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Our natural diamonds are at the heart of our economy. Beacons of excellence for us is ensuring that every gem we unearth from the bountiful Atlantic Ocean delivers the promise of prosperity and progress.

DEBMARINE
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NAMIBIA 2025

Land of the Brave

From marine diamonds and uranium to green hydrogen and precision agriculture, Namibia is showing how natural wealth, smart strategy, and determination can drive prosperity that benefits all.



Where the world's oldest desert meets the restless Atlantic, Namibia begins. A land of stark contrasts with towering dunes plunging into cold ocean swells and endless horizons broken only by rock and sky. This is a place that stirs the imagination and defies expectation. Just over three million people

are scattered across this country; where some see remoteness, Namibia sees possibility. Where some see remoteness, Namibia sees possibility. This is the Land of the Brave, turning raw resources into one of Africa's most compelling economic stories.

Mining has long been the bedrock of Namibia's economy, and it continues to anchor national revenue and foreign earnings. The sector contributes about 10% of GDP and generates over half of the country's foreign exchange income. Namibia stands as the world's third-largest exporter of uranium and a renowned producer of marine diamonds. These seabed diamonds, prized globally, command some of the highest values per carat. "The Fraser Institute has ranked the Geological Survey of Namibia as one of the best geological surveys in the world," says Veston Malango, CEO of the Chamber of Mines. In 2024, mining employed over 20,000 people, including contractors, with 97% of permanent jobs held by Namibians.

Natural diamonds are a point of pride. "Most of the diamonds that you see in rings are from Namibia. They're 95% gem quality and probably the highest value in the world on a per-carat basis," says Willy Mertens, CEO of Debmarine Namibia. But Namibia's vision goes beyond raw stones. The focus is shifting to how mining can uplift communities and create lasting value at home. The country's broader policy aims to ensure that natural resources benefit Namibians through value addition, job creation, and empowerment. "Namibia is a young country with over 71% of its population under the age of 35. For any investor, that's a powerful opportunity. Our youth are ready to be trained, employed, and empowered across industries, from ICT to agriculture, energy, and beyond," says Hon. Emma Theofelus, Minister of Information and Communication Technology of Namibia.

Energy is the next frontier. Namibia is positioning itself as a regional hub for clean power, making the most of its abundant sun, wind, and space. "We are a gateway to the whole region, and we've got great infrastructure," says Selma Shimutwikeneni, CEO of RichAfrica Consultancy. At the heart of this push is a US\$9.4 billion green hydrogen program that promises to transform the nation's economy.



"Green hydrogen will be a catalyst for accelerated socio-economic advancement," says James Mnyupe, head of the program. "It's helping to accelerate gross fixed capital formation and infrastructure development and the development of new industries. It's helping to accelerate the attraction of capital, and it's certainly accelerating our global prominence." The strategy is to serve domestic needs and become a reliable supplier of clean energy across borders, turning Namibia into a leader in the global energy transition.

The green economy is a chance for Namibia to lead. "We've got the best wind. We've got one of the highest levels of radiation from the sun per annum. We've got lots of space. What we're doing here will help decarbonize sectors globally," says Fabian Shaanika, Managing Director of Kelp Blue. Namibia's small population gives it the agility to act. "Being a smaller population means we can solve our problems quicker and then be able to support neighboring countries because we have great synergies in the southern region," says Shimutwikeneni.

Agriculture remains the livelihood of the majority. Sixty percent of Namibians depend on it, and momentum is building. Thanks to smart policies, the country now produces 55% of its vegetables locally, up from much lower levels just a decade ago. "Agriculture can be targeted to reduce unemployment. It's a cross-cutting issue that will alleviate unemployment, poverty, and access to food," says Dr Fidelis Mwazi, CEO of the Namibian Agronomic Board. The sector is shifting towards value-added processing. These moves are creating new industries and jobs. "We want to build value chains that

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can make a difference for the country, moving towards precision agriculture, agroforestry, and value-adding crops into products like sauces and dried fruits,” says Leonie Hartmann, CEO of AvaGro.

Tourism brings together conservation and commerce in ways few nations can match. Namibia’s natural wonders, including the Namib Desert, as well as the second-largest canyon on Earth, and a coastline where sand meets sea, draw visitors from across the globe. “Namibia offers it all, including vast open spaces, beautiful landscapes, and a strong commitment to conservation,” says Gys Joubert, Managing Director of Gondwana Collection Namibia. Here, protecting the environment goes beyond policy and is anchored in the constitution. “Environmental protection is entrenched in the constitution to protect our biodiversity, ecological processes, and our environmental affairs,” notes Hon. Pohamba Shifeta, former Minister of Environment and Tourism. Before the pandemic, tourism welcomed 1.5 million visitors a year, half the country’s population. The sector is diversifying beyond the familiar. Cultural villages, community tourism, and film production are adding new layers to the sector. “We have amazing and unique film locations. Last year alone, over 100 million Namibian dollars were spent in the local economy through film,” says Esther Beukes, Chairperson of the Namibian Film Commission.

Infrastructure is what ties Namibia’s economic ambitions together. The country boasts Africa’s best roads, modern ports, and four regional trade corridors that link it to neighbors. “We want to set up infrastructure that allows us to add value to the resources so that when they’re exported out of the port, they’re in semi-processed format or actually in finished product,” says Andrew Kanime, CEO of Namport. Rail expansion holds promise for further unlocking trade, especially for landlocked neighbors. “The sooner that we can increase the capacity within rail, the sooner that’s going to happen,” says Johan Laubscher, CEO of ATG Holdings.

The country’s strategy for inclusive growth rests on its ability to match physical infrastructure with human capability. Investment in roads, ports, and energy will fall short without a parallel investment in people. Namibia is prioritizing technical education, skills transfer, and enterprise development as essential pillars of long-term economic transformation. Curricula are being reshaped to reflect national development goals, with a focus on engineering,

“We will increase investment in the development of infrastructure to open investment opportunities, enhance economic productivity, promote economic growth, and improve the quality of life of our people.”

*H.E. Dr Netumbo Nandi-Ndaitwah,
President of
The Republic
of Namibia*

environmental management, logistics, and precision agriculture. Training programs are expanding beyond urban centers to reach rural communities, where youth unemployment remains high and access to opportunity is limited. Skill-building is not seen as a social good alone. It is viewed as the foundation for industrial diversification and local participation in high-value sectors. In mining and energy, technical training is opening pathways for citizens to take on specialized roles that were once outsourced. In agriculture, knowledge-sharing and innovation are helping small producers become part of formal value chains. Across sectors, the objective is to embed local content both in contracts and capabilities. Namibia is working to ensure that growth does not bypass its people by building a future built on national expertise and not just natural resources.

Digital infrastructure is advancing rapidly, too. “From an access perspective, we have reached 88.4% population coverage as far as 4G is concerned,” says Emilia Nghikembua, CEO of CRAN. Technology investments are reshaping logistics, agriculture, and services. “This cooperative approach between public and private sectors creates an environment where infrastructure investments can flourish,”

notes Andrew Hall, Managing Director of Paratus Namibia.

The fisheries sector reflects Namibia’s ethos of local value. Per capita fish consumption has jumped to 18 kilograms per person per year, from just 4 kg a few years ago. The future lies in aquaculture and higher-value exports. “The real opportunity is in aquaculture, mainly in the finfish aquaculture,” says Victor Pea, CEO of the Namibia Fish Consumption Promotion Trust.

Namibia’s future depends on turning natural wealth into inclusive, productive growth. Local content is gaining momentum, especially in mining, oil, and gas, where expanding Namibian-owned service and supply chains is a growing priority. The focus is on building institutions, infrastructure, and regulations that convert resource revenues into jobs, businesses, and better public services. “We will increase investment in the development of infrastructure to open investment opportunities, enhance economic productivity, promote economic growth, and improve the quality of life of our people,” says President Dr Netumbo Nandi-Ndaitwah. This is a strategy rooted in practical execution, designed to make Namibia’s natural endowment a driver of sustained, broad-based prosperity.



Strategic Vision For a Sustainable Future

Namibia's first female president outlines a bold and future-focused agenda centered on inclusive growth, youth empowerment, resource beneficiation, and strategic investment to unlock national prosperity.

Namibia is at a pivotal moment of transformation, with Vision 2030 guiding its path toward sustainable growth and global engagement. Under your leadership as the country's first female president, Namibia is poised to tackle new challenges and harness opportunities, such as offshore oil and gas discoveries. As the President of Namibia, what are your key priorities for advancing the goals of Vision 2030, and how do you plan to drive continued economic growth and global engagement?

The Namibian people elected me based on the SWAPO Party's 2024 Election Manifesto, Unity in Diversity: Natural Resource Beneficiation and Youth Empowerment for Sustainable Development. To give effect to the manifesto, the party has developed a comprehensive implementation plan, which details how the seven key priority areas will be executed to transform the Namibian economy and create a better life for Namibians. These priorities include agriculture, sport, youth empowerment, quality education and training, creative industries, quality health and social welfare, and land, housing, and sanitation.

Our GDP growth is estimated to reach 4.5% in 2025 and 4.7% in 2026. This strong growth is anchored in mining activities and positive momentum in the oil and gas sectors over the past three years. The government is rolling out a transformational growth path through strategic interventions and eight critical economic enablers: mining, energy, oil and gas, tourism, agriculture, water, fisheries, and transport and logistics. Our domestic policies and budgetary resources are aligned with these priority areas and enablers. Importantly, our economic diplomacy and global engagement are based on true partnership and anchored in trade and investment.

Namibia is entering a new phase of development, particularly with emerging opportunities in sectors like offshore oil and gas. How do you envision these industries contributing to a prosperous and inclusive future for all Namibians?

Yes, oil and gas represent a new frontier of development for Namibia. Following the discovery of these resources, the government has begun work on a comprehensive law to regulate the oil and gas industries. This legislation aims to ensure local ownership, deepen local content, and create jobs. We need refineries and other forms of local content to enable Namibia to benefit from its oil and gas. ►►



"I do not want to see a situation where oil production does not result in meaningful transformation of the Namibian economy and the welfare of citizens of this country."

H.E. DR NETUMBO NANDI-NDAITWAH, 5TH PRESIDENT OF THE REPUBLIC OF NAMIBIA



I do not want to see a situation where oil production does not result in a meaningful transformation of the Namibian economy and the welfare of the citizens of this country. For me, it is developmental common sense to ensure that Namibians benefit from oil and gas as their natural endowments. It is why I have decided to separate the downstream segment of the industry from the upstream, which is now managed from the Presidency. This allows for closer monitoring, accountability, and the fast-tracking of development in this sector, which holds tremendous transformational potential for the economy.

Looking ahead, which sectors do you believe hold the most promise for Namibia's future economic growth? What measures is your administration implementing to foster innovation, attract investment, and ensure these industries thrive?

Of the seven priority areas, I wish to begin with agriculture, which offers significant opportunities for job creation and, importantly, food security. Our Founding President and Father of the Nation, H.E. Dr Sam Nujoma, always reminded us that "a nation that cannot feed itself cannot be respected." Therefore, as a government, we must enhance food security by reducing food imports. We can only do this by accelerating food production, developing agribusiness value chains, and building capacity, especially among our youth. That is exactly what we are doing. We are also ensuring that existing green schemes operate at full capacity.

As part of our National Strategic Vision, the government is also transitioning key sectors, such as mining, energy, fisheries, and oil and gas, from primarily extractive industries to domestic value-addition and natural resource beneficiation. I believe that when we export our natural resources and raw materials unprocessed, we are exporting jobs to other countries and creating economic value elsewhere, not at home. Yet we need jobs here, and we need to develop a competitive manufacturing sector in Namibia. The best way to eradicate poverty is to create jobs, and we will do everything possible to add value to our natural resources here in Namibia. We are seeking a win-win scenario for Namibia and investors.

Namibia has made significant progress in enhancing inclusivity and expanding opportunities. What key initiatives are you prioritizing to ensure this progress continues and benefits all communities equitably?

I believe strongly in equality of opportunity. Every Namibian must be given a fair chance to succeed through hard work. Of course, education is the greatest equalizer, and we have achieved high levels of literacy at around 98%. However, we need to strengthen the quality of our education system to produce better outcomes in science, technology, and mathematics.

Additionally, we are pushing forward in the development and delivery of housing. Housing and land are not only about dignity; they have been proven to unlock prosperity for families and nations. In all our initiatives, we have mainstreamed support for the most vulnerable, with targeted programs and leadership representation to empower women and youth.

The Namibian government allocates about 10% of its annual budget to social protection in the form of grants for the elderly, persons living with disabilities, vulnerable children, and orphans. That is significant. We are therefore committed to strengthening social safety nets to maximize protection for our most vulnerable citizens. However, the sustainability of these systems depends on economic performance, which is why growing the economy remains our top priority. In doing so, we can distribute the benefits of economic growth in a manner that is sustainable, inclusive, and equitable.

Why is now an opportune moment for investors to focus on Namibia? How is your administration positioning the country to create a welcoming and dynamic business environment?

Immediately after taking office, I informed the nation that it would not be business as usual. I can assure you that this is the case. I have instructed ministers and senior government officials to work with urgency, serve investors with diligence, and respond to their needs promptly. We are eliminating delays, and a new Investment Bill will be tabled in Parliament imminently.

Our location offers strategic access to regional markets, and investors benefit from our membership in both SADC and the African Continental Free Trade Area. I want to reassure investors that Namibia has an excellent investment climate, and all those ready to join us in the journey of resource beneficiation and value addition are most welcome.

Our road network has been lauded by the World Economic Forum as the best in Africa. We are currently expanding and strengthening our road and rail infrastructure with significant

investments. These projects aim to improve connectivity with neighboring countries through the Trans-Kalahari Railway Line linking Namibia and Botswana and the Walvis Bay-Ndola-Lubumbashi Corridor connecting Namibia, Zambia, and the eastern DRC. We are also working with Angola to establish strategic rail links to enhance goods movement. These joint infrastructure projects are deepening regional integration and trade.

Having celebrated 35 years of independence, Namibia has built a legacy of resilience and progress. As the nation looks ahead, what do you see as the key factors driving its unity, stability, and future growth?

Our unity in diversity and our stability are rooted in the sacrifices of our forebears and the values of the liberation struggle, including the policy of national reconciliation that has defined our democratic journey since independence. We are now working with One Mind-One Heart to improve the socio-economic conditions of our citizens.

The future of the Namibian people looks bright, and I will ensure we implement the manifesto, which offers great opportunities to grow our economy. I call on the investment community to join us in this exciting journey to add value to our natural resources, including oil and gas, for the prosperity of investors and, importantly, our nation.

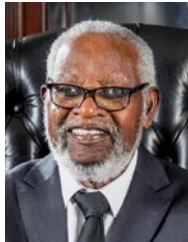


Honoring Dr Sam Nujoma, Namibia's Founding President

Sam Nujoma is remembered as the protector who led his nation to independence, built its democracy, and left a legacy of peace, unity, and justice.

When Sam Nujoma passed away on February 8, 2025, Namibia mourned a man who had been more than its first president. He had been its protector, its voice, and its conscience. Born in 1929 in the village of Etunda, Nujoma grew up witnessing the indignities of colonial rule. He left school early to help support his family, but it was his early exposure to injustice that defined his path. In 1960, Nujoma became the founding president of the South West Africa People's Organization (SWAPO) and dedicated himself fully to the struggle for Namibia's liberation. Approximately thirty years in exile, he kept the dream of independence alive through military, diplomatic, and grassroots efforts.

When freedom finally came in 1990, it bore the fingerprints of his perseverance. Nujoma became Namibia's first president, leading a nation scarred by occupation but determined to chart a peaceful course. Over fifteen years in office, Nujoma laid the foundations of a democratic state. He championed policies that stitched together a divided society. Land reform, education, rural development, and economic empowerment defined his leadership. He defended peace and



DR SAM
NUJOMA,
FIRST
PRESIDENT
OF NAMIBIA

reminded Namibians that unity was their greatest strength. "A people united, striving to achieve a common good for all the members of the society, will always emerge victorious," Nujoma once said.

Namibians honored him in death as they had in life. Before his burial, Nujoma's body was taken on a solemn journey through all 14 regions. In every town and village, ordinary citizens lined the streets, waving flags, singing liberation songs, and paying respects. It was a farewell that reflected the bond between a nation and its father. "We fought under your command, won the liberation struggle, and forever removed apartheid colonialism from the face of Namibia," said, now, former President Dr Nangolo Mbumba, at Nujoma's funeral.

Across Africa, Nujoma is remembered as one of the last great liberation leaders, a man who fought with conviction, ruled with restraint, and left his country better than he found it. His words, inscribed on the walls of Namibia's history, remind future generations of the price of freedom and the power of unity. On this year's Heroes' Day, Namibia draws strength from Sam Nujoma's enduring legacy, a compass for its future.

N/A'AN KU SÊ GROUP OF COMPANIES

A Business Ecosystem Rooted in Namibia's Soil

Tourism, construction, and wine directly support healthcare, conservation, and education.

In the heart of Namibia, where expansive landscapes meet deep-rooted purpose, the N/a'an ku sê Group of Companies is proving that profit and positive impact can move in step. "Our foundation is not a corporate social responsibility initiative," says Dr Rudie van Vuuren, Managing Director of the N/a'an ku sê Group. "It is who we are." From conservation and tourism to healthcare and education, every business under the N/a'an ku sê umbrella feeds directly into the foundation's mission.

What makes the N/a'an ku sê model so remarkable is its synergy. Commercial ventures sustain meaningful initiatives. Their newest acquisition, Omeya, a well-established golf estate outside Windhoek, is being redeveloped to generate long-term income for the N/a'an ku sê Foundation's healthcare, education, and wildlife projects. "Omeya is part of a larger strategy," van Vuuren says. "It will fund our core mission for decades to come."

Tourism remains the group's strongest revenue driver. Through unique destinations like Kanaan, Neuras, TimBila, and the coastal project, guests experience Namibia's natural beauty while directly supporting conservation. "People travel differently now," van Vuuren says. "They want meaningful experiences. They want to know their visit matters." The coastal initiative, where the group has removed



DR RUDIE
VAN VUUREN,
MANAGING
DIRECTOR
OF THE N/A'AN
KU SÊ GROUP
OF COMPANIES

22.5 tons of marine debris in 2024 alone, illustrates this blend of sustainability and tourism.

The N/a'an ku sê Group also excels in wine production, construction, and filming, each contributing to the foundation's budget. "We make the best wine in Namibia," van Vuuren says with a smile, pointing to Neuras vineyard as a symbol of innovation grounded in the land.

Their conservation impact spans over 100,000 hectares, including transformed sheep and hunting farms, such as Mila, now a thriving nature reserve. The group also operates rapid wildlife response teams, anti-poaching units, and supports rhino protection. "We respond when farmers call about predators. We relocate, not eliminate," van Vuuren says.

Ultimately, N/a'an ku sê is a story of resilience and innovation. "We just want to be valuable citizens of Namibia," van Vuuren says. "If people look at N/a'an ku sê, they see Namibians who really want to make their country better."

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HON. EMMA THEOFELUS, MINISTER OF INFORMATION AND COMMUNICATION TECHNOLOGY OF THE REPUBLIC OF NAMIBIA

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Signal to the Future

The minister speaks on Namibia's digital transformation, youth inclusion, and her ministry's role in shaping a knowledge-driven economy.



How would you define the role your ministry plays in Namibia's development?

The ministry is quite agile in its mandate. We ensure the public is informed about government programs, service delivery initiatives, and where citizens can access services. I also serve as government spokesperson, overseeing all official communications. We're also responsible for ensuring digital connectivity across the country—2G, 3G, and 4G infrastructure that enables both citizens and businesses to operate effectively. We also oversee the Namibia Film Commission and its funding, thereby supporting the local film industry.

What would you consider your most significant achievements since taking office?

We've taken great strides in creating an enabling environment for the ICT sector, from telecommunications and media to access to information. We adopted a national cybersecurity strategy to safeguard digital systems. We also passed the Access to Information law, which will establish the Office of the Information Commissioner, ensuring citizens can access government data.

We're currently drafting the Cybercrime and Data Protection Bills to protect personal data as more people go online. We've allocated over N\$200 million in recent years to expand telecommunications infrastructure, which is an effort that gained urgency after Covid-19 revealed connectivity gaps. We've operationalized the Universal Service Fund, now managed by CRAN (Communications Regulatory Authority of Namibia), to address access issues in underserved areas.

As Namibia moves toward Vision 2030 and a knowledge-based society, how is the ministry supporting this transition?

ICT is now a pillar in the upcoming National Development Plan, which began in March 2025 under the new administration of President Dr Netumbo Nandi-Ndaitwah. We want to position Namibia for both the Fourth and Fifth Industrial Revolutions. To do that, we've developed a national digital strategy that addresses skills development, cybersecurity, data protection, and the future of work.

We're drafting a holistic ICT policy to consolidate existing frameworks, including an updated broadband policy and our three-year ministry strategic plan. But digital access alone isn't enough. We are finalizing a national digital literacy framework so citizens, including those trained by private sector partners, receive standardized and relevant skills. We also support the Ministry of Higher Education in integrating technology across all sectors—

from mining and logistics to healthcare and education, especially given our emerging oil, gas, and green hydrogen industries.

How are you ensuring young people are included in this transformation?

We run digital literacy programs across all 14 regions. Our ministry has offices in every regional capital, and we operate 26 ICT centers where young people can access digital services at minimal cost. These centers also offer digital training, helping youth acquire skills they can use to start businesses or find work. We believe this access can empower youth to become entrepreneurs and take part in the digital economy.

What sectors offer the biggest opportunities for ICT-related investment?

According to our 2023 census, 71.1% of Namibia's population is under 35. That's a major opportunity. We have a young, trainable workforce, some skilled, others semi-skilled and a growing digital readiness. For investors, it means abundant human capital ready to engage across multiple sectors. Investing in ICT, logistics, creative industries, or digital skills development will tap directly into this energetic youth base.

Why is now the right time to invest in Namibia?

Namibia is peaceful, well-governed, and known for strong institutions and systems. Transparency is our strength. The country is also stunning, with robust tourism potential and one of the best road networks on the continent. It's a great time for investors, especially those looking to participate in digital, creative, or infrastructure-driven growth.

What message would you like to share with fellow Namibians?

Namibia is unique. We're a country of three million people speaking several languages. Our diversity is our strength. Since independence, we've made major strides: schools, healthcare, roads, and digital access. Through our "My Namibia, My Country, My Pride" campaign, we continue reminding ourselves of how far we've come. We still have challenges such as water, electricity, youth unemployment, but in comparison to many countries, we are performing strongly. As we celebrate 35 years of independence and welcome our first female president in 2025, I encourage every Namibian to take pride in our progress and be part of building the future we all deserve.



Commemorating Namibia's 35th Heroes' Day

Honoring Legacy and National Vision

Every year on August 26, Namibia marks Heroes' Day, commemorating the start of its armed struggle for independence at Omugulugwombashe in 1966. More than a remembrance of history, it is a reaffirmation of the values that continue to shape the nation: resilience, unity, and self-determination.

At the helm of this transformative journey was H.E. Sam Nujoma, Namibia's Founding President and Father of the Nation. His leadership not only delivered independence but also laid the groundwork for a democratic, forward-looking state built on principles of justice, equity, and national pride.

Today, Heroes' Day is a reflection of how far Namibia has come—and a call to carry that legacy forward through inclusive development, good governance, and strategic vision.

For global partners and investors, it is a moment to recognize the strength of a nation that has built peace from struggle and progress from purpose.

**Namibia's
heroes did not
just win freedom.
They ignited a legacy
of nation-building
that continues
to define
its future.**

*Glory to the Fallen
Heroes and Heroines
of The Motherland
Namibia!*

*Sam Nujoma
26th
February 2002*



JEREMY GEORGE,
CEO OF FRANS
INDONGO GROUP

Investing in Namibia's Key Sectors

Frans Indongo Group strategically operates in manufacturing, logistics, property, retail, tourism, automotive, hospitality, and energy, reinvesting in local industries to drive long-term national economic growth.



From humble beginnings, the Frans Indongo Group has grown into a prominent investment group in Namibia, committed to driving economic transformation and sustainable growth. Founded by

visionary entrepreneur Dr Frans Aupa Indongo, the group was built on the principle that wealth should be reinvested to create lasting value. With a strong foundation laid by Dr Indongo, the group's mission is to establish sustainable enterprises that endure beyond the founder's lifetime, serving Namibia and her people.

Dr Indongo's long-held aspiration to corporatize his business became a reality in 2007 with the establishment of the Frans Indongo Group. Since then, Frans Indongo Group has remained steadfast in its mission to invest in and grow high-potential businesses across Namibia's key industries. The group is committed to fostering development, innovation, and progress, ensuring lasting benefits for businesses, communities, and future generations.

A Diversified Investment Portfolio. From its origins in retail, the Frans Indongo Group has evolved into one of Namibia's foremost diversified investment companies, expanding its footprint across multiple industries. With strategic investments spanning energy, automotive, manufacturing and distribution, property, retail, tourism, and hospitality, Frans Indongo Group plays a pivotal role in driving sustainable growth and economic transformation.

Commitment to Economic Growth. With a workforce of over 1,300 employees across its diverse portfolio, the Frans Indongo Group remains dedicated to fostering job security and driving economic growth. As a key player in Namibia's economy, the group strategically invests in sectors essential to national development, ensuring long-term sustainability.

Beyond its own investments, Frans Indongo Group remains a strong advocate for Namibia's economic growth. Jeremy George,

Frans Indongo
Group,
the strategic
investment
partner
of choice.

the group's CEO, emphasizes the need for public-private cooperation: "Partnership is paramount. Sustainable economic growth requires collective effort, as the government alone cannot achieve it. A clear, strategic policy framework is crucial for attracting foreign direct investment and unlocking local business potential."

Frans Indongo Group maintains an evergreen investment philosophy, meaning its focus is always on long-term, sustainable growth. "We continuously reinvest in our existing assets and enter new sectors strategically. If an asset no longer aligns with the core vision, we exit and reallocate resources," George says.

When asked about advice for investors considering Namibia, George is clear: "Now is the time to invest as Namibia offers peace, stability, good governance, rule of law, and financial security—key factors for any investor."

Your Trusted Partner in Growth and Prosperity. The Frans Indongo Group positions itself as Namibia's preferred strategic investment partner, offering the ideal balance of local ownership, deep market insight, and financial strength to unlock opportunities that drive sustainable growth. With a strong commitment to economic transformation, the group actively welcomes foreign direct investment where strategic partnerships can enhance long-term national value.

As a trusted and proven investor, the Frans Indongo Group brings a demonstrated track record of success across diverse industries, supported by robust governance structures, visionary leadership, and agile decision-making. This consistent performance and resilience positions the group as a partner of choice for businesses, investors, and stakeholders seeking to make a meaningful impact.

The Frans Indongo Group provides a credible, well-governed gateway into Namibia's dynamic economy. With deep local expertise and a strong reputation for delivery, the group seeks partnerships that bring global capability while respecting the local context, unlocking sustainable value across key sectors through shared vision, mutual trust, and impactful collaboration.

Shape Today. Own Tomorrow.



FRANS INDONGO GROUP

Shape Today. Own Tomorrow.

Indongo TOYOTA



BACHMUS

BOKOMO

RM WISPEC



FRANS INDONGO

GRAIN



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Tailored Investment Solutions for Every Risk Appetite

Offering a range of investment products, from low-risk money market to property funds.

Andrew Jansen and his team embarked on their investment management journey in late 2016, acquiring an off-the-shelf company in Namibia. After securing an investment management license and a unit trust management company license, the firm launched its first money market fund in 2018. Arysteq was one of just five companies selected for the Government Institutions Pension Fund incubation program designed to support local investment managers. "The program ran over five years, requiring participants to prove they could perform at the level of regional and multinational players by establishing processes, teams, and systems and delivering on investment performance. We recently graduated following periodic reviews," says Andrew Jansen, Chairperson of the firm.

Arysteq's vision has always been to offer clients access to investments globally. "We wanted to be a local player with global expertise," says Andrew Jansen. To achieve this, Arysteq developed a wide range of products tailored to different risk appetites. Its funds span the entire risk spectrum, from low-risk money market and bond funds to higher-risk equity and property funds. Its flagship product, the Arysteq Global Opportunities Fund, offers clients access to offshore investments, helping mitigate risks associated with exchange rate fluctuations in Southern Africa.



**ANDREW
JANSEN,
CHAIRPERSON
OF ARYTEQ
ASSET
MANAGEMENT**

One of the firm's recent successes was the launch of a property fund, which has performed exceptionally well. "We're not just benchmarking against Namibia," Jansen emphasizes. "We're competing with the best in Southern Africa. The fund has now claimed the top spot out of 114 funds in the region," Jansen says.

In the first quarter of 2025, Arysteq launched an actively managed exchange-traded income fund in partnership with a fellow Southern African investment management firm. "This fund is set to double our assets under management," Jansen reveals. With investments focused in Namibia but open to Southern African clients, this pioneering fund is the first of its kind in the region and is listed on the Johannesburg Stock Exchange.

As Arysteq continues to build its portfolio and expand its reach, Jansen's vision remains clear—delivering superior investment returns while giving clients access to global markets and opportunities that were, once, out of reach.

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www.arysteq.com
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SIMONIS STORM SECURITIES

Building a Legacy of Financial Excellence

Leading financial firm specializing in wealth management, investment, and corporate finance.

In 1996, as Namibia's financial markets began to take shape with the launch of the Namibian Stock Exchange (NSX), Simonis Storm entered the market, establishing itself as a stockbroking firm. Over the past three decades, the firm has undergone key transformations before becoming independent in 2001. "Simonis Storm is a leading financial services firm committed to wealth management and preserving generational wealth," says Andrew Jansen, Chairman of Simonis Storm.

Simonis Storm was a market leader during a period of consolidation, achieving market leadership. "We completed a number of acquisitions and mergers at the time, allowing us to become the market leader," says Carel Fourie, Managing Director (Designate) of the firm. "Currently, we are a stockbroker focusing on private client wealth and investment management, corporate finance, research, and trading financial instruments in Namibia and South Africa."

As a stockbroking firm, Simonis Storm participated in listing several companies on the NSX as well as raising significant amounts of capital. "We have a well-diversified company that can complement the future growth in Namibia," Fourie notes. In corporate finance, Simonis Storm acts as an advisor and partner in major corporate transactions, whether capital raises, valuation services, or deal structuring. Its dedicated



**CAREL FOURIE,
MANAGING
DIRECTOR
(DESIGNATE)
OF SIMONIS
STORM
SECURITIES**

research division serves as a hub of insight, continuously analyzing economic trends and corporate movements to offer clients real-time, data-driven guidance. Securities trading is executed seamlessly across local and global markets, leveraging premier agency agreements to ensure clients access the best opportunities worldwide. For those seeking wealth management, the firm acts as a compass in the often-complex financial landscape, ensuring that each portfolio is preserved and strategically positioned for expansion.

The introduction of a private client business marked a significant shift in the firm's business model, providing individual clients with access to financial advice and investment services. "We transitioned from serving only institutional clients to launching our private client business. This completely changed the dynamics of our business. Today, the biggest opportunities lie in the private client space," states Fourie. By adapting to changing market conditions, the company is maintaining a positive outlook for future growth.

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Scaling Salt from Namibia to the World

Walvis Bay Salt is Namibia's largest solar sea salt producer and top volume exporter, producing nearly one million tons annually and serving markets across Africa, the U.S., and beyond.

Salt may be commonplace, but its making is nothing short of poetic. In the coastal Namibian town of Walvis Bay, Walvis Bay Salt, the country's largest solar sea salt producer, has been turning ocean water into purity since 1964. The company produces nearly a million metric tons of salt yearly, all from the slow, natural solar evaporation process. That salt travels far—to South Africa, West Africa, and the U.S.—making Walvis Bay Salt the largest exporter by volume through the Port of Walvis Bay. In 2024, the company marked 60 years in operation.

The salt-making process begins with the sea, with 96.5% water and just 35 grams of salt per liter. "Our production process is based on seawater evaporation," says Andre Snyman, Managing Director of Walvis Bay Salt. "It takes nine months just to produce the brine." As the water thickens under the sun, salt begins to crystallize. It settles in vast flats where heavy machines scrape it up from the earth. "Salt, after it has been harvested, is washed in a wash medium, a semi-diluted brine, to remove impurities like excess calcium, magnesium, and sulfate," Snyman explains.

Walvis Bay Salt is more than Namibia's leading exporter in terms of volumes. It's a pillar of the local economy, supporting over 200 families directly and many more indirectly. "While we are not a large employer like the gold or diamond mines, we play a significant role in the export economy," says Snyman. The firm's salt ends up in food, agriculture, water treatment, and



ANDRE
SNYMAN,
MANAGING
DIRECTOR OF
WALVIS BAY
SALT

"Walvis Bay Salt plays a significant role in Namibia's export economy."

products that feed and sustain communities across continents. Although salt is a low-value commodity, Namibia's geography transforms it into a global contender. "In West Africa, we compete with salt from Brazil and Egypt. In North America, from Chile and Mexico. Europe gets it from Spain," Snyman says. "But we have something they don't: location." The Port of Walvis Bay lies just 10 kilometers from the salt pans. The proximity makes a difference, changing margins and opening markets. "The Ministry of Mines and Energy has given us the space to run the business independently, without interference," Snyman adds.

Snyman's optimism about Namibia is resolute. "Namibia is the best country to invest in," he says. "We've got stable government, no electricity issues, and very good people relations." From oil and gas discoveries to renewed momentum in mining, from progress

in the fisheries sector to a growing tourism industry, Namibia, he believes, is on the verge of something greater. "Now is the time to invest in Namibia," he says. "Our location relative to key markets is excellent. I call it the best-kept secret in the world."

Back at the salt flats, there's no fanfare. Just sun, sea, and the steady rhythm of production. Walvis Bay Salt continues turning seawater into sustenance and minerals into meaning. It is, as Snyman hopes, a company not just of the present but of the future. "Anybody who walks through here," he says, "knows the direction, knows the values, and knows where this company is going." Like the ocean it draws from, the company flows steadily and deep, carrying with it the salt and the spirit of Namibia.

PRODUCING, PROCESSING, MARKETING SALT AT ITS BEST

Walvis Bay Salt, a subsidiary of the BUD Group, is a proudly Namibian operation and the largest producer of solar sea salt in sub-Saharan Africa.

Our location on the west coast of Africa is strategically placed to supply a wide range of international markets. Ongoing investment in **infrastructure, technology** and **human capacity** ensure the ability to exceed ever changing market demand.

WALVIS BAY SALT
a Bud Group Company

Precision, Quality, and Growth in Namibia

NSI develops and enforces quality, safety, and metrology regulations.

The Namibian Standards Institution (NSI) is led by Dr Eino Mvula, a CEO who has a clear vision for advancing Namibia's economic and industrial growth. Mvula has concentrated on bolstering Namibia's high-quality infrastructure and assisting developing sectors since taking over the position in July 2023. "Our mission is to shape NSI's role in industrial growth, particularly in green industrialization," he says.

As Namibia's national standards organization, NSI is in charge of important tasks such as certification, metrology, testing, inspection, and standards creation. "We ensure that our services are accredited to international standards," Mvula says, highlighting the organization's dedication to following worldwide best practices.

One noteworthy accomplishment is the creation of more than 270 national standards, to reach 1,000. "We launched our first-ever National Standardization Strategy, aiming to publish 300 new standards annually for the next three years," Mvula says. By supporting sectors like oil, gas, and green hydrogen, these standards will guarantee Namibia's competitiveness in global markets.

One of NSI's most crucial roles is in Namibia's fisheries sector, a major contributor to the national economy. "We certify fish and fish products exported to Europe, China, and regional markets," Mvula says. "When a consignment leaves Namibia with our certificate, it is guaranteed



DR EINO
MVULA,
CEO OF NSI

acceptance by trading partners." NSI's testing laboratories ensure these products meet international safety and quality requirements, safeguarding Namibia's export reputation.

Beyond exports, NSI is enhancing regulatory functions for imports. "We want to ensure that substandard products do not flood our market," Mvula says. Plans include stricter border inspections to verify the quality of imported goods, protecting consumers and the environment.

NSI's five-year strategy is built on four pillars: human capital, process efficiency, financial sustainability, and technological advancement. "Our people are our greatest asset," Mvula says. "We must equip them with the necessary expertise to uphold our regulatory and service functions."

A major focus is Namibia's green hydrogen sector. "With support from our German partners, we are preparing to regulate and support this emerging industry," Mvula states. NSI will set national standards and verify green hydrogen purity to strengthen Namibia's position in the global energy transition.

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TEA LABORATORIES (TEA LABS)

From Rock To Results in Namibia's Mining Landscape

TEA Labs is Namibia's largest lab, specializing in mining analysis and local capacity building.

TEA Laboratories has become an integral part of Namibia's mining industry, providing world-class scientific services that support the sector's growth and sustainability. Under the leadership of Managing Director, Wensia Ruiters and Operations and Technical Director Kevin Mwashuma, TEA Labs has expanded its capabilities beyond uranium, positioning itself as a critical partner for the entire mining industry.

"Our goal is to be the definitive industry leader in laboratory services, delivering unparalleled quality assurance and technical expertise to our clients," says Ruiters. TEA Labs' reputation is built on quality, precision, reliability, and innovation, ensuring that mining companies and environmental stakeholders receive top-tier scientific support tailored to their specific needs.

TEA Labs' service scope has grown substantially since its acquisition in 2019, no longer limited to uranium but extending to a wide range of mineral resources. "We now cater to the entire mining industry, including base metals, precious metals, radioactive elements, and rare earths," Ruiters states. This diversification has reduced dependency on outsourcing assessment abroad, strengthening Namibia's self-sufficiency in mineral assessment. "By keeping sample assessment within our borders, we are building local capacity, creating jobs, and reinforcing Namibia's reputation as a leader in mineral processing."



WENSIA
RUITERS,
MANAGING
DIRECTOR
OF TEA LABS

Beyond technical expertise, TEA Labs is deeply committed to skills development and workforce empowerment. "We have trained over 30 interns, equipping them with industry-ready skills and enhancing employment prospects," Ruiters highlights. The lab's investment in training aligns with its broader mission of national and regional advancement. "Every job we create indirectly supports multiple households, contributing to economic sustainability and long-term industry resilience."

Looking to the future, TEA Labs aims to expand its footprint across Africa, establishing itself as the continent's benchmark for laboratory excellence. "Our vision is to elevate Namibia's presence in the global mining sector while fostering expertise and capability across Africa," Ruiters asserts. By leading with innovation, TEA Labs is positioning itself as a catalyst for regional economic transformation, ensuring that Africa's vast mineral wealth is analyzed and processed with homegrown expertise.

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TEA-MET LABORATORY

The Ground Is Stable and the Future Is Open

Investors are finding that Namibia checks all the boxes: peace, policy, people, and potential. From green hydrogen to regional logistics, it is a launchpad for Africa-wide success backed by governance that works and partners ready to grow something meaningful.



JP Duncan,
Asset Manager at Atterbury Property
(Grove Mall):

"Namibia offers political stability and a strong macroeconomic environment, which makes it a very attractive investment opportunity. In property, there's always potential, but we're also seeing major growth in oil, gas, construction, and mining, particularly along the coast.

The time to invest is now. Our GDP is growing, the population is increasing, and everything is moving in the right direction. Most importantly, Namibia has people you can work with. Investors should partner with local talent and build something sustainable. That's what's worked for us over the last ten years."



Johan Laubscher,
CEO of ATC Holdings:

"Namibia welcomes international investment. Politically, it is very inviting. The opportunities here are enormous. This is a country with vast space and rich resources, yet a small population. That creates huge room for development. Our current infrastructure can support a lot, but larger projects in mining,

hydrogen, oil, and gas will require expansion. That is the next step. Business here is relational. We are a close-knit professional community, so local partnerships and knowledge are essential. That's how you get things done in Namibia."



Nangula Nelulu Uaandja,
CEO of Namibia Investment Promotion
and Development Board (NIPDB):

"Namibia is an established foreign investment destination. We are not testing the waters. Investors have long seen value here, particularly in mining and financial services. My message is simple. No matter your sector, if you're considering Africa, think of Namibia.

Even if Africa wasn't on your radar, Namibia should be. We are stable, peaceful, and governed by strong democratic institutions. As our late president said, we are built on systems and processes. The

judiciary reinforces that. Our geographic position is a major asset. Namibia is part of SACU, a gateway to SADC, and a player in the African Continental Free Trade Agreement. You are not investing to serve three million people. You're investing in reaching a continent. Our population is young; around 70% are under 35. We have a high literacy rate, and many young people are educated and ready to be trained. They are capable and hardworking."



Dr Jiri Rus,
Sales Director Africa of NEUMAN & ESSER:

"Namibia has abundant natural advantages. The sun and wind are stable and powerful, and there is a lot of open land for development. We already see green hydrogen projects underway. I believe Namibia will be a leader in the energy transition. After the peaceful presidential election, investor confidence has

grown. The environment is stable, and that stability is critical. I encourage people to come see Namibia for themselves, meet the people, and witness the energy and capability here. We are at the beginning of something big in oil, gas, and renewables. It is the right time to train teams, grow technical expertise, and show the world what Namibia can achieve."



Armand Eksteen,
General Manager of Pindulo Logistics:

"Walvis Bay is the future of logistics in Africa. It's becoming a major hub, and when you look at the big picture, the growth outlook over the next five to ten years is incredible. Walvis Bay avoids many issues other cities face. There's no congestion, no major crime, and plenty of import capacity. International players are

entering the market, and many can operate across both logistics and oil and gas. That dual opportunity makes Namibia attractive. MSC's involvement shows a serious commitment. You don't invest like that unless you believe in the future. Logistics here is about more than moving goods. It reflects the broader stability and promise of Namibia. The government supports foreign investment, and the legal framework is clear. If you want to be part of the region's growth, Namibia is the place."



Wensia Ruiters,
Managing Director of TEA Labs:

"Namibia has what it takes to become Africa's version of Singapore. We are small enough to be agile and focused and big enough to matter. We can innovate to meet continental needs and become a hub for excellence. The political landscape is stable. Our regulatory system is solid and reliable.

We have energy and mineral wealth. But we also need to think beyond extraction. What legacy do we want to leave? If investors share that mindset, Namibia is the right place."



Leonie Hartmann,
CEO of AvaGro:

"Investors are looking for a democratic, peaceful country with solid infrastructure and clear regulations. Namibia delivers on all of that. We rank among the most competitive countries in Africa. Our port functions well, our neighbors are major markets, and we maintain good international relationships.

People still underestimate what Namibia can offer in agriculture. That mindset needs to change. With the right partnerships, we can show how much is possible. Investors must listen to people on the ground and co-create solutions. It's not about importing foreign models. It's about building African systems that work for Namibia."



Dr Rudie Van Vuuren,
Group CEO of Naankuse:

"Namibia is safe and stable. Our people are this country's greatest strength. Former President (Hage) Geingob used to say we are enemies of none and friends to all. That remains true. Our landscape is as diverse as it is beautiful. You can be by a river one day and in the desert the next. Our small population

is actually a strength. There are places here where you feel like the only person on Earth. I believe now is the time to invest. Our new president is a woman of integrity and vision. I trust the government, I trust the leadership, and that trust matters. When citizens have faith in their country, investors should too."



Prof Eroid Naomab,
Vice Chancellor of Namibia University of Science and Technology (NUST):

"Investors want predictability. Namibia offers that across politics, economics, and society. We are known for smooth democratic transitions and a consistent rule of law. Our economy is stable. Sectors like mining and marine resources are mature and provide reliable returns. At the

same time, new sectors like oil, gas, and hydrogen are emerging quickly. Namibia has positioned itself as a serious global player in the energy transition. We are doing our part in the climate conversation and offering investors a platform to join that effort."



Bisey / Uirab,
CEO of Namibia Airports Company:

"For 35 years, Namibia has shown the world what good governance looks like. Our institutions are transparent, and our legal system is respected. Safety and security are national priorities. Now, with oil and gas discoveries offshore and green hydrogen gaining ground, the opportunities are

tremendous. Tourism is also booming. Over half of our visitors return. That says something. With more than 300 days of sunshine each year, Namibia is one of the most appealing places to live, visit, and invest in."



Willy Mertens,
CEO of Debmarine Namibia:

"Now is an excellent time to invest in Namibia. There is strong momentum with new leadership, a national focus on economic growth, and vast opportunities in sectors like oil, gas, and renewable energy. Investors should not only look at exports but also the industries that can thrive around production — from green iron

to agriculture and manufacturing. With the push for employment and industrialization, there is a great deal of support for ventures that create long-term value. Namibia offers stability, natural wealth, and a government eager to partner with responsible investors who can contribute meaningfully to national development."



Werner Ahrens,
Co-Owner of Dynamic Marine Survey & Solutions:

"We have it all here. Minerals like diamonds and copper, tourism, safe communities, the list goes on. Namibia is extremely secure. This is a young country, but the people are engaged and informed. The government is involved and proactive.

Our infrastructure is strong. There is space, there is opportunity, and above all, there is trust. We believe in getting things done, and we make sure investors feel confident. You will be treated fairly and directly. That's what Namibia offers."



Hon. Peya Mushelenga,
Former Minister of International Relations and Cooperation of Namibia:

"Namibia's legislation is friendly to investors. Businesses can repatriate profits while benefiting from our natural resources. Taxes apply, of course, but the environment helps companies grow. Our infrastructure is another strength. We have a solid road network that

connects not only the entire country but also our neighbors in the region. That makes Namibia a central player in trade. With our recent oil discoveries, the economy is set to expand. There will be new opportunities across industries. This is a key moment for investors. The timing could not be better."



ANDREW KANIME,
CEO OF NAMPORT

A Logistics Hub at the Heart of Regional Prosperity

Operating Namibia's seaports, Namport is facilitating global trade, catalyzing regional integration, and supporting industrialization.



Under Andrew Kanime's leadership, Namport is strategically positioning Namibia's ports as pivotal hubs for commerce and industrial growth. Namport, which manages the ports of Walvis Bay and Lüderitz, is

crucial to Namibia's socio-economic aspirations and serves as a gateway for landlocked southern African nations. Under Kanime's guidance, staff have aligned to a common vision, the port superstructure has been modernized, and international partnerships have been forged, enabling Namibia to lead in regional logistics and trade.

Namport is more than just a port operator. "We see ourselves as a trade catalyst and facilitator of socio-economic growth," Kanime states. Beyond managing and operating ports, the organization's strategic aspiration is to establish Namibia as a regional logistics hub while maintaining the ports' efficiency and affordability.

With the recent commissioning of the New Container Terminal at the Port of Walvis Bay, Namibia is better equipped to handle increased cargo volumes. "We have amplified our port capacity that enables us to cater not only for Namibia's own import and export requirements but also for the region," Kanime notes. Namport strengthens Namibia's position in the African Continental Free Trade Area by promoting regional commerce and deepening economic ties with neighboring countries.

Namport is actively investing in port infrastructure to support established and emerging industries. "To ensure that we do not become a bottleneck to Namibia's socio-economic growth aspirations, we must invest ahead of demand," Kanime explains. An excellent illustration of this progressive approach is the development of the nascent green hydrogen industry, which requires new port infrastructure to handle exports of green ammonia and related derivatives.

To cater to the emerging energy industries in the southern part of the country and to alleviate congestion being experienced at the Port of Lüderitz, Namibia's smaller port is also poised for significant expansion.

The company constantly collaborates with international partners to enhance its services and infrastructure. Notably, it has collaborated

"Our long-term vision is clear: develop world-class infrastructure, embrace strategic partnerships, and ensure that Namibia remains a key player in regional and global trade."

with the Port of Rotterdam and the Port of Antwerp-Bruges to establish industrial clusters that would attract new investment and open new business prospects. "By collaborating with these European ports, we can access EU capital through initiatives like the Global Gateway Package," Kanime highlights.

This collaboration aims to develop specialized terminals and clusters that support industrialization, including green hydrogen projects. These partnerships position Namibia as a preferred destination for industries seeking stable investment environments with strong logistical support.

Efficiency is a primary objective for Namport. "Turnaround time is crucial in logistics; the longer a vessel stays in port, the more expensive it gets," Kanime says. Namport has responded to this by implementing operational enhancements and new technology to ensure speedy cargo processing and handling.

Security is another critical component of Namport's strategy. The police, navy, and other regulatory agencies work closely together to prevent illicit activities, and Namibia's ports are renowned for their stringent safety standards. "Trucks transporting copper to Walvis Bay require security escorts in other countries, but once they cross into Namibia, the escorts return because our corridors are among the safest," Kanime points out.

Beyond logistics, Namport aims to establish Namibia as a hub for value-added industries. Kanime explains that the plan is to create industrial clusters where minerals like copper can be locally beneficiated rather than exported in raw format. This ensures Namibia derives more value from its natural resources and aligns with the government's beneficiation agenda.

Another significant area of opportunity is the energy sector, encompassing both green energy and oil & gas. "We have a crucial role to play in supporting these sectors, which generate foreign currency and jobs for Namibia," Kanime adds. In particular, developing green hydrogen infrastructure would enable Namibia to export clean energy products to global markets.

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NAMIBIA AIRPORTS COMPANY (NAC)

Taking Flight on Solid Ground

Operating eight national airports with expanding terminals, solar projects, routes, and personnel development.

Namibia Airports Company (NAC) continues to play a pivotal role in shaping Namibia's aviation future, expanding infrastructure, connectivity, and sustainable innovation across the country's eight state-owned airports.

A major milestone was the completion of the Congestion Alleviation Project at Hosea Kutako International Airport. "This N\$250 million (US\$14 million) project significantly upgraded our infrastructure and doubled our handling capacity," CEO Bisey /Uirab says. The project included a new arrivals hall, expanded departure areas, and enhanced security screening.

Walvis Bay International Airport is now better equipped for challenging weather conditions thanks to the addition of a Category 4C runway and modern avionics. "We're now capable of handling larger aircraft, including the Airbus A340," /Uirab says. Meanwhile, Katima Mulilo Airport underwent a successful N\$96 million (US\$5.38 million) runway rehabilitation completed in late 2022.

In 2024, Namibia's aviation safety scored 72.58% in the Universal Safety Oversight Audit Program Continuous Monitoring Approach and Aerodrome and Ground Aids, conducted in March 2024 by the



BISEY /UIRAB,
CEO OF
NAMIBIA
AIRPORTS
COMPANY

International Civil Aviation Organization (ICAO). By June 2024, 49 young Namibians were certified with basic fire-fighting skills following a six-month rigorous training at the Hosea Kutako International Airport (HKIA) and Walvis Bay International Airport and dispatched to various airports for capacity addition.

Looking ahead, NAC is focused on financial sustainability, customer service, and green innovation. "We are working toward solar PV plants at three major airports to cut emissions," /Uirab says. NAC also plans to open an aviation training school and build new terminal buildings at Rundu, Lüderitz, and Katima Mulilo.

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PINDULO LOGISTICS

Efficient Logistics through Namibia's Key Trade Hub

Enhancing supply chains through patented cargo handling and international transportation solutions.

One of Namibia's top logistics firms, Pindulo Logistics, is instrumental in turning the nation into a preferred sub-Saharan African logistics corridor. Linked to its strategic position in Walvis Bay, the firm is expanding its transportation, warehousing, and supply chain solutions to meet the growing demand for effective logistics solutions.

Armand Eksteen, the general manager of Pindulo Logistics, highlights the importance of Namibia in the global trade landscape. He asserts that "Walvis Bay is the most promising logistics corridor across sub-Saharan Africa." Traditionally, East African ports have dominated commodity logistics. This is rapidly changing due to the efficiency of the Port of Walvis Bay and evolving global supply chain dynamics.

Securing a major end-to-end logistics contract in Botswana is among Pindulo Logistics' greatest achievements. "We provide end-to-end logistics for bulk copper concentrates, managing the entire logistics process from the mine to the vessel hold," says Eksteen. "This solution is advantageous for the mine, allowing them to concentrate on mining operations while we handle the logistics."

Pindulo Logistics' activities are focused on innovation, particularly its proprietary vessel-loading system. "Traditional bulk export vessel loading rates through Walvis Bay are around 3,000 tons per day," says



**ARMAND
EKSTEEN,**
GENERAL
MANAGER
OF
PINDULO
LOGISTICS

Eksteen. "Pindulo Logistics patented equipment easily achieves a constant loading rate of 10,000 tons per day, significantly reducing our client costs and increasing port efficiency." A significant advantage of Pindulo's equipment in managing bulk materials is its ability to minimize both dust pollution and human interaction with the product on the quayside.

Pindulo Logistics is increasing the size of its warehouse portfolio linked to the increasing demand for import and export volumes through

Walvis Bay. "We completed our first back-of-port facility at the end of 2024, and we are in the process of adding additional warehouses," says Eksteen. Pindulo Logistics also acquired a bespoke bagging machine that allows it to process large bulk shipments into 1-ton and 50-kg bags for direct distribution to the hinterland.

Eksteen asserts that Namibia offers an unparalleled environment for logistics enterprises and, ultimately, the growth of the Walvis Bay corridor.

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Anchoring Namibia's Future With Maritime Innovation

DMSS delivers expert ship repairs, engineering, and offshore support across Africa and beyond.



Can you give us an overview of Dynamic Marine Survey & Solutions (DMSS) and its role in the maritime industry?

Dynamic Marine Survey & Solutions is a Namibian company specializing in marine surveying, engineering, and technical services for the offshore oil and gas industry. From our head office in Walvis Bay, we have expanded to Cape Town in South Africa, Rotterdam in the Netherlands, Curaçao, and most recently, Angola and Nigeria. Our services include hull and machinery surveys, cargo surveys, mechanical and automation engineering, as well as DP system maintenance. We aim to elevate Namibia's presence in the global maritime industry while ensuring high standards of service delivery.



WERNER AHRENS,
CO-OWNER,
DYNAMIC MARINE
SURVEY &
SOLUTIONS

CO-OWNER,
TRIDOCK SHIPYARD
NAMIBIA

Namibia's GDP, and solidify the country's role as a key player in the maritime sector. Furthermore, Tridock will house a vocational training facility, equipping Namibians with essential skills for the industry.

How does Dynamic Marine Survey & Solutions contribute to the broader oil and gas sector?

While Namibia's oil and gas sector is still developing, Dynamic Marine Survey & Solutions plays a significant role in servicing local and offshore vessels that support these industries. We provide engineering and maintenance solutions across Africa and beyond, ensuring that critical infrastructure remains operational. As the oil and gas industry grows along the West Coast of Africa, we are positioning Namibia as a key hub for maritime services.

What was the motivation behind launching Tridock Shipyards Namibia?

Tridock Shipyards Namibia was established to address a significant gap in the country's maritime sector. Many vessels, including those from Debmarine, have been serviced in Cape Town, spending an estimated two to three billion Namibian dollars on repairs and maintenance that could be done here in Namibia. With Tridock, we are ensuring that Namibia retains that business, keeping the docking fees, maintenance work, and economic benefits within our borders. Spanning 65 hectares with an estimated cost of US\$700 million, Tridock is set to become the largest shipyard on the West Coast of Africa, offering world-class repair and maintenance services.

What impact will Tridock Shipyards have on Namibia's economy?

The shipyard will have a transformative effect on the local economy. Initially, we expect to employ between 1,000 and 1,500 people directly, with additional job creation in auxiliary services. The increased capacity for ship repairs and maintenance will attract foreign investment, boost

What makes Namibia an attractive destination for foreign investment?

Namibia offers a wealth of natural resources, a stable political environment, and a transparent business landscape. The country's infrastructure is highly developed compared to many other African nations, and it boasts low crime rates and a skilled workforce. With new industries emerging, particularly in oil, gas, and maritime services, now is the perfect time for investors to engage with local content.

What are the future goals for Dynamic Marine Survey & Solutions and Tridock Shipyards Namibia?

Over the next five years, our focus is on expanding our services, strengthening Namibia's role in the maritime sector, and ensuring the construction of Tridock Shipyards Namibia. We aim to make Walvis Bay the premier ship repair hub in the region. By pioneering these developments, we hope to leave a lasting impact on Namibia's economy and workforce.

adjective: dynamic

1. (of a process or system) characterized by constant change, activity, or progress.
2. (of a person) positive in attitude and full of energy and new ideas.

From our head office in Walvis Bay, we service our customers globally with marine & cargo surveying and mechanical, electrical, & automation engineering. We are a service company supporting the time-critical maritime, oil, and gas market 24 hours a day with our in-house surveyors and mechanical and electrical engineers.

**LEADERS
IN MARINE
COMMERCIAL,
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& GAS MARKET**



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Building a Workforce Ready for Tomorrow's Economy

Namibia's energy transition depends on a workforce ready to lead, build, and export expertise.

Namibia is on the cusp of a new economic chapter. Oil discoveries, green hydrogen, and solar energy projects promise growth, but technology alone won't unlock it. The key lies with Namibians who have the skills to build, maintain, and lead these industries. Without upskilling, the nation's foundation would be incomplete. "We want to provide companies with people and skills that are required," says Viren Sookhun, Managing Director at Workforce Staffing Namibia. "Our focus has always been to help people move up the ladder. Even if someone starts as a laborer, with training and upskilling, they are at least one level higher by the end of a project." Every project becomes a chance to strengthen human capacity alongside infrastructure.

Namibia's youth, who make up 71% of the population, are eager to seize that chance. What they need is a system that opens doors. "There's a perception that no skills exist. While skills are scarce, if you look hard enough, the people are here. They've simply been repurposed because there were no opportunities," says Julien Karambua, Country Manager at Workforce Staffing Namibia. Local content policies are pushing this agenda, requiring investors to pair capital with capacity building. "There's a balance between attracting investment and stimulating the local economy," says Sookhun. "Setting up

component manufacturing and building facilities here creates employment, stimulates GDP, and creates a value chain rooted in Namibia."

The future lies in building expertise from within. Beyond filling vacancies, upskilling creates lasting competence that strengthens the economy for generations. "We focus on proper skills transfer, usually over two years," says Sookhun. "It is not just pairing a European expert with a Namibian but creating a measurable program that builds lasting capacity. Our goal is to close the skills gap so Namibians can be self-sufficient, export their skills, and strengthen the economy." Namibia can achieve more than meeting its own needs. It has the potential to become a source of skilled talent for the region. "Once we close the skills gap, the excess skills can move into the export of skills," says Sookhun. Trained Namibians could become one of the country's most valuable exports.

Digital literacy is also part of this future. "Digital literacy is another area of investment," says Emilia Nghikembua, CEO of the Communications Regulatory Authority of Namibia. "Closing the gap between high internet coverage and low usage can improve lives and create new economic opportunities." Leadership plays a vital role in realizing this vision. "We need to unlock potential so that people believe in their own abilities. Unlocking potential and applying skills must go hand in hand. Knowledge without action leads nowhere," says Dawie Fourie, Founder of the African Leadership Institute.

For Namibia to succeed, investors, companies, and policymakers must align, ensuring that as the nation grows, its people grow with it. The future won't be built by machines or policies alone. It will be built by Namibians with the right skills, in the right place, at the right time.



**VIREN
SOOKHUN,
MANAGING
DIRECTOR AT
WORKFORCE
STAFFING
NAMIBIA**



**JULIEN
KARAMBUA,
COUNTRY
MANAGER AT
WORKFORCE
STAFFING
NAMIBIA**





WITH STRONG INDEPENDENCE COMES GREAT POTENTIAL!

"Wealth creation and economic growth are the bases for employment creation and poverty eradication." - Dr Sam Nujoma

As we mourn the loss of Dr Sam Nujoma, a liberation icon, we also celebrate 35 years of stable independence and the inauguration of Namibia's first female president, Dr Netumbo Nandi-Ndaitwah!

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LEONIE HARTMANN,
CEO OF AVAGRO

Pioneering the Charge for Sustainable Farming in Namibia

AvaGro is transforming horticulture in Namibia by cultivating high-quality produce, promoting food security with climate-adapted, sustainable practices, and supporting farmers through clean planting materials, expert training, and a global vision for regenerative agriculture.



ultivating high-quality vegetables, flowers, seedlings, young plants, and fruit trees, even in the most challenging climates, AvaGro is revolutionizing horticulture in Namibia. With a mission to

enhance food security, the company drives social, environmental, and economic progress through innovative, climate-adapted agricultural solutions. “Our goal is to transform agriculture in arid regions by pioneering resilient, climate-smart solutions, building local capacity, and creating a supportive ecosystem that empowers growers, strengthens food security, and positions Namibia as a leader in sustainable horticulture,” says Leonie Hartmann, CEO of AvaGro. The company seeks to expand local food production and reduce Namibia’s reliance on imports, noting that Namibia currently imports 60% of its vegetables and 96% of its fruits.

AvaGro plays a dual role in the Namibian market as both a producer and service provider, supporting farmers with clean planting material, practical skills, and market access to integrate into emerging value chains. As aridity and desertification increase globally, AvaGro harnesses technology and precision agriculture to offer scalable solutions in harsh climates. By optimizing water use through desalination, purification, and efficient management, and enhancing soil vitality through regenerative practices that rebuild natural nutrient cycles, the company demonstrates that sustainable agricultural development is not only achievable but essential. “Africa’s agricultural sector holds the key to the continent’s future,” says Hartmann. “Unlike highly industrialized regions, we still have the chance to shape our trajectory—to leapfrog into green industrialization. Sustainability alone is no longer enough; we must focus on regenerative approaches that restore ecosystems and resilience where degradation has already occurred.”

Specializing in greenhouse cultivation, AvaGro produces around 100 tons of diverse vegetables and flowers monthly, with plans to double output within two years. Beyond production, the company has established climate-controlled nurseries to supply clean planting materials to farmers, including citrus varieties like lemons, mandarins, and oranges, to support Namibia’s emerging citrus industry. “Food safety and sustainable practices are embedded into



“Our goal is to transform agriculture in arid regions by pioneering resilient, climate-smart solutions.”

all our production processes. AvaGro adheres to Global GAP standards, ensuring good agricultural practices across all our operations,” notes Hartmann.

Another key initiative is its tissue culture lab, which enables sterile, rapid propagation of staple crops like bananas and potatoes, essential for food security. The nurseries support the lab, providing acclimatization and hardening of plants. “Namibia imports 100% of its bananas, which is 6,000 tons annually worth N\$53 million (US\$3.02 million). AvaGro aims to reverse this trend,” says Hartmann. In collaboration with the Namibia Agronomic Board (NAB), AvaGro established banana research projects in three different agricultural zones in Namibia.

The company also seeks to add value to green hydrogen projects along Namibia’s coastline, where world-leading solar and wind conditions attract international investment. It aims to expand its expertise across Namibia, supporting farmers and scaling staple food production, including bananas, potatoes, and beans, while advancing value addition.

AvaGro is actively diversifying its germplasm and product range to include new banana varieties, tissue-cultured mangoes, blueberries, cassava, and dates, targeting both local consumption and export

markets. With a focus on long-term economic impact, the company is aligning with national priorities.

“Namibian grapes and dates already enjoy high global demand, and with six additional strategic fruit crops identified by the Namibia Agronomic Board (NAB), we see new horticultural value chains emerging with strong export potential,” says Hartmann, urging investors to tap into these ventures with promising foreign currency returns.

She highlights Namibia’s strategic advantages—efficient ports, proximity to Europe, and early-maturing crops—as key enablers for rapid, reliable export. Coupled with growing investment in green hydrogen and oil, the country is poised for multi-sector economic growth, where agriculture plays a central role.

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Engineering a Smarter Future for Namibia

Delivering infrastructure, renewable energy, and space science solutions.

With creative and environmentally friendly engineering solutions, Trinitas Consulting Engineers is influencing Namibia's future. The Windhoek-based company was founded in 2018 and has grown to become a major player in the fields of structural, mechanical, electrical, industrial, and civil engineering. Trinitas keeps creating important projects that support Namibia's infrastructure and economic development with an emphasis on honesty, sustainability, and engineering prowess.

The organization has experience in a variety of fields. Trinitas has spearheaded infrastructure development projects, including office buildings, hostels, and schools, guaranteeing high-quality construction that satisfies environmental and functional requirements. An excellent illustration of the company's dedication to improving communities via projects with an educational focus is the Alfeus Sampofu Primary School in the Zambezi Region.

In Namibia's renewable energy sector, Trinitas is also quite important. For the 50 MW solar farm at Farm Astra, a project that aids Namibia's sustainable energy transition, the business supplied consultation. Their efforts



in mining, processing, and petroleum guarantee that industrial expansion is in line with responsible environmental standards, encouraging a balance between sustainability and growth.

Beyond infrastructure and energy, Trinitas is expanding into space science.

Collaborating with African and European firms, the company is working on ground station design, environmental monitoring, and space-based energy systems. This forward-thinking approach positions Namibia as an emerging player in space-related engineering advancements.

Trinitas is dedicated to nurturing regional talent. The company makes sure young engineers have useful industry experience by providing mentoring programs, practical internships, and professional growth chances. In order to increase the company's competence, senior personnel are encouraged to seek postgraduate degrees.

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A New Chapter Begins with Shared Commitment

With courage and preparation, growth becomes possible where people choose to engage with possibility instead of waiting for change.



Patty Karuaihe-Martin,
Managing Director of NamibRe:

"We are entering a new era with a new president, a female president, and this is a moment that symbolizes progress and possibility. We are very fortunate as a Namibian country to reach such a milestone, and we must recognize the significance of this opportunity. We need to take this moment and make Namibia move forward together to the next level, ensuring that no one is left behind. We've had 35 years of independence, which was given to us by our late founding father, Dr Sam Nujoma, who envisioned a nation of unity and prosperity. He began the process by making sure we get peace, freedom, and both economic and political independence, setting the stage for what we now have. Where we are moving towards now with our new president is what they always say: if you empower a woman, you empower a nation. This is exactly what we are doing now, and it's a chance to prove that empowerment benefits everyone. We are going to the next phase, so let's strive even harder towards greater economic emancipation and genuine economic independence for Namibians of all walks of life. Namibians haven't yet been empowered the way they truly should be, so we are hopeful and looking forward to seeing that in this next phase, each and every Namibian will have an equal opportunity to participate fully in the economy and build their own success stories. Let us all take hands, let us remain focused on what matters most, and make sure we prosper in the next 35 years that are waiting for us, carrying forward the hopes and sacrifices of the generations before."



Dr Eino Mvula,
CEO of the Namibian Standards Institution (NSI):

"For my fellow Namibians, and I think I'll especially direct this to the young people who hold the key to the future, it is critical to really appreciate this country of ours that has been gifted to us at such a high cost. It's now in our hands, and what we choose to do with it will define what comes next. The older generation, our forefathers, already did their part with incredible courage, and to an extent, they even sacrificed their own lives to make sure that we are free, that the country is in our hands, and that we can govern ourselves with dignity and confidence. They built a democratic structure that allows us to choose who is going to lead us, and that allows

us to speak our minds without being intimidated or silenced. I always say, with all these rights that we enjoy today, there comes an equally strong obligation. The question we must all face is, what are we doing with what we have been given? What are we going to contribute to the betterment of our country? That's the obligation we wake up with every morning. When we start each day, that's the question we should ask ourselves: What will I do today to move my country forward? Not so much what will the country do for me. Because when we give of ourselves and contribute in even the smallest ways, those efforts always come back as rewards, as pride, and as progress. If every young person carried this mindset, the possibilities would be limitless."



Jeremy George,
Group CEO of Frans Indongo Group:

"Yes, you can go out to get a skill, but you must come back. I want the Namibians who are here to know we will be a different country in the future. Let's take hands; let's see what we together can achieve because, you know, standing together we can definitely achieve much more. One of the African proverbs says, 'If you want to go fast, go alone. If you want to go far, go together.' And then, obviously, for the Namibians that are in the diaspora, the home is still here. We want to invite and welcome everyone back. It's great to hear that some people are actually starting to return after they have left to come in with the skills that they had and the skills that they achieved on the outside. As a leader of a business, if you aren't exuding positivity for the greatness of the future, your people will not follow you. As leaders, we need to be positive about our country because people look to us for that hope."



Rhys N. Mbala,
Director of Trinitas Consulting Engineers:

"For the graduates, my encouragement to them is that they need to be well-read. Look at the opportunities. Opportunities are not only in the sense of where you can be employed but rather what you can do and how you can set yourself apart from your fellow graduates, because if you are 60 in a class, all 60 of you will be competing for a post very soon. And for entrepreneurs like me, it is that, yes, the risks are great. But what keeps me going are those faces that you see there on the screen

WORDS OF ENCOURAGEMENT

because I'm giving them an opportunity that no one else would have, and it's worth taking that risk because not only will you be contributing towards the professional growth of an individual, but you will also be giving them an opportunity for personal growth. It's worth taking the risk. It's the only way we can contribute to our economy. Economies are driven by SMEs. The state can provide policies and a conducive environment, but it's the entrepreneurs who drive the economy, so I would encourage them: don't be afraid and take the risk. Let's take the risk. Let's pass on the knowledge. Let's contribute to the economy by being employers and not only employees. We only have one Namibia, so what we do today will affect Namibia tomorrow."



Emilia Nghikembua,
CEO of the Communications Regulatory
Authority of Namibia (CRAN):

"I truly believe we have a well-resourced country. We have great people who just want the best for this country. And what I would encourage Namibians to do is really to take pride in the country that we have and to take pride in the resources that we have, and for us

to just reposition ourselves and hold hands to build this country. We're very fortunate that we have a stable political climate. We've now had a new president. She's highly competent. She has gone through the ranks of public service. And remember, it doesn't

matter what political party or what background you belong to. At the end of the day, this is the only country that we have, and it's time for us to really hold hands and unite as a country and try and build this country so that our children and our children's children would then be proud of the legacy that we would have left behind for them."



Buddy Bramwell,
Owner of R.N. Bramwell & Associates:

"Namibia is full of opportunity, and the future is in our hands. To investors, do not hesitate; come with good intentions, invest in people, build infrastructure, and be part of meaningful progress. For fellow Namibians, be patient, be tolerant, and stay engaged. Real change comes from those who care

enough to get involved. We have challenges, yes, but also the talent, resilience, and will to overcome them. If we work together, industry, government, and citizens, we can transform our communities and create a stronger, more inclusive Namibia. The time to act is now, and the potential is immense. Whether it's fixing aging infrastructure, developing tourism, expanding logistics, or supporting housing and sanitation, the room for growth is vast. We need courage, integrity, and shared responsibility to build a nation that future generations will be proud to inherit. Let us be bold, united, and relentless in pursuing our vision."




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