

ANIREP REVENUE

ANIREP revenue jumps 36% as renewable energy business turns cash positive

p. 04



ACC DIRECTOR-GENERAL

National Assembly approves Bryan Eiseb as next ACC Director-General

p. 17



ZAMBEZI

Zambezi ramps up infrastructure drive with housing, electrification

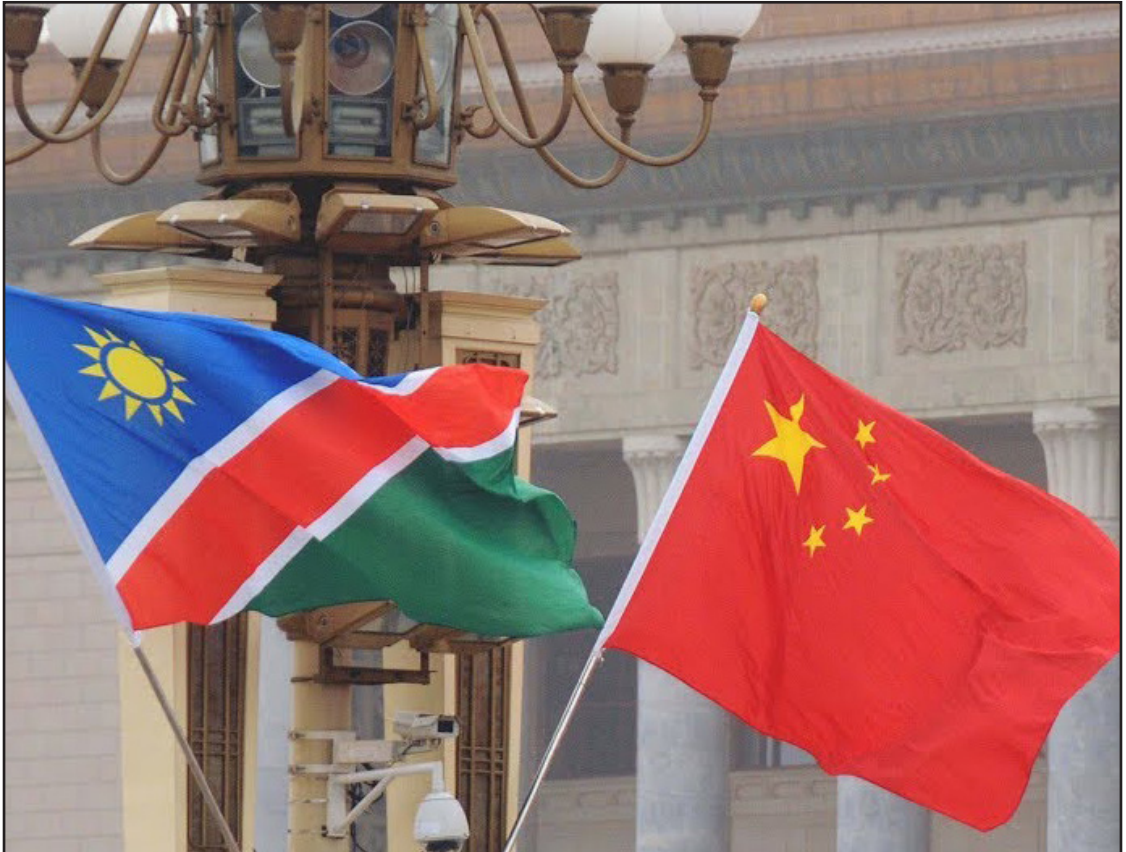
p. 26



THE

BRIEF

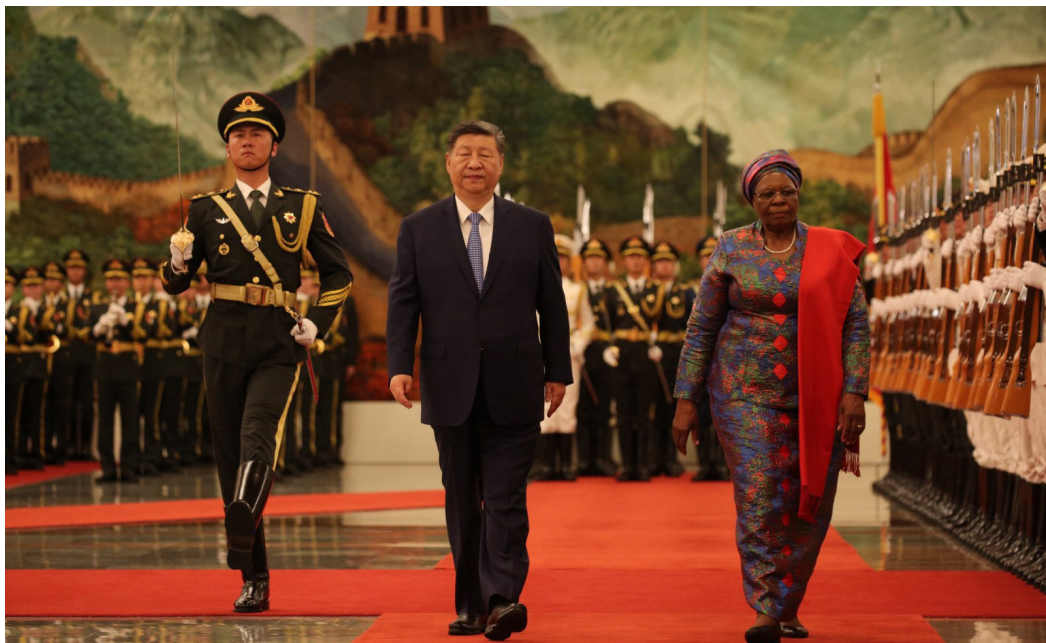
News Worth Knowing



Namibia-China trade hits N\$14.8bn in four months after record 2025

FRIDAY 10 JULY 2026

MAIN STORY



Namibia-China trade hits N\$14.8bn in four months after record 2025

Trade between Namibia and China reached N\$14.79 billion during the first four months of 2026, extending a record-breaking surge in bilateral commerce that saw trade climb to N\$40.64 billion in 2025, President Netumbo Nandi-Ndaitwah has revealed.

Speaking in Beijing during her state visit to China, the President said bilateral trade has expanded by 158% over the past six years, rising from N\$15.75 billion in

Crucial Dates

- **Bank of Namibia Monetary Policy announcement dates:**
 - * 12 August 2026
 - * 29 October 2026
 - * 10 December 2026
- **Namibia Corporate Social Investment (CSI) Mukopano**
11 August 2026 at the Hilton Windhoek.
- **Namibia Oil and Gas Conference**
18–21 August 2026 in Windhoek

2020 as economic ties between the two countries continue to strengthen.

"Trade between Namibia and China has expanded significantly, increasing from N\$15.75 billion in 2020 to a record N\$40.64 billion in 2025, representing cumulative growth of 158% over a period of six years. It continues to grow and, in the first four months of 2026, reached N\$14.79 billion," Nandi-Ndaitwah said.

She said the rapid growth in trade provides a platform to deepen Chinese investment in Namibia, with government seeking to shift the relationship beyond trade towards industrialisation, manufacturing and value addition.

According to the President, Namibia wants to attract investment into agriculture, energy, technology, infrastructure and skills development as part of efforts to diversify the economy and create employment.

Nandi-Ndaitwah said the state visit is intended to strengthen political and economic relations while securing new investment partnerships that support Namibia's long-term development agenda.

She noted that China has made significant contributions to Namibia's development through investments in infrastructure, education, healthcare and human resource

development, while providing education and training opportunities for many Namibians.

The President said Namibia also plans to leverage China's Zero Tariff Policy and the Belt and Road Initiative to expand exports and attract additional investment.

She stressed that increasing domestic production capacity and expanding value addition would be essential if Namibia is to maximise the benefits of preferential access to the Chinese market.

Nandi-Ndaitwah added that Namibia's ports and transport corridors position the country as a strategic trade and logistics gateway for Southern Africa, creating opportunities for Chinese companies seeking access to regional markets.

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CLOSING DATE: 20 July 2026

ANIREP revenue jumps 36% as renewable energy business turns cash positive

Alpha Namibia Industries Renewable Power Limited (ANIREP) increased revenue by 36% to N\$95.4 million during the 2026 financial year as higher electricity production drove the renewable energy company's first positive operating cash flow since listing on the Namibia Securities Exchange.

Electricity sales, ANIREP's core recurring revenue stream, rose 60% to N\$62.1 million, accounting for 65% of total group revenue as the company continued its transition to a mature independent power producer.

Gross profit increased 43% to N\$81.4 million, while normalised EBITDA climbed 68% to N\$15.1 million.

The improved financial performance translated into a N\$53.2 million turnaround in operating cash flow, with the company reporting a positive N\$15.1 million compared with an outflow of N\$38.1 million in the previous financial year.

The stronger results followed a sharp increase in electricity generation, which nearly tripled from 23.1 GWh to 68.1 GWh after the commissioning of the 25 MWp Moses Mague I/Garöeb Khan Solar PV Plant and refurbishment of part of the Otjiwarongo Solar PV Plant.

Installed generation capacity expanded from 13 MWp to 38 MWp, supported by long-term power purchase agreements with NamPower and CENORED extending to 2051.



Despite the stronger operating performance, ANIREP recorded a statutory loss after recognising a N\$40.2 million non-cash impairment, comprising N\$9 million against goodwill and N\$31.2 million against property, plant and equipment within its Aussenkjer Solar One Namibia unit.

The company said the impairment reflected conservative accounting assumptions and the timing of anticipated revenue arrangements rather than any deterioration in asset performance.

It added that the adjustment does not affect electricity generation, operating cash flow, debt servicing capacity or compliance with lending covenants, while up to N\$31.2 million of the impairment could be reversed in future if anticipated revenue arrangements commence.

Managing Director Iyaloo Ya Nangolo said the results marked an important milestone for the business.

"This year marks an important milestone for ANIREP. Our generation portfolio has expanded significantly and the business is increasingly being driven by recurring electricity revenue. Operating cash flows turning positive to N\$15.1 million, a noticeable N\$53 million swing, signals that our renewable energy platform has matured into a cash-generative business," Nangolo said.

Looking ahead, ANIREP plans to complete the expansion of its Otjiwarongo Solar

PV Plant, adding 7.69 MWp of generation capacity together with Namibia's first utility-scale 2 MW/10 MWh Battery Energy Storage System (BESS). Once completed, the projects will increase installed generation capacity to approximately 46 MWp.

The board did not declare a dividend for the 2026 financial year, saying capital allocation will remain focused on completing strategic growth projects and pursuing value-enhancing initiatives, including carbon credit monetisation.



About the Namibia Corporate Social Investment Mukopano

WHO SHOULD ATTEND:

Government, Public and Private sector, NGO's, NPO's, Civil Society, Funders, Community Groups and any stakeholders in the CSI space.

WHAT IS THE MUKOPANO?

It is a joint initiative by corporate Namibia that brings all CSI stakeholders under one roof to ensure alignment of resources to national social challenges. Mukopano is a Siloza word that means Conference.

WHEN WILL IT TAKE PLACE?

It is scheduled as a full one day event at Hilton Hotel on the 11th August 2026 starting from 08h00am to 17h00 pm.

THE FORMAT

We will have a host of presentations from Corporates, NGO's, Investors and other stakeholders. Presentations will be short and concise and no longer than 5 minutes each. If you are a corporate this is your opportunity to share your CSI scope and activities. If you are an NGO, this is an opportunity to tell the corporates what you do for social change and where you need assistance. This is also an opportunity for corporates to collaborate with each other.

HOW DO I BOOK A PRESENTATION SLOT?

Simply write an email to Sesilia on SAuala@mtc.com.na and the Committee consisting of all the partners will review your request and give you feedback soon.

HOW DO I REGISTER TO BECOME A DELEGATE?

Registration is free. Whether you are a corporate or NGO, simply request for a seat by emailing Sesilia on SAuala@mtc.com.na

WILL THE MUKOPANO BE LIVESTREAMED?

Yes it will be to ensure that all CSI stakeholders who cannot attend follow and learn from the engagements

HOW DO I BECOME A PARTNER?

So far MTC, FirstRand Namibia Foundation, Capricorn Foundation, Allan Gray Orbis Foundation, Gondwana Care Trust, Namport Social Investment Fund, Debmarine Namibia Corporate Social Investment Fund and The Brief have confirmed their partnership by each contributing an amount of N\$50,000. The partners will actively be involved in planning and executing the Mukopano and they will automatically get a presentation slot. Should you wish to confirm your partnership please email Sesilia on SAuala@mtc.com.na at your earliest convenience.

HOW CAN WE PARTICIPATE?

You can participate in 4 ways. Firstly by becoming a partner. Secondly, by participating in the presentations. Please note that any stakeholder can request for a presentation slot and you are not required to be a partner to do so. Thirdly, simply by attending as a delegate. Lastly, you may opt to volunteer your services at the event.

For enquiries: SAuala@mtc.com.na

OFFICIAL PARTNERS:





CONDENSED AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 FEBRUARY 2026

Revenue

+36% ↑
N\$95.4m

Gross Profit

+43% ↑
N\$81.4m

Operating CF

+N\$15.1m ↑

Assets

N\$1.168bn ↓
-0.4%

Equity

N\$539.7m ↓
-0.9%

Audit Opinion

Unmodified

Highlights

Alpha Namibia Industries Renewable Power Limited (ANIREP) has entered a new phase in its growth journey, with its expanding renewable energy portfolio delivering strong operational performance and positive operating cash flows for the first time. During the year ended 28 February 2026, the Group increased electricity production by almost 200%, expanded its installed generation capacity to 38 MW, and grew electricity revenue by 60%, reflecting the successful transition from a capital-intensive development phase to a long-term owner and operator of renewable energy infrastructure.

AUDITED GROUP FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 FEBRUARY 2026

ABRIDGED STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 28 February 2026

	Year ended 28 February 2026		Year ended 29 February 2025	
	N\$		N\$	
Revenue				
Sale of electricity	62 117 385	60%	38 848 347	
FX and O&M Revenue	83 856 520		138 375 646	
Total revenue generated by group companies	146 063 914		177 224 012	
Less intercompany/segmental revenue #	(50 636 950)		(107 227 515)	
Consolidated Group Revenue	95 426 964		69 996 501	
Gross profit	81 415 508		57 122 218	
Normalised operating Profit/(Loss)	(5 429 921)		(2 968 252)	
Share based payments	-		(41 335 669)	
Foreign Exchange Gain/(Loss)	(349 794)		1 512 189	
Non-cash accounting adjustments	(40 222 380)		-	
Reported operating profit / (loss)**	(46 002 095)		(42 791 712)	
			28 Feb 2025 (N\$)	
Profit before taxation	(65 504 647)		(42 940 799)	
Taxation	12 927 760		3 180 075	
Profit for the year – Basic earnings	(52 176 887)		(39 760 724)	
Attributable to Ordinary equity holders	(43 448 457)		(36 113 037)	
Attributable to non-controlling interest	(8 728 430)		(3 647 687)	
EBITDA	(25 111 340)		(12 392 240)	
Normalised EBITDA	15 071 041		8 963 213	
Number of Shares in issue	76 811 074		74 186 325	
Weighted average number of shares in issue	75 287 724		72 867 906	
	28 Feb 2025 (N\$)		28 Feb 2025 (N\$)	
Headline earnings	(21 315 707)		(39 760 724)	
Attributable to ordinary equity holders	(12 587 277)		(36 113 037)	
Attributable to non-controlling interest	(8 728 430)		(3 647 687)	
Headline earnings reconciliation				
Loss attributable to owners of the parent	(43 448 457)		(36 113 037)	
Add back: Impairment of goodwill	9 018 380		-	
Add back: Impairment of property, plant and equipment	31 204 000		-	
Less: Tax effect of headline adjustments	(9 361 200)		-	
Headline earnings attributable to owners of the parent	(12 587 277)		(36 113 037)	
Net asset value per share (cents per share)	717		812	
Basic earnings per share (cents)	(56)		(50)	
Headline earnings per share (cents)*	(17)		(50)	
Dividend per share	Nil		Nil	
# Inter-segment revenues are eliminated upon consolidation and primarily relate to work done by Hopsol Africa for the group.				
* Loss for the year for Feb 2026 includes non-cash based accounting adjustments (2025: Nil).				
** Correction to PV computation of headline earnings per share				

ABRIDGED STATEMENT OF FINANCIAL POSITION		
	28 Feb 2026 (N\$)	28 Feb 2025 (N\$)
ASSETS		
Non-current assets	802 389 928	982 404 313
Current assets	275 501 279	236 211 006
Total assets	1 167 891 207	1 218 615 319
EQUITY		
Equity attributable to equity holders	546 590 525	590 086 139
Non-controlling interest	(6 880 324)	1 848 106
Total equity	539 710 202	591 934 245
LIABILITIES		
Non-current liabilities	552 093 244	577 061 102
Current liabilities	65 087 662	40 329 972
Total liabilities	628 181 106	626 391 074
Total equity and liabilities	1 167 891 207	1 218 615 319
ABRIDGED STATEMENT OF CASHFLOWS		
	28 Feb 2026 (N\$)	28 Feb 2025 (N\$)
Net cash generated from/ (used in) operating activities	15 066 456	(18 051 868)
Net cash used in investing activities	(108 866 133)	(111 711 199)
Net cash generated from financing activities	(16 306 091)	123 889 265
Losses on foreign exchange on cash and cash equivalents	(102 914)	(16 369)
Net (decrease)/increase in cash and cash equivalents (110 208 682)		(25 890 171)
Cash and cash equivalents at beginning of year	160 179 475	386 069 646
Cash and cash equivalents at end of year	49 970 793	160 179 475

Operational Performance

The Moses Mague Ikaribeh Khan 25 MW Solar PV Plant achieved commercial operation during the reporting period following successful completion of all compliance tests, increasing the Group's total installed generation capacity from 13 MWp to 38 MWp. Electricity production nearly tripled to 68.1 GWh (2025: 23.1 GWh), driving a 60% increase in revenue from the sale of electricity to N\$62.1 million (2025: N\$38.6 million). These revenues are underpinned by power purchase agreements with NamPower and CENORED extending to 2051.

The Group completed the refurbishment of one-third of the existing Otjivarongo 5.7 MWp plant, restoring production output to nameplate capacity.

Revenue & EBITDA

Consolidated Group revenue increased 36% to N\$95.4 million (2025: N\$70.0 million). Revenue from the sale of electricity, the Group's core recurring revenue stream, now represents 65% of consolidated revenue (2025: 55%), reflecting the Group's transition toward an operating IFRS model.

EPC and O&M revenue of N\$83.9 million (2025: N\$138.4 million) reflects the planned wind-down of internal construction activity as major projects approach completion. On a consolidated basis, intercompany EPC revenue is eliminated, with the underlying value captured in the Group's growing generation asset base.

Gross profit increased 43% to N\$81.4 million with the gross margin improving from 81% to 85%, reflecting the higher proportion of electricity revenue, which carries structurally higher margins than project-based EPC activity. Normalised EBITDA improved 68% to N\$15.1 million (2025: N\$9.0 million). Headline loss per share of 17 cents (2025: loss of 50 cents per share), a 66% improvement reflecting the growing contribution of the expanded generation platform. Basic loss per share of 50 cents (2025: 50 cents) reflects the impact of non-cash impairment charges of N\$40.2 million discussed below.

Cash Flow & Balance Sheet

Operating cash flows turned positive at N\$15.1 million (2025: outflow of N\$38.1 million), reflecting the operational leverage of the expanded generation portfolio and confirming the cash-generative capacity of the Group's IPP business. Net investing cash outflows of N\$108.9 million represent the final phase of the Group's current capital deployment programme, principally comprising the completion of the Otjivarongo refurbishment, and commencement of the Otjivarongo expansion including a 10 MWp Battery Energy Storage System.

The Group's cash position at year-end was N\$50.0 million (2025: N\$160.2 million). The decline reflects capital invested into income-producing generation assets during the year with the major capital expenditure programme now substantially complete. The Group maintains adequate liquidity for its operational requirements and debt service obligations. Property, plant and equipment increased to N\$621.7 million (net of impairment recognised during the year), representing long-life renewable energy infrastructure with contracted revenue visibility to 2051. The Group confirms compliance with all lending covenants as at 28 February 2026.

Non-Cash Impairment Charges

As part of the Group's transition from project development to full-scale operations, the annual IFRS impairment assessment was performed across all cash-generating units. The assessment of the AASON unit, based on discounted cash flow projections over the remaining PPA term, resulted in the recognition of impairment charges totalling N\$40.2 million. These comprise N\$9.0 million against goodwill and N\$31.2 million against property, plant and equipment.

The impairment principally reflects the fact that certain anticipated revenue arrangements associated with the assets had not yet commenced at the assessment date. As these are valuation adjustments determined at a point in time, they do not reflect any deterioration in the operational performance of the underlying assets, which continue to generate electricity in line with expectations. Importantly: The charges are non-cash and have no impact on operating cash flows or debt service capacity.

The property, plant and equipment component (N\$31.2 million) is eligible for reversal in future periods should the revenue arrangements commence or other conditions change.

The Group's generation assets remain fully operational and continue to deliver contracted electricity under long-term PPAs.

ANIREP continues to progress commercial opportunities, including carbon credit monetisation and ongoing stakeholder engagement regarding commercial terms, that may contribute to future value recognition and potential impairment reversal.

ANIREP Managing Director Iyabo Ya Nangolo said:

"This year, ANIREP's operating cash flows turned positive for the first time, a N\$53 million improvement to N\$15.1 million and the clearest signal that our multi-year investment in renewable energy infrastructure is delivering tangible financial returns. With the Moses Mague Ikaribeh Khan plant commissioned, our generation capacity tripled to 38 MWp and electricity revenue grew 60% to N\$62.1 million.

The imminent commissioning of the Otjivarongo expansion, including Namibia's first utility-scale battery storage system with 10MWp of installed capacity, will lift installed generation capacity toward 46 MWp and add a further layer of contracted revenue. With PPA-backed revenue visibility to 2051, our focus now shifts to operational excellence, cash flow growth and delivering sustainable returns for shareholders."

Outlook

With the major capital investment programme substantially complete, the Group enters a new phase focused on maximising returns from the expanded generation platform and contracted revenue base.

Near-term priorities:

Otjivarongo Expansion Commissioning: Completing final commissioning and grid connection of the 7.69 MWp solar expansion and 10 MWp Battery Energy Storage System (BESS). Once operational, the Group's total installed generation capacity will increase to approximately 46 MWp, plus BESS of 10MWWh, which is the first utility-scale grid-connected in Namibia grid. The project has entered its final commissioning phase, with grid energisation expected imminently.

Full-Year Revenue Contribution: Capturing the full-year earnings impact of the Moses Mague Ikaribeh Khan plant, which achieved commercial operation pathway through the financial year, alongside initial revenues from the Otjivarongo expansion.

Cash Flow Strengthening: Leveraging the expanded operating base to grow recurring operating cash flows as the capital expenditure cycle concludes.

Value Optimisation: Progressing carbon credit monetisation opportunities and ongoing engagement with stakeholders regarding commercial terms across the portfolio, which should contribute to impairment reversals and enhanced future earnings.

The Board is confident in the Group's trajectory and its ability to deliver growing, PPA-backed earnings from a high-quality, long-life renewable energy asset base. The Group's financial position, including its compliance with lending covenants and positive operating cash flow generation, supports the continued execution of its strategic objectives.

Once operational, the expansion will increase the Group's total installed capacity to approximately 46 MWp. The 10MWWh BESS as the first utility-scale grid-connected in Namibia, enhancing the flexibility and resilience of the national electricity network while positioning ANIREP at the forefront of integrated renewable energy solutions in the country.

Dividend

No dividends were declared or paid during the period under review (2025: NS Nil).

BY ORDER OF THE BOARD

Statement of Responsibility

This results announcement is the responsibility of the directors. It is only a summary of the information contained in the Annual Financial Statements and does not contain full or complete details. Any investment decision should be based on the Annual Financial Statements which are accessible from 30 June 2026 on our website at:

https://anirep.com/documents/Annual_Financial_Statements_as_at_end_of_February_2026

Non-Executive Directors: G. Nakazibwe-Sekandi* (Interim Chairperson), S. Oosthuysen, Amb. P. Kambala, F. G. Kirsting, Dr. E. Mvula, E. Nshilongo, Dr. E. Cross*

Executive Directors: I. Nangolo, A. Mjilani***, V. Mahindi****

*Ugandan **South African ***Finnish ****Tanzanian

Other Disclosable Information

Postal address: PO Box 90600, Klein Windhoek, Windhoek, Namibia
Registered address: 47 Nelson Mandela Avenue, Klein Windhoek, Windhoek, Namibia

Email: info@anirep.com

Alpha Namibia Industries Renewable Power Limited
(Incorporated in the Republic of Namibia)

Registration Number: 2018/0148

NSX Share code: ANE

ISIN: NA00082420364

Sponsor



Member of the Namibian Stock Exchange

DISCLAIMER:

Certain statements contained in this announcement constitute forward-looking statements. Such statements are based on ANIREP's current expectations and assumptions and are subject to risks and uncertainties that may cause actual results to differ materially from those expressed or implied. The Group undertakes no obligation to update these statements, except as required by law.

Group Entities: Subsidiaries & Associates



The greatest prison people live in is the fear of what people think

By Junias Erasmus

One of the greatest limitations people experience in life is not created by physical barriers, lack of opportunities, or difficult circumstances. It is often created within the mind. The fear of what other people think, say, or believe about us can become an invisible prison that prevents us from pursuing our dreams, expressing our true selves, and reaching our full potential.

The saying, “The greatest prison people live in is the fear of what people think,” carries a powerful message about personal freedom. Many people spend years trying to satisfy the expectations of others, seeking approval, avoiding criticism, and making decisions based on how they believe they will be judged. In the process, they sometimes lose connection with their own purpose, values, and aspirations.

Human beings naturally desire acceptance and belonging. We want to be respected, appreciated, and valued by others. However, when the desire for approval becomes stronger than our belief in ourselves, it can limit our growth. We begin to live according to other people’s opinions rather than our own convictions.

The fear of judgment has stopped many people from taking important steps in life. Some people never start a business because they fear failure and criticism. Others do not pursue further education because they worry about what people will say



Wisdom requires that we learn from constructive criticism and respect different perspectives.

about their age, background, or previous achievements. Some people remain in situations that make them unhappy because they are afraid of being judged for making a different choice.

The reality is that people will always have opinions. No matter what we do, someone may disagree, criticise, or misunderstand our decisions. If we allow every opinion to control our actions, we surrender our freedom and give others the power to determine our future.

Setting yourself free does not mean ignoring advice or refusing to listen to others. Wisdom requires that we learn from constructive criticism and respect different perspectives. However, freedom comes when we understand that other people’s opinions do not define our worth, our abilities, or our destiny.

Many successful individuals achieved greatness because they were willing to move beyond the fear of judgment. They understood that growth requires courage. They accepted that failure, criticism, and rejection are part of the journey towards

achievement. Instead of allowing negative opinions to stop them, they used challenges as motivation to become better.

The fear of what people think often comes from comparing ourselves to others. In today’s world, especially with the influence of social media, many people measure their success against carefully selected images of other people’s lives. They compare their struggles with someone else’s achievements without seeing the effort, sacrifices, and challenges behind those achievements.

Every person has a unique journey. Success does not have one definition, and progress does not happen at the same pace for everyone. The most important comparison is not between ourselves and others, but between who we are today and who we are capable of becoming.

Personal freedom begins with self-confidence and self-awareness. We must understand our values, recognise our strengths, and accept that we cannot please everyone. When we become comfortable with who we are, the opinions of others lose their power over us.

This lesson is especially important for young people. Many young individuals have great ideas, talents, and dreams, but fear of criticism prevents them from taking action. They must learn that courage is not the absence of fear; courage is moving forward despite fear.

Life is too valuable to be controlled by the opinions

of others. The people who criticise today may not be present tomorrow when we face the consequences of the choices we failed to make. Therefore, we must have the courage to take responsibility for our own lives and pursue what brings meaning and fulfilment.

At the same time, setting ourselves free requires humility. We must remain willing to learn, improve, and accept that we do not have all the answers. True confidence is not arrogance; it is the quiet belief that we are capable of growth and improvement.

The greatest achievements often come from people who were willing to be different, take risks, and follow their purpose despite uncertainty. They refused



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LEADING THE BOARD

Chairperson’s Governance Masterclass



PROF. THULI MADONSELA

Keynote: The Chairperson as the Conscience of the Board

Prof. Thuli Madonsela is a renowned South African legal scholar, advocate and social justice leader. She is the Director of the Centre for Social Justice at Stellenbosch University and holds the Law Trust Chair in Social Justice. A former Public Protector of South Africa, she helped draft the South African Constitution and several key laws, including the Equality Act and Promotion of Administrative Justice Act. Prof Madonsela has contributed to human rights work at UN, AU and SADC level and serves on various international bodies. Globally recognised, she has received over 70 awards, including being named in Time 100.

Wednesday 22 July 2026

07:30 AM to 14:00 PM

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Give yourself permission to grow, to learn, to make mistakes, and to become the person you were meant to be.

to remain prisoners of public opinion. They understood that a life lived only for approval is a life limited by fear.

Therefore, do not allow the fear of what people think to become the prison that controls your future. Do not abandon your dreams because of temporary criticism. Do not hide your potential because someone else may not understand your vision.

Set yourself free. Give yourself permission to grow, to learn, to make mistakes, and to become the person you were meant to be. At the end of the day, people will have opinions regardless of what you do. The question is not whether people will talk; the question is whether you will allow their voices to become louder than your

own purpose. Your life is yours to live. Your journey is yours to walk. Your future is yours to create. Break free from the prison of fear and step into the freedom of believing in yourself.

*** Junias Erasmus is an Interdisciplinary Scholar, Philosopher, and Legal Researcher, with recognised expertise in Artificial Intelligence grounded in a Multidisciplinary foundation in Management Science. He is also a Motivational Speaker. This article is authored in his personal capacity. For enquiries, he may be contacted at Junias99@gmail.com.**

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FNB cuts Namibia's 2026 inflation forecast to 3.7%

First National Bank (FNB) has revised its 2026 inflation forecast down to 3.7% from an earlier projection of 4.2%, citing lower fuel prices and softer global oil price pressures that are expected to provide some relief in the months ahead.

According to FNB's latest Consumer Price Index (CPI) Review, inflation is likely to ease modestly following the fuel price reductions implemented in July, which lowered petrol prices by N\$1.00 per litre and both diesel grades by N\$4.00 per litre.

However, the bank cautioned that inflation risks remain tilted to the upside. Global oil prices remain vulnerable to renewed geopolitical tensions, while administered costs, particularly housing and utilities, are expected to remain elevated.

"Looking ahead, inflation is likely to ease modestly in the coming months, supported by the fuel price reductions implemented in July and softer external oil price pressures. However, the outlook remains tilted slightly to the upside. Global oil prices remain vulnerable to renewed geopolitical tensions, while administered service costs, particularly housing and utilities, are likely to remain sticky. As a result, although near-term price pressures should ease, inflation

risks have not fully faded. On balance, we now forecast inflation to average 3.7% in 2026, down from 4.2% previously," the report said.

The revised outlook follows an increase in annual inflation to 4.4% in June 2026 from 4.1% in May, driven mainly by higher transport costs and renewed price pressures in selected food categories.

Transport inflation remained the largest contributor to price growth, rising to 12.9% year-on-year in June from 11.5% in May.

Public transport services and the cost of operating private vehicles were the main drivers, with fuel prices remaining elevated despite being unchanged during the month.

FNB said food and non-alcoholic beverage inflation also accelerated to 2.5% in June from 2.0% in May, reflecting higher prices for products including fish, oils and fats, bread and cereals, fruit, sugar and confectionery.

Meanwhile, core inflation, which excludes more volatile price components, increased to 3.3% in June from 3.1% in May, indicating persistent underlying inflationary pressures.

"Headline inflation rose to 4.4% year-on-year (y/y) in June 2026, from 4.1% y/y in May 2026. The increase was mainly driven by elevated transport costs, while renewed price pressures in selected food categories also contributed to the upward movement. Core inflation also increased to 3.3% y/y in June, from 3.1% y/y in May," the report said.



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Chairperson's Governance Masterclass



MR. PATRICK CHISANGA

Keynote: Governing in Africa: What the Textbook Doesn't Tell You

Patrick Daniel Chisanga is a Chartered Governance Professional and Fellow of the Chartered Governance Institute, Institute of Directors of Zambia and Institute of Directors of Southern Africa. He is Chairman and Lead Consultant of Dynamic Concepts Limited, providing corporate governance and leadership development consulting across Africa. With extensive experience in public, corporate and private sectors, he has served as Chief Executive, Chairman and Board Member of several organisations. He was Director General of the Zambia Development Agency and has advised major companies in Zambia and Namibia. He is also the founder of the Zambian Institute of Leadership.

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Customer experience: Namibia's hidden competitive advantage

By Dr Bianca van Niekerk

Namibia is often described through its landscapes: the dunes, the coast, the wildlife, the open roads, the tranquillity, and the beauty. These are powerful national assets. But another asset is just as important, although less visible: the way people experience our businesses, services, and institutions.

Customer experience is more than customer service. Service is what an organisation does; experience is what the customer remembers. Marketing scholarship increasingly views customer experience as the total journey across multiple touchpoints, from first awareness to post-purchase evaluation (Lemon & Verhoef, 2016). This means that a customer's impression is shaped not only by the product or service, but also by the greeting, the waiting time, the clarity of information, the payment process, the physical environment, the digital interaction, and the way problems are handled.

This matters deeply for Namibia. In a relatively small and relationship-driven market, reputation travels quickly. A good experience can move through families, workplaces, churches, WhatsApp groups, and community networks.

A poor experience travels just as fast. For this reason, customer experience is not a soft issue. It is a competitiveness issue.



Service is what an organisation does; experience is what the customer remembers.

Part of Economic Development

Namibia's development agenda continues to place emphasis on economic diversification, job creation, and value addition. Recent national commentary has also highlighted the need to diversify a resource-focused economy and address unemployment and inequality (Reuters, 2025). In this context, customer experience should be seen as part of economic development. Better experiences encourage repeat business, improve tourism satisfaction, strengthen local brands, and support enterprise growth.

The practical question is not whether Namibian businesses need customer experience. They already have one. The question is whether that experience is being managed intentionally through the moments customers go through.

A useful starting point is to examine the promise moment. Every advertisement, social media post, poster, menu, website, lodge booking page or WhatsApp status creates an expectation. When a business promises fast delivery, friendly service,

quality products or premium treatment, the customer arrives with that expectation.

The Namibian business environment does not need more exaggerated promises. It needs honest, clear, and deliverable promises.

The arrival moment is equally important. This is where customers decide whether they feel welcome or invisible. In a shop, salon, office, lodge, restaurant, clinic or campus service point, the greeting matters. So does signage, seating, cleanliness, queue management and the tone of the first person the customer meets.

In Namibia, warmth is part of our social culture, but warmth must be organised. A friendly smile loses value when the process is confusing.

Customer Frustrations

Then comes the clarity moment. Many customer frustrations begin with uncertainty: unclear prices, hidden costs, unavailable stock, changing delivery times, incomplete instructions or unanswered messages.

Clear communication is not a luxury. It is a form of respect. A small business can improve customer experience immediately by displaying prices where possible, confirming orders in writing, explaining delays early and using WhatsApp Business catalogues or standard reply templates.

The dignity moment is often underestimated. Customers do not only buy products; they buy confidence, convenience and respect. In retail, this

means clean fitting rooms, visible prices, helpful staff and layouts that do not make customers feel watched, judged or ignored.

In tourism, it means treating local and international visitors with equal care. In public-facing services, it means recognising that long queues, harsh tones and unclear instructions do not only waste time; they erode trust.

Complaints as Feedback

Every organisation also faces a recovery moment. Mistakes will happen. Orders will be delayed. Rooms may not be ready. Systems may go offline. What matters is how the organisation responds.

Customer complaints should be treated as feedback, not as irritation. Research in services marketing has long shown

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that effective complaint handling can restore trust and strengthen relationships when organisations respond fairly and respectfully (Homburg, Jozic & Kuehnl, 2017).

A sincere apology, clear explanation and practical solution can protect a brand more than silence ever will.

Finally, there is the memory moment. The experience does not end when the customer pays. A follow-up message, a thank-you note, a loyalty gesture, a request for feedback or a remembered preference can turn a transaction into a relationship.

For Namibian small and medium-sized enterprises, lodges, retailers, restaurants

and service providers, this is affordable and powerful.

Hidden Competitive Advantage

Customer experience is Namibia's hidden competitive advantage because it does not always require expensive infrastructure. It requires discipline, empathy, and consistency.

A country can have beautiful landscapes and strong products, but if people leave feeling dismissed, confused or disrespected, value is lost. If they leave feeling seen, guided and respected, they become ambassadors.

Namibia's future competitiveness will depend not only on what we produce or promote, but on how people experience

us. In a small market, experience is reputation. In a service economy, reputation is value.

**Dr Bianca van Niekerk is an academic, researcher, and strategic academic leader with a PhD in Marketing Management and over a decade of experience spanning higher education, research, and industry engagement. She is a Senior Lecturer and Master of Marketing Programme Coordinator at the Namibia University of Science and Technology (NUST). The opinions expressed in this piece are her own and not the views of her employer.*

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National Assembly approves Bryan Eiseb as next ACC Director-General

The National Assembly on Friday unanimously approved the nomination of Bryan Eiseb as the next Director-General of the Anti-Corruption Commission (ACC), clearing the way for his formal appointment by President Netumbo Nandi-Ndaitwah.

The motion was passed without objection following debate in the House.

Once officially appointed by the President, Eiseb will serve a five-year term as head of the country's anti-corruption watchdog, succeeding Paulus Noa, who is stepping down after leading the Commission for 20 years.

Eiseb's nomination was tabled in the National Assembly by Prime Minister Elijah Ngurare in accordance with Sections 4(1) and 4(2) of the Anti-Corruption Act, 2003, which require parliamentary approval before the President can make the appointment.

In addition to endorsing Eiseb's nomination, Parliament also approved a one-year extension of the tenure of Advocate Erna van der Merwe as the ACC's Deputy Director-General, ensuring continuity in the Commission's senior leadership.

Eiseb currently serves as Director of the Financial Intelligence Centre (FIC) and is expected to assume leadership of the ACC at a critical time as the institution seeks to strengthen the country's fight against corruption.

He will succeed Noa, who has led the Commission since its establishment in February 2006. Noa is completing his fourth consecutive five-year term, bringing to a close two decades at the helm of Namibia's



principal anti-corruption agency.

His departure has sparked widespread public discussion about the future direction of the ACC, with many stakeholders calling for renewed leadership and stronger action against corruption.

Eiseb's appointment is therefore expected to mark a new chapter for the Commission as it seeks to strengthen public confidence and intensify the fight against corruption.

Namibia's China mission: Turning investment into innovation, skills and sustainable jobs

By Hasekiel Johannes

President Netumbo Nandi-Ndaitwah's State Visit to the People's Republic of China represents one of the most significant economic diplomacy engagements undertaken by Namibia in recent years. Yet this visit is more than a diplomatic exercise; it is the continuation of a strategic partnership built on decades of friendship, solidarity and mutual cooperation.

The relationship between Namibia and China did not begin after Independence in 1990. It dates back to the liberation struggle, when China provided political and material support to SWAPO in Namibia's quest for self-determination. Since Independence, cooperation has expanded across infrastructure development, mining, healthcare, education, agriculture, trade and human capacity development. Over the past three decades, China has become one of Namibia's most important development and investment partners, contributing significantly to the country's economic growth and industrial development.

President Nandi-Ndaitwah's visit therefore builds on this strong historical foundation while opening a new chapter focused on industrialisation, manufacturing, artificial intelligence (AI), agriculture, mining, clean energy and technology-driven economic transformation. The engagements with leading Chinese manufacturers, technology firms, agricultural enterprises and research



Technology transfer must become a measurable outcome of every major investment agreement.

institutions signal Namibia's intention to deepen cooperation with one of the world's foremost manufacturing and innovation economies.

This is a timely and commendable intervention. Namibia continues to face one of the highest unemployment rates in the region, particularly among young people. According to the 2023 Namibia Labour Force Survey, the broad unemployment rate stands at approximately 36.9%, while youth unemployment remains above 44% among people aged 15–34. These figures underscore the urgent need for large-scale investments capable of creating sustainable employment opportunities and accelerating economic diversification.

However, the discussion should not simply be about bringing factories to Namibia. It must be about what kind of manufacturing Namibia wants to build.

Namibia's strategic location on the Atlantic Ocean, its modern logistics infrastructure through the Ports of Walvis Bay and Lüderitz, and its access to regional

and continental markets through SADC and the African Continental Free Trade Area (AfCFTA) make the country an attractive gateway for investment into Southern Africa and the broader African market. Yet Namibia should avoid positioning itself merely as a destination for low-cost assembly operations. Instead, the country should deliberately pursue high-value manufacturing.

High-value manufacturing focuses on knowledge-intensive industries that generate higher wages, stronger skills development and greater economic resilience. These include pharmaceuticals, biotechnology products, medical devices, renewable energy technologies, battery and mineral-processing technologies, green hydrogen equipment, precision engineering, agricultural technologies, digital hardware and AI-enabled manufacturing systems. Such industries create deeper linkages with research, innovation and local enterprise development than traditional low-skill assembly operations.

This is where Namibia's universities become indispensable.

Institutions such as Welwitschia University, International University Management (IUM), the University of Namibia and the Namibia University of Science and Technology should not simply produce graduates to fill vacancies in foreign-owned factories. They should become the research and innovation engines that support industrial transformation. Universities must work alongside investors to develop new technologies, improve manufacturing processes, commercialise research, protect intellectual property and create locally owned enterprises that can integrate into regional and global value chains.

Every major manufacturing investment entering Namibia should therefore include structured partnerships with local universities. These partnerships should establish joint research centres, innovation laboratories, postgraduate scholarship programmes, industrial



chairs, technology transfer initiatives and advanced skills development programmes. Such arrangements would ensure that Namibians are not only operating imported technologies but are actively designing, improving and eventually exporting innovations developed within Namibia.

The focus on AI during the President's visit is particularly important. Engagements with companies such as Huawei demonstrate that the future of industrialisation will be increasingly digital. AI, automation, robotics and data-driven production systems are rapidly transforming manufacturing worldwide. Namibia must ensure that its universities are training engineers, data scientists, researchers and innovators who can participate in this transformation rather than merely consume imported technologies.

Mining remains another critical pillar of

the Namibia–China partnership. Chinese investment has already played a significant role in Namibia's mining sector, including the acquisition of the Tsumeb Smelter by Sinomine Resource Group and continued investments in critical minerals such as lithium, copper and rare earth elements. These investments position Namibia as an important supplier of minerals required for the global green energy transition. Yet the real opportunity lies in moving beyond extraction toward local mineral beneficiation, battery materials processing and advanced manufacturing linked to these resources.

Agriculture also stands to benefit significantly from enhanced cooperation. Discussions on agricultural modernisation and agro-processing create opportunities to improve food security, increase productivity, expand value addition and strengthen export competitiveness.

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Research collaboration between Chinese institutions and Namibian universities could help develop climate-smart farming technologies, drought-resilient crops and agro-processing innovations suited to Namibia's conditions.

Equally important is the health sector. Chinese investment could support collaborative research into pharmaceuticals, vaccines, biotechnology, diagnostics and medical devices. Through partnerships with universities, research institutions and healthcare providers, Namibia can strengthen its capacity in clinical research, laboratory sciences and pharmaceutical innovation while complying with national regulatory requirements governing clinical trials. Such investments would improve healthcare outcomes, reduce dependence on imported medical products and strengthen preparedness for future pandemics and other public health emergencies.

All these efforts should be aligned with the priorities of Namibia's Sixth National Development Plan (NDP6), particularly industrialisation, digital transformation, healthcare, agriculture, renewable energy, climate resilience, food security and economic diversification. Foreign investment should therefore be assessed not only by the amount of capital committed or the number of jobs created, but also by the extent to which it builds local knowledge, supports research, develops skills and strengthens national competitiveness.

Technology transfer must become a measurable outcome of every major investment agreement. Success should be reflected in the number of Namibian researchers trained, patents registered, technologies commercialised, start-ups established, postgraduate students supported and research partnerships

created. Without deliberate investment in knowledge creation, Namibia risks remaining dependent on external expertise even as new industries emerge.

China's rise as a global manufacturing and innovation powerhouse was built on sustained investment in education, research, industrial policy and human capital. Namibia now has an opportunity to leverage this partnership to build its own knowledge economy. The true value of the President's visit will not be measured only by the factories established, mines expanded or agreements signed. It will be measured by whether Namibia uses these investments to develop its own scientists, engineers, entrepreneurs and innovators.

President Nandi-Ndaitwah's visit has opened an important new chapter in Namibia-China relations. The challenge before us is to ensure that these investments create more than employment. They must create knowledge, strengthen institutions, empower researchers, develop entrepreneurs and position Namibia as an innovation-driven economy.

If Namibia succeeds in linking Chinese investment with university-led research, technology transfer, skills development and high-value manufacturing, the legacy of this historic visit will not simply be new factories or infrastructure projects. It will be a generation of Namibians equipped to innovate, manufacture, commercialise research and compete successfully in the global economy.

**** Mr. Hasekiel Johannes serves as the Innovation and Resource Mobilisation Coordinator at Welwitchia University. The opinions expressed in this article are those of the author and do not necessarily reflect the views or policies of Welwitchia University.***



Cattle marketing slumps as livestock sales weaken in May

Namibia's cattle marketing activity declined sharply in May, weighing on overall livestock sales as fewer animals were delivered to export-approved abattoirs and live exports fell, according to the Namibia Statistics Agency (NSA).

The agency reported that the Livestock Marketed Composite Index declined by 14.3% month-on-month and 4.2% year-on-year, reflecting weaker marketing activity across the livestock sector.

A total of 100,914 animals were marketed during the month, down from 103,143

in April, although still above the 89,434 marketed in May 2025.

"The Livestock Marketed Composite Index declined further by 14.3% month-on-month, following an 8.9% decrease recorded in April 2026. On a year-on-year basis, the index contracted by 4.2%," the NSA said.

Cattle marketed to export-approved abattoirs and butchers fell 13.6% from April and 13.3% compared with the same month last year. The number of cattle marketed declined to 12,685 from 14,686 in April and

The Cattle Export to Approved Abattoirs and Butchers Index recorded a 13.6% decline in May 2026, following a 7.1% decrease in April 2026. On a year-on-year basis, the index also fell by 13.3%.

14,623 in May 2025.

"The Cattle Export to Approved Abattoirs and Butchers Index recorded a 13.6% decline in May 2026, following a 7.1% decrease in April 2026. On a year-on-year basis, the index also fell by 13.3%," the NSA said.

Live cattle exports also weakened significantly, with the index falling 38.0% after recording a 1.9% increase in April. The number of cattle exported on the hoof dropped to 5,280 from 8,521 a month earlier, although exports remained 34.8% higher than the 3,918 recorded in May 2025.

Despite the weakness in the cattle market, small stock marketing recovered during the month.

The Small Stock Export to Approved Abattoirs and Butchers Index increased 32.5% from April, reversing the sharp decline recorded a

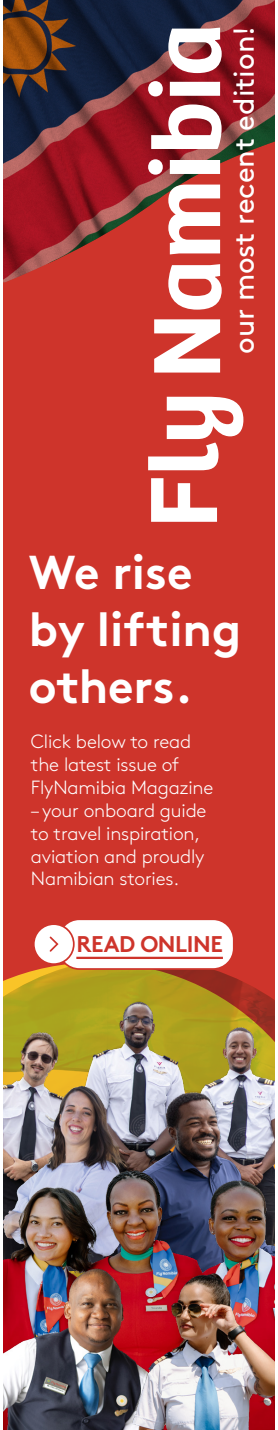
month earlier, and was 7.4% higher than a year ago.

A total of 9,699 small stock animals were marketed during May, all sourced from south of the Veterinary Cordon Fence.

"The Small Stock Export to Approved Abattoirs and Butchers Index increased by 32.5% in May 2026, reversing the 58.2% decline recorded in April 2026. On a year-on-year basis, the index also rose by 7.4%," the NSA said.

Live small stock exports also strengthened, rising 1.1% month-on-month and 19.4% year-on-year. Of the 68,599 animals exported, sheep accounted for 89.2%, while goats made up the remaining 10.8%.

Meanwhile, pig slaughtering eased 2.9% from April but remained 5.3% higher than a year earlier, with 4,651 pigs slaughtered locally during May.



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Your pension fund is access to your dream home

By Priscilla Simasiku

You have been contributing to your pension every single month. Faithfully. Quietly. Often without thinking much about it. But here is what you probably do not know: that the pension you have been building is more powerful than you realise, not just for the day you retire, but also before you retire.

In Namibia, pension fund members have access to a home loan that is more affordable. This loan is available for rural, communal, urban, and peri-urban areas, and importantly, it does not require the members to use their retirement savings. This home loan is called the Government Institute Pension Fund (GIPF) Pension-Backed Home Loan. And it could change your life.

The moment most pension fund members hear the words "use your pension for a home loan," something in them tightens. They think: if I use my pension now, what will be left when I retire? Well, when you take a Pension-Backed Home Loan, you pledge up to one-third of your pension withdrawal benefit as security.

Basically, while your Pension-Backed Home Loan is active, your pension does not pause, shrink, or freeze. Every month, your normal contributions will keep flowing in and the interest you pay on your loan helps to grow your pension fund. So, while you sleep under your own roof tonight, your pension is still quietly working in the background.

Think of it like a title deed on a house, the bank does not own your house, they simply hold it as a guarantee. Your pension works the same way. It is important to note that



In Namibia, pension fund members have access to a home loan that is more affordable.

the pension is not withdrawn; it remains fully invested in GIPF until the member's retirement date.

The member's pension is only pledged as security. Meaning, as a member, your pension savings continue to grow, while at the same time you gain access to a loan to build or improve your home today. The loan is repaid monthly in equal instalments through payroll deduction.

The Pension-Backed Home Loan administered by Kuleni Financial Services (Pty) Ltd, is offered at the repo rate plus 2.5%. That makes it one of the most affordable loan rates available to any member of the GIPF, which is significantly cheaper than a commercial home loan, and a fraction of what a personal loan would cost you.

The years of contributions you have already made are the reason a lender can offer you affordable finance. Your discipline builds the security for your loan, and the low interest rate is your reward for it.

This loan was not designed for the wealthy. It was designed for the teacher in Oshana. The nurse in Rundu.

The government clerk in Windhoek. The police officer posted at Gam Settlement. Basically, anyone who is a member of GIPF.

Your pension is too valuable to pledge against anything that does not build lasting security for your family, thus the PBHL loan can only be used for the following purposes.

Unlike traditional mortgages, the PBHL Scheme works in both proclaimed (urban areas) with title deeds and in communal and unproclaimed areas (villages) with customary land rights or leasehold certificates. If you live in a village and you want to build, this scheme is there to help you own a decent home.

Your pension is too valuable to pledge against anything that does not build lasting security for your family, thus the PBHL loan can only be used for the following purposes:

- Build a house.
- Purchase land for residential development.
- Renovate — roofing, solar, plumbing, extensions, tiling, fencing, and more.
- Solar and Boreholes
- Settle an existing mortgage bond.

The PBHL cannot be used for personal spending, vehicles, business costs, or movable items. If you default on the loan and it cannot be recovered any other way, the pledged one-third can be claimed from your pension at retirement.

If you leave your job before the loan is fully repaid, the outstanding balance comes out of your withdrawal benefit.

Kuleni assesses your affordability before approving any loan precisely to prevent you from taking on more than you can manage. The process protects you.

If all your documents are in order, Kuleni

processes your application within Ten (10) working days. Here is all it takes:

1. Get your pension benefit statement from your HR department or contact kuleni at homeloan@kuleni.com.na.
2. Submit your application with your ID, payslip, land documents, quotations, insurance, NamRA certificate at Homeloan@kuleni.com.na
3. Kuleni assesses your affordability and, document verification, policy compliance and approves your application.
4. You sign the pledge of pension benefits form, then you formally pledge your one-third entitlement.
5. Funds go directly to contractors or sellers; they will never go into a personal account. Kuleni will inspect progress.
6. Repayments are deducted from your salary through payroll deductions. There will be no surprises.

Contributing to your pension each month reflects a commitment to investing in yourself, which many find it difficult. In the long run, this discipline can help you qualify to use one-third of your pension to own your dream home.

Therefore, it is important to preserve your pension when changing jobs, as doing so allows you to build your pension and support your goal to own a home before retirement.

Home Loan Manager, Kuleni Financial Services (Pty) Ltd

Zambezi ramps up infrastructure drive with housing, electrification and road projects



The Zambezi Region is accelerating infrastructure development, with more than 500 houses under construction, expanded rural electrification and renewed calls for urgent road upgrades as the region seeks to improve connectivity and stimulate economic growth.

Delivering the State of the Region Address (SORA), Governor Dorothy Kabula said 542 houses are currently under construction in Katima Mulilo through a partnership with the National Housing Enterprise (NHE).

The housing programme is being complemented by sewer and stormwater infrastructure projects valued at more than N\$1.7 million.

"Katima Mulilo Town Council has made progress in ensuring that our town provides an environment conducive to its residents through the delivery of housing and other urban services. These projects, including housing and sewer reticulation, are

critical to sustaining growth and attracting investment into the town," Kabula said.

The Governor said the region is also expanding access to electricity, with 546 households and seven schools connected to the grid during the 2025/26 financial year under the Ministry of Mines and Energy's rural electrification programme.

"Electrification of these facilities aims to enhance the quality of education, improve the working and living conditions of government personnel and support socio-economic development. This programme is not only about lighting homes and schools but about enabling communities to participate fully in the economy," she said.

Kabula said a further three schools are scheduled to be electrified during the 2026/27 financial year.

She also called for urgent rehabilitation of sections of the B8 highway, particularly between Mulanga and Kongola checkpoint

and between Chetto and Omega 1, warning that deteriorating road conditions are undermining trade and public safety.

"I therefore call upon the Roads Authority to strengthen its supervision of these roads. The delays and poor conditions are not just inconveniences, they pose risks to lives and undermine trade efficiency in our region," she said.

Construction of feeder roads linking Nakabolelwa, Bukalo-Muyako-Ngoma, Makanga and Masida has been delayed by flooding, although the projects remain a priority to improve regional connectivity.

Kabula also highlighted gaps in telecommunications infrastructure, saying that although network coverage in the region has reached 90%, communities such as Ngonga, Kandunda, Kaseta and Muzii continue to experience poor voice and data services.

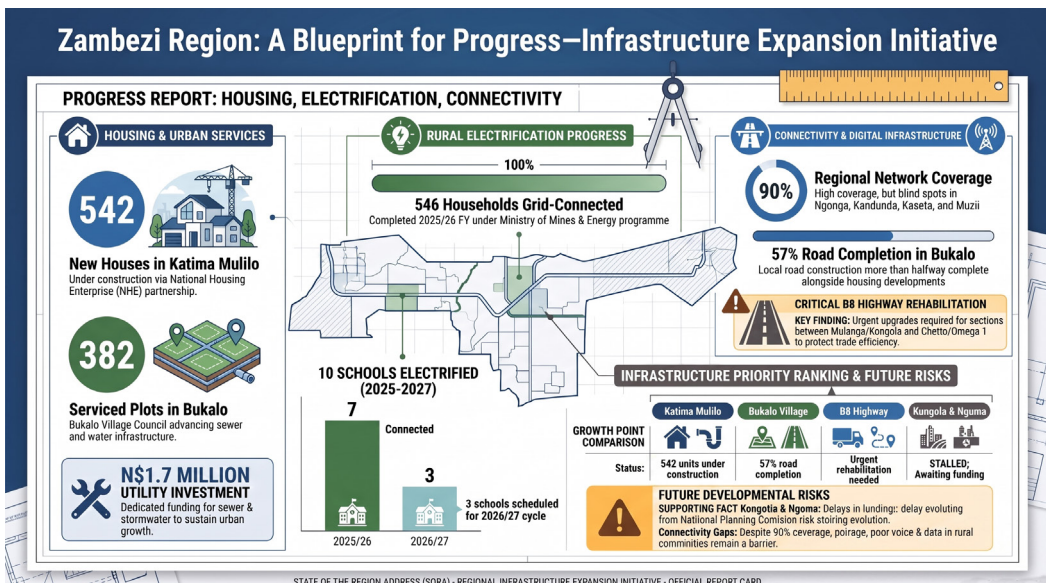
She urged telecommunications operators to expand network coverage, saying digital connectivity is essential for economic participation and service delivery.

At local authority level, Bukalo Village Council is advancing sewer and water infrastructure servicing more than 382 plots, while road construction has reached 57% completion alongside ongoing housing developments.

"I commend the previous and current political leadership of our two local authorities for driving the development we see in these towns today. Their efforts in housing, roads and market infrastructure are laying the foundation for stronger local economies," Kabula said.

The Governor also appealed to the National Planning Commission and the Ministry of Urban and Rural Development to provide additional funding for stalled development projects in Kongola and Ngoma, warning that delays in financing could slow the region's long-term development.

"Without timely investment, these growth points cannot evolve into viable councils, and we risk slowing the momentum of regional development," she said.



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