pastel landscape transforms into desert en-route to Lüderitz and the coast, there is the abandoned diamond mining town of Kolmanskop, where disintegrating houses are a photographer's playground.

A marketing agreement with the owners includes the assortment of accommodation options at Gondwana, famed for its extensive and lovely vistas, whether on a bike or from the hiking trails, or catching the view from the secluded Eagle's Nest Chalets.



The Damaraland experience

Home to the Damara people, Damaraland is a large stretch of African savannah with rounded granite domes, table-topped mountains and ephemeral rivers that thunder down their ancient courses after heavy summer rainfall to be quickly absorbed into underground aquifers for safe storage. These veins of life are wildlife havens and highways where wild rhino, lion and desert elephant roam. The landscape intensifies into red stone in dry summers and bleached grassy stretches in more abundant seasons, but at the end of the day it always softens into dramatic pastel beauty.

Experience the dazzle of Damaraland from Palmwag Lodge & Camp set amid the palms on a tributary of the Uniab River, which attracts the famed desert-adapted elephant. Explore the 582 000-hectare Palmwag Concession, a vast conservation area with spectacular scenery and an abundance of wildlife, for an exhilarating African adventure.

Eastward is Twyfelfontein where hunter-gatherer groups congregated in the dry season, their shamans chiselling prayers into the sandstone rock; where rock was fashioned into organ-like structures, as if attempting to play divine music to the endless blue sky; and where ancient forests rested after tumultuous journeys down rivers, fossilising over the aeons.

It is also where Damara Mopane Lodge is found, nestled in a green forest of heart-shaped leaves. Relax on your stoep at this enchanting lodge, between sunflowers and passion fruit and at the end of the day watch the sun sink into the mopane woodland. Above the world, everything falls into perspective. Life is indeed good.





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 it flows 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.

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 antislack black rhino and the endemic black-faced impala.

Waterholes are dotted along the southern section of the pan providing effortless viewing. Unequaled 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.

The Okavango experience

Balancing the semi-arid stretches and deserts of Namibia are the refreshing water worlds of north-eastern Namibia.

Rising in the Bié Plateau in central Angola, the Okavango River has its own agenda. Lured by African magic, it has no intention of rushing to the sea but meanders into the southern interior. Flowing in a south-easterly direction, it enters Namibia in the Kavango region, forming the border between the countries, before widening into the fanlike channels of the Okavango Delta where it ebbs into desert sands.

This vein of life blesses us with a serene ribbon of green along its journey. Fish eagles fly from the trees affirming their African spirit and sluggish crocodiles laze on sandy banks. Rural Africa and the river world merge and play melodic harmonies here. The sounds of cows mooing, children laughing and dug-out canoes gliding through the river fuse with the chiming of reed frogs, bird calls and the gentle lapping of water.

Perfectly positioned on the southern bank of the Okavango River, Hakusembe River Lodge radiates peace. A lush river oasis, it lies 16 kilometres from the bustle of Rundu. The thatched chalets provide ideal retreats and the verdant garden, a paradise to relish. An enchanted destination in the Kavango, Hakusembe is a convenient place to pause and rest en-route to the Zambezi and the rushing waters of the Victoria Falls.



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 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.



The Fish River Canyon experience

This is where **Gondwana's story began.**

The Fish River begins its journey in the Naukluft Mountains, seeking its lover, 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 in a rush of water. In this way it makes its rendezvous with the Gariep and carves out the canyon's chasms, as it has done for over a hundred 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, a 'must-do' stop to fill up on smiles and pay tribute to the good old days of the automobile.

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. This unique privilege is offered by the Gondwana Collection, nature and time.

The Windhoek experience

Acquaint yourself with the vibrant Namibian capital and its fascinating contrasts. Whether historic or modern buildings, cultural offerings that show African roots and European influence, quiet parks or places full of life - Windhoek offers unique experiences.

Take a tour around Windhoek's must-see landmarks, including the beautiful Christuskirche (Christ Church), Namibia Craft Centre, Alte Feste and the Independence Memorial Museum, all conveniently located in the heart of the city. Delight in visit to the bustling Katutura Township, where you can explore the Oshetu Community Market or Soweto Market for locally produced products. Take a well-deserved break in one of the restaurants and cafés; refresh yourself with an award-winning Namibian beer and try a typical Namibian dish, like kapana or biltong.

Namibia's capital has a lot to offer. Take a discovery tour and experience some relaxing and yet stimulating days at The Weinberg hotel.



Exciting new additions to our portfolio

Gondwana has entered into joint ventures with a high-end hotel and a lodge that offer guests the best of Gondwana hospitality in Windhoek and the nearby savannah bushveld.



The Weinberg Windhoek

Ideally situated near Windhoek city centre and a short drive from Hosea Kutako International Airport, The Weinberg is suited to leisure travellers and professionals alike and provides a venue for conferences, events and celebrations. The hotel's Sky Lounge offers magnificent views of the surrounding valley and stunning sunsets.

Offering a sophisticated blend of old-world splendour, modern lines and state-of-the-art amenities, the 41-room hotel is built around a fountain courtyard. It offers direct access to the facilities of the Am Weinberg Estate, with its Soulstice Day Spa and restaurants to suit the tastes of discerning travellers.

The hotel is under the management of experienced hotelier, Janet Wilson-Moore, GM of The Weinberg and Gondwana's Hotel Collection. "It is good to engage with a new team that is so excited to join the Gondwana family. After two difficult years in tourism, we now have the opportunity to lead this hotel into a brilliant new future," says Wilson-Moore.

Gondwana's joint ventures will enable further synergies between these two top locations, combining the professional comforts of the city with the peace and tranquillity of the bushveld.

Okapuka Safari Lodge

The Okapuka Safari Lodge close to Windhoek on the road to Okahandja has joined forces with Gondwana in a partnership that will broaden the options of leisure and business travellers. Just 30 minutes outside

Windhoek, Okapuka is deep enough in the African bushveld to offer guests spectacular game drives and a true safari experience.

The lodge has been operational since 1998 and is being extensively renovated to give it a new lease on life. Gondwana will add its unique brand of hospitality when it takes up its management role in April 2023, when guests can expect to experience a nostalgic journey back to travel memories of the past, combined with modern luxury.

Expanding our capacity

When they are fully operational in 2023, The Weinberg Windhoek and Okapuka Safari Lodge will add 115 employees to Gondwana's employ and increase its accommodation capacity by 136 beds.

Refer to page 84 and the abridged annual financial statements on page 123 for additional information on our joint ventures.



Palmwag – a natural beauty

Palmwag is a tourism concession on communal land in north-western Namibia. It is located in the Kunene region, on the eastern boundary of the Skeleton Coast Park, halfway between Swakopmund and the Etosha National Park, covering an area of over 550 000 hectares.

The Palmwag Concession contains some of Namibia's most unique arid attractions. It is characterised by vast expanses of fractured, baked basalt and other volcanic rock and gravel plains intersected by inselbergs, ephemeral rivers, and semi-permanent springs, often holding the only water and fodder source for the roaming animals. Unfortunately, the area has been devastated by extended periods of drought over the last decade.

Leopard, cheetah, lion, kudu, mountain zebra, giraffe, springbok, and the famous desert-adapted African elephant can be found at Palmwag; and this is where the concession and surrounding communal conservancy areas host the largest population of free roaming black rhino in the world. These rhinos are safeguarded in and around the concession by game guards supported through the community-based tourism model and NGO's such as Save the Rhino Trust.

This unique, harsh and hauntingly beautiful landscape makes Palmwag a bucket-list tourist attraction.

Gondwana Collection Namibia added Palmwag Lodge & Camp to its repertoire of lodges on 1 May 2019. Gondwana was proud to add this investment, benefiting community-based tourism in Namibia, and conservation. The lodge renovations planned for early 2020, had to be postponed due to the pandemic and the suspension of all capital improvements and refurbishments.

Gondwana remained committed to its conservancies, honouring its joint venture and benefit agreements by paying the minimum fees to its partners throughout the pandemic. In the months when our lodges performed better, Gondwana paid more than the minimum fees and assisted in getting much-needed grass feed for animals to the communities. The Gondwana Care Trust donated six tonnes of meat to drought and poverty-stricken communities in the Kunene region in October 2022. Gondwana also supported its joint venture partner communities with training, health education, and outreach initiatives because we believe it is vitally important to improve the lives of all our stakeholders through tourism.

As business started to recover in 2022 the operations team focused on completing the Palmwag Lodge & Camp renovations, with limited cashflow. The team attended to the campsites, completed six new rooms started before Covid, and constructed four additional staff rooms. They added a pool bar, upgraded the bathrooms at the pool bar, and used recycled water from the newly installed water recycling plant to expand the garden area.

In 2023, the team plans to upgrade the staff accommodation and campsite area. The upgraded infrastructure will enhance the customer experience and increase the financial benefit for our conservancy partners.



Meet the Palmwag team – managing dust in the desert with a smile

Q Describe your team and its contribution to Gondwana

A Grant January, Lodge Manager: The team is made up mostly of people from local communities who have a sense of belonging and take care of the lodge as if it were their own. Two generations of family members work, or have worked, at the lodge. The team knows the area and lodge very well and has adapted into the Gondwana way and culture.

A Bentjie Taurob, Assistant Lodge Manager: I joined Gondwana in May 2019 and adapted with the team to the Gondwana Way. We work hard to make the best of marketing and upselling our offerings.

Q What does a typical day look like for the team?

A Grant: The location of the lodge makes it an ideal stop over for fuel or a quick refreshing drink to quench the thirst, from a soda to cocktails and yes, the coldest draught beer on this side of Namibia, or a sit-down lunch at the a la carte pool bar restaurant. This is where you will find the most amazing burgers, steak and pizza in the Kunene region, served with warmth and a big smile.

A Bentjie: The lovely Palmwag Lodge & Camp is situated in an oasis in the middle of the great Kunene Damaraland. We are always prepared for the unexpected because our occupancies can change from one moment to the next when we have walk-in guests.

Q What were your big wins in 2022?

A Grant: By understanding our core business and focusing on guest experience we addressed past customer complaints and improved in all areas of service. Every team member understands that guest satisfaction is the top priority.

A Simon Andreas, Collection Manager: Kunene Collection: Earlier in the year we had guest complaints about dust in the rooms (both from natural windstorms and construction work) and the quality of our dinners. We put our customers first by addressing both complaints.



The lawns planted around the rooms help to soak up the dust from natural wind and we were more careful about managing dust emanating from the construction work which has since been completed.

We addressed the below standard dinner offerings with assistance from external hospitality experts. This greatly improved our dinner offerings and service, upskilling our kitchen and restaurant team in the process.

Refer to the Learning and development section of the report on page 52 for additional information.

Q What is your biggest challenge?

A Grant: As a vital tool for day-to-day operations and customer satisfaction, WiFi connectivity is a challenge due to the remoteness of the lodge. The IT team is currently investigating options to improve the internet access in collaboration with our service provider.

Refer to the Digital Strategy section of the report on page 42 for additional information.

Q What does your team do to make a workday fun?

A Grant: Each team member has a special vibe that makes the workday fun, whether it is in something they do or say. Some of the things they say crack us up with laughter.

A Bentjie: We create a welcoming environment that is not too serious.

A Simon: We sing and tell stories.

Meet Bentjie Taurob – having a story to tell

Gondwana took over Palmwag Lodge & Camp on 1 May 2019 from Camelthorn Safaris, which was in a partnership with the Big3 conservancies, Anabeb, Torra and Sesfontein. It was a big surprise for the Palmwag colleagues to meet Messrs Gys, Jaco, Alain and Manni. They came in with a vibe and informed us all about the Gondwana standards and what the company stands for.



There were challenges after Gondwana took over as our colleagues didn't know the company. But as we soon discovered, one should never judge a book by its cover. A team was sent from the Windhoek office to Palmwag to explain the Gondwana policies and code of conduct, as well as train the different departments.

Since Gondwana took over, we have seen many improvements, from the renovation of the rooms and the pool bar, a new dinner menu and service, to the souvenir shop.

Reflecting on our Gondwana experience, I can say that our teams have a brilliant life and a good future with Gondwana. We are exposed to life-changing benefits such as first aid training, guide training, pension and life insurance and employment for community members. We are offered new career opportunities, leadership skills, educational training, computer skills and exposed to industry systems, like INNkeeper. Standards at the Palmwag Lodge & Camp are outstanding and help us be the best business in the area.

The Gondwana Care Trust donated books to the different schools in the Big3 area and meat was donated to the communities. We have done clean-up campaigns with the operational police along the main road and around the Palmwag area.

Palmwag's employees are now very positive and motivated. Management has a good working relationship with the Big3 conservancies and the surrounding communities. Palmwag Lodge buys wood from the communities to resell at the lodge.

Apprentice guide candidates are currently undergoing trial weeks to further uplift the Big3 conservancies. Our team is happy and grateful to Gondwana.

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To enhance our sustainability and attract new investors, we need to diversify our revenue streams. This means considering aligned business opportunities.

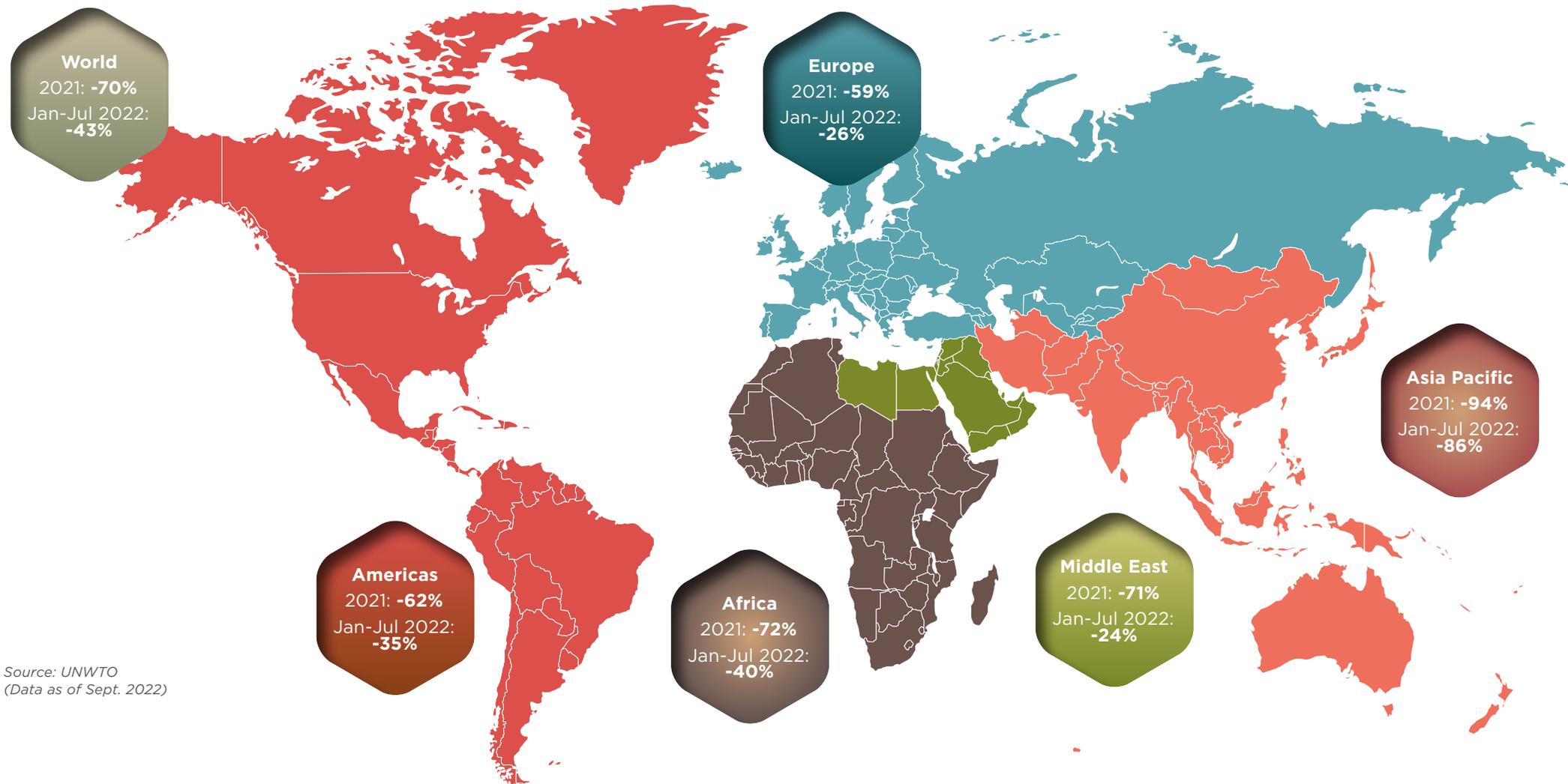
Our world in 2022

Celebrating the recovery of international tourism

Global tourism was one of the hardest hit industries during the height of Covid-19. Before the global pandemic, the industry accounted for 10% of global GDP and approximately 320 million jobs. By 2021, according to the UN World Tourism Organisation (UNWTO), international arrivals were 70% lower than in 2019 and 100 million jobs were at risk.

Pent-up demand resulted in a **rapid recovery in international travel** as borders reopened and restrictions were lifted; **international tourism recovered to almost 60% of pre-pandemic levels in January to July 2022.**

International tourist arrivals by region (% change vs. 2019)



Source: UNWTO
(Data as of Sept. 2022)

Winds of change

Covid-19 fast-tracked new travel trends that were taking shape before 2020. Large bus groups are making way for more independent travellers, many with a preference for self-driving. Tourists are transforming into travellers who want slower, explorative journeys and authentic experiences. Technology advances are shortening the tourism value chain as guests conduct their searches and bookings online, often preferring to engage directly with their host rather than through middlemen. Technology and remote working trends are freeing a new generation of nomads to work wherever they like – and many feel more inspired by a view of the ocean, the bush, the desert, or the open plains. Growing numbers of travellers are turning to more responsible tourism, where they leave a lighter footprint and contribute to positive social and environmental change.

Overcoming tough economic conditions

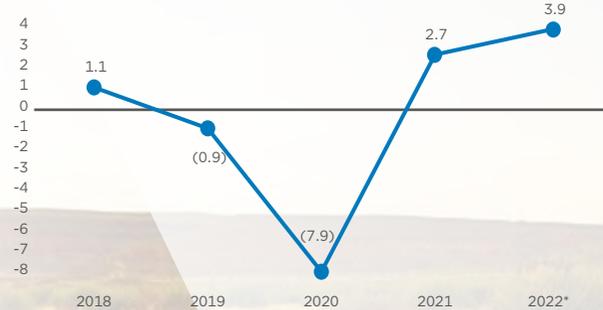
Slowing economic growth is likely to weigh on the recovery of international tourism. Global economic conditions continued to worsen in the wake of Covid-19 and economists are predicting a global recession, exacerbated by Russia's war in Ukraine.

While Namibia's GDP is forecast to grow by 3.2%, driven by recoveries in mining and other key sectors, Namibia's inflation is expected to average 6.1% in 2022, while the repo interest rate rose further to 6.25% in October 2022 and the prime rate to 10%.

These trends are increasing the prices of basic household goods and pushing public transport costs higher as many Namibians return to their offices. High levels of unemployment, particularly amongst Namibian youth, are impacting livelihoods in the country.

Namibia is one of the driest countries south of the Sahara Desert. Drought is a material risk to the country's economy, particularly to rural communities that depend on crop and livestock products on communal lands. Following many years of persistent droughts, Namibians were blessed with good rainfall seasons in 2021 and 2022.

GDP growth (%)



* Bank of Namibia forecast

Inflation (%)



Our guests are always welcome

We welcome a range of valued guests to our tourism destinations each year.

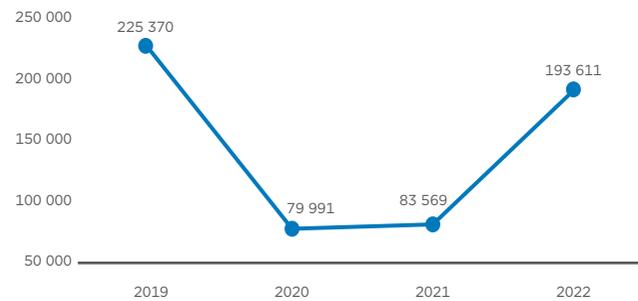
Traditionally, the majority of our guests are international travellers. However, when travel was halted or restricted during Covid-19 outbreaks, domestic and regional guests with more travel flexibility stepped in and supported Gondwana. Namibian and SADC visitors with Gondwana cards or corporate cards visit our hospitality establishments regularly, benefitting from the excellent value we offer our loyal local customers.

In 2022, our guest numbers recovered by 132% on 2021's low levels. Europe is our primary market, specifically Germany, France, Italy, Belgium, UK and Ireland. We have also seen a new market increase from the Netherlands, constituting 2% of the total guests for the year. In 2022, the European market constituted about 52% of the total 193 611 guests, improving by 63% compared to 2021.

With fewer restrictions, regional visitors travelled for the majority of the year.

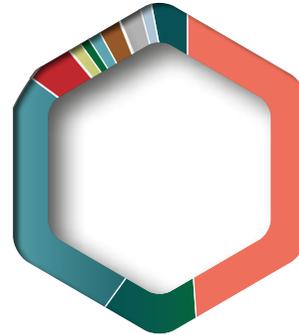
Gondwana Card holders from Namibia and the SADC make up the majority of our local visitors. 31% of our travellers were from Namibia compared to 49% in 2021.

Post-Covid recovery in guest numbers



* Total guest numbers for 2022 are inclusive of our joint venture, The Weinberg Windhoek.

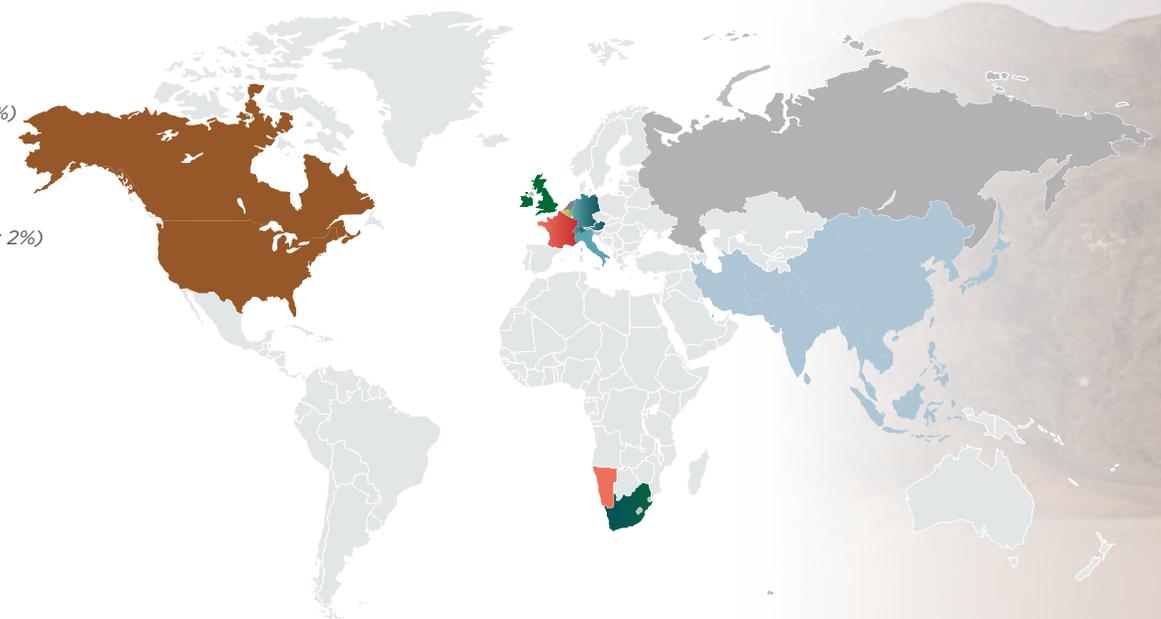
Our guest profile by country (%) - 2021



Our guest profile by country (%) - 2022



- 31% - Namibia (2021: 49%)
- 8% - South Africa (2021: 11%)
- 33% - Germany, Switzerland and Austria (2021: 25%)
- 8% - France (2021: 4%)
- 3% - Belgium (2021: 1%)
- 3% - UK and Ireland (2021: 1%)
- 3% - Italy (2021: 1%)
- 2% - Netherlands (2021: 0%)
- 3% - USA and Canada (2021: 2%)
- 0% - Russia (2021: 2%)
- 1% - Asia (2021: 1%)
- 5% - Other (2021: 3%)



The reopening of our borders saw the **return of many of our international visitors from July 2022.** This contributed to a strong resurgence in our guest numbers and occupancy levels during the second half of the year.

Stronger together

Because we depend on a sound economy and a thriving industry, we support several Namibian tourism organisations that promote the development of Namibia's tourism industry.



The **Federation of Namibian Tourism Associations (FENATA)** is an organisation for Namibian Tourism Associations and consists of autonomous associations, organisations, non-profits, government institutions directly or indirectly involved in tourism.



The **Tour and Safari Association** represents the views of its members and the tourism industry and assists FENATA in resolving issues with the relevant authorities. The association aims to instil confidence among overseas tour operators, tour wholesalers, travel management companies and tourists when dealing with association members.



The **Namibia Tourism Board** is the Namibian government agency responsible for bringing together both the private and public sectors to implement the national tourism policy. The organisation promotes tourism within Namibia and to international markets.



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.



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

A message from Steve Galloway

Dear Stakeholders,

2022 was a year of two halves. International travel restrictions due to Covid-19 were renewed at the start of the financial year, which was disappointing. However, as in the previous two years, Gondwana held out. We made big decisions to protect the core business, and to continue with the strategic profit drivers and enablers established in 2019.

Dedicated employees worked to maintain Gondwana's unique tourism assets and continued to attract loyal southern African visitors. Within limited financial means, employees were cross-skilled, systems were upgraded and operational efficiencies were improved.

These actions – together with financial sacrifices made by employees, management, directors, and shareholders – meant that Gondwana was ready – and bristling with eagerness – to reopen its hospitality establishments to international tourists during the second half of the year. This nimble recovery helped sustain the livelihoods of employees and communities and continued to support vulnerable people in Namibia.

Adapting Gondwana's strategy for an exciting future

During 2022, the Board continued to monitor macro-economic trends and scenario planning by management.

At the beginning of the year, at the Board's annual strategy meeting, and in anticipation of the reopening of Namibian borders to international tourists, the Board embraced storytelling to underpin the first theme we discussed, which was that it is "time to move on".

Storytelling is the essence of Gondwana's brand and is embedded in its DNA. In order to move forward positively, employees draw strength from the pioneering stories of Gondwana's founders who recognised the unique qualities of Namibia's natural environment and had the vision and determination to rewild the land and plant the seeds of a sustainable future for Gondwana.

I have no doubt that future generations will draw inspiration from stories of how the people of Gondwana adapted the business to overcome the ravages of drought, threats to wildlife populations and indigenous communities, and a devastating global pandemic, to continue creating magical experiences for their guests.

The second theme the Board considered at our strategy meeting was one of "sticking our necks out", in other words, supporting management to make bold and brave choices. For example, when a company is just coming out of a cycle of barely surviving, deciding to raise funds for a fleet of vehicles is brave and forward-thinking. It is decisions like this that turn hardships into catalysts for new business opportunities. Inspiration was drawn from the book *Behold the Turtle* written by Bonang Mohale, a successful South African leader.

Gondwana has survived the impacts of Covid-19 for more than two years and has **emerged well-positioned to move into an innovative new growth phase**. Not only has the company returned to profitability, but it has done so in the **Gondwana Way, remaining true to its culture and DNA**.



The Board continued to support management and employees' entrepreneurial spirit, which enables the company to constantly adapt its strategy in response to risks and opportunities, for example by launching new products that complement Gondwana's core tourism offerings and respond to changes in the way people travel and live in a post-Covid-19 world.

Impressively, at a time when many companies were focused only on survival, Gondwana diversified quickly into complementary business activities that generated cash without requiring large capital investments. For example, not having the funds to expand its own portfolio opened the business up to partner with other property owners to run their establishments. This not only expands Gondwana's portfolio, but also supports the broader Namibian tourism industry and economy.

The third theme of the meeting was "think again". This was more introspective for the Gondwana Board – a chance to step back and test our assumptions. Our role as Gondwana's governance body is to take a broader view, to be a sounding board on strategic issues, to question and to test, thereby allowing management and employees the freedom to respond agilely.

The fourth theme was inspired by Bonang Mohale's book, *Lift as you Rise*. Although we still operate in a somewhat unpredictable environment, we cannot sit back and wait for our destiny to reach us. We must take risks, stick our necks out like the turtle and take charge of our destiny as Gondwana. And as we rise, we must continue to lift others around us.

Always doing the right thing

We govern Gondwana by applying the King Report on Corporate Governance™, 2016¹ (King IV). This is a natural fit for the company as it focuses on outcomes. When Mervyn King, the author of King IV visited Namibia in 2018 and 2019, he commented that while the King committee was agonising over the transition from King III to King IV, Namibian companies such as Gondwana were living it. Gondwana has always exercised effective and ethical leadership at all levels of the company to achieve the King IV outcomes of Legitimacy, Effective control, Ethical culture and Performance (not just financial).

The Board actively maintains trust-based relationships with its communities and employees. It maintains a light touch, with the necessary structures and systems in place to ensure management and employees do the right thing and we provide guidance where necessary. Ethical culture is embedded in Gondwana's DNA, and this year demonstrated that financial performance is a consequence of taking ethical, though sometimes difficult decisions. The swift recovery of operations, for example, would not have been possible without the decision to retain and develop employees over the past few years.

As an independent Chairperson, one of my primary functions is to ensure that the directors' diverse talents are optimally deployed and that the Board and Exco are aligned in support of the company and all its stakeholders.

The Board's composition remained unchanged in 2022. With the approval of the shareholders at the 2022 AGM, the non-executive directors' fees were finally reinstated from 2 June 2022, following a waiver of fees agreed to by the Board since mid-2020 in line with the financial sacrifices made by management and employees. The Board committees continued to support the Board effectively in the specialist areas of sustainability, people and audit, risk and opportunity management.

Although plans to start preparing for a listing on the Namibian Stock Exchange (NSX) were delayed by Covid-19, Gondwana continues to move progressively in the right direction. As it grows and becomes a bigger contributor to the Namibian economy, with a future view to listing, we are increasing our focus on board succession to increase independence and strengthen diversity.

The Board monitors environmental, social and governance (ESG) frameworks. We are satisfied that Gondwana's practices are consistent with global standards applied in a local context. The company measures its carbon footprint through its energy usage which visitors to Gondwana properties can use to gauge their individual impact. Namibia is already 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 in a country with material social challenges. These deep-rooted ESG credentials comfort visitors who care about sustainability and like to know that they are hosted by a responsible tourism partner.

Business interruption insurance claim

When Covid-19 disrupted operations, the Board was confident that the comprehensive insurance cover, prudently invested in, would protect Gondwana. However, the insurer was not committed to honouring the contractual agreement and delayed settlement of our significant claim.

The Board engaged specialists to help us pursue compensation of our claim and entered into a protracted legal process. I have taken responsibility for managing this matter, given its financial significance, and, with an independent non-executive committee member, engaged with the insurer's shareholder and entered into an alternative dispute resolution process. Gondwana will continue investing time and money to pursue its rights and will not hesitate to take strong legal action if the insurer does not settle through the alternative settlement process.

A look into the future

Gondwana enters 2023 as a refreshed and evolving company. The core tourism business is stronger than ever, and the company has diversified into complementary industries. The Board will continue to support Exco in managing these assets prudently, consolidating and building on the gains achieved during 2022, and mitigating the impact of recent losses and of cost inflation.

We will consider new opportunities on Gondwana's radar if they align with the brand and investment criteria. Because of the strong Gondwana brand, such opportunities abound. We will focus on strengthening relationships with the new joint venture business partners, while exploring more similar partnerships. Other partnerships, for example with the film industry to host cast and crews, offer longer term opportunities to consider.

Maintaining Gondwana's commitment to the communities that host many of its tourism destinations is crucial. It also offers opportunities for expansion, and a concept we are excited about is creating a lifestyle village to house employee communities in a way that supports personal wellbeing. In the long run, we envisage also expanding this concept by assisting other Namibian enterprises to do the same.

As a Board, our primary focus in the short term will be to return value to our founding and new shareholders, many of whom depend financially on their Gondwana dividends. We will also recognise the contribution of employees to Gondwana's survival and success.

A word of appreciation

Gondwana's turnaround during 2022 is the product of many contributions. Gys Joubert and his executive management team have led with courage and decisiveness, inspiring our employees to give their best in difficult circumstances. All Gondwana employees have continued to be such loyal ambassadors of Gondwana – and true shareholders! My Board colleagues and committee chairpersons have provided stable foundations and expert guidance, actively promoting Gondwana in their circles of influence. The Namibian government has done the best it could under difficult circumstances. As a growing contributor to the economy, we look forward to productive engagement with the public sector in Namibia's best interests.



Steve Galloway

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A message from Gys Joubert

Our 2022 financial year started with a healthy increase in numbers and all indications were that this would be our come-back year. Then the Covid Omicron variant happened, with the knee-jerk overreaction from western governments to lock us out from global travel. The umpteenth setback after a devastating two years.

Again, we regrouped, again we motivated ourselves and each other and dealt with the situation on the ground. We still saw the opportunities through the mist, and we pursued them through our bond programme, which I will expand on shortly.

We knew that the fundamentals were in place for a fairly aggressive rebound in travel because of pent-up demand in our key source markets and with large parts of the world still closed for tourism. We also knew that at Gondwana our fundamentals were in place, we were ready to welcome the world back to the Gondwana love and hospitality as before Covid.

Tourism returned and we were ready.

Tourism numbers, especially at our car rental business Namibia2Go, picked up from the second half of the financial year and we knew we had to capitalise, not only to dig ourselves out of the Omicron hole, but to become profitable.

As a result, we restored profitability ahead of market expectations and we became cashflow positive, with a diversified portfolio and complementary products that assure our future growth. Our position as Namibia's tourism leader is undisputed as our guests rediscover the magical experiences we create in some of the world's most extraordinary landscapes.

2022 marks a turning point for Gondwana

Driving synergies

Namibia2Go had just started to put down roots when Covid-19 forced the immediate closure of all operations.

Pursuing a vision and taking the accompanying risks in good times is hard. In January 2022 it bordered on the impossible. However, we saw a massive gap coming in the car rental part of our value chain. This gap was largely driven by three factors:

- It was clear that the trend for tourists to travel more by self-drive than in groups has increased significantly after Covid, leading to an increase in demand in relative terms
- The total rental fleet in Namibia was significantly smaller than before Covid, thus less supply
- The global supply chain was in a shambles, which meant that new suitable vehicles were not readily available



Gondwana is back, and probably stronger than ever. It's been a tough three years and we have all had to dig deep to uncover the inner resources that transformed hardship into opportunity and success. **Collectively, we carried each other and this company.**

We took a long shot, with the amazingly professional help of PSG Namibia, and we sold this vision to Namibian asset managers under our approved Medium Term Note Programme. Old Mutual Investment Group (Namibia) came on board in an equally professional and efficient manner and we raised N\$70 million. This enabled us to execute on the vision. With foresight we doubled our fleet to 228 rental cars.

Sourcing vehicles was challenging but we persevered, and it proved to be a sound business decision that underpinned our financial survival and return to profitability in 2022. It was a game changer for this year, and also going forward in terms of our market share in this industry.

In June 2022, we launched Go2 Traveller Transfers as a convenient, user-friendly service for travellers who prefer not to drive themselves. This was positively received by our guests, other travellers and tour operators who can now offer their customers an affordable, environmentally sound and safe travel option. Go2 Traveller Transfers was also a game-changer that is upbranding our car rental business and increasing visitors' exposure to our accommodation portfolio. Again, this drives our synergies, as this service connects our lodges to each other.

Our Gondwana Travel Centre capitalises on travellers' growing preferences for direct engagement with their tourism providers and unique travel adventures, rather than packaged tours organised by intermediaries. The consumer wants bespoke and they prefer a one stop shop. When we take our travel agency online in 2023, we will broaden our reach and engage with travellers on their platform of choice. 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.

These synergies are profitable, **cash generative businesses in their own rights**, and they enable our core accommodation business. By offering services to our guests and other travellers or tourism

operators in Namibia, **they offer valuable growth opportunities, while strengthening Brand Namibia.**

Growing responsibly

The loss of two high tourism seasons eroded our financial position, and we needed capital to diversify into new opportunities that would generate cash from the get-go.

Capital will remain a constraint as we restructure our balance sheet for the future. We focus on capital light investments that generate returns without the need for significant capital outlays. These investments include the expansion of our Namibia2Go car rental offering, Camping2Go products and our digital offerings. Our focus this year, however, was primarily on joint ventures with property owners who entrust their properties to us to manage and grow the Gondwana Way. Joint ventures are a testament to the Gondwana brand - we bring our brand to the relationship, encapsulated in our network, passion and skills, and we only align with partners who share our ethos and character. Our joint venture partnerships unlock significant financial benefits for both parties. We will however remain very picky in terms of the partners with whom, and the locations where we enter into these arrangements to ensure that they add long term value to Gondwana as a whole.

During 2022, we concluded two exciting new joint venture agreements with a high-end hotel and a safari lodge which will broaden and diversify our portfolio. With The Weinberg in Windhoek, we secured a prestigious property in the city centre that offers leisure travellers and professionals an ideal venue. The hotel has exceeded our expectations with high occupancies throughout the year. Great progress has been made to ensure that we instil the Gondwana culture and quality in the offerings, but this is still a work in progress. Okapuka Safari Lodge, 30 minutes outside Windhoek, is deep enough in the African bushveld to offer guests a true safari experience. Bookings have opened for Okapuka and when the lodge opens in April 2023, we will start unlocking valuable synergies between these two prime locations, combining the professional comforts of the city with the peace and tranquillity of the bushveld. Okapuka also offers scope for synergies with other Gondwana offerings such as Camping2Go and our Secret Collection, while its proximity to Windhoek makes it an ideal location for bespoke events

offerings in the future, but separate investments will be required for this.

Our forward-looking strategy and the competitive advantage we gained by keeping our operations idling when others closed theirs, counted in our favour. As **did the trustworthiness embedded in the brand we have built over 26 years.**

Operational excellence

One of the highlights of 2022 was how our people responded to the ongoing focus on cost containment, and then the eventual rebound of tourist numbers during the second half of the financial year. By keeping our lodges running and using the time to cross-skill employees, integrate our business systems and increase the capacity and strategic value of our digital marketing, when guests returned during our 2022 high season we operated like a well-oiled machine.

A measure of our disciplined operational performance is the achievement of N\$41.9 million profit before tax on an average occupation of 36%, compared to break-even on an average occupation of 38% pre-Covid. Another less tangible measure that we watch is what we call the Gondwana touch. Whatever touchpoint you have with us, whether through our products, services or partnerships, there is a consistency of approach. Yes, we aspire for great service, but our differentiator is simplicity. We have a simple value-for-money approach that is all-inclusive. The service around each product comes with the warmth of employees who are empowered to make on-the-ground decisions. We take risk seriously and focus on what we can control to ensure sustainability and cash flow. Still, we ensure that the bureaucracy associated with risk and compliance measures does not impact this approach.

Brand power

We believe our brand value was entrenched during Covid-19. Before the pandemic we had a reputation as a successful brand and a responsible corporate citizen with deep roots in conservation. Now we are the leading tourism business in Namibia and a caring brand that looks after the livelihood of its people and communities. Our shareholders were impacted in the short-term but the longer-term gains are likely to far outweigh this.

We were only able to contribute to the Gondwana Care Trust from August 2022. Yet, the positive impact on the lives of our beneficiaries was far greater than what we contributed. This is because corporate Namibia, the Namibian public and our guests, all coordinated by our employees, continued to support the Trust. This is the essence of brand power.

Diversifying risk

Covid-19 has taught us to reduce our risk exposure by diversifying into industries similar to, or beyond tourism, that are not subject to the same risks. This means exploring opportunities to leverage our strong brand to venture into new areas with future growth potential, while staying true to our DNA.

We believe that new development and focus areas of our Government are opening up new possible opportunities and we remain close to these to ensure we can be opportunistic to add value to our stakeholders if and when this potential crystallises.

2023 focus areas

2023 will be a year of focusing on what we have built and protected in recent years and unlocking value from our strategic investments. Our key focus areas are:

- Restructuring our balance sheet to improve our risk profile
- Achieving our record budgeted cash flow and profit
- Exploring further diversification opportunities to unlock the value of our brand, ensuring an optimal return from the capital we deploy
- Continuing to pursue our rights in the business interruption insurance claim with our world class legal team

A word of thanks

Many individuals and groups have travelled this journey with us over the past three years. We have felt supported in our decisions and actions to save and sustain Gondwana.

To all stakeholders, from the Board to shareholders and each of my colleagues, thank you for your support and commitment to Gondwana. To the Namibian public, the broader tourism market and the government, thank you for your contribution to Namibia. I would like to acknowledge the role of Old Mutual, Development Bank of Namibia and Bank Windhoek in trusting us enough to springboard our recovery, and thank our suppliers and business partners for supporting our continuity and growth. I owe a huge debt of gratitude to the corporate and individual sponsors of the Gondwana Care Trust.

On behalf of everyone at Gondwana, I welcome our returning international guests and thank our local guests for remaining loyal to us. We will remain loyal to you. The story of Gondwana is a Namibian story. We are public property – people who own our cards feel they own a part of us. That is why I am humbled to have contributed to what we did in the past few years, but also excited about how I can contribute to the future of our company – purposefully creating jobs, especially for our rural people and the youth, which is where the biggest needs are.

Surviving Covid was great, but not enough. It is progress that makes us happy. Forward motion in whatever it is we decide to do, in business or otherwise, that gives us our drive. Making ourselves, each other, Namibia and the world better, that gives us purpose. Gondwana is so much more than a company. It is a movement. A way of being. A disposition. For some from outside it was foreign, even wrong that we protected our people during the last few years. From inside, it is so clear. We maintained our essence, our core and this core started making progress again in the second half of 2022. This progress is becoming a wave, an unstoppable movement for good and that is why, in 2023 we are shooting for the stars.



Love Gys



About our strategy

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Future focus areas



Our strategy was tested during the Covid-19 period and we had to adapt it to material changes in our operating environment.

As our markets reopen, we are consolidating our core and embracing exciting new prospects.



Our strategy evolves over time, but our culture and DNA remain constant. They differentiate our customer experience and employee approach. The Gondwana Way allows us to preserve our culture and DNA and informs our recruitment and succession planning.

We're moving on

Gondwana regularly reviews and adapts its strategy to risks and opportunities in its operating environment. This process was intensified during the Covid-19 period. We constantly monitored macro-economic trends and reviewed various scenarios to confirm that we were taking the right decisions for the company and its stakeholders.

Our strategy, first implemented in 2019, was redefined for 2023 while maintaining the commitment to our core hospitality business. We adapted some elements and accelerated others to ensure our survival during Covid-19 and our longer-term sustainability. With our strategic planning, we establish priorities, allocate our resources to strategic initiatives, and make the best choices to achieve our desired results. Our strategy defines our accountability and commitment at all levels. All future focus areas will remain a focus of the Board to improve and redefine the Key Impact Deliverables. Our strategy was founded on:

- Four strategic profit drivers: Growth, product diversification, value chain integration and synergies, and efficiencies
- Two strategic enablers: Our brand and digital strategies
- Two future focus areas: Regional expansion and listing preparedness

Our redefined future focus strategy will include:

- A fifth strategic profit driver: Access to new markets
- Two additional future strategic enablers: Capital structure and skills development and acquisition
- A third future focus area: Diversification beyond tourism

Our sustainability philosophy is central to our strategy and is based on profit, people and planet. Read more about our impact as from page 44. We align our actions with our purpose to sustain Gondwana and its positive impact for the next 1 000 years.

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

During 2022, we restored our Exco having learnt from experience that a smaller coordinating structure enables more effective strategy implementation and succession planning than the flatter structure of the Team Leader Council. The elected team leaders in Exco act as a steering committee for the Board.

A key focus during the year was the integration of different business functions, represented at Exco level, to streamline decision-making, improve communication and lead strategic and operational plans. The IT department was incorporated into the new Business Integration department which consists of Quality Assurance; Data development, integration, business intelligence and automation; Systems and systems training; IT Infrastructure, networks and security, and Finance and reporting. The sales department was incorporated into the Commercial department which consists of Gondwana Travel Centre, Namibia2Go, Go2 Travellers Transfers, sales and reservations.



Strategic profit drivers

Growth

We accelerated the growth of new revenue streams to compensate for the ongoing impact of Covid-19 on occupancies during the first half of the financial year.

Our core hospitality offering is a fixed cost, volumes-driven business with profitability linked to the drivers of capacity, occupancy and yield. The return of international guests during the second half of the financial year improved our occupancy and yield, and had a positive impact on our profitability. Strong growth in our new revenue streams, such as car rental and synergy optimisation, was the main contributor to revenue growth and restored profitability.

Capacity

Our capacity is the number of bed nights across our accommodation offerings.

Drivers: We focus constantly 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.

Occupancy

Occupancy is the number of occupied bed nights divided by the total number of available bed nights.

Drivers: 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 occupancy rate is 50% and break-even was at 38% pre-Covid.

Yield

Yield is the total net revenue (after commissions and discounts) earned per occupied bed divided by the total number of guests.

Drivers: The rack rate (advertised price per bed) drives our yield. This varies based on the type of accommodation. Discounts or commission paid reduce yield, whereas direct bookings increase yield. We also increase our yield by offering guests complementary services such as game drives, guided hikes or sleep-outs.

5%

growth in capacity
(2021: 0%)

36%

occupancy
(2021: 16%)

N\$2 443

average yield (24% growth)
(2021: N\$1 963; 2% growth)

Performance

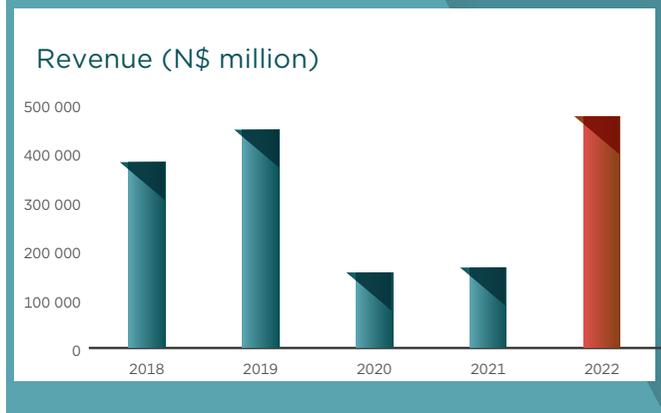
Our 2022 performance improved as a result of:

- The positive impact of new revenue streams
- A gradual recovery in tourism
- Improved internal efficiencies
- Optimisation of synergies
- Improved online bookings system

The proof of our success

28% revenue growth

is a measure of Gondwana's overall growth



Product diversification

We made progress in diversifying our offerings to protect Gondwana against over-reliance on our core business and capture more of the tourism value chain.

Expanding into car rental and travellers transfer services

We grew the Namibia2Go car rental fleet by 128% to 228 vehicles to capitalise on the surge in demand for self-drive vehicles as international tourism recovered. Using the Namibia2Go brand, we expanded into travellers transfer services along routes that transport guests to our hospitality establishments. The launch of Go2 Traveller Transfers experienced strong market demand and is increasing traveller exposure to our other offerings.

Tapping into market opportunities with low capital outlays

We concluded two joint venture agreements to manage the accommodation offering of other property owners. The Weinberg in Windhoek and Okapuka Safari Lodge close to Windhoek, offer significant immediate value and longer-term growth opportunities. The owners benefit from Gondwana's unique hospitality brand and operational excellence, and Gondwana generates additional capacity and revenue with minimal capital investment.

Extending our digital footprint

We continue to increase our use of digital technology to understand, reach and strengthen our connections with existing and potential new customers. Our e-commerce store, The Narrative, an online extension of the primary Gondwana Collection brand sells African and Namibian locally produced curios, enticing armchair travellers to visit Namibia and providing memories to those who have been to the country. Live chats on the NamibiaCam live stream create connections between guests and our teams, resulting in repeat orders and customer loyalty.

The Gondwana Care Trust website has been optimised to increase engagement and give donors the opportunity to support our projects. With the launch of our online travel agency, Safari2Go, currently in the final stages of development we will gain access to market data, travellers preferences and competitive insights and analytics. Customers will benefit from the automated system's comfort and ease of self-service.

The proof of our success

5% of revenue
attributable to new products and services

24% increase in yield per guest
is proof that our vertical and horizontal integration into the tourism value chain is succeeding

Value chain integration and synergies

Gondwana is gaining ground in its strategy to **integrate vertically and horizontally into the tourism value chain and leverage synergies.**

We are also progressing in **integrating our business systems** and presenting one Gondwana to the market.

Through businesses such as our car rental, travel agency and travellers transfer service, we are expanding into tourism related products and services that are profitable in their own right but also create synergies with our core and other offerings, providing seamless guest experiences.

We know that the strategy is succeeding when guests book accommodation through our travel agency, rent a vehicle from Namibia2Go, drive that vehicle from lodge to lodge, experience the adventure of a lifetime and tell others about it. We want to take it a step further and provide tourism and related services to all visitors, whether they are our guests or not. By strengthening Brand Namibia and making it easy to visit the country, we sustain Gondwana.

The Gondwana Travel Centre offers customers a single point of contact to plan and manage their entire trip, from travel advice, car rentals, travellers transfer services, accommodation bookings, 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.

The travel agency also 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.

Introducing Safari2Go, our online travel agency

Gondwana serves as the foundation for our online travel agency (OTA), Safari2Go. Our customers will be able to enjoy immediate availability through our web-based marketplace and effortless booking system, with independence guaranteed. With our itinerary builder, travellers can customise their own Namibian journey, getting the most out of Namibia exactly as they want it. Safari2Go will enhance our synergies for car rental, transfers and accommodation and is an add-on service for Gondwana Travel Centre. The OTA will give low risk opportunities to other accommodation providers to grow their business and enhance traffic to our websites and the websites of the properties listed on Safari2Go. Safari2Go is in the final stages of development and is aligned with Gondwana's belief in purpose beyond profit.

Our customer relationship management system and the customer feedback and data analysis sourced through TrustYou play an important role in helping us to understand our customers, create upselling opportunities and recognise the lifetime value of our top customers.

The proof of our success

Our revenue trends demonstrate our progress in integrating our businesses and leveraging synergies to increase our share of the Namibian tourism pie.

Of Gondwana's total revenue in 2022:

The Gondwana Travel Centre generated

8% (2021: 13%)

Namibia2Go generated **10%**

(2021: 8%)

Go2 Traveller Transfers generated

0.14% (2021: 0%)

Our dependence on operators

increased to **64%** (2021: 40%)

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 food miles attributed to local procurement.

Gondwana achieved significant efficiencies during the Covid-19 period. While these may not be fully sustainable as occupancies normalise, new benchmarks have been established to show what is possible. A centralised support function services all our properties, enabling us to scale our business without significantly increasing the fixed cost base. Efficiencies are being further enhanced with the automation of basic functions, which frees employees up to deliver excellent customer service.

The proof of our success

We measure the success of our cost-efficiency initiatives by the amount we spend per guest per bed night.

Operating expenses

N\$1 071

(2021: N\$1 560)

Operating profit

N\$445

(2021: N\$847)

We achieved

N\$41.9 million

profit before tax on

36% average occupancy

in 2022, compared to break-even at 38% pre-Covid-19. This is an indicator of our improved efficiencies.

Meet Alain Noirfalise – an adventurer at heart

Alain started travelling at the age of six. Born in a rural Belgian town, he would set out on his bicycle at sunrise and return home at sunset, fed and watered by local farmers as he explored the natural terrain. Having dabbled in academics after school, he quickly returned to his first love, travel and soon found himself in America. His passion for tourism was firmly instilled when he joined American Tours International, one of America's largest inbound tour operators (where he met his wife and fellow adventurer, Sonia Noirfalise-Corsini).

Together they set out to explore some of the world's most exotic destinations, ending up at Epupa-Falls, at the very camp where Gondwana later set up its Omarunga Epupa-Falls Camp. What attracted him most about Namibia was the people and the vast diverse landscapes. "The people are iconic in their own unique ways and here nature is our office." And the rest, as they say, is history.

He met Manni Goldbeck while assisting with the building of Epupa Camp, and they soon joined forces to construct the Canyon Roadhouse in the south of Namibia. Alain and Sonia formally joined Gondwana on 1 April 1998. Alain is an Executive Director of Gondwana, as well as Operations Director and a member of the Sustainability Committee.

He oversaw Gondwana's operations management during Covid-19 and describes how the Gondwana operations team, headed up by Lappies Laubscher, managed to stay focused, innovative and positive. Utilising in-house technology, the operations team improved and modified existing ice machines to increase production by 80%. They developed air conditioning and geyser cleaning systems to enhance efficiency and reduce costs and they refined the wastewater recycling plants used by the majority of Gondwana lodges.

"When Namibia's borders opened again in September 2021 after two years, we were overjoyed at the prospect of international guests returning to our hospitality

establishments. In November 2021, the Omicron variant emerged and our bookings disappeared overnight.

"We dealt with it; we were patient. Our employees were on-board and although we did not have money, we had time to care for and maintain our properties – and we used it wisely. Each of our 861 rooms was taken apart, cleaned, repaired, and polished to perfection. Our gardens were manicured. Our facilities and systems were optimised and our people were cross-trained and ready for guests. In April, during the Easter holidays in Europe, bookings started trickling in again, increasing with each passing month.

"Our people were in their uniforms waiting, the rooms were ready, our vehicles were running, boats were in the water, the coffee was hot and the beers were cold. Our only challenge was to resist embracing our guests as we welcomed them with singing."

"We are seeing occupancies steadily increasing and the transition has been seamless. Our big advantage is that we took the decision of staying open and operational – and we are now reaping the rewards of improved efficiencies at our properties and stronger synergies that set us up for a very exciting future."



Future strategic profit driver: Access to new markets

Our ability to target markets locally and internationally by offering the **best product and service.**

The strategy employed to access new markets involves a targeted allocation of resources and value propositions which is based on our assessment and experience of what the particular market finds appealing. Market access and pricing is a growing key element of a successful product development and launch strategy.

Strategic Enablers

Brand strategy

The Gondwana brand has powered us through the most challenging period in our history.

We strengthened the Gondwana brand in Namibia by continuing to support our employees, community partners and vulnerable people during Covid-19. Brand Namibia is intrinsic to our brand value. This is why we use our brand to promote Brand Namibia.



Gondwana’s **content-driven marketing strategy** relies on storytelling to create an emotional bond with existing and potential customers. This strategy is well-suited to social media which **promotes authentic stories and visual accounts of shared experiences and adventures.**

Gondwana has published more than 20 books with stories about Namibia, its people and its surreal landscapes. Many of the stories had never been recorded before and would have been lost forever. We also create and share popular video clips on our YouTube platform and TikTok account, which have a large international following.

We work with online influencers, travel bloggers and traditional media outlets to expand our online reach. We have increased our focus on authentic accounts rather than staged videos in response to market demand. Our NamibiaCam has gained a significant following, with subscriber numbers growing to over 250 000 since it was launched in 2021.

Our most successful campaigns tend to be based on stories, often depicting special moments our guests or employees captured.

Implementing a new marketing strategy

During 2022, Gondwana appointed a digital marketing specialist to implement a digital marketing strategy. In September, a digital audit was done to review Gondwana’s digital assets and determine whether the company is tracking all critical data. Effective tracking and analysis of data can play an important role in improving business decision-making.

The audit results improved Gondwana’s understanding of the current state of its digital assets and their role in supporting business growth. They will also assist the marketing team to use digital assets and marketing channels to their full potential. The new strategy has been approved by Exco and will be implemented in January 2023.

Highlights of the digital audit

- The Gondwana Collection Namibia brand is well established, especially in the SADC region
- Gondwana’s digital audit demonstrates innovation and clear trendsetting, according to Namibian standards
- Gondwana’s share of webstore bookings has increased since 2019, indicating that our digital efforts are paying off

Traffic by website



- 36% - Gondwana Collection Namibia**
- 22% - Namibia Weather**
- 15% - Namibian.org**
- 11% - Namibia Focus News**
- 7% - Namibia2Go**
- 6% - Aux 4 Coins de la Namibie**
- 2% - The Narrative Namibia**
- 2% - Go2 Traveller Transfers**
- 1% - Gondwana Travel Centre**

Next steps

- Consolidate all Gondwana websites on HubSpot, an integrated customer relationship manager platform and content management system
- Optimise website speed and tracking
- Prioritise website improvements and make our websites more mobile-friendly
- Increase focus on international markets and niche communities
- Engage promptly with our audience in a personal and direct manner
- Leverage Namibia.org, an affiliate marketing platform
- Find digital marketing synergies

Promoting Brand Namibia

By promoting Namibia we boost tourism, which benefits Gondwana and Namibian communities. This year Gondwana focused on a variety of projects and campaigns that targeted guests and consumers we had not typically engaged with in the past. These included Digital Nomads and the use of a more comedic-approach in our marketing themes. Our primary campaigns included:

- Jewel of Africa Music video project, a music video focusing on endearing aspects of Namibia
- It’s time to move on, a post-Covid movement to drive travel following the pandemic’s harsh restrictions
- I Laugh Namibia project focusing on Namibian cultures and comedy, featuring an element of product
- Welcome to Namibia, destination education on what Namibia has to offer
- Engagement with international influencers, such as Tayo Aino <https://www.youtube.com/watch?v=-WrP-xU-6V0>
- Focusing on independent reviews of Namibian Travel
- Snowbirds and Digital Nomads
- Engaging on the channels of new markets, with translated content to drive interest



Initially planned for June of 2020, the official cultural opening of Etosha King Nehale could finally take place in December 2022. Due to the safety of guests during the Covid-19 outbreak, the initial opening date was postponed. However, this delay did not impact the celebration eventually held, which was hosted by Gondwana, in conjunction with the King of Ondonga, Fillemon Shuumbwa Nangolo. The celebration spanned a full weekend and included the traditional "Lighting of the Fire" – a cultural tradition for blessing a new home, as well as a fundraising auction in support of the King's Community Trust.

Namibia2Go and Go2 Traveller Transfers took time to establish in the SADC market. We marketed Go2 Traveller Transfers aggressively through trade fairs in our international markets and had a positive response from international travellers who are more familiar with that approach to public transport. Go2 Traveller Transfers celebrated its 1 000th guest after four months in operation and continues to grow.

We engage with existing and potential Namibia tourism customers through a range of content platforms, including:

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 Namibia Weather and Namibia Focus News and are some of the more popular live streams on YouTube. The webcam in the Gondwana Namib Park has garnered over 260 000 subscribers to date. The webcam attracts viewers from all over the world and chats from 107 different countries with a lot of interest from the US, Japan, the UK, Germany and Canada, and most are over the age of 65. For the 2022 year the webcam received over 34 million views.

The avid viewers help to report sightings of animals 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 traveling to Namibia to experience the Namib Park watering hole first hand, Gondwana also hosted one of the webcam's international moderators and dedicated viewers during September.

Website: <https://namibiaweather.info/namibiawebcam.php>

YouTube: <https://youtube.com/NamibiaCam>

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>

Namibia Focus News

This reaches German-speaking communities in Europe, sharing uplifting stories in an objective, positive manner.

Website: <https://namibiafocus.com>

Gondwana Travel Centre

As a Travel Agent and Destination Management professional the Gondwana Travel Centre is uniquely positioned to offer all-inclusive travel solutions in Namibia and Southern Africa. From transport, accommodation, activities and on the ground support in guests' travels across our catered destinations.

Travelling through Namibia and Southern Africa with the Gondwana Travel Centre is made convenient, safe and a soulful experience.

Website: <https://gondwana.travel>

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



The proof of our success

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.

Our NamibiaCam webcam subscribers grew from 160 000 subscribers in January 2022 to 240 000 by year-end.

470 690

visitors to the Gondwana website
(2021: 233 648)

12.8 million

Gondwana business listing views
(2021: 7.2 million)

133 million

Article reach
(2021: 45 million)

Digital strategy

Tourism planning and booking is shifting rapidly online. At the same time, the difficulty in forecasting traveller trends post-Covid makes it more important than ever to engage in real-time with customers. To capitalise on these trends, Gondwana is investing in its digital capabilities to improve business efficiency, customer experience and cross-selling opportunities. Key developments implemented by the Business Integration function in 2022 include:

- Automation and digitalisation of manual financial and administrative processes to save time and improve accuracy
- Development, redesign, and optimisation of the online web store that is integrated with the Gondwana website. The online booking and payment system together with dynamic discount functionality enables the company to compete with other online booking agents that charge commission for these services
- Monitoring of automated customer feedback to improve customer engagement and guest experience at our hospitality establishments and the booking system
- Enhancement of internet connectivity and speed, offering free WiFi at our hospitality establishments to improve the guest experience

Future strategic enabler: Capital structure

The balance between **risk and return.**

In 2023 we will focus on our capital structure following the Covid-19 related disruption of our balance sheet. An advantage will be the flexibility to fundraising options. 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.

Future strategic enabler: Skills development and acquisition

Talent directly impacts our business.

A skills strategy involves determining the skills your talent has and utilising them to achieve your hiring and development objectives. Given the intense competition for talent, talent acquisition focuses on finding and attracting, recruiting and retaining; and developing talent. Improving the company's performance with targeted skills will create value, employee loyalty and increase product quality.



Future focus areas

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.

We concluded a feasibility study and are considering developing land that Gondwana owns at Victoria Falls in Zimbabwe. However, our regional expansion plans remain dependent on the outcome of our business interruption insurance claim and the restructuring of our balance sheet.

Listing preparedness

Our plans to position Gondwana for a potential listing on the NSX were interrupted by Covid-19 and placed on hold as we rebuild our financial track record post-Covid-19. We will continue to assess the opportunity to list, guided by market dynamics, and consider ways to broaden our shareholder base.

The approval of our bond programme by the NSX in 2020 will allow us additional options for capital financing. This will be a good introduction to the listed environment, its participants and the compliance requirements.

Leveraging our brand to diversify beyond tourism

Being more diverse will protect Gondwana from relying too heavily on a single industry. The significance of expanding beyond tourism will reduce the risk and uncertainty caused by outside factors affecting the industry. The vulnerability of the tourism industry makes it necessary to develop sustainable solutions to strengthen our future growth. We are considering diversifying our products and locations to withstand potential risks. Ultimately, this means looking beyond tourism to other sectors where we can use our strong brand to promote new products and services.

We are investigating the potential investment in Namibia's green hydrogen industry. Green hydrogen is an important element of the Namibian government's Harambee Prosperity Plan II (HPPII). The government has partnered with Hyphen Hydrogen Energy to develop, commission and run the National Green Hydrogen and Derivatives Strategy. Responding to the call for public private partnerships, Gondwana signed a letter of intent with Hyphen Energy to run a Hydrogen-fuelled airport shuttle for Windhoek-Hosea Kutako International Airport. These plans are dependent on Hyphen's project financing success.

We are investigating diversification into industries specialising in film, video production, photography and media management.

We will focus on commercial and residential property development close to Windhoek, offering inclusive housing and land ownership.

About our impact

48

Our people

56

Namibian communities

68

Our planet





By growing profitably,
**we can promote
nature conservation,
social development
and economic growth
in Namibia**, thereby
supporting the sources
of Gondwana's own
sustainability.

People

Our people are the face of our business. They bring our culture and values to life and are central to our strategy and purpose.

- We protected livelihoods by not retrenching in 2022
- We invested in training, development and cross-skilling of our employees
- Each employee is responsible for living our culture and values
 - We supported the communities around our properties
- We contributed to the Namibian economy
 - People, page 48
 - Communities, page 56

COMMUNITIES

PEOPLE

CULTURE

PLANET

PROFIT

Planet

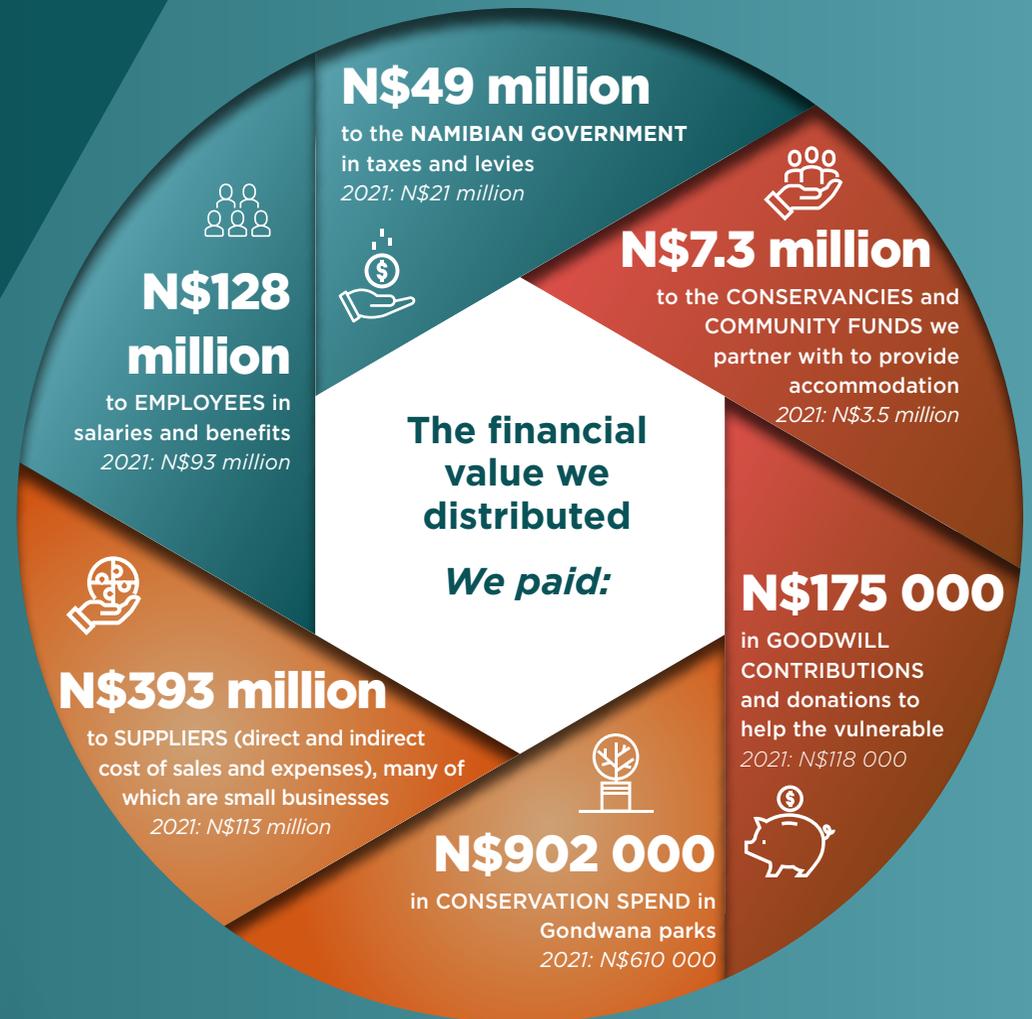
Our operations comply with the highest environmental standards. We monitor our environmental impact and take actions to reduce our footprint. We hold each other and ourselves accountable for our impact and protection of the environment.
Planet, page 68

Profit

A sustainable business is a profitable business. Our strategy for sustained profitability is based on:

- The traditional model of growing available bed nights in, and beyond, Namibia
 - Value chain integration to become a one-stop travel shop. Our non-traditional services, such as car rental, transfers and online booking, continue to grow
 - Improving our operational efficiencies and synergies. We invest in technology to optimise our logistics and buying power to get the best value for each dollar spent
 - We are diversifying our business and income streams to be competitive and grow
- Profit, page 80

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





We distributed
No dividends
to shareholders
2021: No dividends



We spent
N\$154 million
in asset distribution (acquisitions, maintenance and upgrades including vehicles)
2021: N\$56 million



Distributed to the Gondwana Care Trust and other donations
N\$2.4 million
to Namibians in need
2021: N\$2.4 million

Our ESG pillars

Gondwana has focused on long-term value creation for 26 years. We measure our performance by the return to shareholders and achievement of our ESG objectives. Our ESG pillars are:

- o People
- o Communities
- o Planet
- o Governance

We are committed to consistent reporting against metrics across these pillars. In 2022, we made further progress in developing and refining our strategic environmental focus areas and Key Impact Deliverables. This includes establishing our own standardised “Gondwana language”, incorporating globally recognised standards, to describe and report on our environmental focus areas and impact deliverables.

United Nations Sustainable Development Goals (SDGs)

For comparability, we contribute to the United Nations SDGs. The 17 SDGs are an urgent call to action by all developed and developing countries, in a global partnership. The SDGs recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth, while tackling climate change and working to preserve our oceans and forests.

We also align our ESG focus areas with Namibia’s National Harambee Prosperity Plan II (HPPII) launched in March 2021 to prioritise the implementation of targeted programmes to enhance service delivery, contribute to economic recovery and promote inclusive growth.

In this year’s report, we have incorporated the SDGs in reporting on our environmental impact. Read more in our Planet report on page 68.

-  Good health and wellbeing
-  Gender equality
-  Clean water and sanitation
-  Affordable and clean energy
-  Decent work and economic growth
-  Industry, innovation and infrastructure
-  Responsible consumption and production
-  Climate action
-  Life on land

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.

Why our people matter

Tourism is a contact-intensive industry that thrives on good relationships and trust between service providers and travellers. From the time our guests book their holiday to the moment they depart, their experience is determined by the service we provide and the way we make them feel.

Our employees represent the face of Gondwana and 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. They are trained to achieve the highest standards of service excellence, delivered with our unique brand of Gondwana warmth and goodwill.

As an employer in a country with an official unemployment rate of 22% and an expected youth unemployment rate of 49% by the end of 2022 according to Trading Economic global macro models and analysts' expectations, Gondwana focuses on being a responsible job creator. In rural areas, where approximately 45% of Namibia's 2.65 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 who directly hail from the surrounding communities and, by transferring between lodges, they can experience different parts of Namibia.

While our focus for 2022 was on the optimisation of our business synergies, our employees and teams came together to make a great impact, optimising the workplace and team synergies. It resulted in higher productivity, efficiencies, and accountability. Team synergy is successful once the company and employees have similar values and are aligned to reach the same goals to optimise all operations. Shared values and teamwork are essential for growth and success with effective communication as the backbone to successful team efforts.

We demonstrated our **commitment to stable, full-time employment by retaining our employees.** As we moved forward, we normalised employee benefits to ensure that we retain our valuable employee base.

Meet Lappies Laubscher – action is the key to success

Lappies Laubscher has developed an impressive career for a young boy whose ambition was to be jobless but rich. Born in Namibia and raised along South Africa's Garden Route, he considered becoming a software developer but soon realised it was not his passion. After school Lappies spent two years in England working in construction, and it became clear to him that he was "made for the outdoors". His options were to become a yacht master or a field guide. The love of the bush won out and Lappies returned to Namibia – "a country of stark contrast and a special unity throughout its diverse cultures". Attending the university of life, he used every opportunity to gain experience. "I am a firm believer in learning by doing".

He joined Gondwana in 2012 as Assistant Lodge Manager and soon after became Manager at the Kalahari Farmhouse and later the Manager at the Kalahari Anib Lodge. Rising swiftly through the ranks he took on the challenge as General Manager for the Kalahari Collection and then as Collection Manager for the Zambezi Collection. "The Zambezi, the country's most beautiful region, teaches you a special kind of patience and an appreciation for life's small victories."

In 2020 Lappies relocated to Windhoek with his family to join the operations team as the Group's Estate Manager. With a work ethic that is filled with passion, drive, and commitment to getting things done, Lappies enthusiastically accepted the role of Group Operations Manager and Exco member in 2022. When Covid-19 hit Namibia and Gondwana decided to keep its lodges open, it fell upon Lappies and his team to execute "Operation Blinkvryf" – which, loosely translated, means doing everything in your power to maintain an asset with next to no money. No problem. They did it the Gondwana Way "with absolute dedication and 100% commitment." "Operation Blinkvryf" started as a joke between Alain and myself and turned into quite a labour-intensive undertaking but, in the end we had fun and got it done."

Guidance and support helped the teams become more productive and resilient, and they were ready to welcome Gondwana guests with open arms and big smiles.

"It's great to work with the teams on the ground, the tip of the spear, the ones getting it done. Operations is very much where the rubber meets the road," he says.

Lappies enjoys Gondwana's culture of creativity and innovation. "Unlike big corporates, Gondwana gives employees freedom to explore at work. I like not working in a rigid environment. At Gondwana we like to colour outside of the lines."



What we do for our people



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.

The People Team protect and promote the Gondwana Culture, which we consider a primary asset. They are responsible for our employees and support our business functions. We manage our people holistically across the pillars of talent management, industrial relations and occupational health and safety, learning and development, remuneration and reward, and employee health and welfare. The People Team has an open-door policy regarding 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.

During 2022, we focused on:

- Employee engagement to address employee concerns and prepare for the reopening of our doors to guests
- Cross-training and upskilling employees to maintain high service standards, and enable employees to work across departments and disciplines and rotate between lodges
- Improving our leadership development programmes for the future
- Formalising our onboarding process



Gondwana Tier Meeting | Flourish Forum

For the first time in three years, the more than 100 managers of Gondwana Collection Namibia were able to meet for a workshop to exchange personal experiences and get up to date.

The management meeting took place from 8 to 10 June 2022 at Damara Mopane Lodge and was organised by the People Team as the “Flourish Forum”, a name that not only expressed Gondwana’s joy at the resurgence of tourism, but also motivated each member of the Gondwana family to make a success of the tourism high season from July to October.

The Gondwana House / Support Teams presented their work

On the Thursday morning, the lawn surrounding the swimming pool at Damara Mopane Lodge resembled a large fairground. The “Flourish Forum” gave the various support departments of the Gondwana head office in Windhoek the opportunity to present their functions and teams to their colleagues.

At the colourful stalls, there was a lively, inspirational exchange of information, a full morning of questions and answers, games, quizzes, and tasty delicacies.



Festivities honouring Jörg Fischer

For 12 years, Jörg Fischer and his partner Anja von Reeken ran a beer garden in Germany before returning to Namibia to become partners and managers of Namib Desert Lodge in 2005. Since then, Jörg has been an integral part of Gondwana and, for 15 years, contributed significantly to the development of the Namib Desert Collection. Afterwards, he applied his craftsmanship skills at the Namibia2Go car rental.

An October fest in honour of Jörg Fischer’s retirement brought the “Flourish Forum” to a fitting conclusion.

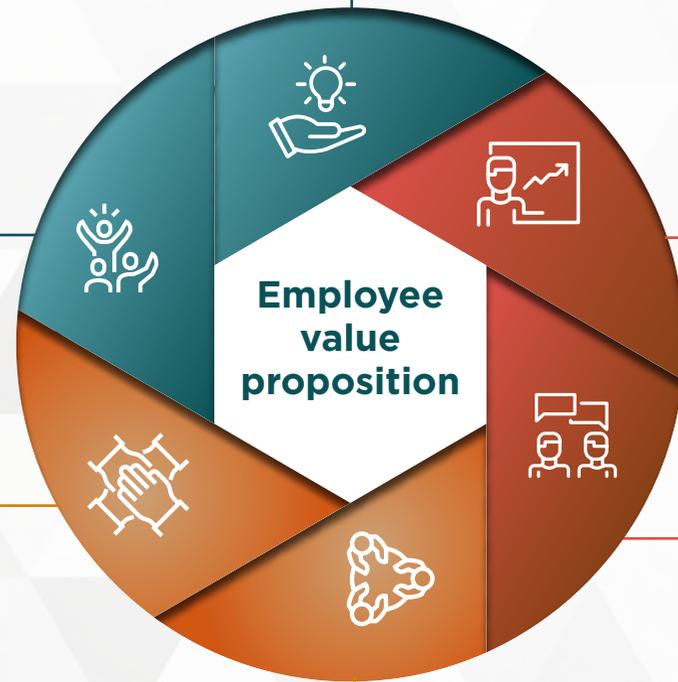
We focus on the **entire employee value proposition**, not only job satisfaction and a basic salary. This is how we **remain an employer of choice**, with **access to a wide pool of talent**.

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.

Employee engagement

Employee engagement is an important enabler of high performance. Engaged employees are more committed to their work and in tune with the company's strategy. By standing by our employees during Covid-19, we were rewarded by high levels of commitment and loyalty. However, continuing health and economic pressures of Covid-19 increased stress for many of our employees.

The People Team visited all our hospitality establishments and properties and held meetings with colleagues in small groups to ensure they reached everyone. Topics of discussions included holistic wellness of body, mind and soul, importance of teamwork and communication, rejuvenation of our guest-centric approach, Covid-19 vaccinations, temporary and permanent transfers, and lodge or team-specific complaints. Occupational health and safety "walk abouts" were done at each property to assess compliance with OHS regulations and procedures. Employees also had in-depth discussions about medical aid, and training and development opportunities.

Talent management

Talent management encompasses HR functions that drive business performance, including recruitment (talent attraction), inter-company or departmental transfers, promotions, and talent tracking and development.

While we did not retrench any employees, we lost 11% of our workforce to attrition or other employment opportunities during the period 2020 to 2022. Recruitment was meticulously managed at the beginning of the year, shifting the focus to internal promotions, lateral growth and transfer opportunities. When we started recruiting again, anticipating the return of international guests, we appointed and onboarded 355 new employees to replenish lost capacity and rebuild capacity for new business ventures.

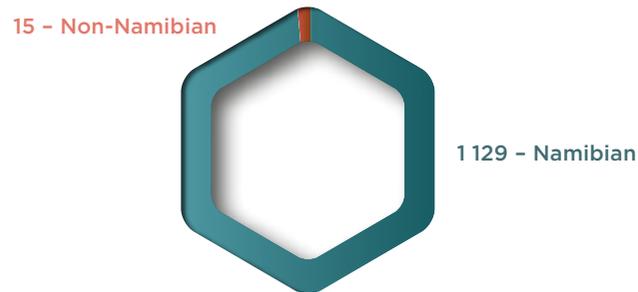
Gondwana's workforce reflects Namibia's cultural diversity. We believe that diversity makes us stronger by enhancing creativity, decision-making and performance.

Strength in diversity

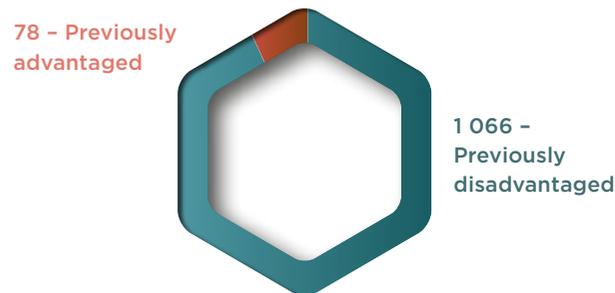
Gender diversity



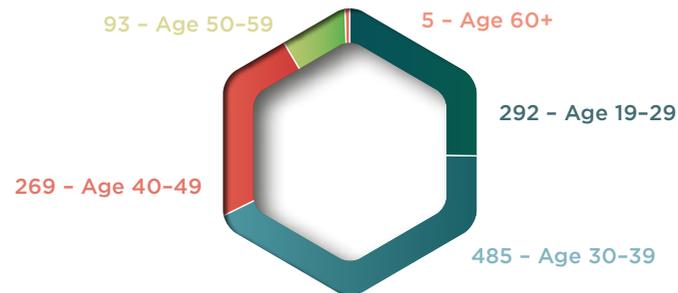
Nationality diversity



Race diversity



Age range of Gondwana employees



Most of Gondwana's employees are aged between 30 and 39 years old. The average age of a Gondwanian is 36. This is when many people decide to start a family, resulting in a high rate of annual maternity leave and employees resigning due to family commitments.

We amended our maternity leave policy to ensure that employees earning more than the social security payout are not left out of pocket while on maternity leave. We also introduced paternity leave for new fathers. The children of female employees are allowed 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.

Employee profile by job category

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

The proof of our success

At 31 October 2022, Gondwana employed

1 144 people

(2021: 944)

and we created 10 new positions in business intelligence, brand and marketing and Namibia2Go. In addition, we took over the full staff complement of 63 people at The Weinberg in Windhoek ensuring no job losses; and by structuring the team the Gondwana way we created 7 additional positions.

Our annual employee retention rate was **87.92%**

(2021: 89%)

We aim to uphold an average annual retention rate of between

80% and 85%



Learning and development

We are committed to continuous training for at least 70% of our workforce annually. Our focus in 2022 was on cross-training and on-the-job training and upskilling of employees at our hospitality establishments, compliance training, and reviewing our Go4Gold and Leadership Academy offerings to ensure that they meet the company's future needs. In collaboration with the Namibia Training Authority (NTA), we are assessing 500 Gondwana employees for Recognition of Prior Learning (RPL) which contributes to their personal and professional growth.

The Learning Team works with various partners to diversify employees' technical skills training, e-learning, self-study and personal growth.

We facilitated access to Lobster Ink Pty Ltd, a training platform for the hospitality industry that provided free access to 47 courses to all Gondwana employees until April 2022. Geared towards junior employees, the platform includes refresher courses on hygiene and Covid-19 regulations, and access to housekeeping standards and food management topics. Employees receive certificates when they complete courses which are added to their files and included in the RPL process. Implementing Lobster Ink remains a work in progress as we iron out connectivity challenges in some areas and motivate employees to make the most of the opportunity.

Service-focused training was provided in partnership with Soul of Hospitality at the Canyon Lodges, Palmwag Lodge & Camp, Damara Mopane Lodge and The Weinberg Windhoek. The Delight Swakopmund team completed a refresher course. Chef and kitchen training was provided to the Palmwag Lodge & Camp team by Executive Chef Radley Wilson-Moore who visited Palmwag Lodge & Camp for two weeks. Training was offered in a range of other subjects, including: First aid, fire management, safety, health and environment, guiding, Tour Plan system training, skipper training and certification at all river lodges, and refresher courses in the CiMSO INNkeeper system.

The Learning Team keeps up-to-date with evolving trends in skills development. In 2022 they attended the PAN African Youth Summit and participated in the World Skills Program and Conference, of which Gondwana was also a sponsorship partner.

Leadership development



The Gondwana Hospitality Training and Leadership Academy (the Academy)

The Academy has provided a platform for the growth of our employees since 2015, instilling the Gondwana Way, enhancing existing skills and preparing employees for leadership positions. It empowers people to achieve their full potential and strengthens the capacity and capability of employees who have not received formal tertiary or secondary education. No Academy-specific training courses were offered during the 2022 financial year, due to continued cost saving measures. However, the year was used to evaluate the Academy offerings and redesign course content for 2023 and beyond.

Go4Gold

Gondwana's Go4Gold programme provided process-orientated learning for potential young leaders from 2019 to 2021. During 2022, the Gondwana Collection Team, together with Ume Goldbeck, the Go4Gold Team Trainer and Leadership Coach, engaged with senior managers to offer personal coaching to candidates who completed the programme. The ongoing coaching ensures that the tools and skills learned during the process are implemented.

Leaders of the new world of work

Rapid changes in our industry, our company and the post-Covid world of work, call on us to reimagine how we develop our future leaders and help our existing leaders adapt to change.

A highlight of the year was the review of our Academy training and Go4Gold programmes. Working in partnership with Austrian advisors, we re-evaluated and redesigned the structure and training content of our Leadership Academy and Go4Gold offerings for 2023 and beyond. Our new programmes reflect the changes in our operating environment and are aligned with Gondwana's strategy.

The new approach to leadership development was presented to Exco on 1 August 2022, followed by a survey of approximately 120 participants to determine the needs and expectations of Gondwana management teams. The survey yielded encouraging feedback.

With great excitement, we opened the 2023 Go4Gold and Academy application process in October 2022.

Gondwana Academy | Class of 2015

To celebrate the opening of Gondwana's Leadership Academy in 2015, 30 Gondwana employees embarked together with Manni Goldbeck (Managing Director until 2017), Ume Goldbeck (Workshop Facilitator) and Kurt Schlenter (Tour Guide) on a four-week tour during February 2015 across the entire country to visit all Gondwana properties and to experience the contrasting landscapes.

A minimum of two nights was spent at every Gondwana property to do training sessions on various topics. The focus, among other things, was on the Gondwana philosophy, the company structure and management, ethical values, customer service and leadership qualities. The content has been tailored to the needs of Gondwana's leadership approach.

Later, during 2015, a second academy tour with 10 participants took place. For two weeks, the participants visited the lodges in the Gondwana Canyon Park and the Kalahari Anib Lodge.

In 2016, the newly developed content was tested during a trial run at all Gondwana properties and remains the foundation of the Leadership Academy, where we strive to provide a platform of personal growth and opportunities to our employees.

More than 50% of the "class of 2015" are in managerial positions today and play a vital role in Gondwana's leadership structure.



Extending our training footprint

We invest in the future of our industry by training unemployed young learners who want to develop a career in tourism. As one of the first Namibian companies to support the NTA, we offer hospitality internship and guiding apprenticeship opportunities to Namibians, even if they are not Gondwana employees.

In 2022, we reopened our internship programme post-Covid-19, offering three to six month placements at our lodges for **more than 100 Namibian and South African interns;** and engaged European or other international volunteers or subject matter experts to **enhance the learning experience and further develop skills** for our lodge-based employees.

In preparation for the reopening of our apprentice programme in 2023, which we provide through an NTA-led programme, we completed NTA assessments and property audits to ensure the quality of our apprenticeships. We also conducted Work Integrated Learning and RPL in guiding, hospitality and facility management and maintenance and ensured the readiness of our apprentice mentors.

The proof of our success

We trained

79.5%

of Gondwana's employees
(2021: 93%)

Our investment in training
and development was

N\$2.4million

(2021: N\$1.6 million)

54%

of Academy graduates are now in
management positions.

We provided internship opportunities for

+100

young people

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.

Employee share ownership

Gondwana first issued shares to employees in 2018 to reinforce employee ownership and empowerment. In 2021, shareholders approved a new employee share ownership plan and Gondwana undertook to implement it when it was financially viable to do so post-Covid-19. The employee share ownership plan includes a general distribution plan and a key employee incentive plan.

Outumbe Wetu – “It’s Ours” – share ownership plan

At Gondwana we passionately believe in sustainability and in making our country and our world a better place. We consider our culture and the people who live and uphold this culture among our greatest assets. Our culture is one of learning, caring and inclusivity.

In light of this, we believe that all stakeholders, including Gondwana employees, should benefit from the value that is added by the Gondwana people in a fair and balanced manner.

The Board has therefore decided to introduce the Outumbe Wetu (meaning “It’s Ours”) employee share ownership plan in terms of which each eligible employee in the group will receive a number of shares every year, on a flat structure (all employees are awarded the same or similar number of shares).

The purpose of Outumbe Wetu is to enable employees to become true owners of the business and its success by ensuring that every permanent employee is a shareholder in the business. The ultimate objective is to create long-term wealth and financial education which will go hand in hand with Outumbe Wetu.

Employees who meet the eligibility criteria for the issuance of shares, will be eligible for an award at any given time. A committee of senior management in the People and Finance teams, as well as representatives of the People Committee and Audit, Risk and Opportunity Committee, will implement the share plan.

Gondwana contributes 14% towards the pension fund and employees contribute 1.5%. We are targeting a total contribution of 19% over time, allowing employees to retire comfortably with a pension payout of at least 80% of their last salary.

To avoid retrenching employees during Covid-19, Gondwana cut costs across the board, including company contributions to the pension fund, 25% reductions in employee salaries and 40% reductions in executive management salaries. The payment of full salaries resumed in June 2021 and the pension benefit was reinstated in December 2021. Employees did not receive bonuses in December 2021 and there were no inflationary salary increases for 2022. Gondwana maintained its funeral, death and disability payments throughout this period and employees maintained their 1.5% contributions towards the pension fund.

Honouring our promises

During the pandemic period (March 2020 to March 2022) Gondwana continued to promote Gondwana employees who showed promise and applied themselves. However, due to the financial constraints and uncertainty brought about by the pandemic, no positional salary adjustments were possible. This prompted the creation of an IOU-list to ensure that these deserving colleagues would receive their salary and benefit adjustments once Gondwana’s financial situation improves.

We are pleased to have been able to clear this list in two tranches, first in April 2022, and the second in August 2022, ensuring that every employee promoted over the last 24 months received a salary and benefits package matching their new position.

The proof of our success

100%

of our full-time employees are members of Gondwana’s pension fund

75%

Employees receive disability cover of 75% of their monthly salary until recovery, death, or retirement, subject to certain maximum salaries

We provide death benefits of

three times

employees’ annual salaries

Employees receive funeral benefits of

N\$20 000

Spouse: N\$20 000

Child 14 to 21 years: N\$20 000

Child 6 to 14 years: N\$10 000

Child younger than six years: N\$5 000

Stillborn: N\$5 000

Employee health and wellness

36.93% of our employees enjoy the benefit of medical aid and 41.4% receive a monthly medical allowance. The 21.67% 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. The People Team encourages employees to take up medical aid benefits rather than the more limited medical allowance. During a roadshow to all Gondwana properties, Namibia Health Plan (NHP) addressed employees' medical aid enquiries.

We provide employees access to free WiFi at our properties. Many employees participate in Gondwana amateur fishing, soccer, running, cycling and volleyball teams.

Prioritising mental health

The health and economic pressures of Covid-19 impacted the mental health of many of our employees and their families. We responded by increasing mental health awareness and support in partnership with external partners such as LifeLine, ChildLine and a trauma counselling specialist. Several employees took up the opportunity to attend in-person or online consultations. The People Team's open-door policy extends to employee's health and wellness concerns and employees can also address concerns during wellness days organised by our medical aids. A financial wellness pilot was conducted with Leap Consulting to provide 36 Windhoek-based employees with 90-minute individual sessions. The support programme will be implemented in 2023.

Several other health and wellness initiatives resumed during 2022, including:

- Our partnership with the Cancer Association of Namibia to give employees access to an annual check-up. The Cancer Association outreach team visited different parts of the country and our Windhoek-based teams participated in a breast cancer awareness and fundraising initiative.
- The introduction of a wellness box at Gondwana establishments containing basic medicinal and toiletry necessities that colleagues at remote lodges can purchase at cost, ensuring that they can always access these items at affordable prices.
- A bi-monthly blood donation drive at Gondwana House in collaboration with the Namibian Blood Transfusion Services. Our employees donated 138 units of blood (average of 27.6 units of blood per donation drive).

Our future plans

We will continue aligning our workforce with Gondwana's strategic direction to ensure that we remain true to the Gondwana DNA as we grow. Our focus areas for 2023 are to:

- Ensure and maintain alignment of the People Team strategy with the Gondwana strategy
- Normalise remuneration and other employee benefits to retain talent
- Implement a formalised talent management programme that is aligned to team and individual Key Impact Deliverables (KIDs) to manage and reward high levels of performance
- Restart the improved Go4Gold and Gondwana Leadership Academy programmes stalled by Covid-19
- Appoint a wellness coordinator
- Introduce our new onboarding video series – Welcome to a Home

Welcome to a home – an induction to Gondwana

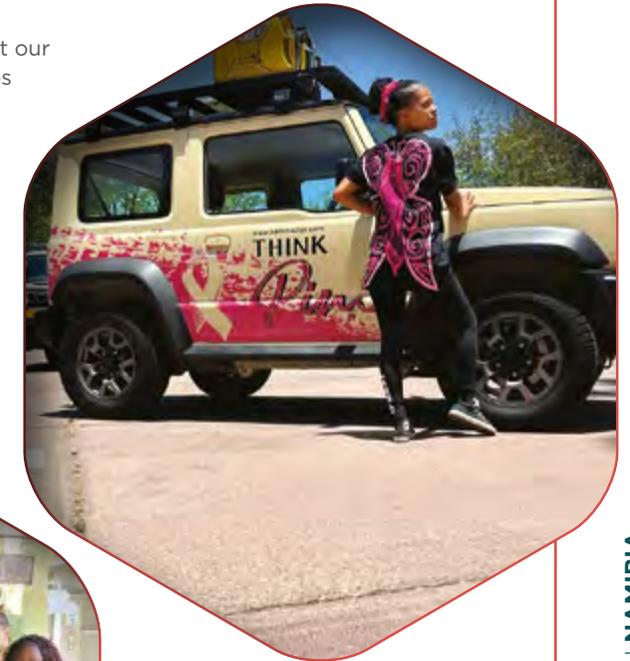
An effective induction programme helps new employees settle into their job and understand the organisation, its culture, values, policies and procedures. It also plays a role in employee retention, according to recent research that suggests a third of new employees make their mind up about staying at a new business within the first week.

As Gondwana's employee base increases, face-to-face onboarding has become challenging, especially regarding the induction to the Gondwana Way. An inspiring welcome for new team members and a refresher for existing team members is not a "nice to have" but an essential aspect for how we do business now and in future.

For this reason, Gondwana has decided to revolutionise its onboarding process. We aim to start a movement to leave a better world behind us. We want to achieve this by making Gondwana's guidelines accessible to anyone who wants to be affiliated to the movement, internally and for the wider public.

We are busy working on the following:

- An online platform with videos about our 16 guidelines for inducting employees and making it public
- A working booklet for employees with summarised content and QR codes to access the online videos
- A published book for sale describing Gondwana's values and culture
- Audio on various platforms



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.

Why our communities matter

Namibian tourism draws on the unique beauty of its natural environment and the immersive cultural experiences available to guests. Rural communities live in and around key tourist attractions and significantly influence the country's tourism and agricultural resources.

Over the years, these valuable communities have borne the brunt of persistent drought, recessions and political instability. Their hardship was compounded by the health and economic threats of Covid-19.

When we invest 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 are deeply committed to sourcing employees and suppliers from our rural communities.

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.

During Covid-19, we maintained our financial and indirect (employment and training) **support for communities.**

As basic costs rose and unemployment increased, **our support sustained growing numbers of vulnerable family or community dependents.**

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. Refer to page 51.
- Training of community members, including non-employees. Refer to page 53.
- Active sourcing of local community suppliers.
- Our regional customer community of 65 499 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 etc) 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.

Partnering with suppliers and communities

As a responsible corporate citizen, Gondwana partners with local communities and invests in high impact initiatives. For example, we support local income generating partner projects through our e-commerce store and individual curio shops. These include Namibian entrepreneurs, artists, women's associations and charities that create local handmade products, often from recycled goods.





The Narrative Namibia – because everyone loves a story

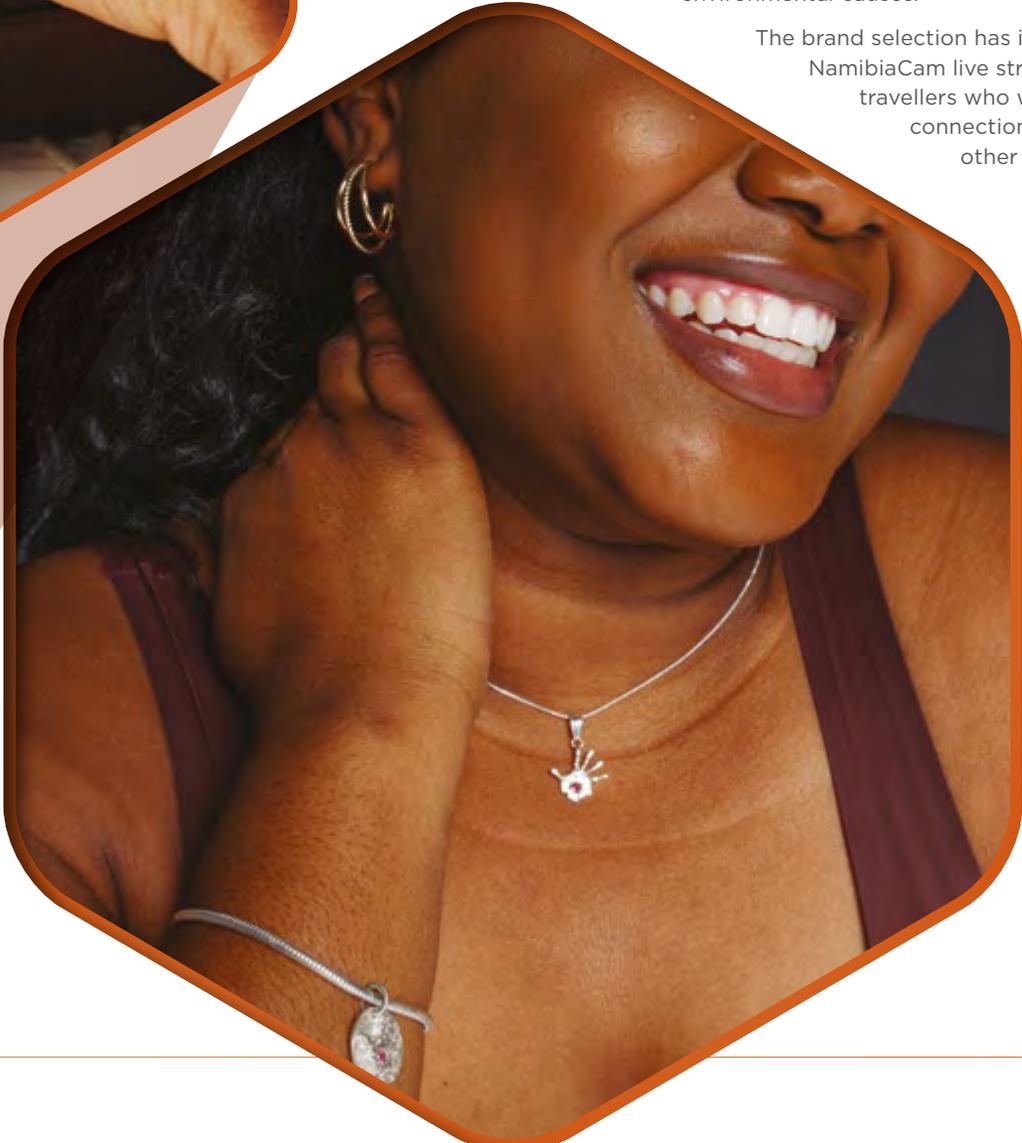
The Narrative, our e-commerce store, opened two years ago during Covid-19 as an extension to our primary Gondwana Collection brand to reach international and local guests not able to visit our hospitality establishments. The Narrative supports our retail shops by offering most of its bestsellers online, enticing travellers to Namibia and offering memories for those who have experienced Namibia.

A small heart with a big impact. Together with a local craftsman, The Narrative developed a line of handcrafted jewellery using genuine Namibian tourmaline and pure sterling silver. The proceeds of these items benefit Gondwana Care Trust initiatives.

We buy handmade products from our local suppliers, allowing them to access broader markets and earn livelihoods for themselves and their families. Our team sources locally produced products aligned with our master brand that reflect our environmental principles of upcycling materials and packaging. Through their purchases, customers contribute to our communities and support social and environmental causes.

The brand selection has increased annually since The Narrative started trading. Thanks to the popularity of the NamibiaCam live stream, we secured a niche NamibiaCam fans market, with merchandise dedicated to armchair travellers who want to be transported through time to the Namib Desert waterhole. This has created real connections between guests, potential guests and our teams through NamibiaCam’s live chat and other channels.

“We received a letter via snail mail from an American client expressing his gratitude and admiration for Gondwana,” says Astrid van Lill, Group Retail and E-commerce Manager. “The client fell in love with Namibia and is planning to travel here in 2023 to meet The Narrative team, see the NamibiaCam in real life and explore our country. With his second order from The Narrative, he even sent us a picture of his newborn niece holding a giraffe toy he purchased. These real connections lead to repeat orders and customer loyalty.”



Our guests **appreciate the human touch and social conscience embedded in our products**, where each item tells a story of its origin and creator, including the thinking process and emotions that went into making it.

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.

Our supplier partnerships

Gondwana invests in local businesses, partnerships and communities. Our partnerships include operational suppliers, tourism-related suppliers, car retailers, 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 enterprise (SMMEs) near our hospitality establishments. We are a reliable and trustworthy brand.

When Gondwana Collection reigned in its contributions to the Gondwana Care Trust from 2020 to July 2022, many of our suppliers and partners stepped in with additional funding to help us continue providing food support, educational materials, nature conservation funding and the flagship Back-to-School Bag project.

Supplier management – how we create mutual sustainability

All companies manage cost efficiencies to grow profitably and remain competitive. Covid-19 challenges intensified Gondwana's focus on cost and stock management and strengthened our drive to create value from synergies. Our Procurement and Logistics team focused on supplier consolidation and bulk purchasing to improve efficiencies and contain costs in an inflationary environment. We empower our suppliers and manage our costs by:

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

The proof of our success

We paid
N\$170 million
 to local businesses and SMMEs
2021: N\$96.5 million, including cost of sales, expenses and capital

We spent over
N\$1.03 million
 on locally produced curios
(2021: N\$330 000)

Our support of locally produced curios directly and indirectly created
366 jobs
 for Namibians



Meet our suppliers



Seapride Foods has been a food services supplier to Gondwana for many years, always maintaining an unmatched choice of products and unwavering service. Through James Dyer, Seapride Foods has also been a loyal partner of the Gondwana Care Trust, providing much-needed assistance during Covid-19. info@seapridefoods.com.na



During the pandemic, the **Kaleidoscope** team delivered immune-boosting vitamins, pills, cosmetic supplies, and snacks to elderly community members at the Nau!Aib Old Age Home in Okahandja, the Khomas Homeless Centre and Lidar Foundation. Masks and school materials were distributed to Green Leaves and Bridge of Hope schools. Excess cosmetic supplies were included in the Back-to-School Christmas Bags for teenagers. teddy@km.com.na



African Marketing, a long-lasting partner in the supply chain to our properties, was a lifeline during this challenging year. Again, they showed their social heart by transporting the Back-to-School Christmas Bag boxes across the country for free. Info@african-marketing.com



Wecke and Voigts - In April 2022, the Wecke and Voigts Group renewed their partnership with the Gondwana Care Trust through the MealForTwo project. They renewed their sponsorship of N\$10 000 per month in goods for the MealForTwo project for the 2023 financial year. We have also installed donation boxes at the W&V Spar shops in Windhoek for their clients to become involved in the Gondwana Care Trust projects. robertv@weckevoigts.com.na



Golf Day Partnerships

Dan Zwiebel dan@dzgolf.com.na

The Gondwana Care Trust received tremendous support over the past two years from suppliers and partners with open hearts and a sense of giving back to communities. Refer to page 66 for additional information on our Golf Day sponsors and partnerships.

Gondwana Card holders

The Gondwana Card has enabled Namibian and regional travellers to experience Namibia and the Gondwana offerings for the past 15 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.

We reaped the benefit of this when Covid-19 restricted travel for our international guests from 2020 to mid-2022. Our Gondwana Card holders kept us afloat by supporting our lodges, campsites, car rental and other offerings, and responding well to our additional discounts and special offers.

The Gondwana Card for Namibian citizens, including permanent or temporary residence permit holders offers:

- 50% discount on accommodation (bed and breakfast)
- 25% discount on dinner, additional 10% for the period November 2021 until March 2022 (excluding Klein-Aus Vista)
- 25% discount on activities
- 50% discount on camping (excluding Klein-Aus Vista Campsite)
- 50% discount on Camping2Go

For SADC citizens, including permanent or temporary residence permit holders, the Gondwana Card offers:

- 40% discount on accommodation (bed and breakfast)
- 25% discount on dinner, additional 10% for the period November 2021 until March 2022 (excluding Klein-Aus Vista)
- 25% discount on activities
- 40% discount on camping (excluding Klein-Aus Vista Campsite)
- 40% discount on Camping2Go

Going above and beyond to reward our loyal local guests

Our **Young at Heart** campaign was dedicated to card holders over 55. Guests were offered a three-night stay at one of our properties for the cost of two nights between January and June 2022.

Our **Green Season** special package offered card holders discounted prices to visit our Kalahari Anib Lodge, Namib Desert Lodge, Damara Mopane Lodge and Palmwag Lodge & Camp during the rainy season when Namibia suddenly turns abundantly green. Guests enjoyed a heavily discounted rate of N\$1 000 per person for dinner, bed and breakfast until 31 March 2022.

Every day is **Black Friday** at Gondwana. In November 2021, we hosted a Black Friday event, giving away 10 000 bed nights at a discounted rate. It was an open event and 92% of the vouchers were bought by Namibians, while SADC and the international market bought the remaining 8%.

The **Gondwana Bonanza**, our 2022 Black Friday event, was only open to registered card holders to express our gratitude to the Gondwana card community for their steadfast support throughout the pandemic.

Namibia2Go offered a 14% discount on the Jimnys in February 2022, including a picnic basket with complimentary goodies for romantic guests. We also offered a free Go2 Traveller Transfers return trip to travellers who booked at least one night's accommodation at a Gondwana Lodge.

The proof of our success

Gondwana Card holders were afforded

N\$30.4 million

in savings on accommodation during the 2022 financial year

(2021: N\$23 million)

Namibian and SADC visitors accounted for

39%

of Gondwana's guests

(2021: 60%)

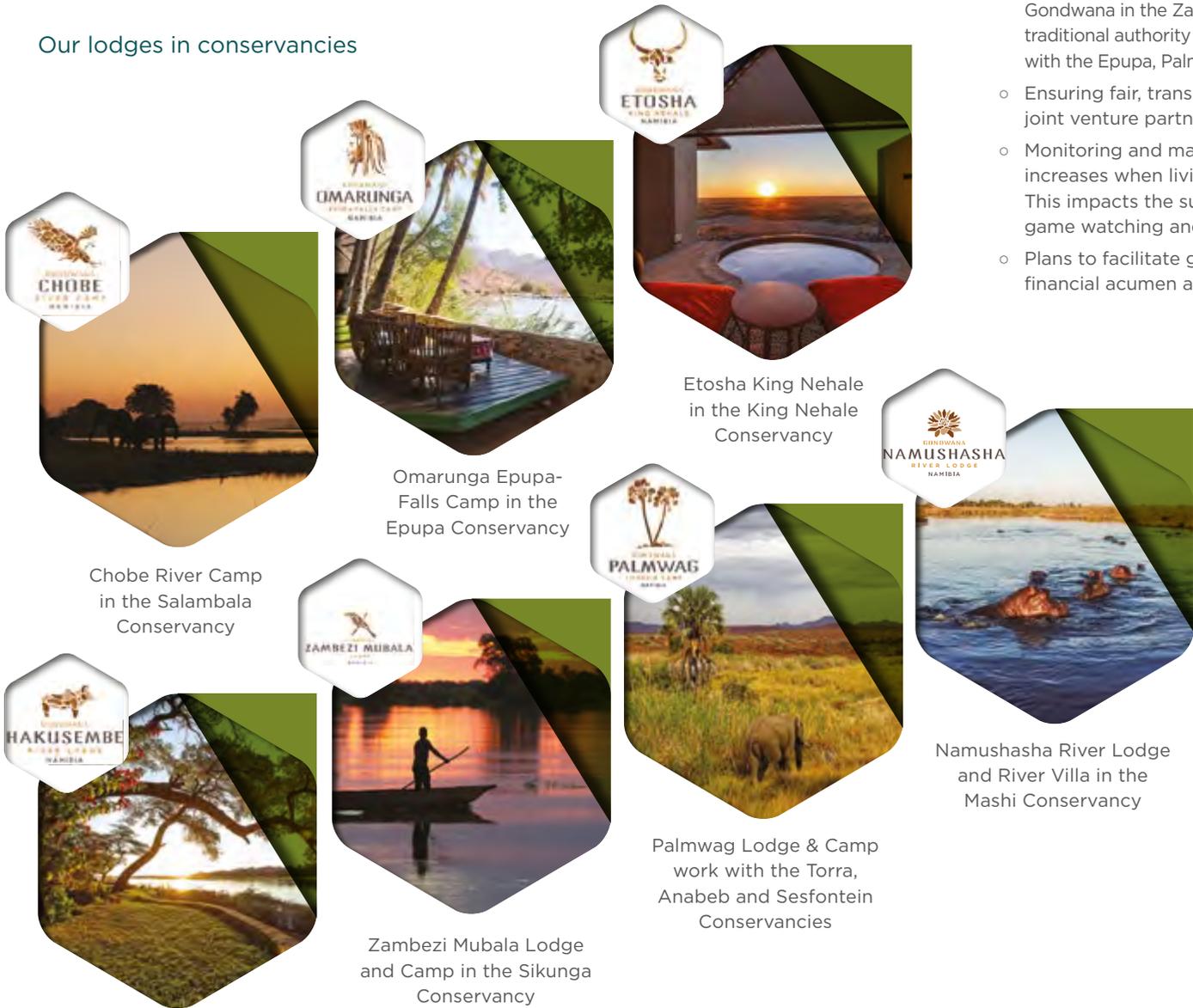


Conservancies

Namibia has 86 registered conservancies on 19.6% of the country's land area. The Government recognises them as official, self-governing democracies 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. Gondwana pays joint venture operating fees through a benefit distribution agreement with the respective conservancies. Contributions to community development funds form part of the benefit distribution.

Our lodges in conservancies



Chobe River Camp in the Salambala Conservancy

Omarunga Epupa-Falls Camp in the Epupa Conservancy

Etosha King Nehale in the King Nehale Conservancy

Namushasha River Lodge and River Villa in the Mashi Conservancy

Palmwag Lodge & Camp work with the Torra, Anabeb and Sesfontein Conservancies

Zambezi Mubala Lodge and Camp in the Sikunga Conservancy

Hakusembe River Lodge in the Mbunza Traditional Area

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 through:

- Regular meetings and constant communication to bridge and address concerns raised by our communities. Our face-to-face meetings increased as Covid-19 restrictions were lifted.
- Our dedicated community liaison officer, Justice Muhinda, represents Gondwana in the Zambezi and Kavango regions, engaging with conservancy, traditional authority and community partners. During 2022, he built relationships with the Epupa, Palmwag and King Nehale conservancy 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.

Generating future value from community development funds

Community development funds are invested in high-impact initiatives that have a lasting effect on communities.

During 2022, the Etosha King Nehale Conservancy invested N\$600 000 in:

- Clinics and kindergarten schools that serve several villages
- Financial and material support for marginalised San communities in the area
- Financial support for school children
- Compensation for human-wildlife conflict which causes competition for natural resources and affects food security and livelihoods

The Salambala Conservancy invested community development funds in:

- Youth sports activities at Chobe River Camp
- A scholarship for a university student from the conservancy.



Contributing to a sustainable future for the next generation

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 sponsored a research trip to the Etosha National Park for learners from the Elias Amaxab Combined School.

The state-owned school in Sesfontein in the Kunene region was established in 1979 and has more than 300 learners. The school is actively involved in the local community and strives to develop and further pupils' knowledge about agriculture and enrich their awareness of sustainable environmental practices.

The research trip introduced learners to the fauna diversity found in the park, where they spotted and counted various animal species, including elephant, lion, giraffe and all the common plains game. They visited the park's Environmental Education Centre at Namutoni and learnt about the compatibility of conservation and sustainable development in the area. A visit to the museum enhanced their understanding of the area's history.

The learners and their accompanying teachers stayed at our Etosha Safari Camp, spending three days with our experienced guides who they interviewed as part of their research.

The Gondwana Care Trust

Gondwana experienced the power of goodwill as many of our loyal business partners continued to support our social investment projects while we fought for survival. **This demonstrated that together we are stronger and have much greater impact.**

Origin

- Founded by caring employees in 2006 and funded mostly by employees
- Formalised as part of the new Gondwana structure in 2017 with a focus on sustainable impact

Governance

- 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
- Integrated into business functions to improve efficiency and increase social investment and branding impact

Impact

- Funding sourced 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

Front row:

Gys Joubert

Back row:

Quintin Hartung

Dgini Mayon-Visser

Stephanie de Lange - by invitation

Barbara Zahradnicky - by invitation

Iroleen Hurter

Sonia Noiralise-Corsini

Chris Gouws

Jescey Bekker - by invitation

Fabiola Schrywer - by invitation



Sustaining communities in need

Early in 2022, when Gondwana's immediate future was still uncertain, the Trustees reviewed the Trust's strategic direction and project focus.

They decided to keep supporting the Trust's core projects – MealForTwo and The Back-to-School Christmas Bag Project – but to be more assertive in eliciting support from other corporate and like-minded partners.

They also challenged the Trust to be more aspirational by extending its focus to education, environmental protection and the provision of housing and sanitary facilities to lower income communities, where feasible.

The goal to support education was achieved through a new partnership with Eduvision Online Learning. The Trust also secured financial support for the Sikunga Fish Protection project that patrols the Zambezi River.

With donations from corporates and individuals in Namibia and abroad increasing during each year of the pandemic, the Trust was able to increase its support for its two core projects during a long period of increased hardship for many Namibians who were vulnerable before Covid-19.

We continued to support the vaccination drive in partnership with FNB Namibia, Vaccines for Hope, Oryx Properties and other private companies, until the pandemic was officially declared over in August 2022. More than 20 500 vaccinations were administered since we opened the first site in July 2021 until the end of August 2022.

The Trust is **exploring innovative ways** to manage our main challenge: the sustainability of funding.

While the Trust's external funding is generous and greatly appreciated, it tends to be ad hoc and responsive. We want to increase our long-term partnerships to provide the stability that will allow us to sustain, grow and increase the projects we support.

Igniting a spark in the minds of our children

Together, Gondwana and Eduvision are **connecting more teachers and learners in remote schools** to the internet and modern e-learning techniques.

Namibia is a fast-developing country, but many smaller towns and villages spread across its vast terrain do not have the infrastructure to support schools in remote areas. Technology is bridging this gap and bringing teachers and classes directly to the student in innovative ways.

In 2022, the Gondwana Care Trust entered into a partnership with Eduvision Online Learning that leverages technology to provide education with a lasting impact on remote communities.

Eduvision is a development-based organisation focusing on e-learning in Namibia as a means for learners to complete their high school studies. Grades 10, 11 and 12 learners participate in live online classes with their classmates and teachers and can access recorded lessons in Mathematics, Physics, Chemistry and Biology and Economics. The rest of the school can also benefit from the system by using the Internet and Smartboard as teaching tools.

The Trust provides accommodation on a full board basis 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. Our brand and marketing department assists Eduvision with marketing material.

The Trust obtained a two-year sponsorship for the project and will contribute from 2023 to assist Eduvision with two additional schools added to its portfolio. The Trust will assist with the purchase of the Smartboards and the operating expenses for the two schools. In addition, the Trust will contribute to the operational costs of recording lessons for the new grade one to grade three curriculum.

Together we can make a true difference in a child's life, opening doors to employment and income-generating opportunities for young Namibians. www.eduvisionnam.org



Project showcase: MealForTwo



Hunger is a reality for many Namibians, a dire circumstance that was worsened during Covid-19. With MealForTwo, our goal is to reduce the number of people who suffer hunger.

Thanks to external support and the return of international guests during the second half of the year, we increased the number of meals we provided in 2022 by 12%. A major contributor was the Capricorn Foundation which renewed its partnership with the Trust, donating N\$480 000 to MealForTwo.

As our hospitality establishments fill up again, Gondwana's Self Sufficiency Centre (SSC) butchery has excess meat to donate through the Trust to needy communities. After a two-year hiatus, we resumed meat donations through MealForTwo, donating six tonnes of meat to our Kunene community partners and saving the cost of externally supplied protein.

The MealForTwo programme provided approximately

266 313 meals

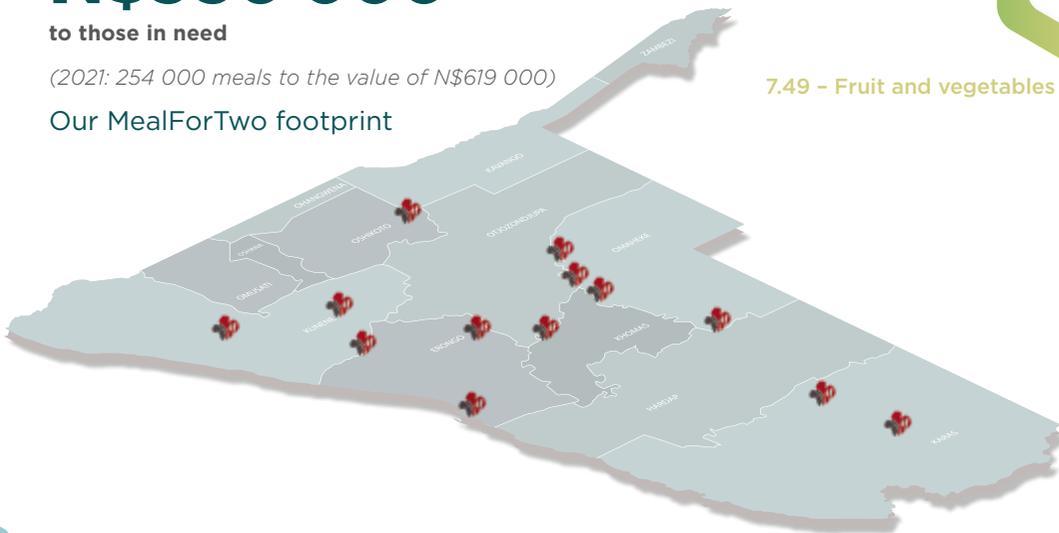
to the value of

N\$996 000

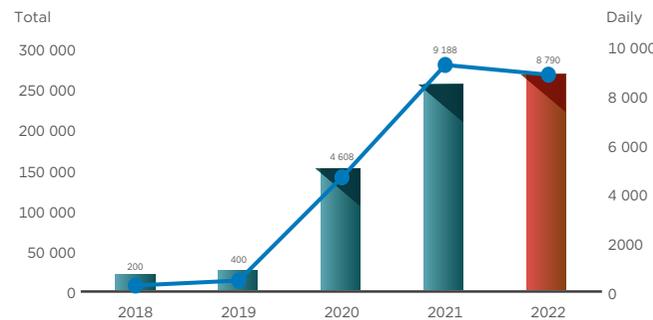
to those in need

(2021: 254 000 meals to the value of N\$619 000)

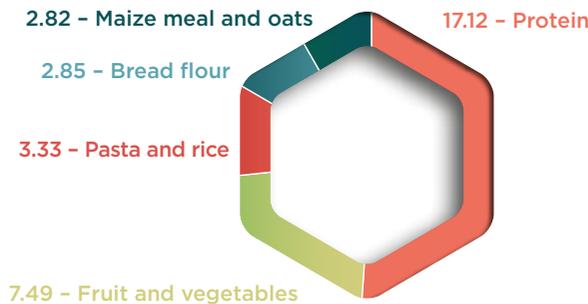
Our MealForTwo footprint



MealForTwo meals provided



Staple foods donated (tonnes)



Project showcase: Grace Welfare Project

Gondwana joined hands with the Grace Welfare Project to give elderly communities medical support and care.

The Trust assisted the Grace Welfare Project with its medical outreach programme in Henties Bay before Covid-19. However, our next commitment to assist with the Khorixas medical outreach in 2020 was cancelled due to Covid-19 restrictions.

In 2022, we renewed the partnership by contributing through the MealForTwo project to outreach visits to old age homes and pensioners in Rehoboth and Khomasdal. They were treated to home cooked meals, food hampers, and blankets, while some enjoyed pedicures and manicures as they regaled our team with their life stories.

A second outreach to Aranos included medical assistance from a team of 10 doctors, two dentists, a pharmacist and a sonographer. Approximately 764 people were assisted during the two-day visit. In addition to medical assistance, participants were offered a free manicure and pedicure, a haircut and beard trim for the men, and a cold beverage and sandwich as they waited to be seen by a doctor.

Project showcase: Back-to-School Christmas Bag

Sharing the joy of Christmas

We provided

2 550 bags

to needy children throughout Namibia

(2021: 2 479 bags)

The annual Back-to-School Christmas bag is the highlight of the year for many Namibian children in schools, orphanages and vulnerable child centres. Each bag is personalised and individually packed to meet the needs of each child.

The Trust partners with local suppliers and sponsors, including guests who purchase bags at our curio shops and online store. The bags are reusable and contain basic stationery, hygiene products, treats, toys and non-perishable food items.

Schools supported by the Trust in 2022

- Namushasha Pre-primary School
- Sachona Kindergarten
- Kalimbeza Kindergarten
- Kalundu
- Kanono Combined School
- Isize Combined School
- Chobe Kindergarten
- Joshua Mora Liswani Kindergarten
- Paukeni Pre-school
- St Peter Clara Pre-primary
- Ruumwe Primary School
- Ohajuura Primary School
- Geduld Primary
- Dorcas soup kitchen
- Elshaddai
- Penehupifo Kindergarten
- Little Bugs
- Khabaisen Kindergarten
- Khabaisen Centre
- Light of Hope
- Heal the Land Okahandja/Ovitoto and Mupapama
- Rose Pre-primary
- Sunshine ECD Aris
- The Lighthouse Community Hope
- Mammadu
- Dagbreek Special School
- Bridge of Hope
- P.A.Y Centre
- Hope Village
- Natasha Pre-primary
- Grow Together Kindergarten
- Tangeni Shilongo DRC School
- Stepping Stone
- Witkrans Primary School
- Soetdoringlaagte creche
- Eluwa Resource School
- Cancer Association West Ward



As part of the Back-to-School Christmas Bag programme, the Trust surprised the Omaruru Children Haven and Sunshine Early Childhood Development Centre in Aris with a special Christmas box.



Project Showcase: Gondwana Care Trust Annual Golf Day 2021 and 2022

The annual Gondwana Care Trust Golf Day in November 2021 raised over N\$50 000 for the Trust. The fundraising golf day was launched as an alternative fundraising challenge set for the Go4Gold Leadership programme's Class of 2021.

72 golf players participated in the event

Over **N\$50 000** was raised during an auction in support of Gondwana Care Trust projects

A further **N\$30 000** was handed out thanks to a donation by **Groote Post**. For every bottle of Groote Post sold at Gondwana hospitality establishments, a contribution is made towards the MealForTwo project.

Main Sponsors: **Shivute & Associates - King Price - MTC Spectra**

Hole Sponsorships: **Nictus - Multichoice DSTV - Edelstahlbau CC**

Goodie bag, Auction and Prizes Sponsorships: **Groote Post - Hound's Tonic - Stillhouse - NBL - Coca Cola - DZ Golf - Xterra - The Wine Shop (Bonnievale and De Grendel) - House of Wines - Edelstahlbau CC - African Packaging - Robiati - Hartlief - Gerbie van Wyk - Gondwana Collection Namibia**

The second Gondwana Care Trust Annual Golf Day in September 2022 raised over N\$185 000 for the Gondwana Care Trust projects.

The fundraising event organised by the **Gondwana Care Trust**, in conjunction with **DZ Golf**, surprised participants with wine tasting, cheerleading and gin & tonic refreshments at the different holes.

A Gondwana Village at the halfway point of the 18-hole Omeya Golf Course served the golfers boerewors rolls and free beer and a 'Go Home Shuttle' ensured that all golfers made it home safely.

"We are very grateful that so many companies and individuals immediately and enthusiastically agreed to participate and co-sponsor this golf day for the benefit of less privileged members of our Namibian society," said Quintin Hartung, trustee of the Gondwana Care Trust. "Their contribution will go towards charitable projects that aim to make a difference in our fellow Namibians' lives."

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, Namdeb, Deep Catch, SPAR Namibia, West Valley Armed Response, and FlyNamibia**

Bronze Sponsorship (N\$2 500): **Renaissance Health Medical Aid Fund, Neuras Wines, Smith's Distributors, Edelstahlbau CC, Namib Laboratories**

Hole in One Sponsorship: **Safland Property Group**

The 2022 Golf Day was well supported by the corporate teams consisting of 80 players, who received prizes donated by over 32 of our long-lasting suppliers and colleagues from hospitality and tourism-related sectors.

We have received numerous pledges from our sponsors for our next Golf Day in 2023.



Trust projects supported by Gondwana lodges across Namibia

Gondwana head office: Windhoek, Okahandja and Rehoboth

- Bridge of Hope
- Mammadu Trust
- Seniorpark Old Age Home
- Lidar Foundation
- Hope Village
- Physical Active Youth (P.A.Y) Namibia
- Huis Maerua Children Home
- Grace Project
- Khomas Homeless Development Trust
- Natascha Pre-Primary School & Day Care
- Men on the side of the Road
- Kitchen of Good Hope (African Unicorn)
- Dagbreek Special School
- Cancer Association of Namibia
- Rose Pre-primary & Afterschool care
- The Lighthouse Community Hope
- Heal the Land (Okahandja)
- Khaibasen (Okahandja)
- Light of Hope (Okahandja)
- Nau!Aib Old Age Home (Okahandja)
- Windhoek Covid Vaccination Drive
- Khomas Homeless Shelter
- Elim Flats – Gobabis Old Age Home
- Eтуhole Pre-primary
- Smiley's Kindergarten Aris
- Sunshine Kindergarten
- SPES Charity
- Life Change Centre

Zambezi Mubala Lodge and Camp, Namushasha River Lodge and Chobe River Camp: Zambezi

- Namushasha Pre-Primary
- Sachona Kindergarten
- Kalundu Village Primary School
- Kanono Combined School
- Ngoma Combined School
- Sikunga Fish Guards
- Mupapama Centre (Donation of groceries and clothing)
- Mashi Art Crafts Centre

Hakusembe River Lodge: Rundu

- Konkenda Kindergarten
- Paukeni Pre-school

Etosha Safari Lodge: Etosha

- Penehupifo Kindergarten

Etosha King Nehale: Tsumeb

- Eluwa Special Need

Omarunga Epupa-Falls Camp: Kaokoland

- Ohajuura Primary School

The Delight: Swakopmund, Walvis Bay and Henties Bay

- Khomxadare Community ECD Centre
- Tangeni Shilongo DRC School
- TASK – Kuisebmond community food relief
- Grow Together Kindergarten
- Ladies Circle
- Happy Land Henties Bay
- Stepping Stone
- Feed a Paw
- DRC Anja Rohwer community project

Kalahari Anib Lodge and Kalahari Farmhouse: Mariental and Stampriet

- Soetdoringlaagte Community
- Witkrans Primary School
- Dordabis Primary School
- Auob Soup Kitchen

Canyon Lodge, Village and Roadhouse: Keetmanshoop

- Elshaddai Caring and Feeding
- Dorcas Soup Kitchen
- Geduld Primary School
- Immaneül Hostel
- Betel Hostel Karasburg

Namib Desert Lodge: Maltahöhe

- Little Bugs Primary School
- Children Camp Namibia

Palmwag Lodge & Camp: Damaraland

- Save the Rhino Rangers
- Palmwag Conservancies food relief
- Hoanib River Patrol Force
- Elias Amxab Combined School Environmental Education Tour

Looking to the future

We will continue to promote community sustainability through self-sustaining programmes and environmental stewardship. Our focus areas for 2023 are to:

- Facilitate quality education in remote areas in collaboration with Eduvision Online Learning
- Enhance our education goals by developing training at all levels, from early childhood development to high school
- Develop sustainable garden projects to improve food security and assist in reducing food waste
- Host a workshop with likeminded Namibian organisations to build more long-term strategic partnerships that will secure the sustainability of our Gondwana Care Trust projects, support our expansion into education projects and ultimately contribute to Namibia's national development plans

Our planet

Namibia's natural environment is what brings most travellers to the country. The **diversity and dramatic appeal of its landscapes, flora and fauna**, enhanced by the **warm welcome travellers receive**, generates tourism revenue, employment and economic growth.

Our environment is our greatest asset

These natural resources are exposed to the rising threats of land encroachment, deforestation and wildlife poaching which were exacerbated by the economic impacts of Covid-19. Water scarcity, soil degradation and desertification are perennial risks.

As the owner of about 1 400km² of private conservation land, which is equivalent to 0.4% of Namibia's total conservation land, Gondwana plays a material role not only in conserving its own properties but also in contributing to the future viability of Namibia as a tourism destination.

Conservation is core to Gondwana's purpose and has been throughout the company's 26 year history. Strict environmental policies are embedded in the Gondwana Way and ensure that each lodge adheres to its environmental management plan. We also play a broader environmental advocacy role in Namibia.

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, highlighted that guests prefer environmentally conscious and responsible accommodation options. 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.



Bless the rains down in Africa

Namibia celebrated another good rainfall in 2022, following good rains in 2021. We recorded 105% of the annual average rainfall at Gondwana Canyon Park (a total of 105mm) and 146% of the annual average rainfall at Gondwana Kalahari Park (a total of 320mm). Damara Mopane Lodge had 169% of the annual average rainfall and the Zambezi had 115% of the annual average rainfall.

In other positive developments:

- We opened two additional indigenous tree nurseries. One at Damara Mopane Lodge in the Kunene Region and one at Namushasha River Lodge in the Zambezi Region. Both were inspected and registered with the Ministry of Environment, Forestry and Tourism.
- Rent-a-drum opened a satellite waste management site at the Etosha National Park's Okaukuejo (southern) gate, where Etosha Safari Lodge, Etosha Safari Camp, Damara Mopane Lodge and Palmwag Lodge & Camp take their recyclable waste.
- Kalahari Anib Lodge significantly reduced its single-use cans and plastic bottles from the bar and restaurant by installing a water and tonic dispenser machine.
- The Gondwana Adopt-a-Quiver-Tree project in Gondwana Canyon Park, which promotes support for the endangered trees, planted 160 quiver trees, 96 of which were adopted.
- We made progress in developing and refining our strategic environmental focus areas and key impact deliverables. This includes establishing our own standardised "Gondwana language" to describe and report on our environmental focus areas and key impact deliverables.



Meet the canyon park team

The Canyon Park team and activities were integrated with lodge tourism operations in 2022. This included moving the park office and team to Canyon Lodge and training guides to assist the team with park management and park rangers to do guiding.

We navigate a range of complex issues in our conservation efforts. Our main challenges in 2022 were:

- Operational challenges delayed our plans to restock the Gondwana Kalahari Park with gemsbok after two good rainfalls. We were granted a permit to relocate 200 gemsbok from the Canyon Park to the Kalahari Park during the game capture season between June and October. However, we had to postpone the event to 2023 due to operational delays, challenges securing a viable capture site, and hot weather conditions towards the end of the season that pose a risk to game in transit.
- Budgetary constraints delayed the implementation of some conservation projects during 2022, including installing water recycling plants at Hakusembe River Lodge and Omarunga Epupa-Falls Camp.
- The rural environment we operate our Joint Venture lodges in sometimes presents unique challenges that interrupt our operations. Our good standing and relationship with our community and conservancy partners, based on fair and transparent sharing of benefits and continuous community engagement, mitigate this challenge.

Tourism is a major source
of **funding for nature
conservation**

How we protect the environment



Green energy and energy efficiency

Gondwana capitalises on the opportunity Namibia’s sunny climate offers for solar power generation. Since 2018, we have installed solar power generation infrastructure across our hospitality establishments in partnership with Solar Saver. Except for Zambezi Mubala Camp, all our lodges are equipped to generate solar energy. We feed excess power from our plants into the national grid operated by Namibia’s power utility, NamPower.

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

Gondwana has saved over N\$2.98 million since we started using SolarSaver plants. Our goal remains to supply the majority of our energy usage from our own solar power generation.

Despite budgetary constraints, we rolled out the following new energy solutions in 2022:

- Reduced overall energy consumption by replacing redundant electrical equipment, such as washing machines, fridges, geysers and air conditioners, with more energy efficient devices
- Saved energy costs by reducing geyser temperature settings by 10% at some hospitality establishments

Namibia forges ahead with green energy plans

Green hydrogen is an important element of the Namibian government’s objective to develop complementary growth engines. As part of the HPPII, government launched the National Green Hydrogen and Derivatives Strategy. To effect the strategy, the government introduced an infrastructure fund for GreenH2 projects. To date, more than N\$11 billion in funding has been mobilised since the launch of the HPPII.

The government has partnered with Hyphen Hydrogen Energy to develop, commission and run the green hydrogen project. Responding to the call for public private partnerships, Gondwana signed a letter of intent with Hyphen Energy to run a Hydrogen-fuelled airport shuttle for Windhoek-Hosea Kutako International Airport, and possibly the Windhoek-Swakopmund route. These plans are dependent on Hyphen’s project financing success.

“One of the key success drivers identified in the second Harambee Prosperity Plan is collaboration between the public and private sectors, and **the pursuit of economic diplomacy as a means to foster impactful partnerships** both locally and internationally.”

Hage Geingob, President of Namibia

The proof of our success

Energy	2020	2021	2022	2023 target
Total energy usage (kWh)	2 491 604	3 071 117	3 694 802	3 800 000
Efficiency (energy usage in kWh per person per day)	20	15	12	10

Solar energy production	2020	2021	2022
Energy production (MWh)	1 987	1 913	2 061
Oil saved (barrels)	1 194	1 149	1 238
CO ₂ saved (tonnes)	2 047	1 970	2 123
Trees saved	5 464	5 216	5 669

Savings from solar (N\$)	2020	2021	2022
	935 583	849 501	865 165

Our energy efficiency measures were unfavourably slanted by the need to keep key appliances switched on despite limited occupancies. However, we recorded a further improvement in energy efficiency from 2021 to 2022 and are targeting 10 kWh per person per day in 2023.

Related SDGs and targets



Conserving scarce water

We educate our guests to use our precious water sparingly and we play our part by continuously improving our water management systems. Water recycling plants installed at our lodges have significantly reduced Gondwana's water consumption as we reuse water to maintain our gardens and nurture indigenous trees. 82% of our lodges are now equipped with wastewater recycling plants (2021: 82%). 75% of all water used by employees and guests is recycled (2021: 75%).

We worked within financial constraints to implement the following new water conservation solutions in 2022:

- Increased monitoring of monthly water consumption to more accurately record water usages and act early to rectify over-usages
- Improved communication and teamwork to achieve better efficiency with limited funding

The proof of our success

Water usage
620 litres
per person per day
(2021: 818 litres)

Water recycled
75%
of all water used by employees and guests
(2021: 75%)

Water	2020	2021	2022	2023 target
Total consumption (m ³)	341 593	264 096	262 024	260 000
Efficiency (litres per person per day)	901	818	620	400

We did not meet our ambitious water usage target of 200 litres per person because our occupancies remained low during the first half of the year, while many of our water activities such as laundry and watering of gardens are fixed. However, the overall improvement in our water efficiency reflected higher occupancies during the second half of the year, together with the concerted efforts of our operational teams to be water-wise.

Related SDGs and targets

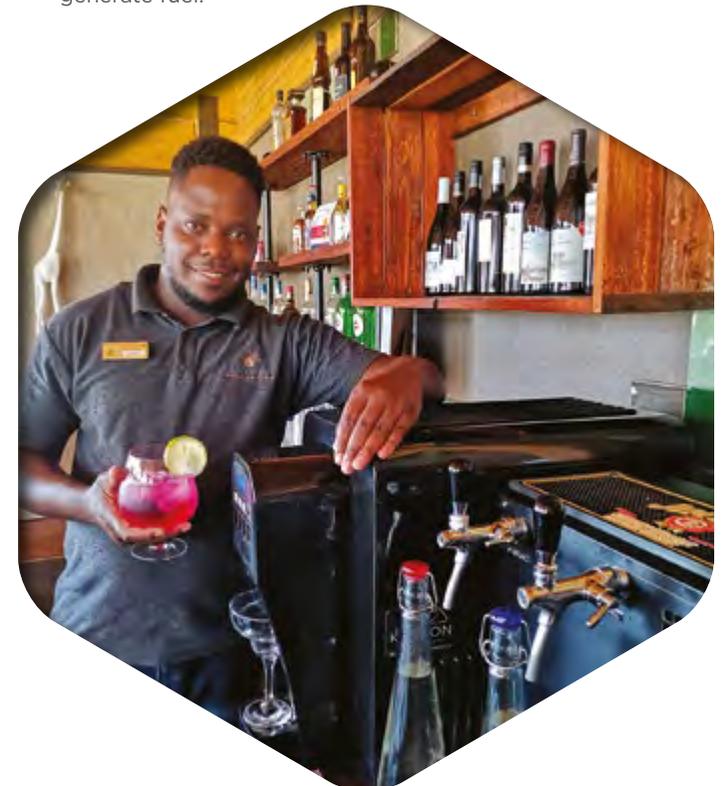


Responsible waste management

Gondwana's waste management plan aims to reduce waste and ultimately to recycle, repurpose or biodegrade all our waste and send no waste to landfills. We focus on limiting our use of non-recyclable materials and aim to eliminate 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. Our 2022 highlights included:

- The opening of a satellite Rent-a-Drum waste management plant at Etosha National Park's Okaukuejo gate. Delivering our recyclable waste from Etosha Safari Lodge and Camp, Palmwag Lodge & Camp and Damara Mopane Lodge to this site, rather than Windhoek, offers a more eco-friendly and cost-effective solution to our waste transport challenge.
- Installation of a water and tonic drinks dispenser at Kalahari Anib Lodge which fills beverages waste-free. Over 1 750 tonics were dispensed from the machine in 2022, avoiding the same number of single use cans. During the same period, 2 200 water servings (750ml each) were dispensed from the machine, reducing the use of over 2 200 plastic bottles.
- Recycled 33 000 kg of waste, with the bulk used to generate fuel.



The proof of our success

Waste sent to landfill

25%

(2021: 35%; 2020: 35%)

We recycled

625 litres

of used cooking oil
(2021: 495 litres)

We recycled

91

printer cartridges and 109 kg of e-waste
(2021: 40 cartridges and 100kg e-waste)
with NamiGreen, an e-waste recycling business in Windhoek

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

We recycled **190 litres** of engine oil
(2021: 600 litres)

Some of the used oil was used to treat gum poles to prevent termite infestation and to protect the wood from decay.

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

We bought **630kg** recycled firelighters
(2021: 24kg)

Reducing single use plastic

We have removed all single use plastic from our restaurants and bars, where feasible, but some food items are only available in single use packaging.

How we do it

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

Related SDGs and targets



Sustainable construction methods

We did not complete any construction projects in 2022. When we do construct or renovate properties we use environmentally friendly construction methods.

The proof of our success

100% of our lodges have Environmental Clearance Certificates from the Ministry of Environment and Tourism (2021: 100%) and 20 lodges have been added to the UNESCO and Expedia Group's Sustainable Travel Pledge which aims to promote sustainable travel, community resilience and heritage conservation globally.

Environmental education

We engage in environmental education to promote sound environmental stewardship among our employees and communities.

Our focus in 2022 was on human-wildlife conflict in and around our lodges. We also prioritised training in fire management and awareness after the past year's good rain season.

Francois Theart, a snake researcher and specialist in Namibia, visited Damara Mopane Lodge and Palmwag Lodge & Camp to provide training on how to identify and safely handle, catch and release a variety of snakes, both venomous and non-venomous.

The training was completed by 18 Gondwana team members from Etosha King Nehale, Etosha Safari Lodge, Etosha Safari Camp, Damara Mopane Lodge and Palmwag Lodge & Camp. Three rangers from the Save the Rhino trust joined the Palmwag training session.

Canyon Park Warden, Mathias Tsameya conducted a veld fire drill with 11 employees at Kalahari Anib Lodge to assess and observe the team's readiness and response time to a potential fire in the park. The training enabled the team to address and repair inefficiencies and faulty equipment. Similar training was done at Canyon Lodge.

In preparation for the fire risk season, firefighting equipment and procedures were checked with the maintenance teams at Canyon Village, Canyon Roadhouse, Damara Mopane Lodge, Etosha Safari Lodge and Etosha Safari Camp.

Gondwana employees received training on invasive alien plant species, waste management and a refresher course on the importance of conserving water and electricity. Mathias also trained the Canyon Lodge guides and rangers on the fauna, flora and geology of the Fish River Canyon.



Snake training at Damara Mopane Lodge and Palmwag Lodge & Camp

The proof of our success

100

Gondwana employees attended courses on environmental management
(2021: 217)

135

Members from the Namushasha Sub-khuta, Kalimbeza Sub-khuta and Ngoma Sub-khuta met with Gondwana Community Liaison Officer, Justice Muhinda to discuss fire awareness. This included fire lighting, fire prevention and firefighting.

Related SDGs and targets



Sustainable food production

The Gondwana Self Sufficiency Centre (SSC), a farming operation 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 the advantage of constant access to water from a multi-layered aquifer.

As lodges restored full operation, the SSC scaled up its production to service their needs. In previous years, particularly before the peak of the drought period in 2019, we harvested much of the SSC's game meat from our parks. We then sourced meat for processing from local farmers. However, many farmers are rebuilding their game stocks after the good rainfall seasons, making it more difficult to acquire. The SSC continues to support the local livestock industry by sourcing beef and lamb from local farmers.

Kalahari Anib Lodge has been supporting a local egg farmer from Aranos since 2018. During 2022, Anib purchased 33 810 eggs from the farmer, bringing the total number of eggs purchased since 2018 to 171 690.

Damara Mopane Lodge and Etosha King Nehale started purchasing eggs from local egg farmers in 2022. From mid-August 2022 until October 2022, Damara Mopane Lodge purchased 6 840 eggs from a neighbouring egg farmer, while Etosha King Nehale purchased 2 678 eggs from an egg farmer from Ondangwa.

The proof of our success

99 391 kg

Meat processed by the SSC
(2021: 38 649 kg)

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 529kg of vegetables, 181 bundles of spinach, celery, leeks and chives, 179 cauliflowers, broccoli, cabbage and cucumbers and 101 lettuce heads.

Most of our lodges have netted tunnels where herbs, tomatoes, lettuce and cabbage are grown. Hakusembe harvested over 332kg of vegetables from their garden and 790 heads of lettuce.

Related SDGs and targets



Vegetables grown at Hakusembe River Lodge and Damara Mopane Lodge

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.

Early in 2022, we planted 2100 slips of Vetiver grass (*Chrysopogon zizanioides*) along the Zambezi river bank in front of Zambezi Mubala Lodge and Camp. This is an attempt to find eco-friendly alternatives to water erosion control along the river bank.

The Vetiver grass is fast-growing with a deep and dense root system. As they do not produce fertile seeds, the grass does not spread naturally, but tends to survive for many years. They can grow up to three metres tall above ground and have a root system of up to six metres deep. The root system has a tensile strength of 1/6 of that of mild steel, which results in a 45% increase in soil shear strength. This means that the soil particles are more interlocked with one another, keeping the soil more compact. Since planting, they have grown strong roots and are looking promising.

The Spekboom (*Portulacaria afra*) is an ever-green shrub with small, thick leaves. The leaves of this plant are edible to a variety of animals, and it does not require much water to survive, making it drought resistant and able to be regrown by propagation (a cutting of the stem can become a new individual plant). This plant is also a carbon sponge that can sequester tons of carbon from the atmosphere.

Spekboom has been planted at Damara Mopane Lodge to make a natural hedge, and in Kalahari Anib Lodge gardens for aesthetic appeal. We use Spekboom stem cuts to adorn our dinner tables at Palmwag Lodge & Camp, Canyon Lodge and Canyon Village.

The Sikunga Fish Guards - actively protecting precious fish stocks

Five of our lodges are on the banks of perennial rivers which are a vital resource for communities and wildlife. The Zambezi River, which traverses several southern African countries, including Namibia, on its route to the Indian Ocean, is Africa's fourth longest river. Unfortunately, the Zambezi and its nearby floodplains are being overfished, with declining fish stock identified in the Zambezi, Chobe and Kwando river systems.

To fight this onslaught, the Sikunga Fish Guards Project was established in 2018. A small group of individuals from the local Sikunga Conservancy patrol a section of the Zambezi River. From November 2021 until October 2022, 25 Mokoros

and 179.4 km of fish nets were confiscated by the guards and the illegal fishermen, when captured, are handed over to the police. These nets allow little to pass through and catch small and large fish. The fish guards burn the illegal nets to prevent them being reused again by fisherman. The Ministry of Environment, Forestry and Tourism, together with the police, sometimes join the Sikunga Fish guards on their patrols.

The fish guards rely on sponsorships for food, boat fuel, uniforms, salaries, and other operational costs. Justice works closely with them and the Sikunga Conservancy by assisting with financial and administrative duties, including preparing reports to sponsors. He works actively to make this project a self-sustaining conservation success story that can be replicated elsewhere.



Meet Justice Muhinda, our Community Liaison and Environmental Officer

Justice joined Gondwana Collection in August 2020 and is based in the Zambezi Region. Seven of the Gondwana's northern lodges on communal land have joint venture agreements with the conservancies and Justice represents Gondwana in community-based tourism.

Justice works closely with our conservancy, traditional authority, and community partners to ensure our JV agreements are executed and to assist with community development through our benefit sharing mechanisms.

Being the liaison officer and working with the local people is not just a job for Justice. He was born and raised in the Zambezi region and is very proud of his heritage. When speaking to him about his childhood, he recalls how he would herd the cows across the Zambezi River for better grazing opportunities, swimming across the Zambezi with the possibility of crocodiles and hippos nearby.

Since joining Gondwana, Justice has had the opportunity to see parts of Namibia he had never been to. He has visited the Kalahari, Canyon, and Namib Desert, and received the opportunity to represent Gondwana at the King Nehale Conservancy, Epupa Conservancy and Palmwag Concession.

Justice now represents Gondwana at all regions where the company and respective conservancies have JV agreements.

Annual plant-a-tree day

Our annual tree-planting programme improves the environment and helps to combat climate change. We grow indigenous trees at Holoog Nursery at Fish River Canyon and the Zambezi Mubala Camp.

In 2022, we planted 492 trees (2021: 323). Our tree nurseries are still relatively small, and we are building up seedling stocks and working with other nurseries to increase our supply of trees.

Adopt-a-Tree Project

Guests pay for a tree to be planted in communal areas at lodges. Our communities use the funds to plant and nurture the trees.

International Dark Sky status

The plans to have our parks accredited with International Dark Sky status, starting with the Gondwana Canyon Park, were put on hold. The structural changes to light fixtures at our lodges in the parks is an expensive exercise we could not afford in the last two years.

We have however acquired a sky quality meter to start measuring the quality of our night (dark) skies in the Gondwana Canyon Park.

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



The proof of our success

492 trees planted
(2021: 323)

2 295 trees planted since
the project began in 2018

Adopt-a-Quiver-Tree initiative

160

Quiver trees planted in the park to date

96 Quiver trees adopted
(62% of the Quiver trees planted)

As guardians of nature, **we minimise our environmental footprint** and **maximise our positive impact.**

Our human footprint

Gondwana Canyon Park

0.4%

(2021: 0.4%)

Gondwana Kalahari Park

1.2%

(2021: 1.2%)

Gondwana Namib Park

0.6%

(2021: 0.6%)

The Gondwana Game Count - Keeping our Parks Sustainable

Gondwana Canyon Park Annual Game Count

Rainfall is the biggest driver of veld and animal condition in the 116 000 hectare semi open Gondwana Canyon Park. For the second consecutive year, the park received good, consistent rainfall throughout the season. This meant last year's remarkable improvement of our veld condition continued in 2022, resulting in healthy animals that are in good condition.

The management of waterholes to move game around the park, along with well spread rainfall, resulted in more even game distribution throughout the park.

The Gondwana Canyon Park's annual game count in June 2022 showed a significant increase in the numbers of springbok (+105%), mountain zebra (+71%) and ostrich (+132%), while gemsbok and kudu decreased by 24% and 45%, respectively, compared to 2021.

The park's modelled carrying capacity now stands at 5.4kg/ha while its total grazer mass is 3.8kg/ha.

Following better rains in the north of the park this year, the game distribution shifted towards the north compared to the more southern density in 2021. Therefore, as shown in the distribution maps, most of the animals were counted in the park's northern region.

Gondwana Kalahari Park Annual Game Count

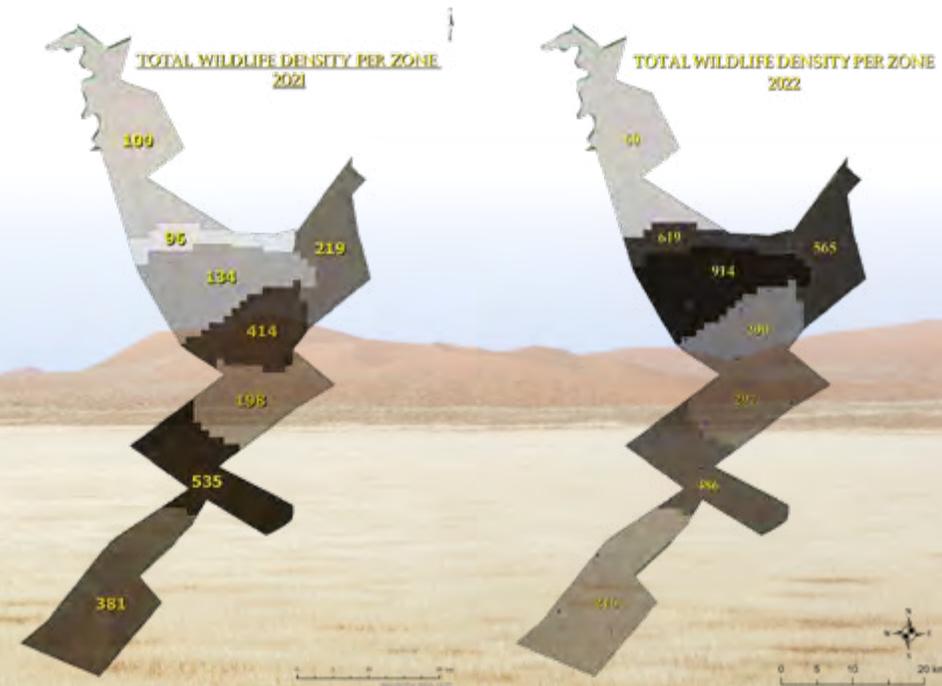
The Gondwana Kalahari Park annual game count took place in June 2022. The Kalahari Park received better rainfall than in 2021, compared to below par rainfall in the

previous six years. The 9 800ha enclosed park has recovered well.

After the decline and offtake of animal numbers at the end of 2019 (63% decrease in wildlife from 2019 - 2020) because of the protracted drought, the game count increased by 8% in 2021 and 49% in 2022. Springbok numbers increased by 8% in 2021 and 49% in 2022. Blue Wildebeest and Zebra numbers also increased by approximately 20% and 23%, respectively, in 2022.

For a third consecutive year, our stocking rate is lower than the carrying capacity of the veld. This is a deliberate management action to aid veld recovery after many years of intensive stocking. The good rainfall increased the carrying capacity from 8.8kg/ha in 2021 to 15.7kg/ha. The historical carrying capacity for the area is 12kg/ha.

Read more about our live NamibiaCam on page 41.



Pangolin conservation



Kelsey Prediger, a Research Associate and Secretariat of the Namibian Pangolin Working Group (NPWG) is researching pangolin conservation. An important scope of her research is monitoring released pangolins that have been confiscated from wildlife traffickers. Information on the process of rescuing the animal from suspected traffickers is relayed to The Blue Rhino Task Team, a collaboration between the Namibian Police Force (NAMPo) and Ministry of Environment, Forestry and Tourism (MEFT).

When released, GPS/SAT and VHF transmitters are attached to the pangolins to enable the Biodiversity Research Centre from the Namibia University for Science and Technology (NUST) and the Namibian Pangolin Working Group (NPWG) to monitor their movements. This research is made possible by the University of St. Andrews (Scotland), Namibian Chamber of Environment, and the Rooikat Trust.

Kelsey recently travelled to the site of a previously released, special pangolin with a vehicle sponsored by Namibia2Go. The purpose of the mission was to track and locate the pangolin using the GPS and to exchange the transmitter. Once this was completed, the magnificent creature was released back into the wild.

Rhino awareness

The non-profit organisation, Forever Rhino Expedition, raises awareness and funding for rhino conservation. South African adventure conservationist Wayne Bolton took on the challenge to cycle from Swakopmund to Gqeberha in South Africa to create awareness for rhinos. Wayne is a part-time mountain biker from SA. During his cycle journey, he passed through the Gondwana Canyon Park and met Canyon Park Warden, Mathias Tsameya.



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 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.

The proof of our success

Green Five Flower Certificate

Distinction Award for exemplary environmental efforts

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



Eco Flower rating

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

Go Green Awards

During this year's Management Meeting, all the Gondwana Lodges participated in the inaugural Gondwana Go Green Awards. The Go Green Awards factored in Eco Awards achievements and recognised additional initiatives that go beyond the usual, such as:

- Having a functioning compost site
- Sending used kitchen oil to BEE Biofuel Namibia for recycling (refining into eco-diesel, eco-degreaser and a variety of eco-cleaning chemicals)
- Sending used engine oil to Oiltech Namibia
- Sending e-waste to NamiGreen for recycling
- Operating a vegetable garden that supplies fresh vegetables to the kitchen
- Social Projects: If in the last year the property had an ongoing relationship with a school, community or social project in its area
- Tree planting: If in the last year the property participated in a tree-planting project in its area

The scores were tallied and each lodge was categorised according to how many points they scored. The categories of the Go Green Awards are named after indigenous and symbolic Namibian animals:

- Dune Lark (0-25%): Omarunga Epupa-Falls Camp
- Gemsbok (26-50%): Palmwag Lodge & Camp and Canyon Village
- Cheetah (51-75%): Kalahari Anib Lodge, Kalahari Farmhouse, The Delight Swakopmund, Damara Mopane Lodge, Etosha King Nehale, Etosha Safari Lodge, Etosha Safari Camp and Chobe River Camp
- Black Rhino (76-100%): Namib Desert Lodge, Namib Dune Star Camp, Desert Whisper, The Desert Grace, Canyon Lodge, Canyon Roadhouse, Zambezi Mubala Lodge, Zambezi Mubala Camp, Namushasha River Lodge, Namushasha River Villa and Hakusembe River Lodge

<https://gondwana-collection.com/news/gondwana-collection-namibia-introduces-go-green-awards>

Looking to the future

Our environmental efforts will continue to be focused on:

- Assessing Gondwana's current environmental practices, starting with the Gondwana Canyon Park and exploring improvements on practices and targets
- Improving monitoring of water usage and implementing measures to further improve water usage efficiency
- Roll-out of the water and tonic dispensing machines at our Gondwana properties, as finances allow, to further improve on our waste management. For example, we reduced the use of tin cans and plastic bottles.
- Providing more assistance to sustain and possibly expand the Sikunga Fish Protection Project
- Expediting and expanding our tree planting project, collaborating with new partners to gain access to more nurseries' seedlings. We also want to involve communities in the Zambezi to assist with tree planting
- Putting more focus on monitoring and reporting on our Environmental Key Impact Deliverables internally and to the general public

Our Environmental team roles are evolving and expanding, and with the added capacity, we can focus more on environmental education and awareness at our lodges and with the general public. We will include our community partners in all environmental education and awareness programmes where applicable.





About our financial performance

Gondwana achieved **financial success in 2022**, ahead of market predictions.

This was due to the **realisation of synergies between resilience and courageous decisions** that worked in our favour to produce a strong recovery.

After reporting losses for two consecutive years, we overcame the hardest blow of all when our market finally reopened to international travellers in September 2021, only to close again in November as the Omicron variant emerged. We kept our hospitality establishments open, even though our financial position was dire, and when our guests returned in growing numbers from April 2022 we made the most of the period when we could trade. By year-end we turned a profit that was unthinkable six months earlier.

Our performance was the outcome of resilience and decisions based on our forecasts of when Covid-19 restrictions would end and what tourists emerging from the pandemic would want.

The decision to protect our core business paid off. Our domestic and regional markets supported us when our larger international markets could not. While we did not trade at anticipated volumes, the resilience of our people, structures and systems and the maturation in our synergies between various operations, whether car rental, tour operations or accommodation, supported our turnaround. No other tourism operations weathered the storm as well as we did because they did not have all the ingredients we had. Throughout it all, we managed to keep our dignity, integrity, business, and brand intact. We look forward to the year ahead with excitement – it will be hard for the world to throw something at us that we cannot handle, considering what we have been through.

Financial performance

We turned around from a loss of N\$115 million before tax in 2021 to a profit of N\$41.9 million before tax and generated operating cash of N\$124 million, primarily from the car rental and travellers transfer services. These products not only allowed for financial growth in Gondwana, but they also benefit the entire tourism industry. These were two successful outcomes of our drive to invest further up and down the value chain. Based on current trends, we forecast that we will remain cash generative and deliver our largest profit ever in excess of N\$80 million profit before tax in 2023 – less than 18 months after the last lockdown.

An important contributor to our turnaround was our ability to raise a N\$70 million bond with Old Mutual Investment Group (Namibia) to pay for the expansion of our car rental business. This improved our risk profile and enabled us to generate new value for investors and shareholders by funding profitable new opportunities. Significantly, it meant that we did not have to raise equity which would have devalued the holdings of older shareholders, or retrench employees and risk damaging our brand.

Balancing expectations

During the last two years, the sustained Covid-19 impacts resulted in accumulated debt amounting to N\$432 million. The increase in cash generated from our operations – which we forecast will increase further in 2023 – shows that our business model is sound and capable of carrying the additional debt. We plan to restructure the balance sheet early in 2023 to reduce our interest expense and create capacity for future growth.

In the process, we need to be responsible in balancing stakeholder expectations. This means normalising our employees' remuneration to retain valued employees and attract new talent to accommodate growth in the business. At the same time, balancing the expectations of shareholders who have not received dividends for three years and carry the burden of assessed losses and lower equity on the balance sheet. We also have to consider maintaining our hospitality establishments to sustain our high customer service standards, and upholding our commitments to conservancies and vulnerable communities.

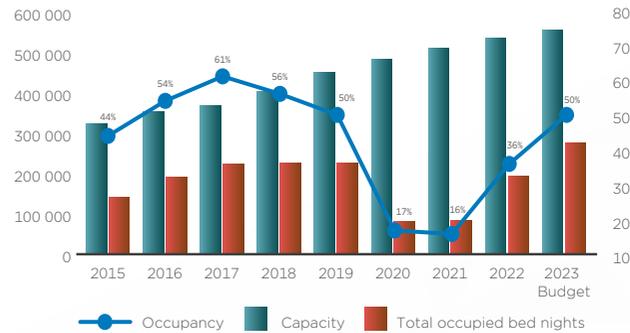
A look into the future

We will continue to mature our synergies to explore their full potential and increase synergies that can unlock more value. In an escalating cost environment, we will focus on optimising our marketing channels to increase volumes in accommodation occupancies and car rentals. By restructuring the balance sheet, we will position Gondwana to generate growth from future opportunities, while balancing stakeholder expectations.



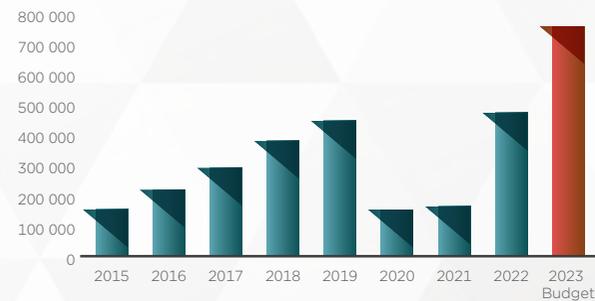
Financial analysis

Growth in occupied bed nights per year



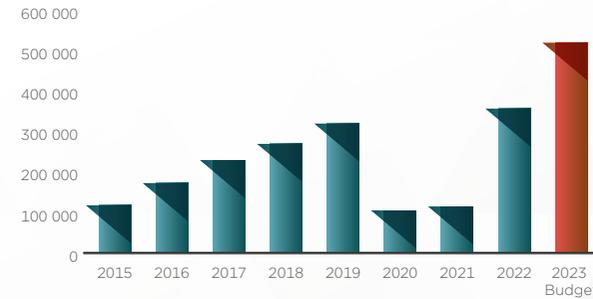
Our capacity increased by 5% as a result of our joint venture agreement with The Weinberg Windhoek. The Weinberg Windhoek started contributing to the group's occupancy from March 2022. Our occupancy averaged 19% for the first four months of the fiscal year as tourism gradually began to recover. For the period April to October, our average occupancy was at 53%. 2022 occupancy increased by 125%. Our growth for 2022 is a direct result of utilising existing and protected capacity. The 2023 forecasted growth excludes new opportunities and capital expansion.

Total consolidated revenue (N\$'000)



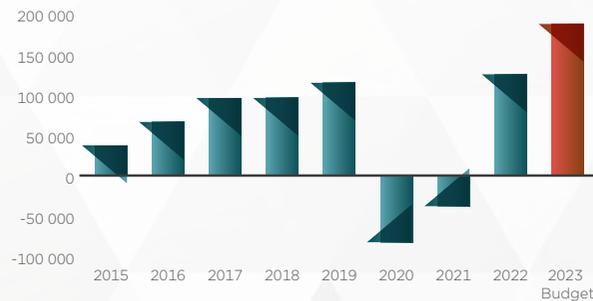
Total consolidated revenue increased by 188% to N\$473 million, reflecting increases in occupancy and volumes, not price increases. Our real pricing, considering inflationary pressures, reflects an increase in value.

Gross profit (N\$'000)



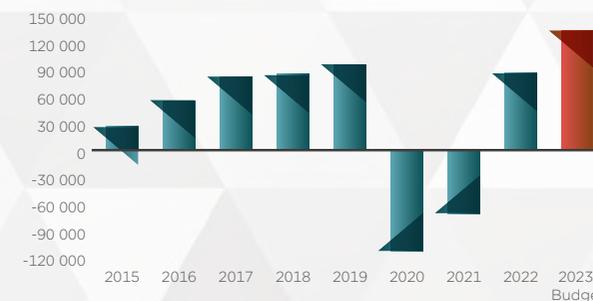
The gross profit increased by 211% due to higher growth in new revenue streams (car rental and tour operations).

EBITDA (N\$'000)



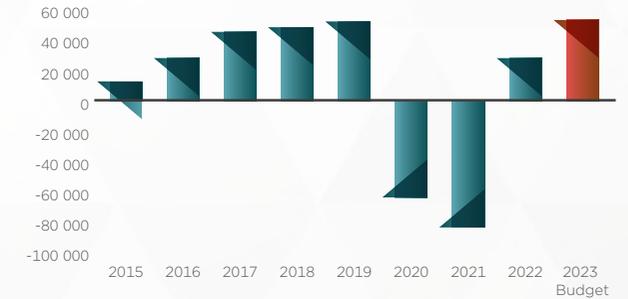
Earnings before interest, tax, depreciation and amortisation is a measure of a company's overall financial performance and ability to generate cash. The increase in cash from operations is sufficient to fund the company's operations and support its gearing (a debt ratio relative to equity). Gondwana forecasts cash in excess of N\$180 million in 2023. Our EBITDA is a reflection of a healthy and sound business model.

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



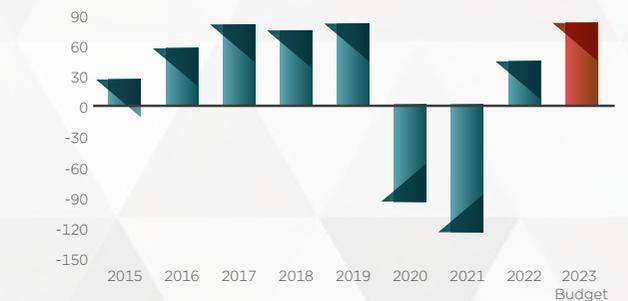
Earnings before interest and tax increased by 222%.

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



Total comprehensive income increased by 134% as international guest numbers increased during the second half of the financial year. Gondwana has a deferred tax asset due to accumulated losses during 2020 and 2021. This will improve cash flow and can also be used to reduce interest cover (a debt ratio relative to profitability). The company reported N\$41.9 million profit before tax. For 2023, we forecast over N\$80 million in profit before tax and will not be taxable, which will positively impact cash flow.

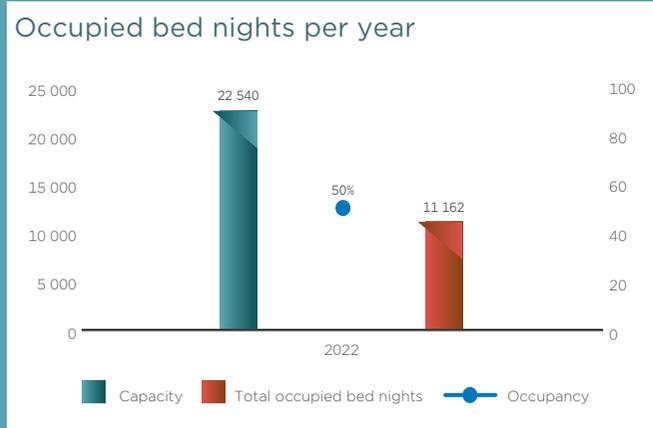
Earnings per share (cents per share)



Earnings per share (EPS) increased by 134% to 42 cents per share (CPS). Our 2023 EPS forecast is between 75 CPS and 85 CPS, restoring value to the 2019 level.

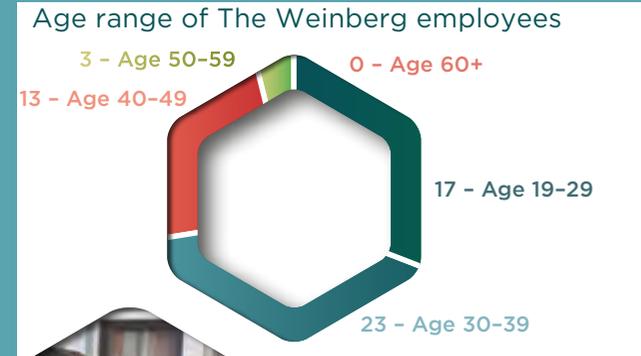
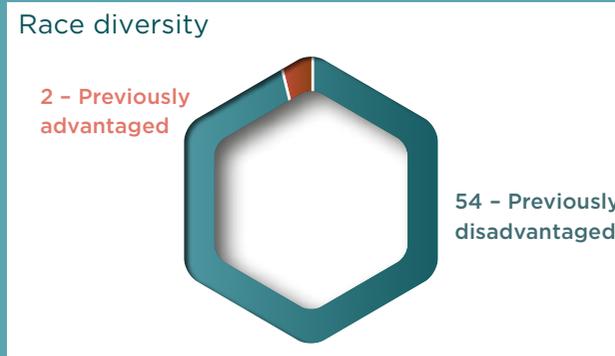
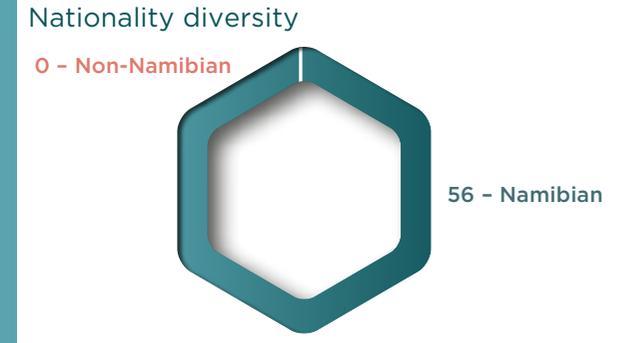
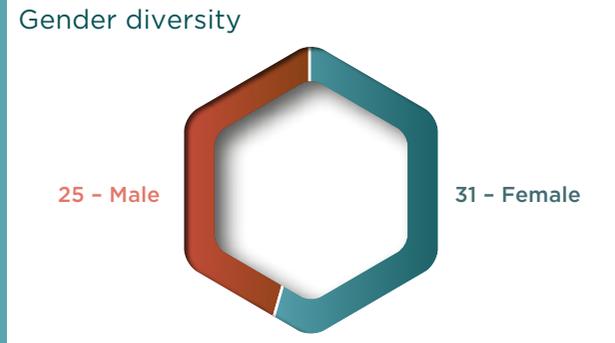
The Weinberg Windhoek joint venture agreement

As of 31 October 2022, The Weinberg Windhoek employed **56** people



The Weinberg Windhoek contributed 6% to the group's occupancy for the period March to October 2022, with an average occupancy of 50%.

Employee demographic breakdown



Total revenue
N\$24.4 million
(5% of group)

Joint Venture Contribution
to consolidated profit before tax
N\$3.3 million

Employee profile by job category





Group statement of profit and loss and other comprehensive income

As at 31 October 2022

	2023 projections N\$'000	%	2022 N\$'000	%	2021 N\$'000	%	2020 N\$'000	%	2019 N\$'000	%	2018 N\$'000
Guests ('000)	253	30	194	131	84	5	80	(64)	225	(0.4)	226
Revenue	757 706	60	472 994	188	164 053	7	153 466	(66)	446 388	17	380 408
Cost of sales	(237 847)	105	(115 852)	136	(49 181)	2	(48 297)	(62)	(126 159)	14	(110 386)
Gross profit	519 859	46	357 142	211	114 872	9	105 169	(67)	320 229	19	270 022
Gross profit (%)	69	(9)	76	9	70	2	69	(4)	72	1	71
Other income	3 134	(74)	12 280	52	8 091	(16)	9 614	64	5 868	59	3 693
	522 993	42	369 422	200	122 963	7	114 783	(65)	326 097	19	273 715
Operating expenditure	(335 821)	37	(245 242)	51	(162 370)	(18)	(197 307)	(7)	(211 568)	19	(177 626)
Movement in credit loss allowance	-	100	(5)	(101)	549	(182)	(666)	-	-	-	-
EBITDA	187 172	51	124 175	420	(38 858)	(53)	(83 190)	(173)	114 529	19	96 089
EBITDA (%)	25	(4)	26	208	(24)	(56)	(54)	(308)	26	4	25
Operating expenditure - depreciation	(53 967)	42	(37 937)	19	(31 964)	9	(29 219)	46	(20 064)	70	(11 802)
Operating profit (EBIT)	133 205	54	86 238	222	(70 822)	(37)	(112 409)	(219)	94 465	12	84 287
Investments income	663	2 914	22	38	16	(92)	208	(92)	2 495	92	1 297
Other non-operating (loss)	-	-	-	100	(12 304)	-	-	-	-	-	-
Net finance cost	(53 804)	21	(44 419)	37	(32 319)	29	(25 088)	21	(20 808)	45	(14 368)
Share of profit of joint venture	-	(100)	14	141	(34)	(115)	229	-	-	-	-
Profit before taxation	80 064	91	41 854	136	(115 463)	(16)	(137 060)	(280)	76 152	7	71 216
Taxation	(26 421)	95	(13 564)	142	31 974	(27)	43 664	(284)	(23 793)	4	(22 775)
Profit for the year	53 643	90	28 290	134	(83 489)	(11)	(93 396)	(278)	52 359	8	48 441
Other comprehensive income	-	-	-	-	-	(100)	29 632	-	-	-	-
Total comprehensive income/(loss)	53 643	90	28 290	134	(83 489)	31	(63 764)	(222)	52 359	8	48 441
Dividend declared	-	-	-	-	-	-	-	-	17 500	9	16 100
EBITDA ratio											
Total long-term liabilities (excluding deferred tax liability)	398 073	(8)	431 463	33	323 211	(0.4)	324 565	83	177 098	(3)	182 489
Ratio to total EBITDA	2.13	(39)	3.47	142	(8.32)	113	(3.90)	(352)	1.55	(18)	1.90

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

How we govern Gondwana

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Our Executive Management Team

During the first quarter of 2022, Gondwana re-evaluated the TLC structure. The Exco was established after it was decided that the structure needed to be clarified. The Exco's primary goals are to:

- Facilitate decision-making
- Drive strategic and operational planning, and the implementation of Key Impact Deliverables
- Address material matters
- Mentor team leaders grouped according to specialised functions
- Serve as the conduit for corporate communication

The Exco reports to the Board which is ultimately answerable to shareholders.

Exco functions

Manni Goldbeck and Jescey Bekker

Brand, marketing and soul
Brand development, content creation, design, signage, social media and websites, marketing and digital marketing, community building

Jaco Visser and Iroleen Hurter

Business integration
Finance and reporting, quality assurance, business intelligence, integration, automation and development, systems, IT infrastructure and security, value creations

Jaco Visser and Anthea Cloete

Commercial, sales and reservations
Sales, reservations, inventory management, buying and contracting, rates and OTA's

Gys Joubert and Quintin Hartung

Environmental and social impact
Environment, ESG's, parks, Gondwana Care Trust, communities and conservations

Alain Noirfalise and Lappies Laubscher

Operations
Lodge and hotel operations, food and beverage, retail, logistics and procurement, technical and support, building and renovations, operational fleet and new developments

Gys Joubert and Fabiola Schrywer

Governance, legal and risk
Company secretary, Board and Shareholder Advisory function, 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

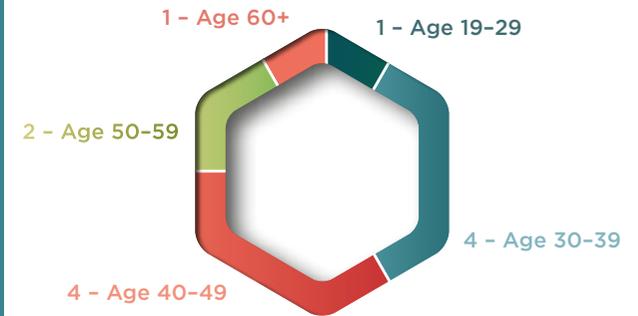
Facilitation
Identify meeting intent, focus on behaviour, explain the impact, suggest next steps, listen to perspective, summarise the outcomes

Exco representation

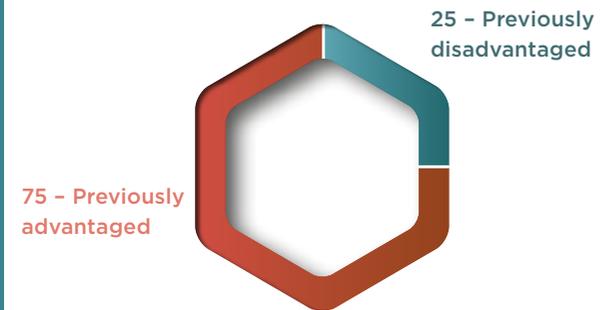
Gender diversity



Age range of Exco



Race diversity



Back row

Alain Noirfalise Operations Director (executive director)
Jaco Visser Financial Director (executive director)
Iroleen Hurter Group Business Integration Manager
Lappies Laubscher Group Operations Manager
Almut Kronsbein Executive Liaison Officer
Manni Goldbeck Brand Director (executive director)
Anthea Cloete Group Commercial and Synergy Manager
Gys Joubert Managing Director (executive director)
Jescey Bekker Group Brand and Marketing Manager



Front row

Jana Burger Group HR Manager
Quintin Hartung Group Environmental and Social Impact Manager
Fabiola Schrywer Group Legal advisor/Company Secretary

Our Board of Directors

	Title	Qualifications	Appointed	Committees	External directorships and positions
	<p>Stephen (Steve) Stuart Galloway</p> <p>Independent non-executive Chairperson</p>	<ul style="list-style-type: none"> o BSc (Geology and Chemistry) (UCT) o BSc Hons (Geology) (UCT) o BCom Hons (Econ) (UNISA) 	17 October 2017	Sustainability	<ul style="list-style-type: none"> o Non-Executive Director of MTC Namibia – Mobile Telecommunications Limited o Member of the Public-Private Partnership Committee o National Governing Council – African Peer Review Mechanism o Honorary Life Member of Chamber of Mines Namibia o Trustee of B2Gold Namibia CSI Board (2015) o Founding member and non-Executive director of Community Conservation Fund of Namibia o Executive Committee Member Namibian Chamber of Environment o Law Reform Commission Section 10 Committee on NEEEB o Non-Executive Director of Namibian Institute of Corporate Governance o Non-Executive Director of Rossing Uranium Limited
	<p>Manfred (Manni) Goldbeck</p> <p>Executive director, Brand Director</p>	<ul style="list-style-type: none"> o Teacher Training College – Qualified teacher 	17 October 2017	Sustainability	<ul style="list-style-type: none"> o Chairperson of Namibian Association of Protected Desert Areas o Director and shareholder of Moonraker Adventure Camp (Proprietary) Limited – a Goldbeck and Fincke family project o Chairperson of the Wild Horse Foundation
	<p>Gysbert (Gys) Johannes Joubert</p> <p>Executive director, Managing Director</p>	<ul style="list-style-type: none"> o BCom (Law) and LLB (University of Stellenbosch) o LLB (University of Antwerp, Belgium) o LLM (Shipping Law) (UCT School of Legal Practice) o LLM (Corporate Law) (UNISA) 	17 October 2017	Standing invitee to the committee meetings	<ul style="list-style-type: none"> o Director of Colourblinds and Interiors o Trustee of Capricorn Investment Holdings Group Retirement Fund o Chairman of Gondwana Care Trust

	Title	Qualifications	Appointed	Committees	External directorships and positions
	<p>Christiaan (Chris) Johan Gouws Non-executive director</p>	<ul style="list-style-type: none"> ◦ BLC LLB (University of Pretoria) ◦ BCom (University of Potchefstroom) ◦ Professional: Admitted attorney, notary and conveyancer 	<p>17 October 2017</p>	<p>People Audit, risk and opportunity</p>	<ul style="list-style-type: none"> ◦ Partner at Fisher, Quarmby & Pfeifer ◦ Member of Conserv Engineering Services CC ◦ Trustee of Oryx Properties Limited Secured Debenture Trust ◦ Trustee of Gondwana Care Trust
	<p>Alain Gerard Isidoor Noirfalise Executive director, Operations Director</p>	<ul style="list-style-type: none"> ◦ Diploma in Latin, Greek and Science degree (Kruisheren College, Belgium) 	<p>17 October 2017</p>	<p>Sustainability</p>	<ul style="list-style-type: none"> ◦ None
	<p>Jaco Visser Executive director, Financial Director</p>	<ul style="list-style-type: none"> ◦ BCom (University of Stellenbosch) ◦ Diploma in Industrial Psychology (Cape College) ◦ Diploma (PVC Blowmoulding) (Linpac, France) ◦ Master of Confectionary (ZDS, Germany) 	<p>17 October 2017</p>	<p>Sustainability Audit, risk and opportunity</p>	<ul style="list-style-type: none"> ◦ None

Our Board of Directors

	Title	Qualifications	Appointed	Committees	External directorships and positions
 <p>Lukas (Hannes) Johannes Gouws Non-executive director</p>		<ul style="list-style-type: none"> o B-luris (PU) o LLB (UP) o LLM - Banking and Stock Exchange Law (RAU) o Certificate in economics (Edinburgh Business School, Heriot-Watt University) o Certificate in accounting (Edinburgh Business School, Heriot-Watt University) o Certificate in organisational behaviour (Edinburgh Business School, Heriot-Watt University) o Professional: Admitted attorney, notary and conveyancer 	17 October 2017		<ul style="list-style-type: none"> o Erf 822 Woodhill (Proprietary) Limited o Riverport Trading 157 (Proprietary) Limited o Future Indefinite Investments 235 (Proprietary) Limited o Hannes Gouws and Partners Inc. o Hannes Gouws and Partners (JHB) Inc. o Woodhill Homeowners Association NPC
 <p>Trophimus (Trophy) Tuluudeni Hiwilepo Non-executive director</p>		<ul style="list-style-type: none"> o BSc (University of Western Cape) 	17 October 2017	Sustainability (Chairperson) Audit, risk and opportunity	<ul style="list-style-type: none"> o Director of Namhake Investments (Proprietary) Limited o Director of Nedbank Namibia Limited o Director of NedNamibia Holdings Limited o Director of Seawork Fish Processors (Proprietary) Limited o Member of FAYO Information Technology Services
 <p>Florentia Amuenje Independent non-executive director</p>		<ul style="list-style-type: none"> o MBA (University of Stellenbosch Business School) o Master's (Research Psychology) (Rhodes University) o BA Hons (Industrial Psychology) (University of Namibia) o nDip (Nursing Science) 	17 October 2017	People (Chairperson)	<ul style="list-style-type: none"> o Transfo Coaching Consulting (Founder) o Director of Nedbank Namibia Holdings

Title	Qualifications	Appointed	Committee	External directorships and positions
 <p>David Namalenga Independent non-executive director</p>	<ul style="list-style-type: none"> ○ NDip (Public Administration) (Polytechnic of Namibia) ○ Management Development Program (University of Stellenbosch) ○ PGD (Law) (Arbitration and Conciliation) (University of Namibia) ○ BA (Technikon SA) 	11 April 2019		<ul style="list-style-type: none"> ○ 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
 <p>James Yusufu Mnyupe Independent non-executive director</p>	<ul style="list-style-type: none"> ○ 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) 	12 November 2019	Audit, risk and opportunity (Chairperson)	<ul style="list-style-type: none"> ○ 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

Gondwana's governance style

Good governance is a cornerstone of our success

As we grow and consider listing on the Namibia Stock Exchange in a few years, we are becoming more transparent in disclosing our governance structures and performance. We have adopted the King IV framework and formed our three Board committees in 2019.

2022 Board focus areas

Strategy The Board adopted a forward-looking strategic focus as Gondwana emerged from the aftermath of Covid-19. Aspirational strategic themes discussed at the 2022 strategic review centred on Gondwana taking charge of its own destiny and lifting its stakeholders as it rises.

Financial position The Board focused on capital availability and the need to balance growth and stakeholder expectations. A highlight was the issuance of the company's first bond under the registered note programme, demonstrating investor confidence in our future prospects. A challenge was the protracted process to settle the company's business interruption insurance claim.

Pursuit of new opportunities The Board supported and guided management decisions to generate cash and future growth by diversifying into other parts of the tourism value chain. The money raised through the note programme was used to fund Gondwana's expansion into the car rental and travellers transfer services market which supported its earlier-than-expected return to profitability in 2022. Management also unlocked the intrinsic value of Gondwana's assets to enter into strategic partnerships that required minimal capital investment.

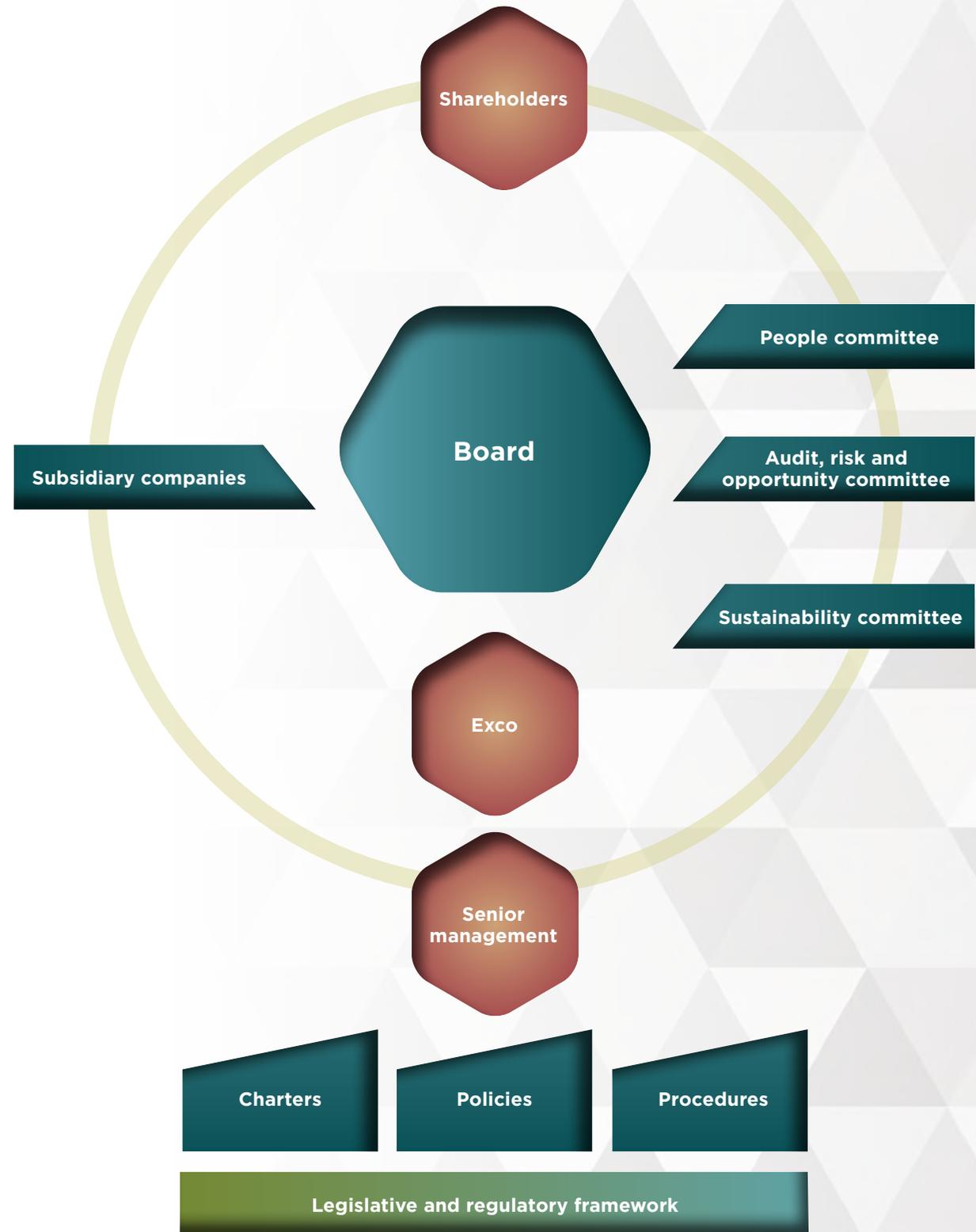
Supporting Namibia Board members leverage their professional networks to influence the national policy environment and support public sector initiatives that contribute to a more attractive tourism investment destination in Namibia.

Governance improvements

Independence of the Board members, succession planning and Board performance remain a consistent focus of the Board in alignment with the practices recommended by the King IV code. This is to ensure accountability in the governing body.

At its strategy meeting in April 2022, the Board considered the progress made in improving the governance framework against the relevant principles and recommended practices of the King IV and ESG guidelines. At the request of the non-executive directors, the Board considered the requirements for declarations of interest by Board members.

As part of a continuous progression to ensure frequent and consistent engagement with shareholders, Gondwana implemented the reporting of provisional financials to shareholders in the year-end letter to the shareholders during the first quarter of the 2022 financial year.



Our views on governance

“We need to continue **strengthening our governance frameworks** and the way we conduct our business should be the influence for good governance in all constituencies, from the chief down to the communities.”

Steve Galloway, Chairperson

“On corporate governance in the boardroom two things are standing out for me: **robust debate and a complete absence of groupthink.**”

Hannes Gouws, Non-executive director

Ethical and effective leadership sustains our business

Gondwana exercises **effective and ethical leadership** at all levels of the company to achieve the outcomes of **legitimacy, effective control, ethical culture and financial performance.**

The Board fulfils the primary governance role of enabling the company to fulfil its purpose. It does so by building trust and improving performance by supporting the development of an executable strategy and overseeing its achievement.

How the Board and Exco implement the four outcomes of ethical and effective leadership

Ethical culture

Ethical culture is embedded in our DNA and exemplified by integrity, competence, responsibility, accountability, fairness and transparency. As an ethical culture is well-established throughout the company, the Board's role is to support this culture and not impede it through cumbersome regulations or bureaucracy.

Performance

A healthy bottom line is essential to the sustainability of our company but performance is not just financial. Board and Exco discussions consider the company's holistic wellbeing before any financial performance analysis. We believe Gondwana's long-term success relies on passion and purpose, not profit alone.

The Board and Exco cultivate a leadership culture by acknowledging that risks can be managed effectively to create growth opportunities.

Effective control

Effective control supports the achievement of strategic objectives and positive outcomes. At Gondwana, we believe it is vital for our Exco to have the freedom to analyse and quickly respond to trends. Corporate governance is a tool to help us act deliberately and mindfully while remaining flexible. This flexibility is essential when leaders need to think and act quickly in turbulent times.

Legitimacy

As Gondwana evolves, we ensure that the company maintains trust and legitimacy. Our brand is admired throughout Namibia and we are in good standing with our communities and government leaders. Our legitimacy is underpinned by our commitment to Namibia, her people and the environment.

Maintaining sound stakeholder relationships

“Stakeholder inclusivity involves the balancing of interests over time by way of prioritising, and in some instances, trading off certain interests,” according to Mervyn King. For Gondwana, a stakeholder inclusive approach to governance is a key determinant of the success of our business. We prioritise consistent engagement with our stakeholders.

The Board and management play an important advocacy role in the regulatory and economic environment within which Gondwana operates. During 2022, key engagements included:

- Support for the development of Namibia's hydrogen sector
- Motivating a tax relief framework to provide relief for employees who are eligible for employee share options
- Supporting the introduction of a Digital Nomad visa to encourage longer-term work and leisure visits to Namibia

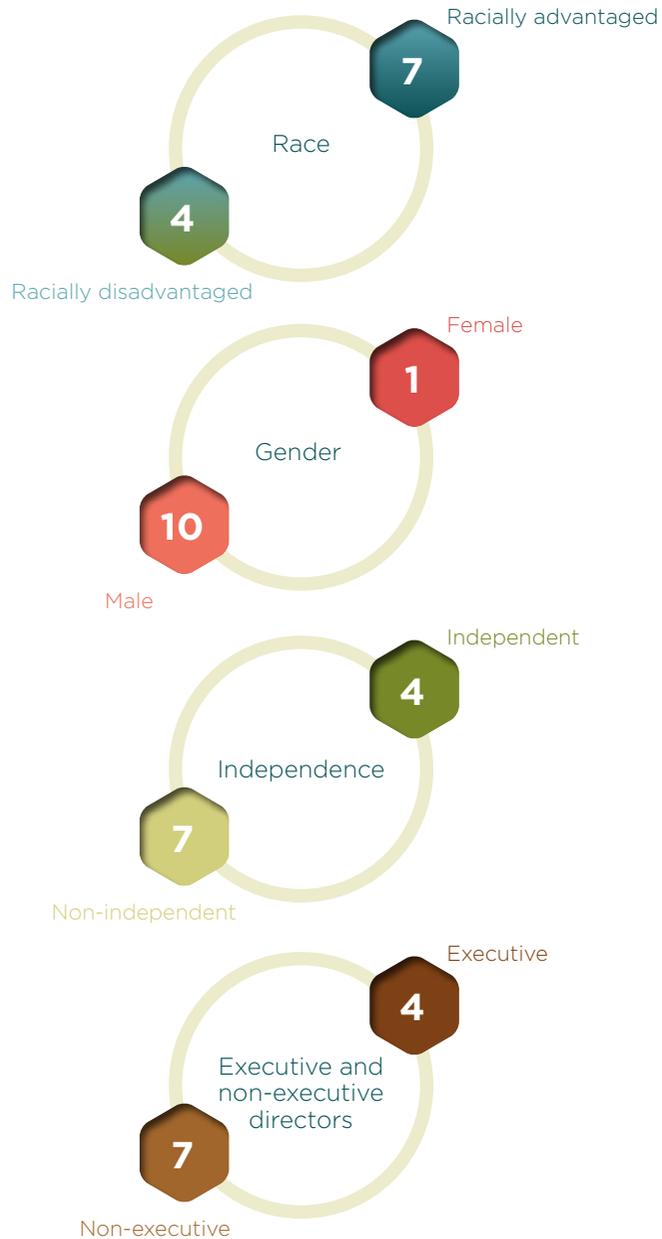
Gondwana's AGM provides an opportunity for Board and management to engage with shareholders.

Our Board

Director composition

A balanced composition 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.

Director composition



Skills profile

- Business, investments, banking and economics
- Finance, accounting and tax
- Human resources, coaching, education and psychology
- Information technology
- Legal and industrial relations
- Mining
- Project management
- Strategy
- Tourism, brand and marketing

Measuring Board effectiveness

At the Board Strategy meeting a high-level evaluation was done of the Board's overall status in terms of the ESG framework and the Board's responsibilities in terms of its approved Charter.

The Board committees report quarterly to the Board on matters referred to them by the Board or included in their annual work plans. This rigorous reporting cycle maintains the momentum of Board and committee activity, ensuring that important matters are addressed appropriately and timeously.

Directors attendance at meetings and their responsiveness to round-robin communications are positive indicators of the directors' engagement in the matters of the business that require their oversight and attention.

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 also scheduled to consider matters that require urgent consideration or decision-making in-between the scheduled quarterly meetings.

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. Members of senior management teams are invited to attend for reporting purposes.

Meeting attendance

	Board	Sustainability committee	People committee	Audit, risk and opportunity committee
Number of scheduled meetings	5	4	4	4
Director				
Steve Galloway	5/5	2/4		
Alain Noirfalise	4/5	3/4		
Chris Gouws	5/5		4/4	3/4
Florentia Amuenje	4/5		4/4	
Jaco Visser	5/5	4/4		4/4
James Mnyupe	3/5			3/4
Manni Goldbeck	5/5	2/4		
Trophy Hiwilepo	4/5	4/4		4/4
Gys Joubert	5/5	4/4	4/4	3/4
Hannes Gouws	5/5			
David Namalenga	5/5			

Notes

- Where the Board member is not a member of a committee, no attendance is indicated



Board committee feedback

Sustainability committee

Trophy Hiwilepo

Much of the committee's work during 2022 centred on Gondwana's business sustainability as the aftermath of Covid-19 continued to impact our tourism market. During the first half of the financial year, we focused on preserving our core hospitality business because there was no certainty about when our market would reopen for international guests.

We considered our approach to continuing our support for, and engagement with, our employees and communities. Throughout these conversations, we never considered withdrawing our support. Rather, it was about how best we could leverage the means and the influential networks available to us, to maintain our support. Our business partners and suppliers responded very positively to our appeals for contributions, whether monetary or material, that we channelled to needy communities throughout the country. Even when our lodges were empty and we were running at a loss, we did not retrench any employees and upheld our commitment to pay minimum fees to our conservancy partners. When we could no longer contribute to the Gondwana Care Trust, our business partners continued to fund our beneficiary projects.

The committee also looked beyond Covid-19 and considered how Gondwana could adapt its business model to ensure sustainable growth after the pandemic. How would that affect our relationships with the conservancies and our work in environmental conservation. Gondwana will continue to be a company that promotes positive change in Namibia and through our advocacy work, we influence important social and economic decisions and initiatives such as the Drive-through Vaccination Centre and the recently launched Digital Nomad visa.



Composition and meetings

During the year under review there were no changes to the sustainability committee's composition. The committee's composition includes one non-executive director, Trophy Hiwilepo (Chairperson), one independent non-executive director, Steve Galloway, three executive directors, Manni Goldbeck, Alain Noirfalise and Jaco Visser and three independent non-executive members, Greg Stuart-Hill, Eino Emvula and Mike Mukete. As Managing Director Gys Joubert represents management as a standing invitee to the committee meetings. The Company Secretary and Legal Advisor, Fabiola Schrywer attends all committee meetings in fulfilment of the company secretarial function. In addition, the committee invites members whose area of discipline are supportive to the committee. One executive committee member, Quintin Hartung, 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 79% meeting attendance for the year under review.

2022 focus areas

- Monitoring Gondwana's external environment to determine the impact on its sustainability
- Leveraging expertise within the committee and in our external environment to lobby government on policies or regulations that restrict investment and economic growth
- Considering opportunities for Gondwana to restore growth in a changing tourism market
- Considering the appointment of an additional external committee member with expertise in social upliftment and community development

In 2023 we will continue to focus on

- Attaining and sustaining an optimal and proper balance between our economic and commercial goals, environmental care and social wellbeing, as our primary focus. In other words, to balance the outcomes for all our stakeholders.
- Continuing to develop and refine our performance reporting on our strategic focus areas that we refer to as Gondwana's Key Impact Deliverables (KIDs).
- Benchmarking the company against others in the industry.

- Advancing 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 population and what the veld can sustain.
- Appointing a new committee member with expertise in community development and social impact

Trophy Hiwilepo

Chairperson of the sustainability committee

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 improves working practices 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 people we affect, while protecting and advocating for our environment.

Our strategy includes a focus on fostering quality partnerships with the right stakeholders. In doing so, we can set the standards for sustainable business practices in Namibia.

As our circumstances improve and we move on from Covid-19, the committee will continue to deliberate on how else Gondwana can **harness its brand for the good of people, communities and the environment.**

People committee
Florentia Amuenje

Because our **employees play such a vital role** in determining guest experience, it is important that their own work experience is satisfactory. It has become clear, post-Covid that while the hard skills are important, the softer skills make the difference – and this has become a **key focus area for Gondwana.**



Covid-19 transformed people in many ways – and this plays a key role in reshaping our people strategy. Changes in Gondwana’s business strategy that were implemented during 2022 are also a key factor as our role on this committee is to ensure that the company’s employees are aligned with the future direction of the business.

As Gondwana strengthened synergies across its operations, we considered ways to create synergies across departments. During the year, we realigned our organisational structure to integrate functions and improve efficiencies. And we continued to use the time before international guests returned to cross-skill our employees.

As the year progressed and tourism activities returned, we reopened our recruitment activities. We focus on instilling the Gondwana culture and the Gondwana Way in new employees so that we maintain the company’s unique service consistently across its operations.

While the technical skills we teach are an important competitive advantage for the business, it is equally important for us to create an environment that retains our existing talent. This requires greater focus on the less tangible skills that enable people to connect and work together, to understand and respect each other, to listen and give others the space to express their views.

We remain mindful of the many consequences of Covid-19, including the impact on people’s mental health. As we move forward, we will focus on our employees’ holistic wellbeing. This will entail enhancing our understanding of where our people are at, post-Covid, and what we can do to support them.

Composition and meetings

During the year under review there was a change to the people committee’s composition. Hilma Weber resigned from the committee effective 19 October 2021. Following this change, the committee’s composition includes one independent non-executive director, Florentia Amuenje (Chairperson), one non-executive director, Chris Gouws, one independent non-executive member, Jaco Boltman. As Managing Director Gys Joubert represents management as a standing invitee to the committee meetings. The Company Secretary and Legal Advisor, Fabiola Schrywer attends all committee meetings in fulfilment of the company secretarial function. In addition, the committee invites members whose area of discipline are supportive to the committee. One executive committee member, Jana Burger, 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.

2022 focus areas

- Overseeing the implementation of an organisational realignment
- Cross-skilling and upskilling employees and preparing them for the return of international tourists during the second half of the financial year
- Monitoring employee engagement and concerns
- Considering opportunities to restore fair employee remuneration and reward
- Onboarding new recruits for joint venture operations

In 2023 we will continue to focus on

- Launching a comprehensive onboarding programme
- Formalising a talent management programme with Key Impact Deliverables to manage and reward high performance
- Strengthening leadership development for the future
- Developing the strategy of synergies between employees to creates outcomes greater than their individual contributions

Florentia Amuenje

Chairperson of the people committee

Committee overview

The people committee (the committee) reviews and endorses the people strategy to ensure it aligns with the broader company 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.

Audit, risk and opportunity committee

James Mnyupe

As the custodian of Gondwana's financial performance and its risk and opportunity management, the committee has had a challenging, dynamic, and ultimately exciting year.

In the past we could forecast Gondwana's financial outcomes based on the probability of bookings and the likelihood of cancellations. Then Covid-19 uncertainty made it almost impossible to anticipate outcomes with any certainty. Management took a calculated risk in an uncertain environment not only to stay open for business, but to expand into other revenue-generating activities. We are now seeing the idiosyncratic green shoots come through in earnings and opportunities that are not available to others in the industry. Peer operators want to partner with us to unlock new opportunities, which is ultimately a recognition of the potential of the Gondwana brand and its underlying capability to create value for key stakeholders. We are humbled and excited about these developments, and we intend to approach them with measured enthusiasm.

There were misperceptions in the market about Gondwana's approach. We were criticised for using debt to pay employees' salaries, rather than protecting our shareholders. However, our critics did not appreciate that we view our people as the key generators of value that will ultimately reward our shareholders. Gondwana is creating unique value propositions by integrating vertically (rental cars, online bookings and travellers transfer services) and horizontally (property management joint ventures). This approach is yielding strong cash flows and augmenting margins from relatively capital light investments..

Our cost of debt may have increased over time but we are now pursuing opportunities to refinance with attractively priced new debt. This demonstrates confidence in Gondwana's ability to generate future cash flow.

The Board and management have been strategic about monitoring emerging macro-economic opportunities. However, we are proceeding cautiously, exhibiting discipline in consolidating the past year's gains and evaluating new opportunities based on our investment criteria.



Composition and meetings

During the year under review there were no changes to the audit, risk and opportunity committee's composition. The committee's composition includes one independent non-executive director, James Mnyupe (Chairperson), two non-executive directors, Chris Gouws and Trophy Hiwilepo, one executive director, Jaco Visser and one independent non-executive member, Eino Emvula. As Managing Director Gys Joubert represents management as a standing invitee to the committee meetings. The Company Secretary and Legal Advisor, Fabiola Schrywer attends all committee meetings in fulfilment of the company secretarial function. In addition, the committee invites members whose area of discipline are supportive to the committee. One executive committee member, Iroleen Hurter, Gondwana Business Integration Manager, three non-executive members, Arne Stier, internal audit function, Tessa Albrightson, Gondwana Group Financial Manager and Jürgen Raehs, Gondwana Group Financial Analyst attend 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 an 85% meeting attendance for the year under review. The mix of committee experience allows for robust debate on topics put forward to the committee.

The re-engineering of the balance sheet and/or leveraging of assets that would not typically be leveraged **reflects the ingenuity of management and the brand.** This story should serve as an inspiration for others in Namibia.

Investment criteria

Gondwana considers the following criteria when evaluating potential investments:

- Low capital commitment (capital light) and expected return
- Strategic alignment (does it align with the Gondwana ethos and create synergies for the rest of the company)
- Potential impact (will it create value for stakeholders)

2022 focus areas

- Monitoring sustained Covid-19 risk during the first half of the financial year
- Evaluating new investment opportunities
- Overseeing Gondwana's successful bond issuance under the NSX registered note programme
- Monitoring capital management and preparing to restructure the balance sheet
- Assisting the Board to progress the business interruption insurance claim

In 2023 we will continue to focus on

- Maintaining fiscal discipline as we rebuild our capital base
- Optimising utilisation of hospitality assets by increasing occupancies
- Restoring fair remuneration for employees and assisting them to participate in other wealth-generating opportunities
- Evaluating new opportunities to unlock value with the vertical integration strategy

Risk management

Gondwana strengthened its enterprise risk management and disaster recovery systems in 2022.

The committee monitored ongoing Covid-19 related risk during the first half of the financial year and evaluated new investment opportunities, balancing risk against the potential return.

Gondwana maintained its focus on pursuing compensation for its business interruption insurance claim.

Provision has been made for a new position to support the risk management function in 2023.

Committee overview

The audit, risk and opportunity committee (the committee) reviews Gondwana's external environment to ensure that the 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 company from realising its strategic objectives.

James Mnyupe

Chairperson of the audit, risk and opportunity committee

Our assurance model

The group's assurance model consists of internal assurance, comprising management and the internal audit function, and external assurance, our external audit function.

Internal Audit

Internal Audit function

- Accurate and reliable reporting
- Provide objective assurance of the overall adequacy and effectiveness of the risk management framework

External Audit

External Audit function

- Accuracy, integrity and transparency of information
- Independent reporting of information and risks
- Review effectiveness of governance structures
- Review compliance and effectiveness of operating processes

Management

Management

- Identify, assess and manage risks and opportunities
- Set and align strategy
- Measure Performance
- Manage risk and governance across the business

Management controls

Internal control measures

Independent external audit

Audit, risk and opportunity committee

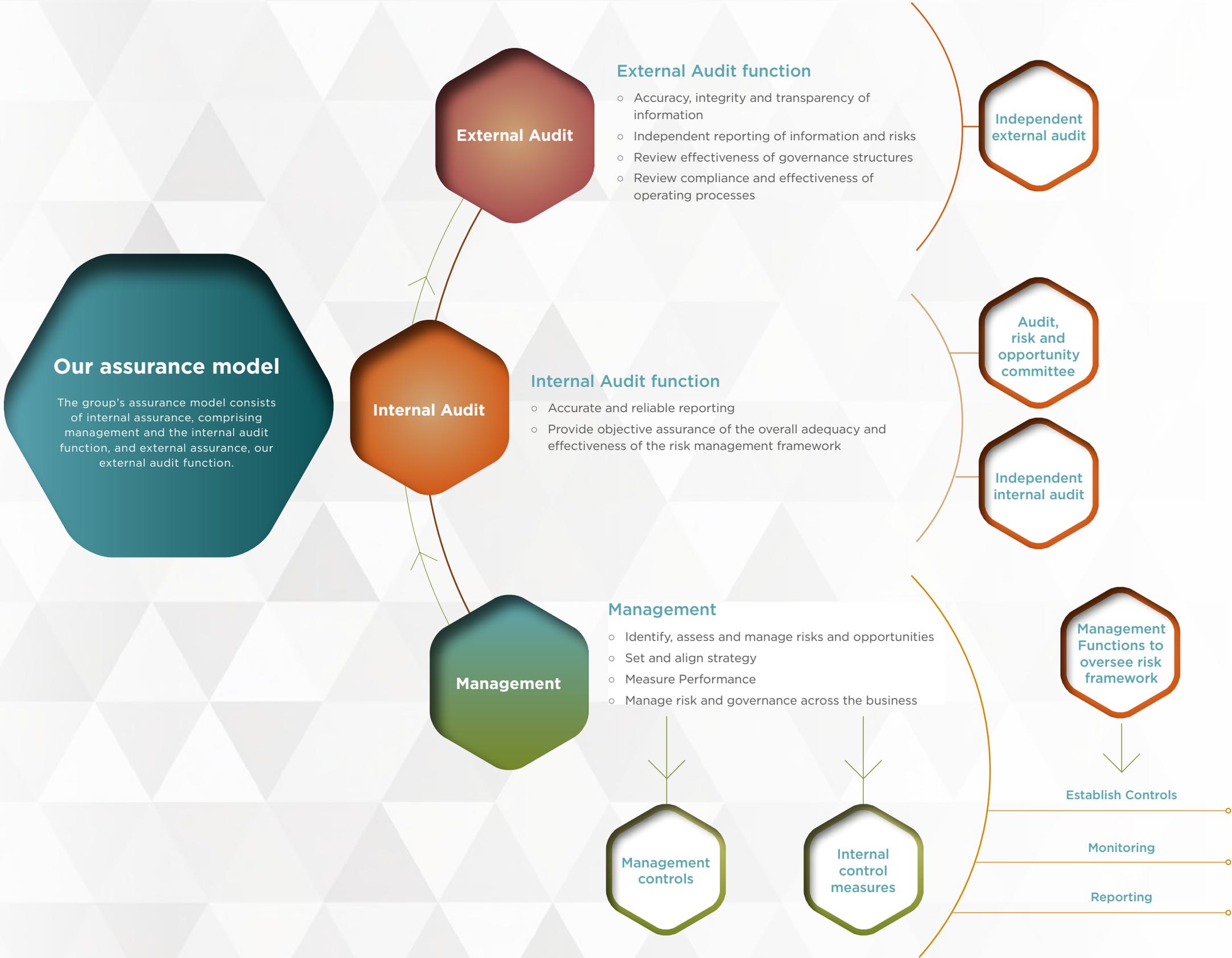
Independent internal audit

Management Functions to oversee risk framework

Establish Controls

Monitoring

Reporting



Our top risks

low medium high

Risk	Cause	Mitigation	
Financial risk			
Cash flow and liquidity	 This remains a top risk with the business running in an unpredictable operating environment. The impact of this risk ranged from affecting Gondwana's competitiveness and its ability to sustain future continuity and growth.	<ul style="list-style-type: none"> Aggressive marketing campaigns to improve occupancy levels Cash flow planning and stringent cost management initiatives Securing additional sources of funding, should the business require this vertical integration, being a one stop tourism shop (reducing commissions paid and increasing our yield) 	Primary board committee Audit, risk and opportunity committee
Inability to grow the business	 Gondwana's business growth and competitiveness depend on capital to realise business opportunities. The business' capital reserves were impacted negatively by the Covid-19-pandemic.	<ul style="list-style-type: none"> Cash flow planning and stringent cost management initiatives Aggressive marketing campaigns to improve occupancy levels Restructuring of the balance sheet to unlock funding for future growth. Securing viable low capital investments, such as the Joint Venture Agreements (horizontal integration) 	
Market and occupancy risk			
Regulatory risk and disease outbreak	 Outbreak of disease globally or locally can result in regulatory intervention, which can cause travel restrictions and border closures, preventing our largest market base from accessing our products having a financial impact and loss of income.	<ul style="list-style-type: none"> Gondwana's business interruption insurance covered losses due to Covid-19 Diversify beyond tourism to lessen reliance on a single industry Monitoring regulatory developments to assess impact on the business Maintaining relationships with regulatory stakeholders and policy development agencies to ensure that the industry impact of new regulation is taken into account and mitigated 	Primary board committee Audit, risk and opportunity committee
Airlines	 We have a high dependence on the reliability and frequency of direct flights from source markets to Namibia. Airport capacity constraints due to staff shortages after the aviation industry's fast rebound post-Covid lead to significant delays in processing passengers and flights. This is particularly acute in Europe and the UK our main international markets. Global instability and conflicts like the war in Ukraine affect aviation and with sanctions and bans on Russian airlines the closure of airspace causes planning issues and increased operational costs.	<ul style="list-style-type: none"> Market diversification and new markets may lead to more airport arrivals Ongoing monitoring of existing and emerging airlines that operate in Namibia and their schedules 	
Seasonality risk	 Seasonal revenue generation between July and November represents a concentration risk.	<ul style="list-style-type: none"> Through sales and marketing, Gondwana should diversify into different markets with different travelling seasons throughout the year Proper budgeting and cash flow management for low season Diversifying beyond tourism 	
Recessions	 International risk events such as Covid-19 and more recently the Russia-Ukraine war, have negatively impacted local and international economies, reducing the disposable income available for travelling.	<ul style="list-style-type: none"> Implemented internal cost management and saving measures Scenario analysis and contingency planning Enhancing guest satisfaction to offer value for their money. Diversifying beyond tourism to lessen reliance on a single industry Using our warm climate and digital nomad visa as selling points to energy-stricken countries 	

Our top risks (continued)

low medium high

Risk	Cause	Mitigation	
Litigation/Insurance risk			
Business interruption insurance claim	A number of years following the claim event, has resulted in direct costs such as significant legal fees and indirect costs such as opportunity costs that may reduce the expected impact of an eventual claim payment.	<ul style="list-style-type: none"> Engaged a specialist legal team and claims assessor to defend Gondwana's claim against the insurer Continuing operations and innovation to sustain and grow the business to profitability remains a priority alongside the claim process 	<p>Primary board committee</p> <p>Audit, risk and opportunity committee</p>
Environmental risk			
Drought and natural disasters	Drought or fires on our properties could create a lack of grazing land and increase mortality in wildlife or livestock.	<ul style="list-style-type: none"> Parks and Wildlife management plan Game utilisation permits and plans to control wildlife numbers Securing livestock and wildlife for own butchery use 	<p>Primary board committees</p> <p>Audit, risk and opportunity committee</p> <p>Sustainability committee</p>
Biodiversity loss	Loss or drastic reduction of fauna and flora in our natural environment due to human footprint and settlement expansion resulting in human-wildlife conflict and deforestation and overfishing in our river systems.	<ul style="list-style-type: none"> Working with conservancy management committees, communities, NGOs and governmental ministries to educate people on the dangers of biodiversity loss Working with the relevant authorities to implement proper and sustainable village and town planning that incorporates wildlife corridors and natural wilderness areas Educating communities on the value of fish protection areas Supporting fish guard projects 	
Mining (using more than is sustainable) 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 lead to its depletion.	<ul style="list-style-type: none"> Continue to use water stringently and efficiently in our operations Educate and strongly influence others in the area to do the same Educate tourists about our dry climate and how to use water wisely Upgrade the capacity of our water recycling plants and maintain them 	
Climate change	Among the different industries involved in tourism, hospitality is particularly vulnerable to climate change given the relatively high volume of fixed assets in remote locations that will suffer the most from erratic weather patterns and seasonal changes.	<ul style="list-style-type: none"> Retrofitting and weather-proofing our existing fixed assets (buildings) to adapt to the changing environments Careful consideration of changing weather patterns and environment when developing new product offerings Continued cut down of our own greenhouse gas emissions through investments in green energy sources. Protecting and restoring the natural environment on the land under our stewardship, by fostering a balanced ecosystem that will help to combat climate change Meeting the needs of the conscious traveller, by diversifying the range of products available. Investing in energy efficient transport 	
Information systems risk			
Innovation risk	Our industry is evolving due to technology and changing customer expectations. We need to innovate in response to changing market conditions.	<ul style="list-style-type: none"> Embarked on an innovation journey to improve online booking and payment capabilities Our Customer relationship management system and system automation improve user efficiency and response times Our automated survey function through Trust You, a Hotel reputation management system helps us understand and respond to changing customer expectations 	<p>Primary board committee</p> <p>Audit, risk and opportunity committee</p>
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, which will adversely impact organisational 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"> Policies and systems are implemented to manage data- and cybersecurity threats Regular updates and upgrades of software are conducted. Limit and control account access Actively manage systems and configurations Formalised disaster recovery plan Active network intrusion testing Frequent monitoring of third party security Next generation anti-virus security Leverage multifactor authentication 	<p>Primary board committee</p> <p>Audit, risk and opportunity committee</p>

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.**

After the IT department was incorporated with the Business Integration department the team revised all the functions' policies and procedures, including the disaster recovery plan and the security systems and risk assessment policies.

Gondwana's risks are profiled, assessed, and mitigated in a working document and reviewed by the team and management. We mitigate our risks by carefully controlling system access and the implementation and upgrade of next generation security systems. Data protection, security, and redundancy are strongly defined in our company.

We manage our risks effectively and ensure that the activities associated with information and technology are aligned with the overall business objectives.

More focus will be placed on governance, with decision domains to complement the King IV principles. These smaller domains have specific guidelines of responsibility, accountability, and decision-making, focusing on architecture and financial aspects.

We track server downtime, download speeds, capacity, access points, security and controls, as well as our infrastructure; to assess the efficiency of management. Our focus is to deliver value, to be strategically aligned with the business, and to manage our performance and risks.

We conduct regular Business Integration and IT audits, using external providers to confirm the efficacy of our risk management process.

The Board is kept informed of any challenges or disruptions and is satisfied that we take the necessary precautions to secure our data and maintain systems or restore them should there be any interruptions.



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for the year ended 31 October 2022

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Abridged notes to the annual financial statements



By growing profitably,
**we can promote
nature conservation,
social development
and economic growth
in Namibia**, thereby
supporting the sources
of Gondwana's own
sustainability.

Group statement of financial position

as at 31 October 2022

	Notes	2022 N\$'000	2021 N\$'000
Assets			
Non-current assets			
Property, plant and equipment	2	868 293	801 267
Right of use asset		17 869	13 592
Intangible assets		25 764	26 436
Goodwill	3	11 745	11 745
Other financial assets		1	1
Investment in joint venture		7 011	7 005
Loans to related parties	4	815	822
Deferred tax asset		55 779	64 419
		987 277	925 287
Current assets			
Current tax receivable		1 883	1 886
Inventories		22 900	15 040
Biological assets		225	217
Trade and other receivables		77 502	18 238
Cash and cash equivalents		28 907	9 930
		131 417	45 311
Total assets		1 118 694	970 598
Equity and liabilities			
Capital and reserves			
Share capital		66	66
Share premium		132 302	132 302
Revaluation reserve		200 823	200 880
Shareholders' reserve		17 365	17 365
Retained earnings		61 879	33 838
Equity attributable to equity holders of the parent		412 435	384 451
Non-controlling interest		305	-
Total equity		412 740	384 451
Non-current liabilities			
Deferred tax liability		44 531	39 755
Interest-bearing liabilities - secured	5.1	395 312	306 550
Interest-bearing liabilities - unsecured	5.2	-	603
Lease liabilities		19 210	13 969
Loans from related parties	6	14 852	-
Deferred interest liability		2 089	2 089
		475 994	362 966
Current liabilities			
Bank overdrafts		38 479	125 874
Short-term portion of interest-bearing liabilities - secured	5.3	81 356	34 725
Short-term portion of interest-bearing liabilities - unsecured	5.4	603	427
Short-term portion of lease liabilities		370	503
Current tax payable		16	11
Trade and other payables		108 955	61 457
Dividend payable		181	184
		229 960	223 181
Total equity and liabilities		1 118 694	970 598

Group statement of profit or loss and other comprehensive income

for the year ended 31 October 2022

	Notes	2022 N\$'000	2021 N\$'000
Revenue	7	472 994	164 053
Cost of sales		(115 852)	(49 181)
Gross profit		357 142	114 872
Other operating income		12 280	8 091
Movement in credit loss allowance		(5)	549
Operating expenses		(283 179)	(194 334)
Operating income/(loss)		86 238	(70 822)
Investment income		22	16
Other non-operating loss	3	-	(12 304)
Finance income		38	17
Finance cost		(44 457)	(32 336)
Share of profit/(loss) from joint venture		14	(34)
Profit/(Loss) before taxation		41 855	(115 463)
Taxation		(13 565)	31 974
Profit/(Loss) for the year		28 290	(83 489)
Profit/(Loss) for the year attributable to:			
Owners of parent		27 985	(83 489)
Non-controlling interest		305	-
Total comprehensive income/(loss)		28 290	(83 489)
Consolidated earnings per share			
Basic and diluted earnings per share (cents) for the year attributable to ordinary equity holders of the parent		42.17	(125.82)

Group statement of changes in equity

for the year ended 31 October 2022

	Share capital N\$'000	Share premium N\$'000	Revaluation reserves N\$'000	Shareholders' reserve N\$'000	Retained earnings N\$'000	Total N\$'000	Non- controlling interest N\$'000	Total equity N\$'000
Balance at 01/11/2020	66	132 302	200 934	17 365	117 272	467 939	-	467 939
Total comprehensive loss	-	-	-	-	(83 489)	(83 489)	-	(83 489)
Revaluation reserve release	-	-	(54)	-	54	-	-	-
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
Revaluation reserve release	-	-	(57)	-	57	-	-	-
Balance at 31/10/2022	66	132 302	200 823	17 365	61 879	412 435	305	412 740

Group statement of cash flows

for the year ended 31 October 2022

	2022 N\$'000	2021 N\$'000
Cash flow from operating activities		
Receipts from customers	490 124	199 769
Payments to suppliers	(261 317)	(126 508)
Payments to employees	(127 514)	(93 397)
Cash generated/(utilised) from operations	101 293	(20 136)
Investment income received	22	16
Finance income received	38	17
Finance cost paid	(19 135)	(30 247)
Taxation paid	(141)	(81)
Net cash inflow/(outflow) from operating activities	82 077	(50 431)
Cash flow from investing activities		
Purchase of property, plant and equipment	(110 150)	(21 792)
Proceeds on disposal of property, plant and equipment	10 168	2 144
Investment in joint venture	8	(59)
Loan repaid by/(advanced to) related party	7	(59)
Net cash outflow from investing activities	(99 967)	(19 766)
Cash flow from financing activities		
Lease payments	(230)	(506)
Loan advanced from related party	14 852	
Dividends paid	(3)	(722)
Proceeds from borrowings	151 750	26 919
Repayment of borrowings	(42 107)	(21 245)
Net cash inflow from financing activities	124 262	4 446
Net increase/(decrease) in cash and cash equivalents	106 372	(65 751)
Cash and cash equivalents at the beginning of the year	(115 944)	(50 193)
Cash and cash equivalents at the end of the year	(9 572)	(115 944)

Summary of accounting policies for the year ended 31 October 2022

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 and estimated future cash flows from a financial asset.

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.

The impact of Covid-19 on the recoverability of receivables has been considered. While the methodologies and assumptions applied in the base expected credit loss (ECL) calculations remained unchanged from those applied in the prior financial year, the group has incorporated estimates, assumptions and judgements specific to the impact of the Covid-19 pandemic. Whilst no material recoverability issues have been identified, there is a risk that the economic impacts of Covid-19 could be deeper or more prolonged than anticipated, which could possibly result in higher credit losses than those modelled under the base case.

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.

The assumptions underpinning the value-in-use calculations used to evaluate the supportability of goodwill and intangible assets were adjusted to reflect reasonable estimates of the impact of Covid-19 and the increased risks associated with the estimated cash flows. There is an increased level of uncertainty around key assumptions in the current environment. This has the potential to impact the value-in-use assessment moving forward and potentially the carrying value of the respective intangible assets and goodwill. Refer to note 3 for further details on goodwill.

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.

There has been no change in the valuation methodology used for land and buildings as a result of Covid-19. The property valuations reflect the external valuers’ assessment of the impact of Covid-19 at the valuation date, hence the increased uncertainty in these key valuation assumptions.

The general risk environment in which the group operates has heightened largely due to the Covid-19 pandemic. For some of the groups’ properties, the pandemic has had a significant impact on valuations.

Summary of accounting policies (continued)

1.2 Significant accounting judgements and estimates (continued)

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. Covid-19 has increased the uncertainty in determining certain key assumptions underlying this assessment. The key assumption subject to this increased uncertainty include future revenue dependent on tourist travels and the Covid-19 situation worldwide.

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.

1.3 Property, plant and equipment

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

- The cost of the item can be measured reliably; and
- 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

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.

Summary of accounting policies (continued)

1.3 Property, plant and equipment (continued)

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.

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.

Summary of accounting policies (continued)

1.4 Financial instruments (continued)

Trade receivables (continued)

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.

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.

Summary of accounting policies (continued)

1.4 Financial instruments (continued)

Loans to related parties and other receivables (continued)

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 installment 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.

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.

Summary of accounting policies (continued)

1.4 Financial instruments (continued)

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.

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 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.

Summary of accounting policies (continued)

1.5 Tax (continued)

Deferred income tax (continued)

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.

Value-added tax

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

- 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
- 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.

1.6 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. For these leases relate to short-term and low value leases for which the IFRS 16 recognition exemption is applied.

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:

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

- 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.
- 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).
- 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.

Summary of accounting policies (continued)

1.6 Leases IFRS 16 (continued)

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.

1.7 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.

1.8 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; and
- 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.

Summary of accounting policies (continued)

1.8 Intangible assets (continued)

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.

Item of intangible asset	Average useful life
Computer software	5 years
Leasehold right	Indefinite

1.9 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.

1.10 Biological assets

Biological assets comprise of livestock and game. These are carried at fair value. Management assesses the fair value at each year-end. Changes in fair value are recognised through profit and loss.

1.11 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.

1.12 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.

1.13 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.

1.14 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; and
- 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; and
- Group's voting rights and potential voting rights.

Summary of accounting policies (continued)

1.14 Consolidation of subsidiaries (continued)

Basis of consolidation (continued)

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.

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.

1.15 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.

Summary of accounting policies (continued)

1.16 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.

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.

1.17 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.

1.18 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.

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.

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.

1.19 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 2022

2. Property, plant and equipment

	Capital work in progress N\$'000	Land and buildings N\$'000	Plant, machinery and equipment N\$'000	Motor vehicles N\$'000	Furniture and fittings N\$'000	Computer equipment N\$'000	Linen and crockery N\$'000	Power-lines N\$'000	Total N\$'000
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
Additions	771	-	3 398	91 600	11 187	1 291	1 903	-	110 150
Impairment	(1 072)	-	-	-	-	-	-	-	(1 072)
Transfer work in progress	(4 882)	4 571	311	-	-	-	-	-	-
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
Year ended 31/10/2021									
Opening net carrying amount	10 497	683 716	14 639	53 672	35 180	1 276	11 739	967	811 686
Transfer work in progress	(2 194)	1 611	563	-	20	-	-	-	-
Additions	128	-	49	21 450	-	165	-	-	21 792
Disposals	(3)	-	(23)	(1 874)	-	-	-	-	(1 900)
Depreciation	-	(472)	(3 554)	(14 322)	(7 351)	(892)	(3 554)	(166)	(30 311)
Closing net carrying amount	8 428	684 855	11 674	58 926	27 849	549	8 185	801	801 267
At 31/10/2021									
At cost/valuation	8 428	692 689	28 807	100 670	49 432	5 239	17 884	2 553	905 702
Accumulated depreciation	-	(7 834)	(17 133)	(41 744)	(21 583)	(4 690)	(9 699)	(1 752)	(104 435)
Net carrying amount	8 428	684 855	11 674	58 926	27 849	549	8 185	801	801 267

Abridged notes to the annual financial statements (continued)

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:

	2022 N\$'000	2021 N\$'000
Cost	495 183	490 612
Accumulated depreciation	(8 227)	(7 755)
	486 956	482 857

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 valuated. 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

	2022 N\$'000	2021 N\$'000
Opening net carrying amount	11 745	24 049
Impairment	-	(12 304)
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	24 049
Impairment of goodwill	-	(12 304)
Closing balance	11 745	11 745

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\$ 44.2 million as at 31 October 2022 (2021: N\$ 43.1 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 2023 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:

- Tourism will return to normality within the next 1 year, keeping expected bed nights conservative.
- Average growth rate of 7% (2021: 3%) 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 11-year period.

Abridged notes to the annual financial statements (continued)

3. Goodwill (continued)

Antigua Island Investment (Pty) Ltd (continued)

- A post tax weighted average cost of capital of 12.82% (2021: 8.84%) was used as the discount factor, which was based on the current debt equity ratio weighting, taking a pre-tax 10.50% debt rate (in line with prime lending rate) and 18.5% 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.
- 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.
- 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.
- 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.

Based on the above assumptions, the net present value of the investment amounts to N\$ 46.8 million (2021: N\$ 50.5 million) which exceeds the current carrying value of the cash generating unit of N\$ 44.2 million (2021: N\$ 43.1 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.

Cardboard Box

Cardboard Box was acquired in 2018. Cardboard Box is a separate cash generating unit. The value of the unit as was disclosed in the financial statements consisted of goodwill. Two years ago, management did an assessment of the cash generating unit based on a return to Tourism within 2 years, a finite period of 5 years for purposes of the assessment of the present value of the unit and other market related drivers.

In the prior year under review, the actual results of Cardboard Box were significantly worse than the anticipated results as per the above assessment. As such, management considered the impairment of goodwill.

In this assessment, management considered the following:

- The purchase price was based on the earning potential of the unit. Before Covid-19, the business had not reached its potential under the Gondwana banner and management had finetuned the processes. It was expected that the unit would now generate significant profits. As Covid-19 hit, along with everything else in Tourism, Cardboard Box incurred significant losses.
- In the prior year, Covid-19 has endured. The result was significant losses for the unit, even significantly exceeding the expected conservative scenario.

- Although the business basis of the unit is still relevant and management believe that the actual travel shop principle will generate profits for the future, the fact that the unit has not generated profits since inception (largely due to Covid-19) but also the prolonged effect of Covid-19 has resulting in the questionability of the value of the originally acquired Cardboard Box still being present and relevant. The business principle has been taken over and will be utilised, but due to the prolonged effect of Covid-19 the value of the original business is no longer the driver behind the expected profits, as the revenues that were generated in the past could not be continued, and that future revenues of the business can no longer be considered as a result of the business taken over but rather of the change in the landscape and how the unit has adjusted.

As a result, due to the prolonged effect of Covid-19, and the negative results in the prior year, management have determined that the goodwill should be fully impaired. This is due to the fact that the recoverable amount, being the value-in-use of the cash generating unit, of the originally recognised goodwill amounts to zero based on the assessment above. In this assessment, the same inputs as used for Antigua Island Investments (Pty) Ltd, were applied. The same considerations were made in terms of the New African Frontiers Goodwill. Therefore, the income statement charge in the prior year for the impairment of goodwill relating to Cardboard Box amounts to N\$ 11.8 million, and N\$ 522 000 for New African Frontiers.

Woestynplaas (Pty) Ltd and New African Frontiers

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. Management have assessed that as a result of the same reasons as noted for Carboard Box, New African Frontiers is to be fully impaired. Thus, the total impaired for the prior year amounts to N\$ 12.3 million.

4. Loans to related parties

	2022 N\$'000	2021 N\$'000
Loans to related parties comprises:		
Island Marble Investments (Pty) Ltd	52	59
Naukluft Electricity Investments (Pty) Ltd	763	763
	815	822

The related party loans are unsecured and bear no interest.

The carrying values of the amounts owed by related parties approximate their fair values.

Loans to related parties are regarded as long-term. These loans have a low credit risk as the counterparties are profitable entities generating enough cash to meet their obligations. This is expected to continue in the future and thus the expected credit loss allowance is assessed to be immaterial.

Abridged notes to the annual financial statements (continued)

5. Long-term liabilities

5.1 Non-current interest-bearing loans - secured

	Interest rate	Maturity	2022 N\$'000	2021 N\$'000
Unlisted Senior Secured Floating rate notes - N\$ 70 million (2021: Nil)	3 month JIBAR + 245 basis points	2025	70 000	-
Bank Windhoek Namibia Limited - N\$ 278 million (2021: N\$ 255 million)	Prime + 0.8	2025	242 792	255 000
Development Bank of Namibia Covid Relief Term Loan - N\$ 50 million (2021: Nil)	Fixed 5.925	2027	43 922	-
Development Bank of Namibia - bank loan	Prime - 1	2024	9 840	20 396
Bank Windhoek Namibia Limited - installment Sale	Prime	2025	18 350	5 239
First National Bank of Namibia Limited - installment Sale	Prime + 1	2024	4 887	11 783
Standard Bank Namibia Limited - installment Sale	Prime - 0.5	2023	-	7 743
Salambala Conservancy - loan	Prime	2027	332	403
Millennium Challenge Account	Fixed	2032	5 189	5 986
			395 312	306 550

5.2 Non-current interest-bearing loans - unsecured

Ruth Albrecht Trust - Anib Lodge (Pty) Ltd	Fixed 9	2023	-	603
Total non-current interest-bearing loans and borrowings			395 312	307 153

5.3 Current interest-bearing loans - secured

Unlisted Senior Secured Floating rate notes - N\$ 70 million (2021: N\$ Nil)	3 month JIBAR + 245 basis points	2025	607	-
Bank Windhoek Namibia Limited - N\$ 278 million (2021: N\$ 255 million)	Prime + 0.8	2025	34 993	-
Bank Windhoek Namibia Limited - N\$ 12 million (2021: Nil)	Prime	2027	300	-
Development Bank of Namibia Covid Relief Term Loan - N\$ 50 million (2021: Nil)	Fixed 5.925	2027	8 228	-
Development Bank of Namibia - bank loan	Prime - 1	2024	11 806	11 221
Bank Windhoek Namibia Limited - installment Sale	Prime	2025	11 788	3 439
First National Bank of Namibia Limited - installment Sale	Prime + 1	2024	6 330	8 015
Standard Bank Namibia Limited - installment Sale	Prime - 0.5	2023	6 845	11 600
Salambala Conservancy - loan	Prime	2027	76	67
Millennium Challenge Account	Fixed	2032	383	383
			81 356	34 725

5.4 Current interest-bearing loans - unsecured

Ruth Albrecht Trust - Anib Lodge (Pty) Ltd	Fixed 9	2023	603	427
Total current interest-bearing loans and borrowings			81 959	35 152
Total interest-bearing loans and borrowings			477 271	342 305

Abridged notes to the annual financial statements (continued)

5. Long-term liabilities (continued)

Unlisted Senior Secured Floating rate notes - N\$ 70 million (2021: Nil)

Through Pledges and Cession through the group, the vehicles acquired with the funds act as security for the notes.

Bank Windhoek Namibia Limited - N\$ 278 million (2021: N\$ 255 million)

The group borrowed N\$ 255 million as a long-term loan from Bank Windhoek Namibia Limited. The loan is repayable over 5 years, the initial 24 months only interest is payable in monthly installments. The capital and interest payable over 4 equal annual installments of approximately N\$ 31.5 million each at the effective date, 1 November, commencing 1 November 2022, to be calculated over a 4 year annual payment schedule with a balloon payment of the outstanding amount at the end of year 5 and, failing repayment of some, 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 all credit criteria being met. Interest is calculated at prime lending rate plus 0,5% (at present 10.50%) for the first 12 months and thereafter, as payments are effected annually, the banks effective annual rate will apply and be calculated at the bank's prime rate plus 0,80% per annum, which interest rate may be adjusted by the bank from time to time in accordance with the conditions of the loan agreement.

The loan is secured as follows:

- o Unlimited suretyship by Nature Investments (Pty) Ltd, Reg No 96/307, supported by security in own name.
- o Limited suretyship for N\$ 72 million by each of the fellow subsidiaries:
 - Gondwana Travel Centre (Pty) Ltd, Reg No 2007/02/03;
 - Namib Desert Investments (Pty) Ltd, Reg No 2004/0264;
 - Eden East Farming and Tourism (Pty) Ltd, Reg No 99/255;
 - Canyon Investments (Pty) Ltd, Reg No 97/105;
 - Violet Investments (Pty) Ltd, Reg No 97/201;
 - Combretum Investments (Pty) Ltd, Reg No 96/417;
 - RAL Boerdery (Pty) Ltd, Reg No 97/195; and
 - Acacia Investments (Pty) Ltd, Reg No 96/416.
- o A combined first covering mortgage bond of N\$ 72 million over the following properties:
 - Erf No 805 (a portion of portion 1 of Erf No 78) Klein Windhoek, Namibia in the name of Gondwana Travel Centre (Pty) Ltd, Reg No 2007/0203;
 - Remaining extent of portion 1 of Erf No 78, Klein Windhoek, Namibia in the name of Gondwana Travel Centre (Pty) Ltd, Reg No 2007/0203;
 - Farm Dieprivier No 972, Hardap Region, Namibia in the name of Namib Desert Investments (Pty) Ltd, Reg No 2004/0264;
 - Remainder of portion A of Farm Holoog No 106, Registration Division "T", Namibia in the name of Eden East Farming and Tourism (Pty) Ltd, Reg No 99/255;
 - Portion 1 of the Farm Holoogberg No 107, Registration Division "T", Namibia in the name of Canyon Investments (Pty) Ltd, Reg No 97/106;

- Farm Augurabis No 109, Registration Division "T", Namibia in the name of Violet Investments (Pty) Ltd, Reg No 97/201;
 - Remaining extent of the Farm Kairos No 8, Registration Division "V", Namibia in the name of Combretum Investments (Pty) Ltd, Reg No 96/417; and
 - Farm Holoogberg No. 107, Registration Division "T", Namibia in the name of Acacia Investments (Pty) Ltd, Reg No 97/195.
- o Combined Registered Cession of Comprehensive Insurance Policy of N\$ 273.8 million over the above-mentioned properties to be obtained;
 - o Unlimited suretyship by Gondwana Holdings Ltd, Reg No 2017/1055 for Nature Investments (Pty) Ltd, Reg No 96/307, supported by security in own name; and
 - o Unlimited suretyship by Gondwana Collection Namibia (Pty) Ltd, Reg No 2017/0459 for Nature Investments (Pty) Ltd, Reg No 96/307, supported by security in own name.

Bank Windhoek Namibia Limited - N\$ 12 million (2021: Nil)

As at year end the group borrowed N\$12 million loan from Bank Windhoek Namibia Limited. The loan is repayable over 5 years with 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 10.50%.

The loan is secured as follows:

- o Unlimited suretyship by Gondwana Collection Namibia (Pty) Ltd, Reg. No.2017/0459, unsecured;
- o 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 - N\$50 million (2021: Nil)

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 57 (2021: Nil) monthly installments. Repayments amount to N\$1.2 million (2021: Nil) per month.

Development Bank of Namibia - bank loan

This loan is secured by Swakopmund property Erf 5378. The loan carries interest at prime less 1%. The loan is repayable in 20 (2021: 32) monthly instalments. Repayments amount to N\$1 million (2021: N\$928 916) per month.

Bank Windhoek Namibia Limited - installment Sale

The balance consists of various installment 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\$1.1 million (2021: N\$256 447). Interest is charged at prime related rates.

Abridged notes to the annual financial statements (continued)

5. Long-term liabilities (continued)

First National Bank of Namibia Limited – installment Sale

The balance consists of various installment 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\$700 755 (2021: N\$ 796 674). Interest is charged at prime related rates.

Standard Bank Namibia Limited – installment Sale

The balance consists of various installment 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\$873 778 (2021: N\$ 1.2 million). Interest is charged at prime related rates.

Salambala Conservancy – loan

The loan is repayable in 61 (2021: 73) monthly installments 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 installments based on revenue generated and is secured by the concession assets purchased with the loan.

Ruth Albrecht Trust – Anib Lodge (Pty) Ltd

The loan bears interest at a fixed rate of 9% (2021: 9%). The monthly instalments amount to N\$72 187 (2021: N\$72 187).

Ruth Albrecht Trust – Trustees

- H Pritzen – shareholder
- C J Gouws – shareholder and director

The carrying amount of the long-term liabilities approximates its fair value.

6. Loans from related parties

	2022 N\$'000	2021 N\$'000
Mont Vinum Properties (Pty) Ltd	14 852	-

The loan received from related party 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.

7. Revenue

	2022 N\$'000	2021 N\$'000
Revenue from contracts with customers	472 994	164 053
Set out below is the disaggregation of the group's revenue from contracts with customers:		
Accommodation	202 518	67 770
Activities	30 865	10 442
Bar	25 456	11 462
Car rental	48 015	13 232
Conference	4 307	-
Fuel	16 750	7 813
Laundry and other	2 839	3 908
Package tour sales	36 385	9 060
Restaurant	95 364	34 129
Souvenirs/telephone cards	9 813	6 237
Transfers	682	-
Total revenue from contracts with customers	472 994	164 053
Primary geographical markets		
Namibia	472 994	164 053
Total revenue from contracts with customers	472 994	164 053
Timing of revenue recognition		
Goods transferred at a point in time	234 092	87 222
Services transferred overtime	238 902	76 831
Total revenue from contracts with customers	472 994	164 053
Liabilities related to contracts with customers		
Deposits on accommodation and tour packages	32 383	27 970

8. Related companies' transactions

	2022 N\$'000	2021 N\$'000
Transactions with related companies:		
Ruth Albrecht Trust		
- interest paid	78	84
Naukluft Electricity Investments (Pty) Ltd		
- electricity charge	1 179	1 051
Fisher Quarumby & Pfeifer		
- bond registration and other	552	689
Wine bar		
- purchases	1 884	738
Compensation to directors and key management		
- salary and other short-term employee benefits	8 218	7 470
Conserv Engineering Services CC		
- repairs and maintenance	248	139
Hannes Gouws & Partners Incorporated		
- legal fees - insurance claim	894	-
Mont Vinum Properties (Pty) Ltd		
- rent paid	2 717	-

Abridged notes to the annual financial statements (continued)

8. Related companies' transactions (continued)

All transactions are performed on an arm's length basis.

Related parties are identified as follows:

- Conserv Engineering Services CC – common shareholding, membership
- Fisher Quarmbly & Pfeifer – common shareholders, directors, partners
- Gondwana Care Trust – common directorship/trusteeship
- Hannes Gouws & Partners Incorporated – common shareholder/director LJ Gouws
- Island Marble Investments (Pty) Ltd – joint venture
- Naukluft Electricity Investments – associated company
- Mont Vinum Proerties (Pty) Ltd – common shareholders of a subsidiary, as well as a shareholder
- Ruth Albrecht Trust – Common shareholder/director/trustee – CJ Gouws
- Springwater Investments (Pty) Ltd – common ultimate shareholding, directorship
- 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 2022 the group's strategy, which was unchanged for 2021 was applied.

The gearing ratios at 31 October 2022 and 2021 are as follows:

	2022 N\$'000	2021 N\$'000
Total borrowings	552 271	484 740
Less: cash and bank balances	(28 907)	(9 930)
Net debt	523 364	474 810
Total equity	412 436	384 451
Total capital	935 800	859 261
Gearing ratio	56%	55%

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, interest rate risk and price 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) Price 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.

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.

	2022		2021	
	10% increase N\$'000	10% decrease N\$'000	10% increase N\$'000	10% decrease N\$'000
Profit/(loss) after tax and impact on equity	24 286	(24 286)	7 811	(7 811)

Abridged notes to the annual financial statements (continued)

10. Financial risk management (continued)

10.1 Overview (continued)

b) Operational risk

i) 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. The current accounts overdrafts at the banks attract interest at prime related rates.

The long-term liabilities - unsecured attract interest at a fixed rate of 9% per annum, while secured long term liabilities attract interest at prime related rates as well as fixed rates of 5.925%. Other loans to related parties carry no interest.

Group	2022 N\$'000	2021 N\$'000
First National Bank Namibia Limited/Standard Bank Namibia Limited		
- current accounts	(38 479)	(125 874)
Lease liabilities	(19 580)	(14 472)
Interest-bearing liabilities - secured	(476 668)	(341 275)
Interest-bearing liabilities - unsecured	(603)	(1 030)
Deferred interest liability	(2 089)	(2 089)

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:

	2022 %	2021 %
Current bank account	prime related	prime related
Instalment sales	prime related	prime related
Lease liabilities	7.5% - 9.25%	7.5% - 9.25%
Long-term liabilities - secured	prime related	prime related
Long-term liabilities - secured	5.925% fixed	-
Long-term liabilities - unsecured	9% fixed	9% fixed

The increase in 100 basis points in the interest rate would affect the group's income after tax and equity by N\$ 3.6 million (2021: N\$ 3.3 million).

The decrease in 100 basis point in the interest rate would affect the group's income after tax and equity by N\$ 3.6 million (2021: N\$ 3.3 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 on the next page analyses the group financial liabilities, respectively, 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.

Abridged notes to the annual financial statements (continued)

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 31/10/2022							
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
Deferred interest liability		-	2 089	-	-	2 089	2 089
Loan from related party	6	-	-	-	14 852	14 852	14 852
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
At 31/10/2021							
Non-current liabilities							
Long-term liabilities - secured and unsecured	5	-	61 813	322 680	4 452	388 945	307 153
Lease liabilities		-	1 714	6 848	18 795	27 357	13 969
Deferred interest liability		-	-	2 089	-	2 089	2 089
Current liabilities							
Bank overdraft		125 874	-	-	-	125 874	125 874
Long-term liabilities - secured and unsecured	5	59 532	-	-	-	59 532	35 152
Lease liabilities		1 691	-	-	-	1 691	503
Trade and other payables		28 251	-	-	-	28 251	28 251
Dividends payable		184	-	-	-	184	184
		215 532	63 527	331 617	23 247	633 923	513 175

Abridged notes to the annual financial statements (continued)

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.

Abridged notes to the annual financial statements (continued)

10. Financial risk management (continued)

10.1 Overview (continued)

d) Credit risk (continued)

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2022 N\$'000	2021 N\$'000
At carrying amount:		
Loans to related parties	815	822
Trade and other receivables	69 149	14 601
Cash and cash equivalents	28 907	9 930
	98 871	25 353

The group's standard credit terms are 30 days after statement.

The ageing of the components of trade receivables at year-end was:

	Gross 2022 N\$'000	Impairment 2022 N\$'000	Gross 2021 N\$'000	Impairment 2021 N\$'000
Trade debtors				
Not past due	43 386	(25)	320	(2)
Past due 0-30 days	13 286	(28)	8 777	(55)
Past due 30-60 days	5 658	(38)	1 150	(19)
Past due 60-90 days	1 262	(7)	169	(14)
Past due 90-120 days	1 624	(10)	9	(1)
More than 120 days	2 400	(15)	327	(27)
Total	67 616	(123)	10 752	(118)

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:

- Upgrading of the Palmwag Lodge, comfort rooms, staff village and pool bar N\$ 2.7 million
- Upgrading of the Etosha Safari Lodge N\$ 2.0 million
- Canyon Roadhouse fuel station N\$ 560 000

The Gondwana Collection







Ratings are based on guest reviews.

THE GONDWANA COLLECTION

Kaokoland experience

Omarunga Epupa-Falls Camp



This Kaokoland refuge is 180km north of Opuwo, where the Kunene River plunges into the gorge below. Situated upstream from the falls, the thatched lodge is set on the riverbank under the palms. Guests can birdwatch, take a guided walk in search of crocodiles, join a rafting excursion, visit a Himba village or take a sunset drive to a hill above the falls. Guests dine overlooking the river and wake to the sound of the falls.

Omarunga Epupa-Falls Campsite



At these relaxed and rustic campsites, under makalani palms on the banks of the Kunene, guests are greeted by local Himba people dressed in traditional attire. They pitch their tents beside the river and are free to partake in all Omarunga Epupa-Falls Camp activities.

Okavango experience

Hakusembe River Lodge



An enchanting destination in the Kavango, Hakusembe is a convenient place to pause and rest en-route to the Zambezi and the rushing waters of the Victoria Falls. It is perfectly positioned on the southern bank of the Okavango River situated 16km from the bustle of Rundu. Here, guests can absorb the peace in a verdant garden or on a floating deck. They can cool off in the pool, try their luck at catching tiger fish, take a stroll to the Mbunza cultural village or hop aboard the Hakusembe River Queen for a magical sunset on the river.

Hakusembe River Campsite



A lucky find along the Okavango River. Nestled in the vegetation close to the riverbank, the Hakusembe River Campsite offers four private oases from which to enjoy the abundance of the river. Each of the sites has its own bathroom facilities and can host eight people.

Explore this lush water world with family and friends. It's a short stroll to the lodge to sit on the wide wooden deck, sip on a drink and take a sunset cruise on the Hakusembe River Queen.

VALUE CREATION REPORT 2022

Etosha experience

Etosha King Nehale



Strikingly set on the Andoni plains, one kilometre from Etosha National Park's King Nehale gate is Etosha King Nehale. The lodge effortlessly portrays the shape of an Nguni cattle head, with chalets stunningly furrowed to the north and south, from the central area like a bull's horns. Upon walking into the reception and curio shop, boma and dining areas, the Oshiwambo ethos is intriguingly evident from colours, fabrics, cutlery, chandelier, table engravings with impactful proverbs and other embellishments.

The chalets are spacious and stylishly adorned with a touch of Oshiwambo cultural ornaments, and each has its own plunge pool, allowing guests to behold boundless horizons of the Andoni plains. – Fit for a king and queen

One detail elevates this lodge above others: It is its private access to a secluded waterhole, Ontalelo Outpost, which is set in the Etosha National Park. This waterhole is reserved for Etosha King Nehale guests allowing them to immerse themselves in the tranquillity of nature and observe the rich diversity of the animal world in this corner of paradise.

"My stay was great! the facilities, decor and comfort was good... very relaxing and I enjoyed the private room setup with the pool and quietness. The sunset was captivating and the plain view was thought provoking and therapeutic." – TrustYou

To the north, the conservancy is surrounded by the pulsating life of the communal areas of the Oshikoto, Oshana, Ohangwena and Omusati regions. This new Gondwana lodge gives guests the opportunity to combine the natural wonders of Etosha with the cultural vibrancy of the Aawambo people.

Etosha Safari Lodge



This stylish lodge overlooks an expanse of mopane woodland. Space is an attractive element at Etosha Safari Lodge.

This is where stories were woven into the Hai//om mythology of the origin of Etosha's chalky pan, how Elephant saved the world with his generosity of spirit and the many tales about the animals below and the stars above that are part of the cycle of life in Etosha. Explore the national park with our knowledgeable guides who are familiar with the waterholes and the animals that frequent them

Etosha Safari Camp



This safari camp's accommodation is set between the mopane trees, a short drive from Andersson's Gate. The Okambashu (Our home) restaurant and Oshebeena bar are themed after the informal bars or shebeens, well known and beloved throughout southern Africa. Guests dine accompanied by The Etosha Boys' local songs.

Etosha Safari Camping2Go



Camping2Go is the perfect solution for the independent and light-hearted traveller, who loves to be close to nature. Combine an adventurous safari into Etosha National Park with a quiet barbeque evening at a campfire in one of the eight self-catering tents close to Etosha Safari Camp.

The Etosha Safari Camping2Go tents are equipped with four beds each and an en-suite bathroom with a shower. In the kitchen you will find everything your heart desires, including a fridge, stove, sink and all the necessary cooking utensils and cutlery on the outside terrace. A veranda and a grill in front of the tent, as well as a firepit, invite a cosy evening.

Etosha Safari Campsite



Good campsites are prized gems for those adventurous travellers who prefer to set up tents and sleep under the stars. Etosha Safari Campsite is such a find. Just south of Etosha's Andersson Gate, it provides a peaceful base, a short drive from the national park. An inviting green lawn surrounded by mopane savannah is 'home sweet home' after the dusty roads and Etosha camps.

– what a wonderful place to start.



Ratings are based on guest reviews.

Zambezi Experience

Namushasha River Villa



Anchored in its very own, private channel of the Kwando River, the River Villa offers her guests the opportunity to experience the Bwabwata National Park in a private and intimate setting. The Namushasha River Villa caters to two guests, ideal for a couple's retreat. This unique package includes a transfer from the Namushasha River Lodge to the Villa, where the lodge is always accessible via radio. Guests have the opportunity to enjoy a private game drive and meal in the Bwabwata National Park, followed by an evening of luxury on the River Villa

Namushasha River Lodge



Namushasha River Lodge celebrates the wonders of the Zambezi water world with accommodation fit for a king. There's a magic, a feeling or a charm that enraptures you in these northern realms. With elephants, hippos, myriad bird species, waterlilies and African bush, a visit to Namushasha provides an enriching adventure into Nature - to the accompaniment of the chiming of reed frogs, bird calls, hippo grunts and the soothing sound of a boat skimming through water.

"Our trepidation in staying in a boutique chain lodge was totally dispelled by the superb staff. They take to our needs, including a special bowl of oak meal porridge for me the next morning when she heard about my routine at home. Wow! The lodge is top top, and sundowner cruise was fantastic" - TrustYou

Namushasha River Camping2Go



At the four Namushasha River Camping2Go tents, independent guests enjoy a rustic camping experience with many amenities and without the hassle of packing and unpacking camping equipment. Each tent has four beds, a bathroom, a fully equipped kitchen, outside braai and a firepit. Campers can use the facilities at the nearby Namushasha River Lodge and book an activity or a meal at the restaurant.

Namushasha River Campsite



Here in the lush Namushasha River Campsite, you can set up camp on the grassy bank under old grandfather trees and breathe in the spirit of the river. After a guided journey into Bwabwata National Park, gather your bundle of firewood and return to your campsite home. Raise your glass with friends around the warmth of the flames next to the reed-lined river. Here the bulrushes that locals and elephants eat grow and the day and night water lilies float. Campers are more than welcome to enjoy the swimming pool, then dine at the Namushasha River Lodge Restaurant as close as the hop of the river bird.

Zambezi Mubala Lodge



Newly-built, modern, innovative and stylish, Zambezi Mubala is a secret river hideaway where water laps the shores of the mighty Zambezi, hippos laugh and the calls of fish eagles pierce the vast blue sky. The lodge sings its tributes to the colours of the water, the surrounding riverine vegetation and the clear blue sky, adopting the local Silozi name for colour - 'Mubala'. A bird-lover's dream, Zambezi Mubala Lodge is home to over 450 species of birds and hosts the springtime visit of one of the largest colonies of carmine bee-eaters in Africa.

Zambezi Mubala Camp



4.6

Safari camping on the banks of the Zambezi River takes camping to an entirely new level. Eight safari tents (sleeping four) with en-suite bathrooms provide comfortable Zambezi homes. Guests have the option of cooking up a storm in their fully-equipped kitchens, having a bite to eat at the camp's restaurant or picking up a braai pack for a hearty barbeque.

Days are spent lounging along the water, be it river or pool, with birdsong and the soft song of the Zambezi to keep you company.

"Probably my favourite of the river side lodges on the northern border of Namibia. Service was great as was the food." - TrustYou

Zambezi Mubala Campsite



4.5

Fish Eagle calls resound through the day, amid birdsong and the soft splash of water against the riverbank. It's time to breathe in Life and relax to the tune of nature on the shores of one of Africa's most famous rivers. Hop aboard a boat trip to explore the Zambezi, try your luck at luring the elusive Tiger Fish and savour the colours of a rich red sunset over the calm surface of the water. When night falls, the stars put on one of the finest shows on the planet, and Zambezi peace drifts through the camp like a fresh and rejuvenating breeze.

Chobe River Camp



4.5

Gaze over the flood plains and enjoy luxurious solitude on the banks of the Chobe River. Assuring extraordinary experiences, we offer 20 charming tented chalets. The lodge was inspired by the natural beauty of the landscape and all chalets have been constructed using indigenous Mopane timber and canvas. This offers not only a stunning sight, but an environmentally conscious design.

Chobe River Campsite



4.5

An intimate refuge, guests can indulge in the privacy offered by our six campsites. The campsites offer stunning views of the wild plains along the Chobe River. Wildlife is in abundance and guests can experience it all in authentic, natural environments. Just 4km from the Ngoma border post between Namibia and Botswana and close to the surreal Chobe National Park, this is the wildlife and bird enthusiast's dream.



Ratings are based on guest reviews.

Damaraland Experience

Damara Mopane Lodge



As if an African kingdom of old, Damara Mopane Lodge is constructed in a semi-circle of interlinking pathways leading to a lavish swimming pool at its centre. Innovatively designed, each chalet has its own small garden planted with vegetables. Bright yellow sunflowers peep out between verdant spinach, beetroot and zany scarecrows, creating an enchanting lodge setting. The labyrinth of walkways leads to a large and cheerful central area. A wash of fresh green brightens the interior as does the heart-shaped mopane leaves stencilled throughout the lodge. Situated near Khorixas en route to the famed Twyfelfontein engravings, Damara Mopane Lodge incorporates the spirit of Damaraland and the Damara people, extending its hand to locals and visitors alike in a 'Hello neighbour' greeting, linking cultures and nationalities.

Palmwag Lodge & Camp



Between Kaokoland and the Skeleton Coast, where the flat-topped Etendeka mountains and the carpet of rich red rock greet the tributaries of the Uniab River, lies Palmwag Lodge & Camp. Amid swaying makalani palms and robust mopane trees nourished by underground water, the lodge overlooks the sweeping northern Damaraland landscape peppered with green euphorbias.

Feel the freedom of the north-western corner of Namibia, one of Africa's last wildernesses, a refuge for black rhino and lion, and home to the famous desert elephant that follow the ephemeral rivers spanning the land like arteries of life.

Palmwag Campsite



Ideal for nature-lovers, this peaceful campsite comprises thirteen spacious sites, each with its own power-point, light, wash basin and fireplace. Being in touch with nature, while having all the luxuries of civilization at your fingertips remains one of the finest experiences on the planet.

At Palmwag Campsite, the camper has ample choices. Partake in the many activities in the wildlife-rich Palmwag Concession, take a dip in the swimming pool and have a bite to eat at the pool bar, retreating to your outdoor home at your leisure to soak up Kaokoveld peace.

Palmwag Camping2Go



Palmwag Camping2Go offers you a serene escape to the north-western part of the country, in which you delve into a tranquil haven nestled within the poetic landscape of the dramatic Etendeka Mountains and overlooking the Uniab River. As the lush leaves of the makalani palms sway in the wind and the sunlight highlights the wondrous scenery, there is an atmosphere of quietude and restfulness that settles upon all who have made Palmwag their destination.

Travellers are accommodated within the eight permanent tents that are each fully equipped with four beds as well as an en-suite bathroom that includes a shower.

Namib Experience

Desert Whisper



The desert is calling, whispering sweet nothings in your ear, attracting lovers of life to celebrate the desert in a one-of-its-kind intimate desert hideaway. Creatively constructed with sublime desert views, Desert Whisper is designed as a luxuriously special desert retreat for two.

Inspired by nature and natural shapes, material and colours, your contemporary desert home is one that you may never want to leave. Pad around your open-plan lounge and dining area with its well-stocked bar and fully-equipped kitchen; to your bedroom and en-suite bathroom with their spectacular desert vistas. Soak up the scenery on the terrace with a glass of wine or steaming cup of coffee, and stroll along the wooden walkway to take a dip in the cool refreshing water of your personal plunge pool.

"Desert Whisper was truly a magical place! From the moment we arrived we were welcomed by the friendliest of people (even the gate guard greeted us as if we've been friends for years). The food, the drinks, the pool, the VIEW, exceeded my expectations by far. Thank you to the team that works so hard who created such a magical place, because without you there wouldn't be anything." - TrustYou

The Desert Grace

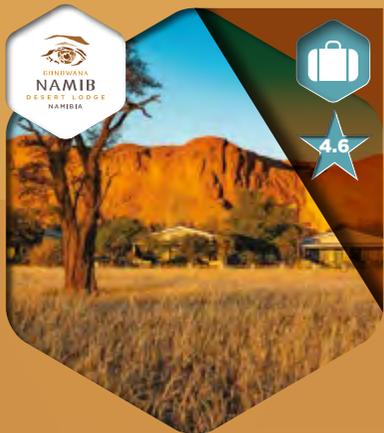


Situated in one of the world's oldest deserts, this premium lodge has the elegance of yesteryear and a stylish interior. Guests enjoy the desert scenery from one of 24 bungalows, each with its own plunge pool.

The hot sun beats down on the Namib landscapes around the property. As you slip out of the car, your shoes crunch of the white gravel that fills the solar-panel parking lot and you turn to find a wide smile greeting you. A cool face towel and bright pink slushy welcome you to The Desert Grace.

Opening in 2018, this is the first of Gondwana's lodges to be entirely constructed using sandbags instead of bricks. Not only does this have a positive outcome for the environment, it also makes the 24 rooms on the lodge cooler and very well insulated.

Namib Desert Lodge



Namib Desert Lodge lies at the foot of ancient, fossilised dunes, 60km from Sesriem, near Sossusvlei. Guests can enjoy a guided sunset or early morning drive through the red dunes, cool off at the pool, watch oryx at a waterhole and walk or cycle on trails into the dunes.

Complementing the magnificence of a red sand sea, Namib Desert Lodge lies at the foot of ancient fossilised dunes. Make some space for wonder. A sunset or early morning drive through the red dunes exploring the sand masterpiece is breath-taking. Atop the ridge as the sand begins to glow deep rich sienna, 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. Tolkien would be taken aback - and inspired, I'm sure, by such fantastical scenery! One of the Sossusvlei lodges, Namib Desert Lodge is imbued with its own special character.

Namib Dune Star Camp



Situated on the crest of ancient dunes overlooking the spectacular landscape of the Namib Desert, the camp offers the thrill of being out in the desert, yet provides luxuries like soft beds and hot showers. Each of the cabins has a bathroom, a large bedroom and a spacious deck. The rooms have a double bed designed to be wheeled out under the southern skies for a night.

Namib Desert Camping2Go



Going back to one's roots has never been easier as with Camping2Go. After spending an unforgettable day in the desert with the remarkable sights of Sossusvlei and the Sesriem Canyon, it is time to unwind. Relax around a cosy campfire at night with loved ones while listening to the call of the hyena. The sounds of nature will lull you to sleep. Wake up to the most spectacular sunrise setting the fossilised dunes ablaze.

Namib Desert Campsite



Sixty kilometres from Sesriem and Sossusvlei, Namib Desert Campsite is a secret retreat far from the hustle and bustle of the busier campsites. Explore the burnished sands of Sossusvlei and return to experience fathomless Namib peace. Namib Desert Lodge is a 5km drive further for those who want to indulge in lodge comforts - a cool pool and a scrumptious meal. Or to sit back and join an afternoon guided drive into the spectacular landscape, letting someone else take the wheel.

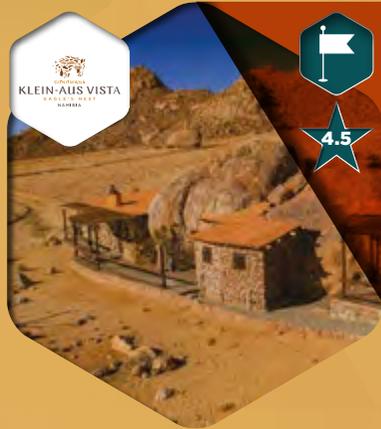


Ratings are based on guest reviews.

Aus Mountain Experience

THE GONDWANA COLLECTION

Eagle's Nest Chalets



Rediscover freedom at Klein Aus Vista with its sweeping vistas of subtle colours where the Pro-Namib merges with desert sands. Take time away from rush and routine of everyday life to recharge and to reconnect with the natural world. For a quality experience, treat yourself to a few days at the Eagle's Nest Chalets, built into rounded granite boulders with a rugged granite-gneiss mountain as a backdrop. Above, eagles may soar, and in front, the expansive views will take your breath away.

Desert Horse Inn



Just east of Aus, Klein Aus Vista is nestled in the granite-gneiss hills with magnificent views of the landscape. This is the area where the Namib Desert begins to merge with golden grasses, where wild horses roam free and people once gathered with diamond dreams. Klein Aus Vista provides the perfect base to explore south-western Namibia, as a destination in itself or a perfect halfway stop en route from the canyon to the red dunes of Sossusvlei or vice versa.

Geisterschlucht Cabin



There's a touch of magic and intrigue at this rustic 'Ghost Canyon' cabin. Simplistic but exclusive as it hides in a secluded valley, where a rusty bullet-ridden Hudson greets you at the entrance road, a relic from a gunfight between diamond smugglers and police. Their ghosts are said to roam the valley in search of their lost diamonds. Further along the trail, a series of stone ramparts are visible from WWI days (1914-18) from when the German forces built fortifications here in the Aus hills to make a stand against the South African Union soldiers.

"This was such a welcoming lodge with the most amazing range of delicious food on offer. Our room was very comfortable with a superb view over boulder strewn hills. The hills have stunning walkable trails which are very safe. There are so many birds around, particularly the delightful social weavers. The owner of the lodge makes a point of talking to all the guests of an evening, a real hands-on approach, which is a genuine delight. We loved our stay"
- TripAdvisor

Klein-Aus Vista Campsite



Desert Horse Campsite at Klein Aus Vista is a magical campsite. It will call you back again like an echo. Resting in an amphitheatre of rock, it's a hideaway that evokes the feeling of wilderness although only a 2 kilometre-drive from Desert Horse Inn. The sites are positioned under giant camelthorn trees, some adorned with sociable weaver nests. Here bird, tree and sky exchange stories. Klein Aus is renowned for this vista. You will remember these sunsets. As prime spot in the area, Desert Horse Campsite provides an ideal base to explore the south-western corner of Namibia.

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Fish River Canyon Experience

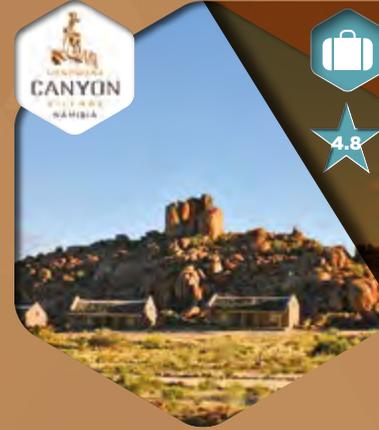
Canyon Lodge



The soft colours of apricot sand merging with the pale green of euphorbias is a prelude to the loveliness of the lodge surrounds. As you turn a final bend, the lodge comes into view. Nestled between rounded granite boulders, Canyon Lodge's quaint century-old farmhouse reception, verdant garden and cool pond invite and welcome you into the enchanted enclave.



Canyon Village



Quiver trees, Nama culture, rugged landscape and an impressive sweeping rock formation characterise Canyon Village. Stone-and-thatch chalets are positioned in a horse-shoe design around a celebration of young quiver trees and the sprawling thatched central area, bedecked with bougainvillea, serving as restaurant, bar, lounge and reception. 'Take a walk on the South's side' is a suitable motto for this Fish River Canyon Village.



Canyon Roadhouse



Fill up on smiles at this extraordinary and out-of-the-ordinary lodge. Resembling a roadhouse of old with a large red roof, the lodge is a veritable treasure-house and a 'must-do' stop when visiting the canyon. The outside area hints of the wonderland interior with its rusty old Chevys and Fords from a bygone era, adorned with corky quiver trees and desert flora. Park your vehicle and step inside.



Canyon Roadhouse Campsite



Tucked behind Canyon Roadhouse, Canyon Road Campsite offers shady camping on the bank of a dry riverbed, against a backdrop of rocky hills. Secreted away from the road, the campsite gives you the impression of being alone in nature with the eagles, thorn trees and the ancient beat of the land. Listen, as you sit beside your campfire below the glittering quilt of the southern night sky. In the silence, you may be able to hear the call of the canyon, 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.





Ratings are based on guest reviews.

Kalahari Experience

THE GONDWANA COLLECTION

Kalahari Anib Lodge



On the Eastern fringes of Namibia, the red sands of the Kalahari beckon. Let us introduce you to the place of burnished sands at Kalahari Anib Lodge. Easily accessible by sedan car and 30km from Mariental, this Kalahari lodge is a good overnight stop if travelling between Windhoek and the south or continuing to the Kgalagadi. There's nothing like feeling the good earth underfoot, so stretch legs on the trails around the lodge, keeping eyes open for springbok, zebra and wildebeest and take the chance to breathe in the character and energy of this distinctive area, feeling closer to the land.

Kalahari Anib Campsite



Spend the night under the star-studded sky in the Kalahari Desert. Kalahari Anib's three private sites, surrounded by an expanse of African savannah, are easily accessible from the main road. Plan to overnight if en-route to and from Windhoek, if making forays into the Kgalagadi or continuing into South Africa. Kalahari Camping has never been this easy. Put feet up and relax under a heaven of stars as springbok nibble nearby. Let the silence sing you to sleep.

A stay at the Anib is always an experience

"We have been staying at the Anib for many years when we visit Namibia and Swakopmund --- and we always enjoy the visit. The buildings are attractive and the service excellent - so too the beautiful sunsets." - TrustYou

Kalahari Anib Camping2Go



To go, or not to go? With Camping2Go the answer is simple, even for those who are not necessarily equipped to camp but still want to relax around a cosy campfire at night with loved ones. A total of four permanent tents have been set up close to Kalahari Anib Lodge

Kalahari Farmhouse



If there was ever an enchanted garden, this is it. Entering the Kalahari Farmhouse is like stepping into a magical enclave or an oasis in the desert - far away from the world. It urges you to take off shoes, lie on the soft grass, open a book and relax. The cottagey chalets with colourful patchwork quilts, fireplaces and oodles of charm look onto the garden lined with towering palms. Birds flutter through the trees, water runs in the streamlets and the feeling of peace pervades the intimate Kalahari resort.

Kalahari Farmhouse Campsite



Resting at the fringes of the Kalahari Farmhouse, in a grove of palm trees, Kalahari Farm Campsite is an unexpected find in the Kalahari. Blessed with artesian water, the small pocket of land is a verdant oasis that produces an abundance of produce for the Gondwana Collection.

VALUE CREATION REPORT 2022

Swakopmund Experience

The Delight Swakopmund



Amongst the town's captivating contrasts and old traditions, Gondwana's Delight is a fresh breeze in the desert. Conveniently located within short walking distance of the 'Mole', our modern, uplifting and inviting hotel is the ideal base for your stay.

Every effort is made to surprise and delight guests with thoughtful touches and locally inspired reasons to smile. From the easy comfort of our hotel, the warm and welcoming service Gondwana is known for, to the assistance provided by our knowledgeable Delight Host for anything from activity bookings to dinner reservations – your stay is always an effortless and memorable experience.

Windhoek Experience

The Weinberg Windhoek



Enjoy the pleasures of city life and the serene atmosphere of Africa in style in The Weinberg Windhoek. Its iconic styling seamlessly blends old-world splendour with modern lines as well as state of the art amenities.

The hotel's elegant architecture wraps around a heritage building, which forms the heart of the Am Weinberg Estate. It also features restaurants of different culinary styles and the appealing Soulstice Day-Spa.

"The Weinberg is a unique hotel with such a beautiful decoration. The entry hall is impressive, with a tall ceiling and a beautiful chandelier. The bedrooms are big, comfy and like the entire hotel, the decoration is the key. I just loved the red bed and the huge bathroom. The staff also deserves a 5 score. Everyone has a smile on their face and they are always available to help with everything you need. It was a pleasure to stay here and I totally recommend it." – TrustYou*



ABOUT THIS REPORT

The report's content was prepared and reviewed by internal stakeholders. The Board, assisted by the Gondwana Executive Committee (Exco) and the Board committees, assessed the report and believes it presents a balanced account of Gondwana's performance and prospects. The Board approved the Value Creation Report in March 2023.

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