Namibia Wildlife Resorts Limited

INTEGRATED ANNUAL REPORT 2020/21

namibia wildlife resorts

CONTENTS

Message from the Board Chairperson

This is the last Chairperson's Report I have to write. Our term as Board of Directors is coming to an end in June 2022, after serving the company for two terms of three years.

As the board and as an organization, we were still able to make strides during the 2020/21 financial year. The financial performance shows an improvement if compared to the years prior. The improvement was against the backdrop of a challenging period of the Covid-19 pandemic. From a cost-cutting perspective, we continued to implement the Memorandum of Understanding with NAPWU that resolved amongst others to: the suspension of salary increments for the financial period 2020/21, suspension of normal overtime, Sunday and public holiday payments, as well as placing a moratorium on external recruitments to ensure that the company's wage bill remains manageable. We also introduced the voluntary separation initiative, which was taken up by 182 of our staff members. These efforts were aimed at reducing NWR's employee costs. I am in no doubt that with the employee cost reductions such as these, the company is now in a position of generating a larger profit than that recorded in 2019.

Notwithstanding improved financial performance in 2021, the concession awarded to Sky Eye Tours and Hospitality (Pty) Ltd to construct and operate a motorized passenger transport system and tethered helium balloon and supporting activities at Sossusvlei, Namib Naukluft National Park possess a threat to the company's financial sustainability. It is common cause that the concession to transport clients from the 2x4 parking area to Sossusvlei and Deadvlei was given to, and is currently operated by, NWR. MEFT's mandate to grant concessions in national parks, as per the Nature Conservation Ordinance Act, 1975 (Act No.4 of 1975) is acknowledged. However, the granting of these concessions must not infringe on NWR's statutory duty and profitability as per its establishing Act, the Namibia Wildlife Resorts Act, 1998 (Act No. 3 of 1998).

As our term as board is coming to an end, let me take this opportunity to highlight the pledge we made at the start of our term of improved corporate governance and compliance. We have brought the Annual Financial Statements of the company up to date, adhered to the Ministry of Public Enterprises Remuneration Guidelines, to submission of affirmative action reports in line with Affirmative Action Act 29 of 1998, adhered to the NamCode, as well as compliance with the Public Enterprise Governance Act (PEGA) (Act No: 1 of 2019) and the Public Procurement Act (Act No:15 of 2015). The PEGA in particular requires five important items where compliance is compulsory, unless formal exemption has been sought and granted. These items are:

1. Governance Agreement with the board (Section 11)
2. Performance Agreements with board members (Section 12)
3. Integrated Strategic Business Plan (Section 13)
4. Annual reports of public enterprises
5. Annual Audited Financial Statements (Section 22) subsection (2)(a)

During our term as board of directors, there has been concerted efforts to ensure that NWR is in compliance with the relevant statutory provisions. As of now, NWR complies with all the main requirements of PEGA indicated above, except one. The only item making NWR not to be in compliance with PEGA is the matter of approved Integrated Strategic Business Plan (Section 13). Ministerial approval is outstanding. It has been drafted and submitted.

In conclusion, I would like to take this opportunity to sincerely thank the following stakeholders:

- The Managing Director, his executive team and the entire NWR employees for their perseverance and in ensuring that the company continued during the most difficult period that the tourism industry has faced. They tried their best, as some companies were not so lucky to survive the effects of the Covid-19 pandemic.

- To my fellow board members, thank you for always availing yourselves and for greatly assisting management as well as providing guidance and oversight over the company. Without your support, we would not have managed the myriad of challenges that the company has faced and will continue to face.

- Last but certainly not least, I would like to thank and express my sincere appreciation for the professional support from the Ministry of Public Enterprises, in particular, in ensuring that NWR received budgetary allocations. The support from the Ministry of Environment, Forestry and Tourism is also acknowledged and appreciated. This support was greatly appreciated, especially in the time Namibia found and continues to find itself due to Covid-19.

Ambassador Leonard Ipumbu

Overview by the Managing Director

We have yet come to the end of another financial year. It is common cause that it was a year in the midst of the deadly Covid-19 pandemic. Pandemic aside, NWR produced improved financial performance, showing improvement of about 44% for the better than the 2020 Financial Year. It looks easy in theory but required hard work and painful decisions. In particular, the decision to downsize employee numbers, from a total employee profile of 837 in 2020 to 662 in 2021, was a painful one. Strangely, staff downsizing through voluntary separations has created new entrepreneurs in the process. Some former staff members who exited through voluntary separations managed to start new successful small business ventures, which is pleasing to note. We intend to implement ways, obviously subject to improved financial situation, as part of our social responsibility to former employees who exited through voluntary separations to help them deal with their new reality as displaced workers. Possible ways of support could comprise financial and psychological counselling, awareness support on available self-development programs as well as registration with social protection institutions and job seekers institutions such as the Ministry of Labour, Industrial Relations and Employment Creation.

Equally, another difficult decision during the year under review was the salary cuts endured by board and management. This measure was perhaps the first of its kind to be implemented in the public sector. All these measures, together, with enhanced marketing efforts, particularly focusing on the domestic market, contributed to the improved financial performance in the year under review. Without a doubt, the financial support from the shareholder of about N$ 104 million in 2021 was extremely supportive. Viewed against total assets, the shareholder support represents 14%.

As the tourism industry continues to recover, we look forward to the future with hope and optimism. NWR has demonstrated in the years 2020 and 2021, which were peak years of the Covid-19 pandemic, that she can be able to withstand external pressures. The reduced staff numbers put the company in a position towards greater profitability than the one recorded for the first time ever in 2019 of N$ 22 million. In this vein, to further augment revenue and ensure company sustainability, there is still a space in enhancing our online and digital presence, improving current organisational culture through customer-centrism, focusing and re-investing in profitable units, enhancing product diversity, introducing new products in high demand areas and finding suitable methodology for implementing workable PPPs. We need to introduce one or two high-end (luxury) and flagship products (facilities/resorts) in high demand areas such as those in Etosha National Park and Sossusvlei area. NWR looks forward to really becoming a truly Namibian institution, just like any other institution in the “developed” economies, with workable systems, processes and harnessed resources and positive culture contributing meaningfully to Namibia’s developmental goals and being a key ambassador to the rest of the world.

In conclusion, let me use this opportunity to thank our board members whose term is coming to an end in June 2022. This by far was the most professional Board I have ever worked with and their guidance and valuable support are wholeheartedly appreciated.

Dr. Matthias Ngwangwama

Section A

NWR Governance and Management structure

Board Members

Ambassador L.N. Iipumbu
Chairperson

Mrs. J. Wilson-Moore
Vice Chairperson

Ms. E.S. Shifotoka
Director

Mr. R. Putter
Director

Dr. M. Ngwangwama
Managing Director

Ms. E.R. Petersen
Director

Ms. C.R. Williams
Director

Mr. B.T. Schneider
Director

Management Team

Dr. M. Ngwangwama
Managing Director

Mrs. T. Horn
Chief Financial Officer

Mr. E. Kasuto
Chief Marketing Officer

Mr. K.R. Guiseb
Chief Human Capital Officer

Vacant
Chief Operations Officer

Vacant
Company Secretary / Legal Advisor

Vacant
Chief Risk, Internal Audit Officer

Mr. N.M. Ashipala
Corporate Communications & Online Media Manager

Mrs. F. Nghitila
Environmental and Compliance Specialist

01 Introduction

Approach

Since the year 2019, we expressed our pledge to moving towards integrated reporting as part of our longstanding tradition of upholding good governance and promoting accountability and transparency. This commitment was acted on by producing NWR's first Integrated Report in 2019, followed by this one, our third instalment of accountability reporting.

Aligning our financial, economic, social and environmental disclosure practice with the global governance move towards integrated reporting is a primary part of our vision of being a leading tourism and leisure company in Namibia. NWR is hereby pleased to present our annual report for the financial year ended 31 October 2021 to our stakeholders. Having to navigate through the financial storm, that is Covid, this report will at least give a glimpse of the impact this pandemic has had on our organisation.

Reporting Framework

Not only does integrated reporting allow us to be held accountable by our stakeholders in how we use public funds mostly during the time of Covid-19 when the Government assisted the company financially with bail outs, it enhances the way we envision, plan and report the story of our operations in a clear, concise, integrated manner that explains how all of our resources add value to the Namibian house, aid government interventions and projects such as recruitment. Our reporting process has been guided by the principles and requirements contained in International Financial Reporting Standards (IFRS), the Namibian Code of Corporate Governance (NamCode), and the Namibia Wildlife Resorts Act. Assurance for elements of this annual report has been provided through internal sources.

Scope

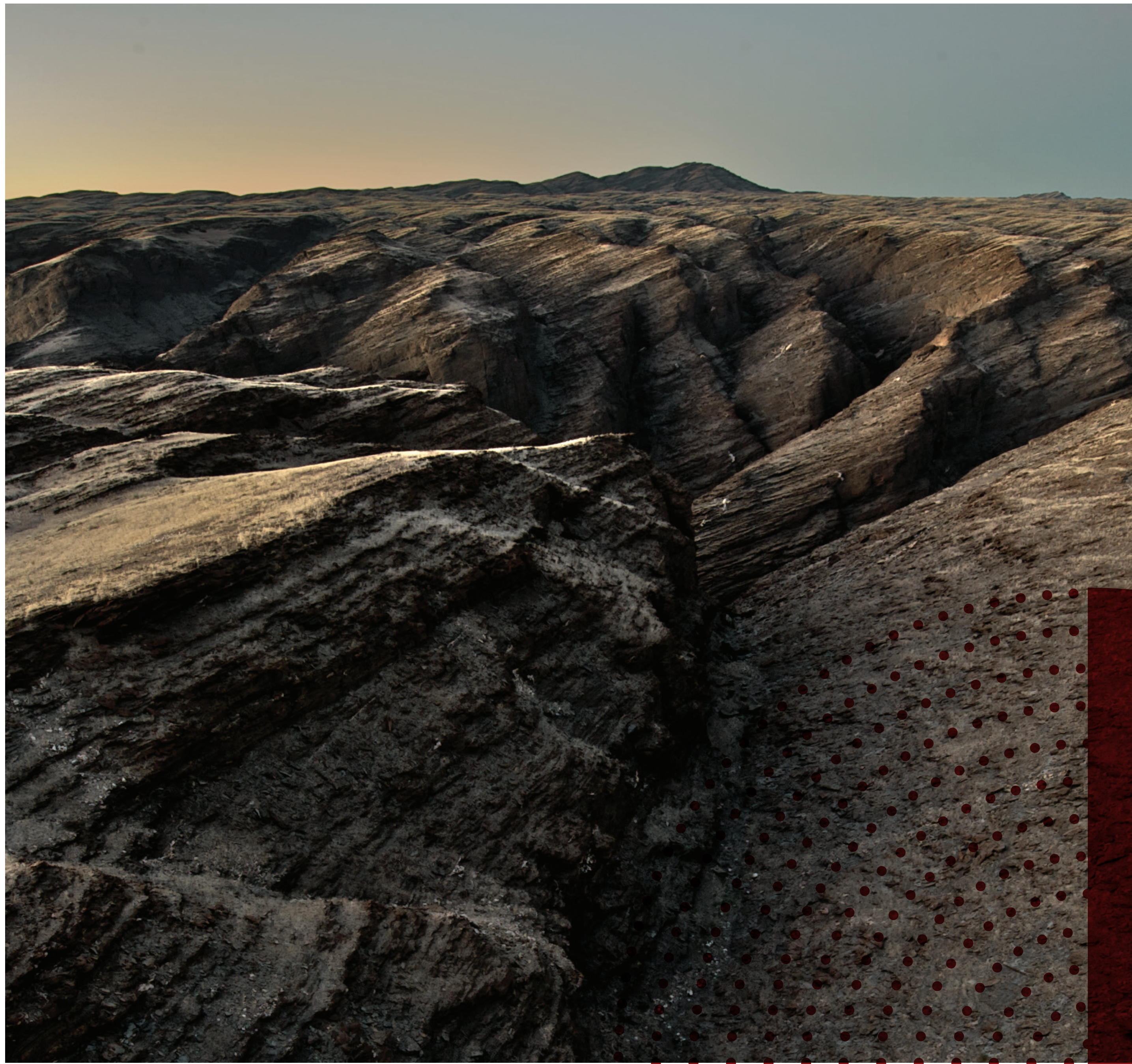
The content of this document relates to Namibia Wildlife Resorts Ltd, for the year ended 31 October 2021.

The full set of financial statements, including the independent auditor's opinion, is presented in section B of this report, and is available online at **www.nwr.com**.

Board approval

The board is responsible for overseeing the preparation, presentation and integrity of the annual report. The directors confirm that they have collectively reviewed the output of the reporting process and the content of the annual report. The directors believe that this annual report addresses the material issues, that it is a fair presentation of the integrated performance of the company and offers a balanced view of the company's strategy and how it relates to its ability to create value in the short, medium and long term.

We welcome any feedback at **PRO@nwr.com.na**.



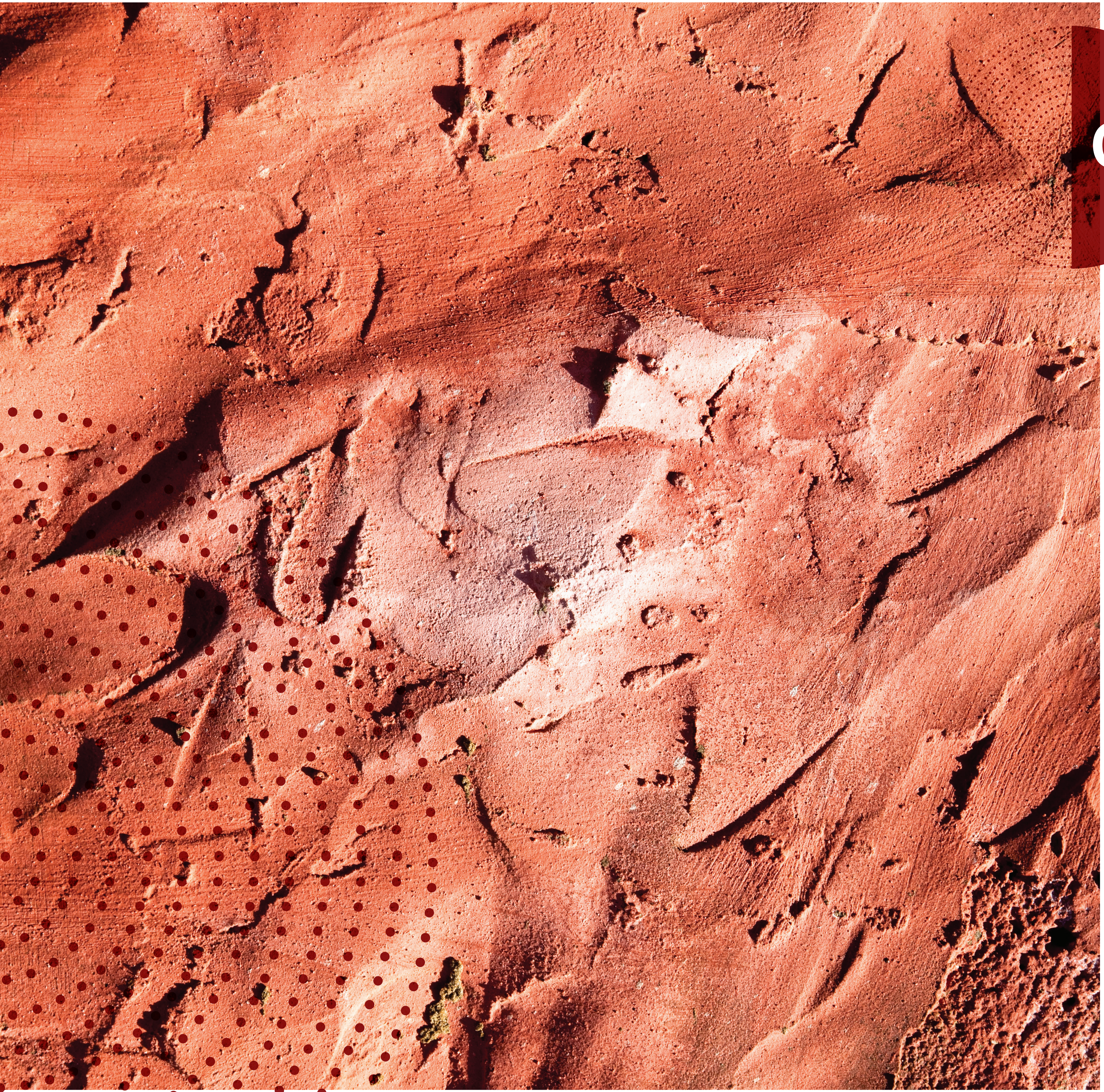
Business Overview

Our Vision

To be the destination of choice for tourism in Africa

Our Mission

We create memorable experiences in a sustainable way



02 About NWR

Company Profile

Namibia Wildlife Resorts Limited (NWR) is a legal entity established through an Act of Parliament, the Namibia Wildlife Resorts Company Act, (Act 3 of 1998). Strategically poised as a commercial State-Owned Enterprise that provides tourism and hospitality management services in national parks, Namibia Wildlife Resorts (NWR) is one of the largest provider of accommodation facilities in the country.

Other legislation pertinent to the operations of NWR include the the Public Enterprise Government Act (Act 1 of 2019) and the Public Procurement Act (Act 15 of 2015). NWR's sole mandate is to provide tourism-related services in the protected areas (National Parks) of Namibia.

In June 2016, NWR was classified as a commercial public enterprise and was placed under the governance of the Ministry of Public Enterprises. Although the new hybrid centralised governance model resulted in NWR reporting to the Ministry of Public Enterprises, the Ministry of Environment, Forestry and Tourism (MEFT) remained the line ministry that NWR reports to in terms of strategic and operational support until late in 2019, when the Ministry of Public Enterprises was officially mandated to oversee the Company.

According to its establishing Act, the Namibia Wildlife Resorts Company Act, (Act 3 of 1998), the objectives of the company are to conduct a wildlife resorts service, through inter alia:

- Managing, controlling, maintaining, utilising and promoting, in the national interest, the wildlife resort service according to general business principles.
- Promoting and encouraging training and research with a view to increase productivity of the wildlife resorts service.
- Developing, with or without the participation of the private sector, commercially viable enterprises or projects concerning the wildlife resorts service or the tourism industry in general.
- Promoting the development of environmentally sustainable tourism with a view to preserving the assets and attractions on which the tourist industry depends, and in particular safeguard and maintain ecological processes, biodiversity, aesthetic and cultural qualities for the long-term benefit of the tourism industry and the Namibian people.

The Act directs the Company to exercise its powers with a view of enhancing corporate profit and shareholder return on equity (ROE). This is to be achieved by considering the promotion of an economically prosperous and efficient wildlife resorts service conducted on sound business, conservation and environmental principles.

In addition, the Act further states that the Company may, amongst others:

- Finance or otherwise participate in the development of natural resources.
- Establish subsidiary companies or acquire an interest in any other company, co-operative society or enter into a partnership or joint venture with any person.
- Effect the transfer or assignment of any assets, liabilities, rights or obligations of the Company to any of its subsidiaries.
- Determine the rates and charges to be levied for services rendered by the Company.

Our Business Model

INPUT - The Six Capitals

What do we have to put into the mix?

FINANCIAL

Debt Funding
& Internal
Resources

SOCIAL

Customers
Suppliers
Joint Venture
Partners
Community
MEFT

MANUFACTURED

Infrastructure (23
sites in Prime Tourist
Attraction Areas, 23
Self-Managed)

INTELLECTUAL

Brand
Privileged Access to
Parks

HUMAN

662 Engaged Staff
156 NWR Hi Interns and
students
Employee Engagement
/ Communication

NATURAL

Mandate to Protect
Energy Consumption
Water Consumption

Policies Approved in 2021

During the period under review, the following policies were approved by the board:

- Fleet management Policy and Procedures
- Labour Relations – renamed Industrial Relations Policy
- CSI Policy
- Fraud Prevention and Detection Policy
- Environmental Management
- Procurement Policy (Supply Chain Management Policies and Procedures Policy)
- Capital Asset Management Policy
- Staff Retention Policy
- Credit Card Usage Policy
- Social Media Guidelines
- Records Retention Policy
- Solid Waste Disposal Policy

Board Meetings

Attendance register for board meetings from 1st November 2020 to 31st October 2021

During the period under review, the board held seven (6) meetings:

Member	26 November 2020	23 February 2021	2 March 2021	29 April 2021	27 May 2021	25 August 2021
Amb. Ipumbu (Chairperson)	✓	✓	✓	✓	✓	✓
Mrs. J. Wilson-Moore (Vice Chairperson)	✓	✓	✓	✓	✓	✓
Ms. E.R. Petersen	✓	✓	✓	✓	✓	✓
Ms. E.S. Shifotoka	✓	✓	✓	✓	✓	✓
Mr. R. Putter	✓	✓	✓	✓	✓	✓
Mr. B.T. Schneider	✓	✓	✓	✓	✓	✓
Ms. C.R. Williams	✓	✓	✓	✓	✓	✓
Dr. M. Ngwangwama	✓	✓	✓	✓	✓	✓

Company Secretary / Head Of Legal Service

The Company Secretary / Legal Advisor resigned half way through the financial year 2021.

Our journey so far

Pre-independence
Resorts in protected areas were run by the administration of the day – through the Department of Nature Conservation.

Post-independence
Resorts fell under the Ministry of Environment and Tourism – run under the Directorate of Tourism.

1998
Namibia Wildlife Resorts was created by an Act of Parliament in 1998 (Act 3 of 1998)

1999
Namibia Wildlife Resorts became operational.

1999 – 2005
NWR systematically accumulated losses – and the product and service deteriorated to an extent that some camps no longer qualified for registration by the Namibia Tourism Board

2006 – 2009
Three year Turnaround Strategy which aimed at improving the product of the company to provide reliable and a high quality product and service, and to improve the financial outlook of the company was implemented. The following camps were redeveloped: Okaukuejo, Namutoni and Halali in time for the Etosha Centenary celebrations in 2007. Sesriem campsite and an entirely new Sossus Dune Lodge. Ai-Ais and Waterberg redevelopment.

2010
The Shareholder committed investment financing for six more of the NWR facilities, over a three year budgeting cycle: Gross Barmen, Hobas, Naukluft, Hardap, Popa Falls, Torra Bay, Revamping of Hardap Dam Resort

April 2013
Desert Knights, a multi-staged mountain biking tour, is launched in the /Ai-/Ais Richtersveld Transfrontier Park between Namibia and South Africa.

2016
NWR classified as a commercial enterprise under Ministry of Public Enterprise.

October 2017
Kavango–Zambezi Transfrontier Conservation Area (KAZA), a five-day itinerary to visit four countries, namely, Namibia, Botswana, Zambia and Zimbabwe, is launched.

May 2018
Desert Kayak Trails and Wildrun developed at Boplaaz on the Orange River with support from Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GiZ) and Boundless.

2019
First profit recorded in NWR's history.

Our Products

The NWR resorts and camps are divided into three categories to suit individual taste, comfort and preference.

Eco Collection

NWR has introduced exclusive products that offer "ultimate relaxation, superior service and comfort which are all within the confines of the most pristine wilderness areas of Namibia." Eco Collection refers to those facilities with a strong focus on environmental sustainability and compliance. Sossus Dune Lodge, inside the Namib Naukluft Park, and Onkoshi, inside Etosha National Park, are the two Eco Resorts, with Dolomite also counted in this category. Popa Falls is also an Eco resort introduced in December 2013.

Services and activities offered at the various Eco Collection facilities:

Camp / Resort / Lodge	Dolomite	Onkoshi	Popa Falls	Sossus Dune Lodge
Accommodation	●	●	●	●
Camping			●	
Restaurant	●	●	●	●
Bar	●	●	●	●
Kiosk / tourist shop			●	
Filling station				
Activities / Services				
Birdlife and birdwatching	●	●	●	●
Bush dining experiences or picnics				●
Conferencing / seminar facilities			●	
Game drives / nature drives	●	●	●	●
Hiking trails / nature walks (guided or self-guided)				●
Jacuzzi (outdoor) / private splash pool	●			
River rafting / canoeing / kayaking / cruises			●	
Spa / wellness centre / massages				
Stargazing		●		●
Swimming pool		●		
Waterholes / floodlit waterholes / hides	●			

Classic Collection

The Classic Collection includes all other popular establishments inside the Parks, among them /Ai-/Ais Hot Springs Spa at the end of the Fish River Canyon, the Waterberg, Hardap as well as Halali, Namutoni and Okaukuejo inside Etosha National Park. In December 2014 Gross Barmen was re-launched.

Services and activities offered at the various Classic Collection facilities:

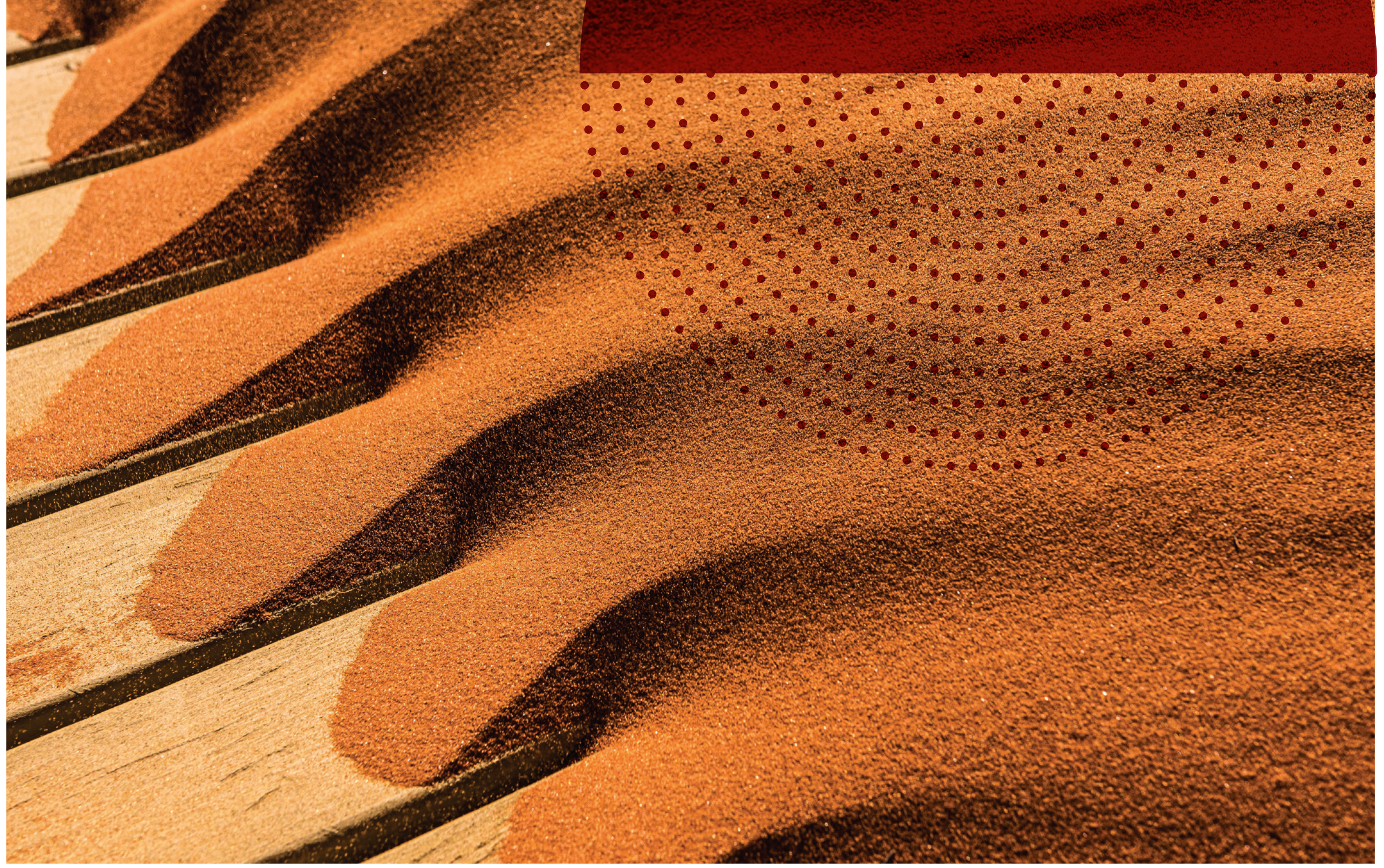
Camp / Resort / Lodge	/Ai-/Ais Hot Springs Spa	Gross Barmen	Halali	Hardap	Namutoni	Okaukuejo	Waterberg
Accommodation	●	●	●	●	●	●	●
Camping	●	●	●	●	●	●	●
Restaurant	●	●	●	●	●	●	●
Bar	●	●	●	●	●	●	●
Kiosk / tourist shop	●	●	●		●	●	●
Filling station	●	●	●		●	●	●
Activities / Services							
Angling / fly-fishing / watersport				●			
Birdlife and birdwatching	●		●	●	●	●	●
Bush dining experiences or picnics	●	●	●		●		
Caves / rock climbing	●	●					
Conferencing / seminar facilities				●	●	●	●
Fossils		●	●				●
Game drives / nature drives	●		●	●	●	●	●
Hiking trails / nature walks (guided or self-guided)	●	●	●	●	●		●
Historic / heritage / archaeological sites					●		●
Jacuzzi (outdoor) / private splash pool	●		●				
Natural hot springs	●						●
Research focus / game breeding							●
River rafting / canoeing / kayaking / cruises				●			
Rock art	●						
Spa / wellness centre / massages	●	●					
Swimming pool		●	●	●	●		●
Waterholes / floodlit waterholes / hides			●		●	●	

Adventure Collection

Adventure Collection has a strong focus on tourism and leisure activities. There is a variety to choose from depending on what type of retreat one is looking for. Resorts falling into this category include Khorixas Camp, Terrace Bay, Torra Bay, Sesriem Campsite, Shark Island, Naukluft, Hobas, Olifantsrus and Duwisib Castle.

Services and activities offered at the various Adventure-Collection facilities:

Camp / Resort / Lodge	Duwisib Castle	Hobas	Khorixas	Naukluft	Olifantsrus	Sesriem	Shark Island	Terrace Bay	Torra Bay
Accommodation	●	●	●	●			●	●	
Camping	●	●	●	●	●	●	●	●	●
Restaurant	●	●	●	●		●		●	●
Bar	●	●	●			●		●	
Kiosk / tourist shop		●			●			●	●
Filling station		●				●		●	
Activities / Services									
4x4 trails / quad biking / off-road biking				●				●	
Angling / fly-fishing / watersport								●	●
Beach-related activities							●	●	●
Birdlife and birdwatching				●					
Conferencing / seminar facilities			●						
Fly-ins / helicopter rides / soaring								●	
Game drives / nature drives		●		●	●			●	
Hiking trails / nature walks (guided or self-guided)		●		●		●			
Historic / heritage / archaeological sites	●				●		●		
Mountain biking		●							
Swimming pool		●	●			●			
Waterholes / floodlit waterholes / hides					●				



Shareholder
(The Government of the Republic of Namibia)

Impacts of COVID-19

The COVID-19 pandemic devasted Namibia's tourism industry since 2020 as tourist arrivals via airports declined following the closure of borders and the subsequent cancellation of both regional and international flights. Studies on tourism businesses indicated that they were severely impacted and recorded significantly lower booking levels in 2020 compared to 2019. The same can be said about NWR, where for the first time ever that a profit was made in the year 2019, we ended up making a loss again in the next financial year as well as the current financial year because of challenges from the pandemic.

Similarly, tourism revenue declined considerably, resulting in employment losses as over 80 percent of the surveyed businesses reduced staff numbers and consequently reduced wages and salaries. NWR also had to offer early retirement and voluntary separation packages to its staff members.

Key challenges for the tourism businesses were a reduction in demand and inability to repay loans. Notwithstanding the negative impact of COVID-19, we are optimistic about the future prospects of tourism or future business on the back of the ongoing global distribution of coronavirus vaccines and resultant recovery in demand.

NWR has the following seasonal campsites at the coast:

- Mile 108
- Jakkalsputz
- Mile 72

In addition, NWR has three office centres, namely:

- Windhoek (Head Office and Reservation Office)
- Swakopmund (Reservation Office)
- Cape Town (Reservation Office)

Performance highlights

N$ m	2021	2020	2019
Net (loss) / profit	(97)	(173)	22
Total assets	(740)	(749)	817
Trade creditors & financing obligations	(391)	(406)	193
Audit result	Completed within 6 months	Completed within 6 months	Completed within 6 months
Audit opinion	Qualified i.r.o. going concern	Qualified	Disclaimer

NWR Hospitality Institute (NWR Hi)

The overall vision of Namibia Wildlife Resorts Ltd for the next 5 years is “To be the Provider of tourism destinations of choice in Africa”. Within this strategic purpose, a vision for Vocational NWR Hospitality Institute (NWR Hi) was founded to ensure long term talent development for sustainable organisational success. In addition, the main NWR founding business activities as per section 6 of NWR Act (Act 3 of 1998), makes provision for promoting and encouraging training and research with a view to increase productivity in wildlife resorts service. The founding of the NWR Hi is of fundamental importance to both NTA and MEFT Strategy in realising the aspirations of Vision 2030 and for NWR’s Succession Planning. The strategy of the institute further supports The Harambee Prosperity Pan [HPP] which is a targeted Action Plan to accelerate development in clearly defined priority areas, which lay the basis for attaining prosperity in Namibia. It aims to improve performance and service delivery through competence training under the first pillar of HPP “Effective Governance”.

For the year under review, NWR Hi had 156 students for the year 2021 broken down below

1. 69 private students
2. 7 Khorixas Town Council Funded Students
3. 80 NTA apprentices

The NWR Hi educational promises include:

- upholding a critical thinking teaching methodology,
- enriching the national curriculum,
- delivering industry specialization standards,
- effectively integrate theoretical and practical learning competence,
- integration of digital education curriculum and upskilling collaboration

Corporate Social Responsibility

03

Namibia Wildlife Resorts Limited, as a leading hospitality services provider in Namibia, believes that it has a fundamental responsibility to aid in improving the lives of previously disadvantaged communities in Namibia. NWR has therefore developed a Corporate Social Investment (CSI) Policy which is aligned to the company’s strategy, and which contributes to the company’s overall mission and vision. Our short term plan however is realign our strategy to that of Corporate Social Investment. Previously, the terms CSI and Corporate Social Responsibility (CSR) were used interchangeably, but have now been defined separately. CSR refers to an organisation’s total responsibility towards the business environment in which it operates. CSR describes the broader solution to triple-bottom-line matters of the 3Ps – profit, people and planet. CSI is one of the sub-components of CSR and aims to uplift communities in such a way that the quality of life is generally improved and safeguarded.

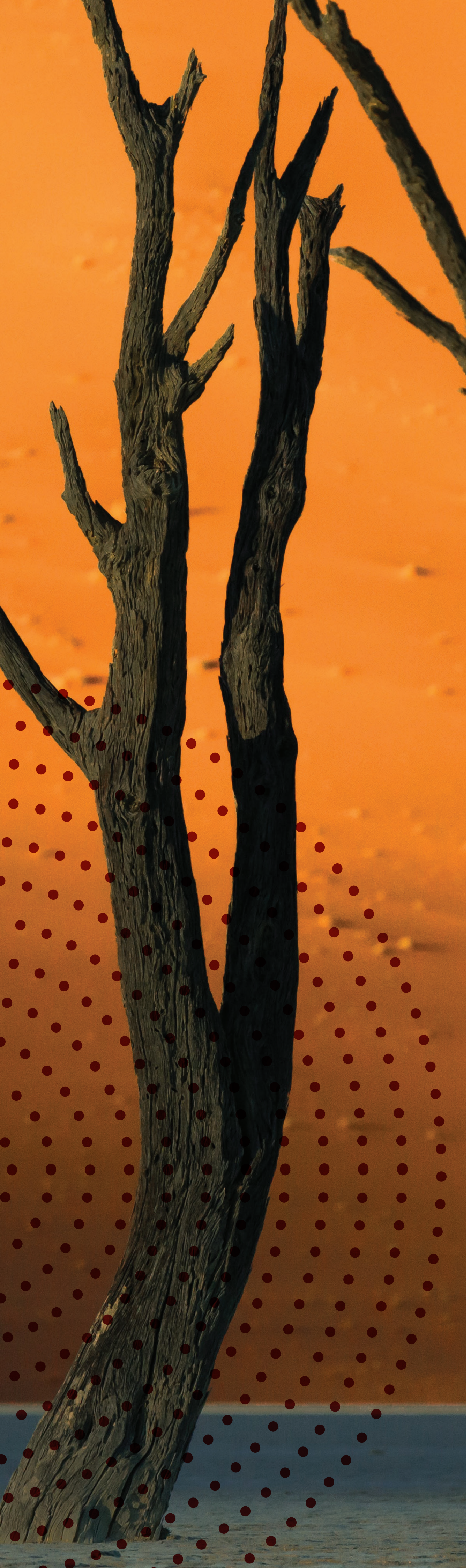
NWR’s Corporate Social Investment (CSI) Programme is a deliberate, focused, coherent and progressive programme that is:

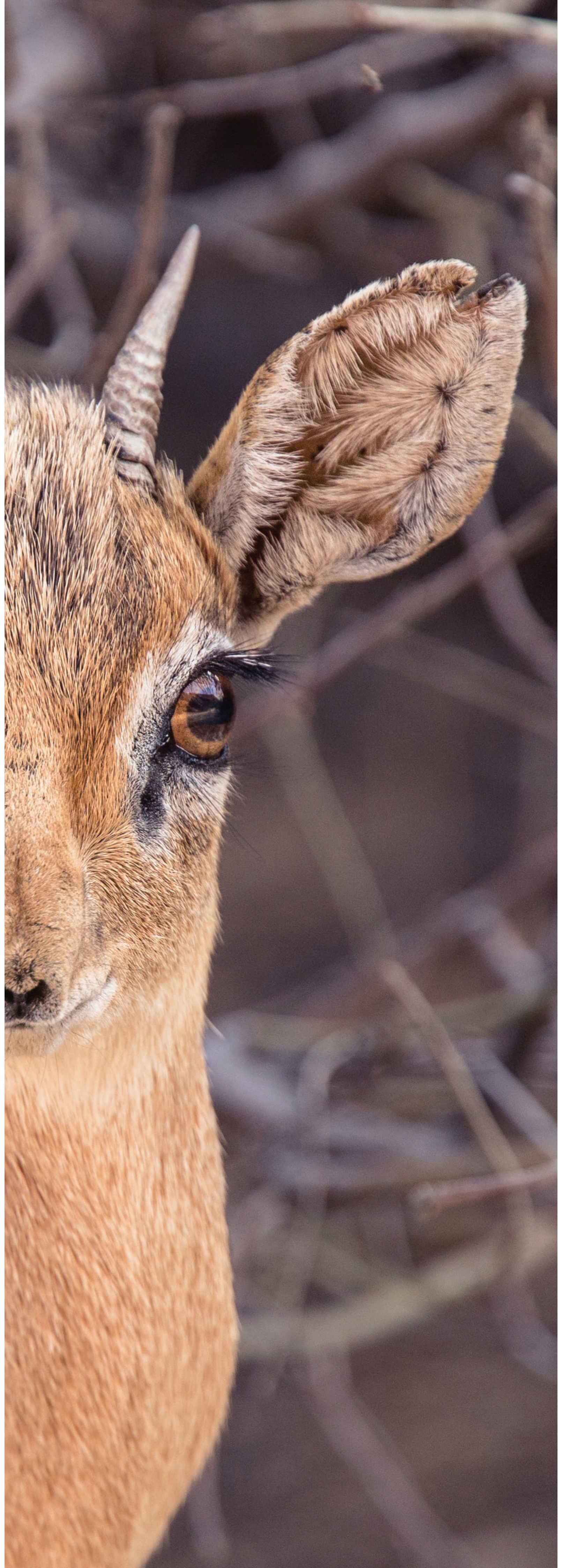
- Well-co-ordinated
- Guided by a common policy framework
- Has clear focus areas
- Mutually beneficial
- Seen as a strategic business function
- Aligned to the core business

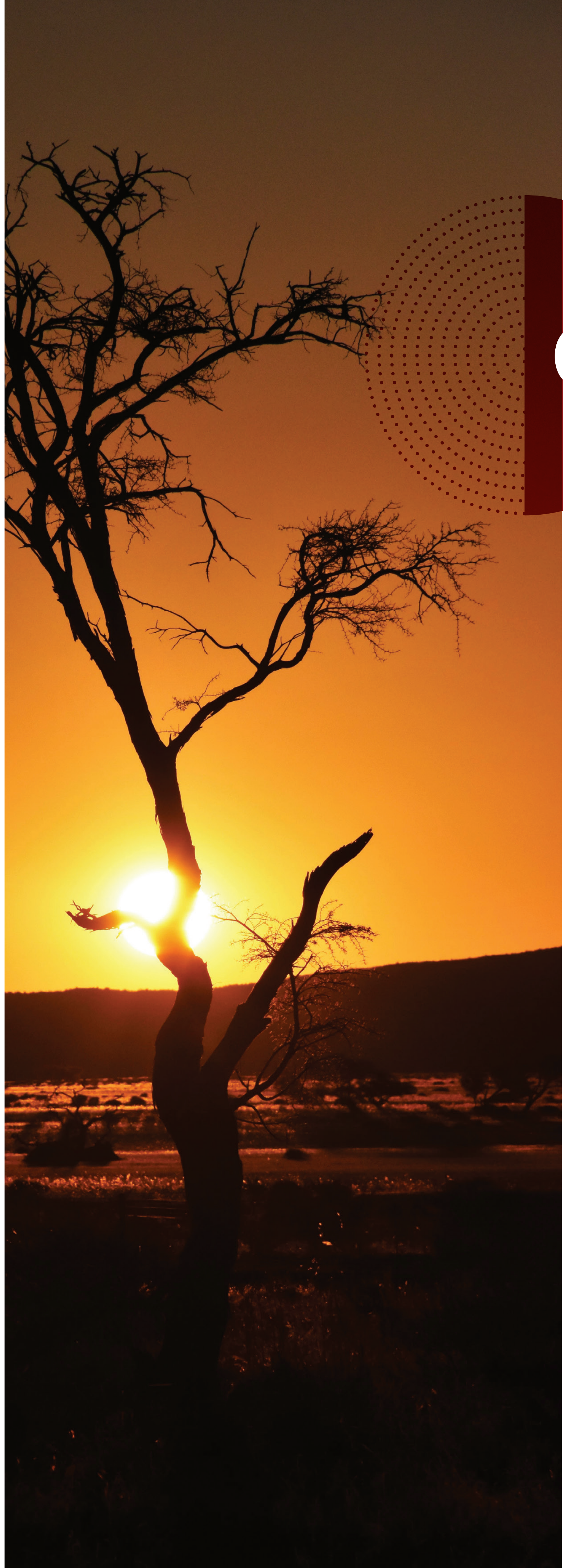
For the 2020/2021 financial year Namibia Wildlife Resorts saw it best to reward our national heroes, the ones that held us through the tough times that was the Covid pandemic.

Sports tourism, a segment of the broader tourism industry, has been gaining momentum in recent times, which is one reason it is part of our Corporate Social Investment policy. Therefore, we offered Ms Beatrice Masilingi and Ms Christine Mboma accommodation vouchers to the value of N$ 30 000 each. This is to recognize their sporting excellence and the pride they have brought the nation.

Under the sport segment, we also saw it as important to tackle grassroot sports. For the financial year under review, NWR provided sponsorship in the form of vouchers to the Wato FM Uefa winner for radio Wato to the tune of N$ 20 000.00. We are also pleased to have worked with the Namibia Sports Commission for the Namibia Sports Awards where we gave away prices totaling N$ 70 000.00.







04 Sustainable & Responsible Tourism

NWR prides itself in guaranteeing environmentally friendly tourism. Eco friendly tourism is the epitome of our success in ensuring quality service delivery and focus. NWR has created a vision of not only being Africa's top destination for tourism but also highlights our mission of creating memorable tourism in a sustainable way.

In total, 22 approved environmental plans are in place for which clearance certificates are valid. The main environmental risk as per the updated register centres around hazardous waste management and covers among others the, aspects of gas cylinder storage and handling, disposal of used kitchen oil and oil spillages. The Renewable Energy Master Plan developed in FY2021, under the Sustainable Utilisation of Natural Resources and Energy Finance (SUNREF) program through the Environmental Investment Fund (EIF) focused on seven key areas for energy and water efficiency with CAPEX 38,5 M in phase 1 and cumulative savings of about N$ 161 M over 10 years.

Given that approval was granted to focus on low hanging fruit, lighting was prioritized for the current reporting period. Information on the types of lighting for the three Etosha resorts (Okaukuejo, Halali and Namutoni) were compiled to which the light appearance in terms of warm white, cool white and natural white for the various areas i.e., kitchen, reception, rooms etc. will be linked and costed for implementation.

Another intervention, that is Waste management, is an on-going activity throughout the resorts. The implementation of the Waste Handling Plan in Etosha National Park saw collaboration with the Hai-//om community and volunteers. Although recycling is done in Etosha National Park, the upkeep of the vehicles is a challenge which reduces the total waste being taken out of the park. Process of taking waste out of the park for Naukluft and /Ai-/Ais Transfonteir Park (Namibian side) is slow but there is momentum.

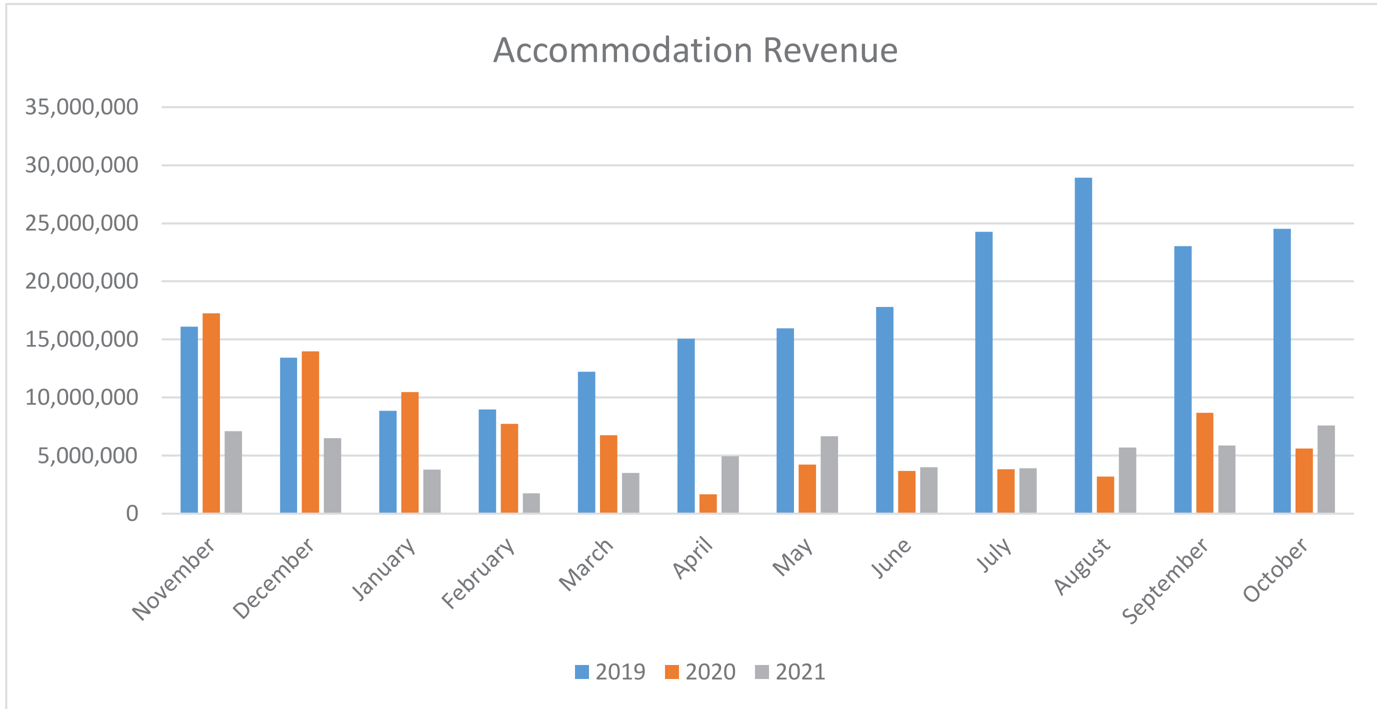
05 Surviving Covid-19

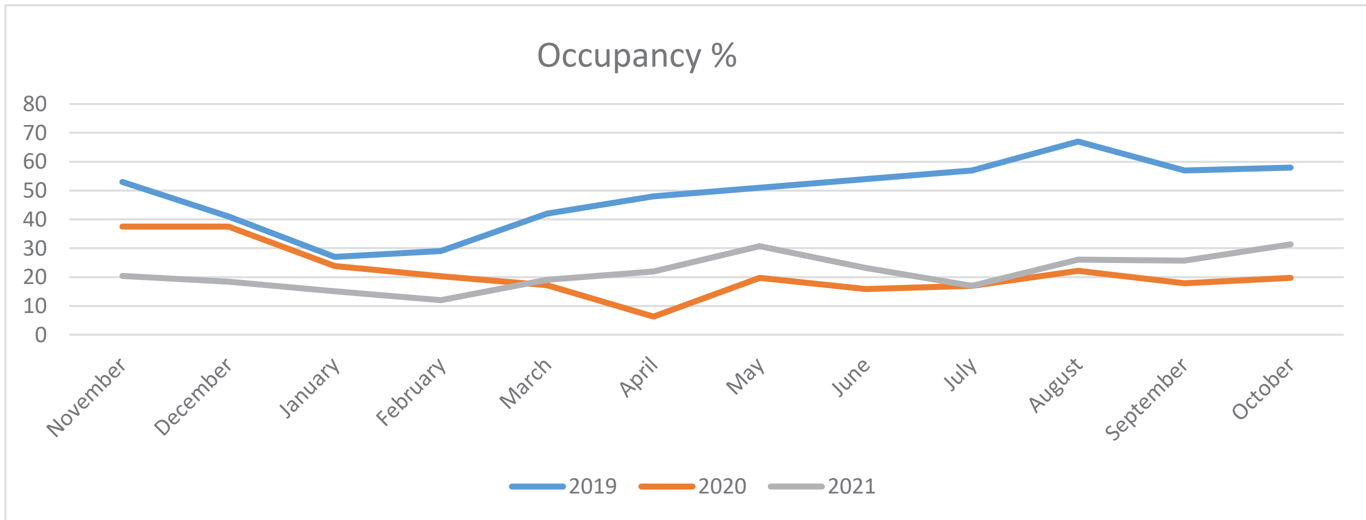
Since ancient times, few pandemics and disasters have posed such a potent threat to humanity as the Covid-19 pandemic has. The World Health Organisation (WHO) declared Covid-19 as a worldwide pandemic on 11 March 2020. This was followed by the Government of the Republic of Namibia announcing on Saturday, 14 March 2020 that Namibia had detected the first two cases of Covid-19 in the country the previous day. Since then, the COVID-19 pandemic brought disruptions in most economic activities in Namibia. In particular, the tourism industry was greatly affected by the pandemic, including in the year under review.

The occupancy for the year (FY21) at 30 October 2021 ended at 22% average occupancy, an increase of 1% compared to 21% average occupancy for FY20. Accommodation revenue went down to N$ 61m from N$ 87m for FY20 Whereas occupancy grew by 4,76%, accommodation revenue recorded a negative growth of -29.5% which can be attributed to the high discounting environment maintained as a result of COVID-19. For the FY20 occupancies were boosted by hosting some of our resorts as quarantine facilities.

Current projections for FY22 for Accommodation revenue stands at N$ 130m for the year with about N$ 74m as provisional bookings for financial year 2022.

Cancellation and defferment of bookings still continues as the industry is still recovering from the pandemic. Consequently we will continue hanging on to provisional bookings (closer to the date of travel) and will do vigorous grid management and will do active cancellations of provisional bookings only when required to accommodate ad-hoc demand. The COVID-19 pandemic is still a big concern as it continues to fuel uncertainties because of alleged expected waves in some parts of the world as well as low vaccination rates especially in developing countries.





06 Compliance and Audit

In line with the approved Internal Audit Plan for FY20/21, reviews were planned to be conducted in close co-operation with management.

NWR has a dedicated Internal Audit, Risk Management and Compliance department that continually visits our resorts and camps and review all aspects of their operation. Our primary focus during this resource stricken time is to analyze gaps throughout each resort / camp and ensuring all staff are suitably trained with signed agreement that company procedures will be adhered to at all times. Our audit approach is simply to give an independent review, systematically examining resort / camp practices with early advice of weaknesses and potential exposure to loss.

Our FRAC (Finance, Risk and Audit Committee) Directors meet with our audit team on a quarterly basis. The sole purpose of this meeting is to monitor and review the effectiveness of our internal audit function.

In accordance with the RCIA's Audit Plan, NWR completed a Gap Analysis Audit of Khorixas, Dolomite, Mile 108, Swakopmund Reservation Office and Terrace Bay respectively of Financial / Revenue Recognition and Cash Flow.

This performance Gap Analysis audit was conducted in accordance with generally accepted IIA standards.

RCIA believes that an essential part of being a responsible business is having in place robust and effective risk management and internal controls. This supports our business to be resilient, successful and trusted.

Risk Management activities by Exco

During this trying time of COVID-19, Business Continuity and Disaster Recovery is an everyday phenomenon as the company is impacted heavily at all fronts. The Exco with in collaboration with the Board has since developed a plan which is designed to particularly address the risks caused by COVID-19 pandemic. Some of the risks identified were on Pandemic (COVID-19) Health and Safety Measures, Lack of Cash Flow and Business Continuity and growth and Resort Management.

Risk identification and evaluation workshops were held with all departments to draft the departmental risk register, or to review existing risk registers.

Some of the key compliance requirements are:
1. Governance Agreements (Section 11)
2. Performance Agreements (Section 12)
3. Integrated Strategic Business Plan (Section 13)
4. Annual Report (Section 22)
5. Annual Audited Financial Statements (Section 22)
6. ICT compliance

07 Building for the Future (Renovations)

A renovation project in the tourism industry aims to improve the guest experience, increase resilience, and manage the individual hotel room renovation cost. Using modern materials and technologies allows owners to improve their thermal, noise, and energy performance. Despite limited funds, limiting our refurbishment plans, we persevered with activities that our own inhouse teams could implement at relatively low costs.

What's Next 08

The following are themes for the new strategic focus:

Digital presence (A 100% digital NWR)

Digital marketing and online presence have become distinguishing factors between success or failure. In the NWR context, digital presence refers to the effective use of online media platforms to market products and attractions. It means also online presence to counter negative publicity and damaging slander and bad publicity. In particular, it means that each NWR resort will have its own website linked to the main NWR website.

Focus and re-invest in profitable units

Strategy must continue to focus on the stars (Etosha, Sossus Dune Lodge and Sesriem). Resorts in these areas have a huge untapped potential to generate additional revenue. All efforts (human resources, processes, systems) will go into profitable units to ensure maximum returns, smooth operations and customer value for money. In addition, efforts will go into establishing new exclusive basic camp sites to cater for the local high end demand for self-drive campers.

Enhance product diversity: Diversify into tour planning

An NWR Shuttle and Tour Planning Section has the potential to increase current revenue. NWR is currently having a tour operator license issued by NTB for the purposes conducting client tours. Utilising existing NWR fleet, a shuttle service to receive NWR guests from the Airport and taking them to a NWR facility is envisaged. In addition, the offering of tour packages by the MICE and Tour Planning Section will be harnessed.

Workable and mutually beneficial PPPs

Well-implemented PPPs can contribute to the long-term sustainability of the company. The Public Private Partnership Act, 2017 (Act No.4 of 2017) provides a legal framework for public private partnership projects in Namibia. In particular, Sections 2 (e) and (f) clarifies the rationale of the Act as to ensure fairness, transparency, equity and competition in the process of awarding public private partnership projects; and provide for principles, framework and guiding procedures to assist public entities during the initiation, preparation, procurement, management and implementation of public private partnership projects.

Guest convenience and precision: Investment in human capital and capacity building

Strategy for protecting both domestic and international market through the NWR Hi, which is already up and running, now needs to be enhanced as an in-house student training programme. International exchange programmes, such as with the South African National Parks and Frenchman's Creek Beach and Country Club, are planned so as to upgrade the current skills levels to meet hospitality industry requirements.

Section B

Annual Financial Statements

For the year ended 31 October 2021

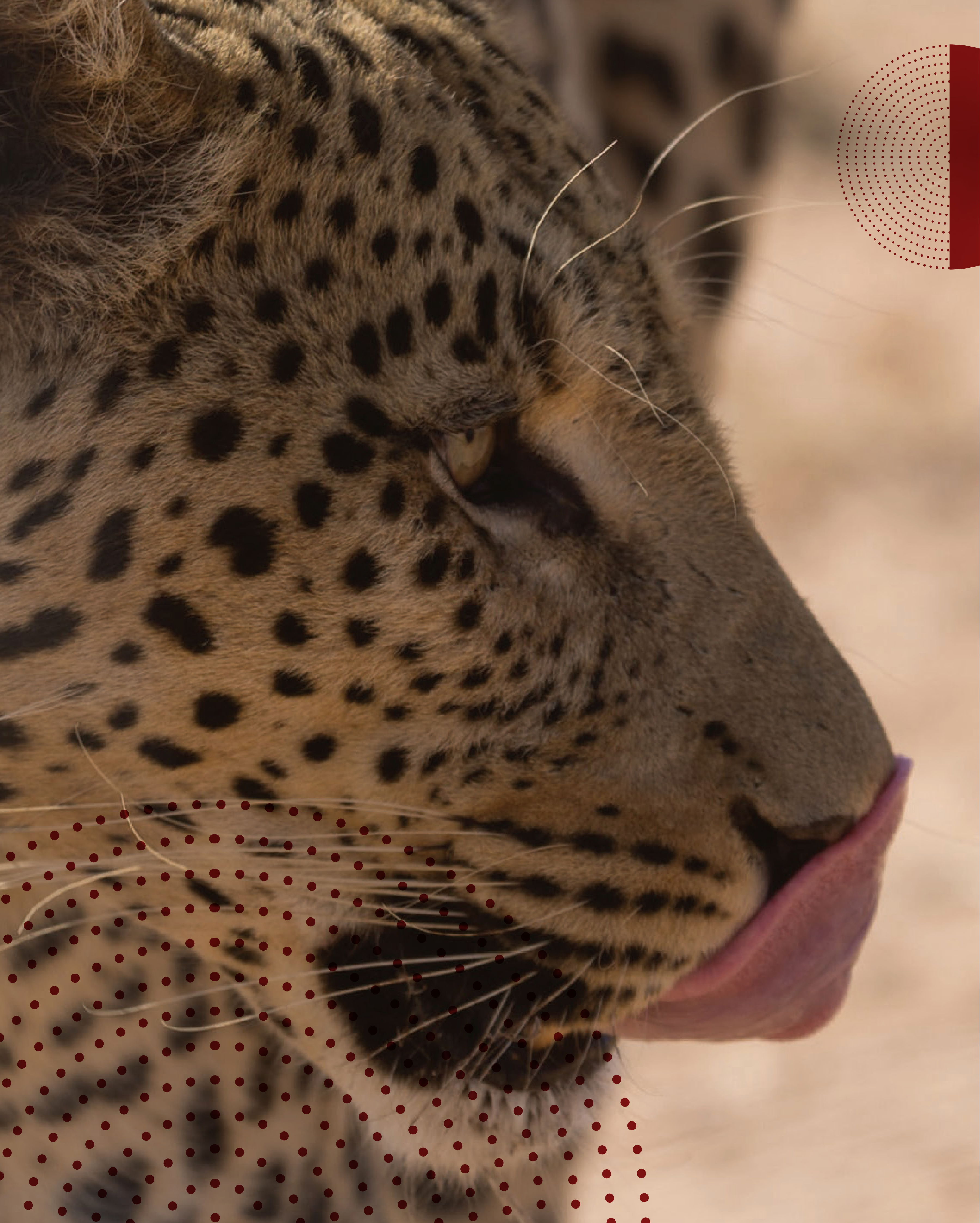
NAMIBIA WILDLIFE RESORTS LIMITED
(Registration number 99/001)

General information

Country of incorporation and domicile	Namibia
Nature of business and principal activities	Conduct wildlife resort and related hospitality services, as mandated by the Namibia Wildlife Resorts Company Act (Act No.3 of 1998)
Directors	N Iipumbu (Chairperson) M Ngwangwama (Managing Director) BT Schneider CR Williams ER Petersen ES Shifotoka JA Wilson-Moore R Putter
Registered office	Gathemann Building Independence Avenue Windhoek Namibia
Business address	Gathemann Building Independence Avenue Windhoek Namibia
Postal address	Private Bag 13378 Windhoek Namibia
Shareholder	Government of the Republic of Namibia
Bankers	First National Bank of Namibia Standard Bank Namibia Nampost
Auditor	PKF-FCS Auditors Registered Accountants and Auditors Chartered Accountants (Namibia)
Secretary	None
Legal advisors	Tjitemisa and Associates GF Kopplinger Legal Practitioners
Company registration number	99/001

CONTENTS

The reports and statements set out below comprise the Annual Report presented to the shareholder:



Directors' Responsibilities and Approval

The directors are responsible for the preparation of the annual financial statements of Namibia Wildlife Resorts Limited, comprising of the statement of financial position at 31 October 2021, the statements of comprehensive income, changes in equity and cash flows for the year then ended, significant accounting policies, notes to the financial statements and the directors' report.

The directors are required in terms of the Companies Act of Namibia, to maintain adequate accounting records, and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

COVID-19 had a catastrophic impact on the company specifically, and the tourism industry in general. The various travel bans and Covid 19 control prevention measures enforced during the year under review as well as the emergence of new Corona variants (Delta and Omnicron) caused significant uncertainty of the company's ability to continue as a going concern in these circumstances. State of emergency was lifted towards end of last year. However, it remains the intention of the directors, through the activities and plans referred to in note 34, to continue as a Going Concern.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 38.

The annual financial statements set out on pages 40 to 103, which have been prepared on the going concern basis, and the supplementary schedules set out on pages 105 to 108, were approved by the board and were signed on their behalf by:

Director
Windhoek

Director

31 March 2022

Date

Independent Auditor's Report

To the Shareholder of Namibia Wildlife Resorts Limited

Qualified Opinion

We have audited the financial statements of Namibia Wildlife Resorts Limited (the company) set out on pages 43 to 103, which comprise the statement of financial position as at 31 October 2021, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effect of the matter described in the Basis for Qualified Opinion section of our report, the financial statements present fairly, in all material respects, the financial position of Namibia Wildlife Resorts Limited as at 31 October 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act, No 28 of 2004.

Basis for Qualified Opinion

The company reported a net loss after tax for the year ended 31 October 2021 of N$ 96,913,108. As at that date its current liabilities exceeded its current assets by N$ 203,080,871. As indicated in note 33 to the financial statements the COVID-19 pandemic had a significant financial impact on the company. The note further indicates that the possible effects of the continued and future implications of COVID-19 on the future prospects, performance and cashflows of the company are unknown and describes how the directors plan to deal and finance these events and circumstances. For the FNB loan (received during the current year - N$ 100 million of which N$ 20 million have been repaid in the current financial year), with the balance of N$ 80 million to be repaid before 31 October 2022, the Government Guarantee in place has been called upon to meet agreed repayment terms by 31 October 2022. The cash flow forecasts provided for 2022, to support the appropriateness of the financial statements being prepared using the going concern basis of accounting, highlights to the road to recovery from the impact of COVID-19 pandemic and related international travel restrictions. The budgeted loss of N$ 69 million for 2022 reflects this assessment.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) and other independence requirements applicable to performing audits of financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Namibia Wildlife Resorts Limited financial statements for the year ended 30 October 2021", which includes the Directors' Report as required by the Companies Act, No 28 of 2004 and the supplementary information as set out on pages 104 to 108. The other information does not include the financial statements and our auditor's report thereon.

Our qualified opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act, No 28 of 2004, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

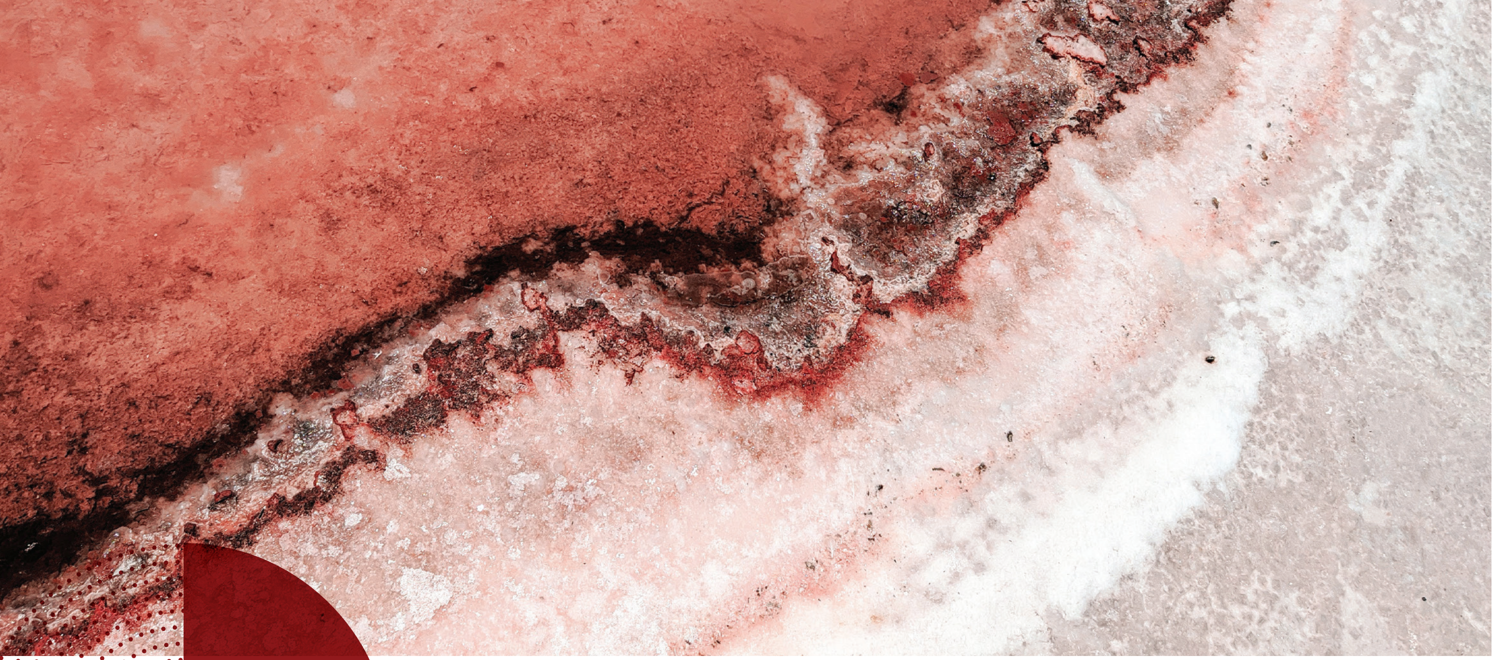
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PKF-FCS Auditors
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: U Wolff
Partner

Windhoek
Date: 1 April 2022



Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Namibia Wildlife Resorts Limited for the year ended 31 October 2021.

1 Incorporation

The company was incorporated on 01 January 1999 and obtained its certificate to commence business on the same day.

2 Nature of business

Namibia Wildlife Resorts Limited was incorporated in Namibia with interests in conducting wildlife resort and related hospitality services, as mandated through the Namibia Wildlife Resorts Company Act (Act of No.3 of 1998). The company operates in Namibia.

There have been no material changes to the nature of the company's business from the prior year.

3 Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act of Namibia. The accounting policies have been applied consistently compared to the prior year, except for new standards effective this year (refer to note 2).

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

4 Share capital

There have been no changes to the authorised or issued share capital during the year under review.

5 Control over unissued shares

The unissued ordinary shares are the subject of a general authority granted to the directors in terms of the Companies Act of Namibia. As this general authority remains valid only until the next AGM, the shareholder will be asked at that meeting to consider an ordinary resolution placing the said unissued ordinary shares, up to a maximum of 100% of the company's authorised share capital, under the control of the directors until the next AGM.

6 Dividends

No dividends were declared or paid during the year (2020: N$ nil).

7 Directors

Directors	Nationality	Changes
LN Iipumbu (Chairperson)	Namibian	None
M Ngwangwama (Managing Director)	Namibian	None
BT Schneider	Namibian	None
CR Williams	Namibian	None
ER Petersen	Namibian	None
ES Shifotoka	Namibian	None
JA Wilson-Moore	Namibian	None
R Putter	Namibian	None

Directors, other than the Managing Director, were appointed on 15 June 2019 for a further 3 year term.

8 Directors' interest in contracts

During the financial year, no contracts were entered into which directors or officers of the company had an interest in, and which significantly affected the business of the company.

9 Property and equipment

At 31 October 2021 the company's investment in property, plant and equipment amounted to N$ 609,440,071 (2020: N$ 629,877,261), of which N$ 4,448,358 (2020: N$ 5,604,087) was added in the current year through additions.

At 31 October 2021 and 2020, the company's investment in investment property amounted to N$ 9,869,340, and property amounting to N$ 10,237,456 was held for disposal for the year ended 2021.

10 Shareholder

The company's shareholder is the Government of the Republic of Namibia.

11 COVID-19 Pandemic

Due to the continuation of the COVID-19 pandemic and the resulting travel ban enforced as well as the emergence of new Corona variants (Delta and Omicron), the company's income for the 2021 financial year continued to be impacted by the reduced occupancy levels at resorts which were experienced due to the global and national prevention measures. The company has significant fixed costs such as payroll obligations and with the reduction in income due to lock-down, this has resulted in a reduction in profitability and cash in-flows. Management expects a slow recovery to commence in 2022 into 2023.

12 Going Concern

Please refer to note 34 for disclosure regarding the going concern.

13 Litigation statement

The company becomes involved from time to time in various claims and lawsuits incidental to the ordinary course of business.

Refer to note 31, Contingent Liabilities for a brief description of the most significant matters.

14 Auditor

PKF-FCS Auditors were re-appointed as the auditors for the company for 2021 at the AGM in April 2021.

15 Secretary

The company secretary position is currently vacant.
Postal address: Private Bag 13378
Windhoek
Namibia

Business address: Gathemann Building
344 Independence Avenue
Windhoek
Namibia

16 Public Private Partnership agreements

The company has commenced action to review certain agreements signed with Sun Karros. The action is based on the signature of the agreements being done without following due Board approval processes, and to address concepts within the agreements that are vague. The outcome of the action relates to future profits, and is targeted to be beneficial to both parties. These joint venture type of agreements relate to property developments, shared responsibilities, obligations and profits. Refer to the note 31 on contingent liabilities in these financial statements.

17 Events after the reporting period

Except for the impact of COVID-19 on the company, there are no other significant events which occurred after the reporting date up to the date of this report.

Statement of Financial Position

for the year ended 31 October 2021

	Note(s)	2021 N$	2020 N$
Assets			
Non-Current Assets			
Property and equipment	4	609,440,071	629,877,261
Investment property	5	9,869,340	9,869,340
Right to use asset	6	17,463,205	21,485,985
Lease income in advance	7	52,066,268	48,356,162
		688,838,884	**709,588,749**
Current Assets			
Inventories	8	3,795,285	3,541,630
Trade and other receivables	9	12,529,035	20,763,909
Cash and cash equivalents	10	34,429,559	5,009,142
Property held for disposal	11	187,000	10,237,456
		50,940,878	**39,552,137**
Total Assets		**739,779,762**	**749,140,886**
Equity and Liabilities			
Equity			
Share capital	12	1,122,863,662	1,122,863,662
Capital contribution	13	103,645,000	-
Accumulated loss		**(911,557,917)**	**(814,644,809)**
Total equity		**314,950,745**	**308,218,853**

Statement of Financial Position

for the year ended 31 October 2021

	Note(s)	2021 N$	2020 N$
Liabilities			
Non-Current Liabilities			
Development Bank of Namibia (DBN) loan	14	67,581,204	90,111,004
Lease liabilities	16	13,469,071	17,492,220
Grant liability	17	5,137,842	750,422
Severance pay provision	18	6,915,828	4,891,681
Trade and other payables	19	77,703,324	-
		170,807,268	**113,245,327**
Current liabilities			
Trade and other payables	19	58,724,384	203,560,269
Development Bank of Namibia (DBN) loan	14	28,583,896	-
First National Bank Namibia (FNB) loan	15	80,000,000	-
Lease liabilities	16	8,156,909	7,416,378
Grant liability	17	-	4,075,042
Contract liability	20	65,017,353	70,857,217
Bank overdraft	10	13,539,206	41,767,800
		254,021,749	**327,676,706**
Total liabilities		**424,829,017**	**440,922,033**
Total Equity and Liabilities		**739,779,762**	**749,140,886**

Statement of Comprehensive Income

for the year ended 31 October 2021

	Note(s)	2021 N$	2020 N$
Revenue from contracts with customers	21	141,972,055	156,435,342
Other sources of revenue	21	27,355,940	16,836,493
Cost of sales	22	(24,640,783)	(25,447,141)
Income		**144,687,212**	**147,824,694**
Other operating gains	23	127,351	531,839
Other operating expenses		(222,247,134)	(312,499,028)
Operating (loss)	**24**	**(77,432,572)**	**(164,142,495)**
Investment income	25	606,673	753,930
Finance cost	26	(18,776,130)	(12,514,081)
(Loss) for the year before taxation		**(95,602,029)**	**(175,902,645)**
Taxation	29	-	-
(Loss) for the year		**(95,602,029)**	**(175,902,645)**
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Remeasurements on net defined benefit liability - actuarial gain on severance pay liability	18	(1,311,079)	2,270,319
Other comprehensive (loss) / income for the year net of taxation		**(1,311,079)**	**2,270,319**
Total comprehensive (loss) for the year		**(96,913,108)**	**(173,632,326)**

Statement of Changes in Equity

for the year ended 31 October 2021

	Share Capital N$	Share premium N$	Total share capital N$	Capital contribution N$	Accumulated loss N$	Total Equity N$
Balance as at 1 November 2019	100,006,000	1,022,857,662	1,122,863,662	-	(641,012,484)	481,851,178
Total comprehensive (loss) / income for the year	-	-	-	-	(173,632,326)	(173,632,326)
Balance as at 31 October 2020	**100,006,000**	**1,022,857,662**	**1,122,863,662**	-	**(814,644,809)**	**308,218,853**
Capital contribution				103,645,000	-	103,645,000
Total comprehensive (loss) / income for the year	-	-	-	-	(96,913,108)	(96,913,108)
Balance as at 31 October 2021	**100,006,000**	**1,022,857,662**	**1,122,863,662**	**103,645,000**	**(911,557,917)**	**314,950,745**
Note:	12	12	12	13		

Statement of Cash Flows

for the year ended 31 October 2021

	Note(s)	2021 N$	2020 N$
Cash flows from operating activities			
Cash (utilised in) operations	27	(107,005,142)	(79,229,488)
Interest income	25	606,673	753,930
Interest paid		(12,722,034)	(6,296,726)
Net cash utilised in operating activities		**(119,120,504)**	**(84,772,284)**
Cash flows from investing activities			
Purchase of property and equipment		(4,488,358)	(3,570,528)
Sale of property and equipment		895,488	1,236,303
Net cash to investing activities		**(3,592,870)**	**(2,334,225)**
Cash flows from financing activities			
Repayment of DBN loan	33	-	-
Capital contribution	13	103,645,000	-
Finance lease repayments	33	(3,282,618)	(3,323,744)
Net cash to financing activities		**180,362,382**	**(3,323,744)**
Total cash movement for the year		**57,649,008**	**(90,430,253)**
Cash at the beginning of the year		(36,758,658)	53,671,594
Total cash at end of the year	**10**	**20,890,350**	**(36,758,658)**

Accounting Policies

1 Significant accounting policies

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

1.1 Basis of preparation

The annual financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these annual financial statements and the Companies Act of Namibia.

The annual financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars, which is the company's functional currency.

These accounting policies are consistent with the previous period.

1.2 Significant judgements and sources of estimation uncertainty

The preparation of annual financial statements in conformity with IFRS requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements in applying accounting policies

The critical judgements made by management in applying accounting policies, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows.

Lease classification - As lessor and as lessee

The company is party to leasing arrangements, both as a lessee and as a lessor. The treatment of leasing transactions in the financial statements is mainly determined by whether the lease is considered to be an operating lease or a finance lease. In making this assessment, management considers the substance of the lease, as well as the legal form, and makes a judgement about whether substantially all of the risks and rewards of ownership are transferred.

Critical judgements in determining the lease term - As lessor and as lessee

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option: or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). During the current year, no adjustments were made for potential extension of lease terms.

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, no adjustments were required to reflect extension or termination options.

Estimation uncertainty arising from variable lease payments - As lessor

Some property leases contain variable payment terms that are linked to sales or profits generated. Variable lease payments that depend on sales or profits are recognised in profit or loss in the period in which the condition that triggers those payments occurs.

Allowance for slow moving, damaged and obsolete inventory

Management assesses whether inventory is impaired by comparing its cost to its estimated net realisable value. Where an impairment is necessary, inventory items are written down to net realisable value. The write down is included in cost of sales.

Key sources of estimation uncertainty
Fair value estimation

The carrying value less impairment provision of trade receivables, and payables, are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the company for similar financial instruments.

Impairment testing

The company reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

In accordance with IFRS 9, the company recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date. Refer to note 1.5 for the full description of impairments, including judgements applied in estimating the loss allowance.

Useful lives of property and equipment

Management assess the appropriateness of the useful lives of property and equipment at the end of each reporting period. The useful lives of motor vehicles, furniture and computer equipment are determined based on the company's assessment of useful econcomic life for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

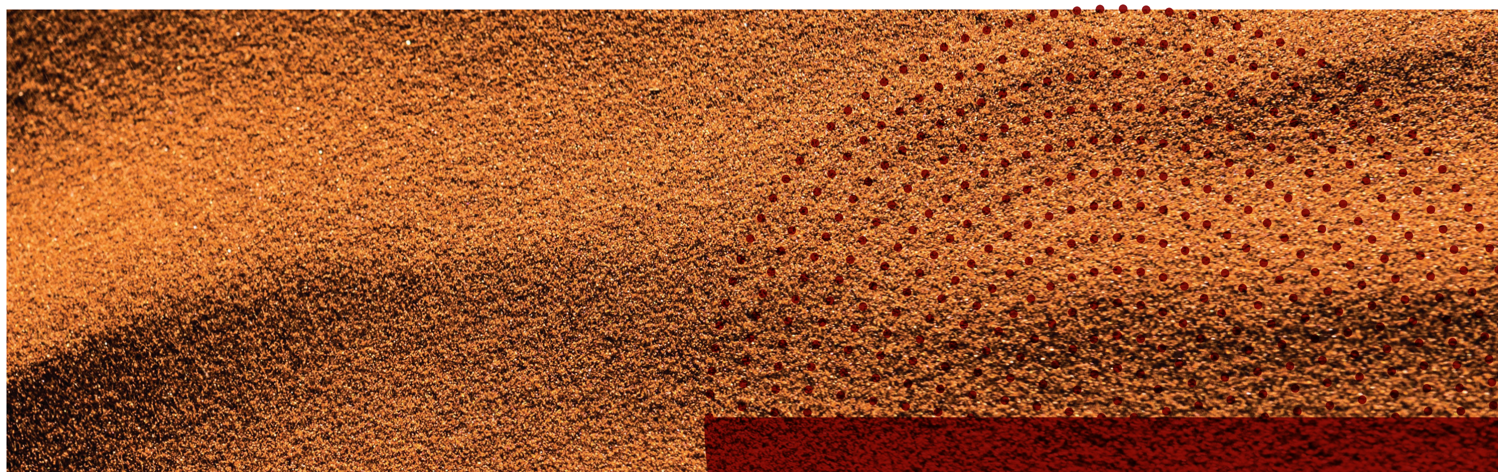
The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in the note to the financial statements.

Allowance for slow moving, damaged and obsolete inventory

Management assesses whether inventory is impaired by comparing its cost to its estimated net realisable value. Where an impairment is necessary, inventory items are written down to net realisable value. The write down is included in cost of sales.



1.3 Investment property

Cost model
Investment property is recognised as an asset when, and only when, it is probable that the future economic benefits that are associated with the investment property will flow to the enterprise, and the cost of the investment property can be measured reliably.

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement.

Costs include costs incurred initially and costs incurred subsequently to add to, or to replace a part of, or service a property. If a replacement part is recognised in the carrying amount of the investment property, the carrying amount of the replaced part is derecognised.

Investment property is subsequently carried at cost less accumulated depreciation and impairment losses.

Depreciation is charged to profit or loss using a method that best reflects the pattern in which the economic benefits are consumed by the company.

Depreciation is provided to write down the cost, less estimated residual value and useful life of the property, which is as follows:

Item	Useful life
Land	indefinite
Buildings	45 years

The useful lives of items of investment property are assessed on an annual basis.

1.4 Property

Property are tangible assets and software which the company holds for its own use which are expected to be used for more than one year.

An item of property is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the company, and the cost of the item can be measured reliably.

Property is initially recognised at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset.

Costs incurred are capitalized to assets under construction, until it is ready for use, at which time it is transferred to property.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

Depreciation of an asset commences when the asset is available for use as intended by management. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property have been assessed as follows, and remain unchanged from the prior period:

Item	Depreciation method	Average useful life
Buildings	Straight line	45 years
Land	n/a	indefinite
Plant and machinery	Straight line	1 to 10 years
Furniture and fixtures	Straight line	5 to 10 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	3 to 12 years
IT equipment	Straight line	3 years
Computer software	Straight line	3 years
Other minor assets	Straight line	5 to 10 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

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

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

1.5 Financial instruments

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

Broadly, the classification possibilities, which are adopted by the company as applicable, are as follows:

Financial assets which are debt instruments:
- Amortised cost

This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows.

Financial liabilities:
- Amortised cost

Classification depends on the purpose for which the financial instruments were obtained / incurred and takes place at initial recognition. Classification is re-assessed on an annual basis.

Note 3 "Financial instruments and risk management" presents the financial instruments held by the company based on their specific classifications.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the company are presented below:

Trade and other receivables

Classification
Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost.

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

Recognition and measurement
Trade and other receivables are recognised when the company becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

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

Derecognition
Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

Any gains or losses arising on the derecognition of trade and other receivables is included in profit or loss in the derecognition gains (losses) on financial assets at amortised cost line item.

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

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

Measurement and recognition of expected credit losses
The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 9.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance.

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

Loans and borrowings

Classification
Borrowings are classified as financial liabilities at amortised cost.

Recognition and measurement
Borrowings are recognised when the company becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Borrowings expose the company to liquidity risk and interest rate risk. Refer to note 3 for details of risk exposure and management thereof.

Borrowings and loans from related parties

Classification
Loans from group companies, loans from shareholders and borrowings are classified as financial liabilities subsequently measured at amortised cost.

Interest expense, calculated on the effective interest method, is included in profit or loss in finance costs.

Derecognition
Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

Trade and other payables

Classification
Trade and other payables - short term, excluding VAT and amounts received in advance, are classified as financial liabilities at amortised cost, using the effective interest method.

Recognition and measurement
They are recognised when the company becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Derecognition
Refer to the "derecognition" section of the accounting policy for the policies and processes related to derecognition.

Risk
Trade and other payables expose the company to liquidity risk and possibly to interest rate risk. Refer to note 3 for details of risk exposure and management thereof.

Fair value of trade and other payables
The fair value of trade and other payables approximates their carrying amounts.

Cash and cash equivalents
Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Cash and cash equivalents are classified as financial assets at amortised cost.

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially recognised at fair value and subsequently at amortised cost.

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

Bank overdrafts are classified as financial liabilities at amortised cost.

Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the company's accounting policy for borrowing costs.

1.6 Tax

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

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

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

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

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

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

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination.

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

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

1.7 Leases

The company assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is “identified”, which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the company has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

Company as lessee
A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the company is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the company has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the company is a lessee are presented in the note on Leases (company as lessee).

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

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the company under residual value guarantees;
- the exercise price of purchase options, if the company is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the company is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses.

The lease liability is presented as a separate line item on the Statement of Financial Position.

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

The company remeasures the lease liability, when applicable, in accordance with the following table:

Lease liability remeasurement scenario	Lease liability remeasurement methodology
Change to the lease term.	- discounting the revised lease payments using a revised discount rate.
Change in the assessment of whether the company will exercise a purchase, termination or extension option.	- discounting the revised lease payments using a revised discount rate.
Change to the lease payments as a result of a change in an index or a rate.	- discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
Change in expected payment under a residual value guarantee.	- discounting the revised lease payments using the initial discount rate.
Lease contract has been modified and the lease modification is not accounted for as a separate lease.	- discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of- use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets
Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the company incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are presented in the following table:
- Solar plant 15 years
- Buildings 45 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

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

Company as lessor
Leases for which the company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease classification is made at inception and is only reassessed if there is a lease modification.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated by applying IFRS 15.

Operating leases
Lease payments from operating leases are recognised on a straight-line basis over the term of the relevant lease, or on another systematic basis if that basis is more representative of the pattern in which the benefits form the use of the underlying asset are diminished. Operating lease income is included in other operating income.

Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and are expensed over the lease term on the same basis as the lease income.

Modifications made to operating leases are accounted for as a new lease from the effective date of the modification. Any prepaid or accrued lease payments relating to the original lease are treated as part of the lease payments of the new lease.

Finance leases
Amounts due from lessees are recognised from commencement date at an amount equal to the company net investment in the lease. They are presented as lease income in advance on the statement of financial position.

The interest rate implicit in the lease is used to measure the net investment in the lease.

The interest rate implicit in the lease is defined in a manner which causes the initial direct costs to be included in the initial measurement of the net investment in the lease.

Lease payments included in the measurement of the net investment in the lease comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives payable;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be receivable by the company from the lessee, a party related to the lessee or a third party unrelated to the company under residual value guarantees (to the extent of third parties, this amount is only included if the party is financially capable of discharging the obligations under the guarantee);
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the option;
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

The company recognises finance income over the lease term, based on a pattern that reflects a constant periodic rate of return on the net investment in the lease. Finance income recognised on finance leases is included in investment income in profit or loss.

The company applies the impairment provisions of IFRS 9 to lease receivables. Refer to the accounting policy for trade and other receivables as lease receivables are impaired on a consistent basis with that accounting policy.

1.8 Inventories

Inventories are measured at the lower of cost and net realisable value on the weighted average basis.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.9 Impairment of non-financial assets

The company assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the company estimates the recoverable amount of the asset.

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

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss. An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss.

1.10 Impairment of assets

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

1.11 Share capital and equity

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

Ordinary shares are classified as equity.

Ordinary shares are recognised at par value and classified as 'share capital' in equity. Any amounts received from the issue of shares in excess of par value is classified as 'share premium' in equity. Dividends are recognised as a liability in the company in which they are declared.

1.12 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

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

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

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes (i.e. GIPF) are dealt with as defined contribution plans where the company's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

In either case, where employees have elected to participate in a pension plan, they contribute 7% of basic salary, and the employer contributes 16% of basic salary (or, where applicable, the entire contribution of 23% is funded out of the total cost to company).

Participation in state pension plan

Contributions to the Government Institution Pension Fund (GIPF) are accounted for as contribution to a multi-employer plan. As sufficient information is not available to use defined benefit accounting for this multi-employer defined benefit plan, the company accounts for the pension benefits for those staff on this plan, as a defined contribution plan.

The company is not required to guarantee and fund any benefit fund shortages which might accrue on resignation, retirement or death of an employee who is a member of Government Institutions Pension Fund, nor does the company have an allocation of surplus / deficit on winding up of the fund or exiting the fund.

Severance pay provision

- The severance pay provision is determined using the projected unit credit method.
- Actuarial valuations are conducted every 2 years by independent actuaries.
- Income and service cost are recognised in profit or loss on the year in which they occur.
- Actuarial gains and losses are recognised in the year in which they arise, in other comprehensive income.
- The amount recognised in the statement of financial position represents the present value of the severance pay obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs.

1.13 Provisions and contingencies

Provisions are recognised when:

- the company has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision. Provisions are not recognised for future operating losses.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
- the business or part of a business concerned;
- the principal locations affected;
- the location, function, and approximate number of employees who will be compensated for terminating their services;
- the expenditures that will be undertaken; and
- when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out he restructuring by starting to implement that plan or announcing its main features to those affected by it.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 31.

1.14 Revenue

Turnover

Turnover comprises of sales to customers and service rendered to customers. Turnover is stated at the invoice amount and is exclusive of value added taxation.

Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business, net of trade discounts and value added tax.

Revenue comprises revenue from contracts with customers and other income.

Revenue from contracts with customers

- The company earns revenue in the form of accommodation related services, banqueting and venue hire, and sundry revenues.
- Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the company expects to be entitled in exchange for those goods or services.
- Rooms revenue is recognised over time due to the nature of accommodation being consumed by customers over a period of time. The customer simultaneously receives and consumes the benefits provided as a provision of a room is made to the customer.
- Revenue from food, beverage, activities such as game drives and tourist shop sales is recognised at a point in time.
- Banqueting, venue hire and hotel sundry revenues are recognised over time as the customer receives and consumes the economic benefits.
- No element of financing is deemed present as the sales customer payments are generally made in cash received in advance, or at the time the performance obligation is fulfilled, or negotiated credit terms of 30 days. The company has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer. The company does not have significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers as the revenues mentioned above are all based on standalone selling prices and pre-determined settlement dates.

The company's Namleasure card allows our guests to enjoy discounts as and when they use the card. There is no element of deferring sales / points to be redeemed on future transactions. Revenue from the sale of Namleisure cards are recognised over the period of validity (one year) of the card. Revenue from the sale of these discount cards, has been included as other revenue as it do not represent a material revenue stream for the company.

1.15 Cost of sales

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in cost of sales in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in cost of sales the period in which the reversal occurs.

1.16 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.17 Contribution from shareholder

Government contributions are recognised as capital contributions from the shareholder in the statement of changes in equity. If shares are issued to the Government of the Republic of Namibia, in return for these contributions received, then the equivalent amount is transferred from contributions to issued share capital, in the statement of changes in equity.

1.18 Contract liabilities

The company derives accommodation revenue over time, and recognises food and beverage revenue at a point in time. The revenue accounting policy is detailed in note 1.14. When the company receives payment in advance, these Advance Deposits are recognised as a liability (contract liabilities) as disclosed on the face of the balance sheet, until such time as the accommodation and related services are delivered, at which time it is recognised as revenue. Or, if the reservation is cancelled and deposit forfeit rules are applied, then the set percentage forfeiture is recognised as revenue, and the balance refunded.

1.19 Non-current assets held for sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Non-current assets and disposal groups are classified as held for distribution to owners when the entity is committed to distribute the asset or disposal group to the owners. This condition is regarded as met only when the distribution is highly probable and the asset (or disposal group) is available for immediate distribution in its present condition, provided the distribution is expected to be completed within one year from the classification date.

Non-current assets (or disposal groups) held for sale (distribution to owners) are measured at the lower of their carrying amount and fair value less costs to sell (distribute).

A non-current asset is not depreciated (or amortised) while it is classified as held for sale (held for distribution to owners), or while it is part of a disposal group classified as such.

Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale (distribution to owners) are recognised in profit or loss.

2 New Standards and Interpretations

In the current year, the company has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

2.1 New and amended IFRS Standards that are effective for the current year

Description of standard	Number of standard	First time effective
IAS 1 “Presentation of Financial Statements” sets out the overall requirements for financial statements, including how they should be structured, the minimum requirements for their content and overriding concepts such as going concern, the accrual basis of accounting and the current / non-current distinction. The standard requires a complete set of financial statements to comprise a statement of financial position, a statement of profit or loss and other comprehensive income, a statement of changes in equity and a statement of cash flows. The amendment relating to definition of materiality, is effective 1 Jan 2020. The amendment relating to classification of liabilities is effective 1 Jan 2023. These amendments are not expected to have a significant impact on the financial statements.	IAS 1	Oct 21 & Oct 24
IAS 8 “Accounting Policies, Changes in Accounting Estimates and Errors” is applied in selecting and applying accounting policies, accounting for changes in estimates and reflecting corrections of prior period errors. The standard requires compliance with any specific IFRS applying to a transaction, event or condition, and provides guidance on developing accounting policies for other items that result in relevant and reliable information. Changes in accounting policies and corrections of errors are generally retrospectively accounted for, whereas changes in accounting estimates are generally accounted for on a prospective basis. The amendments relating to definition of material is effective 1 Jan 2020. Impact will be considered should any changes and errors be found.	IAS 8	Oct 21
IFRS 3 “Business Combinations” outlines the accounting when an acquirer obtains control of a business (e.g. an acquisition or merger). Such business combinations are accounted for using the ‘acquisition method’, which generally requires assets acquired and liabilities assumed to be measured at their fair values at the acquisition date. The statement was effective 1 Jan 2011. The amendments relating to the definition of a business, is effective 1 Jan 2020. The amendments as result of changes to conceptual framework, is effective 1 Jan 2022. The impact of the amendment will be assessed if the company enters into any business combination transaction.	IFRS 3	Oct 21 & Oct 23
COVID-19-Related Rent Concessions beyond 30 June 2021—Amendment to IFRS 16, provides practical relief to lessees in accounting for rent concessions occurring as a direct consequence of COVID-19, by introducing a practical expedient to IFRS 16. This practical expedient was available to rent concessions for which any reduction in lease payments affected payments originally due on or before 30 June 2021. As the company did not receive any rent relief, other than deferred payment terms, it had no impact on the accounting for the property the company occupies. With regard to the accounting of properties rented to others, due to the temporary nature of the rental relief granted to lessees, and the long term of these rental arrangements, there was no material impact on the accounting for such leases.	IFRS 16	Oct 21

Description of standard	Number of standard	First time effective
Phase 2 amendments Interest Rate Benchmark Reform—Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 These amendments modify specific hedge accounting requirements to allow hedge accounting to continue for affected hedges during the period of uncertainty before the hedged items or hedging instruments are amended as a result of the interest rate benchmark reform. As the company does not engage in any hedging transactions, it has no impact on the company's financial statements.	IAS 39 & IFRS 7 & IFRS 9	Oct 22
Insurance contracts IFRS 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts and supersedes IFRS 4 Insurance Contracts. IFRS 17 outlines a general model, which is modified for insurance contracts with direct participation features, described as the variable fee approach. The general model is simplified if certain criteria are met by measuring the liability for remaining coverage using the premium allocation approach. The company does not engage in the business of insurance, and this statement is not expected to have any impact on the company.	IFRS 17	Oct 24
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture. The amendments to IFRS 10 and IAS 28 deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. The company does not currently have any associates or joint ventures to account, and as such, this statement is not expected to have an impact on the company.	IFRS 10 & IAS 28	not yet set
IAS 16 "Property, Plant and Equipment" outlines the accounting treatment for most types of property, plant and equipment. Property, plant and equipment is initially measured at its cost, subsequently measured either using a cost or revaluation model, and depreciated so that its depreciable amount is allocated on a systematic basis over its useful life. The amendment relating to proceeds before intended use is effective 1 Jan 2022 Amendments are not expected to be significant.	IAS 16	Oct 23
IAS 37 "Provisions, Contingent Liabilities and Contingent Assets" outlines the accounting for provisions (liabilities of uncertain timing or amount), together with contingent assets (possible assets) and contingent liabilities (possible obligations and present obligations that are not probable or not reliably measurable). The amendment to Costs of fulfilling onerous contracts, is effective 1 Jan 2022 Amendments are not expected to be significant	IAS 37	Oct 23
Annual Improvements to IFRS Standards 2018-2020 Cycle Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IFRS 16 Leases, and IAS 41 Agriculture. FRS 1 First-time Adoption of International Financial Reporting Standards The amendment provides additional relief to a subsidiary which becomes a first-time adopter later than its parent. This is not applicable to the company. IFRS 9 Financial Instruments The amendment clarifies that in applying the '10 per cent' test to assess whether to derecognise a financial liability, an entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf. This is not applicable to the company. IFRS 16 Leases The amendment removes the illustration of the reimbursement of leasehold improvements.This is not applicable to the company. IAS 41 Agriculture is not applicable to the company.	various	Oct 23

Description of standard	Number of standard	First time effective
Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements—Disclosure of Accounting Policies The amendments change the requirements in IAS 1 with regard to disclosure of accounting policies. The amendments replace all instances of the term 'significant accounting policies' with 'material accounting policy information'. The company continues to make improvements to its disclosures of accounting policies. No material impact is expected from the change in definition.	IAS 1	Oct 24
Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors—Definition of Accounting Estimates The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". All such judgements and estimates are disclosed in the financial statements, thus no impact expected on the company's financial statements.	IAS 8	Oct 24
Amendments to IAS 12 Income Taxes—Deferred Tax related to Assets and Liabilities arising from a Single Transaction The amendments introduce a further exception from the initial recognition exemption. Under the amendments, an entity does not apply the initial recognition exemption for transactions that give rise to equal taxable and deductible temporary differences. The company does not currently account for deferred tax due to uncertainty of future recoverability, thus it is not expected to have an impact on the financial statements.	IAS 12	Oct 24

Notes to the Annual Financial Statements

3 Financial instruments and risk management

Overview

The board of directors has overall responsibility for the establishment and oversight of the company's risk management framework. The board has established the Finance, Audit and Risk Committee, which is responsible for developing and monitoring the company's risk management policies. The committee reports quarterly to the board of directors on its activities.

The company's risk management policies are established to identify and analyse the risks faced by the company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the company's activities.

The company audit committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the company. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Finance, Risk and Audit Committee.

Credit risk

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The company only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties. Counterparty credit limits are in place and are reviewed and approved by management. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

Credit loss allowances for expected credit losses are recognised for all debt instruments, but excluding those measured at fair value through profit or loss. Credit loss allowances are also recognised for loan commitments and financial guarantee contracts.

In order to calculate credit loss allowances, management determine whether the loss allowances should be calculated on a 12 month or on a lifetime expected credit loss basis. This determination depends on whether there has been a significant increase in the credit risk since initial recognition. If there has been a significant increase in credit risk, then the loss allowance is calculated based on lifetime expected credit losses. If not, then the loss allowance is based on 12 month expected credit losses. This determination is made at the end of each financial period. Thus the basis of the loss allowance for a specific financial asset could change year on year.

Management apply the principle that if a financial asset's credit risk is low at year end, then, by implication, the credit risk has not increased significantly since initial recognition. In all such cases, the loss allowance is based on 12 month expected

credit losses. Credit risk is assessed as low if there is a low risk of default (where default is defined as occurring when amounts are 90 days past due). When determining the risk of default, management consider information such as payment history to date, industry of the customer, external credit references etc. In any event, if amounts are 30 days past due, then the credit risk is assumed to have increased significantly since initial recognition. Trade receivable which do not contain a significant financing component are discussed below.

Where necessary, the assessment for a significant increase in credit risk is made on a collective basis. Management typically adopt this approach when information relevant to the determination of credit risk is not available on an individual instrument level. Often, the only information available on individual instruments which could indicate an increase in credit risk, is "past due" information. It is typical that more forward-looking information is generally more readily available on a collective basis. Therefore, making the determination on a collective basis, helps to ensure that credit loss allowances are determined on the basis of lifetime expected credit losses before they reach the point of being past due. Forward looking, macro-economic information is applied on a collective basis when it is readily available without undue cost or effort. When loss allowances are determined on a collective basis, management determines the loss allowances by grouping financial instruments on the basis of shared credit risk characteristics.

For trade receivables which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments. For all other trade receivables, contract assets and lease receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit losses. Management have chosen as an accounting policy, to make use of lifetime expected credit losses. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables, contract assets or lease receivables.

Amounts are presented at amortised cost or fair value depending on the accounting treatment of the item presented. The gross carrying amount for debt instruments at fair value through other comprehensive income is equal to the fair value because the credit loss allowance does not reduce the carrying amount. The credit loss allowance is only shown for disclosure purposes. Debt instruments at fair value through profit or loss do not include a loss allowance. The fair value is therefore equal to the gross carrying amount.

Liquidity risk

The company manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through a mixture of cash generated from operations and long and short term borrowings. Committed borrowing facilities are available for meeting liquidity requirements and deposits are held at central banking institutions.

The sole shareholder has provided guarantees for the debt of DBN and FNB.

Categories of financial instruments

Categories of financial assets

2021 N$		Notes	Amortised cost	Total
Lease income in advance		7	52,066,268	52,066,268
Trade and other receivables		9	10,806,631	10,806,631
Cash and cash equivalents		10	34,429,559	34,429,559
			97,302,458	**97,302,458**
2020 N$		**Notes**	**Amortised cost**	**Total**
Lease income in advance		7	48,356,162	48,356,162
Trade and other receivables		9	19,058,632	19,058,632
Cash and cash equivalents		10	5,009,142	5,009,142
			72,423,936	**72,423,936**

Categories of financial instruments

Categories of financial liabilities

2021 N$		Notes	Amortised cost	Total
Trade and other payables	- long term	19	77,703,324	77,703,324
Trade and other payables	- short term	19	42,768,411	42,768,411
Lease liabilities		16	21,625,980	21,625,980
Development Bank of Namibia (DBN) loan		14	96,165,100	96,165,100
Bank overdraft		10	13,539,206	13,539,206
			251,802,021	**251,802,021**
2020 N$		**Notes**	**Amortised cost**	**Total**
Trade and other payables	- long term	19	-	-
Trade and other payables	- short term	19	54,723,012	54,723,012
Lease liabilities		16	24,908,598	24,908,598
Development Bank of Namibia (DBN) loan		14	90,111,004	90,111,004
Bank overdraft		10	41,767,800	41,767,800
			211,510,414	**211,510,414**

Pre tax gains and losses on financial instruments

Gains and losses on financial assets

2021 N$		Notes	Amortised cost	Total
Recognised in profit or loss				
Interest income		25	606,673	606,673
Decrease / (increase) in expected credit loss allowance			15,003,260	15,003,260
Net gains / (losses)			**15,609,933**	**15,609,933**
2020 N$		**Notes**	**Amortised cost**	**Total**
Recognised in profit or loss				
Interest income		25	753,930	753,930
Decrease / (increase) in expected credit loss allowance			-	-
Net gains / (losses)			**753,930**	**753,930**

Pre tax gains and losses on financial instruments

Gains and losses on financial liabilities

2021 N$		Notes	Amortised cost	Total
Recognised in profit or loss				
Finance costs		26	18,776,130	18,776,130
2020 N$		**Notes**	**Amortised cost**	**Total**
Recognised in profit or loss				
Finance costs		26	12,514,081	12,514,081

Capital risk management

The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for the shareholder and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The capital structure of the company consists of debt, which includes the borrowings, cash and cash equivalents, trade and other payables as disclosed in the notes referenced below and equity as disclosed in the statement of financial position.

In order to maintain or adjust the capital structure, the company may adjust the amount of dividends paid to the shareholder, return capital to shareholder, or issue new shares.

The capital structure and gearing ratio of the company at the reporting date was as follows:

		Notes	2021 N$	2020 N$
Development Bank of Namibia (DBN) loan		14	96,165,100	90,111,004
Lease liabilities		16	21,625,980	24,908,598
Trade and other payables	- long term	19	77,703,324	-
Trade and other payables	- short term	19	58,724,384	203,560,269
Total borrowings			**254,218,788**	**318,579,871**
Overdraft / (Cash and cash equivalents)			- 20,890,353	36,758,658
Net borrowings			**233,328,435**	**355,338,529**
Equity			314,950,745	308,218,853
Gearing ratio			74%	115%

Financial risk management

Overview

The company is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (including cash flow interest rate risk).

Credit risk

Credit risk is the risk of financial loss to the company if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The company is exposed to credit risk on trade and other receivables, lease receivables and cash and cash equivalents. Credit risk exposure arising on cash and cash equivalents is managed by the company through dealing with well established financial institutions with high credit ratings.

The maximum exposure to credit risk is presented in the table below:

2021 N$	Notes	Gross carrying amount	Credit loss allowance	Net carrying amount at amortised cost
Lease income in advance	7	52,066,268	-	52,066,268
Trade receivables	9	22,326,218	11,520,287	10,805,931
Other receivables	9	1,722,404	-	1,722,404
(Overdraft) / Cash and cash equivalents	10	34,429,559	-	34,429,559
		110,544,448	**11,520,287**	**99,024,161**

2020 N$	Notes	Gross carrying amount	Credit loss allowance	Net carrying amount at amortised cost
Lease income in advance	7	48,356,162	-	48,356,162
Trade receivables	9	45,322,519	26,523,547	18,798,973
Other receivables	9	1,705,277	-	1,705,277
(Overdraft) / Cash and cash equivalents	10	19,058,632	-	19,058,632
		114,442,590	**26,523,547**	**87,919,044**

Refer to the notes specific to the exposures in the table above, for additional information concerning credit risk.

Liquidity risk

The company is exposed to liquidity risk, which is the risk that the company will encounter difficulties in meeting its obligations as they become due.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying business, the company maintains flexibility in funding by maintaining availability under committed credit lines.

The company's risk to liquidity is a result of the funds available to cover future commitments. The company manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The maturity profile of contractual cash flows of non-derivative financial liabilities are presented in the following table. The cash flows are undiscounted contractual amounts. Other than the DBN loan and finance lease liabilities, balances, which are due within 12 months, equal their carrying value as the impact of discounting is not significant.

2021 N$	Notes	Less than 1 year	Between 2 and 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Development Bank of Namibia (DBN) loan	14	-	54,832,131	32,293,966	87,126,096	67,581,204
Lease liabilities	16	-	22,603,183	42,964,001	65,567,184	21,625,980
Current liabilities						
Development Bank of Namibia (DBN) loan	14	28,583,896			31,537,693	28,583,896
First National Bank Namibia (FNB) loan	15	80,000,000	-	-	80,000,000	80,000,000
Trade and other payables	19	42,768,411	-	-	42,768,411	42,768,411
Lease liabilities	16	4,245,558	-	-	4,245,558	8,156,909
Bank overdraft	10	8,156,909	-	-	13,539,206	13,539,206
		172,090,869	**77,435,313**	**75,257,966**	**324,784,149**	**262,255,606**

2020 N$	Notes	Less than 1 year	Between 2 and 5 years	Over 5 years	Total	Carrying amount
Non-current liabilities						
Development Bank of Namibia (DBN) loan	14	-	60,142,561	58,155,784	118,298,345	90,111,004
Lease liabilities	16	-	6,575,547	10,916,673	17,492,220	17,492,220
Current liabilities						
Trade and other payables	19	54,723,012	-	-	54,723,012	54,723,012
Lease liabilities	16	7,416,378	-	-	7,416,378	7,416,378
Bank overdraft	10	41,767,800	-	-	41,767,800	41,767,800
		103,907,190	**66,718,108**	**69,072,457**	**239,697,755**	**211,510,414**

Interest rate risk

As the company has no significant interest-bearing assets, the company's income and operating cash flows are substantially independent of changes in market interest rates.

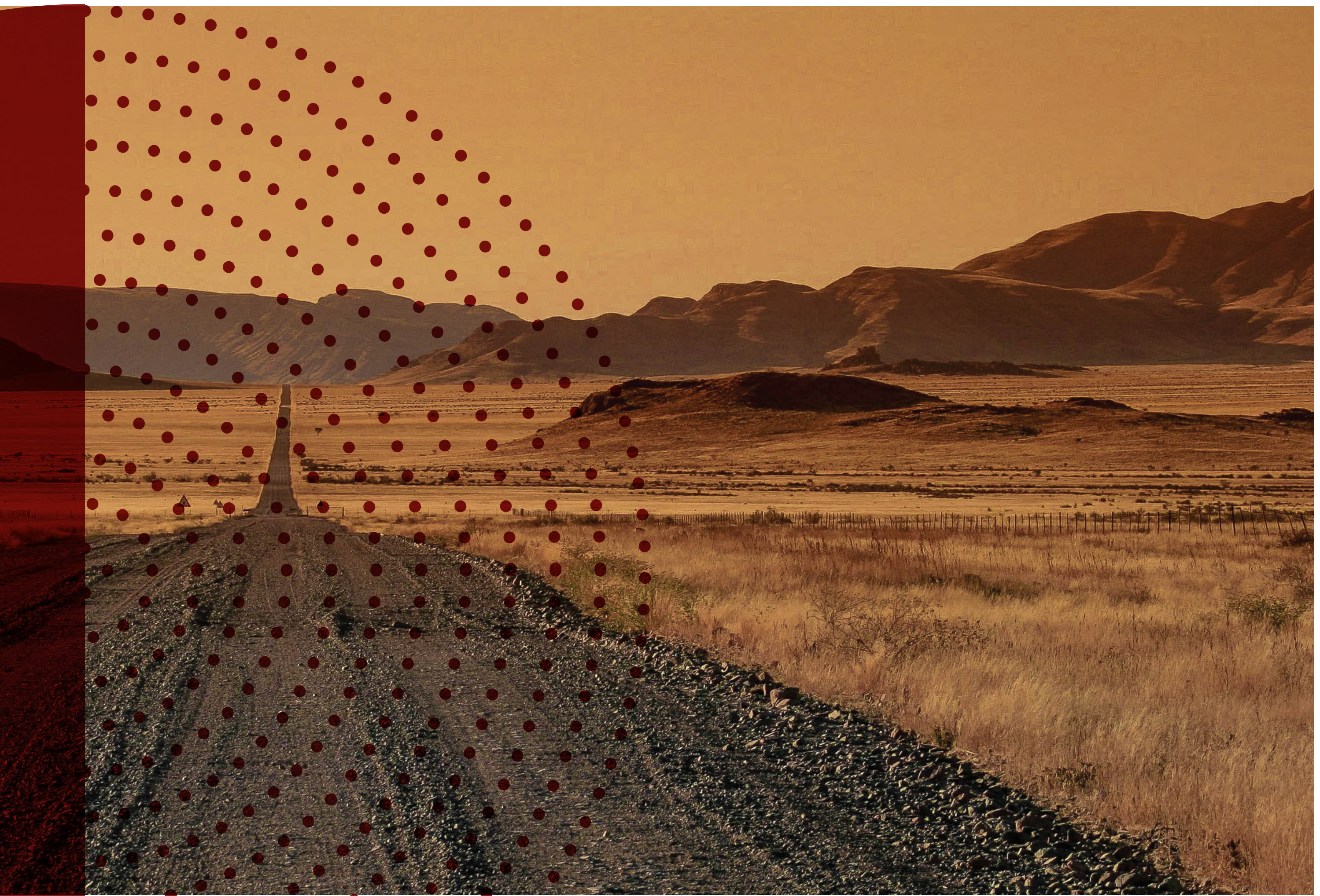
The company's interest rate risk arises from long-term borrowings and the prior years VAT and PAYE labilities.

Borrowings issued at variable rates expose the company to cash flow interest rate risk. During the year, the company's borrowings at variable rate were denominated in the Namibia Dollar.

There have been no significant changes in the interest rate risk management policies and processes since the prior reporting period.

At 31 October 2021, if interest rates on Namibia Dollar-denominated borrowings had been 1% - 2% higher / lower with all other variables held constant, post-tax profit for the year would have been between N$ 1 million and N$ 3 million (2020: N$ 1 million and N$ 3 million) higher / lower, mainly as a result of higher / lower interest expense on floating rate borrowings.

2021 N$	Current interest rate	Due in less than a year	Due in one to ten years
Overdraft facilities	9.50%	13,539,206	-
Development Bank of Namibia (DBN) loan	7.50%	28,583,896	67,581,204
2020 N$	**Current interest rate**	**Due in less than a year**	**Due in one to ten years**
Overdraft facilities	9.50%	41,767,800	-
Development Bank of Namibia (DBN) loan	7.50%	-	90,111,004



4 Property and Equipment

	2021 N$			2020 N$		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land	38,560,477	-	38,560,477	36,910,475	-	36,910,475
Buildings	865,575,699	- 320,971,946	544,603,753	850,721,037	- 290,670,458	560,050,579
Plant and machinery	17,224,387	- 12,748,586	4,475,802	17,063,351	- 11,444,871	5,618,480
Furniture and fixtures	32,243,116	- 23,095,459	9,147,658	32,341,809	- 20,795,518	11,546,290
Motor vehicles	47,253,153	- 37,897,098	9,356,055	47,945,725	- 33,922,662	14,023,063
Office equipment	207,824	- 197,927	9,897	207,824	- 196,439	11,385
IT equipment	9,677,241	- 9,083,331	593,910	9,366,525	- 8,586,793	779,733
Computer Software	2,757,437	- 2,744,914	12,523	2,757,437	- 2,623,947	133,490
Assets under construction	2,359,332	-	2,359,332	348,547	-	348,547
Other minor assets	2,277,553	- 1,956,887	320,666	2,224,215	- 1,768,997	455,218
	1,018,136,219	**- 408,696,148**	**609,440,071**	**999,886,945**	**- 370,009,684**	**629,877,261**

Reconciliation of property and equipment

	2021 N$					
	Opening balance	Additions	Disposals	Transfers (refer to note 11)	Depreciation	Closing balance
Land	36,910,475	-	-	1,650,002	-	38,560,477
Buildings	560,050,579	1,504,662	-	8,400,454	(25,351,942)	544,603,753
Plant and machinery	5,618,480	161,036	-	-	(1,303,714)	4,475,802
Furniture and fixtures	11,546,290	41,385	(45,357)	-	(2,394,661)	9,147,658
Motor vehicles	14,023,063	406,437	(722,780)	-	(4,350,665)	9,356,055
Office equipment	11,385	-	-	-	(1,488)	9,897
IT equipment	779,733	310,715	-	-	(496,538)	593,910
Computer Software	133,490	-	-	-	(120,967)	12,523
Assets under construction	348,547	2,010,785	-	-	-	2,359,332
Other minor assets	455,218	53,338	-	-	(187,891)	320,666
	629,877,261	**4,488,358**	**(768,137)**	**10,050,456**	**(34,207,867)**	**609,440,071**

	2020 N$					
	Opening balance	Additions	Disposals	Transfers	Depreciation	Closing balance
Land	36,910,475	-	-	-	-	36,910,475
Buildings	589,835,473	314,548	-	1,920,252	(32,019,693)	560,050,579
Plant and machinery	6,059,933	2,400,750	(255,112)	-	(2,587,091)	5,618,480
Furniture and fixtures	13,955,342	157,462	(142,128)	-	(2,424,385)	11,546,290
Motor vehicles	17,756,813	1,543,021	(303,819)	-	(4,972,952)	14,023,063
Office equipment	13,757	-	-	-	(2,372)	11,385
IT equipment	1,112,690	344,236	-	-	(677,193)	779,733
Computer Software	372,383	-	(1,484)	-	(237,408)	133,490
Assets under construction	1,466,887	801,912		(1,920,252)		348,547
Other minor assets	675,398	42,159	(1,921)	-	(260,419)	455,218
	668,159,151	**5,604,087**	**(704,463)**	**-**	**(43,181,513)**	**629,877,261**

Property encumbered as security

There are no assets that have been encumbered as security for secured long-term borrowings.

The register containing a description of the land and buildings, disclosing the location, date of transfer, cost at date of transfer and subsequent additions thereto, is available for inspection at the company's head office, in terms of section 120 of the Companies Act.

Most properties were last valued on 31 July 2017. Properties were valued by The Trust & Estate Co (Pty) Ltd.

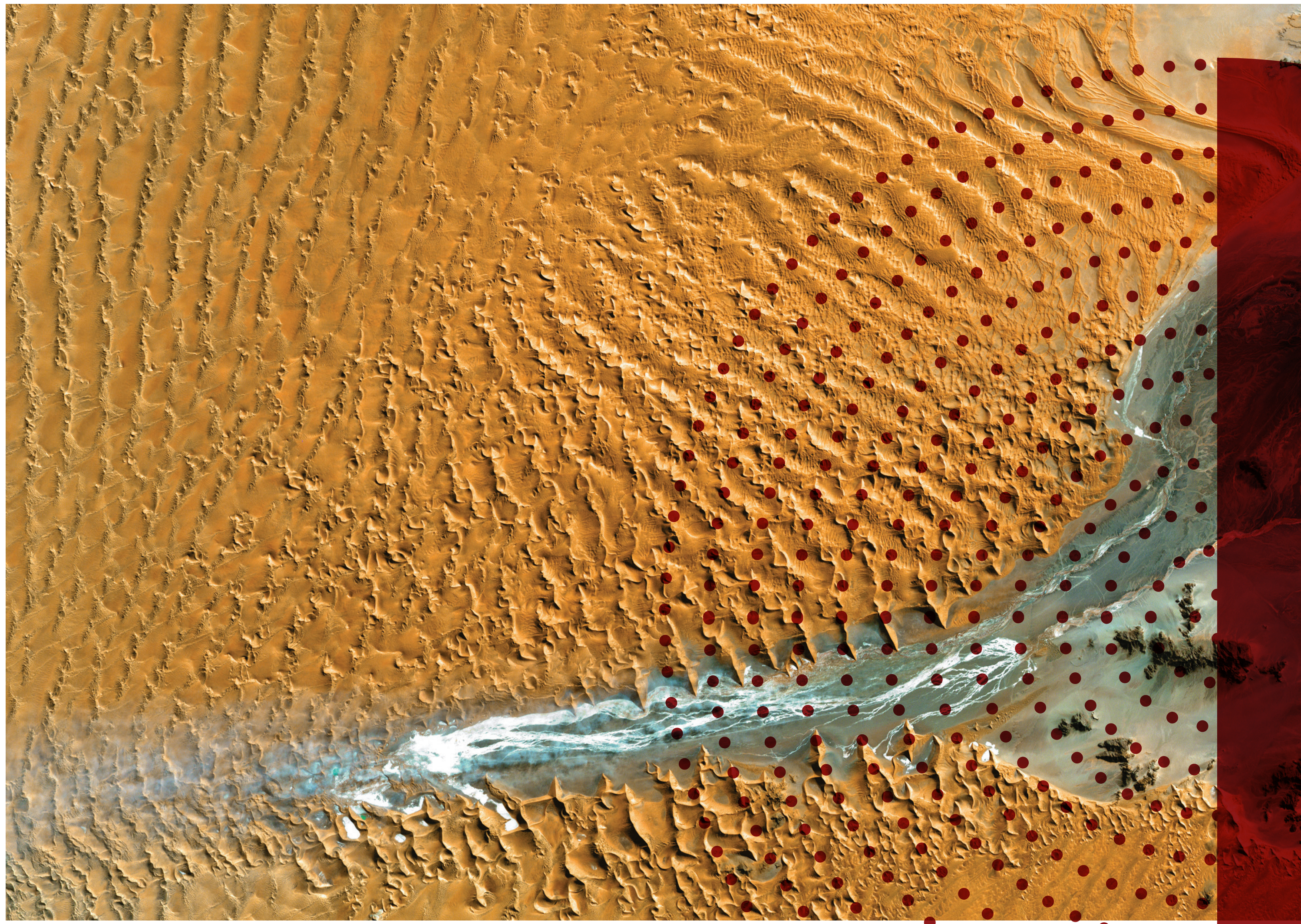
Because the Namibia Wildlife Resorts Company Act (Act No. 3 of 1998) restricts the disposal of properties, and because the cost of obtaining new valuations for all properties far outweighs the benefits of obtaining regular values, properties are not regularly valued, and are carried at historical cost.

Transfer of Certain Fixed Assets to Namibia Wildlife Resorts:

In terms of Section 8(4) of the Namibia Wildlife Resorts Company Act (Act No. 3 of 1998), and an agreement dated 8 December 2008, with effect from 15 March 2011 in terms of Government Notice No. 30 of 2011, the immovable properties were transferred to Namibia Wildlife Resorts Limited, following approval by the Ministry of Finance (Ref 20/11/1/23) in terms of the State Finance Act and cabinet approval (meeting reference 3rd /23.02.2010/006). The process of registering the transfers at the deeds office is in progress.

Right to use assets

Solar power generation equipment included under machinery and equipment were purchased by way of lease, as disclosed under note 6.



5 Investment property

	2021 N$			2020 N$		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land	5,004,800	-	5,004,800	5,004,800	-	5,004,800
Buildings	8,133,787	(3,269,247)	4,864,540	8,133,787	(3,269,247)	4,864,540
Total	**13,138,587**	**(3,269,247)**	**9,869,340**	**13,138,587**	**(3,269,247)**	**9,869,340**

Reconciliation of investment property

	2021 N$		
	Opening balance	Depreciation	Closing balance
Investment property	9,869,340	-	9,869,340

	2020 N$		
	Opening balance	Depreciation	Closing balance
Investment property	10,068,340	(199,000)	9,869,340

Refer to note 21 for disclosure of the income and expenses related to these properties.

Daan Viljoen, Mile 14, and Von Bach properties are subject to rental agreements (with fixed and variable components), which expire in June 2038, February 2048 and July 2058 respectively, subject to the extension clauses in the respective contracts.

Registers with details of land and buildings are available for inspection by shareholders or their duly authorised representatives at the registered office of the company.

Because the Namibia Wildlife Resorts Company Act (Act No. 3 of 1998) restricts the disposal of properties, and because the cost of obtaining new valuations for all properties far outweighs the benefits of obtaining regular values, properties are not regularly valued, and are carried at historical cost.

Most properties were last valued for disclosure purposes on 31 July 2017. Properties were valued by The Trust & Estate Co (Pty) Ltd.

Future minimum lease payments

	2021 N$	2020 N$
-Within one year	982,197	1,396,752
-in second to fifth year inclusive	8,948,014	10,400,311
-later than five years	169,517,998	171,367,742

6 Right to use asset

The company leases three properties and plant for use in its business operations.

Net carrying amounts of right-of-use assets are as follows:

	2021 N$	2020 N$
Buildings	17,463,205	21,485,985

Reconciliation of right to use assets

2021 N$	Opening balance	Additions	Disposals	Transfers	Depreciation	Closing balance
Buildings	7,377,591	-	-	-	(3,377,103)	4,000,488
Plant and equipment	14,108,394	-	-	-	(645,678)	13,462,717
	21,485,985	**-**	**-**	**-**	**(4,022,781)**	**17,463,204**

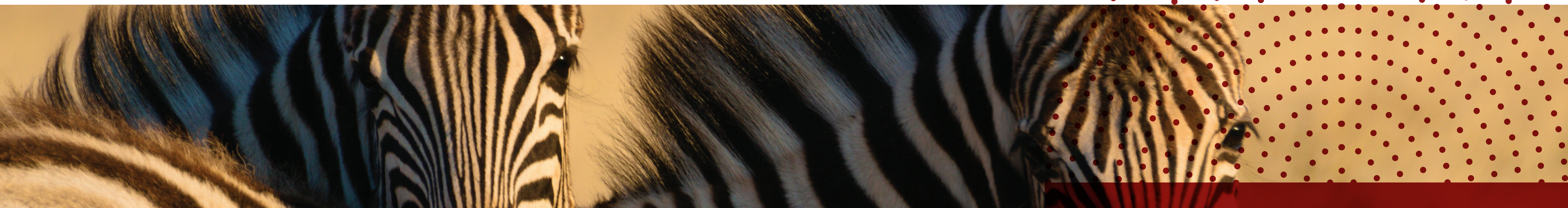
2020 N$	Opening balance	Additions	Disposals	Transfers	Depreciation	Closing balance
Buildings	-	10,583,450	-	-	(3,205,859)	7,377,591
Plant and equipment	-	16,141,954	-	-	(2,033,559)	14,108,394
	-	**26,725,403**	**-**	**-**	**(5,239,418)**	**21,485,985**

Depreciation recognised on each class of right-of-use asset is presented above. It includes depreciation which has been expensed in the total depreciation charge in profit and loss.

Other disclosures

	2021 N$	2020 N$
Interest expense on lease liabilities	4,836,803	4,605,841

Lease liabilities have been included in the interest bearing loans and borrowings line item on the statement of financial position.



7 Lease income in advance

	2021 N$	2020 N$
Opening balance	48,356,162	44,762,223
Lease income recognised for the year	4,884,125	4,884,125
Lease payments received	(1,174,019)	(1,290,186)
	52,066,268	**48,356,162**

The three investment properties (as stated under note 5), are subject to rental agreements with fixed escalation clauses. These rental contracts expire in 2038, 2048, and 2058 respectively.

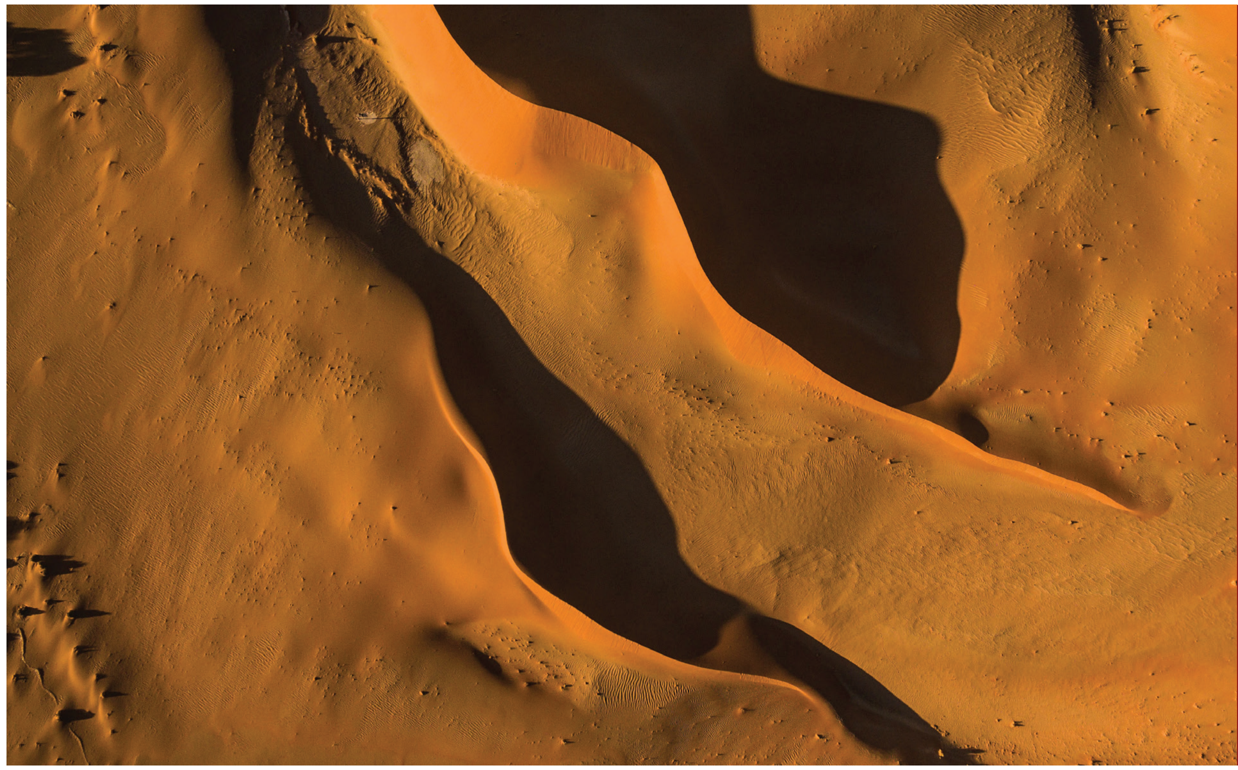
These lease agreements were assessed for credit risk.

The leases were assessed for impairment during the current year. But due to the long term nature of these leases, and the assessment of the temporary nature of non-compliance with payment terms (due to COVID), the impact of impairement is not material.

8 Inventories

	2021 N$	2020 N$
Beverage stock	-	991,784
Food stock	3,690,284	671,972
Sundry stock	105,001	1,877,874
	3,795,285	**3,541,630**

No inventory is subject to any pledge or collateral arrangements.



9 Trade and other receivables

	2021 N$	2020 N$
Financial instruments:		
Trade receivables (comment 1)	10,805,931	18,798,973
Other receivables	700	259,660
Non-financial instruments:		
Employee costs in advance	144,063	126,936
Prepayments	1,578,341	1,578,341
Total trade and other receivables	**12,529,035**	**20,763,909**

Categorisation of trade and other receivables

Trade and other receivables are categorised as follows in accordance with IFRS 9: Financial Instruments:

	2021 N$	2020 N$
At amortised cost	10,806,631	19,058,632
Non-financial instruments	1,722,404	1,705,277
	12,529,035	**20,763,909**

Comment 1: Prior year trade receivables included accommodation charges invoiced to Ministry of Health and Social Services, for use of our resorts as quarantine facilities, which was not paid by the prior year end. It was subsequently paid during the current year.

Exposure to credit risk

Trade receivables inherently expose the company to credit risk, being the risk that the company will incur financial loss if customers fail to make payments as they fall due.

The company's historical credit loss experience does not show significantly different loss patterns for different customer segments. The provision for credit losses is therefore based on past due status without disaggregating into further risk profiles. The loss allowance provision is determined as follows:

2021 N$			
Expected credit loss rate:	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**	**Net gross carrying amount at default**
Not past due	0	-	0
Less than 30 days past due	3,810,495	0	3,810,495
31-60 days past due	2,091,693	166,711	1,924,982
61-90 days past due	435,470	20,538	414,933
91-120 days past due	2,115,651	1,460,744	654,907
More than 120 days past due	13,872,909	9,872,294	4,000,615
Total	**22,326,218**	**11,520,287**	**10,805,931**
Related parties	199,046	167,240	31,806
Other	22,127,172	11,353,047	10,774,125
Total	**22,326,218**	**11,520,287**	**10,805,931**
Debtors impaired	18,515,723	11,520,287	10,805,931
Debtors not impaired	3,810,495	-	0
Total	**22,326,218**	**11,520,287**	**10,805,931**
Average age in days	58		

2020 N$			
Expected credit loss rate:	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**	**Net gross carrying amount at default**
Not past due	(0)	-	(0)
Less than 30 days past due	4,947,259	453,245	4,494,014
31-60 days past due	3,849,910	299,646	3,550,265
61-90 days past due	694,283	56,218	638,065
91-120 days past due	1,757,284	48,366	1,708,918
More than 120 days past due	34,073,782	25,666,071	8,407,711
Total	**45,322,519**	**26,523,547**	**18,798,973**
Related parties	35,137,569	368,027	34,769,542
Other	10,184,950	26,155,519	(15,970,569)
Total	**45,322,519**	**26,523,547**	**18,798,973**
Debtors impaired	29,980,846	26,523,547	18,798,973
Debtors not impaired	15,341,673	-	(0)
Total	**45,322,519**	**26,523,547**	**18,798,973**
Average age in days	127		

Other balances owing are spread over a wide range of guests and travel agents and corporates, with no distinctive concentration in any one geographical origin / location.

The creation and release of provision for impaired receivables have been included in operating expenses in profit or loss. Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The company does not hold any collateral as security.

10 Cash and cash equivalents

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

Cash and cash equivalents consist of:	2021 N$	2020 N$
Cash on hand	59,695	56,589
Bank balances	34,369,864	4,952,553
Bank overdraft	(13,539,206)	(41,767,800)
	20,890,353	**(36,758,658)**
Current assets	34,429,559	5,009,142
Current liabilities	(13,539,206)	(41,767,800)
	20,890,353	**(36,758,658)**

The company has an overdraft facility of N$ 15 million which is reviewed annually. Current negotiations with the bank are focussed around the extent of, security for, and pricing of the overdraft facility.

Other facilities:

- First card facility: N$ 10,000
- Wesbank facility: N$ 252,000
- Fleet: N$ 750,000

Credit quality of cash at bank and short term deposits, excluding cash on hand

The credit quality of cash at bank and short term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:

Credit rating

	2021 N$	2020 N$
First National Bank of Namibia (Ba1)	29,850,094	4,018,981
Standard Bank Namibia Limited (Ba1)	1,963,055	489,515
Nampost Limited (i)	2,556,715	500,646
First National Bank of Namibia (Ba1) - Overdraft	(13,539,206)	(41,767,800)
	19,668,226	**(35,700,577)**

(i) There have been no past losses, nor other indicators of credit risk for Nampost Limited.

11 Property held for disposal

Included in assets held for disposal is the Lüderitz Office - Erf 626, Lüderitz Town, with a carrying value of N$ 187,000 (2020: N$ 10,237,456). During 2018, the company entered into proceedings to dispose the property to its shareholder and this transfer was only completed during November 2021.

Assets and liabilities

Non-current assets held for sale

	2021 N$	2020 N$
Property	187,000	10,237,456

Following correspondence with relevant authorities, the carrying value of the property at year end was assessed, but no impairment was required.

A board decision dated 29 November 2018, commits the company irrevocably to the disposal of the Reho Spa property to Rehoboth Town Council via the shareholder.

Appropriate Ministerial approvals are in process.

While the board remains committed to its decision to dispose of the Reho Spa, various factors such as the impact of COVID and administrative delays, have caused the directors to reassess the likelihood of the event occuring in the near future. Given that there is a low probability of this occurring, the property is transferred to long term assets, property and equipment, in the current year.

2021 N$	Opening balance	Transfer	Depreciation	Total
Land	1,837,002	(1,650,002)	-	187,000
Buildings	8,400,454	(8,400,454)	-	-
	10,237,456	**(10,050,456)**	**-**	**187,000**
2020 N$	**Opening balance**	**Transfer**	**Depreciation**	**Total**
Land	1,837,003	-	-	1,837,002
Buildings	8,400,452	-	-	8,400,454
	10,237,455	**-**	**-**	**10,237,456**

12 Share capital

	2021 N$	2020 N$
Authorised		
150,000,000 Ordinary shares of N$ 1 each	150,000,000	150,000,000
Reconciliation of number of shares issued		
Reported as at 01 November	100,006,000	100,006,000
Issue of shares	-	-
	100,006,000	**100,006,000**

The unissued ordinary shares are under the control of the directors in terms of a resolution of members passed at the last annual general meeting. This authority remains in force until the next annual general meeting.

	2021 N$	2020 N$
Issued and fully paid		
Ordinary	100,006,000	100,006,000
Share premium	1,022,857,662	1,022,857,662
	1,122,863,662	**1,122,863,662**

13 Capital contribution

Opening balance

	2021 N$	2020 N$
Additional contributions received	103,645,000	-
Closing balance	**103,645,000**	-

Refer to the note on Going Concern, for detail on the shareholder's contribution towards the company's sustainability, in light of the COVID-19 pandemic.

14 Development Bank of Namibia (DBN) loan

At amortised cost

	2021 N$	2020 N$
Loan	96,165,100	90,111,004

The capital is repayable in annual instalments, and interest payable twice a year, with last instalment in March 2028. The loan bears interest at prime rate (2020: interest at prime rate). The loan is secured by a guarantee from the Government of the Republic of Namibia, of N$ 91.5m, issued on 20 January 2011.

Split between non-current and current portions

	2021 N$	2020 N$
Non-current liabilities	67,581,204	90,111,004
Current liabilities	28,583,896	-
	96,165,100	**90,111,004**

15 First National Bank Namibia (FNB) loan

At amortised cost

	2021 N$	2020 N$
Loan	80,000,000	-

The capital was renegotiated to be payable in tranches of which N$ 20m was repaid during the year, and the balance repayable in equal installments in April 2022 and September 2022. The loan carries interest at Prime Rate.

Split between non-current and current portions

	2021 N$	2020 N$
Non-current liabilities	-	-
Current liabilities	80,000,000	-
	80,000,000	**-**

16 Lease liabilities

	Notes	2021 N$	2020 N$
Held at amortised cost			
Lease liability relating to right-of-use asset: property	6	5,301,278	8,761,565
Lease liability relating to right-of-use asset: plant and equipment	6	16,324,702	16,147,033
		21,625,980	**24,908,598**

Split between non-current and current portions

	2021 N$	2020 N$
Non-current liabilities	13,469,071	17,492,220
Current liabilities	8,156,909	7,416,378
	21,625,980	**24,908,598**

Lease liability relating to right-of-use asset: plant and equipment

The maturity analysis of these lease liabilities relating to the capital asset is as follows:

	2021 N$	2020 N$
Payable within 1 year	4,245,558	4,158,235
Payable two to five years	22,603,183	22,138,279
Payable five plus years	42,964,001	46,135,377
	69,812,742	**72,431,891**
Less finance charges component	(53,488,040)	(56,284,859)
	16,324,702	**16,147,033**

The finance charges includes an element of service cost. But, because the service element is not separable in accordance with the requirements of IFRS16, it is included in the implicit interest rate as prescribed by the standard.

	2021 N$	2020 N$
Non-current liabilities	12,079,143	11,988,797
Current liabilities	4,245,558	4,158,235
	16,324,702	**16,147,033**

Lease liability relating to right-of-use asset: property

The maturity analysis of these lease liabilities is as follows:

	2021 N$	2020 N$
Payable within 1 year	4,043,425	3,922,664
Payable two to five years	1,389,927	5,650,899
	5,433,352	**9,573,563**
Less finance charges component	(132,074)	(811,998)
	5,301,278	**8,761,565**
Non-current liabilities	1,389,927	5,503,422
Current liabilities	3,911,351	3,258,143
	5,301,278	**8,761,565**

Note:
33 Refer to note on Changes in liabilities arising from financing activities for details of the movement in the borrowings during the reporting period.

3 Refer to note on Financial instruments and financial risk management for the fair value of borrowings.

3 Refer to note on Financial instruments and financial risk management for details of liquidity, currency and interest rate risk management for borrowings.

The fair value of interest bearing borrowings approximates their carrying amounts.

17 Grant liability

	2021 N$	2020 N$
Non-current liabilities	5,137,842	750,422
Current liabilities	-	4,075,042
	5,137,842	**4,825,464**

The liability relates to funding received for the rehabilitation of the Shark Island lighthouse and entrance way to the resort in Lüderitz. At year end the project has not yet commenced. The date of commencement is set for March 2021.

The liability will be released to the income statement over the same period as the related asset will be depreciated.

18 Severance pay provision

The Labour Act states that a benefit of at least one week's pay for each continuous year of services is payable on the cessation of employment due to dismissal (except if due to misconduct or poor performance); death or resignation / retirement at age 65. The Act is silent on retirement due to ill-health on retirement before or after age of 65 years. The company has a policy that allows for early retirement from age 55, which entitles the employee to severance pay. The severance liability was valued by an independent actuary, Mr D. Sauber, as at 31 October 2020, with a projected liability as at 31 October 2021. No separate assets are held to meet the severance pay liability.

Key actuarial assumptions

	2021 N$	2020 N$
Number of employees	686	811
Average age	42	42
Average service	11	11
Discount rate	10.1%	10.1%
Inflation rate	6.2%	6.2%
The amounts in the statement of financial position are as follows:		
Severance pay provision	**6,915,828**	**4,891,681**

	2021 N$	2020 N$
Opening balance	4,891,681	8,073,000
Interest cost	630,173	733,000
Current service cost	497,371	714,000
Past service cost	-	24,000
Benefit payments	(414,476)	(2,382,000)
Movement through other comprehensive income	-	-
- actuarial loss / (gains)	1,311,079	(2,270,319)
Closing balance	**6,915,828**	**4,891,681**

As disclosed in the note under trade and other payables, the company has provided for a voluntary separation programme during the prior year. The process of exiting the affected individuals took place during 2021, and that difference between the actuarial estimates based on past experience for active staff members at year end, and actual experience for the committed voluntary separation programme, is reflected in the actuarial (gain) / loss.

Sensitivity analysis (interest rate)

	2021 N$			2020 N$		
	4.9%	3,9% (valuation based)	2.9%	4.9%	3,9% (valuation based)	2.9%
Accrued liability	6,481,997	6,915,828	7,403,416	4,584,825	4,891,681	7,850,000
Change	-6.3%	0.0%	7.1%	-6.3%	0.0%	7.1%
Service cost	514,938	554,549	599,818	546,000	588,000	636,000
Interest cost	658,291	702,617	752,602	698,000	745,000	798,000
Total	**1,173,229**	**1,257,166**	**1,352,420**	**1,244,000**	**1,333,000**	**1,434,000**
Change	-6.7%	0.0%	7.6%	-6.7%	0.0%	7.6%

The above table show that the financial position of the severance pay liability is not overly sensitive to change in the financial assumptions.

Demographic assumptions

The most important demographic assumption is the withdrawal rate. The table below sets out the financial impact of assuming a 50% lower withdrawal rate.

	2021 N$		2020 N$	
Withdrawals (N$)	**Valuation basis**	**50% lower**	**Valuation basis**	**50% lower**
Accrued liability	6,915,828	5,205,404	4,891,681	5,519,401
Change	-	-24.7%	-	-24.7%
Service cost	514,938	663,950	588,000	704,000
Interest cost	658,291	793,156	745,000	841,000
Total	**1,173,229**	**1,457,105**	**1,333,000**	**1,545,000**
Change	0.0%	24.2%	0.0%	15.9%

19 Trade and other payables - long term

	2021 N$	2020 N$
VAT : Capital balance	32,115,271	-
VAT : Penalties and interest	18,538,678	-
	50,653,949	-
PAYE : Capital balance	11,930,851	-
PAYE : Penalties and interest	15,118,524	-
	27,049,375	-
	77,703,324	-

In accordance with the repayment agreement concluded with Ministry of Finance during FY18, the long outstanding VAT and PAYE balance carried over, was to be repaid at a minimum of N$ 1,000,000 per month, until the debt is settled through repayment or, settled through repayment and the successful completion of the penalties and interest waiver application process.

Following the impact of COVID the company ceased the repayment of the monthly instalments of N$ 1 million during FY20. As a result, the entire balance was considered to be current. During FY21, the company commenced with renegotiated terms by repaying N$ 0.5m per month, and as a result, the balance payable after 12 months is reflected as a long term liability in FY21. The company had formally applied for the amnesty program, and negotiations are underway.

19 Trade and other payables - short term

	2021 N$	2020 N$
Financial instruments:		
Trade payables	26,904,134	32,840,799
Other payables	2,300,890	5,715,000
Other payroll related liabilities	4,527,122	5,099,332
Accrued expenses	9,036,264	11,067,881
	42,768,411	**54,723,012**
Non-financial instruments:		
Transaction levies - Namibia Tourism Board	603,083	720,959
PAYE (refer explanation under long term trade payables)	5,176,150	35,445,498
VAT (refer explanation under long term trade payables)	(2,279,795)	56,032,214
Provision for penalties and interest	-	6,000,000
Voluntary Separation severance provision	-	34,769,035
Leave pay accrual	12,456,534	15,869,552
	15,955,973	**148,837,257**
	58,724,384	**203,560,269**

Voluntary Separation severance provision

	2021 N$	2020 N$
Opening balance	34,769,035	-
(Utilisation) of provision		
Increase / (Release) of provision	(34,769,035)	34,769,035
Closing balance	-	**34,769,035**

During the FY20 year, the Board approved, and announced to staff, a voluntary separation program which had an objective to reduce total staff complement by 270. The provision was calculated using average salary data for package, notice pay and leave pay elements contained in the offer to staff. Staff was encouraged to apply for voluntary separation, which was subject to an individual approval process which was not yet complete by prior year end.

During FY21, of the 270 target staff compliment, only 130 staff members had made use of the offer. The Board approved a decision to suspend all further voluntary seperation or retrenchment action, and will continue to monitor early retirement and natural attrition in order to reach an efficient and effective staff compliment level that will improve future company operating efficiency and profitability.

Provision for penalties and interest

	2021 N$	2020 N$
Opening balance	6,000,000	-
Creation / (Utilisation) of provision	(6,000,000)	6,000,000
Closing balance	-	**6,000,000**

The company is in the process of negotiating settlement of its outstanding PAYE & VAT balances, and had provided for its best estimate of potential penalties and interest using its own reconciliations and records. Subsequent to year end, the company have applied for the amnesty program of the Ministry of Finance.

20 Contract liability

	2021 N$	2020 N$
Advance deposits on hand for future bookings	45,720,140	46,210,628
Unallocated receipts	19,297,213	24,646,589
	65,017,353	**70,857,217**
Opening balance	70,857,217	64,247,983
Total deposits received in advance for obligation related to reservations	88,924,985	78,384,053
Total deposits applied to obligations for current year reservations or cancellation / refunds	(94,764,848)	(71,774,819)
	65,017,353	**70,857,217**

Advance deposits are for reservations with arrival dates within the next 12 months.
All deposits on hand at previous year end was utilized or forfeited in line with the cancellation policy of the company.

Unallocated receipts relate to deposits received over the last three years, for which no fixed reservations have been made. This includes deferral to unspecified future dates, as result of the interruptions to travel caused by the COVID-19 pandemic.

21 Revenue

	2021 N$	2020 N$
Revenue from contracts with customers		
Revenue recognised over time		
Accommodation revenue	58,900,175	87,219,823
Sale of Namleisure membership	754,322	(2,587,671)
NWR Hi tuition fees	937,580	-
	60,592,077	**84,632,152**
Revenue recognised at a point in time		
Beverage sales and restaurant meals	61,878,779	43,915,078
Conference income	5,769,330	3,423,617
Deposits forfeited	10,041,901	2,535,080
Game drives	511,034	11,680,269
General income	3,131,686	1,344,860
Tourist shop	47,248	8,892,258
Laundry income	-	12,028
	81,379,977	**71,803,190**
	141,972,055	**156,435,342**
Revenue other than from contracts with customers		
Administration fees received	196,261	211,975
Rental income	12,275,554	11,740,393
COVID-19 insurance claim	10,000,000	-
Straight-line lease income	4,884,125	4,884,125
	27,355,940	**16,836,493**
	169,327,995	**173,271,835**

22 Cost of sales

	2021 N$	2020 N$
Food, beverage and other	24,640,783	25,447,141

23 Other operating (losses) / gains

	2021 N$	2020 N$
Gains / (losses) on disposals, scrappings and settlement		
Property and equipment	127,351	531,839

24 Operating profit / (loss)

Operating profit (loss) for the year is stated after charging (crediting) the following, amongst others:

	2021 N$	2020 N$
Auditor's remuneration - external		
Audit fees	**1,278,982**	**1,757,416**
Remuneration, other than to employees		
Consulting and professional services	**6,098,861**	**7,899,152**
Employee costs		
Salaries, wages, bonuses and other benefits	85,666,497	155,806,099
Retirement benefit plans	1,127,544	1,447,000
Total employee costs	**86,794,040**	**157,253,099**

Housing allowances which was separately disclosed in the prior year, has been included in salaries as it better reflects the total cost of employment.

Employees of the company are members in near equal numbers for the following pension funds:

- Orion Pension Fund (a defined contribution fund)
- Government Institutions Pension Fund (a defined benefit fund)

Contributions are fixed at 7% employee contributions, and 16% employer contributions.

Leases

	2021 N$	2020 N$
Operating lease charges		
Premises	**(159,307)**	**678,418**
Operating lease income		
Straight lined lease income from investment properties	4,884,125	4,884,125
Expenses for investment properties - depreciation	-	(199,000)
	4,884,125	**4,685,125**
For commitments for additional details of leases, refer to note 3: Financial instruments and risk management		
Depreciation and amortisation		
Depreciation of investment property on the cost model	-	199,000
Depreciation of property and equipment (including right of use asset)	34,207,867	43,181,513
Total depreciation and amortisation	**34,207,867**	**43,380,513**

Expenses by nature

The other operating expenses are analysed by nature as follows:

	2021 N$	2020 N$
Employee costs	86,794,040	157,253,099
Operating lease charges and operating equipment and rentals	3,254,223	1,567,295
Depreciation (including right of use asset)	34,207,867	43,380,513
Other expenses	39,841,271	62,485,225
Motor vehicle expenses	9,246,869	8,433,436
Municipal expenses	33,586,565	34,284,771
Repairs and maintenance	3,628,314	5,317,779
Movement in expected credit loss	(15,003,260)	-
Bad debts provision movement	26,691,244	(223,090)
	222,247,134	**312,499,028**

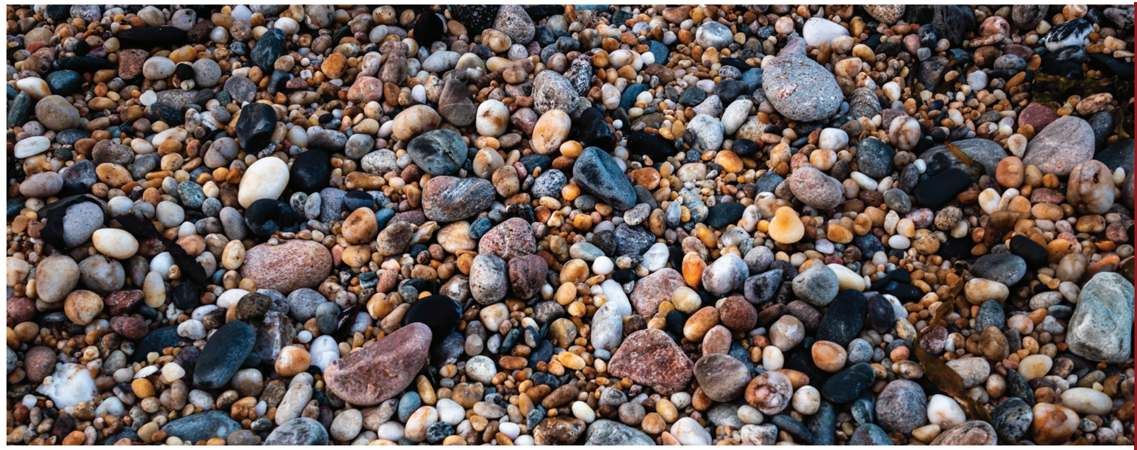
25 Investment income

Interest income - Investment in financial assets:

	2021 N$	2020 N$
Bank and other cash	606,673	753,930

26 Finance cost

	2021 N$	2020 N$
Trade and other payables	1,469,988	305,123
Finance leases	4,836,803	4,605,841
Bank overdraft	1,202,759	1,363,224
FNB	5,212,483	-
DBN	6,054,096	6,239,892
Total finance costs	**18,776,130**	**12,514,081**



27 Cash (utilised in) operations

	2021 N$	2020 N$
(Loss) before taxation	(95,602,029)	(175,902,645)
Adjustments for:		
Depreciation - owner occupied property	34,207,867	43,181,513
Depreciation - investment property	-	199,000
Amortisation on right-to-use asset	4,022,781	3,205,859
(Gains) on sale of property and equipment	(127,351)	(531,839)
Interest received	(606,673)	(753,930)
Interest paid	18,776,130	12,514,081
Impairment	(15,003,260)	-
Movement in payroll liabilities	(572,209)	2,217,640
Movement in lease income in advance	(3,710,106)	(3,593,939)
Movement in grant liability	312,378	(75,042)
Movement in leave pay provision	(3,413,018)	(7,963,568)
Movement in severance pay	713,068	(911,000)
Provision for Voluntary Separation	(34,769,035)	34,769,035
Changes in working capital		
Inventories	(253,655)	2,252,715
Trade and other receivables	23,238,134	(7,986,357)
Provision for penalties and interest	(6,000,000)	6,000,000
Trade and other payables - short term	(11,500,269)	13,792,815
VAT & PAYE - short term	(88,581,356)	75,948,776
VAT & PAYE - long term	77,703,324	(82,201,833)
Contract liability	(5,839,863)	6,609,234
	(107,005,142)	**(79,229,488)**

28 Related parties

Relationships

Shareholder	Government of the Republic of Namibia
Post employment benefit plan for employees	Government Institution Pension Fund
Fellow state owned entity	Development Bank of Namibia (DBN)

Related party balances

	Notes	2021 N$	2020 N$
Loan accounts - Owing (to) by related parties			
Development Bank of Namibia (DBN) loan	14	96,165,100	90,111,004
Amounts included in Trade receivable (Trade Payable) regarding related parties			
Government and other related entities - receivables		5,664,238	20,385,049
Government and other related entities - payables		(11,060,509)	(11,936,270)

Related party transactions

	2021 N$	2020 N$
Pension fund contributions		
Government Institution Pension Fund	11,790,445	9,919,124
Interest paid to (received from) related parties		
Development Bank of Namibia (DBN)	4,836,803	6,239,892
Amount included in Revenue and Purchases regarding related parties		
Government and other related entities - sales	39,306,567	11,479,214
Government and other related entities - purchases	(58,865,286)	(33,522,577)
Compensation to directors and other key management		
Short-term employee benefits		6,454,825

29 Taxation

No provision has been made for 2020 tax as the company has no taxable income.

	2021 N$	2020 N$
Nett (loss)	(95,602,029)	(175,902,645)
32%	(30,592,649)	(56,288,846)
Non taxable income and non deductible expenses	1,920,000	(2,132,864)
Utilisation of unrecognised deferred tax asset	(31,004,630)	(57,696,615)
Effective tax charge	-	-

30 Deferred tax

Unrecognised deferred tax asset consists of:

	2021 N$	2020 N$
Estimated taxable loss carried forward	(785,318,801)	(688,429,331)
Unrecognised deferred tax asset at 32%	(251,302,016)	(220,297,386)

A deferred tax asset has not been recognised in the current financial year due to uncertainty whether there will be sufficient taxable profits in the foreseeable future against which the estimated tax loss can be utilised.

31 Contingent liabilities

1 Litigation by previous managing director

Following the conclusion of her 5 year contract with the company, the previous managing director has instituted various legal actions against the company, it's directors, and it's shareholder. The company has filed its intention to defend the current claims of N$ 7.5 million and N$ 5.9million.

2 Deadvlei & Mile 14

Following the signature of two Joint Venture type arrangements by the former MD, Sun Karros, the other party to the agreement, is suing NWR for N$ 45million for Dead Valley lodge and an amount yet to be determined for Mile 14.

3 Hobas Construction payment

Following a dispute between the contractor Sun Karros, and a sub contractor, for a construction project for NWR dating back to 2017, NWR had paid the final payment into the trust account of Richard Mueller, pending dispute resolution. The attorney's trust account was allegedly misappropriated, and Sun Karros is now suing NWR for the N$ 1 million paid into the attorney's trust account.

4 Hardap Construction payment

The company was sued by Ingplan for with-holding payment relating to a construction contract, dating back to 2017. The company had defended the matter on the basis of contract being invalidated due to a change in the counter parties. Following arbitration during the year, an award of N$ 2.2m plus costs was made, and paid, in favour of the other party. The counter party's legal expenses above what has been taxed by the Master of the Court thus far, of approximately N$ 1m, was paid after year end.

5 Labour related matters

A number of different cases have been made against the company, which the company is defending. The most significant of these, relates to a case by a former senior executive who is suing the company for payment of leave deducted, and purported performance bonuses. The amount has not been quantified by the former employee.

32 Directors' emoluments

	2021 N$	2020 N$
Emoluments	700,950	869,742

33 Changes in liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities - 2021

	Opening balance	Interest	New loans	Total movements	Cash flows	Closing balance
Development Bank of Namibia (DBN) loan	90,111,004	6,054,096	-	6,054,096	-	96,165,100
First National Bank Namibia (FNB) loan	-	5,212,483	100,000,000	105,212,483	(25,212,483)	80,000,000
Lease liabilities	24,908,598	4,836,803	-	4,836,803	(8,119,421)	21,625,980
Total liabilities from financing activities	**115,019,602**	**16,103,382**	**100,000,000**	**116,103,382**	**(33,331,905)**	**197,791,080**

Reconciliation of liabilities arising from financing activities - 2020

	Opening balance	Interest	New loans	Total movements	Cash flows	Closing balance
Development Bank of Namibia (DBN) loan	83,893,650	6,239,892	-	6,239,892	(22,538)	90,111,004
Lease liabilities	1,506,939	4,605,841	26,725,403	31,331,245	(7,929,586)	24,908,598
Total liabilities from financing activities	**85,400,588**	**10,845,734**	**26,725,403**	**37,571,137**	**(7,952,123)**	**115,019,602**

34 Going concern and subsequent events

On 15 March 2020, the President of the Republic of Namibia declared a state of emergency in response to the global pandemic, referred to as COVID-19 (Coronavirus). The continued government control and travel ban restrictions enforced due to COVID-19 (corona virus) severly impacted on the operating activities of the company during 2020 and 2021.

This action crystalized the threat to global tourism industry, in a hard hitting manner to the Namibian tourism industry. While total lock down in Namibia has been lifted during the year under review, the continued closure of international borders, restrictions on local travel and size of gatherings and so forth, has seen a significant impact on occupancy percentages and revenues. Revenues continued to decrease compared to 2020. The global vaccination drives promises some recovery for the tourism industry. The local vaccination drives have commenced in Namibia with response to the drives being low. Current tourism activity has shown a positive recovery with travel restrictions being lifted and increased influx of tourist activity observed. We have seen our revenues decrease by more than half. This is expected to continue. The local vaccination drives have not yet reached the required levels prescribed for herd immunity to be effective.

In addition to management's response plan as discussed below, the Government of the Replublic of Namibia, as the shareholder of the company, had assisted during the year under review, by providing financial support through the National budgetary allocation process, to the value of N$ 103,645,000 in disbursements throughout the year. Furthermore, the shareholder had provided a guarantee of N$ 100,000,000 to the company's bankers, in support of a short term loan (refer note 15) payable by 30 September 2021. That loan was rolled over to be paid in installments of N$ 20m (September 2021), N$ 40m in April 2022, and N$ 40m in September 2022. The company settles all interest on the loan, as it falls due.

Management's response plan incorporates the following brief, both long term and short term actions:

Financing:

- A loan agreement of N$ 100m concluded during FY2021, for bridging finance, was secured with the support of a payment guarantee of N$ 100m from the Government of the Republic of Namibia.
- Negotiated payment holidays from financiers and major suppliers during FY20, the bulk of whom was settled during FY21.
- Applying for fiscal stimulus packages as announced by Ministry of Finance during FY20 and FY21.
- Various requests for fiscal support from the shareholder, as part of the annual and mid-term budget process, of which N$ 103,6m was received during FY21, a further N$ 185m earmarked for NWR in the budget speech of March 2022. These budgetary allocations are applied as per shareholder's directives, towards the settlement of salaries & wages, utilities, and payment of trade suppliers.

Operations:

- Deferral / cancellation of discretionary expenditure.
- Encouraging postponement of reservations with no penalty clause, and avoiding refunding of advance deposits.
- Aggressive marketing campaigns and pricing strategies for local tourism.
- Temporary closure of low occupancy resorts.

Human capital:

- Paid leave.
- No increment.
- No overtime or paid Sunday time.
- Voluntary separation of 130 employees.
- Salary cut for members of senior management and Board members.

With reference to the 2019 financial year, the financial performance of the company had improved significantly compared to previous years. Not only did the company manage to remain technically solvent, its current ratio had improved, and most notably, the company had earned a profit for the first time for the 2019 financial year.

2020 unfortunately saw the closure of several industry players, and the company suffered great financial loss in a scenario of hard domestic and international lock downs.

2021 saw a slight improvement in average occupancy to 28%, and the loss was nearly halved to N$ 94m.

2022 is forecasting a slow recovery for the company, and the industry.

	2021 impact	2021 N$ Ratio # / N$m	2020 N$ Ratio # / N$m	2019 N$ Ratio # / N$m	2018 N$ Ratio # / N$m	2017 N$ Ratio # / N$m
(Loss) / profit for the year	Improving	96.9	175.9	22.5	- 21.4	39.0
NWR remains technically solvent, with its total assets exceeding its total liabilities at a ratio of :	Improving	1.7	1.7	2.4	2.3	2.4
Total Assets	Declining	740	749	817	823	822
Total liabilities	Improving	425	441	336	365	344
Total assets exceed total liabilities by:	Improving	315	308	482	458	478
The current ratio has fluctuated over the years:	Improving	0.2	0.1	0.6	0.4	0.2
Current Assets	Improving	50.9	39.6	94.5	73.3	53.3
Current liabilities	Improving	254.0	327.7	166.6	171.8	333.2
Current liabilities exceed current assets by:	Improving	203.1	288.1	72.1	98.6	279.9

Early in the year under review, the company re-commenced its repayment terms (albeit at a lower amount of N$ 0,5m per month) with Ministry of Finance, and it continued to benefit from the industry wide payment holiday afforded by the Development Bank loan. Prudent financial planning, coupled with the financial support of the shareholder, meant that the payment terms of the Development Bank loan was caught up during FY22, and the renegotiated terms of the new N$ 100m short term loan continues to be met.

Conclusion

In the prior year, there was significant uncertainty about the company's ability to continue as a going concern given the uncertainty brought about by COVID-19, and the on-going supplier and financier negotiations. However, it is evident that the company's plans carried it through the worst of the pandemic, and new plans are being implemented to grow from the signs of recovery experienced in the period since financial year end. It remains the intention of the company to continue as a going concern.

Supplementary Schedules

Statement of Comprehensive Income

for the year ended 31 October 2021

	2021 N$	2020 N$
Revenue from contracts with customers		
Resort Operations		
Accommodation revenue	58,900,175	87,219,823
Deposits forfeited	10,041,901	2,535,080
Food & beverage revenue	61,878,779	43,915,078
Conference fees	5,769,330	3,423,617
General income	8,015,811	6,228,985
COVID-19 insurance claim	10,000,000	-
Game drives	511,034	11,680,269
Laundry income	-	12,028
Namleisure membership	754,322	(2,587,671)
Tourist shop	47,248	8,892,258
	155,918,600	**161,319,467**
School Operations		
Tuition fees	937,580	-
Other	937,580	-
	156,856,180	**161,319,467**
Revenue other than from contracts with customers		
Administration fees received	196,261	211,975
Rental income	12,275,554	11,740,393
	12,471,815	**11,952,368**
	169,327,995	**173,271,835**
Cost of sales		
Opening stock	(3,541,630)	(5,794,345)
Purchases	(24,894,438)	(23,194,426)
Closing stock	3,795,285	3,541,630
	(24,640,783)	(25,447,141)
Gross profit		
Gross profit	**144,687,212**	**147,824,694**
Other operating gains / (losses)		
(Loss) / gains on sale of property and equipment	127,351	531,839
Expenses (Refer to page 63)	(222,247,134)	(312,499,028)
Operating profit / (loss)	(77,432,572)	(164,142,495)
Investment income	606,673	753,930
Finance cost	(18,776,130)	(12,514,081)
Profit (loss) for the year	**(95,602,029)**	**(175,902,645)**

	2021 N$	2020 N$
Other operating expenses		
Advertising	1,193,299	1,752,585
Amortisation	4,022,781	3,205,859
Auditors remuneration - external auditors	1,278,982	1,757,416
Bad debts provision movement	11,687,984	(223,090)
Bank charges	2,061,337	1,673,110
Cleaning	4,992,012	5,789,569
Commission paid - credit cards	1,527,006	1,944,851
Complimentary food & accommodation	72,317	-
Computer maintenance, support and raining	2,093,103	1,534,601
Consulting fees	3,206,881	1,312,492
Courier and postage	299,791	191,201
Depreciation	34,207,867	43,380,513
Donations and sponsorships	30,000	-
Employee costs	86,794,040	157,253,099
Entertainment	60,270	64,686
Equipment hire & rental	3,411,226	414,367
First Aid and fire fighting	379,094	484,267
Game drive expenses	2,887,214	307,271
Insurance	4,405,329	3,808,453
Internet data / mail band lease	2,514,705	2,748,029
Legal fees	2,891,980	6,586,660
Licensing fees	3,140,995	3,108,513
MD's Functions	34,948	-
Motor vehicle expenses	9,246,869	8,433,436
Municipal expenses	3 3,586,565	34,284,771
Packaging	239,052	292,695
Penalties and interest	(6,000,000)	6,664,451
Pest control	714,204	622,306
Plants and decorations	8,563	31,339
Pool cleaning	580,615	1,285,770
Printing and stationery	577,850	541,276
Property rental	(159,307)	678,418
Repairs and maintenance	3,628,314	5,317,779
Security	6,518,494	7,897,540
Staff meals	941,132	448,779
Staff welfare	16,797	25,890
Subscriptions (& reversal of prior year provision)	(3,192,202)	3,904,120
Subsistance and travel - foreign	-	334,637
Subsistance and travel - local	33,557	505,663
Sundry expense-resorts	(78,974)	703,159
Telephone and fax	1,648,461	1,643,892
Trade fairs	2,304	474,511
Training and levies	292,080	1,313,500
Transport and freight	449,600	645
	222,247,134	**312,499,028**

Schedule of Properties

Owner occupied properties

Land held	Situated	Size	Title Deed	Land	Improvements
Ai-Ais	Registration Division V, Karas Region	99,4131 Ha	Transferred, not yet registered at Deed Office	10,000,000	170,000,000
Dolomite	Registration Division A, Etosha	Not valued	Transferred, not yet registered at Deed Office	30,000,000	36,000,000
Duwiseb Castle - Portion 1 of Farm Duwiseb No.84	Registration Divison B, Hardap Region	50,3873 Ha	T34/2009	800,000	12,200,000
Gross Barmen - Portion 6 of Portion D of the Farm Gross Barmen NO.7	Registration Divison J, Okahandja District, Otjozondjupa region	98,4668 Ha	T34/2009	Not valued	Not valued
Gross Barmen - Portion A of the Farm Gross Barmen No.7	Registration Divison J, Okahandja District, Otjozondjupa region	1,5343 Ha	T34/2009	Not valued	Not valued
Gross Barmen - Portion 1 of Gross Barmen No.7	Registration Divison J, Okahandja District, Otjozondjupa region	1,523 square meters	T34/2009	Not valued	Not valued
Halali - Farm Halali No.1378	Registration Division B, Kunene Region	68.0485	T4501/2010	51,400,000	92,600,000
Hardap - Farm Hardap Resort No 693	Registration Division R, Hardap Region	242.49780 Ha	T1263/1967, T898/1978 and T1154/1975 Transferred, not yet registered at Deed Office	24,000,000	16,600,000
Hobas - Farm Hobas No.374	Registration V, Karas Region	181,0896 Ha	T1055/2011	15,000,000	30,000,000
Jakkalsputz - The Farm, Jakkalsputz No 242	Registration Division G, Erongo Region	100.0146 Ha	T1505/80 & T2862/74 Transferred, not yet registered at Deed Office	10,150,000	950,000
Khorixas - Portion of Khorixas Town Lands No.884	Town of Khorixas		PTO 49/1754	1,700,000	6,300,000
Mile 108 - Consolidated farm Mile 108 No 240	Registration Division C, Erongo Region	160.8914 Ha	Transferred, not yet registered at Deed Office	2,450,000	950,000

Land held	Situated	Size	Title Deed	Land	Improvements
Mile 72 - Portion 3 of the farm Kap Cross No 143 (comprising of 1 and 2)	Registration Division C, Erongo Region	560.2801 Ha	Transferred, not yet registered at Deed Office	8,500,000	500,000
Namutoni - Farm Namutoni No,1379	Registration Division B, Etosha	63,6290 Ha	T4500/2010	47,000,000	119,000,000
Naukluft - Portion 1 of the farm Naukluft No.9	Registration Divison P,Maltahohe District	55,0932 Ha	T4506/2010	1,000,000	17,000,000
Okaukuejo - Farm Okaukuejo New No.1107(Comprising 1 and 2)	Registration Divison A, Etosha	99,4129 Ha	T4506/2010	77,000,000	173,000,000
Olifantsrus	Registration Division A, Etosha			1,000,000	12,000,000
Onkoshi - Farm Onkoshi No 2040	Registration Division B, Etosha	100,9295 Ha	Transferred, not yet registered at Deed Office	78,000,000	42,000,000
Popa Falls - Portion of Popa Game Park No.1155	Okavango District , Division B	25,2049 Ha	T761/2009	4,700,000	46,300,000
Sesriem - Portion 1 (a Portion of portion 1)of the farm, sesriem NO.137	Registration Division P, Hardap Region	245,9491 Ha	T4499/2010	20,000,000	48,000,000
Shark Island - Erf No.209 , Luderitz Town	Registration N, Municipality of Luderitz, Karas Region	2424 square meters	T34/2009	2,070,000	4,330,000
Sossus Dune Lodge - Farm Sesriem Portion 3 of NO.137	Registration Division P, Maltahohe District	161,0461 Ha	T1057/2011	12,800,000	67,200,000
Terrace Bay - Farm Terrace Bay No.1016	Registration Divison A, Kunene Region	687,0566 Ha	T4505/2010	19,000,000	41,000,000
Torra Bay - Farm Torra Bay No 1017	Registration Divison A, Kunene Region	54,4677 Ha	T4504/2010	1,700,000	6,300,000
Waterberg - Portion 7 of the Farm Rodenstein No 307	Registration Division D, Otjozondjupa Region	398.3705 Ha	T2557/69 & T977/72. Transferred, not yet registered at Deed Office	14,800,000	165,200,000
Windhoek erf	Registration Division K, Khomas Region Erf: 1030 & 1034	1807 square meters and 2958 square meters	T6090/2009	Not valued	Not valued
				433,070,000	**1,107,430,073**

The supplementary information presented does not form part of the annual financial statements and is unaudited

Investment properties

Land held	Situated	Size	Title Deed	Land	Improvements
Daan viljoen - Portion 14 (a portion of portion 7) of the Consolidated Farm Augeigas No 34	Registration K, Khomas Region	112,9511 Ha	T4498/2010	16,000,000	94,000,000
Mile 14 - Consolidated farm Mile 14 No 240	Registration Division G, Erongo Region	323.8756 Ha	Transferred, not yet registered at Deed Office	16,200,000	14,800,000
Von Bach - Portion A of Farm Osoina Commonage No 65	Registration Division J, Otjozondjupa Region	470.0504 Ha	Transferred, not yet registered at Deed Office	37,000,000	53,000,000
				69,200,000	**161,800,000**

Properties held for disposal

Land held	Situated	Size	Title Deed	Land	Improvements
Luderitz office - Erf 626, Luderitz Town	Registration N, Municipality of Luderitz, Karas Region	920 square meters	T34/2009	Not valued	Not valued
Reho Spa - Erf No. 221 Rehoboth C (Reho Spa)	Town of Rehoboth	6,9880 Ha	Registration No. 110/2004	7,000,000	9,000,000
				7,000,000	**9,000,000**
Total				**509,270,000**	**1,278,230,073**

Most properties were last valued on 31 July 2017. Properties were valued by The Trust & Estate Co (Pty) Ltd.
Because the NWR act restricts the disposal of properties, and because the cost of obtaining new valuations for all properties far outweighs the benefits of obtaining regular values, properties are not regularly valued, and are carried at historical cost.

The supplementary information presented does not form part of the annual financial statements and is unaudited

NWR
namibia wildlife resorts