



ENNE
Rössing Uranium
Working for Namibia

THE LEGACY CONTINUES:

Reflecting on **50** years of
Working for Namibia

1976 - 2026





We stand on the shoulders of successive boards and management team whose efforts ensured that Rössing maintained global best practices for five decades.

- STEVEN GALLOWAY, CHAIRPERSON





Chairperson's Foreword



Steve Galloway, Chairperson

It is an immense privilege, as chairman of the current Rössing Uranium Ltd board, to provide the foreword for this landmark publication, Rössing at Fifty. After making the important decision to extend the life of Rössing for a further fourteen years in 2022, to 2036, the current board has been given the honour of overseeing the final chapter of Rössing's first fifty years and of welcoming the exciting start of the next fifty years.

We do stand on the shoulders of successive boards and management teams whose efforts ensured that Rössing maintained global best practices, both technologically and in human endeavour for five decades. We all also stand on the shoulders of the founders, most notably the Louw family and the Louw Syndicate and Rio Tinto, who purchased an option from the Louws to develop the Rössing mine in 1966. The Louw family had, of course, dedicated several decades of tireless effort to the discovery and planning of this major development, starting in the 1920s. The founding family's incredible commitment and determination has been carried through generations of Rössing management and staff, to allow us all to celebrate this global success story, more than fifty years later.

Two important publications chronicle the story of the Rössing discovery and the first thirty years of the mine, respectively. *A Tiger by The Tail*, written by Graham Louw in 2018, tells the story through the founding family's eyes. *Against All Odds*, written by a Rössing insider, Peter Daniel, provides a detailed account of the ongoing challenges, which early management teams and boards had to surmount to achieve success in the first three decades of one of the world's largest open-cast uranium mines.

This publication draws heavily on the two referenced publications, as well as on the insightful personal account of David Godfrey (OBE), the founding CEO of the Rössing Foundation. David penned and dictated his remarkable memoirs, including his rich Rössing Foundation life in Namibia during the COVID-19 lockdown from his retirement home in Cape Town. The book and the accompanying documentary also draw heav-

ily on the memories of many Namibians who tell their individual stories of what Rössing means to them. These include prominent political and business leaders.

The legacies of Rössing lie equally in the world-class mining, processing and safety practices of the uranium mine, which has sustained uninterrupted production of uranium for fifty years, in the significant taxes and royalties paid to Government, and in the massive contributions made to the employment and social upliftment of thousands of Namibians.

Rio Tinto's decision to proceed with mine development after the discovery of the uranium resource by the Louw family more than two decades earlier, was a difficult one politically, socially and technically.

The country was still governed by South Africa under the previously awarded but disputed UN mandate. The apartheid laws and the profound developmental, skills, and social inequalities that resulted from that dispensation provided a range of challenges. Technically, the deposit was very low grade, with the situation compounded by rock stability and mineralogical problems, which made early production challenging.

Despite this, Rössing invested heavily in the wellbeing of its workforce and in the social fabric of the nation from the first year of operation. The Rössing Foundation initially focused its attention on the societal problems created by the apartheid system of discrimination based on race and the resulting backlogs in literacy, numeracy, vocational and technical proficiency, housing, health and other social services for the majority of the population.

After independence in 1990 the Foundation's focus was further aligned with the national priorities of addressing the shortcomings of the education system, as well as enterprise development and natural resource management to empower people to earn a living, including beyond the life of the mine.

Hundreds of projects have been initiated over the past five decades and, once sustainable, handed over to private enterprise or to Government. Thousands of Namibians attest to the impact Rössing Uranium and the Foundation have had on their lives, including many who are now prominent private and public sector leaders.

In 2019, Rössing celebrated a new era when CNNC/CNUC became the majority shareholder. Instead of having a major global mining company as its majority shareholder, Rössing now had a technology giant and major integrated uranium processing and nuclear power company as the main shareholder.

We invite you to take some time to read the publication and share the amazing progress that has been achieved in the past fifty years, while looking forward to what the next fifty years will bring. Enjoy!

Steve Galloway

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Overview of Rössing Uranium's History

Rössing Uranium's story began almost a century ago in 1928 when the Louw family first discovered uranium in the world's oldest desert, the Namib. Uranium was discovered in the area where the mine was built in the early 1970s and on 25 June 1976, exactly 50 years ago, the first uranium oxide was drummed. Today, nearly 100 years after the Louws made their discovery, Rössing Uranium is the largest, longest-running open pit uranium mine in the world.

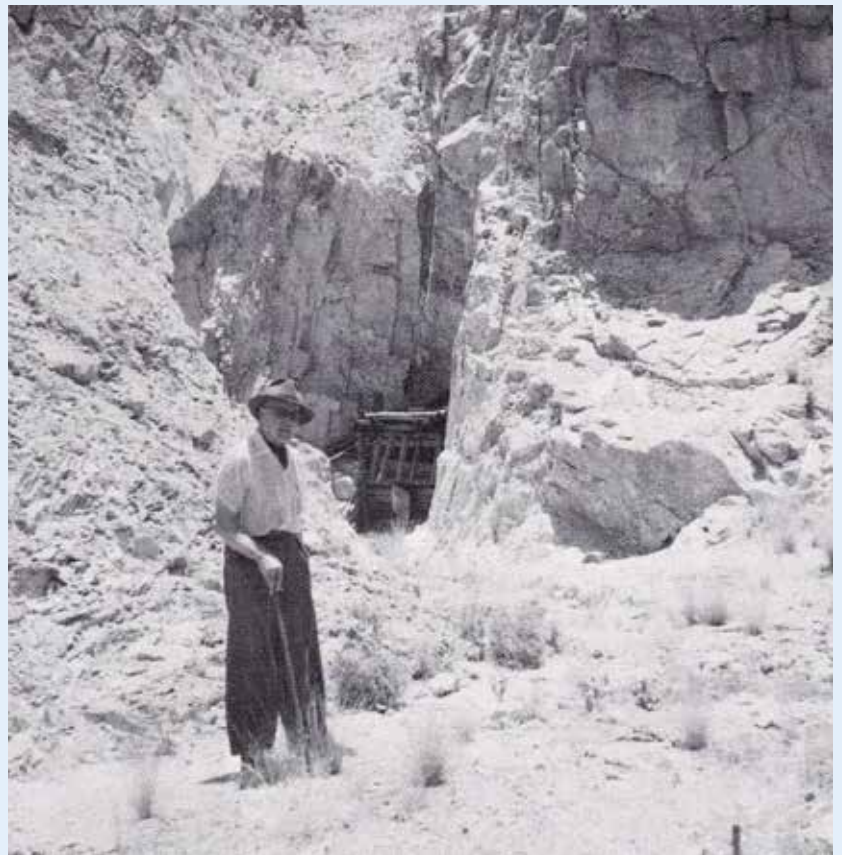
Uranium discovery

Since then, and over the past 50 years that the mine has been in production, Rössing Uranium has contributed hugely to the growth and wellbeing of a young nation, materially and positively influencing many thousands of Namibians' lives.

Rössing continues to support Namibia's economy, education, training and health services, and it continues to support the Rössing Foundation's community development initiatives much as it has done since 1978.

Over the half century of the mine's life, it has contributed significantly to creating value in Namibia by way of paying taxes and salaries, by purchasing goods and services (mainly from Namibian suppliers), by training and awarding bursaries, through development programmes, sponsorships and donations – always working closely with the Namibian Government and all in line with Namibia's development goals.

In addition, Rössing had and continues to have a significant impact on the daily lives of its employees, its potential employees and on others in the Namibian



Founder Captain Peter Louw at the tunnel that was dug but eventually closed down.



Early buildings and railway line of the mine's construction phase.

community whose personal development ideals and dreams of a better future became true through their association with Rössing.

Over the last 50 years more than 12,000 employees have worked at Rössing and many of those employees have gone on to make their own significant contributions to Namibia, as have hundreds of bursary and loan beneficiaries.

Today, Rössing is immensely proud of the nearly 1,000 employees who currently are the foundation on which its operations rest. Their commitment, loyalty and hard work continue to shape Rössing on a daily basis.

As is to be expected, throughout its 50-year existence, Rössing had faced some significant challenges. However,

thanks to its dedicated and resilient team of employees, those challenges were overcome time and again. Today Namibia's uranium industry faces a bright future thanks to significant increases in the international uranium price driven by a worldwide resurgence of interest in clean energy.

As one of the three operating uranium mines in Namibia alongside Husab and Langer Heinrich, Rössing is capitalising on this positive outlook by investing in modernising its operations in 2026 and building on past technological upgrades. It also plans to introduce more automation and digital mining tools to boost productivity and reduce environmental impacts.

12k

More than 12,000 employees worked at Rössing throughout the past 50 years.

1,000

Today, Rössing is immensely proud of its nearly 1,000 employees.

As the world's second largest producer of uranium, surpassed only by Kazakhstan, Namibia's contribution to world production is set to increase even more as extensive new exploration activities are currently being undertaken, and new investments and upgrades continued to be made by potential and current producers.

Indeed, Rössing's future is bright, and it plans to continue "Working for Namibia" for many years to come – aiming to become Namibia's first centennial uranium mine.

How it all started

Born in 1886 in the Cape Province, South Africa, Captain Peter Louw relocated with his family to the sleepy coastal town of Swakopmund, in the then German South West Africa, following the outbreak of the First World War in 1914. Enlisted with the South African troops serving under General Louis Botha, he was a trooper in the Imperial Light Horse based in Swakopmund.

At the end of the First World War he joined his family in Swakopmund, but with the outbreak of the Second World

More than 12,000 employees worked at Rössing throughout the past 50 years and today many of those employees have gone on to make their own significant contributions to Namibia.

War in 1939 he again enlisted with his old regiment in an intelligence role. He served in various ranks with the South African forces, fighting the German Axis forces at Tobruk and El Alamein. At the end of the war, he once again returned to his family in Swakopmund.

In the 1930s, Peter and his wife, Margery Burns, a radiographer at Guys Hospital in London, explored the Namib Desert, where they discovered the occurrence of radioactive nodules, later identified as Davidite, a primary source of uranium. With her experience as a radiographer, Margery was able to expose these nodules on a photographic plate, showing the outlines of radioactivity. This was the first positive test of radioactive material in the desert.

Graham Louw, son of Captain Peter Louw, recalls in his book *"A tiger by the tail: The Story of the Discovery of Rössing Uranium"* how his mother went about the first tests, as Geiger counters were still unknown at the time: "They cracked a few pieces of black, roundish and heavy specimens till one showed a clear conchoidal fracture, revealing a glassy pitch-like surface. Now it dawned on them that this could be pitchblende, a primary source of radium that was highly radioactive, but how to be sure?"

"By now Margery's thoughts flashed back to her training years at Guy's [Hospital in London] and her knowledge of X-Rays, as discovered by the scientists such as Röntgen and the Curies in the late 19th century, which occurred when radiation affected photographic plates, a new field of diagnostic medicine known as radiography.

"Thus, familiar with the procedures, Margery was prompted to do her own tests. The small 'end room' of her cottage was blanketed off from the outside light to create a make-shift darkroom, and the



Uranium was discovered in the area where the mine was built in the early 1970s. On 25 June 1976 the first uranium oxide was drummed, exactly 50 years ago. Since then, and over the past 50 years, Rössing Uranium has contributed hugely to the growth and well-being of a young nation, impacting thousands and thousands of Namibians' lives.

suspicious mineral was placed on the negative of her Ensign camera and then placed in a light-sealed box. Margery worked by the glow of her Ruby lamp and put the fear of death into her small children to keep out of sight and away from the end room.

"After the suspense of about a day or two, Margery returned to her darkroom and developed the negative.



The open pit in the early years. Today, known as the SJ Pit, it currently measures at 3.5 kilometres in length, 1.5 kilometres in width and 420 metres in depth.

In the late 1930s, following the splitting of the atom and the reality of atomic power, the Louw Family revisited the areas where they previously identified the radioactive nodules, situated approximately 5 km west of today's open pit.

“There it was, the blurred outline of the clearly radioactive sample. The Louws were overjoyed; laboratory tests were now needed. The year was early 1929.”

In the late 1930s, following the splitting of the atom and the reality of atomic power, Peter Louw’s natural talent as an amateur geologist and prospector once again came to the fore. The family revisited the areas where they had previously identified the radioactive nodules, which were approximately five km west of today’s open pit.

In 1953, following many months of backbreaking work testing the area with a small Geiger counter (which had by then become available) and the added discomfort of exposure to the extremely harsh conditions of the Namib, the Louw family pegged their first claim. It was in that same year that Margery passed away, sadly missing what was to be a vital turning point in the lives of her family and the beginning of the realisation of their dream.

Peter Louw formed a registered company, G P Louw (Pty) Ltd in 1954, the shareholders being himself, his son Graham, and two elderly friends, Major McLaren and Mr Beechcroft. Interest was aroused by the Louw prospect, which had by now obtained the exclusive rights to all prescribed material over an area of 1,200 square miles and in 1955, the Anglo American mining group expressed an interest and took a two-year option on the claim.

At the end of 1956, after a great deal of exploratory work had been carried out within this area, stretching as far as Usakos, Anglo American withdrew their option on the grounds that, in their opinion, the project was not economically viable.

This decision was made despite the fact that a large deposit of low-grade ore had been identified by the Anglo American exploration team. At that stage, nobody could have imagined that the specific area would one day form the heart of Rössing, namely the open pit.

Following Anglo America’s withdrawal, interest once again waned and the prospect lay dormant for another ten years, during which time the Louw’s concession rights had lapsed and further renewal applications were rejected by the Mines Department.

At that stage, the Ministry of Mines in South Africa took over control of exploration for prescribed materials in the then South West Africa and, after a trying time and protracted negotiations with the Ministry, exclusive prospecting rights were once again restored to the Louws. A condition was to reduce the area to 400 square miles, which was the exact area where Rössing would one day be born.

It was during this difficult period that the Louw syndicate had on several occasions approached many mining groups, amongst which was Rio Tinto,



On 25 June 1986, Rössing celebrated its first ten years of production. It was an event celebrated in style by all the employees and their guests.

Rössing Uranium celebrated ten years of operations on the 25 June 1986.

uranium concentrate for the world reactor industry.

On the minds of some of those present would have been the question "What of the future for nuclear power and, in turn, the future of Rössing? Will there be another ten years?" Questions prompted by the fact that only two months earlier the world had come to learn about the worst accident in the history of nuclear power, Chernobyl in the USSR. It was an accident which was at first perceived as possibly ending the long-term future for nuclear power and, in turn, the future of Rössing. For the first time it was brought home to the general public that a serious nuclear accident has no respect for international boundaries.

Pre-Independence Namibia

After a R400 million investment, the single largest commitment of this nature at the time by any private company in Namibia, Rössing's fate had become inextricably linked with that of a country going through the first political phases of what was eventually to become Independence on 21 March 1990. Unlike some others in the mining industry, Rössing was ready for – and indeed, wholeheartedly embraced – the changes that were to come.

The story of how it came about that Rössing was well-prepared for the changes brought on by Independence, is an interesting one.

In 1988 Craig Gibson, then Chief Executive of Rössing, asked Clive Algar, who joined Rössing in 1980 as public relations officer, to prepare plans for the action which Rössing should take both prior to and post-independence.

It was described as independence management and attempted to forecast what might occur and how various occurrences might be dealt with. In conjunction with Rio Tinto in London, it became known as the Rössing Independence Committee.

offering them a free option in return for an assessment of the project. At this stage Anglo American's interest was once again aroused, but they again withdrew.

Finally, in 1966, nearly forty years after the Louws first discovered uranium, and after discovering numerous more uranium occurrences, London-based mining company Rio Tinto secured the rights to the low-grade Rössing deposit.

Following ten years of extensive exploration and intense negotiations in order to secure funds for the project, early in the 1970s Rio Tinto decided to go ahead with mining the orebody. Finally, in March 1976, Peter Louw's life ambition was fulfilled and Rössing produced its first batch of uranium oxide.

Captain Peter Louw passed away in 1978 at the age of 92, two years after the first uranium oxide was produced by Rössing.

The First Ten Years

On 25 June 1986, Rössing celebrated its first ten years of production. It was an event celebrated in style by all the Rössing employees and their guests. Held on the floor of the open pit, the surroundings were a reminder of ten years of struggle and hard work.

In 10 years the early shallow depression in the mining area had developed into a hole in the ground. It was an excavation on a massive scale: over 600 million metric tonnes of material removed in order to produce 45,000 short tonnes of

600

In the first ten years, 600 million metric tonnes of material was removed.

45k

In the first ten years, 45,000 short tonnes of uranium concentrate was produced.

Various people became involved, but initially the committee was coordinated in London by Jonathan Leslie, who later was to succeed Mike Bates as Rössing's Chief Executive.

As described in Peter Daniel's book, *"Against all odds: A history of Namibia's Rössing"*, according to Clive Algar, the committee decided to adopt a devil's advocate approach. "I asked specialists within the company to scrutinise policies and practices as harshly as they felt they could: personnel, mine planning, sales, social responsibilities and so forth and to try and find holes, that a possibly hostile new Government would find." From this work a manual of fact papers was produced which enabled anyone, inside or outside the company, who had contact with politicians or journalists to speak with one voice on a variety of issues.

The committee also decided that contact should be made with the UN-based leadership of SWAPO in New York. The excuse to be able to do this came about by accident. In New York at the time was a Rössing Foundation employee by the name of Stan Webster. As an agricultural expert he was purchasing seeds for a Foundation project, and it was suggested that he called in at the SWAPO head quarters. He was made extremely welcome and found other Namibians interested in discussing the agricultural problems of the country. By chance Sam Nujoma was also in New York, which presented an ideal opportunity to talk about the Foundation. To capitalise on this chance meeting, Clive Algar, Stan

Webster, David Godfrey and Charles Kauraisa travelled to New York a few weeks later, armed with a film about the Foundation's work, together with information on Rössing. Again they were well received.

As Craig Gibson left and Mike Bates took over as Chief Executive, the work of the Independence Committee intensified. Care was taken to avoid political affiliation with any one group in the country, but at the same time getting to know the possible future leadership of the country was essential. With so many senior SWAPO members returning to the country from exile, it was difficult to remain objective. By August numerous lunches, meetings and seminars had been held with all the major political parties, local businessmen, UN personnel and overseas designated representatives. At these, the main objective was to explain Rössing's attitude towards independence and its view of the economic climate in which Rössing could operate. As many as possible were persuaded to visit the mine.

One important visitor in 1989 was Margaret Thatcher who timed her visit to coincide with the first day on which Resolution 435 was implemented. Forthright as always, the British Prime Minister had this to say at an impromptu press conference after her visit: "This is a British overseas investment in Namibia. It is doing a fantastic job for Namibia you can see how it is helping the economy, how it is



An early view of the processing plant and open pit.

helping the education of the people, how it is helping their skills, how it is helping to raise the whole standard of living."

From that meetings and visits, Rössing built up very good relationships with SWAPO members, especially those who returned home from exile in anticipation of independence.

Independence, Freedom and Falling Uranium Prices

While the dawn of an independent Namibia on 21 March 1990 brought an end to 110 years of colonial rule, it rang in a most challenging era for Rössing, as international prices of uranium oxide began to slide precipitously to levels below US\$9 a pound.

But worse was still to come. The price of yellow cake continued to slip as environmental concerns in specific Western Europe saw more and more nuclear reactors being mothballed. Namibia, still giddy with delirium over its new-found independence, appeared not to notice when Rössing's chairman, John Kirkpatrick, announced in April that same year that the mine would cut production from 4,100 short tonnes to 3,250 short tonnes, entailing the retrenchment of 200 employees.

By October 1991, the price for yellow cake had dropped to US\$7.25 per pound, and Rössing was forced to cut back production to 2,500 tonnes – 50 per cent of its peak output. Worse, the mine announced that it was to send 750 workers on voluntary early retirement or retrenchment in an effort to keep the mine financially viable.

Despite the vociferous protests on the Mineworkers' Union of Namibia, their negotiations with Rössing's management saw most of the 750 workers retrenched, with pension

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payouts at an eventual total cost of N\$25 million. These workers were allowed to continue living in Rössing accommodation for another 12 months, while receiving all company health benefits.

Hopes that the uranium prices would improve soon, proved unrealistic. By early 1992, Rössing's management realised it could no longer afford to maintain Arandis. On 1 April 1992, the company handed control of Arandis and its infrastructure, valued at N\$100 million, to the Peri-urban Development Board of the then Ministry of Local Government and Housing. The Government became the town's landlord, with Rössing leasing houses, the clinic and the recreational buildings from it on behalf of several hundred remaining Rössing employees, who continued paying only nominal rents.

Improved Uranium Prices

However, better days were coming. In 1995, the upward trend in the spot price of uranium oxide began and continued into 1996, with the price per pound peaking during that year at US\$16.50 per pound before slipping back to the level of US\$14.70 per pound at the year end. This was still 20 per cent and 50 per cent higher than at the end of 1995 and 1994, respectively.

The easing of the price at year-end reflected the volatility of the market, but ultimately the need for new material led to higher market prices, which in turn provided a more stable balance as producers were given an incentive to invest in additional capacity.

Concurrent with the rise in the spot price during the year was a tumble in spot market volume from around

19,000 tonnes of uranium oxide in 1995 to less than 9,000 tonnes in 1996. Utilities, in particular in the US, moved their purchasing off-market or into long-term contracts and many exercised positive flexibilities in their existing contracts to meet their immediate requirements.

Producers, in turn, refrained from selling on the spot market and some intermediaries, who had been dominant sellers in previous years, seemed to have less material for sale.

In 1996, Andrew Hope, then Managing Director, noted that the year saw significant increases in sales and production at Rössing, whilst further improvements in unit cost performance and productivities contributed to an improved financial performance.

Starting in late 2005s, a number of international factors started pushing up the price of oil to levels last seen during the energy crisis of the 1970s: continued political instability in the Middle East and in other major oil-producing countries, and a rapid increase in demand from the booming economies of China and India. Suddenly, the world was running out of electricity, and with the high price of fossil fuel, nuclear energy – much like in the 1970s – became a more attractive alternative once again.

The market price continued to improve, to such an extent that in 2005 the market saw an upsurge in the uranium price, a fact which rekindled interest in uranium exploration worldwide. In line with world uranium market trends, Rössing paved the way for increased production and growing the business.

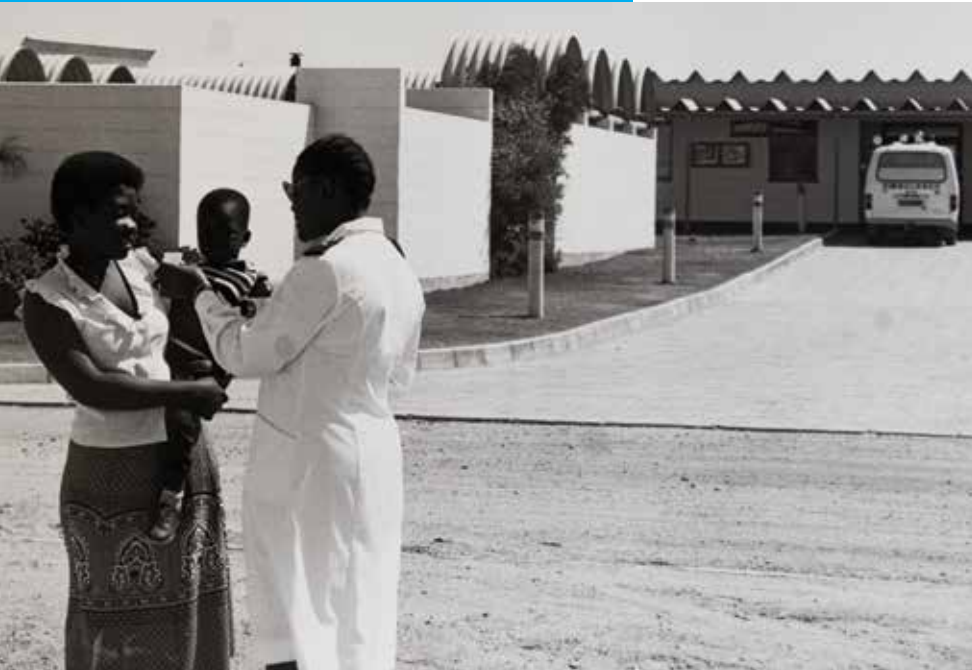
In the second half of 2005, Rössing brought in exploration geologists from Rio Tinto Exploration South Africa to take another look at areas where uranium was found during the 1970s. A helicopter survey was done, bringing in a much-needed information update about where radioactive geological formation in and around the mining lease were, and what their size was. This was followed by an extensive literature survey of exploration records dating from the 1970s, sampling of rocks at surface and a re-evaluation of historical information from past exploration drilling.

The world also discovered with alarm that it was about to run out of uranium, because of a large number of nuclear reactors being planned by China and India, among others, which would exceed the existing supply of uranium oxide. For most of the 1990s, the price remained depressed at levels below US\$10 a pound, but by the beginning of October 2006, the price went up to an unheard-of US\$54 a pound,

The early days of the hospital in Arandis.



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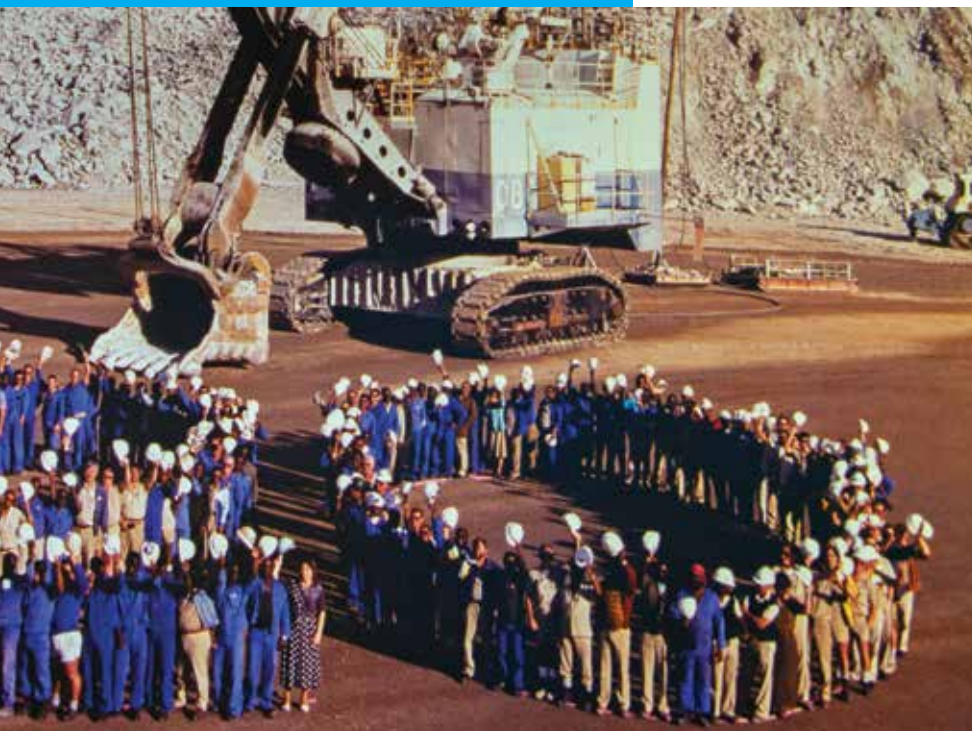
and continued to rise to the height of over US\$140 per pound before levelling out at around US\$75 by mid-2008.

The uranium boom meant a massive turnaround in fortunes at the mine, and the scheduled closing down was postponed as a frantic period of new prospecting started. Soon, Mike Leech, then Managing Director, announced expansion plans. Production was to be upped to 4,500 tonnes, and a previously known but unmined deposit known as SK was to be added to operations in order to double output. As a result, the life-of-mine was extended to 2016, possibly even 2021.

But the new boom brought its own problems. The critical shortage in skilled young people meant uranium mining companies begin falling over each other to attract suitable employees. In spite of the opportunities, not enough Namibians were able to meet the required standards, and those who could, commanded huge salaries that distorted the local labour market.

However, the uranium boom did not last long. Rössing again faced hard times from 2000 to 2004. Rising international oil prices held out some positive prospects for the improvement in the price for uranium oxide, but even when the cost of oil rose to over US\$50 a barrel in 2002, uranium prices only fluttered. Worse still, the high oil prices drove up the cost of production, necessitating ever more belt-tightening at the mine.

Elsewhere in the uranium mining industry, mines were being closed down one after the other, but Rössing persevered, hoping that the market would eventually improve and save their by-then 25-year-old operation. Cost-saving



On 25 June 1996 the mine celebrated its 20th year of production.

programmes throughout the tough 1990s meant that the mine was able to overcome most of the economic challenges of the time. But in 2001, the international commodity price for uranium hit rock-bottom, at US\$7 per pound. This was lower than even the 1992 levels and, combined with ever-rising costs due to fuel price increases, meant major trouble for the mine's future.

The mine implemented a cost-cutting exercise, but in spite of these measures, rising operational costs meant that losses kept mounting. Faced with another decade of depressed mining conditions, Rio Tinto took a hard decision in 2004: the Rössing Uranium mine would close down by 2009, bringing 33 years of continuous mining operations to an end. The decision rattled through the local business community like a seismic shock. Although the mine had been disposing of all the non-core assets it could over for the ten years up that point, and had cut back the working force to a bare minimum, it had always hoped that there would somehow be a recovery to its glory days, when Rössing had been a byword for progress.

However, the global financial crisis, called the Great Recession of 2008-2012, meant that the worst was not over. The uranium industry was not spared the major impact of the crisis. At Rössing, the fast-changing conditions around the mine necessitated even more belt-tightening and slowed its pace of expansion without jeopardising its long-term production capacity.

Fukushima Hits Hard

The March 2011 nuclear accident at Japan's Fukushima Daiichi nuclear power station affected both short- and long-term energy security in the country, resulting in a crisis-driven, ad hoc energy policy, and because of the decision to shut all nuclear reactors, increased Japan's demand for fossil fuels.

The effects of the accident on energy security were not restricted to Japan. The accident resulted in the loss of public acceptability of nuclear power and led countries such as Germany and Italy to immediately shut down some of their nuclear reactors, or abandon plans to build new ones.

Understandably, the nuclear disaster caused a severe, long-term depression in uranium prices by triggering a sharp decline in nuclear energy demand. The market prices dropped from pre-disaster levels of roughly US\$70 per pound to below US\$40 per pound for years as countries halted reactors and cancelled projects, which remained depressed for over a decade. The incident halted

the mid-2000s "nuclear renaissance", causing spot prices to hover between US\$20 and US\$40 per pound for several years.

Chris Salisbury, then Managing Director, stated that 2011 was a difficult year for Rössing, and the situation continued in the next few years. The production target of that year was not reached, which impacted on its financial performance, resulting in a significant loss. However, he remained confident that profitability would return as cost and efficiency continued to be focus areas in the following years.

Better Days Ahead

However, globally, nuclear fuel demand continued to improve in the next years as concerns about climate change issues and greenhouse gas (GHG) emissions, security of energy supplies and the increasing cost of fossil fuels encouraged a renaissance in nuclear power-generation plants. Many countries re-evaluated their energy policies. Nuclear energy, seen by many as a clean, efficient energy source which produces no GHG emissions, increasingly became popular. After nearly 12 years of low prices, the market saw a revival starting around 2020-2021, driven by emission targets and renewed interest in nuclear, leading to a 170 per cent price increase in under three years by 2025.

Several years into a price recovery, the market outlook for uranium, and therefore for Rössing, remained positive. The life-of-mine was extended yet again after the intensive evaluation of closure plans.

Markets anticipated rising demand for the nuclear fuel in the coming years, even as supply has stagnated in the industry's decade-plus lull. A report from the World



The open pit after the first ten years.

At Rössing, the fast-changing conditions around the mine necessitated even more belt-tightening and slowed its pace of expansion without jeopardising its long-term production capacity.



Nuclear Association forecasts nuclear capacity growing nearly 80 per cent and demand for uranium roughly doubling by 2040. **The organisation reported that roughly 440 nuclear power reactors with a combined capacity of approximately 390 Gigawatts are now operational in 32 nations, with an additional 55 reactors under development in 19 countries.**

This bodes well for Rössing's future sustainability and Namibia's economy. The uranium industry remains the second-highest contributor to the country's GDP after the diamond industry, and continues to have a major impact on the growth and wellbeing of the people of Namibia.

At its 50th anniversary year, Rössing has returned to its glory days, bringing prosperity for all in the Erongo Region and Namibia at large.

2025 Performance

Production of uranium oxide for 2025 was 3,185 metric tonnes, compared to 2,600 metric tonnes produced in 2024, representing an improvement of 22.5 per cent.

A total of 35,931,741 metric tonnes (2024: 30,334,678 metric tonnes) of material was mined from the open pit, indicating an increase of 18.5 per cent, while 10,066,781 metric tonnes (2024: 8,486,056 metric tonnes) of ore was milled, an increase of 18.6 per cent.

In 2025, revenue amounted to N\$8,221 million for 2025, an increase by 38.8 per cent compared to 2024, supported by a 42 per cent increase in sales volumes and a 23 per cent increase in metal output. N\$857 million of the revenue stream was generated from same-price purchased material, emulating a location swap.

Despite operational challenges, Rössing Uranium generated a net profit after tax of N\$1.022 billion from normal operations in 2025 (2024: N\$1.028 billion).

Dividends of 140 cents per share was paid in 2025 (68 cents final for FY2024 plus 72 cents interim for FY2025), amounting to N\$231.84 million (2024: N\$218.592 million).

Conclusion

Built on the shoulders of formidable early and later leaders such as John Berning, David Smith, Craig Gibson, John Fritzpatrick, Ronnie Walker, Mike Bates, Gordon Freeman, Mike Leech, Werner Duvenhage, Dave Godfrey, Len Le Roux, Dr Wotan Swiegers and Job Tjiho, the legacies of Rössing Uranium and the Rössing Foundation will continue far into the future.

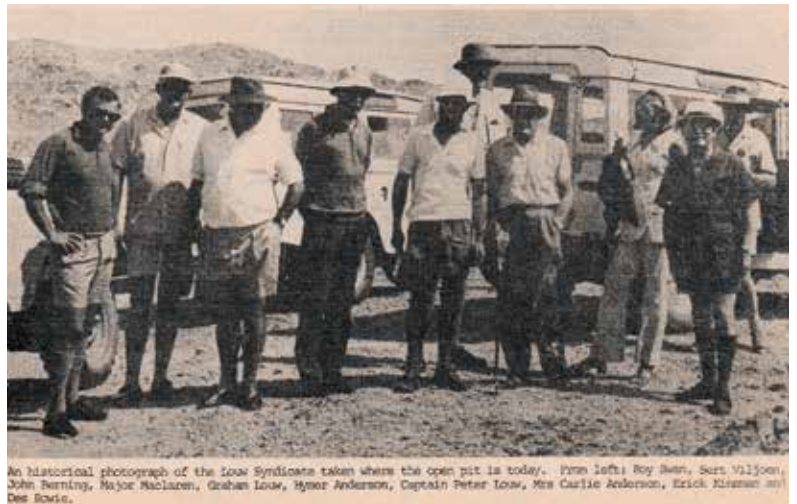
As the first discoverers of uranium-bearing rock in the Namib Desert, the Louw family has left an indomitable legacy in Namibia's uranium industry's history.

CHAPTER 2

The Louw Family's Legacy



Captain Peter Louw and his wife, Margery.



An historical photograph of the Louw Syndicate taken where the open pit is today. From left: Roy Barn, Bert Viljoen, John Barning, Major Naclaren, Graham Louw, Hymer Anderson, Captain Peter Louw, Mrs Gerlie Anderson, Erich Kitzman and Des Bowie.

Leading his family on exploration excursions into the Namib, Captain Peter Louw was able to see the fruits of their many years of hard work and patience before his death in 1978, two years after the first uranium oxide was produced by Rössing. His wife, Margery Burns, who was able to expose the nodules they found, showing the first positive test of radioactive material in the desert, passed away in 1953, sadly missing the beginning of the realisation of their dream.

Sons John and Graham Louw accompanied their parents on numerous excursions into the desert. They grew up on the tales of fortunes that their parents' discovery could bring the family. John Louw passed away, having served more than four decades as a director of Rössing, which allowed him close insight into the ever-changing fortunes of Rössing.

A glimpse back to the beginning of Rössing mine

John Louw celebrated his 40th year as a Rössing Board Director in 2012. He is one of the three sons of the geologist Captain Peter Louw, who discovered the first traces of uranium in the Namib Desert, which ultimately led to the establishment of Rössing. Below is an extract from a speech given by him at the dinner held in his honour towards the end of 2012.

I would like to tell you a little story.

Rewind to the mid-1920s. My parents had settled in Swakopmund, which prior to World War One (1914-1918) had been part of German South West Africa. Swakopmund was little more than a village in the grips of the beginning of the Great Depression (1929-1934). The entire world seemed to be suffering, and Swakop was no exception.

With several friends, including German residents from earlier years, my parents started to investigate the possibility of local mineral prospects, particularly radium. Traces of radium had apparently been identified near Rössing Mountain by geologists who had done a sterling survey of the mineral wealth of South West Africa when it was part of the German Empire. My British mother, who came from a medical background, was quick to realise the possible value of radium, used to this day in the treatment of cancerous tumours.

So, the group went prospecting and searched certain target areas. Eventually, they found some of the smallish black stones which showed a 'metallescent' fracture when broken. These were considered to be markers for a possible radium source. Samples were duly collected and sorted, and under my mother's guidance they were dispatched to Teddington laboratory in Britain for evaluation. The samples were confirmed to be radioactive but, regrettably, of no apparent financial value.

Now fast-forward to the latter days of World War Two (1939-1945). I was a young sapper on active service in Italy. The war in Europe was clearly drawing to a close; indeed, hostilities in Europe ended in May 1945. In the Far East, however, Japan was still actively engaged in war against the USA and its allies, with considerable casualties on both sides and no sign of a Japanese surrender. In early August, the USA ended the war by dropping atomic bombs on the Japanese cities of Hiroshima and Nagasaki. Both cities were completely destroyed. The world instantly became aware of the awesome power of uranium.

By the mid 1950s, the energy potential of a peaceful application of nuclear power was fully recognised. The first nuclear reactors for the production of electricity were taking shape. This, in turn, led to a growing need for an adequate and reliable supply of uranium. As a student of industrial chemistry, employed in the laboratories of an energy-conscious petroleum company in Cape Town, I began to think again about the small black stones I knew as a boy. I understood from the Periodic Table of Elements that uranium

could belong to the same family of minerals as radium, and that the presence of radium might well indicate a source of uranium in the area of Swakopmund.

Some time later, on a visit to Swakopmund, I discussed my theory with my father and suggested we drive out to the old radium prospect area of those early years to investigate the possibility of a uranium presence. Somewhat reluctantly he agreed, and early the following morning we set out for what we remembered to be the original site. An hour or so later, my father turned off to the right of the main road, a bit beyond Rössing Mountain, and stopped not too far from where Rössing built its landing strip many years later.

It was time for a cup of tea, so we sat on the ground in the shade of the vehicle and planned our course of action. We would each take an area to either side of the vehicle and search for small black stones "about the size of a hen's egg". This we duly did, and when our canvas bags were full – some 20 stones in each – we returned to the vehicle to find out the truth with the aid of a Geiger counter.

We anxiously checked the first bag, small black stone by small black stone, slowly and carefully. Not a single chirp or beep from the Geiger counter. Only silence. Then we checked the second bag; again, deafening silence from the counter... until, about five stones from the bottom of the bag, the counter took off in wild excitement. That was the birth of Rössing Uranium Limited: one lonely black stone, not much bigger than a hen's egg.

As I had to return to Cape Town the next day, we carefully marked the spot so that my brother, Graham, would be able to find the area. Graham did a comprehensive check of the entire vicinity to determine the best location for his first four claims. Subsequently, as the 'family prospector', he identified more radioactive anomalies in the vicinity, which then led to the declaration of an official mining area. And the rest, as the saying goes, is history.





Fittingly, younger son of founder Peter Louw, Graham Louw, turned 99 years of age on 30 January 2026, a few months before Rössing celebrates its 50th anniversary. His son, Harry Louw, is the current director on the Rössing Board of Director representing the Louw family.

Graham Louw's life was similarly shaped by his parents' discovery. With a life full of tales and memories of the early days of discovery and exploration, he shared the story of how the family's legacy unfolded in a recent interview:

"I was born here in Swakopmund just on a hundred years ago, and I was privileged, because my parents were always going into the desert in the early days. We used to travel in an old overland Whippet car with a canvas top, and my older brother John, who has passed away, and I was sitting in the back seat. We went into the east.

There were no roads, just sand and occasional tyre traces in the vast desert, and it was beautiful. I still have the picture in my memory: the early morning with the sun rising, the desert and the mica all glistening, and the warm wind that wafts westwards.

I can still see the grass tufts early in the morning, blowing with the wind. Those are my memories that I have of the early days, sitting in the back of the car and looking at the vastness of the desert.

Swakopmund was very small in those days. It had just two or three streets with no boundary walls between houses, all just sand, no cars, and very few people, and just horse-drawn trolleys. We were

living in a small cottage on the beach near the jetty.

I still remember a small building where we sat as little children, barefoot on the floor, experiencing my first silent movie, the projector was turning, grrrr, with Charlie Chaplin. It was magical, those are my memories that will sit with me forever.

After school, we would jump onto the back of the trolleys and go up the streets, right up past Hohenzollernhaus. That was the main artery in those days. Hohenzollernhaus is a big ornate building on the right-hand side, with a statue of Atlas and other figures. It still stands today and the architecture is beautiful. I was born there. On the top there, where my parents lived there when they came to Swakopmund in 1924 – it was built as a place of accommodation. I was born there in 1927.

I remembered vividly going to the desert to prospect for minerals. My parents taught us what to look for. We looked in a certain part of the desert; there was a place in the dry riverbeds where we picked up the nuggets. The nuggets were small. I still have a very special one at home, highly radioactive, but it has not affected me.

We would bring them all home, late afternoon or the next day, and we would sit and chop them with a hammer making a conchoidal fracture. Most of them were just what we called ilmenite, which is titanium. They looked like heavy magnetite, they looked radioactive. And that is the ore today, the pitchblende, a form of the uraninite occurring in brown or black masses and containing radium.

All that led up to the Rössing we know today. And it was not even a dream. We had no idea, but it was good fortune. We were lucky, we pursued it, and we went through difficult years to get our rights. As a young man we walked and criss-crossed the top of the surface that is today the open pit. We did our mapping. I helped with the mapping.

Mining house Anglo American drilled some holes in the same area. But they only went down about 80 metres, but the core they took out was always the same reading. Low grade, but it was there.

They also dug a tunnel into the side of the body for bulk sampling. The bulk samples were taken out and loaded onto trucks, and they went to South Africa to be tested in laboratories. They were all positive, but low grade. Those were the very early days.

We had many disappointments, because international mining companies looked at the body and said no, thank you. Others come, they look, no, thank you. It was rejected time and time again until one day London-based mining company Rio Tinto, who had a share in copper mine Phalaborwa in South Africa, showed interest. South Africa's primary nuclear research and development facility Pelindaba, west of Pretoria, was also very important because the scientists worked on



"We had many disappointments, because international mining companies looked at the ore body and said no, thank you. It was rejected time and time again until one day London-based mining company Rio Tinto, who had a share in the copper mine Phalaborwa in South Africa, showed interest."



how to enrich uranium, capturing and controlling its energy. Rio Tinto had the experience with a big open cast mine at Phalaborwa, mining big tonnages. They used the same technology to start Rössing.

So, basically, that is the early history of Rössing, long before the open pit of today. And I was there all the time, every day, I was part of it. I was always in the background. I had a natural instinct, and I used that.

Today, these are all memories. I must quote this because it is one of my favourites by Henry Longfellow in the 1700s: "For age is opportunity, no less than youth itself, though in another dress. And as the twilight fades away, the sky is filled with stars, unseen by day." Sometimes you think there are no opportunities, they are there all the time. Even in the daylight, there are stars of opportunities.

With the beginning and early growth of Rössing, Swakopmund changed dramatically. There was no Vineta, no Tamariskia, and there were no other townships. It was just the old core of Swakopmund. Now all that changed dramatically. Arandis was also created in the desert. And I was part of that.

There was nothing there. And today you have a wonderful progressive town, a young town that is growing and growing. Swakopmund was the same. It changed overnight. Tamariskia went up overnight, it was unbelievable. Vineta was created. Mondesa was created. Kramersdorf was created. The western area where I live now was also developed and is still developing.

If you look at the future plans of Swakopmund, which all goes back to the early discovery of Rössing and the spin-offs, big developments are still happening in Swakopmund. Especially down in the old section of Swakopmund where I live today.

And as the streets and people of Swakopmund changed, so did I change. I grew personally and professionally. The town council of Swakopmund was also part of that history. It grew and grew. I became part of that municipal growth creation. I served on the council for over 20 years. And here we are, we are still going and doing wonderful things.

Rössing certainly influenced the mining industry of Namibia profoundly. The mine brought in international mining specialists that enriched the local labour



(Above) Johan Coetzee, Managing Director, welcomes Graham Louw.

(Left) Graham Louw.



market. They brought an ethos of equality and respect for its workforce.

They established the Namibia Institute of Mining and Technology, NIMT, that over its years has trained thousands of young Namibians. There was huge development that put Namibia's mining industry on their feet, a contribution to the technology and to the economy in the line of taxes, salaries, housing, wellbeing, medical. Let us remember that.

Look at our modern medical centre today, it is an offshoot of Rössing. Its influence spread throughout the mining industry of the country and set the pace. Other companies are now also interested in this area. It is like what we call elephant country. You want to look for elephants, you go to where the elephants are. You want to look to mine, you go to Rössing Uranium. They have set the pace. They are the flagship of our wonderful young nation, Namibia.

My wish for Namibia is to find ways to fully use the manpower of our young country. I see this daily, because our country is still so young, we are not yet developed sufficiently to employ our young people. There is a limit to occupation and contribution to the country, to our young country, to our young people.

We have to develop our manpower, because it is a source of energy which we, in our young country need to find ways and means to create more work opportunities for our young people."

As Rössing embarks on its next 50 years of operations in pursuit of its goal of becoming the world's first centennial uranium mine, the Louws' tenacity and dedication remain a legacy to be grateful for.



CHAPTER 3

The Rössing Foundation

Throughout its nearly five decades of development work, the Rössing Foundation has become a beacon of hope for many Namibians who seek to improve their wellbeing and financial security.

When the Rössing Foundation came into existence in 1978, Namibia was a very different country. Prior to independence, the racial segregation policies that characterised the then South West Africa being administered by South Africa as a fifth province in contravention of international law, cast a shadow over the future of the majority of Namibia's sons and daughters. Scant resources were devoted to the education and career advancement of black and coloured Namibians, who were destined to live as third- and second-class citizens, respectively, in the ditches of poverty and facing injustice on all fronts.

However, since its inception the Rössing Foundation has positively impacted thousands and thousands of Namibians' lives, implementing hundreds of development programmes throughout the country. It has become the go-to development agency in Namibia for foreign aid organisations, respected as a stable and trustworthy development partner. Its story is one of perseverance, long-term vision and many long hours of hard work. This is how it all started.

In late 1977 Ronnie Walker approached Dr Beatrice Sandelowsky, a Namibian-born, Berkeley-educated anthropologist and former fierce critic of the planned Rössing mine to draw up a feasibility study to set up an education, training, and development trust to address the skills shortfall amongst Namibians.

Perhaps as a sign of the politically turbulent times, Dr Sandelowsky, whose previous research on the Namib Desert climate at the Gobabeb Research Station had led her to demand Rio Tinto to construct a desalination plant at the coast rather than use fossil water from the desert aquifer, had joined the company as a consultant earlier that year. Some 30 years later, Dr Sandelowsky put it this way as documented in the Foundation's 30th year anniversary book: "The management said a desalination plant would be too expensive to build, and asked that I make alternative proposals for them to consider. The biggest and most obvious need was in education, in practical skills training, and that is what I then suggested."

In mid-1978, the Board of Directors of Rössing, under the Chairmanship of Ronnie Walker, took a momentous step that was to have a far-reaching impact on the future of Namibia: even though the mine was two years behind schedule and an estimated R100 million over budget, they would go ahead with the creation of the Rössing Foundation Trust.

John Berning, the mine's General Manager who was about to retire, was appointed as the Foundation's Director on a temporary basis, with a secretary to assist him. It was agreed that in order for the Foundation to be as independent as possible, he would also resign from the Rössing Board. Furthermore, the Foundation was to have its own offices and bank accounts, and

This vision would shape Namibia in ways that cannot be measured in financial terms.

Berning was tasked with looking for suitable premises for the new organisation. The operating procedures were also laid down: the Foundation would consider any project within the Board's ambit of its defined objectives as per Article 17, and would consider proposals from the Trustees, the Director of the Foundation, or from members of the public.

The Foundation is an educational trust for the people of Namibia funded from the profits of Rössing. The published objectives of the Foundation when it was launched in 1978 were: 'to meet the greatest need of the country – education in the broadest sense: to further the practical education of young people thus achieving greater productivity; to increase understanding between the races; to create opportunities for people to use their education; to promote the advance of living standards of all those who live in Namibia'.

This vision would shape Namibia in ways that cannot be measured in financial terms. By investing directly in Namibia's people via the Foundation, it created opportunity where there was often only desperate poverty, providing many thousands of individuals with self-respect that could only come from being able to fend for themselves.

At the beginning, when it was agreed that two per cent of the dividends of Rössing would go to the Foundation, Rössing was not making a profit. No dividends meant no two per cent funds available for the Foundation. The first premises were rented rooms in an old health clinic in Windhoek; the first employees were the Director, the Head of Education, and a cleaner, none of whom knew if or what they would be paid. Nobody dared to imagine that the Foundation would develop into what it is today. The Foundation was to provide

greater educational opportunities for the vast majority of Namibians in order to impart practical skills that would create better economic opportunities for them, particularly in rural communities.

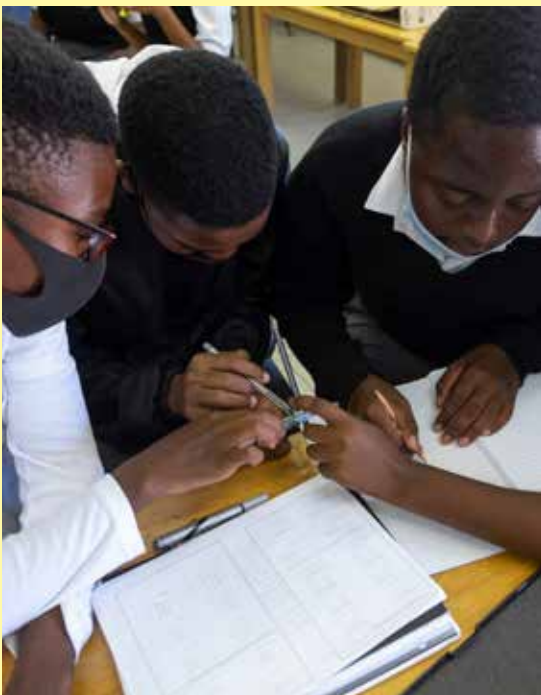
After the initial uncertainty, the Foundation grew in leaps and bounds. So much so, that thirteen years later at Independence, the Founding President Sam Nujoma was holding it as an example to the world: "Whether it is seamanship training at Lüderitz, agricultural training at Okashana literacy, life skills, English, typing or welding...all these and many more skills are taught by the Rössing Foundation to help Namibians become more self-sufficient, to improve themselves, and to earn the money necessary to feed and clothe their families. The Rössing Foundation has a track record of successes, and I commend it to those overseas organisations which wish to assist in the development of Namibians".



Learners at the library in Tamariskia.

As documented in the Rössing Foundation's book celebrating its 30th anniversary, the then chairman of Rössing, Rehabeam Hoveka, put it succinctly in his foreword when he said: "The birth of an organisation like the Rössing Foundation on the nation's very soil in those troubled times can be attributed to the far-sighted philanthropy of Rössing Uranium, which felt duty-bound to benefit the society from whose land it was reaping profit. With this motive and with such strong financial support, the Rössing Foundation lived up to expectations. It began by laying the groundwork for nation-building, from individual scholarships to meritorious students in its humble beginnings, and then to various art and skills development projects at community level as it progressed in stature. More ambitious accomplishments are evidenced by Maths and Science Centres of Excellence that serve larger regional communities and, most recently, the Foundation's acceptance as a national development partner in the Namibian Government's Education and Training Sector Improvement Programme, which aims to overhaul the entire education system."

By independence, six education centres linked all corners of the country with the Foundation in Windhoek. At the first Education Centre alone, 6,000 people had attended courses. A network of agricultural projects and the training centre at Brakwater had played a vital role in agricultural development. The Lüderitz Maritime Training Centre had become one of the three most important such centres in the whole of Southern Africa. 37 Foundation-funded scholars had graduated from South African universities, 25 from British and American universities, 24 matriculation scholars from the Atlantic College in Wales. Networks of income-generating projects and environmental and health education centres had been established in rural areas. The Young Scientists programme, under the expert guidance of June Horwitz, with its Na-



tional Exhibition and active involvement and sponsorships by professional associations, had very successfully promoted the study of science in high schools. The Namibia Youth Award Programme, based on the Duke of Edinburgh Award scheme, had attracted volunteers from across the country.

All these have contributed to the Foundation being regarded by international development agencies as a reliable and efficient partner. Funds are channelled through the Foundation for development projects, benefiting thousands of Namibians.

From the beginning, training in trades was an intrinsic part of the Foundation's Education Centres. A vehicle maintenance course started on a two nights per week basis, becoming a full-time course by 1985. Basic technical skills, leatherwork, and needlework were introduced as space became available. An advanced office procedure course began, plus a pilot scheme in home mechanics.

From October 1979, while still operating from the Rockstroh Institute, a mobile teacher scheme began. Then Director David Godfrey outlined his ideas: a teacher would be based at the Education Centre, moving to Khomasdal, Katutura and the surrounding areas daily to give classes to those who were unable to attend the Rockstroh centre. With the purchase of a vehicle and full-time teacher, classes could be offered in Literacy and Health Care. At this time, the chronic unemployment and despair in Khomasdal and Katutura townships made it unsafe places for white people to visit. But David Godfrey was recognised and welcomed with warmth and hospitality. He was their link with hope and opportunity, their friend and mentor.

This outward bound approach expanded to the rural areas of Namibia through the Satellite Education Centres, all of which were dependent on Rössing's marketing success for financing and therefore potentially at risk. As further education centres were opened, the original one became known as the Khomasdal Centre.



The library at Arandis forms an integral part of the learners and community members' lives.

From the beginning, training in trades was an intrinsic part of the Foundation's Education Centres. From October 1979, while still operating from the Rockstroh Institute, a mobile teacher scheme began.



In fitting recognition of his life's work, the late Queen Elizabeth II bestowed the Officer of the Most Excellent Order of the British Empire (OBE) on David Godfrey in 1990 for his work with the Rössing Foundation, and the award was followed by her visit to the Khomasdal Centre in 1991. In a way all that he had done before was an apt preparation for this. David Godfrey said that he is the "luckiest man in Africa: to have built up something which has such a tremendous impact on so many people's lives".

The prime objective of the Foundation, to further the education of young people, was carried directly to the doorstep of Rössing. The idea and the drive for the Secondary School at Arandis came from the Foundation. At the first meeting of the Trustees in 1978 the need was recognised for a prototype secondary school for the families of the mine employees. Initially it was felt that at least the physical planning of the school should go ahead, but the message came from Rössing that their personnel had neither the time nor the money. So the Trustees agreed the

school would become a Foundation project as long as all costs came from other sources. But about \$1 million was needed to cover all immediate schooling needs in Arandis.

A report written in consultancy with Arandis residents advised that as funds were short, top priority should be given to the immediate establishment of a kindergarten and expansion of the existing primary school so the ratio of teacher to pupil and pupil to classroom could be significantly improved. Consideration should be given to the introduction of English as a teaching medium and to an improvement in the quality of teachers. There should also be progressive introduction of adult education classes in English. As English was to be the national language it was essential that parents and children should develop together. The Secondary School could conceivably be delayed for two to three years.

In terms of agriculture training, in 1979 the Foundation's major Project Number

3 was proposed: the Farming and Building Centres Scheme. A major need in the country was for agricultural training. Agricultural consultants recommended comprehensive courses offering training in all branches of agriculture. Two centres were recommended catering for the western portions of Damaraland and Kakoland, the other for the higher rainfall areas between the Waterberg and Otavi, concentrating on cattle and cropping. The estimated cost for one centre for four years was R2 million. It was decided that the project would have to be deferred until more funds were available.

It was to be another four years before the start of the Brakwater Farming Centre fourteen kilometres from Windhoek. The Deonsa farm of 900 hectares was bought. It already had good fencing, a house, outbuildings, two boreholes, two dams, and the existing herd of red Brahman cows was purchased. The aim of the centre was to help and advise small subsistence farmers in their farming methods. The supervisor was Paul Venter who had a degree in Agricultural Science and six years' experience running a cattle ranching farm.

The scheme began with the development of a demonstration area of crop and vegetable growing; a small demonstration herd of cattle; sheep, goats and battery hens. Construction began of two labourers' cottages and subsequently of a hostel and classroom complex. By 1986, the buildings were completed and the first courses started. One course for farmers from Okakarara, another group from Namaland, another from Damaraland. The courses lasted four days, because the students felt five days was the maximum they could be absent from their farms at home.

Brakwater was also used as a training centre for instructors for a second agricultural centre planned at Okashana for the northern farmers. Here experts advised the emphasis should be on dryland agriculture and the utilisation of the abundant saline water resources, because of the non-availability of sweet water for



Learners at the Maths Centre in Tamariskia.

irrigation. A consultant was also employed to run a feasibility study for sewerage water reclamation — the low cost purifying of municipal waste water.

However, David Godfrey knew the importance of the project receiving support from farmers in the North otherwise it could become an expensive white elephant and cause a loss of reputation in an area of vital importance. He suggested that beginnings should be small, tied into custom and tradition. Growth should not be automatic but be controlled by demand with each phase planned as a self-contained unit. So, week-long courses began in different methods of sowing and cultivating mahangu – pearl millet – the staple food crop in the region, and in developing a commercially viable agriculture in an area of salt and brackish water through experimenting with halophytic types of plants which are capable of growing in these conditions.

Brakwater and Okashana were an enormous success in terms of their influence on the farming communities and of practical research into disease prevention, stock improvement and crop-growing in regions of drought. Over 5,000 subsistence farmers attended the courses. Over 15,000 small farmers were being advised on a regular basis; a huge network was in place with experts from Brakwater talking to about 200 people a

week, on their farms, in groups and communities and as individuals.

In addition, an overwhelming number of rural women sought to develop their sewing skills. In 1981, 27 women in Okahandja wanted to receive instruction. The total cost for a hall and teacher was R450 per month, which was agreed. Further centres sprang up in Otjimbingwe and Okakarara.

There were 395 students spread between these centres and a long waiting list for all

their courses. David Godfrey suggested expansion to other areas and eventually further centres were organised at Ondangwa, and Gibeon in the South. At one centre there was a waiting list of over 100 women. Students had to be selected by lots. Many women wanted to develop their earning ability, but had only domestic skills on which to draw. The basket craft from the North has become widely known. But the embroidery and applique work in the South is exciting in the skilled crafting of free expression, spontaneity, humour — and the recording of custom and history.

The Khomasdal Adult Training Centre played a major role in the Foundation's activities. Once the Education Centre was open at Khomasdal, the need for space was temporarily alleviated. By 1984 there were 770 students on the register. As numbers increased, the struggle for space and quiet for matriculation studies returned. Many enrolled, but not all lasted the course. By 1985 it was felt the wheat needed sorting from the chaff: non-serious students overfilled the classes and subsequently dropped out. Then Director Dr. Sandelowsky felt that to restrict enrolment to serious students they should pay a small fee of R15 per annum for the first subject, R5 per annum for further subjects. There followed a marked improvement in teacher/pupil ratio, in the feeling of commitment within

"The Rössing Foundation has a track record of success, and I recommend it to those overseas organisations which wish to assist in the development of Namibians, but who lack the infrastructure to do so. Several outside organisations are now following this route, channelling their money through the Rössing Foundation and making good use of its know-how."

**Founding President Sam Nujoma,
Windhoek, 19 April 1991**

classes and consequently in the level of success.

In 1985, an English Language Institute pilot scheme was started at the Khomasdal Centre. Classes were offered for eighteen Teacher Training College fourth-year students, primary teachers from Katutura and teachers from the two primary schools at Arandis. The aim was to upgrade the standard of English of teachers and to give them confidence in using English as a teaching medium. This turned out to be an extraordinary success. Requests poured in from other schools for similar courses and an additional full-time teacher was organised for the following year.

As a result of this programme, a number of school principals asked for an orientation course to help them understand the new ideas being introduced to their teachers. Out of this developed the School Principals' Management Course which helped over 300 headmasters to acquire management skills.

Concurrent with the project for the Education Centre and all that emanated from it, a fund was established for another project, the Leadership Scholarships. These would be awarded to university graduates who, based on their personal qualities, showed signs of being leaders; who would not become purely academics but would return to Namibia to play a part in its development. By 1989, forty-two students had been sent to overseas institutions: postgraduate scholars sent to universities in the UK, Cornell and Harvard in the US, with the prematriculation scheme sending students to the United World College of the Atlantic in the UK. Local scholarships were also covered: in 1991, 39 students were being supported in Namibia and 12 in South Africa.

Already well-established by independence were a Maritime Training Centre at Lüderitz; an Adult Education Centre at Ondangwa in the Oshana region where most Oshiwambo-speaking people live; a Conference and Training Centre at Okashana, which is now run on a commercial basis with facilities for seminars, workshops and conferences, and an Education Centre at Omaruru in the Erongo Region.

The training that was offered varied from centre to centre. The most sought-after course continued to be English language. Pilot schemes tested demand and resulted in the establishment of teaching in mathematics, computer literacy, office procedure, domestic science, health education and needlework and of primary and pre-primary centres. Pitman's

courses – flexible, self-paced, and CPD-accredited vocational programmes (industry-recognised training courses designed to enhance professional skills and knowledge, verified by an independent body to meet high-quality standards) – began in 1987, leading to internationally recognised qualifications.

In 1986, Len Le Roux took over from Dr. Sandelowsky who resigned to follow her commitment to educational research. Len Le Roux had responsibility for all development projects, which included the 42 projects funded by other organisations. Since Independence funding has been offered by bodies such as the British High Commission, Oxfam Canada, USAID, and the New Zealand High Commission. The Foundation received and managed the money to finance small community-based activities such as the income-generating Arts and Crafts Programme, Environmental Education, and the training of community activators. These projects were less at risk due to the dependency of other projects on Rössing's dividends.

Rössing Foundation Reinvented

As euphoria over Independence washed over the young Namibia, Rössing faced difficult times. Amidst drastically fallen international uranium prices, in 1990 the mine was forced to retrench 750 employees to stay afloat.

For the Rössing Foundation, the crisis at Rössing meant it could no longer expect a steady income, and a programme of rationalisation was implemented. Several of the smaller projects – especially the struggling ones – had to be discontinued. By late 1990, the Foundation was running 12 training centres throughout Namibia, apart from co-funding several other, smaller projects.

The steady decline in international uranium prices meant that the Rössing Foundation suddenly had to stand on its own two feet and become financially self-sustaining. This was no easy task, given that there were 120 full-time employees on its payroll, as well as dozens more part-time workers. David Godfrey warned in his annual report in 1992 that maintaining over 12 full-time projects all over Namibia meant taking a hard look at what was viable and what was not if the Foundation was to become self-sustaining.

In 1992, for the first time in its history, the Foundation would not be receiving any income from Rössing. While there were some savings from better years, these could not last forever; there was even some talk of closing down the Foundation altogether. The financial constraints meant that the Head Office, in particular, had to be reduced to a sustainable level, which saw the number of posts at the Foundation cut back from about 120 to less than 50.

A programme of rationalisation followed. This, together with savings left from earlier years, helped the Foundation find the breathing space to work out a new plan of action. Negotiations were opened with the Government with a view to possible collaboration on the Okashana Agriculture Training Centre in particular. However, the Ministry of Agriculture, Water and Rural Development preferred to take over the entire project, including the Extension Officer system, which it then implemented throughout Namibia.



A learner at the Science Centre in Tamariskia.

The same drastic measures applied to the Namibia Marine Training Institute (NMTI); while the Foundation still initially ran the training courses, the Ministry of Fisheries and Marine Resources preferred to take over the Institute rather than fund it. This suited both the Foundation and its trainees, as this set the NMTI on its first steps towards eventual independence.

Where possible, control of the smaller agriculture projects was handed to local communities. Some managed to continue the projects and turned them into commercial successes, like the cultivation of asparagus in the Swakop River, while others eventually ceased to function without outside support.

The rationalisation programme also saw the Brakwater Training Centre sold to a Christian youth organisation, while the land at Shankara in the Kavango Region and the 30-ha smallholding outside Okahandja were sold by private treaty. The Okakarara, Okombahe, and Omaruru projects all had to be closed down to reduce overheads. Of all the community garden projects, only Ongongo survived – basically because it had become self-sustaining early on. It continues to be in business today.

In spite of the financial constraints, the Foundation continued to support other initiatives such as the Environmental Education Programme and the Namibian Mathematics Institute (NMI), set up with the help of Pieter Erwee of the University of Namibia (UNAM). Both of these initiatives eventually provided important pointers for the Foundation's future:

the Environmental Education Programme was the seedbed for the Community Based Natural Resource Management (CBNRM) programme. The CBNRM programme is a national initiative that empowers rural communities to manage, conserve, and derive sustainable economic benefits from natural resources like wildlife and forests.

The NMI's input was to lead to the Foundation's involvement in the Education and Training Sector Improvement Programme (ETSIP) – the blueprint for reforming Namibia's education sector.

In spite of a reduction in the Foundation's activities, which, in 1994, had involved some 48 different projects, the crisis had a healthy effect on the Foundation's finances. By 1996, there was just enough money left over from savings to continue for another year. Some 12 years later, savings set aside amounted to between N\$25 and N\$30 million, as the Foundation found new ways of generating funding.

Despite setbacks, there were other opportunities on the horizon. Brave, newly independent Namibia was attracting much international interest: here was a stable, democratic and peaceful country with a well-developed infrastructure with all the right political credentials, but an underdeveloped people. This made the country an ideal destination for donor aid.

However, a lack of local capacity often made it difficult to implement projects. Without a cred-



Learners doing their homework at the Education Centre in Tamariskia.



ible local partner, donors feared that development funds would end up not reaching their intended beneficiaries. The Rössing Foundation, as one of the best-established NGOs in existence, with a proven track record in administering large programmes, was ideally set to become a development partner to many other organisations.

The Foundation's service as a conduit for donor aid took two principal forms. The first involved the Foundation taking up and implementing projects on behalf of other international donors, whereas the second entailed acting as the manager for larger projects with a junior NGO partner that otherwise lacked the capacity to administer a multi-million dollar programme itself.

The strategy paid off. By the end of 1994, apart from its own existing initiatives, the Foundation was involved in 48 aid and development programmes funded by external donors. The value of the latter amounted to more than N\$25 million, of which N\$16 million in non-donor aid was administered from the Adult Education Centre in Khomasdal.

This role as an implementing partner also extended into the public sector. In the wake of a crippling drought between 1994 and 1996, the Foundation managed a national programme for distributing drought aid on behalf of the National Emergency Management Unit in 1996. Acting as a go-between on the Government's behalf, the Foundation delivered much-needed food aid to more than 250,000 vulnerable people in the four north-central Regions, the single largest target population in Namibia.

The Foundation's involvement in a coordinating capacity had other spin-offs too. Due to the retrenchments at the mine, Duncan Paton, who had many

years of experience as Rössing's Chief Accountant, opted to move to the Foundation where he and Len le Roux were, in David Godfrey's words, to become the central pillars of strength of the organisation during those difficult years.

Paton's experience and proven track record of handling large amounts of money made the Foundation a very attractive vehicle for donor agencies and international funding organisations. The Achilles' heel for many NGOs is their financial skills. Having Paton at the financial helm, however, proved to be one of the Foundation's greatest strengths.

Perhaps more importantly, many of the programmes the Foundation had been running up to that point provided a platform from which new initiatives could be developed. For example, the Environmental Education Programme provided the basis from which the community-based nature conservation programmes later developed, and the needlework projects – such as the Gibeon Folk Art Project – created the platform from which many subsequent sustainable development programmes grew. At the same time, the Foundation's reputation as a pair of safe hands saw it attract outside funding to support these new programmes – “a sure sign that Ronnie Walker's baby was growing up”, as stated in the Foundation's 30th anniversary book.

Having provided a broad-stroke overview of Rössing Foundation's history, fortunes and programmes, it is prudent to provide more details on some of its key programmes to give a full picture of the impact the Foundation had in people's lives.



Flagship Programmes

Khomasdal Adult Education Centre

At the second Trustee meeting of the Rössing Foundation, the first project that was officially launched was an education institute, provisionally called the Rössing Foundation University Centre, with the intent of helping people to help themselves. On 6 October 1978, the Rössing Foundation University Centre was formally renamed the Rössing Foundation Education Centre.

Broadly speaking, the Foundation intended to address Namibia's most pressing developmental problems by creating education, training and employment opportunities to uplift its people and alleviate poverty. Having had first-hand experience of the huge skills shortage in the country, Rössing opted to concentrate on practical skills that would be immediately marketable. Dr Sandelowsky and Martin Shipanga set about designing suitable training courses in this regard. These would seek to address, free of charge, the most immediate and pressing education needs: adult literacy courses, practical English for teachers and nurses, office skills and typing, and a variety of vocational skills such as sewing courses, leatherwork and training for auto mechanics.

Two overriding factors emerged from this exercise. The first was that the existing education and training facilities for historically disadvantaged Namibians were woefully inadequate. The technical skills pool as required by a highly technical operation such as the Rössing mine would have to be expanded urgently if any dent was to be made in the unemployment and general poverty that prevailed in Namibia at the time.

The first premises for the Training Centre was in some outbuildings attached to the old Remmer Clinic, also known as Rockstroh Haus, a large old dwelling situated along the western section of John Meinert Street in Windhoek. As word of the new centre spread like wildfire among an education-hungry population, the courses offered – especially the English literacy course – was an immediate success, especially as it was offered free of charge.

However, it soon became apparent that the entire building was too small and not particularly suited to accommodating large numbers of students. John Berning had started the process of looking for a new place to locate the Foundation's expanded education facility. Berning investigated several possibilities, including what later became the College of the Arts building and the old Kaiserkrone Hotel.

Godfrey, however, wanted to be closer to Katutura and Khomasdal, where the people who most needed the facilities lived. In the end, an offer was made to the Windhoek City Council for an area situated in the buffer area between the two Windhoek suburbs. The area was originally set aside for the development of community activities such as a play park, and the city fathers as a gesture of goodwill offered it to the Foundation at a much-reduced price.

In August 1981, the Trustees resolved to set aside an amount of R836,000 for the development of the new Rössing Foundation Adult Education Centre, which was to become the centrepiece of the Foundation's development. The buffer area was typical of apartheid planning: the empty stretch served as a 'no-man's land' between the two sprawling, high-density suburbs, and the colonial authorities were a little confused as to why anyone would want to set up anything in an area where they were convinced it would get broken into and vandalised within months.

A competition was held to solicit the best design for the Centre. The concepts by local architects Kerry McNamara and Gavin Pike were selected for their open, modular design. When the plans were submitted to the local planning authorities, they insisted that "...something was missing: a fence around the place", which the Foundation politely declined to add. As David Godfrey said, years later, "We told them: sorry, but no fence. We wanted to be open and welcoming, and putting a wall around it would just run against every tenet of its design. We wanted to show that the centre belonged to the community and they were welcome to come in, no barriers."

"We wanted to show that the centre belonged to the community and they are welcome to come in, no barriers."



The old Remmer Clinic, also known as Rockstroh Haus, the first premises for the Training Centre.

An initial budget was approved by the Board of Trustees, and Barclays Bank (now First National Bank) agreed to help pay for the new building, completed at a cost of R1.2 million in 1982. It was a state-of-the-art, purpose-built education centre of excellence that attracted students from far and wide. Its greenery and welcoming design made it a recreation centre of choice on Sundays. Apart from students who used it as a quiet corner, wedding parties availed themselves of the grounds for photographs of their special event.

Unlike other education centres in Namibia that were experiencing an increase in political disruption and student drop-out rates, the Centre operated at full capacity in all its 26 courses on offer, as a report to the Rössing Management Committee in 1984 noted.

By 1981, the courses included Advanced Office Procedures, Typing, Basic Mechanics, Mathematics, Needlework, Practical English, Basic Bookkeeping, and Building Construction – the latter with the help of the Master Builders' Association – would also be added soon after. The courses all involved practical, skills-based training, aimed at addressing the most pressing educational needs in Namibia in the broadest possible way.

In 1986, David Godfrey reported to the Rössing Board that in the first few years of its existence, the Khomasdal Centre had trained around 4,500 students in these various skills; that is, about 0.5 per cent of the total population at the time. Under the guidance of Dr Sandelowsky as its principal, the Khomasdal Centre became a focal point for much of the country's intellectual activity as thousands flocked to its doors. Although the Centre's hours

officially ran from 08:00 to 20:00, the demand for its facilities was such that the classes and events often carried on until as late as 22:30.

It also made its facilities available to other non-profit organisations, and became something of an incubator for many other progressive organisations. In David Godfrey's words 30 years later, "[The Foundation] was a community resource of enormous importance, not only because it was imparting skills to a needy people, but also because it imparted a sense of pride, self-worth and purpose to those who made use of the facilities."

A library at the Adult Education Centre, added at a cost of R90,000 late in 1982, was especially popular, leading to further initiatives to support the very run-down Katutura Community Library in 1986 at a cost of R76,000. At the time, the Foundation had already established the Tamariskia Library in Swakopmund, and this service would later be extended to Karibib and Omaruru as well.

The Centre also started offering another valuable service, namely career guidance for teachers and school-leavers. Judging by official correspondence at the time, the project was given something of a cold shoulder by the authorities, but proved to be hugely popular. In spite of official resistance to the idea, the career guidance programme became one of the most popular events on the Foundation calendar.



The Rössing Foundation Adult Education Centre in Khomasdal.

For the thousands of students who came through the Centre's doors, it was a refuge and an opportunity for a better future: the only one of its kind in a political landscape that still looked pretty bleak at the time.

The demand for English-proficiency courses was huge, and in response, the Foundation started expanding their programmes by means of satellite centres spread out over the country in areas where such instruction would otherwise be hard to get. A language laboratory was opened at the Ongwediva Teachers' Training College, with another at Khorixas in the economically marginalised area then known as Damaraland.

Meanwhile, the scope of activities at the Adult Education Centre in Khomasdal kept on expanding. Indeed, so many people were applying for admission to its programmes that the waiting list kept on growing. The needlework programmes were expanded to include Gibeon, Okahandja and Okakarara, and soon even some of these had waiting lists of up to 100 women who wanted to learn a sellable skill.

However, as Rössing faced lean times from 2000 to 2004, the Foundation decided to reduce its overall staff complement and downsize the Foundation Head Office at the Khomasdal Adult Education Centre in particular. With the Foundation's work now concentrated in the Erongo and north-central Regions, the Centre was felt to have outlived its purpose. Following negotiations with the Department of Adult Education, a decision was taken in early 2005 to sell the Foundation's former flagship premises to the State for N\$12 million.



The Namibian Maritime and Fisheries Institute, which started as the Lüderitz Maritime Training Centre.

- ▶ The Foundation's Head Office staff – now reduced to a mere handful – were relocated to smaller offices at 360 Sam Nujoma Drive in Klein Windhoek, opposite the St Paul's High School. Nonetheless, the Khomasdal Adult Education Centre continued to play a key role in training marginalised Namibians. Today it is the home of the Namibia Training Authority (NTA), an institution that has taken over the Foundation's pioneering work in this regard over the past 25 years.

The Lüderitz Maritime Training Centre

While on a visit to Lüderitz in 1985, David Godfrey noticed how the fishermen were being handed their wages in brown envelopes as they were getting on the bus to return to Cape Town, South Africa, at the end of the lobster season. He realised that most of the money being spent on wages was leaving the country because there were no skilled Namibians in this field. He decided to set up a local maritime training centre in addition to the other Foundation courses on offer.

As documented by the Rössing Foundation's book on its 30th year anniversary, "In 1985, the first classes in what was to develop into the Lüderitz Maritime Training Centre were offered in the old German high school. The school had closed down in the late 1970s for

lack of pupils. Starting with a programme to train deckhands, the Centre built in the Nautilus township developed over the next ten years to where it could offer courses right up to getting a skipper's ticket.

"In 1988, former Rössing Foundation trainee Jonas Titus became the first black Namibian to be appointed as a Full Skipper, followed by Elie Elias, who was appointed in the same year as the first Namibian Mate on a fishing vessel. In the same year, Damtara Williams became the first black Namibian appointed as First Motorman on a local lobster fishing vessel."

The advent of Independence on 21 March 1990 and the establishment of the Ministry of Sea Fisheries and Marine Resources in 1992 saw the Lüderitz Maritime Training Centre evolve even further. Assisted by the Norwegian and Icelandic governments, it became actively involved in the training of Fisheries Inspectors for the newly independent Government of the Republic of Namibia.

With the reintegration of Walvis Bay into Namibian territory in 1994, a decision was taken to move the Lüderitz Maritime Training Centre to the heart of Namibia's fishing industry, where the greatest need for its specialised training lay. Taking control of its marine resources meant employing more Namibians in the industry, leading to a huge demand for trained Namibian crew.

Over the next two years, the Maritime Training Centre continued to be managed by the Foundation in conjunction with the Ministry of Fisheries and Marine Resources, with the Ministry co-funding the design and implementation of additional courses. In due course, the Centre

In 1988, former Rössing Foundation trainee Jonas Titus became the first black Namibian to be appointed as a Full Skipper, followed by Elie Elias, who was appointed in the same year as the first Namibian Mate on a fishing vessel. In the same year, Damtara Williams became the first black Namibian appointed as First Motorman on a local lobster fishing vessel.

– as it was until formally taken over in 1996 by the Government – kept expanding its training programme, and eventually adopted and adapted the curriculum of the South African commercial navy arm, SAF Marine, to local needs. These included radio training and port authority procedure.

By now, the Namibian Maritime and Fisheries Institute (NAMFI), as it formally became known, could offer training for everything from a deckhand to a bosun to a full skipper's licence. Perhaps more importantly, the courses were expanded to include training for Fisheries Inspectors, a critical component of the Government's fisheries management plan that was to rehabilitate a critical national resource after decades of overfishing. From this followed a new development: the Institute was to become totally autonomous, and run by the Government itself as of 1996, when NAMFI was formally established by an Act of Parliament.

As stated in the Foundation's 30th anniversary book, "From a small class of trainee deckhands in a borrowed school classroom, the initially small maritime training programme grew into a fully independent institution, funded by a training levy added to fishing quota fees. Today, NAMFI is Namibia's official maritime training academy, serving both the private sector and Namibia's fledgling national navy."



Okashana Centre

Meanwhile, agricultural education for rural communities was also starting to take off in the form of needs-specific training, rendering basic veterinarian services and providing instruction in rudimentary management skills under the so-called Ovamboland Agricultural Scheme. The experience gained from the pilot projects at the Brakwater Agricultural Training Centre had shown that, while there was a great demand for agricultural training, the venue was too far away from its target audience of rural farmers in the north-central areas.

In late 1986, the Rössing Foundation negotiated the sale of some land at Okashana, situated 7 km east of Omuthiya, to set up the Okashana Agricultural Training Centre. The development was to be constructed at a cost of R630,000. A design was commissioned from architect Kerry McNamara, who again produced a people-centred plan that was widely imitated for similar institutions over the years to come. Although the land was generous in size, it soon became apparent why the local traditional authorities did not mind parting with it: as with much of the land around the Etosha Pan, the groundwater was brackish.

Undeterred, the first Rössing Foundation staff moved into caravans parked under trees in the area, and work began in earnest as far as clearing the land was concerned, and constructing the warehouse to store the agricultural equipment that was starting to arrive.

As documented in the Rössing Foundation book celebrating its 30th year anniversary, Timo Nambabi, who joined the Foundation in 1987 as a Trainee Agriculture Extension Officer, recalls how Okashana arose from the dust: first the warehouses came, then the Manager's and staff housing, and finally the training and accommodation facilities.

Training programmes were designed and, not unlike the missionaries of old, the Agriculture Extension Officers like Nambabi then set about identifying, selecting and bringing groups of communal farmers to

Poultry training courses offered at the Okashana Training Centre.



Okashana. Once there, they were offered training courses, tailor-made to their specific needs, over periods of 7 to 14 days, while staying at the Centre free of charge.

Over the years that followed, Okashana developed into a major training centre, teaching thousands of farmers the basics of crop rotation, livestock breeding and management, as well as practical courses in the maintenance of water points such as the servicing of windmills and the ubiquitous Lister water pump engines. The Foundation was also instrumental in importing hand-pumps from Zimbabwe, and installing these at key points in local communities where many of them continue to do service today. Some basic veterinarian services, modelled on those first rolled out by the Brakwater Centre, were also provided by the Okashana staff to local farmers for several years, until this programme was taken over by the Government after independence.

Okashana's most important contribution to agriculture in the north-central parts of the country was undoubtedly the development of two new strains of drought- and disease-resistant pearl millet (mahangu) in conjunction with the International Crop Research Institute for Semi-arid Tropics (ICRISAT) Horticultural Centre in Bulawayo, Zimbabwe. ICRISAT is an international organisation which conducts agricultural research for rural development.

So successful were the trials to produce a drought-resistant strain of pearl millet that a variety of pearl millet called 'Okashana' is now registered and recognised throughout the world's low rainfall areas. Unlike its local cousin, the Okashana No. 1 and No. 2 seeds needed much less water and grew several heads per stalk, instead of just one in a much shorter period. To have an internationally recognised seed named after one must be very satisfying. When

David Godfrey spoke to the Royal Agricultural College at Cirencester about it they reacted, "Wow! That's really something!!!"

For the first time in history, quality seeds were then distributed among northern crop farmers. With low to little rainfall in the area, harvests were guaranteed with this new type of millet. The Okashana Number 2 millet type has become a household name throughout Namibia and during the early stage it was referred to as "Okarossinga", literally meaning the 'Rössing mahangu seed'.

The seed was initially supplied free of charge, but was later sold at a nominal fee because, as Timo Nambabi explained: "... by making farmers pay for the seed, they would not just eat it."

The new strains allowed communal farmers to treble their previous agricultural output. The national ideal of Namibian self-sufficiency in food production came several steps closer, and earned the Rössing Foundation the highest of praise from Founding President Sam Nujoma, a keen farmer himself.

In time, Okashana No. 1 pearl millet came to make up 50 per cent of all mahangu production in the north-central areas. However, farmers were encouraged to keep on growing the traditional, taller variety, prized for its use in fashioning roofs for traditional homesteads. Okashana No. 1, essentially a hybrid bred from an Indian variety and local plants, was eventually distributed throughout north-central Namibia, what was then Okavango and, to a lesser extent, the so-called Caprivi Strip area where the local preference was more for maize.

Officially inaugurated on 21 April 1991 by then President Sam Nujoma, Okashana set an example for agricultural development that was widely

Regular training sessions were held at the Okashana Training Centre.



copied – and eventually taken over completely in 1992 by the Ministry of Agriculture, Water and Rural Development due to the rationalisation programme that had been implemented to keep the Foundation going.

Okashana's brackish water led to the experimentation with a wide variety of salt-resistant plants, including types that could be utilised as cattle fodder. In order to combat increasing deforestation, several plantations of eucalyptus trees were also cultivated. These can still be seen today along the main road past the Oshivelo Gate that marks the veterinary boundary between the north-central Regions and the rest of Namibia.

In 1996, the Rössing Foundation ceased its operations at Okashana and handed the entire infrastructure over to the Government of the Republic of Namibia, including the human resources to continue with the activities as per the Government's developmental goals. Currently, the Centre is run by two Ministries, namely the Ministry of Local Government, Housing, Urban and Rural Development (MLGHURD) and the Ministry of Agriculture, Water and Land Reform (MAWLR).

The MLGHURD is currently running the hospitality facility as a guest house. The Rössing Foundation left behind the biggest accommodation facility in the Oshikoto Region, which can accommodate up to 50 workshop participants at one time.

Community gardens became an important part of training held at the Okashana Training Centre to train farmers and residents to be self-sufficient.



The MAWLR continues with the initial objectives of the Okashana Centre, which is the production and distribution of quality crops seeds to subsistence farmers. Annual training workshops to farmers were introduced and a number of farmers were registered as seed growers under various funded programmes. On an annual basis, they produce quality-certified seeds of millet, sorghums and cow peas that they sell to Government; these seeds are distributed and sold at a subsidised price to the communities in the regions of Oshikoto, Ohangwena, Oshana, Omusati, Kunene and Ohangwena.

The Rössing Foundation's legacy lives on in the Okashana Centre. The livelihood of the community – not only in Oshikoto but throughout Namibia — has been positively impacted and food sustainably improved.



Today, the Ministry of Agriculture, Water and Land Reform continues with the training since 1996 when the Rössing Foundation handed the infrastructure over to the Government.



Johannes Kasita, Administrative Officer at the Okashana Research and Community Development Centre.

Johannes Kasita

Johannes Kasita is the Administrative Officer at the Okashana Research and Community Development Centre, built by Rössing Uranium and the Rössing Foundation. In his time there he has seen many changes take place at the Centre, but remains grateful towards Rössing for giving him the opportunity to contribute to the training and development of many Namibians at the centre. He shares his story.

“I began working at the Okashana Research Station in 1995 as an Administrative Officer under the Rössing Foundation. At that time, the centre mainly provided accommodation and catering services for people who came for training and development programmes. One part of the facility was also used by the Government for seed science and development work.

Later, the Rössing Foundation handed over the responsibility for accommodation and catering to the Government. The Government then took over these operational responsibilities, while continuing with seed germination and seed technology work. This division operated under the Ministry of Agriculture, Fisheries, Water and Land Reform (MAFWLR).

The ministry later transferred the project to the Rural Development sector. During this time, the ministry also awarded a five-year tender to the Namibia Development Trust to manage the centre. After that period ended, another tender was awarded to a company called Goma. When their contract ended, it was extended, and afterwards the ministry took over the responsibilities again.

Throughout this period, the MAFWLR continued its work in seed germination and agricultural research, which still continues today.

When the Rössing Foundation built this centre, they did not build it only for themselves, but for all Namibians. The goal was to allow people from different regions to come and attend training programmes here.

The Foundation of course provided training in various skills and courses. For example, people were trained in making chairs from recycled paper, cooking, and growing different types of crops and plants. People from many constituencies and regions gained valuable knowledge from this centre.

Rössing made a big impact in my life. If it was not for the opportunities and knowledge I received here, I would not be at the level I am today. The skills and experience I gained helped me grow professionally and allowed me to continue working within the ministry.

Because of this, I am able to support my family and help my children with their education. Some of my children have already completed their schooling, and others are still studying. I am also helping other family members who did not finish school to complete their studies.

I am very grateful for what the Rössing Foundation did for me, and also for the support I have received from the government to today.”



Training on how to cultivate mushrooms is one of several training programmes offered at the Okashana Centre.

Voices of beneficiaries

Regina Nehale, Oshikoto Registered Seed Grower, Omboto Village, Omuthiya Constituency, Oshikoto Region

Well-known in the community, Regina Nehale registered herself with the Okashana Agricultural Centre as a seed grower in 2019. She was trained on how to grow and taking care of mahangu – from the ploughing stage right up to harvesting.

She grows Okashana Number 2 and a cow pea variety called Nakale. She started in 2019 on a five-hectare piece of land. When there is a good rainfall, she harvests between eight to ten tonnes for mahangu and four to five tonnes per annum for cow peas. This earns her an income of between N\$60,000 to N\$90,000 per annum from the qualified seeds that she sells to Government for distribution.

Apart from being a registered seed grower, she also sells her surplus mahangu and cow peas to farmers in other regions, such as Khomas, Oshana and Omusati.

Asked about the value gained in her life, Nehale said: “With the income earned from growing seed, I was able to pay for my three children’s university fees and relevant expenses. I learned how to save for tomorrow. My daily livelihood improves. I also train and encourage other farmers, especially women, to take part in the seed growers’ project, to introduce them to improved crop farming techniques and at the same time enable them to buy the Okashana Number 2 and Kangara millet from my surplus seeds. I will forever be grateful for the training provided by the Okashana Centre, as I can now look after myself and my family without having to rely on anybody else.”

Laimi Haufiku, Oshana Seed Grower, Ompundja Village, Oshana Region

Laimi Haufiku joined the Seed Growers Cooperative in 1995. As an 80 year-old subsistence farmer, she cultivates her five-hectare mahangu field, planting and growing Okashana Number 2 seed that she sells to the Government each year.

Elaborating on the difference it made to her life, she said: “My livelihood has improved in such a way that I was able to build for myself and my family a modern house, powered by solar energy electricity, with the income I earned throughout the years. I also involve my local community by offering them better agricultural techniques and every household is now engaged in growing Okashana number 2. Our food security has improved tremendously. Six other farmers from my neighbourhood have joined the Seed Growers Cooperative, thanks to my early involvement with the Rössing Foundation Okashana seeds projects.”



Graduates of the Rössing Foundation's Ondangwa Training Centre receiving their certificates.

The Ondangwa Training Centre

By November 1981, the Foundation had already resolved to start English-proficiency courses in Ondangwa, but for various political reasons this never really materialised into anything more than some training equipment handed to some of the local schools. But from 1983 onwards, the Foundation's decision to give more specific effect to the second part of their mandate, namely the meaningful alleviation of poverty in especially agriculture, started gathering more momentum.

While programmes in other parts of the country, most notably the seamanship training in Lüderitz, were also accelerated over the next three years, the bulk of the Foundation's efforts and capital investment were directed towards north-central Namibia, where the majority of Rössing's workforce, especially unskilled workers, hailed from.

The Rössing Foundation's book celebrating its 30th anniversary narrated how in early in 1983 David Godfrey negotiated the purchase of a larger plot of land on the dusty outskirts of Ondangwa, and started in earnest to set up what was to become the Ondangwa Rural Agricultural Development Centre. This, coupled with the more specialised Centre that was yet to be built at Okashana, was to become the focus of all the major capital projects for the next few years.

An initial budget for a capital outlay of R100,000 was approved, as were the plans submitted by Kerry McNamara Architects. To marshal its resources, the Foundation was to build this over several phases as part of a larger agricultural development scheme

already in the pipeline for the past year.

Enos Nampala, who had joined the Foundation's small outfit in Ondangwa in 1985 as one of the first four English language teachers there, recalled how student numbers grew from just around 50 to up to 400 people availing themselves of the opportunity that the Foundation offered. News of the Centre spread rapidly by word of mouth. English for nurses was also introduced. All of a sudden, the number of students jumped to over 2,000, necessitating the construction of a new, purpose-built Centre on the outskirts of Ondangwa.

As Nampala put it, "We were teaching all over: outside of the Centre, wherever we could find an open, available classroom."

Nampala became the Head of the Ondangwa Centre in 1991. He and his colleagues realised that the crippling effects of poverty could not be addressed by formal education alone. In his view, many of the developmental problems experienced among Namibia's previously disadvantaged arose from the domestic conditions under which many of the children grew up.

"This perception – that problems related to poverty ran far deeper than could be fixed with a simple training course – was to develop over the next decade into the holistic approach that has become a Foundation trademark. By designing courses that targeted all the social and economic actors in a given society, the Foundation developed a set of courses that helped people as much in overcoming immediate, pressing problems as they did in providing a mental bridge over the chasm between the haves and have-nots in Namibia."

This led to a multi-sectoral approach: from initially teaching basic English and sewing, the Ondangwa Centre started replicating all the successful programmes already being taught at the Adult Education Centre in Khomasdal. While there were some State-funded teachers' training facilities in the north-central areas, they did not meet the huge need for other, practical training. But for each one of these courses to have the desired results - the reduction of rural poverty and lifting of living standards – a much broader approach was called for: one that would not only teach skills, but also create opportunities to use those skills.

The Foundation's book elaborated: "Put another way: showing people how to sew

Learners doing the Master Maths computer courses at the Rössing Foundation's education centre.



dresses for a living or grow vegetables for sale had a limited impact, unless you could teach people how to put those skills to use by giving them the language skills to negotiate sales, guide them in running their micro-businesses, and provide a platform for them to put these skills to use in a way that benefited the community at large.”

In late 1986, a further R129,770 was approved for the construction of the principal's house, a classroom complex, and a market stall complex. The Ondangwa Centre, from its small beginnings, began expanding its range of courses to offer training to people who would otherwise have been left outside the economic system. Again, the Foundation reached deeper and further than any other similar institution in Namibia.

Post-Independence, the Ondangwa Centre entered into partnership with the Ministry of Basic Education, Youth and Sport (as it was then) in running the Hygiene Education Linkage Programme, HELP. As always, the stress was on helping people help themselves, with programmes designed to meet local needs by encouraging initiative and self-sufficiency to avoid the hand-out syndrome that has so often plagued similar schemes elsewhere.

Education Centres of Excellence

The education of Namibia's young children has always been a high priority for the Rössing Foundation. As any decent gardener will tell you, no exotic flower will grow without a decent hothouse in which the conditions are created for its seeds to germinate. The Foundation, realising this, committed itself to building the equivalent of an academic hothouse in its three focal areas – Arandis, Ondangwa and Tamariskia — in the form of Maths and Science Centres.

One of the issues that emerged from the months of consultation with the Office of the Prime Minister and the Ministry of Education was that while science was being taught in theory at school, most schools no longer had functional laboratories in which practical experiments could be conducted.

In order to address this need, the design and construction of the first three envisaged centres brought the most qualified teachers available in these disciplines to assist Grade 10 and 12 students to master these subjects. Designed specifically for Namibia's often stiflingly hot climate, the airy, well-lit centres offer specialised training for English, mathematics, science and computer skills, as well as act as a general resource centre for any of the schools in its host region for practical laboratory work.

All three centres were designed by acclaimed eco-architect Nina Maritz. For the first time in its 30 years, to the Rössing Foundation put almost all of its financial eggs – some N\$17 million – in one basket by committing all available resources to addressing the crisis in education. All centres were completed at the end of 2008.



Learners doing the Master Maths computer courses at the Rössing Foundation's education centre.

The Master Maths software programme made it possible for each student's progress to be tracked individually as they worked their way through various sets of computer-based problem-solving games. The programme allowed teachers assisting the students to identify each one's strengths and weaknesses, and formulate ways of helping both those doing very well and those struggling to master basic problems. Each student effectively learns at his or her own pace, progressing much like one does in a computer game through various levels.

Each building block of understanding forms the basis of another level of learning, to a point where each student could meet the demands of external examinations and pass the subjects.

Many science students have won awards at the annual National Science Fair where innovative STEM projects from Grade 1-12 learners are showcased. The fair promotes science, technology, and mathematics through school, regional, and national levels.

However, while the need for teaching in STEM subjects were address in the three towns that the Education Centres were situated, learners in the rest of the country did not have such access. Therefore, as part of the Foundation's National Outreach Programme, the Foundation started Maths and Science Mobile Units in 2018. The Rössing Foundation partnered with Nedbank Namibia to furnish the first three mobile laboratories, replicating the Foundation's Education Centres. The rolling laboratories are deployed to rural schools where tuition in the three critical subjects of mathematics, science and English is hampered by a lack of facilities, poor teaching, and long distances.

Today the Centres and the mobile units continues their admirable work to prepare Namibia's young children to become proud leaders of the country.

Making a Difference

The Foundation's success in helping develop an entrepreneurial class so much in demand in the Namibian economy can be seen first-hand: AnnelyLuuanda, an aspiring seamstress who gratefully accepted a place on the sewing programme in 1989, had wanted to become involved in manufacturing all her life. The training she received from the Foundation – in styling, fabric design and basic business skills – and the R500 loan she was granted by the First National Developmental Corporation (FNDC) helped her buy her first sewing machine. Today, she runs a small factory in the Ondangwa Business Park with 12 sewing machines and is paying for the training of two part-time students. As she surveyed her busy factory, she commented: "If it was not for Rössing Foundation, I don't know where I would have been."



In her autobiography entitled *Archaeologically Yours*, Dr Sandelowsky described the first few steps of the Education Centre as follows: “[Jerry Tobias] had also applied for a job at Rössing and I was delighted when Rössing appointed him to assist me in setting up an Education Centre. On our first morning at the ‘new’ office in the outbuilding at the Remmer Clinic (Rockstroh Haus) we found two desks and two chairs with a telephone that was not yet connected. For the sake of deciding our priorities, we went out and bought a kettle and two cups to make tea.

“While we were having our first tea break, an ice cream seller (on a bicycle) approached our office. He had heard that lessons were going to be offered in this place. For what could he sign up? Literacy and English. Free of charge. He signed up. We were thrilled and reassured ourselves that this was going to be a great success. Within a few weeks we had signed up enough students to start up classes in Literacy and English.”

On another occasion, Dr Sandelowsky recalled the moment when “a great big yellow Mercedes Benz” arrived at the Centre, and an immaculately dressed gentleman got out, a far cry from students who usually arrived on foot. The gentleman – whose name has sadly been lost – wanted to sign up for a literacy course because he owned a large and flourishing taxi business, and needed to learn to read and write. As it turned out, he suffered from dyslexia, but with the help of Dr Sandelowsky and the Rössing Foundation Training Centre, he managed to overcome this disability and became literate.

In another example of how Rössing and the Rössing Foundation made a difference in Namibians’ lives, as documented in the Foundation’s 30th year anniversary book, Len le Roux, former Executive Director of the Foundation, recalled the tale of how some time during 2001 his wife Karen had taken a group of rather sceptical Scandinavian donors’ representatives to see a potential rural arts programme in the Gam area, deep in the Kalahari Desert in the Omaheke Region. Travelling through the sparsely populated area, they came across a neat settlement all by itself: a well-constructed house, neatly fenced off and with a flourishing vegetable garden on the one side. Nearby, there were some tidily fenced kraals, and the cattle and goats were all in very good condition, in spite of the dry season.

“The owner, whose name has sadly been forgotten, rushed over to their vehicle. He knew the Rössing Foundation well, even though he had never worked at the mine, and proudly proclaimed: ‘See that house? The Rössing Foundation taught me how to build, and how to farm. And that garden? That’s my wife’s, who also learnt to do very good needlework at one of the Foundation’s training courses.’

“Needless to say, whatever reservations the visiting donor party may have had about a multi-national mining corporation like Rössing running development programmes, evaporated like rain in the Omaheke sand”, Le Roux related.

Thus the difference Rössing and the Rössing Foundation made in the lives of ordinary Namibians – and continue to even today – is a great testament of “Working for Namibia”.

Conclusion

With its enormous natural resources, the African continent, and especially Namibia, is well-placed to take a leap into the future. But to do so, it will need its people to be equipped to take advantage of the opportunities. In its commitment to helping reform Namibia’s education system, the pioneering spirit of the Rössing Foundation seems set to burn brighter than ever before.

Whatever the future brings, the Foundation will be there to give a strategic helping hand. The current good fortunes have meant that the establishment of the envisaged Endowment Fund will become a reality. Even if Rössing does close down one day, the Foundation will remain forever – especially in the hearts of the thousands of people it has helped to help themselves.



CHAPTER 4

Swakopmund

When Rössing was established 70 km north of Swakopmund in the early 1970s, Swakopmund was a sleepy, dusty coastal town, consisting of no more than two or three streets. Inhabited mainly by German-speaking people, life in the town was quiet and peaceful.

That changed dramatically when the construction of the mine commenced. Nearly overnight many new faces could be seen in the few shops and in the hotel. British, Americans and many Namibians from all over the country made Swakopmund their new home. Most of the employees that helped with the construction of the mine were single men and many married German women over time. At first there was resentment as increasing numbers of Rössing employees showed up in town.

On a lighter note, as documented by Peter Daniel in his book, “Against all odds: A history of Namibia’s Rössing”, the then mayor of Swakopmund once mentioned to Siegfried Kuschke that “the residents of Swakopmund are concerned by the invasion of so many ‘rough’ miners”. The residents, or Swakopmunders as they like to be called, were quite old fashioned, even for the 1970s.”

Peter Daniel further described in his book that “it would require considerable initiative



An early view of Swakopmund.

to marry one of the town daughters. According to Roy Townsend, the women were 'locked inside their houses after six o'clock at night'. Billy Woxholt, who married a Swakopmunder, must have had considerable initiative, for his views were quite the opposite. He explained, 'We young men were made very welcome. The girls were fed up with their German boyfriends and so we were a refreshing change!'

Nathalia /Goagoses

Nathalia /Goagoses, Governor of Erongo Region, has much praise for Rössing for their significant contribution to the economic and social development of the region:

Rössing Mine has been a cornerstone of the Erongo Region's economic and social development. Over the past five decades, it has provided employment opportunities, contributed to infrastructure growth, and supported community initiatives that have uplifted countless families. Its presence has not only strengthened the mining sector, but also fostered broader regional progress.

According to my own experience and views, industrial growth must be guided by a vision that balances economic output with human development. This means investing in skills training, education, and sustainable practices that ensure



Nathalia /Goagoses, Governor of the Erongo Region.

that the communities benefit directly from industrial activities. By aligning production with social responsibilities, industries like Rössing Mine can secure prosperity that endures for generations.

My hope is that Rössing continues to deepen its partnership with the people of Erongo and beyond. The next chapter should be defined by innovation, sustainability and inclusivity, ensuring that the benefits of mining extend beyond the present and leave a legacy of empowerment and opportunity for our communities.

On behalf of the people of the entire Republic of Namibia, on behalf of the people of Erongo Region, really I wish to extend our warmest and heartfelt appreciation to Rössing Mine, its employees, and all stakeholders who have contributed to this remarkable journey in which you have shaped the

identity of our region. As you celebrate this milestone, I encourage you to remain steadfast in your commitment to excellence, sustainability and community upliftment. Yes, indeed, together we can build an even brighter future for our Namibian nation.

I can speak without end about what Rössing Mine means to us, and particularly to me, but in a nutshell, Rössing represents resilience, progress, and partnership. It is a symbol of how industry and community can grow hand-in-hand, creating opportunities while strengthening the fabric of our society. Rössing's story is intertwined with that of the Erongo Region's vision and profile, and it stands as a testament to what can be achieved through vision and perseverance."



The German colonial buildings in Swakopmund is a defining feature of its architecture.

HOUSING

The one aspect that would change the face of Swakopmund forever was housing.

Peter Daniel elaborated in his book: "After building ten houses and some flats in Swakopmund, John Berning (the then Chief Executive) started to consider the long-term requirements for future Rössing employees. Initially a large committee was set up in May 1970 to include most of the local Government departments out of which a sub-committee on housing was formed. It is surprising that there was competition between Walvis Bay, Swakopmund and Usakos to the east to accommodate the workforce, but Swakopmund was by far the most attractive of the three towns.

"Although Namibia was more liberal than South Africa in relation to apartheid, it did exist and a decision on housing areas had to take it into account. Two areas were chosen in Swakopmund: Vineta, which until then had been a collection of holiday beach cottage along the sea front, and Tamariskia. Tamariskia housed coloured employees and Vineta white employees. Later new employment conditions insisted upon by Rössing eradicated



Today, Swakopmund is a thriving coastal town.



An aerial view of the Plaza Am Meer shopping centre.



An aerial view of the Mole, a popular tourist site.



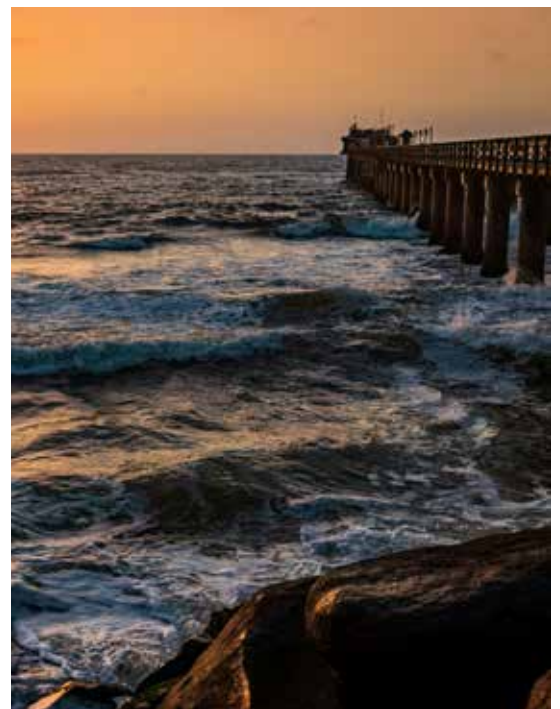


Swakopmund's light house.

ed the earlier rules on separation by race or colour. Little did the residents realise that the town would eventually be totally transformed by the influx of so many people. In both areas over 750 houses were eventually constructed, and it was not until after the closure of the pilot plant that a decision was taken on a township close to the mine."

During the town planning phase, the municipality decided to allocate every third plot to Rössing, leaving two plots available for public acquisition, thus making it a real community, rather than an exclusively a mining one.

Singles quarters were also vital, and the first 48 rooms were built in 1975. However, the housing shortage could not be made up in time and families were housed temporarily in caravans. This was intended to be a brief emergency contingency, but in fact it remained necessary until 1984.



The Jetty.



A modern townhouse complex, continuing the German colonial architecture.

MEDICAL HEALTH

Understandably, the medical health of Rössing employees was always a high priority. While a round-the-clock first aid post was established at the mine site, it was Swakopmund that saw the development of a modern, well-equipped hospital.

In 1976, the health of the workforce was taken care of by the first aid post situated at the mine, with daily visits from two doctors. A medical centre was established in Swakopmund in an old disused hotel known as the Bismark Hotel. There were no maternity facilities available for the wives of black workers. As penned by Peter Daniel, the lack of emergency facilities for medical treatment at Arandis was described as 'deplorable' by Gordon Freeman, then Chief Executive: "The residents of Arandis had to find their way to Swakopmund or Walvis Bay for treatment with the result that on one occasion we had the emergency birth of a baby at the First Aid Station on the mine."

A firm of consultants – P F Consultants – was brought in to advise on the Rössing medical facilities and its recommendation was the appointment of a full time medical officer employed by Rössing. By chance a new doctor had joined a panel of doctors in Swakopmund who was soon noticed by Gordon Freeman. He recognised in Wotan Swiegers a rest-

less energy and someone who seemed to have the necessary impatience to get things done. In the context of a mining community, Gordon Freeman tended to associate the effect of the environment on the body and the health of the body itself which led him to invite Wotan Swiegers to take over environmental control and health as one department.

Wotan Swiegers on joining remembers telling Gordon Freeman, 'You know I have very little knowledge of occupational medicine?', to which Gordon Freeman replied, 'When a man doesn't know, teach him and he will become a wise man'.

As described in the book: "The teaching took place in Canada where Wotan Swiegers studied for an underground uranium inspector's certificate and learnt much from several expert doctors on occupational health. On his return he tackled the job with tremendous enthusiasm and started to identify the major hazards around the mine in terms of radiation and dust problems. Dust was suppressed by hosing down rock faces with water cannons, spraying water at the primary crusher and spraying water on to all roads within the plant. Where dust could not be entirely eliminated, people working in those areas had to be properly protected.

"Haul trucks, shovels and drills were all fitted with air conditioning with efficient air filters. Protective breathing apparatus was compulsory in high risk areas. In the case of silica, this immediately reduced the exposure to well below the maximum standard level. Workers in the final product area had to wear protective clothing which was discarded on leaving. They were required to shower and were measured for radiation by an electronic monitor before returning home: practices which are commonplace today, but which were uncommon in the late 1970s."

In the meantime, the need for a well-equipped hospital in Swakopmund was addressed. Designed by the late Dr Wotan Swiegers and his colleagues, the new Cottage Hospital started functioning on 2 July 1984 for all Rössing employees and dependants. It was officially opened in September 1984 by Ronnie Walker, chairman of Rössing. The hospital was designed not only to be the most modern anywhere, but to have a friendly and cosy atmosphere that would make patients feel at home.

The thirty-bed hospital had an infrastructure sufficient to cope with all the needs of Rössing employees, and was sub-divided into the following areas: administrative, emergency or trauma section, outpatients consulting area, X-ray and theatre facilities, wards, and supporting functions such as the sterilising department, kitchen, etc. There was a dispensary, which supplies medicines to the in-patients. A dispensary to supply medicines for outpatients also started functioning.

The hospital that served the community of Swakopmund for many years, was acquired in 2004 by MediClinic, a major international private healthcare services group based in South Africa. At first it was called



The entrance of the Mediclinic Hospital in Swakopmund.

the MediClinic Cottage hospital and later renamed to MediClinic Swakopmund. In 2010, the hospital saw a N\$50 million upgrade and major improvement and additions have taken place since. A maternity ward, the administrative and training block, a surgical ward, general and paediatric wards, an emergency centre, the hospital lobby and an upgrade restaurant and pharmacy were part of the upgrade.

Today it is a modern, state-of-the-art hospital where Shiloh Jolie, daughter of famous actress Angelina Jolie and actor Brad Pitt, was born on 27 May 2006.

Rian Horn

Rian Horn has been the Hospital General Manager of the MediClinic Hospital in Swakopmund – the hospital built by Rössing and originally known as the Cottage Hospital – since 2019. He tells us how the hospital has changed over the years:

“In the 1980s, when Rössing was just a young company, they realised that they need medical support for their employees. There were only state facilities available throughout Namibia, so Rössing decided to build their own hospital to take care of their staff and their families.

In 1984, they opened this hospital and named it the Cottage Hospital. It started as an extremely small hospital, around forty-five beds, which was enough for Rössing. The hospital served the Rössing staff extremely well, but over time they realised that there was a need from the public as well – it wasn't only Rössing people that needed medical assistance. But they recognised that Rössing is a mining company, not a medical facility, so they decided to sell it off to a medical company in the late 1990s. That company took it over, but did not really explore the hospital's expansion potential.

In 2004, that company sold it off to the MediClinic Group, which at the time was a South African company. MediClinic started looking at the possibilities in terms of making it bigger and better for the community. MediClinic started developing it a little more, and then in May 2006 US actors Angelina Jolie and Brad Pitt chose to have their daughter Shiloh in this hospital, which certainly put us on the map. It was a wonderful but also difficult time, because there was so much secrecy involved with this situation.

After that, MediClinic decided that the hospital needed to evolve. It was deemed too small, and



Rian Horn, General Manager of the MediClinic Hospital.

subsequently between 2010 and 2014 we underwent an upgrade by adding beds, making the ICU bigger, and creating an opportunity to serve the community so much better. MediClinic is there to serve the entire Swakopmund and Erongo Region community. We continue to work in collaboration with Rössing as the mine has the airstrip near Arandis; any medical evacuation from the region takes place from that airstrip, taking the patient either to Windhoek or South Africa, depending on what the need is.

The Erongo Region has developed enormously over the past ten years. The uranium business is very strong at the moment, and we hope that MediClinic and Rössing we will stay in partnership in terms of caring for the people of the region.

One of MediClinic's defining characteristics is expertise you can trust: we are a very ethical company, and we strive to give the best possible service to the overall community. It is not just about mining people versus others around there because we will help any community member as far as possible. MediClinic is one of the biggest hospital companies in the world and our presence in Namibia shows that we will make even greater strides when it comes to developing medical standards and expertise here.

It is important for institutions such as Rössing to provide healthcare for their employees because a healthy worker is so much more valuable for you on the floor or in the pit than a worker that isn't. But it is not only about the worker on the mine, it is also about the family of the worker. If the family

are cared for, then workers can do their work without any hesitation. There is peace of mind when good care is given.

The hospital also continues to grow. We are going to build two additional theatres this year, and the plan is that within the next year to start building a new obstetrics ward with a new neonatal ICU where we will care for premature babies. We are fortunate to have the expertise of Professor Pieper to care for those babies, and also of Professor Henn to do the caesarean sections and look after the moms. Our ICU is extremely well equipped to cater for any emergency. We have got some of the best physicians in Namibia in this hospital taking care of the community.

The other uranium mines that have been established outside of Swakopmund and throughout the region came to us with exactly the same need for their employees and their families, namely excellent health care for their employees. As a result we will just keep growing, becoming bigger and supporting the community in more ways. MediClinic is in this for the long run. We will build bigger and better, not only in Swakopmund, but throughout the whole of Namibia. MediClinic's vision is to develop several more hospitals in Namibia, including in Windhoek and Otjiwarongo, and we are looking at other towns as well.

The legacy that Rössing left the community of Erongo Region is huge and will continue to be felt well into the future.”

SOCIAL AMENITIES

The social amenities for its employees also received much attention. In his book, Peter Daniel described eloquently how it developed over time:

"The late 1970s saw some radical changes in the social amenities available to the workforce. Earlier and with all the problems in 1976 and 1977 and the associated lack of funds, amenities were of the simplest form. It was a case of individuals developing their own outside activities which mainly centred on sport. Friday night at the Eggers hotel was an exception and hardly conducive to good health, but it was a weekly event well remembered by the 'old timers': an event which had a knock-on effect for the profitability of the Swakopmund flower shops. As Rössing moved towards profitability, the social facilities in Swakopmund developed rapidly."

Rossmund Resort and Golf Course

On the outside of Swakopmund, Rössing had purchased the Namibsee Motel, which already had the basic requirements of a social club, to extend the social amenities for its employees.

Social events slowly increased and in August 1977 it was officially opened as the Rössing Country Club by Gordon Freeman (then Chief Executive).

Initially it was thought the club was too far away from Swakopmund, but a real advantage was that it lay outside the belt of Atlantic mist and therefore provided a sunny retreat for families at the weekend. The club went from strength to strength, developing a range of activities that guaranteed full use of the club every night of the week. With a swimming pool, tennis courts, squash court, bowling green and an excellent restaurant known as the Welwitschia Room, the club became a focal point for the social life of Swakopmund. The first two chairmen of the club were Frank Fenwick and Brian Burgess.

In his book, Peter Daniel described the beginning years of the golf course. "From land donated by the Swakopmund Municipality, between the Rössing Country Club and Swakopmund, initially a nine-hole golf course developed into one of the finest courses in Southern Africa. Starting with sand greens where a player would have to tee up for each shot, it developed into eighteen swathes of green grass in startling contrast to the surrounding desert. Fed with sewage water from Swakopmund and after experimentation with different types of grass, it boasts first-class fairways. Overlooking the eighteenth green, a clubhouse

was built in 1979. Sir Mark Turner (a British judge of the High Court of England and the Wales) sent the first shot straight down the fairway, officially commemorating the opening."

As the club was a collaborative effort between Rössing and the Swakopmund Municipality, it was eventually named the Rossmund Club, now open to both Rössing and non-Rössing people on a membership basis.

Setting high standards, Rössing commissioned legendary golf architect, Gary Player, to design the golf course. The 18-hole, par-72 desert course was designed to blend lush, all-grass fairways with the natural Namib Desert landscape, featuring natural sand, bunkers, and fairways that often host wild springbok.

Facing difficult times during the 2000s, the mine decided to sell Rossmund. Graham Louw, son of founder Peter Louw, purchased the club in 1995 and ran it for the next 25 years until he sold it in 2013 to Wim van der Plas.

It was also Peter Louw who, together with well-seasoned property developer, Wim van der Plas, initiated the residential development in 1995.



In his book, *A Place in the Sun, The story of Rossmund Golf Course*, Graham Louw elaborated on the first meeting he had with Van der Plas: "Over a cup of coffee, I played open cards as I outlined my concept of a joint participation in the golf course/home development venture. Wim soon sized up the situation, but needed a few days to give the matter thought and to do some investigations. In due course, we met again. We were on common ground with a good understanding, and that the concept was a good bet. Eye to eye we reached across the round table and shook hands."

As one of only five golf courses situated in a desert environment in the world, the upkeep of the greens is a major challenge. In a dry climate, the only way to keep the grass green is with grey water irrigation, pumped all the way from Swakopmund.

In line with global trends, the membership of the golf course is slowly reducing, while the cost to maintain the course is escalating.

The golf course has seen major highlights, such as hosting three professional tournaments, one the All Africa Amateur Tournament, one Region 5 Amateur Tournament, as well as a Junior Tournament between Zimbabwe, South Africa and Namibia.

Today Rossmund is part of a thriving community of residents and golf players. According to the current General Manager, Dr Gert Cloete, the golf course currently has 165 members.



Dr Gert Cloete, General Manager of Rossmund Golf Course.



BEAUTIFYING SWAKOPMUND

Growing from being a dusty, wind-swept town in the 1920s, Swakopmund is today a green oasis with thousands of palm trees and lush gardens in the residential areas. The palm trees are not indigenous, but rather the *Phoenix canariensis* species, imported from the Canary Islands, chosen for their ability to withstand the coastal fog and high salinity. The planting of the first palm trees that line the Promenade today were initi-

ated in the 1920s by Arnold Schäd, who served as mayor during the German South West Africa and later South West Africa periods.

Following the example set by him, Rössing sponsored the planting of the now well-established palm trees at the entrance of the town, which have become a unique feature of the face of Swakopmund.

CONCLUSION

From the proverbial 'humble beginnings', Swakopmund has grown from a small, dusty town into what it is today. Its German colonial architecture has become a major selling point for the international tourism industry, and it is now home to 75,000 residents – and a major testament of Rössing's involvement, staying true to their slogan of "Working for Namibia".



The palm trees at the entrance of Swakopmund was planted by Rössing Uranium to beautify the town.



Palm trees line the entrance of Swakopmund.



CHAPTER 5

Arandis

The creation of today's Arandis is a testament of Rössing's commitment to invest in its employees and Namibia at large. From as early as 1974, during the time that the construction of the mine took place, Rössing provided housing for all its employees.

Company houses in Swakopmund were allotted to both salaried staff and senior hourly paid employees. Other hourly-paid workers, most of whom were migrant workers from the northern parts of the country, lived in temporary singles quarters at the mine. The latter was not an ideal situation, as mineworkers were separated from their families, often times for as long as a year, which led to the destruction of the family unit in rural Namibia.

After the closure of the pilot plant, a decision was taken to establish a township close to the mine. But the birth of the town was a difficult one. The law did not allow the mine to build a township on the mining property; it allowed only for compounds for migrant workers. Thus, Rössing had to look at a place outside of the mining area. Just the other side of the railway bordering Rössing was Damaraland and it was decided to build a township there.

As was common to all South African mines at the time, mineworkers were accommodated in compounds. However, from the beginning Rössing did not want to build singles quarters, but rather houses where families could live together. However, Namibia, then South West Africa, still had to abide by the apartheid rules of the South African government. The wish to deviate from the South African norm was initially thwarted not only by the South African government, but also by the High Commissioner for Damaraland.

The Rössing request was for 600 houses to be built at a much higher standard than had been built in any black township before: three bedrooms, living room, kitchen, bathroom, water-borne sewage and electrical fittings. That request was initially met with fierce resistance by the Government, but Rössing persevered. After much behind-the-scenes manoeuvring, the Government agreed to pay for the infrastructure and contribute R3,000 towards the cost of each house, with Rössing taking the additional cost and then lease the houses from the state. This would enable Rössing to build the type of house they wanted without the Government being criticised for constructing houses of a much higher standard than they were providing in other black townships in South Africa.

Thus the birth of Arandis took place. The houses were built by Rössing, but belonged to the Damara government who rented them back to Rössing. In order to create a contented and stable labour force at Rössing, an estimated R5 million had to be spent on Arandis. In fact, the total capital outlay by the time Arandis was finished had grown to R23 million – approximately N\$130 million in today's terms.

By 1976, Rössing had constructed an entirely new town in the middle of the Namib Desert, complete with every

By 1976, Rössing had constructed an entirely new town in the middle of the Namib Desert, complete with every conceivable amenity including a school, clinic, entertainment facilities, and 1,600 well-appointed homes, where workers were encouraged to come and live with their families.

conceivable amenity including a school, clinic, entertainment facilities, and 1,600 well-appointed homes, where workers were encouraged to come and live with their families. This was in stark contrast to apartheid-era contract employment practices at the time, which isolated workers from their families. Rössing was intent on breaking this cycle and make every worker and his/her family part of the Rössing family. This approach made Rössing the most sought-after employer in Namibia, not only because of its generous human resources policies, but also because its pioneering spirit extended to every member of the company.

Being located in Damaraland, initially Arandis accommodated only Damaraspeaking people. However, Rössing fought hard to open the town to all tribes of Namibia, especially the Oshiwambo-speaking workers from the north. It took quite an effort for Rössing to negotiate with the Damaraland government to open the town to all tribes, but eventually their efforts were successful.

The integration of Arandis happened quite slowly. Many of the houses built stood empty. It was very difficult to persuade families living in the north to uproot and move to a mining area, especially as the Oshiwambo people have a matriarchal inheritance system: if they leave their land for too long, it is handed on to another relative through the mother's side. Thus, they will have to keep a foot in both camps. However, there was an added influence at the time in Arandis' favour. Ovamboland was in the middle of the war zone involving SWAPO and the South African army. Thus, Arandis held the attraction of peace and safety for fam-

ilies, and the workers' families started to relocate, laying the groundwork of an ethnically-integrated township.

Initially, there had been no community development in Arandis. The town as fraught with suspicion and anti-company feeling, with no pride taken by the residents in their town. Although it was better than a South African compound-type town, the atmosphere was not far different. The town had a basic fault common to nearly all black townships in South Africa: based on the perceived need for riot control, the streets were excessively wide, encouraging fast driving habits in a residential area, while exaggerated the smallness of individual plots, with little space for gardening.

Another fault with the design of the town was the lack of privacy as the houses were on top of each other. Each house had a very small, covered area leading into the central living space. However, this was only five metres

away from an identical covered area of the neighbour opposite. If a private, outdoor space could be organised for each house, it would provide both privacy and neighbourliness. It was essential to provide the residents a house that made them feel at home.

To encourage mineworkers to relocate their families from the north to Arandis, and to create a stable, satisfied workforce, Ronnie Walker, who joined Rössing in 1977 as Managing Director, identified the need to redefine Arandis as a town consisting of real family homes and a sense of social cohesion.

A design team was formed, including an architect Gallagher, consulting engineers Ove Arup and Partners, a planning adviser Professor Mallows, Gordon Freeman, the General Manager at Rössing, and Hamish Smith, an expert from Rio Tinto Zinc London who had been responsible for living development in various parts of the world. Hamish Smith led the design team.

The goals Ronnie Walker sought revolved round encouraging a community spirit and therefore a stable society, to replace a 'township' atmosphere with that of a 'village'. He wanted to provide a private shaded area for each house which would encourage natural surveillance, both of strangers and of children, which would therefore discourage crime and vandalism. He felt the streets should be designed for pedestrian, not vehicular movement, making streets safe for pedes-



An early view of Arandis.

Arandis in 1976



trians and children, cutting the speed of traffic but creating car accessibility for all houses. This change would be a major contribution to social stability.

After considering the project for some time, and after many consultations with the people living in Arandis, Hamish Smith concluded that the town in its current state, was not amenable to expansion. First it required a soul. He did this by literally turning the town inside out. As documented by Peter Daniel in his book, "Against all odds: the history of Namibia's Rössing", he put it as follows: "We will make all the fronts of the houses backs and will add on a few little rooms here and there, wipe out all existing roads and put new winding roads behind them."

He planned to turn the wide main streets into the back gardens of the houses and what were small footpaths between the houses into winding front roads and cul-de-sacs. Because the houses were staggered, greater privacy would be achieved by building a short wall between each house, together with screen walls and the main entrance of every second house would be changed to the opposite elevation. The town was also expanded by doubling the number of houses and providing full amenities. H Schultz, a local building contractor, was employed to do the job.

Arandis was recreated to the tune of N\$14 million to include amenities like a town hall, an inter-denominational church, a shopping centre and renovated houses.

On 22 June 1979, the new Arandis was opened by Ronnie Walker, by then chairman of Rössing. At the official opening, he had this to say: "We believe that the individual is of great importance, both within his family surroundings and at the mine. For this reason, the family unit is the basis on which this town has been designed."

Loyalty towards Rössing and ethnic integration took time to evolve. It was only after much hard work by social workers that the residents started to trust them. Playgroups were started, volunteer help brought in that helped to develop the teaching of domestic skills. Donations had successfully been sought to improve the library. A health exhibition had been held

in conjunction with a house examination and prizes for the neatest, cleanest houses were awarded. Baby competitions were held and each monthly winner became eligible for the 'Baby of the Year' prize. House visits and talks on health awareness, nutrition, etc. were given to the mothers and wives in the community. A programme was operated at the Welfare Centre for the training of people in home-making: knitting, sewing, cookery, needlework, typing, macramé and basketweaving. A treated effluent irrigation system had been constructed to provide irrigation for trees along all the primary roads and a shelter belt of trees around the outskirts of the town. Public areas such as the sports stadium were also irrigated.

The establishment of the Arandis Club was a triumph for Arandis. The club was to be a social meeting place for Arandis residents, similar to the Rössing Country Club in Swakopmund. The club building consisted of a cocktail bar with lounge and a functions room for 150 to 200. There was an enclosed recreation area and nearby a public swimming-pool with changing cubicles. The beer garden had covered seating for 112 people, open-air facilities for 134 and ample space for standing around the bar area. Gradually the gardens were laid by the new members and there developed a real sense of pride in the town.

Businesses grew in Arandis, including an excellent buffet restaurant, garage, supermarket, off-licence, butcher's shop, bakery, record and photographic shop, sports and clothing shop, post office and a bank. Barclays had opened a mobile agency in Arandis in August 1979, and this was later located in a custom built building. An

The goals Ronnie Walker sought revolved around encouraging a community spirit and therefore a stable society, to replace a 'township' atmosphere with that of a 'village'.

Arandis today



amphitheatre able to hold 750 people for open air films and a recreation hall with a seating capacity of 445 were built, designed to accommodate film shows, theatre performances, with special effect lighting and a cinema screen.

Rössing acted as a municipal authority, although the land and houses still belonged to the Damaraland authorities. The residents played a crucial part in upholding a standard of order and cleanliness unequalled anywhere in the country.

The other major element of change was the demolition of all construction camps; all single employees were now being accommodated in nine blocks of twenty-four to thirty single rooms situated throughout Arandis. Each group of single rooms faced onto an interior courtyard, grouped into two units of twelve to fifteen rooms. Each unit had its own showers, toilets, ironing facilities and television and hi-fi equipment. Each of the blocks was under the care of a married couple with the wife providing cleaning services and the husband assisting in disciplinary matters where necessary.

Community Development in Arandis

Education

Education had originally been seen by Rössing as being the responsibility of the Government, with the result that in 1977 there was one small public primary school in Arandis catering for approximately 300 pupils. Teachers were poorly qualified and lessons were in the Damara language, and education restricted to Damara children. Rössing accepted that they might have to initiate full education themselves, but it was not until the Rössing Foundation was founded in 1978 that the drive began to provide education for the children of all the mine employees.

The Rössing Primary School was constructed. Initially, 109 pupils were registered for the new multi-ethnic Primary School whose principal would be Urbanus Dax. While the school's construction took place, the learners were squeezed into Arandis Primary when those children left early in the afternoons. The headmaster of the Rössing Primary School, Emanuel Naruseb, recalled the overcrowding at this time: over 600 pupils flowed through the school each



Learners doing science experiments at the mobile education lab sponsored by the Rössing Foundation.

day before the new school was finished. Classes for 143 older pupils were held in the gymnasium under Mr Pienaar, principal-to-be of the Kolin Junior Secondary School.

After some negotiations with the then Administration for Damaras, an amount of R788,184 was set aside, and construction firm Murray & Roberts were given the go-ahead in early November 1980 to build a school to serve primary and secondary students at Arandis.

Most of the construction costs were covered by a R1.5 million donation – about N\$15 million in today's terms – by the Swiss-based Kolin Foundation, a charitable organisation that at the time supported growth projects in the developing world. However, although the costs were covered, there were disputes over actual ownership and management. The Rössing Foundation showed itself to be a safe pair of hands commanded by steady heads, and the project was completed on schedule. Late in 1981, the Kolin Foundation's Dr Haraldt Gmür handed over the school, named

the Kolin Foundation High School, to the local community.

However, the demand for education was huge, and soon the school soon ran out of space. In 1986, the Foundation spent another R100,000 to add another three classrooms to the Kolin School. The school was also the first to receive an English language laboratory after the Foundation committed nearly R500,000 to the improvement of English usage in Namibia that same year.

The new schools were opened in 1981. The design of the new schools was welcoming and attractive, yet planned not only for aesthetic qualities, but to cope with the harsh desert climate. Walkways and play areas were shaded by covered and trellised pergolas. Areas were made outside the classrooms in the shade for lessons to continue in the open, spaced so as not to interfere with other classes. School functions were in an open, shaded arena, cool and gracious yet practical.

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Agreement had been reached in 1980 with the Damaraland Government for a control board to be responsible for the selection, appointment and recruiting of all staff in the schools, and for guidance in the curriculae of the schools. This was made up of the principals of the schools, representatives of parents, the Secretary of Education, a nominated Government member, a Rössing member, and the Director of the Foundation.

By 1986, Arandis Primary School was under reconstruction with money from the Foundation and provided junior primary education for 290 pupils. Rössing Primary School (later renamed to U.B. Dax Primary School) had 350 pupils, while the Kolin Foundation School provided secondary education up to university entry level for 370 pupils. It had 18 qualified teachers, 10 recruited from the UK to assist in the introduction of teaching in the English language.

Today, the Foundation is still involved in Arandis' three schools, which now include the Arandis Junior Primary, the UB Dax Senior Primary, and the Kolin Foundation Senior Secondary. These schools in effect became a test bed for many of the new ideas that the Foundation developed over the years, and which were to form part of what in 2008 became the focus of the Foundation's work in Namibia: contributing to the reform of the formal education sector.

Sports

In terms of sport facilities in Arandis, there had been no organised sport at Rössing until Gordon Freeman arrived as General Manager in 1977. Soon sport was deliberately being used as a major instrument in building a Rössing identity. The promotion of non-racial policies was the core of all the changes he made. The involvement of all employees – and wives of em-

ployees – in the team spirit of sporting activities created a group loyalty and identity which established the principle of a Rössing family.

In 1979, a sports complex was opened by Gordon Freeman consisting of a stadium with soccer fields and an athletics track, floodlit tennis courts, and netball fields, all of which were followed by a large gymnasium. Professionally trained sports experts were recruited from outside the company, but by 1990 all these posts had been filled from within Rössing. They were capable of training sportsmen in their particular field and of providing training courses for coaches. In national sporting events, Rössing has provided representatives in boxing, athletics, long-distance running, soccer, and karate. Arandis boxers and athletes began to dominate the sports scene in Namibia, as they still continue to do so today.

The sport facilities in Arandis serve as a focal point for much of the recreational facilities of the residents of the town and today the facilities are well utilised by all residents and their children.

Health

With the population growth in Arandis, medical facilities beyond the medical centre at the mine became necessary. The 42-bed hospital at Arandis was built in 1980 and 1981 at a cost of R700,000 (N\$4 million in today's terms) and

opened by Ronnie Walker in June 1981. Initially it was run jointly by Rössing and the Administration for Damaraland with Dr. Sam Heita, an Oshiwambo-speaker, as the first Superintendent.

The hospital proved extremely popular and patients from all over the north and Damaraland came there for treatment. The medical facilities at this time were superior to those in Swakopmund, which resulted in the building of the Cottage Hospital in Swakopmund for Rössing employees in 1982.

In 1982, the hospital received the world famous cardiac surgeon who had performed the world's first successful human-to-human heart transplant, Professor Chris Barnard. He was a guest of the Rössing Foundation who regularly invited prominent people to discuss topics of significance to the country.

In 1984, Arandis Hospital was taken over by the then Department of National Health and Welfare, although still owned by the Damaraland Government. By 1990, it was one of the best B-class hospitals in the country with operating, outpatient, ward, and maternity facilities. All employees automatically became members of the Rössing Medical Benefit Society, a medical scheme which meant there was no worry about cost. There was ample paid sick leave and disability insurance: in short, a mini social welfare state.

Hard times for Arandis

As Arandis, a town built and operated by Rössing, was nearly completely dependent on the mine for providing housing, water, electricity, etc. to residents who contributed only nominally, the fortunes of the town were also intrinsically intertwined with that of the mine. With falling international uranium prices in the early 1990s, Rössing was forced to cut back production to 2,500 tonnes – 50 per cent of its peak output. Worse, the mine announced that it was to send 750 workers on voluntary early retirement or retrenchment in an effort to keep the mine financially viable. This affected many of the residents of Arandis



The Rössing's team regularly participates in the annual Namibia Inter-mine Sport Games.



Welcoming sign leading to Arandis.

who had to seek employment elsewhere.

By early 1992, Rössing's management realised it could no longer afford to maintain Arandis. On 1 April 1992, the company handed control of Arandis and its infrastructure, valued at N\$100 million (N\$250 million in today's terms), to the Peri-urban Development Board of the then Ministry of Local Government and Housing. The Government became the town's landlord, with Rössing leasing houses, the clinic and the recreational buildings from it on behalf of several hundred remaining Rössing employees, who continued paying only nominal rents.

Although uranium prices increased slowly in the next few years to come, Rössing experienced tough times again from 2000 to 2004 with yet again falling uranium prices. Faced with another decade of depressed mining conditions, Rio Tinto took a hard decision in 2004: the Rössing Uranium Mine would close down by 2009.

The news was received with shock by Arandis, which had been struggling to find its feet ever since it was granted town status and elected an independent local authority. Even more residents would have to find employment elsewhere, leaving their homes and

lives they had built in Arandis. Of the approximately 4,500 residents at the time, about a third were still employed by the mine and their income sustained what little local economic activity existed.

The uncertainty about their future manifested itself in a myriad of social problems: vandalism suddenly raised its head, and domestic violence became a major problem among the local community. The biggest problem to overcome, however, has been a prevailing sense of helplessness. In the past, Rössing had provided everything – from child care to health and education services – meaning that little in terms of a local economy needed to develop. The cradle-to-grave system that people had enjoyed also discouraged any real culture of entrepreneurship.

David Salisbury, the then Managing Director of Rössing, suggested that the Rössing Foundation become more involved in helping Arandis deal with its uncertain future. A decision was taken to open a Foundation office in Arandis, and Job Tjiho was dispatched to oversee its establishment. The local office assumed duty in the former clubhouse complex, since taken over by the Arandis Town Council. For the Foundation to set up offices in Arandis in 2005 – for the first time ever, in spite of the decades of shared history – changed the town's course of development.

In the next few years, many people left the town and Arandis threatened to become a ghost mining town. However, Rössing again stepped in to prevent that from happening. In 2010, Rössing, the Rössing Foundation and the Arandis Town Council launched the Arandis Sustainable Development Project (ASDP).

The news that the mine would be closing down by 2009, was received with shock by Arandis, which had been struggling to find its feet ever since it was granted town status and elected an independent local authority.

The Arandis Town Council worked closely with Job Tjiho of the Rössing Foundation and Amanda Horn of Rössing. Work begun by identifying the most pressing problem areas and formulating a strategic turnaround plan to establish a functional and self-sufficient local authority.

A ten-year programme, called Vision 2016 in reference to the national Vision 2030 development programme, was formulated to find economic alternatives for the town's inhabitants, while at the same time addressing some of the most urgent issues relating to infrastructure and capacity-building. These include close liaison on aspects relating to financial management, technical assistance in maintaining the infrastructure (including sewage removal and the replacement of the water supply system at a cost of N\$1.6 million), community development (training in agriculture and the provision of sports facilities), economic development, health services and, above all, education.

In bringing the Foundation home to Arandis, the twin legacies of the Rössing mine and Rössing Foundation have been instrumental in bringing the mine and the people of Arandis (of whom only a small percentage still work at Rössing) closer again.

As always, the guiding principle is one of helping people who want to help themselves, restoring some of the civic pride that had been lost over the intervening years.

One of the greatest breakthroughs for the Arandis Town Council has been to convince local bank, Bank Windhoek, to install an automatic teller machine (ATM) in the town where the residents do their banking services without having to travel 70 km to Swakopmund. Today, Bank Windhoek, Standard Bank and First National Bank have ATMs installed, while Bank Windhoek has a branch in town.

At the same time, the Foundation is also expending considerable effort and funds in assisting small- and medium-scale enterprises (SMEs) in Arandis by mentoring aspiring entrepreneurs to develop their business ideas. Residents were encouraged to change from a feeling of despondency to one where they took their future in their own hands in

order to enter the mainstream economy.

The Rössing Foundation also went one step further. In collaboration with Bank Windhoek and the Erongo Regional Council's Development Fund, a micro-credit scheme for small businesses in the Erongo Region was rolled out. Access to small loans, combined with training and mentoring programmes, helped train aspiring business owners in bookkeeping and other management skills.



An aerial view of Arandis today.

Namibian Institute of Mining Technology

The advent of Independence stimulated hitherto unprecedented international interest in the country's mineral resources, but several structural deficits emerged, most notably the lack of trained and skilled artisans.

In 1989, Rössing's then Managing Director Dr Mike Bates announced that the mine would set up a national technological institute to answer this need, and an amount of R7 million (N\$20 million in today's terms) was set aside to construct the institute on a site on the outskirts of Arandis. Long-time Rössing Uranium Chairman John Kirkpatrick drew up a Trust Deed along the lines of that of the Foundation, which sought to create a training institute for skilled artisans.

The general lack of human resources with technical skills in the newly-independent Namibia was a major obstacle to development. But a flat uranium market meant declining income from the mine, and although a preliminary design was commissioned from local architect Rynand Mudge, it soon became apparent that the money made available by Rössing would not be enough for the first phase of the building.

Nonetheless, Independence brought a host of new opportunities for Namibia. Foreign donor aid started to pour into the country, and after representatives of the European Commission (EC) had visited the site three times, they announced that the EC would double the amount made available for the new institute, provisionally known as the Namibian Institute of Technology (NIT).

The then Ministry of Education, Youth and Sport welcomed the initiative with open arms, and appointed the NIT's first Director, the highly experienced Eckhardt DG Müller, a veteran school principal. The biggest challenge for him and his team was not only to produce skilled artisans that would answer to the industry and the nation's needs, but to produce versatile, multi-skilled graduates.

In 1991, the first two phases of the new institute were inaugurated by Namibia's Founding President, Sam Nujoma. A third phase, namely the establishment of a mining component, was not realised for want of capital, but the NIT was on its way. However, Rössing's financial woes continued, and by 1999, a decision was taken to hand over the operation and ownership of the NIT to Government, which led to it being renamed as the Namibian Institute of Mining and Technology (NIMT).

The Institute, which was completed in early 1992, accommodated 60 students of which a third would be in residence.



The entrance to NIMT

Skills were originally taught to artisan and supervisory levels in engineering and mining subjects, such as instrumentation, electrical technology, analytical chemistry, geology, mining, and metallurgy.

After a trial period it was found that the demand for training in chemistry, geology, metallurgy and mining was insufficient, with the result that the Institute instead concentrated entirely on artisan training. The Institute was a much needed training centre which replaced many of the training programmes previously held on the mine.

During the ensuing years, the NIMT kept on expanding. By 2007, it had opened a Northern Campus, and by March 2008, opened a similar satellite campus in southern Namibia, where a booming base-mineral industry has led to a huge demand for technical training.

Although the NIMT is currently funded by Government, a large part of its budget still comes from Rössing, which has 120 apprentices undergoing training at the Institute. Rössing also lends a helping hand in a myriad of other ways, which underscores the strong relationship between the NIMT and its original sole benefactor, Rössing. Moreover, with uranium mining having entered a new era since late 2006, the NIMT has become one of the most important sources of skilled manpower in Namibia, and seems set to continue bearing this honour for the foreseeable future.

The late Eckhardt Müller served as head of NIMT during its formative years, since inception in 1991 until 2019 when he was tragically killed in a shooting incident on campus. Ralph Bussell now serves as the Executive Director and head of the NIMT, assisted by Domingos Sachikela, Principal of Assessments.



Domingos Sachikela, Principal of Assessments at NIMT.

Domingos Sachikela

Domingos Sachikela is the Principal of Assessments at the Namibia Institute of Mining and Technology (NIMT) at Arandis for the past 32 years and has lived through the substantial growth of the training institute over the years. He shares his experience with the institute and with Rössing Uranium.

“If it was not for Rössing, we would not have NIMT. Rössing initiated NIMT, building the first campus, which is now the main campus. Initially we had approximately 12 students only, but NIMT has expanded tremendously since then.

We now have four campuses, one on the outskirts of Arandis, one in Arandis town, one in Keetmanshoop, and another one in Tsumeb. We can now accommodate approximately 3,600 young Namibians every year. Again, if it was not for Rössing, we would not have been in a position to grow to the size we are today.

We give the students theoretical training and a bit of practical experience, but it is during their time as job attachments that they really get exposure to the workplace and an opportunity put their theoretical training into practice. Rössing gives job attachments to approximately 20 to 25 students, and it makes a big difference in their ability to market themselves to companies in the mining industry that they are ready to take employment.

Rössing also sponsors students who cannot afford the registration and tuition fees. Training is very expensive, and many students would not be able to pay the fees. So Rössing is doing a fantastic job.

There are many success stories from our students who graduated from NIMT.

I know one young man, his name is Taza, who worked for Autohaus in Swakopmund for many years. He also got into finance and then decided to open his own workshop. He is now doing very well and I am really proud of him. Many times when I travel, I meet people who come from NIMT and are running their own businesses, or are in positions where we want them to be.

Even though Rössing started NIMT for the mining industry, today it's a public institution that has trained Namibians for many different industries, including industries such as the breweries and the marine industries.

It is a privilege for me to have been associated with NIMT for 32 years. I will always thank Rössing for having had the insight to start NIMT so many years ago, and to continue supporting NIMT throughout the many years that followed.



The shopping mall in Arandis.

Arandis Today

Evidently, the Rössing mine did not close down in 2009, as was projected. Amidst steadily rising uranium prices, the life-of-mine was extended several times during the ensuing years. The fortunes of Rössing, and by extension Arandis, changes dramatically in 2019 when China National Nuclear Corporation (CNNC) acquired the majority shareholding from Rio Tinto.

CNNC announced that they have no plans to close the mine any time soon, and aims to make Rössing the first centenary uranium mine in Namibia. This bodes well for the mine and the town of Arandis.

Today, Arandis has grown to be a thriving town of 5,000 residents, with only about 100 of them

working for Rössing, the others self-employed or employed by surrounding mines and businesses.

It has been a long haul, but Arandis first had to learn its own strength before it could pull itself up and shake off the dust of despair. Self-reliance is a lesson that applies anywhere in life, and was the first step towards achieving a vibrant town able to sustain itself.

As documented by the Rössing Foundation in a book celebrating its 30th anniversary, the then Chief Executive Officer of Arandis Town Council, Florida Husselman, noted: "We need Rössing, but we don't want to get into a situation where we as a town become utterly dependent on the mine. The mine has a social corporate responsibility here, but we need to get [on] our own feet, not just wait for Rössing to pay for everything."

And so, in this barren area, trees sway above the rooftops, children play in the streets, residents watch the world go by from their front yards, and today's Arandis is a proud testament of Rössing's commitment to "Working for Namibia".

Indeed, a heart of green in the middle of the Namib Desert.



The Arandis Emergency Response and Traffic Management Centre.



The shopping mall in Arandis.



CHAPTER 6

Investing in its People

Rössing's dedicated team of employees has always been at the heart of the mine's operations and success throughout all these years. The mine prides itself on being an employer of choice, continuously investing in its people and their families.

From the mine's very beginning, Rössing upheld strict policies of non-racial discrimination, even during the apartheid years when such policies were everything but the norm at South African mines. Rössing believed — and still believes — in merit as the only measure of employment and promotion. As of 31 December 2025, the workforce totalled 855 employees, compared with 871 at the end of 2024.

Training and Development

Over the past five decades, Rössing invested significantly in the training and development of its employees. Annually the mine provides opportunities to employees to further their education by reaping the rewards from these initiatives. Professional development helps employees to grow and develop their skills for future career opportunities.



Rössing's graduate programme is a valuable bridge between university and working life and it aims to develop technical competencies over a period of 24 months. Through its Graduate Programme, every year several employees successfully completed their formal qualification, making it possible to further their careers and to grow as individuals.

A three-year Work Integrated Learning ("WIL") programme was developed and offered to the employees so they could undergo the trainee-artisans development programme. The aim of the tailor-made Rössing programme is to provide practical work experience to employees who are not working in the artisan field and to enhance competencies to enable them to become skilled artisans.

Rössing also provides opportunities to interns in the various fields of the mining operation to gain exposure to various forms of on-the-job training.

To ensure safe operations, a multitude of employees attended various safety and equipment compliance training sessions each year.

Rössing also embarked on a leadership coaching programme for frontline managers and leaders. Again, every year numerous frontline leaders, superintendents and managers go through formal individual coaching by professional life coaches. The aim of the programme is to

build capacity to lead more effectively, explore undiscovered leadership qualities, improve self-awareness, and refresh leadership competencies to improve team and company performances.

eLearning has been implemented company-wide with well-organised and structured interactive online courses activated on Rössing's electronic Learning Management System. The eLearning strategy was implemented to improve efficiencies, reduce training time and costs, and to increase productivity.

For the purpose of succession and career progression into leadership positions, a Leading Hand position was introduced for internal development. Numerous employees appointed from lower levels have successfully completed the development programme and are due for assessment to be confirmed into their substantive positions.

Part of the training and development strategy is to create opportunities for employees to invest in personal development through Rössing's correspondence study scheme. Every year, 40 or more permanent employees were awarded an interest-free study loan to pursue their studies and obtain formal qualifications from tertiary institutions. Rössing further provided non-refundable financial contributions towards the tuition fees of children of permanent employees and children of pensioners who studied at various universities and vocational training institutions.

Job attachments from the Namibia Institute of Mining and Technology (NIMT) vocational training centre are regularly provided an opportunity to work alongside skilled artisans to gain valuable practical technical skills and knowledge.

N\$12.77 million was spent on training and development in 2025. Investments supported external training programmes, correspondence studies, and non-refundable study assistance for employee dependants. Focus areas included enhancing employee skills, supporting academic advancement, and contributing to national skills development.

Throughout the years, Rössing's investment in its employees has paid off handsomely. Employees are extremely loyal and became part of the Rössing family. Every year, Rössing hosts its annual long-service awards ceremony, to celebrate its 45, 40, 35 and 30 years long serving employees. For example, in October 2022, eleven employees with a combined 415 years of continuous service for Rössing, were recognised at the glamorous event that took place at the Swakopmund Seaside Hotel.

To ensure safe operations, a multitude of employees attended various safety and equipment compliance training session annually.



A view of the mine's maintenance site.

Speaking at the event, managing director, Johan Coetzee said: "At Rössing, our employees are pivotal to our business. As such, the long service awards are a clear testimony of the success of our human resources work, specifically employee retention. The fact that some of you have been here for such a long time is truly remarkable. Without your guidance, mentoring and knowledge share, Rössing would not have been able to continue boasting a skilled, motivated and capable workforce and being the aspiring Employer of Choice." According to Coetzee, it is the long-serving employees that the less-experienced employees look up to for answers when they have questions around how to be successful at Rössing.

A Culture of Health and Safety

The health and safety of its workers have always been of the highest priority for Rössing. Working in a mine area means that dust and radiation can present challenges to the health of employees, while an accident-free environment takes care of their safety.

As documented by Peter Daniel in his book *"Against all odds: A history of Namibia's Rössing"*, in 1976 the health of the workforce was taken care of by an around-the-clock first aid post at the mine, daily visits from two doctors to the first aid post, a clinic at Arandis, and the use of a medical centre in Swakopmund. The medical centre was an old disused hotel known as the Bismarck Hotel. There were no maternity facilities available for the wives of black workers.

Rössing's medical facilities were assessed, and the appointed consultant's recommendation was the appointment by Rössing of a full time medical officer. This led to the appointment of Dr Wotan Swiegers, who after acquiring training in occupational health in Canada, set

about addressing the pressing health and safety of the mine's workers. Numerous health and safety measures were put in place over the course of the ensuing years.

Workers were and are now examined at regular intervals which, in the case of those working in areas where higher levels of radiation exist, is every six months. These workers carry dosimeters which are independently analysed by an outside laboratory, enabling the company to track an employee's history for radiation exposure.

By the early 1980s, the facilities for health care had changed out of all recognition. The First Aid Centre on the mine was expanded and moved to a better location. First aid instruction became a standard

Rössing's medical facilities were assessed, and the appointed consultant's recommendation was the appointment by Rössing of a full time medical officer. This led to the appointment of Dr Wotan Swiegers.

feature in each department. The Arandis Clinic started operating on a 24-hour basis and surrounding the clinic a forty-bed hospital was built. The hospital was financed by Rössing and was donated to the Damara Government in June 1981 with Ronnie Walker and Craig Gibson officiating at the opening ceremony.

The hospital in Arandis was staffed by two full time doctors, a radiographer, a dentist and a part-time pharmacist. Nurses and staff totalled fifty people. Medical insurance cover was brought in under the auspices of the Rössing Medical Benefit Society. All employees were members of the scheme. Contributions were and are now based on salary and marital status, with contributions matched by Rössing. The benefits provided are the same for all employees.

In time even these achievements were dwarfed by the decision to build the Rössing Cottage hospital in Swakopmund with Dr. Wotan Swiegers again in charge. (Chapter 4 provides more detail on the Cottage hospital.) At a cost of R1.99 million (between N\$40 million and N\$60 million in today's value) the hospital was built. It provided first class medical services for all Rössing employees and their dependants living in Swakopmund and Arandis. The hospital had thirty beds, but an infrastructure which would support 500 so high was the standard of its support units and equipment.

The hospital became operational in July 1984 and is situated in Tamariskia with a panel of doctors, an outpatients' department and full x-ray facilities. It

was open to Rössing employees and their dependants and to contractors. It was also available for emergencies to everyone living in Swakopmund. In 1984 the 'Rössing Family' numbered approximately 12,000. Wotan Swiegers believes that the Cottage Hospital was the "biggest gift to the community of Swakopmund".

Today, the mine conducts a comprehensive occupational hygiene and health physics programme to protect employees from exposure to health risks associated with the workplace. Hearing, eyesight and respiratory training in all relevant procedures and in the correct use of all personal protection equipment is provided. Noise is controlled by sound insulation where practicable, and in areas where this is not the case noise levels are monitored regularly and hearing protection is mandatory. Occupational radiation monitoring is done for internal and external hazards, and monitoring for contamination is carried out in plants, workshops, and equipment.

Regarding safety, the then MD, Gordon Freeman's enthusiasm for safety both on and off the mine rapidly

spread throughout the workforce. No one was allowed to forget standards of safety. In early 1978 he recognised the qualities of Alf Butcher who ran the fire-fighting department. Alf was an ex-army officer who had safety training and was also a registered nurse and paramedic: experience and qualifications which made him ideally suited to take charge of safety on the mine.

Initially a safety system known as the Quebec System was introduced, which was a simple basic five-point system to remind employees of certain actions which they should take. It also defined safety as 'a state of mind in which men and women are constantly made aware of the possibility of injury at all times'. For example, the first point was 'check conditions of entrance and travelway to your place of work'. In other words, if an emergency arises the worker can leave his place of work without tripping over debris and litter left on the floor.

Gordon Freeman and Alf Butcher would nominate dates when they would walk around the plant and ask at random for an individual to name the five points. If the answer was correct they were awarded a free dinner with their partner or friends at the Rössing Country Club. Quarterly house-keeping awards were instituted, and it was not long before standards of cleanliness in



work areas were high.

The Quebec System was then integrated with the National Occupational Safety Association's (NOSA) safety system. NOSA was a semi-government agency whose sole task is the reduction of accidents in industry. NOSA awards stars up to five in number which measure standards of safety in all areas of an industrial undertaking. The inspectors for NOSA advise on standards, which delve into all areas of the operation. Even a fuse box will be opened up to check for correct wiring and cleanliness.

Eventually safety became a natural way of life of which everyone was aware, leading to the award of the coveted NOSA five stars in 1982, as reported in Rössing's Social and Economic Report of 1996. The mine has won the top NOSA award, the NOSCAR, every year since 1986. In 1987 it won the NOSA Sartos Award for best safety induction video.

Since 1988 it has won the British Safety Council's "Sword of Honour" every year, placing it within the ranks of the 30 safest companies worldwide. In 1991 the mine was also awarded the Royal Society for the Prevention of Accidents Award of Merit for Occupational Safety.

Rössing Uranium introduced the International Organisation for Standardisation (ISO) 14001 environmental management system in the early 2000s, with certification achieved by 2001. The certification was maintained through subsequent years, with audits by Bureau Veritas confirming compliance. Current operations are managed through an integrated Health, Safety, and Environment Management System (HSE MS) that adheres to ISO 14001:2015, ISO 45001:2018, and ISO 9001:2015.

The ISO 14001 certification helps Rössing achieve its environmental management objectives by increasing operational control and better integrating environmental considerations into business strategy. The ISO 45001 is the new international certification standard in Occupational Health and Safety Management Systems (OHSMS). Adoption of the standard supports the mine in implementing a comprehensive approach to occupational health and safety, or in improving upon an existing OHSMS. Achieving ISO 45001 certification from Bureau Veritas underscores Rössing's commitment to protect employees.

The year 2020 will go down in history as an unforgettable and challenging year for Rössing due to the COVID-19 pandemic that impacted the whole world. Rössing was not spared, as mining operations slowed down between March and June as regulations to curtail the pandemic took effect.



Jacklyn Mwenze, Manager: Health, Safety, Environment and Protection Services

Safety First in a High-hazard Industry: A 2026 overview

Written by Jacklyn Mwenze

Mining is, by its very nature, an industry of immense scale, complexity, and challenge. It operates in environments where the movement of vast quantities of earth, the use of heavy machinery, and the presence of inherent natural hazards demand constant vigilance and discipline. In such a setting, safety is not an added responsibility, it is the very foundation upon which all success is built.

Over the past five decades, the understanding of safety in mining has evolved significantly. What was once seen primarily as compliance has transformed into a deeply embedded value – one that shapes decisions, behaviours, and leadership at every level of the organisation. Today, safety is recognised not merely as a system or a set of rules, but as a commitment to people: to protect lives, preserve wellbeing, and ensure that every individual returns home safely, every day.

At Rössing, this commitment has been integral since the earliest days of operation in the Namib Desert. Building and sustaining a world-class mining operation in such a demanding environment required more than engineering excellence – it required a strong and unwavering focus on safeguarding people.

For Rössing Uranium, safety is not simply about meeting requirements; it is the foundation that

"For Rössing Uranium, safety is not simply about meeting requirements; it is the foundation that makes long-term, responsible mining possible."

makes long-term, responsible mining possible. From the outset, safety has been interwoven with operational discipline, technical innovation, and workforce development. The mine's Health, Safety, Security, Environment and Community (HSSEC) Policy commits Rössing to protecting the health and safety of employees, business partners, stakeholders and neighbouring communities; identifying and assessing hazards and reducing associated risks to the lowest practical level; complying with legislation and best practice; reviewing performance and publicly reporting progress; and continually improving to create a Zero Harm work environment.

This is the heart of Rössing's 50-year safety story: a consistent, values-led commitment that has translated into day-to-day operational discipline so that every person goes home safe and well, every day.

A half-century of learning and improvement

Rössing has been a key contributor to Namibia's mining sector since 1976, and it remains one of the world's largest operating open pit uranium mines. Operating an open pit and processing plant at this scale demands a safety approach that evolves with technology, knowledge, and the changing world of work.

Over the past 50 years, the mining industry's understanding of "what good looks like" in safety has matured. Earlier eras often relied heavily on rules, supervision, and personal protective equipment. Modern safety leadership still values these, but puts greater weight on designing risk out of work, building robust systems, and verifying that the controls which prevent fatalities and life altering injuries are working properly every time. This shift aligns with widely recognised occupational health and safety principles such as the "hierarchy of controls", which prioritises elimination, substitution and engineering controls, because they reduce exposure without relying on constant human intervention.

At Rössing, this evolution is visible in the way the operation describes its safety model today: a structured management system backed by proactive risk management, clear requirements for high risk work, and continuous improvement through measurement, learning, and verification.

Modern mining also brings new complexities. Major transitions such as life of mine extension work, renewable energy projects, shutdowns and large construction projects change risk profiles by increasing simultaneous activities, contractor interfaces, and unfamiliar tasks. 2024 and 2025 were demanding years of increased project activity linked to life of mine strategies and operational transitions, and it reinforced the importance of vigilance, leadership, and continuous strengthening of the safety culture.

Safety excellence is never 'finished': it is earned every day through disciplined risk management, strong supervision, and a workforce empowered to act.

Radiation safety and layered control measures

Uranium mining demands excellence in conventional mining safety and in radiation protection. At Rössing, radiation protection is built on a clear principle: keep exposure as low as reasonably achievable (ALARA) while ensuring occupational dose limits are not exceeded.

Internationally, and as per Namibian regulation, a widely used occupational dose limit for radiation workers is 20 mSv per year averaged over five years, with additional constraints for any single year, and a public dose limit of 1 mSv per year above the natural background. Rössing's own radiation safety communication reflects these benchmarks and explains them in clear, practical terms to employees and stakeholders.

Radiation monitoring at Rössing is structured so that people with similar work patterns and potential exposures are grouped into Similar Exposure Groups (SEGs), enabling targeted monitoring and control of the most relevant exposure pathways. Personal and area moni-

toring evaluates three critical pathways: long lived radioactive dust (LLRD), internal exposure to radon decay products, and external exposure to gamma radiation.

Assuming a 2,000-hour working year, Rössing's annualised average radiation dose by SEG has been reported within a range of 0.84 to 3.52 mSv per annum, with an overall average of 1.47 mSv per annum, well below the occupational legal limit of 20 mSv per annum. This is not an abstract statistic; it is evidence that layered controls, competent supervision, and consistent monitoring are doing what they are meant to do, namely protect people and confirm the effectiveness of Rössing's radiation protection systems.

Personal monitoring, health protection and special provisions

In higher-exposure SEGs, continuous personal monitoring supports early detection and prevention. For example, workers associated with Final Product Recovery (FPR) and Recovery work are designated as radiation workers and are monitored for gamma exposure using thermoluminescent dosimeters replaced every three months, alongside routine biological monitoring through urine testing to detect accidental uranium ingestion.

Rössing also applies additional safeguards for female radiation workers. Women in areas of identified increased exposure risk are offered monthly pregnancy testing so that, should pregnancy be confirmed, timely reassignment can be made to ensure protection of the unborn child, who is treated as a member of the public for dose-limit purposes.

Controls where risk is highest

A mature radiation protection programme pays special attention to the locations and tasks that matter most. Rössing identifies the FPR area as the highest risk zone and applies regular monitoring for surface contamination, inhalation dose rates from radioactive dust, and area gamma dose rates. To make 'control' visible and actionable, internal performance thresholds are used; for example, a maximum average surface contamination target of 1 Bq/cm² and a maximum average dust inhalation dose-rate target of 10 µSv/h. Monitoring results are tracked against these thresholds.

The outcome of these systems is best expressed

through both discipline and data. In 2024, Rössing tested over 1,727 urine samples, with none exceeding the uranium-in-urine warning level (20 µg/L), supporting confidence that ingestion controls, hygiene practices, and work discipline are operating effectively.

Radiation protection at Rössing is systematic and layered – planned, monitored, verified, and continuously improved so that uranium production remains responsible and safe for people and the environment today and into the future.

Response to COVID-19

‘Business unusual’ was the order of the day during 2020, especially in the early part of the year when the COVID-19 pandemic was first felt.

The mine was in minimal operational mode when mining operations were forced to slow down between March and June, while controls were implemented to combat the spread of COVID-19 on-site.

As can be expected, this had an impact on ore supply, which was mitigated by depleting run-of-mine stockpiles and reducing cut-off grades to meet tonnage requirements, albeit at lower grades.

In addition to implementing control measures as prescribed by the World Health Organisation, later further enhancing these measures by complying with the State of Emergency and other Government directives, Rössing introduced a COVID-19 Emergency Response Plan (ERP).

The ERP followed a four-phased approach towards managing the pandemic and remains dynamic as we adapt to changing circumstances.”

Safety performance

In 2025, the mine had an outstanding performance with its near misses, crew projects, fire incidents and Critical Risk Management assessment. No fatalities, permanent disability injuries or significant process safety incidents were recorded in 2025.

The AIFR of 0.38 was lower than the target of 0.46, underlining Rössing’s commitment to achieving zero harm.

Rössing strongly believes that all incidents, injuries and occupational diseases are preventable and it is striving towards the goal of zero harm, regardless of where its people work, or the type of work in which they are engaged.





As reported by Managing Director Johan Coetzee in Rössing's Sustainability and Performance Report 2025, the health and safety of employees remains at the heart of everything the mine does.

A Culture of Innovation

As Rössing is a low grade uranium mining operation, it always has been and remains imperative that the cost of mining is scrutinised with strict eyes. Cost savings have continuously been made through investing in new technology, which has contributed to the culture of innovation that has been firmly cemented at Rössing throughout its 50 years of operations.

New technology

Even in the early years, it was essential that Rössing stayed at the forefront of any technical advances in open pit mining and uranium extraction. As the lowest grade conventional mine in the world, the need to stay competitive was all important. To produce less than one pound of uranium Rössing has to remove three metric tonnes of rock, of which 0.75 metric tonnes has to be processed. By comparison, a major competitor in Australia — the Ranger Mine — only has to remove 300 kg of rock to produce the same quantity. It is no wonder that Rössing has to try that much harder to reduce costs. As a capital intensive operation, capital expenditure is high for this type of operation. Three major changes were introduced in the early 1980s which did much to increase efficiency and reduce costs. These were central process control, computerisation, and the 'trolley assist' system.

In September 1982, Craig Gibson resigned as Managing Director. His position at Rössing was filled by Cohn Macaulay who had been General Manager at Phalaborwa Copper Mine for several years. His first task was to review the 1983 capital expenditure plan at the October 1982 Rössing Board meeting. The main item covered a new centralised process control system.

Costing just under R2 million the intention was to replace the existing eleven separate control rooms covering the metallurgical plant activities with one operating centre. Apart from a reduction in labour it was expected that savings could be achieved in recovery, together with savings in materials, due to a higher level of control and efficiency. The payback period for the investment was estimated to be two years.

As documented by Peter Daniel in his book *"Against all odds: A history of Namibia's Rössing"*, Steve Kesler, who later became the metallurgical manager made the point,



Employees in the mine's maintenance site.

“The situation seemed ideal for centralisation of control, while at the same time taking advantage of the latest computer based technology. It also enabled the left hand to know what the right hand was doing.”

The planning and implementation of the project was extremely thorough, with a carefully selected project team who would eventually operate the system. Many Namibians were sent overseas to look at control systems elsewhere. At the June 1984 Board meeting Cohn Macaulay was able to report that the system had been brought on stream for all parts of the metallurgical plant and the advantages of the system had already become apparent. By 1985, overall plant recovery had reached record levels of just under ninety per cent.

Under Gordon Freeman, George Macras had been appointed as the Administration Manager. His first main objective was to introduce computer systems which would provide up-to-the-minute control over costs throughout the mine. Next he saw the need to provide a wider spread of people with access to important data through a network system. Computer literacy slowly improved and over the first ten years Rössing spent R10m on computer systems.

The next project, the ‘trolley assist’, is a system which had been adopted in other open pit mines including Phalaborwa. At Rössing, the huge 160 mt haulage trucks are normally driven by a diesel/electric system which drives individual electric motors in each wheel of the truck. With trolley assist, electricity is instead drawn into the electric motors directly from an overhead pantograph. Normally the system is used for trucks climbing out of the pit when the di-

rect use of electricity would be cheaper than using diesel fuel. Under Rössing’s conditions it was estimated that a project for haul trucks leaving the pit would have a payback period of three years.

Although the project was planned in two phases, it was estimated that the final installation of 2.7 km of overhead wire, the power installation, and the conversion of 29 haul trucks would cost R23 million – approximately between N\$350 million and N\$400 million in today’s terms. Phase one of the project at a cost of R13 million was approved by the Board in August 1985. By May the following year the earlier predictions on electricity and diesel fuel costs indicated that diesel fuel was less expensive than had been estimated. Even though energy costs had moved against those predicted, the project still remained viable. It was commissioned in September that year.

Peter Daniel elaborated in his book: “Sean James, who was the mining manager at the time that the trolley assist system was commissioned, nonchalantly explains that ‘the technology is nothing new; it was first used in a crude form on a mine in the US early this century’. He may have been right, but to see a mammoth truck starting its ascent out of the pit and connecting its pantograph with the overhead wire, all without stopping, is a reminder that it was a sophisticated piece of engineering.”

Innovation through the introduction of new technology continued throughout the years. For instance, in 2023 exciting new technology were introduced through the construction of the Horizontal Belt Filter (HBF), also referred to as VBF or Vacuum Belt Filter. This technology makes use of

Innovation through the introduction of new technology continued throughout the years.

gravity and vacuum suction to achieve efficient solid-liquid separation of the tailings stream after leaching, as described in Rössing's e-Bulletin dated 31 July 2024.

Before the introduction of the HBF, in the current Rössing Processing Plant, tailings are washed and dewatered by Roto-Scoops for the sands (80 per cent) and CCD Thickeners for the slimes (20 per cent). The two streams are recombined at Paddy X to form a low-density slurry for pumping to the tailings storage facility (TSF). The solution in this slurry contains a lot of dissolved uranium and reagents referred to as 'soluble losses', some of which is never recovered.

When the life-of-mine was extended, it came with the imperative for a higher density "Thickened Tailings" (TT) that is still able to be pumped after leaching of the low Calc Index (CI) Phase 4 ore. The TSF design has been modified to cater for TT deposition from the end of 2026, and new embankments are currently being constructed to cater for this.

Achieving a higher density slurry is not possible with the current plant equipment however, hence the need for Tailings Dewatering technology. Belt filters are the preferred technology already in use at other Namibian mines. Their application at Rössing is expected to have the added benefit of lower soluble losses and reduced fresh-water consumption.

Innovation through new technology remains a high priority at Rössing, and it will continue in the many years of mining operations to come.

Employee incentive schemes

Rössing's employee recognition programme is a strategic, 'people-first' initiative designed to foster a culture of high performance, innovation, and long-term commitment. It focuses on rewarding employees for their dedication, safety, and contribution to the mine's operational success, with a strong emphasis on recognising long-serving employees and fostering career development.

Key components of Rössing's recognition and retention strategies include:

- **Long Service Awards:** The company holds annual, formal ceremonies to recognise employees with significant tenure, such as 5, 10, 15, 30, 35, 40, and 45 years of service.
- **Performance and Innovation Recognition:** Rössing rewards employees for contributions to innovation, creativity, and cost-saving, which are considered key drivers for the company's success.
- **"Power to U" Employee Empowerment:** This initiative focuses on employee growth through:
 - **Individual Development Plans:** Covering the full cost of studies for employees.
 - **Work-Integrated Learning:** On-the-job training and mentorship.
- **Incentives and Benefits:**
 - **Leave for Public Holidays:** Shift workers earn extra leave days for working on public holidays.
 - **Overtime Pay:** Sunday overtime is paid at triple the standard rate.
 - **Transport Support:** Company transport is provided for shift workers.
- **Recognition and Procedural Agreement (RPA):** Rössing maintains an updated agreement with the Mine-workers Union of Namibia (MUN), reflecting a commitment to modern employee relations and rewarding employee loyalty.
- **Safety and Wellness:** The programme emphasises recognising safety, health, and wellness, encouraging a productive and secure working environment. The programme aims to drive engagement, boost morale, and ensure that employees feel valued, which in turn supports productivity and employee retention

Particularly successful is the incentive scheme to continuously lower production cost. Holding down the unit cost of produc-

tion was not just a matter of reducing the workforce. The operation itself was subject to constant improvement. Just as a racing car is fine tuned to make it go faster, so was Rössing fine-tuned to produce at lower cost.

Acutely aware that its employees working in the various areas of the mine are best suited to identifying initiatives that could lead to cost savings, Rössing invested in different incentive schemes that encourage workers to improve their work environment through innovation. All levels of the workforce are encouraged to participate. Communicating from the bottom upwards was pioneered by the introduction of a suggestion scheme introduced in 1980; this provided an incentive for an employee to recommend a cheaper or more efficient and safer way to do his job.

Just between 1980 and 1986, one thousand suggestions had been submitted to a committee with prizes for the best suggestions.

Over the years the incentive award scheme was called the Made-a-Difference (MAD) Awards and each year many prizes were award to employees.

In 2023, Board chairperson Steve Galloway, graced the award ceremony of the Rössing Long Service Award and Making-a-Difference Awards held in Swakopmund where recipients were praised for their hard work, dedication, and perseverance. Praising the recipients, he had this to say: "These awards serve as a testament to the fact that our success is not just about extracting minerals from the ground, but about the people who make it all possible."

These incentive schemes continue to reap benefits for both employees and Rössing, a testament to the commitment Rössing has towards the development of its employees.



Dr Martin Tjipita, General Manager: Operations

A Perspective on Rössing Uranium's Operations

Written by Dr Martin Tjipita

Rössing's operations are unique, because the mine has sustained reliable uranium production for 50 years despite the highly cyclical and often volatile uranium spot market, which has ranged from long periods of depressed prices in the 1980s and 1990s to dramatic peaks such as the 2007 high of USD 148/lb, and continues to fluctuate today.

Operating in this environment required long term commercial discipline, and Rössing, like most global producers, has relied on multi year contracts rather than short term spot sales, as the majority of uranium is traded through three to 15 year term agreements that provide price stability and security of supply for both utilities and producers.

This ability to navigate price volatility, combined with decades of technical innovation, a skilled Namibian workforce, and the resilience needed to operate in an arid desert environment, has shaped Rössing into one of the world's most enduring and distinctive uranium operations.

Operations are central to Rössing's long term sustainability, because it ensures safe, reliable, and efficient production in an environment that relies on large, high energy, and potentially perilous mining and processing equipment, as well as the careful handling of hazardous reagents and process chemicals.

By maintaining high equipment availability and plant reliability, Operations secure stable throughput and cost effective performance, while continuous improvements in recovery, resource use, and process stability keep the mine competitive in a variable uranium market. This operational discipline spanning safety, asset care, environmental responsibility, and skills development ensures that daily production supports the mine's long term viability, and its ability to operate responsibly for future Namibian generations also to enjoy the commitment of "Working for Namibia".

The highest production achieved in the history of the mine was in 1980 were the mine milled 16.4 metric tonnes of ore and drummed 4,812 tonnes of uranium oxide. However, it must be noted this was achieved during the ramp up stages after the commissioning of the plant. The plant is now 50 years old, and we have already started with replacing old equipment with new technology. The integration of new technology, innovative thinking, and a highly skilled workforce can lead to successfully ramping up production and replicating this milestone sustainably.

Breakthrough moments that shifted Rössing's operational trajectory include key processing plant upgrades, targeted metallurgical improvements that boosted throughput and recovery, and the adoption of more advanced mining and maintenance practices

that strengthened equipment availability and reliability.

These steps improved production stability, reduced risk around large equipment and hazardous reagents, and collectively enabled the mine to operate more efficiently and sustainably.

The lessons that continue to guide Rössing's operations today come from decades of navigating fluctuating markets, challenging ore characteristics, and the realities of working with large, high energy equipment and hazardous reagents. These experiences reinforced the importance of maintaining a rigorous safety culture, disciplined maintenance to protect asset integrity, and stable, well controlled processes that keep plant performance predictable.

They also highlighted the value of cross functional teamwork, strong technical capability, and a commitment to continuous improvement – principles that ensure the operation remains resilient, efficient, and sustainable in the face of both operational and market driven challenges.

What is exciting about the future is the opportunity to build on Rössing's strong operational foundation and apply new technologies, smarter data use, and modern mining practices to unlock even greater efficiency, safety, and sustainability. With a skilled workforce, a culture of continuous improvement, and the potential for further innovation in processing, maintenance, and resource optimisation, the mine is well positioned to operate more reliably and competitively for years to come.

The prospect of extending the life of the operation, while delivering lasting value to Namibia through jobs, local capability, and the responsible stewardship of our resources, is what inspires confidence and excitement about the road ahead.

Environment employees inspect the health of plants at the mine site.



Germano E. Musili, Manager: Human Capital

An Overview of Rössing Uranium's Human Capital

Written by Germano E. Musili

For fifty years, Rössing Uranium has not only mined uranium, it has also built a remarkable culture defined by care, safety, community, fairness, and growth. In the 1970s and 1980s the company operated in a tough desert environment, focused on build-

ing a world-class mine. At the same time, it developed a strong sense of community and belonging that employees still speak about today. Employees were supported in meaningful ways, which included shopping trips to Windhoek and Christmas gifts for their children. Rössing also invested in housing in Arandis, Mondesa, Tamariskia, and Vinteta, creating stable communities for employees and their families. These efforts were grounded in a simple belief that people mattered, and they became the basis of Rössing characteristic culture.

This commitment to people extended beyond the workplace. The Rossmund Country Club provided a space for employees to connect, build relationships, and strengthen teamwork, reinforcing a shared sense of belonging. In addition, Rössing invested in employee wellbeing through the establishment of healthcare facilities such as the Medi-Clinic/Cottage Private Hospital, ensuring access to quality medical care for employees and their families. Together, these initiatives reflected an early understanding that strong organisations are built not only through systems, but through people, relationships, and holistic wellbeing.

From the beginning, Rössing also placed

strong emphasis on safety, health, and environmental responsibility. Over time, this became one of its defining strengths, embedded in daily operations through standards, training, and shared accountability.

Following Namibia's independence in 1990, the culture evolved toward fairness and inclusion. Trade unions strengthened the employees' voice, which was formalised through the 1988 recognition and procedural agreement with the Mineworkers Union of Namibia, while the Affirmative Action (Employment) Act, 1998 ensured equitable access to opportunities. This marked a shift toward a culture of representation, accountability, and participation.

After the 2011 Fukushima nuclear disaster, the global uranium market declined sharply. Despite this, Rössing employees demonstrated resilience, thanks to a strong high-performance culture, teamwork, and cost-conscious decision-making, thereby sustaining operations through a challenging period and into CNUC ownership.

with employees focused on performance, cost discipline, and operational stability. Rössing has also been recognised for three consecutive years for its safety performance in the Namibian mining sector, reflecting the strength of its safety culture.

Today, the culture is captured in the phrase “our blood is blue,” reflecting pride, loyalty, and belonging. This is also evident at events such as the Inter-Mines Sports, where Rössing has been recognised as the best spirited team, a reflection of the unity seen within the operation.

Rössing’s culture has evolved from care and community, to fairness and voice, and now to inclusion, safety, and high performance, a culture where employees are protected, heard, and empowered to succeed together.

Rössing’s approach to diversity and inclusion has evolved from community and representation to intentional inclusion and leadership diversity.

In the early years, the workforce was diverse, and strong community structures supported employee integration. However, opportunities were not always equal. Following independence, Rössing took deliberate steps toward fairness and equal opportunity.

Over time, Rössing moved beyond compliance to focus on true inclusion, creating a workplace where employees feel respected, heard, and able to contribute. This was strengthened through structured employee engagement platforms and inclusive workplace practices.

The impact is visible today:

- Appointment of the first female General Manager
- 7 out of 23 managers and ExCo members (30.45 per cent) are female
- 188 out of 855 employees (22 per cent) are women
- 99 per cent Namibian workforce

Leadership advocacy has also been key. The General Manager: Human Capital, Safety and Sustainability, Liezl Davies, actively promotes women in mining and speaks on national and SADC platforms on a regular basis.

Inclusion is also reflected in culture. The phrase “our blood is blue” highlights a strong sense of belonging, pride, and unity across the workforce.

In summary, Rössing has progressed from:

- Diversity through presence, to
- Inclusion through opportunity, representation, and belonging.

From the early years, the company focused on building technical capability through artisan training, operator development, and safety compliance, creating a skilled and reliable workforce.

This was expanded through structured development programmes, ensuring knowledge transfer across generations and strengthening operational continuity.

A key contributor has been the graduate and internship programmes, particularly in technical and artisan fields. These programmes have developed future leaders, with 5 out of 17 or 29.4 per cent of the current managers having started on graduate development programmes, now serving as:

- Manager: Processing
- Manager: Processing Asset Management
- Manager: HSE & PS
- Manager: Sustaining Projects and Contractor Management
- Manager: Supply Chain

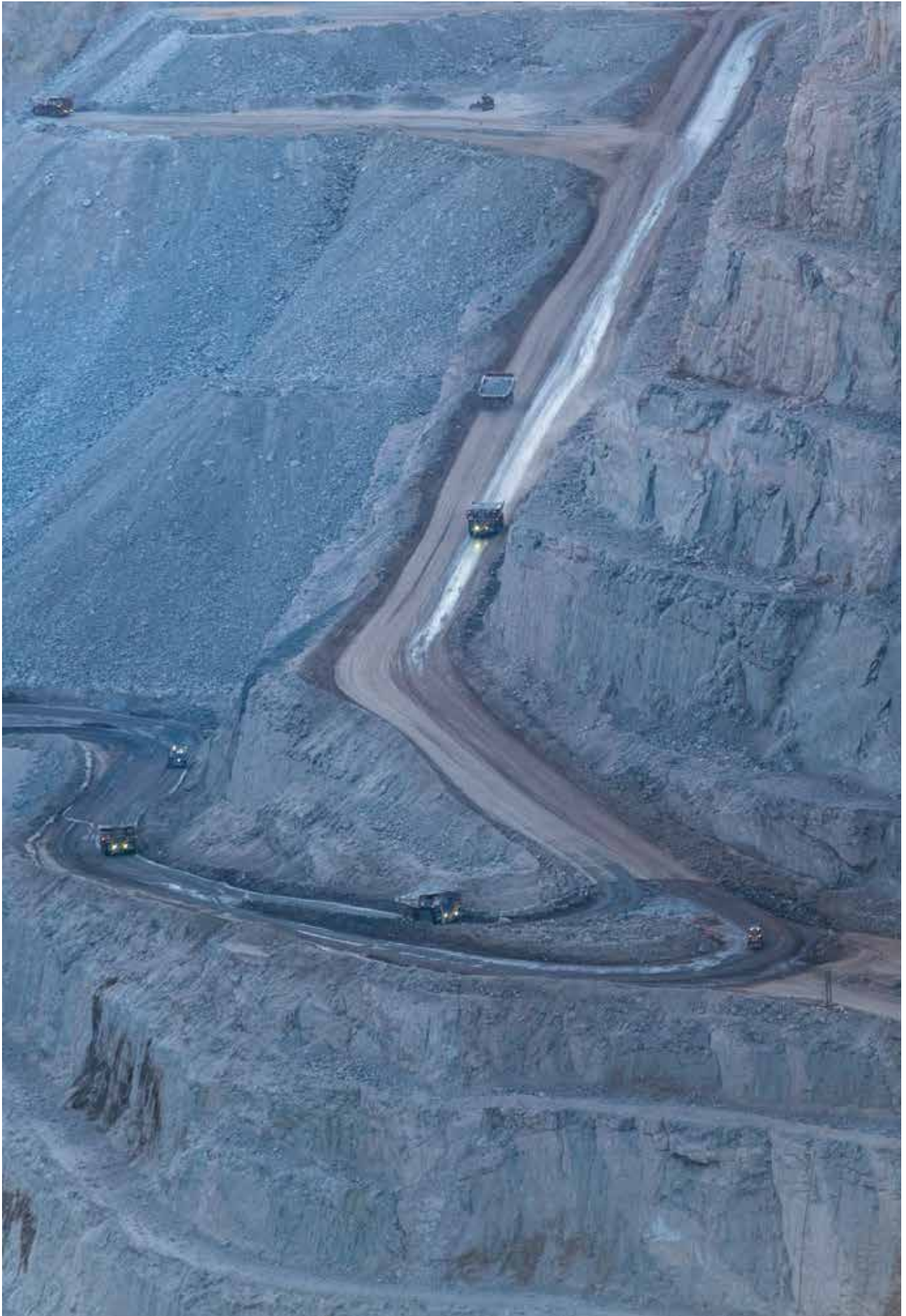
This demonstrates a strong internal leadership pipeline and long-term investment in people. Rössing Uranium has also invested in leadership development and coaching, equipping managers with the skills to lead teams, drive performance, and support employees effectively.

The value of this investment was evident in the last five years’ operational performance. Despite market pressures, a skilled and capable workforce enabled the company to sustain operations through a strong high-performance and cost-conscious culture.

Today, this investment continues to deliver:

- A skilled and experienced workforce
- Strong internal leadership pipelines
- High levels of loyalty and long service
- Organisational resilience and adaptability

In summary, Rössing Uranium has sustained itself over 50 years by developing its people, building internal capability, and growing leaders from within.



Rössing Uranium celebrated its Long Service Awards and Make-A-Difference Awards on the 11 November 2025.





Since the very beginning, Rössing Uranium acknowledged that the wellbeing of the mine was intrinsically intertwined with the wellbeing of the local community and the support of the Government: operating within a sustainable community provides distinct business benefits, such as skilled and locally-available employees, capable local suppliers of goods and services, access to sustainably-managed natural resources, and healthy and safe environments for its employees and their families.

CHAPTER 7

Community and Government Support



Arandis Town Council handed over a token of appreciation.



Learners at Walvis Bay lagoon during the annual Birdwatching Day.

An important part of that is good community relations, which is as necessary for the mine's business success as the effective management of its operations. With this in mind, Rössing implements long-term community development plans that focus on improvements in the quality of life of its employees and communities. Rössing remains committed to long-term stakeholder relationships that are mutually beneficial and executed in a respectful manner.

Throughout the mine's 50 years of operation, thousands of community projects, programmes and donations were implemented directly by Rössing, in addition to the Rössing

Foundation's activities. Many of these programmes and projects have been ongoing for many years, such as the Rössing Marathon, the Birdwatching Day, and the World Environmental Day.

In 2025, Rössing contributed N\$46 million towards sustainable community development projects, including N\$36 million allocated to the Rössing Foundation for project implementation and operational support

Of this amount, the Rössing Foundation invested N\$14.8 million in several initiatives aligned with national development priorities and the UN Sustainable Development Goals (SDGs 2, 4, 6, 8, 13, and 17).

A GLIMPSE OF PROGRAMMES AND ACTIVITIES

Birdwatching Day

Annually, approximately 100 learners from schools within the Erongo Region enjoyed a learning experience which invites scholars to explore the birds on the Namibian shores. The field day usually takes place at the Walvis Bay lagoon, where bird expert Peter Bridgeford would take the learners through the various birds found on Namibia's shore.

Spearheaded by the Environment Department, the Birdwatching day is aimed at promoting awareness about birds in the environment and the role birds play in the ecosystem, ultimately calling for their protection. This is one of many other environmental initiatives that Rössing supports as a member of the Namibia Environmental and Wildlife Society.

The mine has in the past called on the learners to appreciate the activity, saying it is much more than just a birdwatching activity. This activity is not just about looking at birds

through binoculars; it's about developing a deeper connection with nature. It's about understanding the importance of conservation and realising that every action people take impacts the creatures that share this planet with humans.

The Birdwatching Day was launched in 2001 and has been running ever since. The event is a partnership between Rössing and BirdLife International. While usually a field day at the Walvis Bay Lagoon, in 2020 and 2021 it was held virtually due to COVID-19 restrictions.

World Environmental Day

Over the years, Rössing has taken part in this annual celebration as an opportunity to promote environmental awareness and showcase environmental work to its communities.

At Rössing, ecosystems and associated biodiversity are managed through its Biodiversity Action Plan (BAP) that follows the mitigation hierarchy, which aims to prevent, minimise, restore and rehabilitate Rössing's footprint. This hierarchy enables Rössing to reduce, minimise and restore its impact on the ecosystem.

World Environment Day was commemorated on 5 June 2025 under the theme "#BeatPlasticPollution." In alignment with this theme, wheat straw mugs and spoons were distributed to employees. Wheat straw, a byproduct of wheat grain harvesting, has traditionally been treated as agricultural waste. However, it is now being repurposed into durable and reusable products that serve as sustainable alternatives to single-use plastics. These items promote the principles of the 3Rs – Reduce, Reuse, and Recycle – and represent a meaningful step towards reducing plastic usage both on site and at home.

To further mark World Environment Day, a successful clean-up campaign was conducted with 70 volunteers. The initiative resulted in the removal of approximately 0.6 tonnes of litter along a 10 km stretch of the mine's access road, reinforcing Rössing's commitment to environmental stewardship and community responsibility.

Rössing Marathon

The Rössing National Marathon is a premier, annual Namibian road running event hosted by Rössing in Swakopmund, promoting health, fitness, and community, with between 3,000 to 4,500 participants annually. The



The winners of the 2026 Marathon, with members of Rössing's management.



Rössing donated a bus to the Ministry of Health and Social Services.

event features a 42.2 km marathon, a 21.1 km half-marathon, a 10 km run, and a 5 km charity walk for the Cancer Association of Namibia. Organised by the Swakop Striders Athletics Club, it is one of the largest and most popular sporting events in the Erongo Region.

It takes place annually in Swakopmund, often featuring a route that starts near the coast and goes along the main road toward Henties Bay and back. It acts as a major corporate social investment (CSI) for Rössing, supporting sports development and community wellbeing.

The 35th marathon took place in early March 2026 with a record 4,500 athletes participating, continuing its legacy as a major sporting event in the country.

Buses donated to NIMT

In 2024 Rössing continued to cement its corporate citizenship status with a donation of two buses to the Namibia Institute of Mining and Technology (NIMT) in Arandis.

The donation, which forms part of the company's determined efforts to keep up to the mine's national corporate social investment footprint, is a huge score for NIMT, who have for long struggled to transport trainees to and from the vocational centre.

The donation of the two 52-seater Higer buses, valued at N\$2.4 million, will allow NIMT to replace some of its ageing fleet. In addition, each bus is equivalent to replacing three smaller buses, thereby reducing the amount of traffic on the B2 highway between Arandis and Swakopmund, improving the safety of road users.

At the donation handover, Rössing Uranium Managing Director Johan Coetzee highlighted the strong relationship between the two organisations,

dating back to 1990 when Rössing constructed phase 1 of the vocational facility aimed to train and develop technically skilled Namibians to contribute to the growth of the country.

Employee's children receive study assistance

Over the years, Rössing has supported its permanent employees' children with funding for their studies at tertiary institutions. This educational assistance is a benefit that all permanent employees and pensioners (including disability beneficiaries) can apply for should their children wish to study full-time at an accredited tertiary institution, or at NIMT.

Rössing's employees are its most important assets and investing in their children's studies is once again an example of the mine's commitment to its motto, "Working for Namibia", in action. Not only is the mine supporting its employees, it is also growing the future leaders of Namibia.

New police station in Swakopmund's DRC informal settlement

Rössing tightened the grip on community safety by committing to the construction of a new police station in the DRC informal settlement of Swakopmund. The project, which was solely funded by Rössing at the tune of just over N\$20 million, was launched in July 2024.

As per approved plan, the police station consisted of four holding cells, each with an exercise courtyard, an interrogation room, doctor's consultation room, visitors room, armoury room, records and archives room, evidence room, four offices including for the Station Commander office and Boardroom, ablution facilities, a secure passage for inmate drop-offs, a dining area, pantry, laundry room, staff kitchen, and server/radio room.

At the launch event, Rössing Uranium Managing Director Johan Coetzee highlighted why the mine took a bold stance in investing in the populous settlement. "We believe in the importance of public safety and the invaluable service provided by the Namibian Police Force. Our decision to support this project is rooted in our commitment to giving back to the communities that continue to make Rössing what it is today. This is not just as a financial contribution, but an investment in the safety and well-being of every individual who calls the DRC and Swakopmund home," said Coetzee.



Rössing tightened the grip on community safety with a commitment to construct a new police station in the informal settlement of DRC in Swakopmund. The project, which is solely funded by Rössing at the tune of just over N\$20 million was launched in July 2024.



(Above and below) the DRC Police Station in Swakopmunds informal settlement of DRC.



He further continued: "We are very familiar with this society, because it is the very same community where Rössing buses picks up its employees to get to work every day. Our employees live here; it is our employees who narrate to us horrific experiences of criminals attempting to rob them while waiting for the bus, and sometimes these criminals succeed in their acts," said the Managing Director, stressing that Rössing shares with the Namibian Police a vision of cementing safety in the communities.

The police station was completed in January 2025. With between 40,000 and 50,000 people current living in the DRC, the police station now serves as a lifeline for the safety of the inhabitants, once more demonstrating Rössing Uranium's commitment to community development and social stability.

Save the Rhino Trust supported with over N\$200,000

Rössing confirmed its commitment to supporting environmental initiatives with a donation to the Save the Rhino Trust (SRT) of N\$276,600 in 2025.

Speaking at the official handover ceremony, Rössing's corporate communication manager, Daylight Ekanjo, said: "As a mining company, we support environmental conservation and always want to be part of the journey of maintaining healthy ecosystems and environmental sustainability. When you look at the bigger picture of saving our rhinos, we fit well in this drive, because we want to protect our environment and animals. We want our kids also to live to see our rhinos," she said.

She elaborated: "We hope this contribution will go a long way in filling the funding gap [the fund] is experiencing, and as a company we want to see your activities continue beyond the 40 years that you have been involved in community-led rhino monitoring and protection."



Learners attended a week-long Environment and Sustainable Development programme at NaDEET NamibRand centre.

Trip to NaDEET an eye-opener for Willem Borchard Primary School learners

In 2023, Rössing supported the Willem Borchard Primary School, located in Okombahe, Erongo Region, to attend a week-long Environment and Sustainable Development programme at the Namib Desert Environmental Education Trust (NaDEET) NamibRand centre in the south of Namibia. This programme is part of Rössing's three-year Bigger-Than-Me Project: keeping the girl child in school, which includes various community support initiatives.

Forty-eight learners from grades 6 and 7 and four teachers were selected for the programme. The trip, valued at over N\$80,000, focused on sustainable living and awareness of solar energy as part of the mine's educational support initiatives. Learners engaged in hands-on activities, such as using solar stoves and ovens for preparing meals. NaDEET promotes sustainable living through these hands-on, experiential learning opportunities.

Infrastructure support to JP Brandt Primary School

Rössing supported the JP Brandt Primary School in Utuseb with various activities in 2023, mainly the

renovation of the Grade 5-7s girls' and boys' dormitories. NIMT was contracted to do the construction work on the project, and Rent-A-Drum supported with transporting pallets for use in the construction.

The dormitories were painted, floor skirtings and ceilings were installed, as were doors in eight rooms. Painting was

done and a ceiling was also installed in the dining hall and kitchen, as was an extractor fan in the kitchen, and a geyser was moved from under the roof to the side of the building for ease of access.

This infrastructure support, valued at N\$350 000, is part of Rössing's "Bigger-Than-Me" project.



The dormitories of the JP Brandt Primary School in Utuseb was renovated.

The trip to NaDEET, valued at over N\$80,000, focused on sustainable living, including solar cooking and energy, as part of the mine's educational support initiatives. Learners engaged in hands-on activities, such as using solar stoves and ovens for preparing meals.

In addition, as part of the World Environment Day, the existing vegetable garden at the school was supported in that seedlings were procured, a water tank was connected to a new irrigation system, and raised beddings were installed. The promise for the garden is that it is to serve as a resource for the learners and to support the hostel kitchen with fresh vegetables. The project was valued at N\$100,000.

Bringing sunshine with donation

In 2025, Rössing handed over a donation of N\$100,000 to the Walvis Bay Child and Family Centre in Walvis Bay.

The donation contributed towards the establishment of a play therapy room, including soft flooring and specialised equipment designed to enhance the motor skills development of children who receive assistance at the centre.

Speaking at the handover, Rössing's General Manager for Human Capital, Safety and Sustainability, Liezl Davies, emphasised that childcare is a collective responsibility, particularly when supporting children who are differently abled. "As Rössing, being part of an initiative that works tirelessly to ensure children have access to their basic needs, is truly heart-warming. We could not turn away from the request for support for the vital work you do to provide vocational, therapeutic and psychosocial services to these children."

Davies further commended the centre for aligning its work with the United Nations Sustainability

Goals (SDGs), noting that this approach ensures a clear and sustained focus. The centre supports more than 100 children and young people, as well as adults with various disabilities, offering special education, therapy, vocational training and psychosocial support.

Portable desks to Ombyarundu Primary School a first in Namibia

Rössing and its employees donated portable desks, clothes, stationery, and food valued at over N\$200,000 to Ombyarundu Primary School, part of the Ruacana circuit in the Omusati Region.

Speaking at the handover ceremony, Rössing Uranium Manager Corporate Communication, Daylight Ekandjo, said: "We consulted the school to understand their needs, which was benches for the learners to sit on during their lunch breaks, and food items. We discussed it internally to find benches which would be more sustainable, and through MiDesk Global Rössing was able to purchase 130 unique wheeled back-backs that transform into a sturdy desk and chair, complete with solar-powered light with USB charging capabilities.

The donation, valued at N\$221,000, formed part of the internal campaign for employees to donate non-perishable food,

clothes, and stationery and yielded good results.

"These portable desks will undoubtedly enhance the learning experience for the young minds. They will no longer have to sit on the cold, hard ground, but can now have a proper and comfortable place to sit during their lunch breaks. This is also a reminder that we care for the holistic wellbeing of our children. No child should have to go to school hungry or without adequate clothing," she concluded.

Road Safety Upgrade on B2 funded

Rössing Uranium reaffirmed its commitment to road safety in the Erongo Region through a N\$251,000 donation of reflective road studs aimed at improving visibility along the B2 road between Swakopmund and Arandis.

The handover was made to the Roads Authority with the initiative intended to enhance safety for motorists travelling along one of the region's busiest routes. The B2 road serves as the main transport artery between Windhoek and the port town of Walvis Bay, and is therefore critical in an economic context.



Portable desks were donated to the Ombyarundu Primary School.

Training at NIMT boosted

Rössing Uranium made an investment towards technical training with the donation of a laser alignment tool to the Namibia Institute of Mining and Technology (NIMT). The precision instrument will be used by Fitter and Turner apprentices, and is valued at about N\$130,000.

Generation-Z Youth Exchange Programme was fully sponsored by CNNC, with a direct investment of over N\$1.2 million.

In April 2025, Her Excellency Netumbo Nandi-Ndaitwah visited the Rössing Uranium mine, and stated that Namibia must not only extract its natural resources, but also add value through beneficiation. Inspired by her remarks, Rössing's majority shareholder, China National Uranium Corporation (CNUC) and their parent company, China National Nuclear Corporation (CNNC), took a bold step in response to this national call and launched the Generation-Z International Exchange Programme.

A 7-day educational exchange programme provided an opportunity to 12 outstanding Namibian learners from various regions to travel to China between 20-28 September 2025.

N\$250,000 to NIMT to support the Youth Incubation Centre

Rössing Uranium donated an amount of N\$250,000 to the Namibia Institute of Mining and Technology (NIMT) for the establishment of a Youth Incubation Centre in Arandis. This will become a space for artisans who have obtained qualifications at NIMT but currently find themselves struggling to find employment, let alone secure equipment to become self-employed.

By investing in the Youth Incubation Centre, Rössing provides a platform for unemployed, qualified artisans and apprentices to gain practical experience and enhance their employability.

The Youth Incubation Centre serves as a hub for skill development, offering training programs that bridge the gap between theoretical knowledge and practical application. This initiative not only equips youth with the necessary skills but also fosters innovation and entrepreneurship, contributing to the broader goal of sustainable economic development.

The partnership between Rössing Uranium and NIMT exemplifies a model of corporate social responsibility that goes beyond philanthropy. By investing in vocational training and supporting decent work initiatives, Rössing contributes to the creation of a skilled workforce capable of driving Namibia's economic growth. The Youth Incubation Centre stands as a testament to the power of collaboration in achieving sustainable development goals.

Employee volunteers at Ann's Angels soup kitchen and donations to Stepping Stone Special Education Centre

Employees of Rössing Uranium spent a day at Ann's Angels Soup Kitchen in Swakopmund where they donated items and food to the value of N\$10,000. The employees also handed over stationery valued at N\$10,000 to learners at Stepping Stone Special Education Centre in Swakopmund. The school and the soup kitchen were some of the beneficiaries identified by employees from the sporting team that was



A borehole and water pump installation at the Ūiba Ūas Co-operative was donated by Rössing Uranium in 2022.



The upgraded children's traffic school was handed over to the Municipality of Walvis Bay's Traffic Division.

crowned overall winners during the mine's Inter-Departmental Games, an internal social sporting tournament held in September 2025.

Towards road safety

Rössing Uranium made a contribution of N\$50,000 towards the Festive Season Road Safety Campaign. The funds were used to procure reflective jackets for the law enforcement officers who were hard at work to ensure road users adhere to road rules during the festive season and beyond.

Patients' bus to the Ministry of Health and Social Services donated

Rössing Uranium came to the aid of the Health Ministry and Social Services with the donation of a 54-seater bus for the Erongo Region. The donation is aimed to relieve a transportation headache in the region, with patients often struggling to get specialised medical attention outside the region because of a lack of transportation.

Towards Arandis upliftment

Rössing Uranium committed an amount of N\$1.3 million for the renovations of the Arandis Town Hall and the town's soccer stadium. The now-dilapidated town hall was inaugurated by Rössing Uranium in 1979, and it has served the growing community ever since. The sport community will also benefit from the donation, with renovations aimed at

addressing safety areas for crowds while allowing for the safe use of the stadium.

Arandis Roofing Project

In 2018, Rössing Uranium and the Arandis Town Council took the lead in Namibia with an extensive roofing upgrade programme, aptly named the Arandis Roofing Project, which had the tagline 'Always, on the move.'

The Arandis Mayor, Risto Kapenda, said the aim of the project was to replace the old asbestos roofs on houses and buildings in the town with zinc-aluminium roofing sheets, which don't pose any health hazards and are more environmentally friendly.

The project conformed with the World Health Organization (WHO), International Labour Organization (ILO) and United Nations Environment Programme's call on countries throughout the world to eliminate asbestos-related diseases. The WHO advises that the best way to eliminate such diseases is to stop us inhaling all types of asbestos, and although numerous countries have adopted national asbestos bans, many others continue to use asbestos to various degrees. The use has declined 55 per cent from its historical peak of 4.7 million metric tonnes per year in 1980, but still more than two million metric tonnes per year are being used worldwide. The WHO estimates that 107,000 global annual deaths are caused by mesothelioma, asbestos-related lung cancer and asbestosis.

Kapenda said that the Arandis Town Council was the first town in Namibia to undertake a roof upgrade programme such as this, and he reiterated that it was done in the spirit of service excellence and smart partnership.

"The Arandis Town Council engaged local residents through public meetings and awareness creation about the possible health risks should the material be tampered with, and to make the execution of the project as smooth as possible. It is the vision of the Arandis Town Council to be an independent and viable town that is known as a centre of excellence – a model town that is a platform for vital economic activity and that places its residents first, with the desired result being that it remains a town of choice to live in."

The cost of the project – N\$28 million – was carried by Rössing Uranium.

The Arandis Roofing Project was undertaken without any cost to the property owners or the tenants. A registered and certified contractor in Namibia, National Environmental Health Consultants (NEHC), was appointed to oversee the Project.

Children's Traffic School in Walvis Bay upgraded

As part of Rössing Uranium's Bigger-Than-Me Programme, the mine officially handed over an upgraded children's traffic school to the Municipality of Walvis Bay's Traffic Division.



A view of the mine's open pit.

Rössing Uranium, in collaboration with the Namibia Institute of Mining Technology (NIMT), Municipality of Walvis Bay, and construction company Kneumeyer renovated the traffic school, with funding of N\$430,000 provided by Rössing Uranium. Wire cars to be used by learners during lessons were also donated as part of the project.

Speaking at the official handover, Rössing Uranium's Corporate Communication Manager Daylight Ekandjo said, that Rössing implements projects under its Bigger-Than-Me Programme annually for the benefit of the communities in which the mine operates.

"With our 2024 Bigger-Than-Me project we have invested in raising road awareness among our children; we have supported

NIMT in getting the needed practical experience for their apprentices, in the process providing a platform on which these apprentices become multiskilled. While with the municipality we supported in maintaining infrastructure, as we all jointly will benefit from the outcome of these areas of support," she said.

Ekandjo noted that the traffic school will be a catalyst in raising road safety awareness among children from a very young age and will also address courteous driving and how important the right mindset on the road is for all road users.

Rössing remains committed to supporting Government development initiatives and the New Equitable Economic Empowerment Framework (NEEEF) through preferential procurement.

Rössing continues to support local suppliers, including spend on developing small and medium-sized enterprises (SMEs). Of the total Namibian procurement spend, 50 per cent was concentrated in the Khomas Region and 41 per cent in the Erongo Region.

Rössing's Value Addition

In addition to the community programmes and donations that Rössing initiated, it also plays a major role in creating wealth for the country. As a major employer and purchaser of goods and services, Rössing made a significant annual contribution to economic development in the Erongo Region and to Namibia at large.

Despite a challenging global operating environment and continued financial pressures in 2025, Rössing maintained its significant contribution to the Namibian economy. During the year, spend on goods and services totalled N\$5.12 billion (2024: N\$5.23 billion), reflecting sustained economic activity across our supply chain and operational footprint, particularly in the Erongo Region and nationally.

Consistent with previous years, the majority of procurement expenditure was directed towards Namibian-registered suppliers.

In 2025, local procurement amounted to N\$4.02 billion (2024: N\$4.37 billion), representing 79 per cent of total procurement spend.

The remaining expenditure was allocated to South African suppliers (N\$419 million, or 8 per cent) and other international suppliers (N\$681 million, or 13 per cent).

The marginal year-on-year decrease in spend with Namibian-registered suppliers was largely attributable to increased imports of sulphuric acid, a critical input for our operations.

Rössing continues to support local suppliers, including spend on developing small and medium-sized enterprises (SMEs).

Of the total Namibian procurement spend, 50 per cent was concentrated in the Khomas Region and 41 per cent in the Erongo Region.

The remaining 9 per cent was distributed across other regions, with a significant portion directed to the northern regions in line with the mine's sulphuric acid supply agreement with Sinomine Tsumeb Smelter (Pty) Ltd.

Rössing remains committed to supporting Government development initiatives and the New Equitable Economic Empowerment Framework (NEEEF) through preferential procurement.

Rössing's procurement approach continues to align with Namibia's national development agenda, particularly the objectives of the NEEEF.

The mine actively support locally based and empowered businesses by giving them preference within its supply chain.

In parallel, Rössing is improving the way its track and disclose data related to supplier ownership and workforce composition.

These metrics are compiled and submitted on a quarterly basis to the Namibia Competition Commission (NaCC), reinforcing its commitment to accountability and compliance with regulatory requirements.

Rössing's commitment to economic inclusion is reflected in the ownership and employment profile of its supplier base.

In 2025, 45 per cent of total Namibian procurement expenditure (2024: 38 per cent) was directed to the majority Namibian-owned suppliers, while 97 per cent (2024: 97 per cent) of total Namibian spend was with suppliers employing at least 75% Namibian nationals.

Support for smaller and emerging enterprises is also evident.

Procurement transactions below N\$250,000 totalled N\$680 million (2024: N\$661 million), with 65 per cent directed to the majority Namibian-owned suppliers. In addition, N\$234 million (2024: N\$227 million) was allocated to enterprises owned by previously disadvantaged Namibians and to local small and medium-sized enterprises (SMEs)

The value Rössing create is distributed across several key areas. The mine invest directly in its workforce through remuneration and employee benefits, contribute to national revenue through taxes and royalties, and provide returns to capital providers in the form of dividends and interest. In addition, a portion of earnings is retained and reinvested into the business to maintain operations, enable growth, and ensure long-term sustainability.

Together, these contributions highlight the broader economic impact of Rössing's activities, reflected in employment opportunities, payments to suppliers, fiscal contributions, and continued reinvestment to support future production.

Relationship with Government

In addition to Rössing's community involvement, the support of the Namibian Government is vital to the mine's ultimate success. Building on the behind-the-scenes work done pre-independence, the new Government was welcomed by Rössing and the mine was well-prepared for the changes to come post-independence.

Throughout the years since independence, Rössing received visits from all four presidents: Founding Father Sam Nujoma in 1991, Former President Hifikepunye Pohamba, accompanied by the First

Lady, in July 2009, the late President Hage Geingob in August 2016 to mark the mine's 40th anniversary, and the first female President, H.E Netumbo Nandi-Ndaitwah in April 2025.

The healthy relationship between Rössing and the Government cannot be better illustrated than in the words of the Founding Father Sam Nujoma during a visit to the mine in 1991 on the occasion of a farewell reception in honour of Mike Bates who left as Managing Director of Rössing, as documented by Peter Daniel in his book, *"Against all odds: A history of Namibia's Rössing"*: "....Dr Bates was one of the first business persons I met on my return to Namibia in 1989, and as I learnt more about him and about Rössing Uranium, I was able to form an impression of the kind of business leader he is and the kind of companies that Namibia needs.

"...Naturally, I had been briefed about Rössing before I returned to Namibia, but it was necessary to visit the mine and meet the people before I could make a proper assessment for myself. It became clear that Rössing had been planning for a considerable number of years for its role after the independence of Namibia and that in doing so it had a good understanding of the needs and aspirations of the Namibian people. Not only had it been providing proper training, good salaries and comfortable housing, but it had also signed a recognition agreement with the Mineworkers'



The late President Hage Geingob visited the mine in August 2016 to mark its 40th anniversary.

Building on the behind-the-scenes work done pre-independence, the new Government was welcomed by Rössing Uranium and the mine was well-prepared for the change to come post-independence.



Rössing News

The weekly newspaper of Rössing Uranium Ltd 27 July 1990

Rössing welcomes two state presidents



The first foreign head of state to visit the nation since independence arrived in Namibia this week. President of Botswana, Dr Quett Masire, landed in Windhoek on Monday for an official four-day visit at the invitation of the Namibian Government. On Wednesday President Masire visited Rössing with Namibian President, Dr Sam Nujoma. Above Assistant General Manager, Mr Sean James, describes operations in the Open Pit to Presidents Masire and Nujoma.

Union of Namibia and had committed itself to the development of Namibians into more and more senior positions within the company. Furthermore, the company had realised long ago that, as a corporate citizen of Namibia, it should do more than just provide employment, make a profit and pay taxes, which is why in 1978 it established the Rössing Foundation.

“...I have spoken in the past about the need for a partnership between government and business, and I think that Rössing exemplifies this.”

Less than a month after Namibia swore in her first female president, H.E. Netumbo Nandi-Ndaitwah paid a courtesy visit to Rössing on 12 April 2025. The visit was inspired by the need to familiarise her office with the mining sector, the President shared her vision with Rössing, while taking stock of the good work the mine continues to do.

In her address to Rössing management, H.E. Nandi-Ndaitwah urged mining companies to translate resource wealth into tangible benefits for the country's workforce, its youth, and local communities.

“In order to add to my leadership vision and to deliver on my mandate, I need all the sectors, including mining, to meet our promises of ‘Unity in Diversity: Natural Resources Beneficiation and Youth Empowerment for Sustainable Development’,” said the President.

Before taking a tour around the mine, the head of state congratulated Rössing for its profound community work around the coastal towns and the country at large.

“This mine has been maintaining Corporate Social Responsibility by taking care of the surrounding communities and practicing sustainable safety operations. Therefore, my visit today provides me with an opportunity to encourage you to continue contributing to the socio-economic development of our country,” said H.E. Nandi-Ndaitwah.



H.E. President Netumbo Nandi-Ndaitwah during her visit to the mine.

The president's visit to Rössing further cements good stakeholder relations between the mine and the highest office of the country.



H.E. President Netumbo Nandi-Ndaitwah and senior Government officials during her visit to the mine, with the mine's management and the Chairperson of the Board of Directors.



Managing Director, Johan Coetzee, handed over a gift to H.E. President Netumbo Nandi-Ndaitwah.



CHAPTER 8

Impacting People's Lives

Over its rich history spanning 50 years, it is understandable that Rössing Uranium has impacted thousands and thousands of people's lives, be it as employees and their families, or prominent leaders in politics, the law, water engineering, and many more.

This chapter provides a short glimpse into several people's experience — existing and previous employees, as well as external stakeholders — and the impact that their association with Rössing has had on their lives.



Johan Coetzee, Managing Director

Current Employees

Johan Coetzee

Appointed as Managing Director for Rössing Uranium in 2019, Johan Coetzee has now led the mining powerhouse through its most exciting time as the new majority shareholder came on board, thereby leading the mine into a new era. However, his journey with Rössing actually started in 1990, which is when he first joined the mine. He shares his rich memories with us:

"I joined Rössing in 2019 as Managing Director. However, it was not my first stint at the mine. I first joined Rössing in July 1990 as a much younger man. I was at Rössing in various roles until end of June 2002 when I left Rössing and worked at a few other mines, gaining experience. I came back in October 2019, shortly after CNUC took over the majority shareholding from Rio Tinto. It was then that I started a very exciting journey into the future with the mine.

Today we have a well-established, well-experienced team of leaders at different levels of leadership who complement each other's strengths and weaknesses. It is a team that really believes in the values of this company, the values of safety, responsibility, coordination, and innovation, and drives those values very hard.

Rössing is now 50 years old and part of Namibia's legacy. For me, legacy forms the basis on which you build a future. Rössing's legacy is a system of very good corporate governance. As you know, there were a number of incidents in the global nuclear industry: we had the Long Mile Island incident in 1979, the Chernobyl disaster in 1986, and then Fukushima in 2011. The fact that we are still around after fifty years, just proves the resilience of this company. It is really the ability to adapt or die. Rössing has been able to adapt at all times.

It is not so much about production or effective cost control, but about how people perceive the company and the people working for it. It is how the Government, who is a very important stakeholder, our shareholders, our employees, the communities we operate in, how they perceive this company. I feel very proud of the fact that Rössing is being used as an example to other entities to say, look at what Rössing is doing, and follow their example. That is for me success, not only how much money you have in the bank.

Rössing can boast about many things. We can boast about the fact that we are still around after fifty years, and that we are very competitive in the international markets. We can boast about the many good things that we have done for the country and for the communities we operate in. For

example, through the Rössing Foundation we established the Ondangwa Centre, and the Okashana Research Centre was also established by Rössing Foundation.

The two types of mahangu seeds that the people currently use in their fields were developed at the Okashana Research Centre. Then there's the seamen's training centre that was established in Lüderitz but which has now moved to Walvis Bay, where all our first skippers of vessels was trained. We can boast with the fact that we have many high profile and important people and leaders in this country that have come through Rössing's hands. We can boast about the high calibre of Rössing employees who are Namibian — all of it is a testament to what this company means for the country.

Bearing in mind that long before computers were part of our daily lives, before mobile phones were an everyday thing, or the advent of AI, innovation – especially in terms of technological innovation – was already part of Rössing's culture. It is what is taking Rössing forward into the future.

We have to make sure we make use of the opportunities open to us: we have a majority shareholder that has various research institutions, and therefore we have to leverage what we can get from the majority shareholder to take Rössing into the future,

"Currently, the life-of-mine of 2036 is very achievable. It is not very far away. We are currently working on plans to extend the life to 2056, which will take us to seventy-five years, and I am sure we will reach hundred years."

to become more efficient, more effective, and more competitive. And I am proud to say that we have the full support of the Board of Directors, as well as the majority shareholder, to do the things that are needed to make us the mine that we will be in the future.

Personally, I have been associated with Rössing for nineteen years, coming here as a young man and today leading the company. Rössing played a huge role in my personal and my professional development. I have served in many areas on the mine, in a number of different positions. For me Rössing is really the company that formed me and made me the person I am today. It is the company that allowed me to move into other roles in other organisations, building on that foundation. My blood is blue, so I really love this company.

To all employees, past and present, I want to say, well done. Your dedication, loyalty, and perseverance is the reason that Rössing is still around after fifty years. Our next target is to become the world's first centennial uranium mine and we are looking towards a bright future.

Currently, the life-of-mine of 2036 is very achievable; it is not very far away. We are currently working on plans to extend the life to 2056, which will take us to seventy-five years. So, we have twenty-five years to look forward to, and I am sure we will reach the hundred years. I will most probably not be around, but I really hope that our children and our children's children will continue to work for Rössing, and benefit from what this company offers to us as employees and communities."



Johan Coetzee, Managing Director



Johan Coetzee, Managing Director

Liezl Davies

General Manager: Human Capital, Safety and Sustainability, Liezl Davies joined Rössing in 2012 and went on to make history as the first ever female to hold the position of General Manager: Operations in the 50-year history of Rössing. She is currently the only female on the Executive Committee at Rössing. She shares her extraordinary journey with us:

“When I joined Rössing Uranium Limited in July 2012, I could never have imagined the incredible journey that lay ahead. My career began in

Human Resources, focusing on Organisational Development, but destiny had other plans. In 2013, I was given my first opportunity to step into the production environment as Business Improvement Manager.

This role was a turning point – it allowed me to combine my knowledge of productivity with my understanding of human behaviour to drive sustainable improvement initiatives.

It stretched me beyond anything I thought possible and ignited a passion for operational excellence.

From there, my career evolved through various operational management roles, each one shaping me for what was to come. In February 2018, I reached a personal and historic milestone: being appointed General Manager: Operations – the first woman to hold this position in Rössing’s 50-year history. It was both an immense privilege and a profound responsibility, one that underscored the importance of perseverance and purpose.

When I was promoted to General Manager: Operations, it was a profoundly reflective moment for me, because on the one hand it was evidence of my own performance and success and so I could celebrate all the effort that I put in, but I was definitely also feeling a responsibility on behalf of all females working in the mining industry; I felt that I needed to succeed in an operational role for all other women out there as well. First of all, to show them that yes, we can also work in the mining industry, but also to cut the stigma that the traditional technical roles are reserved for males.

There were so many dynamics with the male counterparts to say we are not in competition with each other, that we actually complement each other. I bring a different set of characteristics; I bring a different point of view. Together we make it even stronger than if you would just have your one point of view.

Then also, so to women I want to say you can absolutely do this, but if this is your choice, bear in mind the reality of it. You will be working in an industry where you will wear overalls and safety boots, no high heels, no miniskirts, no dangling earrings. You will probably work in an area that is far out of town. You would need a support structure to do that, because you are usually far removed from your family.

You will also be working with a lot of men, because it is still a male dominant environment. You must be fine with that. It will be challenging, but you must expect that. You must go into it with open eyes; do not expect to be treated differently. It is a challenging environment, and be ready to work in that and perform in that challenging environment.

There is this one saying that our previous Chairperson of the Rössing Board of Directors, the late Foibe Namene, said, “The rise of female does not mean the fall of male.



Liezl Davies, General Manager: Human Capital, Safety and Sustainability.



Liezl Davies, General Manager: Human Capital, Safety and Sustainability.

The world needs both of us.' I absolutely live by that.

To women aspiring to join the mining industry, my message is simple: you have every right to choose this path. It is an exciting and rewarding career, but it will challenge you. There will be difficult moments, and not everyone will support you. Expect it and be ready for it. Build your tribe of supporters, stay focused, and never let discouragement derail you. Sometimes you will be the one breaking new ground – embrace that role with courage. When you feel tired, don't quit. Rest, recharge, and continue.

Know your purpose and the legacy you want to leave behind; it will carry you through the toughest times.

This year we are celebrating Rössing's fiftieth year and we have big celebration plans. We are very proud. What makes us even prouder is that we have plans in place for the next fifty years. We are aiming to be the first centennial uranium mine in Namibia.

Looking back over the last fifty years and reflecting on where Rössing came from, where Rössing is now, and where Rössing is headed, one can't help but be amazed. For

example, in terms of safety, people and sustainability, it has grown significantly. It has really matured. At first in the early days, there were not a lot of safety policies or procedures or standards in place.

We learnt by doing, to a point where we now have a lot of safety policies and standards in place. It is all rule-based, compliance, auditing and consequence management, and today I truly feel that safety is part of the way we work. People believe in it. People continue to work safely, even if they are working on their own, because they believe that it truly keeps them safe. They look out for each other. They actively stop jobs where they are not even involved. When they see an unsafe act, they will stop it, because everyone wants to go home safely. We have created a culture of safety, and we are proud of that maturity.

I am looking forward to the next fifty years; I am really excited. For the past fifty years, we have been mining in the specific one pit area, the SJ Pit. Now that is coming to an end, and we are moving into a different area. We have always had these other exploration areas or resource areas that we identified a long time ago,

but we never operated there. It will allow us to do things better than in the past. I am challenging the teams, asking them, 'Does it need to be a permanent structure? Must it be so big? Can it be smaller? Given what we know now in terms of sustainability, the environment, optimisation and efficiency, can we develop a better mine that is more win-win?'

Because our shareholding changed from where the majority shareholders were a big mining house to now a nuclear power generating company, we are exactly where we need to be. Now we do not have to look for customers; you are always the favourite child. We do not have to worry about where our uranium goes or the market because they want everything as nuclear power is the future in Asia and in other parts of the world.

To me personally, Rössing is more than a workplace, it is a place where dreams I never imagined became a reality, where challenges turned into triumphs, and where I discovered the strength to lead and inspire. My journey at Rössing is a testament to resilience, determination, and the power of believing in what is possible."



Abigail Shidute, Advisor: Radiation Safety

Abigail Shidute

Abigail Shidute has been working at Rössing Uranium for the past five years, working in the radiation safety field. She tells of her experience during that time:

"These five years at Rössing have shaped me in ways I did not expect. I came in young, nervous, and still figuring out who I was professionally. Today, I can firmly stand as someone who knows her field and stands firm in her purpose. Working in radiation safety has taught me people skills and discipline. It has shown me how important it is to communicate clearly and always stay ten steps ahead. It has not always been easy, but it has always been meaningful. Rössing has grown me.

Reflecting on my journey, I think the most important highlight is stepping into the Radiation Advisor role and actually proving to myself that I can handle the responsibility and pressure. I would also consider being part of big moments such as representing Rössing at the IAEA Safeguards workshop in South Africa, as well as representing Rössing at the 2025 Mining Expo, as memorable highlights.

Other commendable work highlights would be the role I have played in the radiation contractor training, radon monitoring, and uranium in urine monitoring programmes. And honestly, just surviving and thriving as a woman in a very male-dominated space, that alone is a highlight.

The advice I would give to other women who want to join the mining industry, is do not doubt yourself before you even start. Mining can look intimidating from the outside, especially for women, but there is so much room to grow. If you show up willing to learn, willing to work, and willing to speak up, you will be surprised how far you can go. This industry rewards consistency, courage and hard work, and as women we bring our own strengths, our own touch, and

our own way of looking at things. Don't let the environment scare you, there is space for you. So take it.

Rössing is not just a job for me – it is an experience that pushed me, challenged me, and also stressed me out sometimes, but then also supported me, taught me and shaped me into the woman I am today. It is part of my story now, and I am genuinely proud of that."

"Rössing is not just a job for me – it is an experience that pushed me, challenged me, and also stressed me out sometimes, but then also supported me, taught me and shaped me into the woman I am today. It is part of my story now, and I am genuinely proud of that."

Adriana Aebes

Adriana Aebes joined Rössing as a bursary student in 2011, and has moved up the ranks from being an intern to the position she currently holds as Superintendent for Blasting and Fleet Dispatch Management. She shares her personal development journey with Rössing:

"I joined Rössing as a bursary student in 2011, completed my studies in 2016 and then joined as a graduate and I have been here ever since. By profession I am a Mining Engineer, but currently I am the Superintendent for Blasting and Fleet Dispatch Management. We deal with the blasting aspects and the fleet management side of things, so I combine both.

The Rössing bursary gave me the opportunity to pursue my BSc Honours in Mining Engineering and opened the door to a rewarding career. More than funding my studies, it gave me a purpose and a pathway to grow as a mining professional.

Being a Rössing employee has opened up so many opportunities, and moving up the ranks gave me quite a lot of confidence. I had much support going into the industry and Rössing really helped me a lot. As a wife and mother, working for Rössing enabled me to have a good balance between my work life and my social life. I managed to grow professionally. Enter-

ing the workforce as a graduate and being able to work myself up to the role of Superintendent just shows how the company nurtures you, and develops you.

During my years as a student, the financial support from Rössing made life much easier, because you do not have to worry about how you or your parents are going to pay for the studies; instead you just get to focus on your studies. But most of the time Rössing just does not just give you funding, they are also coaching you. There is somebody who checks up on you to find out if you are coping with the university life, because it was a challenge to move from high school to university. That support actually helped me a lot. If you are struggling, they are willing to assist you.

During the course of my career, I was also a Shift Controller, and a major highlight during that time was gaining the confidence to lead a full shift at a young age and building a strong team spirit, with the result being that the team trusted and supported my leadership.

Then, as a Dispatch Engineer, I worked with the Fleet Management System provider to automate scanner assignments as trucks are scanned for grade, a project that significantly reduced cycle time and improved grade control by ensuring materials reached the correct destinations.

Now, as Superintendent: Blasting and Fleet Dispatch Management, and although I have only

been in the role for just over a year, a key highlight has been identifying that optimal blasting results come from strong cross-departmental collaboration. Good blast results are built over days of coordinated effort, as shown through improved Quality Assurance/Quality Control (QA/QC) processes that have enhanced overall blasting performance.

For women who are considering joining the mining industry, I would just say the first thing you need to do is to believe that you belong here. Once you belong here and you put in the hard work, you gain confidence. You must also be curious and open to learning new stuff; then you will make it. Rössing has a very good mentorship programme. There are other women who have had similar journeys and are willing to help you. What I value about Rössing, is that they have this culture of valuing a person's competence over gender. You do not get passed over for a role or a job or an experience because of your gender. They look at what you bring to the table.

My message that I would like to share with others that are possibly considering joining Rössing or the male dominated mining industry, is that mining is a field with endless possibilities, and it involves the practical application of many disciplines, from science and engineering to economics and technology. It's an industry where anyone can thrive, regardless of their gender. With hard work, confidence, and curiosity, you can build a rewarding and impactful career.

To me Rössing means opportunity, growth, and empowerment. This is where my career started and every day I get to grow more. Every time I go through the entrance gate, I just think of all the opportunities and how Rössing is helping me to achieve all my dreams. At Rössing is where my career began and it continues to inspire me to do my best every day."



Adriana Aebes, Superintendent: Blasting and Fleet Dispatch Management

Andreas Kahungu

Andreas Kahungu is a former Rössing Uranium bursary beneficiary now employed as Superintendent: Plant Electrical Section. He shares how the bursary has shaped the course of his life:

“Receiving the Rössing Uranium bursary had a profound and life-changing impact on my life, both personally and professionally.

Firstly, it provided me with access to quality tertiary education that would otherwise have been financially challenging for me and my family. The bursary removed the burden of financial uncertainty and allowed me to focus fully on my academic performance and personal development. It gave me the foundation to pursue my degree in Electrical Engineering with confidence and determination.

Secondly, beyond financial support, the bursary created for me a pathway into a structured professional environment. Being integrated into Rössing Uranium after graduation exposed me to world-class mining operations, high safety standards, strong governance frameworks, and technical excellence. This environment significantly shaped my engineering discipline, leadership approach, and operational mindset.

Over the years, the opportunity enabled me to grow from a graduate to an engineer and eventually into a Superintendent role, developing not only technical competency but also leadership capability, accountability, and strategic thinking. It allowed me to contribute meaningfully to the business while mentoring others, particularly young engineers, which I see as a responsibility and privilege.

On a personal level, the bursary provided stability, dignity, and the ability to support my family and community. It changed the trajectory of my life and positioned me to create opportunities for others as well, which remains one of my core values. I remain deeply grateful for the investment that was made towards me and the platform it provided for my professional journey.

I have been working at Rössing for the past nine years. I started in May 2017 as a Graduate Electrical Engineer, then I was promoted to a fully-fledged Electrical Engineer in June of 2019, and I remained in that position until July of 2023 when I was promoted to the role of Superintendent responsible for Plant Electrical Section (which included Control and Instrumentation).

During my time at Rössing Uranium I have had the privilege of being involved in various business activities and

contributing to several key operational, technical, and leadership milestones. Some of the highlights include:

Upon the completion of my studies, I was enrolled into the then Rössing Graduate Programme. This programme was tailored to upskill, mentor and coach graduate engineers into professional engineers after the two-year programme. My most memorable moment was when we went to Perth in Australia for the Rio Tinto Graduate Summit in 2018. The engagements, networking, and exposure to other industries, mines and Australia as a country completely shifted my world view and created lasting impressions which still drive my growth today.

Growing from a graduate engineer into a Superintendent has been one of my most significant achievements. This progression into leadership reflects the trust placed in me and the experience gained in managing teams, assets, and operational risk in a complex mining environment.

Another highlight was the fact that I could play an active role in improving equipment reliability within the electrical maintenance environment by strengthening preventive maintenance strategies, root cause analysis processes, and structured breakdown tracking. These improvements contributed to reduced unplanned downtime and better equipment availability.

I was also involved in various safety and risk management audits (both internal and external), as well as safety incident investigations that helped me grow my capabilities in the HSE space. Maintaining and promoting a strong safety culture has been a priority. Through leadership engagement, contractor oversight, and compliance with statutory and internal safety standards, we strengthened safe work execution within the electrical department.

Mentoring graduate engineers, artisans, and students has been particularly rewarding. I have been involved in the mentorship of two graduate engineers that have now left Rössing and are doing wonderful things out there in the industry. I continue to mentor the engineers, artisans and Front Line managers in my section. Contributing to the development of young professionals and supporting skills transfer within the department is something I consider a long-term legacy.

"Every time I go through the gate, I just think of all the opportunities and how Rössing is helping me to achieve all my dreams."



Andreas Kahungu,, Superintendent: Plant Electrical Section

Another highlight has been my involvement in major projects and technical contributions. I have been involved in many projects during my time here, some of which include switchgears upgrades at Paddy-X, Thickeners O8L Sub, New 4x Compressors, VSDs installations, New Roasters, New Quaternary Crushers and many more. Contributing to critical maintenance projects, plant upgrades, and technical assessments in a high-voltage mining environment has strengthened my strategic and operational understanding of large-scale industrial systems.

Rössing is a highly demanding environment in terms of operation, where breakdowns are a daily occurrence. The ability to resolve issues timeously and see production figures climbing because of my team and other support functions gives me joy. Supporting operations during demanding production cycles required disciplined planning, resource optimisation, and close collaboration with other departments to maintain plant performance.

Overall, the highlight of my time at Rössing has been the opportunity to work with many talented individuals and having the platform to serve in a role that balances technical excellence, people leadership, and operational accountability.

Rössing offers more than just employment, it offers a platform for growth, responsibility, and a meaningful contribution to energy industries globally.

For anyone considering joining Rössing, my message would be this: come prepared to learn, to be challenged, and to grow. The organisation provides exposure to world-class mining operations, strong safety culture, and high technical standards. If you are willing to apply yourself with discipline and integrity, the opportunities for development are real and endless at Rössing.



Anna-Liiza Hamunyela, Foreman: Processing Operations

My own journey, from a bursary beneficiary to Superintendent, is testimony that the company invests in its people who are committed, resilient, and performance driven. Rössing rewards accountability, teamwork, and continuous improvement. It is an environment where you can build a solid technical foundation, develop leadership capability, and contribute to something larger than yourself.

If you are looking for comfort, Rössing is not your ideal place to be. But if you are looking for challenges, responsibilities, and the opportunity to shape your career meaningfully, Rössing is a place where that is possible.

Rössing represents foundation, growth, and transformation in my life. It was my first professional home, the place where I transitioned from a student into an engineer, and eventually into a leader. The organisation provided not only financial support through the bursary programme, but also structure, discipline, and exposure to a world-class mining environment that shaped my professional identity.

Rössing taught me accountability, resilience under pressure, and the importance of safety and operational excellence. It challenged me to think beyond

technical solutions and develop as a leader responsible for people, performance, and long-term sustainability.”

Anna-Liiza Hamunyela

Anna-Liiza Hamunyela has been working at Rössing for 20 years and is currently one of a handful of female Foreman. This is her experience over these 20 years:

“Over the past 20 years, my experience at Rössing has been incredibly rewarding. I have seen both the company and I evolve through different phases of growth and change. I have had the opportunity to take on new challenges, working with brilliantly experienced people, and contribute to projects that made a real impact. What has kept me here is the culture of safety and collaboration, continuous learning, and the sense that my work truly matters.

I started out at the Mining Department as Equipment Operator. After a few years I joined the Drilling team where I progressed to the Processing Fine Crushing as Area Operator. Then I was promoted to a senior operator level position

"Rössing represents foundation, growth, and transformation in my life. It was my first professional home, the place where I transitioned from a student into an engineer, and eventually into a leader."

where I focused on learning and understanding every aspect of the job. I made it a priority to develop my technical skills, take on new responsibilities, and learn from experienced colleagues.

I also made sure to stay dependable — showing up every day, meeting deadlines, and maintaining quality in my work. Gradually, I was trusted with supervising teams, and as I proved myself in those roles, I was promoted to Foreman. It's been a steady progression, built on hard work, consistency, and a willingness to keep learning.

Over the years there have been so many memorable moments. I have seen the company grow, take on new challenges and achieve great things. One of my proudest moments was when our Fine Crushing and Rod Mill team completed a tough shut-down preparation project that many thought would be delayed, but through teamwork and determination, we got it done ahead of schedule. The other highlight was being promoted to Foreman — that was definitely a proud moment.

Equally so was getting the chance to lead a great team and seeing everyone's hard work pay off.

My message to anyone considering joining Rössing, especially woman in mining industry, is to not be afraid to taking that proud step. It's a challenging environment, but it's also full of opportunity and growth. With hard work, determination, and the right mindset, you can succeed and earn respect, no matter your background. The industry is changing, and there's room for everyone who's willing to learn, work hard, and contribute. Don't let stereotypes hold you back — your skills and dedication are what truly matters."

Berenice Janser

Employed at Rössing for the past fifteen years, Berenice Janser is currently a shovel team leader. This is how Rössing has made a difference in her life.

"I think it was in September in 2009 that I saw an advert in the newspapers for haul truck operators at Rössing. I was very curious about working at Rössing because I had two friends working here already. I applied for the position, although I did not tell my husband at that time, as he was not keen for me to work at a mine.

Then, in January 2010, they called me for a driver's assessment. I had totally forgotten that I did not tell my husband and he was so angry with me, but I went for the driver's test. Everything went well. Three months down the line, they called me for medicals and then for an interview. Then the long wait began, until the 25th of May. They called me for a provisional contract. And again, I did not tell my husband. So I signed the contract and they told me I am starting at the 1st of June. I was ecstatic.

My husband was not very supportive of my decision, but accepted my choice. When I started, I didn't have any mining experience,



Berenice Janser: Shovel Team Leader

so I was very excited. Coming to the mine initially scared me because everything is so big. At that time, I had lived in Swakopmund for about twelve years, but I had never been on a mine tour. During my induction it was the first time that I was on the mine. And it was only guys. Men. Big ones, small ones. So yes, initially it was a challenge.

When the training started, on my first day on the haul truck, I said to myself, I will accept every challenge that comes my way. I started as a haul truck driver and about two years later, I met Christoph Motonane, my foreman. He approached me for training on the water carts. I think another two years later, my foreman again approached me to work on the rubber tyres. I only finished my classroom training and after a month there he approached me again, saying: 'I want to put you on the front-end loader.' Wow. Wow! With all these guys around me and I'm on the front-end loader! I think a year later he put me on the shovel.

So, there was a lot of growth. When the position of Shovel Team Leader became available three years later,

Mthu spoke to me again, asking 'Did you apply?' I said, 'No.' And he asked, 'Why not?' Later he again asked that I must apply for the position, which I did, even though I initially very much doubted that I would get the job. But the potential that he saw in me was phenomenal, and I will forever be grateful to him. He never left us women working in the pit behind, he made us part of the process of growth at the mine.

Today, it's three years later as Shovel Team Leader. We are now only three women on the day shift. It's sometimes a challenge with some men, but I always say to myself, if you can do it, I can do it. That is my motto and it inspires me to bring out only the best in myself.

I enjoy myself. It doesn't matter on which machine I work, I enjoy it. I try to make the best of it. Although the haul truck is a restful machine to work, I also enjoy the front-end loader. I set myself targets continuously: if I loaded 30 loads yesterday, I want to load 35 today and 40 loads tomorrow.

Rössing's management encourages women to become part of the family. They focus only on your performance, and based on that you are rewarded and given opportunities to grow. Everything depends just on yourself and if you are willing to be trained and work hard.

To my fellow employees and the mine management, I know a lot of decisions have to be made for the mine to grow for another 50 years. It has always been said that Rössing is working for Namibia, and I believe that, with the grace of God, we can still work for Namibia for the next 50 years.

To the young girls I'd like to say: you belong in a hard hat. And remember, the job is not limited to gender, but it is about putting your whole heart into your work."

"The Rössing management has encourage women to become part of the family. They see only your performance and on that, you get rewarded and opportunities to grow. Everything depends just on yourself, if you willing to get trained and work hard."



Christoph Motonane, Foreman: Mining Operations

Christoph Motonane

More than 45 years ago, in 1980, Christoph Motonane joined the Rössing family, initially as a security guard. However, he always had his eyes on working in the open pit, and here he shares his varied and milestone-filled journey, one full of memories and highlights:

"I started working at Rössing Uranium in 1980, at a time when I had no mining experience at all. I first heard about job opportunities at Rössing while working on a construction site on the Namibian-Botswana border. We used to listen to the radio, and on the Otjiherero station a vacancy announcement was made by a Mr Bohitile. That announcement changed my life and led me to apply and eventually join the mine.

I joined Rössing through the Protection Services, or Security Department. Although I was grateful for the opportunity, security work was not my long-term

interest. What motivated me was being part of Rössing during its early production years. Even then, I believed that if I worked hard and remained committed, opportunities would come.

I received intensive training under the guidance of Roddy Basson and T.H. Ganaseb. After about ten to twelve months, I applied for an internally advertised position in the open pit. I was successful and completed three to six months of training as an equipment operator. I then worked as a haul truck operator for four years.

Over time, I received further training on auxiliary machines, which allowed me to expand my skills. After Namibia's

independence, the mine went through several rounds of retrenchments. These were very difficult periods, but I was fortunate to survive them. In one instance, a senior colleague volunteered for retrenchment, and my foreman recommended me for retention because of my work ethic and performance. That recommendation was supported by the superintendent, and I was retained along with a few others.

I was later promoted to the primary crusher and then became a crusher panel operator, a role I held for more than three years. After that, I served as a shovel team leader for seven years, where I gained valuable leadership experience.

From there, I progressed into a supervisory role. I completed six months of training and obtained my blasting ticket, which was a major milestone in my career. Later, I also served as a training instructor for about one year, passing on my knowledge and experience to other employees.

Between 2001 and 2010, the mine again went through retrenchments, which tested everyone. Despite these challenges, Rössing continued to provide me with opportunities to sharpen my skills and gain experience. Over the years, I witnessed major technological advancements, and the safety standards at the mine reached world-class levels. The open pit became deeper and wider, and the production life of the mine was extended.

During 2013 to 2014, when Husab Mine was being developed, many Rössing employees moved to the new operation, but I stayed with the mine. At that time, there were operational challenges in the open pit at Rössing. I was interviewed by the Superintendent of Mining and was appointed as a Foreman.

Looking back, my journey at Rössing spans decades of growth, resilience, learning, and leadership. The mine gave me opportunities to develop myself from an entry-level

- ▶ employee into a leadership role, and I am proud to have been part of Rössing's history.

One of the biggest highlights of my time at Rössing is my personal journey. Today, I am a frontline manager, and when I look back to where I started in 1980 as a security officer, it is something I am very proud of. That progression alone shows the opportunities the mine has provided to people who were willing to work hard and grow.

Beyond individual careers, Rössing's impact on the surrounding communities stands out strongly. The mine played a major role in the development of Arandis and Swakopmund. Hospitals were built in both towns, and essential business and shopping services were made available, especially for employees living in Arandis. Rössing also provided housing for employees. I was able to buy a house in Swakopmund, which was originally a Rössing house, and that is something that benefited my family greatly. The mine also supported employees through medical schemes, flights to Windhoek, and recreational opportunities, such as the Arandis Club. There were Christmas parties for workers and their families, as well as mine tours, which built a strong sense of community. Arandis, in particular, became a peaceful and very clean town, largely thanks to Rössing.

From an operational perspective, I witnessed significant changes over the years. In the early days, haul trucks ran on diesel, whereas today the mine uses electric cable systems. These advancements demonstrate Rössing's commitment to efficiency, safety, and sustainability.

Overall, the highlights of my time at Rössing are not only about the work itself, but about growth, development, community upliftment, and being part of a mine that has contributed significantly to both people and the region.

My message to anyone considering joining Rössing or the mining industry is simple: take education seriously and never stop learning. When we started working in the early years, many of us did not have the same opportunities to study that young people have today. Today, there are institutions such as NIMT and other training platforms that offer mining-related

subjects and technical skills. I encourage the youth to make use of these opportunities, to study hard, and to equip themselves with the knowledge needed to succeed in the mining industry.

Mining offers many opportunities for growth if you are committed and disciplined. You must be willing to work hard, follow company policies, respect leadership, and always put safety first. Safety is not just a rule; it is a way of protecting your life and the lives of others.

If you apply yourself, remain open to learning, and build your skills step-by-step, the mining industry can offer a long and rewarding career. Mining is a very important sector for Namibia's economy; by working responsibly and professionally, you are not only building your own future, but also contributing to the development of the country. That is something to be proud of.

To me, Rössing means my life. I spent nearly my entire working life at Rössing, having started when I was just 16 years old. Over the years, the mine gave me stability, purpose, and the opportunity to build a future for myself and my family.

Through my work at Rössing, I was able to buy a house, own a car, and even start farming. Most importantly, I was able to raise my children and support their education, from primary and secondary school through to tertiary level.

Rössing invested in me as a person. The mine provided me with training, education, and exposure across many areas of the mining industry. These experiences shaped who I am today, both professionally and personally. Along the way, I built lasting friendships and relationships with colleagues who became like family. Even today, many of those connections remain important to me. Because of what Rössing has done for me, I would encourage others to consider working there if given the opportunity. Rössing is not just a workplace; it is an institution that contributes to people's lives and to the country.

For me, Rössing represents opportunity, growth, and service. It is a company that works for Namibia, and I am proud to have been part of its journey."



"One of the biggest highlights of my time at Rössing is my personal journey. Today, I am a frontline manager, and when I look back to where I started in 1980 as a security officer, it is something I am very proud of. That progression alone shows the opportunities the mine has provided to people who were willing to work hard and grow."



**Elia Hekandjo, Artisan Diesel Mechanic:
Haultruck Maintenance**

Elia Hekandjo

Working extensively on heavy-duty mining equipment as a Artisan Diesel Mechanic: Haultruck Maintenance, Elia Hekandjo has been working at Rössing for the past 15 years and shares his experience during this time:

"Over the past 15 years at Rössing Uranium, my experience has been both technically challenging and professionally rewarding. I have had the opportunity to work extensively on heavy-duty mining equipment, specifically on E730 Komatsu haul trucks on which I developed deep expertise in maintenance and repairs.

Beyond the technical side, Rössing has given me exposure to structured safety standards, which strengthened my commitments to safe and efficient operations. I also benefited from specialised training in Tyre Bay

management, auto-electrical systems, and the machine operator's training programmes, which broadened my skillset and allowed me to contribute more effectively to the team.

Working under experienced foremen and alongside skilled colleagues has taught me the importance of teamwork, accountability, and continuous learning. I am proud to have contributed to keeping critical mining machinery operational, minimising downtime, and ensuring production targets were met. Overall, my 15 years at Rössing have shaped me into a well-rounded Diesel Mechanic with strong problem-solving skills, resilience, and a clear understanding of the mining industry.

During my time at Rössing, I gained valuable experience maintaining and repairing heavy-duty mining equipment, applying my Diesel Mechanic training to ensure operational efficiency. I also expanded my skills with Tyre Bay management and auto electrical training, contributing beyond traditional mechanical work. A definite highlight was collaborating with foremen and colleagues, fostering knowledge-sharing and team spirit. Overall, technical growth, safety achievements, and teamwork have defined my journey at Rössing.

My advice to anyone considering joining Rössing is to come prepared to embrace both the technical challenges and the strong safety culture that defines the mining industry. Rössing provides an excellent platform to develop hands-on expertise with heavy-duty equipment, but success here requires discipline, attention to detail, and a willingness to continuously learn. Taking advantage of the training



Etegameno Haiweka, Processing Electrical Artisan

opportunities, whether in mechanical, electrical, or safety programmes, will help you grow quickly and add real value to the team.

Equally important is the mindset you bring. At Rössing, teamwork, and accountability are essential, so being open to collaboration and respecting the experience of colleagues will make your journey smoother and more rewarding. If you are committed to safety, eager to expand your skills, and ready to contribute to keeping critical machinery operational, Rössing can be a place where you build not just a career, but a reputation for excellence.

On a personal level, Rössing symbolises teamwork, resilience, and pride in contributing to one of Namibia's most important mining operations. It has shaped my professional identity, taught me the value of accountability, and allowed me to build strong relationships with colleagues and foremen.

For me, Rössing is not only a career milestone, but also a place where I have grown into a well-rounded professional, dedicated to supporting both the company's success and the broader mining industry."

Etegameno Haiweka

Etegameno Haiweka has been employed at Rössing for the past ten years and is currently working in the position of a Processing Electrical Artisan. Here he shares how his schoolboy dream of working at Rössing has become a reality:

"My journey at Rössing has been amazing. Since I was still at school I always wanted to work for Rössing and it still feels like I just joined yesterday. I joined Rössing in September 2015 as a Mining Operator and from there I moved to the Primary Crusher, and then Final Product Recovery thereafter. I am currently working as a Processing Electrical artisan, responsible for electrical maintenance around the Processing Plant.

I have met and worked with many different people from different backgrounds, and this

has given me an opportunity to learn a lot from each of them.

Rössing has given me an opportunity to gain more experience in different areas. At Rössing, we have all adopted a culture of working safe and taking safety to our loved ones at home. I have attended a lot of work related and team building trainings. At Rössing, we are all one big family and we have a culture of caring for the personal wellbeing of our fellow workers.

Today, I am driven by our core values: Coordination. Responsibility. Innovation, and Safety. And these can only be achieved when we are all working together.

Rössing is an excellent company to work for. Its rich history says a lot about it, being in existence for 50 years. There are so many opportunities here, one just needs to be dedicated. Rössing has policies that are in the best interest of the workers. It offers bursaries to employees who wish to further their studies, and also for their dependants.

To me, Rössing is home away from home. Rössing is a place of endless opportunity and a friendly working environment. To me, Rössing provides financial stability, it gives me a sense of purpose, and a chance for personal growth. I love it here!"

"For me, Rössing is not only a career milestone, but also a place where I have grown into a well-rounded professional, dedicated to supporting both the company's success and the broader mining industry."



Hermien Scholtz, Specialist: Warehouse

Hermien Scholtz

Hermien Scholtz has been with Rössing for 15 years and here she shares why her experience has been deeply meaningful and rewarding:

“During my time at Rössing I’ve had the opportunity to grow both professionally and personally, while contributing to a business that plays an important role in the mining industry, and in Namibia.

My experience has been shaped by continuous learning, exposure to diverse teams, and the chance to be part of major operational and system changes. I’ve seen the company evolve, adapt, and overcome challenges, and being part of that process has strengthened my resilience and broadened my understanding of the business.

What I value most is the people – colleagues who support each other, share knowledge, and are committed to delivering quality work. Working in such an environment has encouraged me to push myself, build strong working relationships, and take pride in my contributions.

Overall, my 15 years at Rössing have been characterised by growth, teamwork, and a deepening appreciation for the organisation’s values and purpose. It has been a journey filled with opportunities and lessons that continue to shape my career in a positive way.

One of the biggest highlights during my time at Rössing was the transition from Rio Tinto to CNNC.

It was a significant moment for all of us filled with uncertainty, questions, and even fear, because we didn’t know what the change would mean for our jobs, our culture, and the future of the operation. Despite the initial anxiety, it became a defining period that strengthened us as a team. We learned to adapt, support one another, and stay focused on delivering value through the transition. Looking back, it was an important turning point that taught me resilience, openness to change, and the ability to navigate major organisational shifts with professionalism and commitment.

To any woman considering a career at Rössing or entering the broader, male-dominated mining industry: you absolutely belong here. Mining may seem intimidating from the outside, but it is an environment full of opportunities for women who are willing to learn, grow, and challenge

outdated perceptions. This industry needs diverse voices, perspectives, and leadership — and women bring exactly that. At Rössing, I’ve seen women excel in technical roles, lead teams, influence major decisions, and contribute to the mine’s success in powerful ways.

My advice is simple: believe in your ability, trust the value you bring, and don’t let stereotypes limit your ambitions. You will face challenges, but you will also find support, mentorship, and colleagues who recognise your potential. Your presence opens doors not only for yourself, but for the next generation of women who will follow.

Most importantly, take up space unapologetically. The mining industry is changing, and your voice is needed in that change. Rössing is a place where hard work, resilience, and passion are recognised – regardless of gender.

To me, Rössing stands for opportunity: the opportunity to learn, to contribute, and to be part of something bigger than myself. It’s a place that has shaped my career, challenged me to evolve, and taught me the value of teamwork, resilience, and continuous improvement.

Rössing also means community. The people I work with, the support we extend to one another, and the shared commitment to keeping the operation moving forward have created a strong sense of unity.

In many ways, Rössing has played a defining role in who I am today professionally. It’s a place I value deeply, not just for the work we do, but for the purpose, growth, and connections it has given me.

I believe the experience you gain here is unmatched. It’s a place where you learn to handle pressure, adapt to change, and deliver quality work – skills that stay with you wherever you go.”



Godhardt Katambo, Skills Trainer

Godhardt Katambo

Godhardt Katambo started off at Rössing as a heavy equipment operator and now, 15 years later, is a Skills Trainer. This is his journey with Rössing:

“I always asked myself how I will grow into a better role within the mining space. I realised there will be a gap in the training department since most of our trainers were above 55 years of age, and to be a trainer suited my personality very well. That was how I started working towards the requirements that becoming a trainer called for.

In 2014, I decided to leave Rössing to join Swakop Uranium in order to gain experience with other heavy equipment. I obtained exposure on the Komatsu 960E haul truck and then returned to Rössing in 2015 as a processing operator, where I gained experience at Paddy-X and the overall tailings dam operations. That was followed by training on the Front-end Loader 930, Telescopic Boom Handler, and Skid Steer. My dream of becoming a trainer was taking shape, and I knew I had to keep moving forward.

The magic happened when I completed the notational ETDP certificate (National Certificate: Occupationally Directed Education, Training and

Development Practices) with the Very Cool Ideas (VCI) training institution, which is the main component of what it takes to be a qualified trainer. When the Face Shovel training position was advertised, I applied and despite stiff competition I was fortunate to be selected as a trainer. Since then, I've grown within the Skills Trainer role and now handle 15–20 machines. I feel privileged to be in this position, because every day brings new learning opportunities, and the work is never monotonous.

My growth at Rössing has been driven by dedication, curiosity, and the support of my colleagues and leadership. As a heavy equipment operator, I always pushed myself to master every machine I worked with. I attended several internal training programmes, took the initiative to mentor new operators, and made sure my performance was consistent. Today, I train, guide, and support fellow employees to reach their full potential – something that brings me great pride.

One of my biggest highlights has been witnessing how training transforms people. Seeing new operators gain confidence and become safe, competent employees has been extremely fulfilling.

Another highlight was receiving recognition for my commitment to safety and performance – Rössing truly values its people.

I am also proud to have been part of several successful team projects, such as the Beifang onboarding that was part of the Life-of-Mine Extension (LOME) strategy to cost-effectively extend mine operations beyond 2026. Being trusted with more responsibility over the years has been a clear indication that hard work pays off.

Rössing is a place where you can grow if you are willing to put in the effort. The company invests in its employees and provides real opportunities for development. If you are passionate, committed to safety, and ready to learn, Rössing will support your career journey. My advice is: bring your best attitude, stay humble, be willing to work with others, and always take advantage of the training and development offered. Rössing can open doors for you – just as it did for me.



Leonard Green, Foreman: Mining Electrical Services

Rössing offers its employees with a conducive work environment in the sense that your key performance areas are explained to you, and you know what is expected from you. Your superiors will provide guidance and support where and when needed to help you achieve your goals. Rössing is one of the leaders in ensuring employees go to work and return safely every day. To achieve this, we have high safety standards that are maintained by means of regular reporting and auditing.”

Leonard Green

In his 40 years at Rössing, Leonard Green has held many positions, all of which have given him unique insight into the operation:

“Over the past 40 years at Rössing, I’ve grown from entry-level positions to leadership, contributing to transformative projects and guiding teams through industry shifts. My career has been defined by resilience, innovation, and mentorship,

all while helping shape the company’s evolution by ensuring knowledge transfer to the next generation. I’m proud to have played a role in building a culture of excellence and adaptability that continues to thrive today.

Some highlights of my journey were becoming a qualified artisan (Electrical) via Rössing’s semi-

skilled development programme. Also, being part of the team that installed/erected the Trolley lines was a particular highlight I will never forget. I also had the opportunity to rebuild and overhaul Shovels and Drills, while the opportunity to share knowledge with young upcoming apprentices and artisans is another highlight of my work experience at Rössing, to mention just a few. I hold Rössing very close to my heart and would encourage others to join one of the oldest mines in Namibia and become part of THE winning team.

To me as an employee, Rössing means more than just a job, it’s a place where I’ve grown, learned, and built lasting friendships. It represents stability for my family, pride in contributing to Namibia’s development, and the satisfaction of knowing that the work I do here connects to something bigger in the world. Rössing is part of my identity, a source of responsibility, and a reminder that my efforts matter, both at home and far beyond.”

Leon Beukes

Now Fire Chief, Leon Beukes is one of the longest serving employees, having worked for Rössing Uranium for 45 years. The mine shaped his life and his career in a multitude of ways and he shares with us what it means to him:

My journey at Rössing has been more than just a job; it has been a lifetime of growth and learning. I started as a young man in the Security and Protection department, eager to prove myself and build a future. Over the years I had the opportunity to work in several roles that shaped my character and career.

One of the highlights early in my career was becoming a Dog Trainer at ROSSEC Lodge, where I spent ten years training dogs and handlers. It was a time of discipline, teamwork, and strong bonds that felt like family.

In 2000, I joined the Fire Station as a Fire Fighter, a role that taught me courage, responsibility, and the importance of protecting others. Later, I worked as a Blasting Operator, operating the Hef Truck for about nine years. Handling such powerful equipment required focus, trust in the team, and strict safety discipline.

Eventually, I returned to the Fire Station in 2009 as a Fire Maintenance Operator, ensuring that all firefighting equipment was always ready for emergencies. Today, I have the honour of serving as Fire Chief, a role that reflects the many years of dedication, learning, and teamwork at Rössing. My experience has been challenging, rewarding, and something I will always be proud of.



Leon Beukes, Fire Chief

One of the greatest highlights of my career has been the opportunity to grow through different roles within the company. From Security to Fire Fighter to Blasting Operator, and eventually becoming Fire Chief, each role gave me valuable experience and new skills.

Another highlight has been the people I worked with. Over the years I built strong friendships with colleagues who became like brothers and sisters. We shared long shifts, difficult moments, and many laughs together.

Being part of the Fire and Emergency Response Team has also been a major highlight, knowing that our work helps protect lives, equipment, and the mine itself.

Perhaps the biggest highlight is simply being part of Rössing's history for 45 years, witnessing the mine grow, overcome challenges, and continue contributing to Namibia and its communities.

My message to anyone considering joining Rössing is simple: commit yourself, work hard, and take pride in what you do.

Rössing will challenge you, but it will also shape you. It will give you opportunities to learn new skills, grow as a professional, and build lifelong friendships. If you are willing to work hard and stay dedicated, this mine can provide a career that supports your family and builds a future.

Most importantly, remember that you are part of something bigger than yourself. The work done at Rössing contributes not only to the mining industry, but also to the development of communities and the country as a whole.

Rössing means to me family, opportunity, and legacy.

This mine helped shape the man I am today. It gave me opportunities to grow, to provide for my family, and to build a meaningful career. Along the way, I gained lifelong friendships and learned lessons about teamwork, resilience, and responsibility.

Rössing also represents something bigger than the mine itself. It played an important role in the development of Arandis and Swakopmund, building communities and supporting many families across Namibia.

For me, Rössing will always be more than a workplace. It is a place where I grew up, built a career, and became part of a proud legacy.

"For me, Rössing will always be more than a workplace. It is a place where I grew up, build a career, and became part of a proud legacy."



Erkki Shikwete, Foreman: Processing Operations

Erkki Shikwete

Erkki Shikwete has worked for Rössing Uranium for most of his work life – 39 years. Over the years he has witnessed how the company grew and continues to grow. He shares his journey with us:

Rössing is the company that changed the direction of my life. It changed the future of my entire bloodline. To me, Rössing has been a blessing—an opportunity from God that shaped my journey and contributed to everything I have today.

Rössing is truly one of the best companies to work for. For someone who is married, looking for stability, pension building and long-term security, Rössing is an excellent place to build and settle in your career.

Over the years that I have been with Rössing, the mine has significantly elevated its safety standards. I believe even better technology is still to come. Even now, as I near retirement, I can see how much the company is changing—introducing systems and tools I may not fully understand, but I can tell the changes are for the better. One thing that stands out is that Rössing no longer compromises when it comes to safety. We are truly leading in safety and living up to what we say.

The highlights during my 39 years working for Rössing is the strong sense of teamwork and family spirit that exist, especially in the earlier years.

The company events that brought employees and their families together was another highlight, as well as seeing Rössing pioneer and implement some of the best safety practices in the mining industry. It is also rewarding to witness how the mine transformed technologically from what it was decades ago.

The strong support and care Rössing provided in the past is one of the reasons many of us stayed so long. We were committed, because the company valued us and our families. Rössing understood that we work not only for ourselves, but for our families.

There were events where our children enjoyed the fruits of our labour at the company's expense. Although it was a cost to the company, it strengthened our commitment. At home, our families encouraged us to go to work—even on difficult days—because they also felt part of Rössing. Our children looked forward to working here one day.

Penda Sheunye

Penda Sheunye is a former Rössing Uranium bursary recipient who now serves as Manager: Processing Asset Management. He recalls the impact that Rössing has had on his life:

“Receiving a Rössing bursary significantly improved my study environment, as it covered my tuition fees, accommodation, and monthly allowance. This reduced my family's financial burden and put me at ease, as I knew my study expenses were fully covered. I also had the opportunity to do holiday work on the mine, as well as during my internship, through which I gained invaluable practical experience. With this, it was easier for me to translate my theoretical knowledge into practical techniques after graduation, as required in the mining industry.



Penda Sheunye, Manager: Processing Asset Management



Ruth Cloete, Advisor: Marketing & Logistics

I have been working for Rössing now for the past 15 years. The roles I occupied in that time include Design Engineer (Projects); Reliability Engineer (Processing); Section Engineer (Extraction Maintenance); Section Engineer (Mining Maintenance); Superintendent (Drills, Shovels, and MES Maintenance); Manager (Mining Asset Management) and lastly, my current role is as Manager (Processing Asset Management).

My highlights at Rössing have been the well-structured graduate programme I went through, as well as the trust the company has placed in me to lead and steer the implementation of the organisation's asset management and maintenance strategy.

Rössing has given me the opportunity to develop into an engineering asset manager, so it is an organisation that has contributed significantly to my career."

Ruth Cloete

Ruth Cloete has been working at Rössing Uranium for more than 30 years. Here she shares her experience during this time.

"My role at Rössing provided me with the wonderful opportunity to work with various departments internally, as well as with various local and international parties externally. The environment is deadline-driven, requires a significant amount of

urgency, and presents regular changes (such as local and international regulations), which made me adaptable and resilient. I was provided the platform to build lasting relationships and market the Rössing brand through my engagements, both locally and internationally.

I am forever grateful for the support of so many parties whose contributions enriched my Rössing experience.

One of my highlights was how during the COVID-19 period we successfully navigated our way through the various local and international logistical restrictions and challenges to ensure that our obligations were met, proving that human connections are not limited by restrictions and face-to-face interactions. It was heart-warming to experience the resilience of our people and the manner in which we pulled together to meet the various challenges to move the company forward.

Rössing is a worldwide industry leader and invests significantly to improve the skills of its workers. I would encourage others to open themselves to learn from the experience and skills of the older generation. Formal education (such as a degree) is a part of the learning experience, since there's still a wealth of other learning opportunities (on-the-job-training, among others) available. I

"Rössing means a lot to me and it was one of the best decisions of my life to work for them for over 30 years. I was shaped and nurtured into a very good professional."

believe in continuous learning and personal improvement, irrespective of your age.

Although a male dominated industry, both male and female genders can learn a lot from each other. It's not about a gender, it's what you can bring as an individual to enhance any organisation.

Rössing means a lot to me, and it was one of the best decisions of my life to work for them for over 30 years. I was shaped and nurtured into a very good professional. We have a saying at Rössing that our blood is Rössing blue. ; I will always be a Rössing fan!

My wish for Rössing is to continue to grow and prosper for future generations."

Salomy Maletzky

Not one to give up, Salomy Maletzky applied three times at Rössing before

being successful. Today, she is one of a handful of female shovel operators and she shares how her persistence paid off:

"I applied three times for jobs at Rössing, and twice I was rejected. But I did not give up hope, I just kept on applying. The third time I was really lucky, because I was at home when I got a phone call from an old friend who was working at Rössing. She told me the mine has been trying to contact me, but the phone number on my CV was wrong. It was a typo on my side, so she tried someone else to get hold of me.

I have been working at Rössing for fifteen years now, and yes, the time goes by very, very quickly. But it has been a process, a really steep learning curve for me, developing new skills and of building myself up because I am an introvert. Rössing has given me the

skills to actually trust myself, to believe in myself and to do what I am doing, which is operating those big machines.

That is not something that I thought I would do, but yes, I am doing it now with ease.

Rössing made it possible for me to develop a very strong personality. When I started working here, I was thirty-four years old, an adult already. But Rössing developed me further: at the time I really didn't think I would be in the position where I am today, where people look up to me. But today the community, my people, my parents, they look up to me.

My position as a Shovel Team Leader is actually very demanding, because sometimes you only find one shovel loading all the trucks in a shift. So, sometimes it could just be me doing the shovel loadings. It is very demanding, but you just keep to what you have learnt, keep



Salomy Maletzky, Shovel Team Leader



Getrud Mbambo, Advisor: Safety Operations

calm and do everything with safety, because safety is our number one priority working at Rössing.

Management at the mine are very approach-able; I had some managers who came to sit with me in the shovel to see how I am loading, stripping a phase, or doing a critical job. They do so to put themselves in our shoes. It is therefore easy to approach a manager and to share your problem with them. One of my managers is always asking me about my son, who has study assistance from Rössing; he keeps on asking if my son has finished and how it is going with him. They do remember, and they do interact with us. So, it is actually a very good learning curve here at Rössing.

Fifty years is a long time for the mine to be running continuously. I hope that Rössing keeps to our safety standards, because that is what kept the mine running for so long – I am confident Rössing will do so.

To me personally, Rössing means more than a job. It is like a lifestyle, it is home, actually. It made a lot of things in my life possible. And personally, it gave me a lot of growth, stability, and potential as well.

I mean, I developed a lot of skills here, but it is not just that. It is about working

together as a team and because often you are at work for more than eight hours a day, the people that you meet here are like family, and we look out for each other. So Rössing is like home; actually, it is everything to me.”

Getrud Mbambo

Getrud Mbambo has been working for Rössing for the past 10 years and, as she reveals, she doesn't have a single regret:

“My journey at Rössing over the past ten years has been an incredibly rewarding experience. I started out focusing on occupational hygiene and gradually expanded my exposure and experience through safety management across various operational areas of the mine. This exposure allowed me to contribute to strengthening safety and health management practices across different sections of the operation.

These experiences have allowed me to develop professionally, all while contributing to a strong culture of health and safety. Working at Rössing has given me invaluable exposure, learning opportunities, and the chance to make a meaningful impact in ensuring safe operations.

One of the biggest highlights has been growing within the organisation and

contributing to initiatives that strengthen our safety culture. Being involved in safety inspections, risk management, and incident investigations across different operational areas has been very fulfilling.

I have been part of many strategic interventions, deep dives and safety improvement initiatives that have changed the way we look at safety. It is rewarding to know that the work we do helps protect employees and ensures a safer working environment for everyone.

My message to anybody wanting to join the mining industry, is simple: believe in yourself and never be afraid to pursue opportunities in the mining industry. With dedication, hard work, and the willingness to learn, you can succeed and grow in any field. Women have an important role to play in shaping the future of mining, and I encourage others to step forward with confidence.

For me personally, Rössing means growth, opportunity, and purpose. It is a place where I have been able to develop professionally, build good relationships, and contribute to something meaningful. Being part of an organisation that values safety, teamwork, and continuous improvement makes me proud to be part of the Rössing family.”

Former Employees



Alpheus !Naruseb

Having joined Rössing after he finished high school in 1976, just as the mining operations started, Alpheus !Naruseb's journey with Rössing has been a long one. !Naruseb has served in the Cabinet since 1997 and the National Assembly since 1995. He is the former Minister of Agriculture, Water and Forestry. Here he shares how Rössing has shaped him as an individual:

"Shortly after matriculating in 1976, I ended up at Rössing Uranium. It was at the same time that the full operations of Rössing mine were about to kick off, and I ended up being employed in the personnel division of this massive operation. We were a group of young individuals from different schools with no practical work experience.

The way things were structured at the mine in terms of moulding individuals to grow, had a major impact on my development as a young person. There were so many significant individuals already at Rössing that shaped me throughout the years. I can only register my deep sense of appreciation to the then Rössing management who advised those senior individuals to create an atmosphere that is conducive for people to grow in at whatever level of functionality they were engaged by Rössing. Those individuals really played a very crucial role. Here I am in particular thinking of individuals like Uncle Charles Kauraisa, former chairperson of Rössing, the person who I at that early stage in my life regarded as a mentor.

Aside from being employed at Rössing, some of us were very active in extra mural activities, with the most notable one being the political activism that brought us into so many conflict situations with the then powers-that-be. Charles Kauraisa, who at the time was the Superintendent of the Personal Department, brought in invaluable knowledge of the political dynamics of Namibia pre-independence.

He was able to explain to management the dynamics on the ground, and it is to their credit that the Rössing management understood the situation and enabled him and others to travel to Windhoek and be away from their work stations for a week or so. He was able to articulate what was happening in the political arena so that the likes of myself and other politically active employees would not be at the receiving end of an antagonistic stance by the management. It is not a small measure.

What I have become in my later life after leaving Rössing, can be traced back to my formative years working at Rössing. In my opinion, that laid the foundations for the national responsibilities that some of us eventually ended up carrying out on behalf of the nation of the Land of the Brave. Many of my personality traits today still stem from my days at Rössing. I'm very punctual, something I learned from Rössing.

"Rössing does not only look after their employees, but also their employees' dependants."

Rössing did not only look after their employees, but also their employees' dependants. At Christmas time they would organise functions, prepare hampers for each and every dependent of employees working for Rössing at whatever localities the employees were stationed. Housewives were empowered to acquire skills such as housekeeping, sewing, and knitting. Men would go on courses such as first aid courses, advanced first aid courses, or defensive driving courses. Even today it is in my DNA that when I have to park my car, I reverse park as I was taught – and then in my opinion that it's a positive trait that serves me well today.

Rössing, especially through the Rössing Foundation, did a huge amount in terms of uplifting communities socially, especially the segment of the Namibian population that were left behind previously. This involved basic amenities such as hospitals and schools, which were fully funded and resourced by Rössing.

The reality was that many family members from inland and all over the country were sending their children to Arandis, Swakopmund and wherever employees of Rössing were stationed, in order to benefit from what is available.

Now, you can calculate the ripple effect thereof in the broader Namibian society; even today you'll encounter or hear of individuals who lived in Arandis as children and who have gone on to do remarkable things.

In my opinion, that kind of societal impact cannot be undervalued; it is not something that can be ignored. They have played such significant roles in Namibian society and have contributed in all spheres of Namibian society as lawyers, doctors, and engineers, among others.

In Namibia of today we need to appreciate one another. We need to be mindful that whatever we have achieved as individuals at our respective levels, at some point in our development someone influenced our professional evolution and played a role in determining our destiny. So, we must learn to be humble, and we must learn to inculcate the spirit of being there for the next person."

Conny Westerman

Conny Westerman started working at Rössing in 1981 and remained an employee for 11 years. She shares her very fond memories of her time at Rössing:

"As I grew up in Swakopmund, I witnessed the early years of Rössing as a teenager. I then started working at Rössing Uranium in the Engineering department as a secretary in 1981. I left for the bright lights of Johannesburg in 1984, only to return in 1985. In April 1992 I finally left Rössing to start my travel adventure in Europe.

My time at Rössing Uranium was one of the best times in my life. I really loved the company and the people, and made friends for life. I loved my job and enjoyed coming to work every day. I probably would have never left if I didn't have the urge to explore the world.

I only have good memories of Rössing and often think back of the good old days. I am very grateful that I had the opportunity to work for such a great company."



Diane Harmon

During her time at Rössing, Diane Harmon played an important role in the pre-independence era when it came to showcasing Rössing to a sceptical international audience. Here she shares her memories of Rössing during that critical time:

"In 1986, Rio Tinto, the then majority shareholder of Rössing Uranium, learned that I had left a company that provided transport for and the storage of nuclear materials. They hired me to carry out a plan, devised by Rössing executive, Clive Algar, to prepare utilities in the United States with nuclear power stations to get to know about Rössing and Namibia. This was an effort to 'hit the ground running' when Namibia became independent of South Africa.

South Africa was banned from commerce with the US under the Comprehensive Anti-Apartheid Act of 1986-1991. Namibia was included in this ban, as it was illegally administered by South Africa.

"Most states had laws on their books which still banned commerce with Namibia under the Anti-Apartheid Act. I worked with the Attorneys General of the United States to remove those laws following Namibia's independence so that we could import and transport uranium from Rössing."

The plan to educate the US about Namibia included a traveling art show of magnificent photographs of Namibia and her people by Namibian photographer Tony Pupkewitz. We held receptions in cities where the headquarters of US utilities were located and invited their executives, as well as local politicians. We also had Dr Laurie Marker give lectures about the cheetahs in Namibia. She has dedicated her life to saving the cheetah through her foundation, the Cheetah Conservation Fund in Otjiwarongo.

I sent a monthly newsletter to the uranium buyers at the utilities that was filled with stories and pictures of Namibia. These often told stories about the activities of the Rössing Foundation, which was then headed by David Godfrey. The Foundation taught people how to make candles, dig wells, grow fruits and vegetables, and fish. Until that time, the Namibian people mostly ate millet and maize. David learned what would grow well in the arid conditions by working with the state of Arizona. They grew enough asparagus to sell it to the iconic department store, Harrods of London. The sweet white freshwater fish, tilapia, was sold worldwide.

In 1991, following Namibia's independence on March 21, 1990, I met Queen Elizabeth and Prince Philip

at a reception at the British Embassy in Washington, DC. When she approached me, I told her they would enjoy their visit to the most recent member of the Commonwealth, namely Namibia.

Following Namibia's independence, I assisted Ambassadors Tuliameni Kalomoh and Veiccho Nghiwete in getting to know the right people in the US government that had jurisdiction with Namibia, such as the Department of Commerce, Department of Energy, and Committees in Congress.

Most states had laws on their books which still banned commerce with Namibia under the Anti-Apartheid Act. I worked with the Attorneys General of the United States to remove those laws following Namibia's independence so that the US could import and transport uranium from Rössing.

All of these activities allowed Rössing to 'hit the ground running' with sales to US

utilities. I was the US representative from Rio Tinto, assisting in those sales and I introduced the marketing team to the uranium buyers over the next 15 years. I also helped Rössing with the proper packaging and transportation of uranium oxide in accordance with all international regulations.

My association with Rössing Uranium and the Rössing Foundation enriched my life in so many ways, from the lifelong friendships to a greater understanding of the history and culture of the Namibian people. I enjoyed many trips to Namibia over the years, and brought my husband there in 2012.

I will always cherish my years with Rössing and Rio Tinto as the best working experience I could have hoped for."



Daniel Utapi Muhuura

A former employee at Rössing and the former Mayor of Arandis, Daniel Utapi Muhuura has walked a long and varied road with Rössing. Here he shares his experience and close association with Rössing with us:

"I hail from the Erongo Region, and grew up in the Daures Constituency, which is part and parcel of the Erongo Region. Most of my youth I spent in the town of Arandis, which is where I matriculated. After matric I joined Rössing mine as an apprentice; I was the first and only matriculant from Kolin Foundation Secondary School to be taken by Rössing mine.

Of course the Kolin Foundation Secondary School was built by Rössing, so my relationship with Rössing started when I was a learner. The company had such influence in our lives: one Christmas, when Gordon Freeman, then Managing Director at Rössing, came to the Christmas party that Rössing organised for the Arandis community, it felt like manna coming down from heaven in the form of pieces of meat from the barbeque, thanks to a roasted cow and pig. Where I came from, meat was

scarce and we really enjoyed ourselves as young kids.

During my time as an employee at Rössing, it gave me an opportunity to learn more about the operation of the mine and the social responsibilities the mines have towards the communities they operate in – more specifically the responsibilities of Rössing mine towards the community of Arandis. Later on, when I assumed the responsibilities of the Mayor, it greatly assisted me in my leadership because I understood the role of Rössing and I understood the role of the communities. Subsequently, I had to meld these two roles and, having been an employee of Rössing mine, I had an opportunity to engage Rössing mine to be a strategic partner in developing the community of Arandis. This shaped me to lead the community of Arandis with confidence, and to bring it where it is today.

Regarding Arandis, the partnership

with Rössing mine was very significant in turning around the town's fortunes, as it was almost a ghost town following the retrenchments in 2000 to 2004 when Rössing faced difficult times. But Rössing and the Foundation helped us to develop what we then called Arandis Sustainable Development Plan. That was a guiding tool that assisted us to lead Arandis to a better future. We followed this ten-year strategic plan, which we planned together collaboratively. That is, this was not a strategic plan that was developed by the Arandis and Rössing leaderships alone, rather it was a joint venture between the community of Arandis, the Arandis Town Council under my leadership, and, of course, the Rössing leadership.

The reason we involved the community and everybody as stakeholders is for these people to own this plan so that should I not be involved anymore, or were Rössing to no longer be involved, the community would still own the process and be able to carry it out. This helped to turn Arandis around, and I can proudly say that today Arandis

is a sustainable town because we were able to diversify the economy of Arandis, and also develop essential, in-demand skills.

Before the Arandis Sustainability Development Plan came to fruition, Arandis was on the brink of becoming a ghost town as Rössing was planning to close down in a couple of years. There was much uncertainty about what would happen to Arandis with the mine's closure. The banks closed, the market that was there, closed; the service station closed. No longer were there any services in the town, which made it very difficult for me as the Mayor to lobby for investors to come and invest in the town. Because the first question that investors asked was, do you have a service station? No. Do you have a bank? No. They would say, then it is a risk for me to invest in your town. For me to travel 60 km to Swakopmund in order to deposit my money is a risk for me. It is also very risky for me to travel to Swakopmund in order to fill up my car, which would mean that if I have to go to Windhoek I would have to travel 120 km first in order to pass by Arandis en route to Windhoek.

Today, I can proudly say that thanks to this plan we have banks in our town, we have a service station, we have a mall with grocery stores, a PEP store and other smaller stores that are selling different products. We have an open market where SMEs sell their products. We even have a clinic now. Previously, the old clinic was on the verge of collapse, and we could not convince Government to build a proper clinic or hospital, as the number of people could not justify it. Now we have a mortuary; we can fill up our cars; and we have additional houses that have been built.

Trust and communication was of the utmost importance in order for the plan to succeed; without it, the whole strategic plan could have collapsed. What helped was the fact that I knew Rössing so well, and that Rössing knew me so well. As a result we engaged the community together in order to build trust because initially there was a lack of ownership within the community as there was an element of dependency of Rössing. Therefore, we advocated more for life after the closure of Rössing mine which was very important because the people's mindset was that after the mine closes, the town would be a ghost town. We

advocated to change this mindset so that they could take ownership of the plan that we had.

As part of the process of building trust with the Arandis community, there was a continuous engagement between the leadership of the Town Council and the leadership of the mine, and subsequently constant communication between the community of Arandis with the joint leadership of Rössing and Arandis Town Council. Through the Rössing Foundation, Rössing played a critical role in order to educate about and subsequently to implement this plan within the community. On the other hand, as the Mayor of the town, I constantly engaged the community through public meetings to ascertain the community's views and to afford them an input into the vision that we had. At the end of the day, it was a collective vision between the community, Rössing Uranium and the leadership of Arandis Town Council that built the trust between those entities and that ultimately lead to the plan's success.

Rössing to me is more than an operational company; Rössing is a part and parcel of Arandis' identity, the identity of the employees, as well as that of some of individuals, including myself. Rössing played a vital role in the lives of so many. It contributed significantly to the sport in this country, it contributed significantly to housing development of this country. It produced people who became leaders in this country.

It is very good to have worked at Rössing mine because I learned a lot. Rössing was my first employer, for which I have been working for 27-and-half years. Many of my colleagues went to other mines and came back, but they too testified that Rössing is the best employer in terms of the benefits to its employees, and looking after their people.

So, what does Rössing mean to me? It means a lot, particularly in terms of capacity building. During the time I was mayor of Arandis it helped me to lead this community. It is my conviction that those who served with me as Honourable Councillors, we all learned with Rössing through capacity building thanks to programmes organised by the Rössing Foundation.

I am very proud to have been an employee of this mine; I learned a lot from Rössing mine and today can be a better leader than I would have been, were it not for Rössing."



Frank Slabbert

A former employee and long-standing associate of Rössing, Frank Slabbert's association with Rössing has been momentous in sporting terms, as he worked closely with the mine on the seminal Rössing Marathon. Here he shares about his experience of putting Namibia's premier road race on the map:

"After 21 years banking experience, I decided enough was enough; I resigned and the search for employment started. During my search, I had applied to Rössing without receiving any reply, but then an old friend told me about a possible position with the Projects Engineering Section to look after the payments on various contracts for work done on site and on company housing.

I travelled to Swakopmund and to the mine site where I had two interviews, one with the Superintendent and one with an accountant. A week later I enquired about the position and two days later received an offer. This was really prompt and I started work a few days later, only leaving during a general retrenchment exercise after 20 years, where I advanced from Contract Cost Controller to Contract Administrator.

Some 14 days after I had actually started work on the mine, my wife, who was still in the north of Namibia, received a letter from the Human Resources Division advising that

there was no opening for me – this in reply to my original application!

After a period working within a war area, the fairly relaxed work atmosphere at Rössing took some getting used to. However, I soon learned to relax and did not jump every time there was a blast in the Open Pit Area.

I met many new friends, and the work was not too taxing after the pressure of a banking career.

The inter-departmental sports were a happy experience, and the various sport codes were keenly contested, creating camaraderie that has lasted for many years. I also became involved in athletics as part of the Rössing team as an official which, in turn, led to me becoming an integral part of the sport of athletics within Namibia, and several international team visits as manager became realities. I was fortunate to be able to visit Mauritius, Botswana, Australia, Canada and China. There was also one visit with a team to South Africa.

Track and Field Athletics also led me to assisting with marathons at Swakopmund and I am still heavily involved in marathons to this day. A singular honour was bestowed upon me by Rössing



when the annual half-marathon run in conjunction with the marathon championships was named after me.

I am still involved with the annual Rössing Marathon Championship and have a history of involvement dating from 1981. I started as a recorder, then timekeeper and am still the Race Director of what can best be described as one of the most important road running events within Namibia. It is very satisfying feeling to know that you have been involved in such a major event for so many years.

At a crossroads time in my life, I was fortunate to become one of several thousand workers on the Rössing Mine and this was where I learned to relax at my work station, making life so much pleasanter.

I will always be grateful for the experience and years of employment with Rössing where I learned that there were atmospheres at work that did not always place one under unnecessary pressure and one could be happy and enjoy life to the full.”

Frank Fredericks

Frank (also known as Frankie) Fredericks' name is synonymous with athletics in Namibia. Known as the King of African sprinting, he is a four-time Olympic silver medallist, finishing second in the 100m and 200m at the Barcelona Olympics in 1992 and again at the Atlanta Olympics in 1996. His life and that of Rössing are completely intertwined, and here he tells how transformative that association has been:

“When I finished school in 1987, many universities in South Africa tried to recruit me, but I was not sure what I wanted to study. Rössing had a student programme where they said basically, ‘We will bring you to the mine for one year. You can improve your grades, and then we can put you in all the different departments and then eventually, you can decide what you want to do.’

So, when I started with Rössing in 1987, I was placed in the Metallurgical Engineering Department first. However, I did not like it much; I did not know it was a lot of sampling, and that was not my thing.

"Namibia have to be very thankful for what Rössing have done for me. I am grateful, and I will always be grateful for what Rössing have done in my life."

In 1986 Rössing introduced a new computer centre for the mine, and for the month that I was in the Information Systems Department, I was like a little kid in a candy shop, having access to all these new computers. And that is where I decided, 'Okay, this is where I want to be.' I was supposed to stay there for one month, but I decided that I didn't want to move to any other departments as I had found what I wanted to do.

At that time, I lived in the single quarters in Swakopmund, and it really was amazing. There I was, having just left high school going from dormitory life to what felt like a five-star existence where you had meals prepared for you! You had older brothers and sisters that you lived with, people that looked out for you and guided you in terms of life after high school. The family atmosphere at Rössing was wonderful, with everyone looking out for each other. If some of us younger boys were tempted to sleep late, the older guys would make sure that we woke up in time to catch the bus going to the mine.

Rössing was already then the employer of choice in the Erongo Region. They gave all of us young boys bursaries to make sure that we would go and study. Luckily, they also saw my talent in sports and were very accommodating, letting me work until 2 o'clock so that I could train from 2 o'clock to 4 o'clock. From the beginning, Rössing was very supportive of me, nurturing my sporting talent. In April 1987 I became a Springbok, which at the time was the highest level that one in Namibia could reach in terms of sports. After I came back as the Springbok, as the fastest man in Southern Africa, the then MD, Mr Mike Bates, wanted to have an audience with me.

He called me into his office, and we were sitting there talking and he basically asked

me, 'What are your long-term goals? What do you want to do? I mean, you are so fast now. Obviously, we are happy to have you on the mine, but what is your ultimate goal? What do you want to study?'

So, I explained to him that, 'Yes, obviously, I have conquered Southern Africa as I was the fastest in all five provinces, but there remained nothing else for me to achieve here in Southern Africa. I wanted to go to America or to the UK to see how far I could take my talent in sports.'

Obviously, the plan was that after four years, when I finished my studies, I would come back and work at the mine. You study for four years, work back the four years and then you are a free agent. Mr Bates agreed to support me. Luckily, they had a sister mine in the US called Kennekott Copper Mine, also managed by Rio Tinto, which was close to the university I wanted to go to. And he said, 'Okay, yes, we can try this and see how it will work out.'

During the holidays, I had to come back to Rössing to work. I basically came back every Christmas for two weeks and then during the summer for three months, and then had to work to see what life would be after my studies.

In 1990, Namibia became independent. I graduated in December 1991. The obvious question asked by all of us was, 'What now?' I too was mulling this issue over: I was a young man, and I possessed a particular talent. I had conquered the university scene in the US, but I wasn't sure what was going to come next. Thankfully Rössing said, 'Okay, we will give you a sabbatical for a year. Concentrate on the Olympics.'

1992 was the first time Namibia competed internationally on the Olympic stage. I think if it had been another employee, the MD would have said, 'Okay, you've graduated, now you have to come and work', but I think Rössing saw the big picture. They understood what my participation in the Olympics could do for the country. And then I obviously won the two silver medals in 1992, and everybody was happy. I think Rössing got a lot of mileage out of it, because I became the face of Rössing. Not only that, I became the face of Namibia.

Once again we were faced with the question, 'What now? Now we have an Olympic medallist. Can we curtail his talent by bringing him back to a mine and work?' They asked me what my future plans were. I said, 'I won silver now. I mean, maybe in four years, who knows? Maybe I can win the gold, but I would like to continue studying.'

I started studying for a MBA, a Master in Business Administration, in 1992. They seconded me to the marketing arm of Rössing, which was called NamServe; I was seconded there for two years. Thus, while I was doing my MBA, I was also doing supply and demand curves for Rössing to make sure that we get the right sales. It was a tough time in Rössing's life because the uranium prices dropped to about ten, twelve, thirteen dollars per pound. However, the mine had long-term contracts in place that were really carrying the mine.

For my colleagues at home in Namibia, these were challenging times. Rössing cut their costs extensively. The Country Club was closed. The golf course was sold. Many privileges we had as employees were cut because they had to make sure that the mine could survive. All the students were retrenched, and there was no longer a job

waiting for me at the mine. They said, 'We cannot put you anywhere at the moment, because we are cutting costs.' From my perspective, it was good, because now I did not have to pay back six years of student life to Rössing and I could start venturing into my own things.

In 2005, Dr Charles Kauraisa asked me whether I would be prepared to join the Board of Directors of Rössing. I was, and I remained a member of the Board from 2005 until 2017. During that time, the mine went through another difficult time and was facing closure. We started looking at closure plans and what was really close to my heart in those discussions was the rehabilitation of the mine prior to closure. I wanted to make sure that a plan would be in place for rehabilitation so that it could be given back to Namibia in such a way that it wouldn't be a scar on the landscape when operations cease. I am really proud of the twelve years I spent on the Board and for what we achieved during that time.

What Rössing has done for me personally, is incredible. What they have done in terms of investing in me for Namibia, is something that one can never repay. It was amazing. They helped me to train, made sure I had the right facilities for training, that I was at the right venues. Being an international athlete is a very expensive life; people think you just go to the Olympics and win a medal. But it is not like that at all – there so much that goes on behind the scenes, and so much you have to put in. You basically train a whole year to sprint for 10 to 20 seconds, and you have to make sure that you hit the peak at the right time.

It is not something that just comes together at the snap of your fingers. The life of an athlete is a process and Rössing understood that. Namibia should be very thankful for how Rössing supported me and my athletic ambitions – Namibia can boast with four Olympic medals as a result. I am grateful, and I will always be grateful for the role that Rössing played in my life.

In terms of the bigger picture, Namibia owes a debt of gratitude towards Rössing for all the employees that got jobs, for all the kids who were sent to school and to university, all the houses that were built, and the incredible contribution made by the Rössing Foundation to education and skills development in Namibia.

For me personally, Rössing means the world. Here is a company that took a young boy from the dusty streets of Katutura, and gave him a job. After the job, they saw the talent. After that they give him a chance to become one of the fastest men in the world. I think this is what Rössing means to me; they gave me my life. They have given me something that, if it was not for them, I probably would have never found out that I have. I put Rössing on the same level as our founding fathers that gave us independence. If it was not for these entities, I think there would not have been a Frankie.

First, Rössing started it. In 1990, we gained our independence, where we lost a lot of loved ones. Obviously,— I am thankful for the independence that they achieved for Namibia because that then gave the trajectory of my life. Fast forward, if it was two or three years later, then I would have been in the mine and working, and I would not have thought of doing anything else with sports, because sports was not paying the bills.

But Rössing understood this, and that is why I say they are an employee of choice that comprehends the life cycle of a human being. It is amazing how lucky I was to be at the right place at the right time.

First, in 1986, to be picked by a mine that understands and has a long-term vision. Then, obviously, in 1990, when Namibia became independent, to be at the right time, at the right place, to be given that, because I think there were many talented athletes before me.

So, Rössing really means the world to me, and I will be always grateful and indebted to them."



Dr Kuiri F. Tjipangandjara

Dr Kuiri F. Tjipangandjara, General Manager: Engineering and Scientific Services at NamWater, is a prominent Namibian water engineer, scientist, and consultant with expertise in mineral engineering and chemical metallurgy. A former bursary student and intern at Rössing, he is a leading voice on water security, transboundary water management, and mining-related water issues in Namibia. He is also a commentator on national water issues, including the management of aquifers and the impact of mining. He shares his connection with Rössing:

“I was a recipient of Rössing’s bursary programme. In the early days we stayed at the Rössing Country Club and we were all mixed together: blacks, whites, coloureds. We took the same bus to and back from the mine. The senior people who were there guided

us youngsters, telling us what to do. That was in 1978, 1979.

When I came back after independence, the political landscape has changed considerably. Many black folks were in key decision making positions in the country, and I think that culturally people were more accommodating than before independence. But at the same time I can also say that coming back to Namibia after having lived in the US for close to ten years, maybe I came back more mature and I was able to confer on the situation much better. I garnered good respect among the colleagues and I ended up spending three, four years at Rössing before I went to University of Namibia.

I feel passionate about training our young people in the correct fields. Namibia is dependent on its natural resources, whether it is fishing, agriculture, or mining. Mining is obviously a major contributor to Namibia’s economy. To assist the companies in the various fields, we need to invest in human resource development, be it artisans, technicians, engineers, or scientists.

But we cannot expect a mining company alone to do that. The mining company must come on board, the Ministry must come on board, Government must come on board, and also our universities must have their curriculum in place. The output must be able to address the needs in the various fields in the country. At the moment, we train too many people in the wrong fields. Where we need skilled people, we do not actually invest heavily in those fields. We need to increase the number of graduates in chemistry, maths, computer sciences or geology drastically.

Only once we have people with the correct qualifications can we knock on the doors of these mining companies such as Rössing, Namdeb, De Beers Debmarine, Navachab, etcetera. We should tell them, these are our students with the right academic qualifications, now educate them in the different fields. At the moment, we do not have the correct numbers; we are training too many people for fields where we really do not have a need. We have a shortage of skilled people, and we need to seriously work on that.

If I had not worked for Rössing as a cadet for two years, I would not have the physical experience that helped me through my years of doctoral studies. During my first year at Rössing I had to do that as a requirement; during the second year I stayed on at the mine because I could not get



into a university in Southern Africa where I would have exposure to the mining and metallurgical field. I would not have been able to understand what was required of me when I was doing my post-graduate work if it wasn't for my experience at Rössing. Even when I did my doctorate degree, my experience always informed my thinking – I would say, 'Ah, we are talking about the leaching process now, at Rössing they used to do this and that'.

Whether it was talking about solid liquid separation, exploring the sciences of liquid, or anything to do with my specialisation in water technology, I built on what I experienced at Rössing. That really made a difference, and I am forever grateful for that."

Gabriel Kandjinga

Gabriel Kandjinga is a remarkable 102 years old, and has had the good fortune of living a rich and eventful life. He joined Rössing Uranium in 1975 while the mine was still in development, and spent the next 15 years there until his retirement in 1990. He shares his unique perspective with us:

"I started working for Rössing Mine in 1975. At that time the company was still called Rio Tinto before the name was changed to Rössing, named after Rössing Mountain between Arandis and Swakopmund. My first workplace was as office administrator for Rössing in Swakopmund, next to the prison. In that office there was a white man called [Graham] Louw, who is still alive. We did not stay long at that office, as soon Rössing brought caravans in which many employees stayed, because at that time there were very few houses in Swakopmund. I was moved to an area near Rössing at the riverbed, where I helped manage the accommodation for workers.

Later Rössing bought a hotel, which was renamed the County Club, for company management to stay in. My first boss was a good man, but after his father died he moved away to work on a farm. I worked there for one month and returned to work at the caravan park. Later the caravan park was removed because many workers began moving into houses in town as more housing development was built.

I worked at the mine until I retired in 1990. During my time working at Rössing, I did not have any problems; I was committed to my work and did my duties faithfully.

The advantage of working for Rössing is that today I still receive my pension every month. None of the other jobs I had before provided a pension, but Rössing did. For that I am very grateful. If I had not worked at Rössing, I sometimes wonder how I would survive today at my age.

Rössing changed many things for the black workers. At first there were separate buses transporting black workers from places like Walvis Bay to the mine. Later Rössing decided that everyone, black and white, should ride together on the same bus.

For me, Rössing was among the first place where people were treated more equally, even before Namibia gained independence. Rössing continued trying to bring people together, regardless of skin colour. I believe Rössing helped bring the first sense of independence

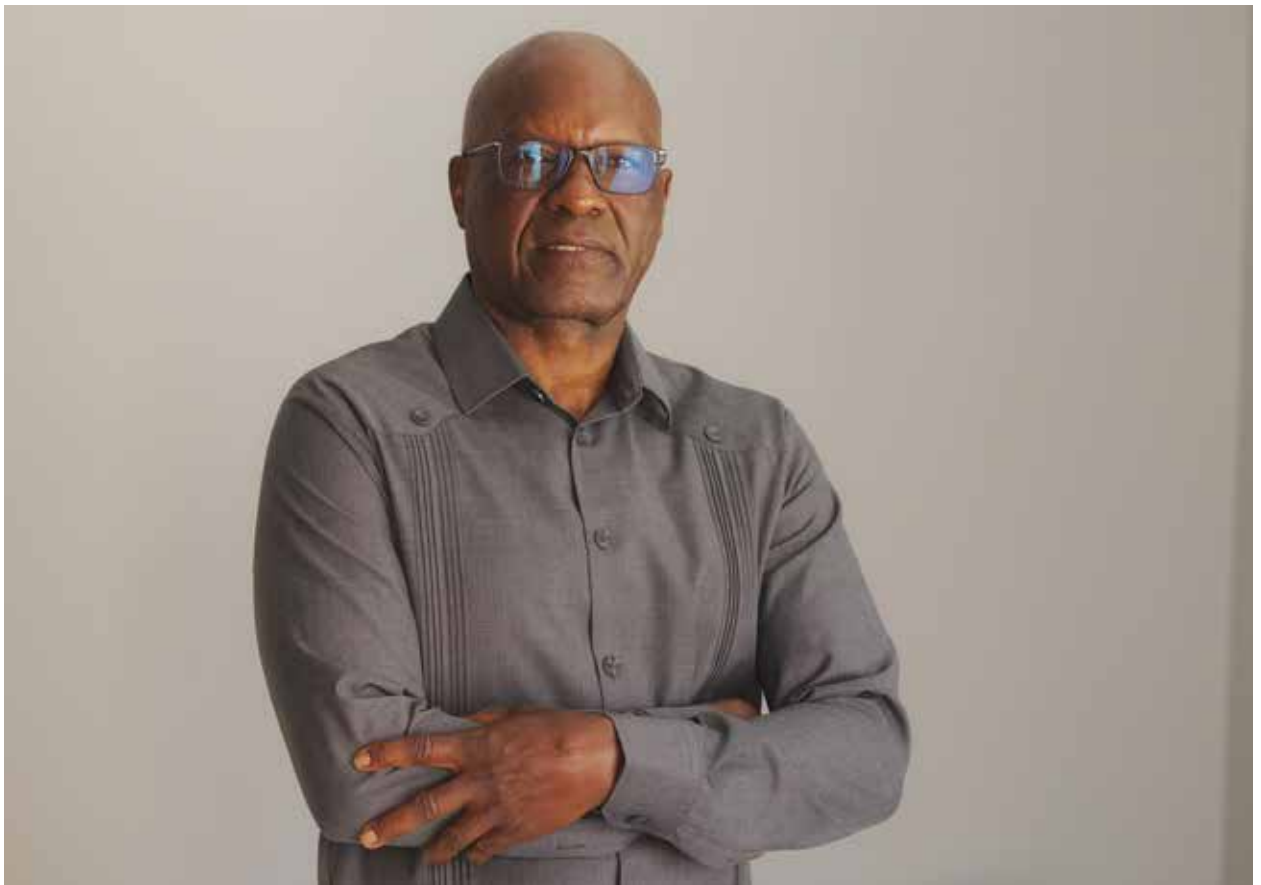
and unity among people.

My message to Rössing Mine on their 50th anniversary is that I hope God continues to protect and guide them. Rössing should thank God for giving them the spirit to treat people without discrimination. It is God who gives people a good spirit to treat others with kindness and fairness. On this earth there are also evil influences, but Rössing chose the good path to treat people with dignity and equality, which I am very grateful for."

Tom Alweendo

A well-known name in Namibia's public life, Tom Alweendo began his career on a cadetship at Rössing Uranium, and later in life served in the public sector as the first Namibian Governor of the Bank of Namibia, as well as the Minister of Mines and Energy from 2018 to 2025. He shares how his journey with Rössing Uranium led to an illustrious career:

"I remember people from the mine visiting





you had a job at the mine. I also did some accounting and computer programming, so I had the choice to either work in the Finance department, or the IT department. I choose the IT department.

In those days, we had to do all the programming ourselves. I remember when Rössing bought a big computer that could store one terabyte of information. It was a huge machine and a big thing for the mine. There was even a party thrown for having the biggest computer in the country!

This was in the days before independence. It was not always smooth sailing, as some of the white colleagues didn't think a black person could do computer programming. So it was tough sometimes, but I continued to believe in myself and do what I was doing. Eventually attitudes changed.

Later on I worked in the Finance department, specifically in the cost accounting section. There we had to find ways to reduce the cost of mining.

In 1989 I felt I needed to do something for further myself. I applied for a bursary to study an MBA in the UK. When I asked Rössing for study leave, they refused, saying I either work or if I want to study, I have to resign, which I did because it is not easy to get a bursary where all your studies are paid for. After I finished the MBA, some Rössing managers approached me, asking if I want to rejoin. This I did as I didn't have a job at that time. I joined in the Finance department, because my studies were in corporate finance, so it made sense to join the Finance department.

school to recruit young people to work for them. I didn't really know what I wanted to do after school, as there were very limited opportunities. I went to Fort Hare University, but due to unrest at the university, I couldn't complete my studies. At that time Rössing was advertising scholarships to go to university. The idea was that you would go for an interview and if you qualified, you would work at the mine for a year and then get a scholarship to study. That was probably in 1982. In 1983 I got a scholarship to study at the University of Witwatersrand for three years, doing a BCom degree.

It was great; not only were all your studies paid for, but you also received a monthly allowance. I opened my first bank account for that allowance to be paid in to. And best of all, once you'd completed your studies, you knew

I've learned from Rössing that you must understand the process. There is a process of how things work, and you must understand it. This is how people work together as a team to achieve something.

I also learned that you must have a plan. If you want to achieve something, you have to have a plan how to get to that point.

And I also learned reverse parking. Rössing was always – and still is – very strict on safety. Every time I visit the mine, I will always reverse park.

Rössing has done their part in improving the wellbeing of Namibians. They started NIMT in Arandis, which is still a much-sought after education institute for artisans and skills training. They started the Rössing Foundation which also focused very much on education. Throughout the years Rössing has done an excellent job in making an impact on people's lives.

In the beginning years, mining companies were very few in the country. There was Rössing, CDM which is now Namdeb, and Tsumeb Corporation Limited in the north. Today the picture has changed a lot; there are many mining companies that operate in Namibia, making it a mining economy. I think the time has come to shift gears in the mining industry. The mining companies must work together to focus on high level stuff, focusing on research and technology, improving the high level skills of young Namibians. There needs to be a collaboration between tertiary institutions and the mining companies. It will be the mining companies that will gain by such collaborations, because then you will have local skills that can to research. You will improve productivity.

It doesn't matter who starts the conversation, as long as it is started. Government has an important role to play, but so does the private sector. In the private sector, you have the Chamber of Mines, who can start the conversation with the universities, and let it flow from there.

My message for Rössing on their 50th year of production, is that they will be able to operate for many more years to come. We've all heard about their end-of-mine plans, but yet they managed to find new resources and continue up until today, 50 years later. I do wish them all the very best and to keep going, so many more Namibians can be benefit from employment at the mine."

Mike Leech

Mike Leech, the first-ever Namibian citizen to be appointed as Managing Director of Rössing Uranium led the company for seven years, from 2004 to May 31, 2011. He led the company through a significant period of growth and turbulence in the uranium industry and was succeeded by Chris Salisbury on 01 June 2011.

"I was a long-term employee, serving mainly in the administration area ending up as Managing Director, while I was also a Rössing Foundation Trustee.

Rössing was – and still is – a great employer with high corporate citizenship standards. Rössing stepped into many areas of Namibia through its work with its Foundation, such as bursary programmes, internship training, apprenticeship programmes, the Driver of the Year competition, fire-fighting competitions, inter-mine sports, housing programmes, the Rössing Country Club, as well as the Arandis Club. The NIMT was a particularly successful initiative.



Rössing set high levels of employment standards in terms of housing, schooling, and medical aid benefits which they provided for their employees and in turn, their families. Rössing built the Cottage Hospital, which today is the Swakopmund Mediclinic. They ran a horticultural section which helped turn Swakopmund green and also developed an agriculture initiative in the northern part of the country that went so far as to developing new crop types for better mahangu.

Rössing was a way of life when Swakopmund and Arandis were still small towns. Safety awareness was always paramount, which motivated employees to take safety home with them. Rössing truly lives up to the claim, 'Working for Namibia.'"



"The Okashana Centre, initially established by Rössing Foundation, continues to enrich the lives of people here in the North by enabling them to feed their families."



External Stakeholders

Alfeus Shiifoleni Nghishekwa

Alfeus Shiifoleni Nghishekwa is the Chief Agricultural Technician at Okashana Crop Research Station. The Okashana Rural Development Centre as it was called then was established in late 1986 by the Rössing Foundation. He shares how the Centre has grown since the Government took it over from the Foundation:

"Since the establishment of this centre, it has been involved in the training of farmers, as well as conducting crop research. Even now, after it was handed over to Government, it is still doing the same activities.

At the centre we have different research activities that are taking place. They are in two different

categories: we have plant breeding where we are innovating new crop varieties. As we know, global weather patterns are changing and to combat climate change, you need to develop new crop varieties that are adaptable to the current climatic conditions of Namibia. The seeds we are developing are drought resistant and therefore we provide these seeds at a subsidised price to farmers to help the communities feed themselves.

We also have other research activities on soil health and soil conservation. We are looking at producing crops with a good soil. We have also different areas or categories of research activities, such as crop diversification, whereby we are now looking at having more crops, not just consuming one crop. Therefore, it is not just mahangu, or mahangu every day. Now we introduce new crops like cassava and sweet potatoes, as well as rice. This is done under the intention of crop diversification.

Other research activities concern plant health, pest and disease control to see which crop are more susceptible to certain pests, and which are more susceptible to certain diseases. Those are the main research activities being done here

Climate change does not only affect the centre, it affects the whole community. Therefore this centre is answering the demands of the community because we train them based on the research results we get here. They are benefiting because they are now planting crop varieties that are drought resistant. As you know, Namibia is one of the driest countries in the world. At least the farmers in the North are now getting large enough harvests to feed their families, while the surplus they take to the market.

The Okashana Centre, initially established by Rössing Foundation, continues to enrich the lives of people here in the North by enabling them to feed their families. This is a huge contribution to the wellbeing of families here, and the centre continues to positively impact the daily lives of the Oshiwambo people."



Taimi Mushi

Heading hospitality services on behalf of the Ministry of Agriculture, Water, Fisheries and Land Reform at the Okashana Centre, Taimi Mushi continues with the services initiated by the Rössing Foundation at inception. She shares the latest development in hospitality services at the Okashana Centre with us:

“The Rössing Foundation laid the foundation for the Government when it established this centre in 1986. Apart from the crop development and research that is currently being done at the Okashana Centre, I am in charge of the hospitality services, continuing the legacy that we took over from Rössing.

We continue to offer accommodation, catering services, as well as event hosting. In addition, we offer technology workshops for the community in the North. This is a Ministry initiative and we are mandated to innovate and fabricate appropriate technology products that are much needed in the community. These include the agro-processing equipment, livestock equipment, sanitation products, as well as environmental products.

Apart from that, the section is also mandated to offer

services to local SMEs so that they are able to conduct their business in the area. Just to mention a few, the services that are provided to SMEs include the bending of their steel (because our workshop is well equipped with machinery which is not available in the community), as well as cutting and drilling.

Even after 35 years of continuous operation, the centre is still very relevant, because it is where the community can get hospitality and other services. It helps in capacitating the community. We are also very involved with the sharing of information with the community, training them in a wide range of topics which help them with their small farming activities and to add value addition to their products.

Apart from the hospitality services and technology workshops, we also have community outreach and marketing programmes. These programmes are responsible for facilitating information to the community, providing training and conducting basic research on issues that arise in the community in the hope that we can find solutions to help the community with their farming activities. We market the centre's activities to the community to create awareness and ensure we are known in the community.

"Rössing's commitment and support has been really significant and as a result has impacted a lot of Namibian people, not only here in Oshikoto, but in other regions as well."

We also expose students or graduate interns to practical experience by taking in students in the area of hospitality and tourism who are mostly focused on cookery, food and beverage, as well as housekeeping. We also take in students for welding and metal fabrication, fitting and turning, and boiler making – the core trades.

Then in terms of community outreach, we look at students or interns in the field of agriculture, as well as rural development. We have a demonstration site for horticulture production. We have one in poultry production, as well as in piggery production. We have also established a hatchery that supports the community with the hatching of their poultry eggs.

The Okashana Centre works closely with line ministries of Government, such as the Ministry of Agriculture, Fisheries, Water and Land Reform. We collaborate on training farmers in the community or in disseminating information into the community. We also work closely with the Regional Council. As a rural development centre, we are rooted under the regional council at the regional level. We also work with agencies such as AMTA and Agribank to provide training and information to the community. Apart from that, the Rössing Foundation is still visible at some of our rural development centres, with support currently being provided at Ben Hur Rural Development Centre in the Omaheke region.

Rössing's commitment and support has been really significant and as result has impacted a lot of Namibian people, not only here in Oshikoto, but in other regions as well. Rössing's legacy in terms of the centre continues to grow and we hope that the mine will continue to give support to rural people or communities at large."

Clark Beyer

Clark Beyer was the Managing Director of Rio Tinto Uranium, based in London, for 11 years. He and his team were responsible for selling all of Rössing's Uranium on the international markets. He shares his memories of his important role at that time:

"I was Managing Director of Rio Tinto Uranium, the London-based company responsible for marketing Rössing's Uranium to the world's nuclear power

operators, from 2007 through to 2018.

Thus, I was accountable for delivering virtually all of the revenue each year, a responsibility my team and I took very seriously. I had the pleasure of visiting Namibia over 40 times during that period, whether for Board meetings in Swakopmund or Windhoek, workshops with my global marketing team, or bringing customers to visit the mine. These trips to Namibia in a professional capacity over many years afforded me a deep insight and appreciation into the wonders of the country and its people.

I recall how quickly I felt at home in Swakopmund, because the climate was so similar to where I grew up in southern California, where cold ocean currents meet the hot desert sand. I remember jogging along the deserted beach, and the quaint feel of an old German village as the sea breezes rustled the palm trees at the Swakopmund Hotel, and trips through the barren desert to the mine site.

Seeing the enormous pit, developed over half a century of mining, was



always an inspiring sight, as was meeting the on-site staff, always so knowledgeable about the operation and passionate about their mission to operate in a safe and sustainable manner – and always doing so in the true spirit of “Working for Namibia.” To a person, they were tremendously proud to work for a company so critical to Namibia’s economy, and I was proud to be doing my part to deliver hundreds of millions of US dollars per year to Rössing in furtherance of that goal.

I had the privilege to enjoy ongoing relationships with a number of Rössing Board and senior management during those years, such as long-time MD Werner Duvenhage, a lovely, soft-spoken leader who was a pleasure to work with, and who cared deeply about his employees and ensuring the continued success of the company.

Although I had met Frank Fredericks previously, it was a pleasure to get to know him better via the Board meetings, and also to interact with distinguished gentlemen like Hosea Angula and the late, legendary Charles Kuraisa, all of whom treated me as though I was part of the team. Company Secretary Glynis Labuschagne always ran a tight ship at those meetings, and Ruth Cloete was

the go-to expert on anything having to do with getting the uranium to the facilities in North America and Europe where the customers could take possession.

On one of my first trips to the country, I was accompanied by then-GM (and later Chairman) Rehabeam Hoveka to visit officials at the Ministry of Mines in Windhoek. A quiet gentleman, Rehabeam gave me a great personal history of the country and its people, including his Herero heritage and the fascinating diversity of this large country with a small population. Those are the kinds of opportunities one does not often find on typical business trips, and I was fortunate to have experienced many years of getting to know Rössing and Namibia, not to mention all of the great meals at Erich’s, The Tug, the Village Café, and the Brauhaus!

Although Namibia is a very long way from my home in California, I know the hard work is still going on at Rössing, and I look forward to visiting again one of these days.”

Dave Smuts

Throughout his career in law, Justice Dave Smuts has left deep footprints in Namibia’s legal fraternity. He is

a Supreme Court judge (serving 2015–2024) and former High Court judge (appointed 2011) known for his extensive work in human rights, Constitutional Law, and activism against apartheid. A founder of the Legal Assistance Centre, he is also an acclaimed author. He shares how his story began with the Rössing Foundation:

“My connection to Rössing is slightly indirect. I was very fortunate to be the recipient of one of the early Rössing Foundation Leadership Scholarships, so it was from the Foundation which Rössing set up for their corporate social responsibility activities.

The Foundation has actually done a lot of good work in the country, and I was particularly fortunate because it was in the year of 1982 when I had just completed my articles with a Windhoek law firm and I was doing human rights work already then and I wanted to tackle the subject far more extensively.

The background I had received at university, which was a conservative South African university which did not challenge authority at all, I felt was quite limiting and I wanted to be exposed to a far more critical environment and to

"Seeing the enormous pit, developed over half a century of mining, was always an inspiring sight, as was meeting the on-site staff, always so knowledgeable about the operation and passionate about their mission to operate in a safe and sustainable manner – and always doing so in the true spirit of 'Working for Namibia'."



really learn from other jurisdictions about how they tackle issues like human rights, civil rights, and labour rights.

I wanted to study abroad, and I decided I wanted to study in the United States. I applied to the Rössing Foundation for their one-year leadership scholarship programme. I applied to several of the top universities and I was admitted by Harvard University, Harvard Law School to do an LLM Programme there.

So, though the Foundation, I got the scholarship. The Foundation paid for my studies, and I would not have been able to do it had the Foundation not paid for it.

It was very significant for me personally because, to be honest, it was a watershed for me in my

career. It completely broadened my horizons and perspective about the possibilities of law, as well as about asserting rights and about the role of law in society and how to be a bit more innovative and creative in invoking legal rights and standards, even in a very hostile, authoritarian, extremely oppressive legal environment. It was really about trying to make changes within that. In fact, as I quote in my book from Leonard Cohen, he captures it so beautifully in one of his songs, it is about using what you can do to shed some light through the cracks. There are cracks in the system and the role

I saw for the law there, was to try and let some light shine through those cracks.

When I finished my Master of Law I came back to Namibia. I was in private practice, and involved in human rights work. It was so overwhelming because of the situation in the country, because of the human rights violations and inequalities we had, to be tackling those things. It was very difficult to even do that within the framework of a private law firm, so I set up The Legal Assistance Centre after a few years. I knew that having had the benefit of studying at Harvard and learning so much from public interest law firms in the United States, especially in the civil rights movement, that it formed a lot of my thinking. Also, some South African human rights institutions assisted enormously as well during that time.

But the leadership programme was a watershed, a breakthrough year for me of studying abroad, which assisted me in being able to, I believe, be more effective in my legal work. Having seen the limits of the law in Namibia at that time, in response I set up a public interest law firm along the lines of the ones you get in the States and elsewhere. I also saw the possibilities of the media and the press; that is why I was also involved in setting up The Namibian with Gwen Lister in those very important years.

Having obtained that qualification, the exposure that it gave me was instrumental in the work that I did in those years and I believe also afterwards. When I was practicing as an advocate and especially when I was on the bench, I was able to think differently about the problems that we had in the country. It has helped me a lot as a judge in helping to develop our law and to try and assist in also supporting the independence of the judiciary through having the kind of principles and values which I had. I was able to draw from my experience at Harvard on the importance of the law, the rule of law, and on the independence of the courts. So, I would say that the way in which I was able to operate within Namibia's legal profession had a lot to do with the qualification I was able to obtain with the support of the Rössing Foundation Leadership Scholarship programme.

I have not been involved so much with Rössing as a mining company. I think I have acted on one or two occasions with the firm in the course of my career, but as I see it, Rössing has been a force for good in many ways in the country because of especially their corporate social responsibility programme. I think they have made a huge difference to a lot of people's lives with the Foundation's work. The Foundation I know helped a lot with adult education and other initiatives which have made significant differences in people's lives. I am not in a position to comment too much about their success as a mining company, but I think as an employer, they have generally been a force for good within the country. But certainly I think the Rössing Foundation has been a very important force for good within our country.

Had it not been for the Rössing Foundation in providing that financial support to me, covering all my costs in studying a degree at Harvard, it would have been beyond my reach. It played such an important role in my life and my professional development. I hope that the investment they made in me, would be regarded by them as an investment that they made for the development and assisting the development of law in the country. Because it is important to have the kind of professional skills that I was able to obtain being used in the country, because we really needed it at that time especially."

Dr Tjitunga Elijah Ngurare

Dr Tjitunga Elijah Ngurare is a Namibian politician and the current Prime Minister of Namibia. His connection to Rössing started many years ago when he was a young science student at the Kolin Foundation Secondary School in Arandis. Here is his journey with Rössing and the Rössing Foundation:

"Back in 1990, shortly after independence, Rössing was very supportive of Arandis, the town they had built to accommodate their workers. I was a student in Standard nine (now called Grade 11) at the Kolin Foundation school. Rössing supported the school and other schools in town financially and with the different programmes that they offered. One such programme was called the National Young Scientist where they would organise science competitions among schools. You first had to compete on a local level, then a regional level, and ultimately on national level where the competition would be held in Windhoek.

My science project on the mining aspect of the Namibia Desert made me asked our principal if we could visit the mine and see the open pit. At the request of the principal, the mine invited students from the Kolin Foundation school and this turned out to be an eye-opener for me.

My project was selected as the best at the regional level, so we had to go to Windhoek to compete. At that time Windhoek was very big deal for us as young students from the coast. I ended up coming second at the national level, something that made me very proud. We were being urged by the Founding Father and our leaders to study science.

The foundations were laid at a young age as a learner in Arandis. I think it is critically important for mining companies to invest in their communities, and especially in young people. Rössing invested heavily in Arandis; CDM, or Namdeb as it is today, did the same with Oranjemund. Mining companies depend on Government to create a conducive environment for them to operate successfully. Thereafter they are able to plough back into communities and young people, even though you never know what those young children will become one day.

I certainly didn't dream of ending up being the Prime Minister of our country. But I always will remember those days when Rössing invested in the young people of Arandis, allowing us to grow into well-rounded professionals serving our country to the best of our abilities. They truly lived up to their slogan, "Working for Namibia".

For me personally, Rössing means a lot. I went to school in Arandis. I matriculated in Arandis. I have a house in Arandis. I am attached to Arandis. There are people that made it possible for me to make it in Arandis, and I always reflect on those people, including the late Muhura, the mother of Daniel Muhura, who gave me the name Nokokureo. She was very supportive of me.

People often ask us, 'Why is it that people who have gone to Arandis somehow never lose touch with one another?' Arandis for us was a melting pot of all cultures, and it taught us to be Namibians above all else. We were able to go to each others' houses and be treated as children of that household. We were all brothers and sisters. Even when we went to universities outside the country, we never lost touch with those with those that stayed in

"For me personally, Rössing means a lot. I have a house in Arandis. I went to school in Arandis. I matriculated in Arandis. I am attached to Arandis. There are people that have made it possible for me to make it in Arandis."



Namibia because the foundation that made us who we are, was laid firmly and strongly in Arandis.

There is not a day that goes by that I do not reflect on the foundation and the upbringing that we had in Arandis. We also continue to have contact with our teachers, very good teachers who gave us exposure to the world. So many things happened at Arandis, including student leadership programmes, of course. I was SRC president at Kolin. We were active in the student Christian movement, active in NANSO, active in the SWAPO Youth League. This made us who we are today, and it was all because of Rössing, thanks to their investment in and the infrastructure that they established in Arandis.

I remember, I think it was 1991, I partook in a martial arts competition sponsored by Rössing. I was a national knockdown fighter in Kyokushin kanji, a type of karate originating in Japan. Because the infrastructure was there, our sensei had a stadium where we could be trained. Rössing would sponsor us to go to Windhoek, Otjiwarongo, Tsumeb, Khorixas, and many other towns for the championships.

So, for me, Rössing has really played a pivotal role in my life, just as it has in many others' upbringing. We have become who we are, but we must thank the independence of our country and the leaders that made this possible.

We must thank our people for maintaining peace and stability, because in the absence of peace and stability, achieving anything becomes nearly impossible. Yes, we know that in terms of ownership, some of these resources are owned by others. But sovereignty means we as the owners of the country must make sure that the resources benefit our people.

President Netumbo Nandi-Ndaitwah is speaking very clearly to this point. We are too few to be poor. It means every Namibian can ideally and practically benefit from the resources that are found in the womb of our soil, Namibia."



Florida Husselman

Florida Husselman is the former Chief Executive Officer at the Arandis Town Council. She lived through many years of challenges and triumphs to see Arandis blooming into the model town it is today. She shares her memories and highlights:

“During my tenure as Chief Executive Officer at the Arandis Town Council, I worked with both Rössing Mine and the Rössing Foundation.

This professional relationship assisted us a great deal in achieving a sustainable development plan for the town and its inhabitants. That, in turn, further aided in reducing the town’s dependency on the mine.

This partnership was built on mutual respect for each other’s legal mandates, abilities and needs. Throughout this relationship, capacity was built across various disciplines, and it benefited me both on a professional and on a personal level. The exposure aided in broadening my horizons and vision, for both my career and my life.

Rössing played a pivotal role as the creator of Arandis, but also as the contributor in ensuring that the town did not lose its identity as an autonomous and independent town. Rössing has been there during the highs and the lows of crafting a development plan for the town, sometimes through availing resources and sometimes through availing expertise, and this relationship was never built on creating a further dependence, but rather on assisting in building needed capacities, ensuring that the town has a future beyond the life of the mine.”

Mike Travis

As a former Director of Minserve in London and then also of Rössing itself, Mike Travis had unique insight into what it took to market the mine's product overseas. He was also struck by the passion of Rössing's workers, and the meaningful impact that the Rössing Foundation had in Namibia. He shares his recollections with us:

"My connection with Rössing began in 1989 when I was appointed a Director of Rio Tinto Mineral Services Ltd (Minserve) in London with responsibility for uranium sales in the Asia Pacific region.

On joining I made several visits to the mine to learn about the operations, the Rössing Foundation, and indeed Namibia. It was an especially interesting time to be joining the Rössing team as it coincided with Namibian independence. With the lifting of sanctions, new markets opened up and governments around the world were keen to help this newly independent nation. In 1994 I became Managing Director of Minserve and a Director of Rössing. From that time my visits to Namibia became much more frequent as I attended regular Board meetings. This continued until I retired in 2005.

Rössing formed a huge part of my life over the period from 1989 to 2005. Much of my time was spent travelling around the world, visiting customers and potential customers, and keeping them well briefed about developments at the mine, the Rössing Foundation, and the political situation in Namibia.

One of the difficulties was getting potential customers to come and see the mine because of distance and the costs for utilities, who were operating on very tight budgets. However, in the early 1990s Rössing hosted a most successful Uranium Institute Conference, and we had very good attendance from utilities from all over the world. For most attendees it was their first visit to Africa, and it really



put Rössing and Namibia on the map. The company organised a magnificent programme and visitors were most impressed by the mine, the Foundation, and indeed the country.

Throughout the years, Rössing has meant a great deal to me. It was always a pleasure to visit the country and an honour to have the responsibility to negotiate contracts, which would enable the mine to keep on producing. I was particularly struck by the dedication and enthusiasm of all those working at the mine. The challenges were so big that there was a great team spirit focusing on keeping costs as low as possible, coupled with a tremendous emphasis on safety.

It was a great privilege to be able to contribute to the team effort of keeping Rössing in business. On the marketing side we were dedicated to travelling around the globe, building long-term relationships with many utilities and negotiating contracts to secure Rössing's future.

One of the many things which makes the company special is the Foundation. The wide ranging of work that they do is hugely impressive. I particularly admired the passion of those working in the Foundation, whether in education or helping women develop their considerable skills in arts and crafts. It made me proud to be part of an organisation that was helping the country in so many ways.

"I'm very grateful that I had the opportunity to experience the friendly people, the wonderful landscapes and light, and so much more."

Steve Galloway

The current Chairperson of Rössing's Board of Directors, Steve Galloway, has had a varied and longstanding association with Rössing over the course of his career. Today his presence on the Board sees him uniquely positioned to steer the mine into its next 50 years. He shares his valuable insight with us:

"I can remember exactly what happened at Rössing fifty years ago as I worked there fifty years ago. As you know, Rössing started in 1976, which is what we are celebrating now, fifty years of existence. I was lucky enough to be a student of geology, and they offered me holiday employment in 1976 and 1977. In all, I spent four months at Rössing in those two years as a young geology student. I never worked there full-time, but I did those two stints, which gave me a very good sense of what was happening at the mine back then.

My wife, Clare, and I were both geologists and in 1982 we were both looking for employment. Rössing could not accommodate us both, therefore we went to the north, to the then Tsumeb

Corporation Limited, TCL. We both worked at TCL for about ten years, moving out of our careers as geologists, into other careers at the smelter.

My contact with Rössing resumed in 1990 when I became the Chief Mineral Economist in the Ministry of Mines and Energy. I went out of the mine geology field, into being part of the regulator. One of my jobs was to look at all the sales contracts that Rössing, as Namibia's only uranium mining company at that time, had to scrutinise where they were selling their product. I used to sign off all the exports of uranium to various places of the world. It was quite a sensitive time globally as to where uranium was allowed to go in terms of global agreements and protocols.

Once a year, as the Chief Mineral Economist representing the Ministry of Mines and Energy, I used to go to the International Atomic Energy Agency in Vienna, representing the Namibian government, to verify where our uranium was being sold and emphasise that it was not getting into the hands of people who would misuse that uranium. That was my job and therefore I dealt very closely with the management of Rössing, and a number of successive managing directors.

I met some of the Board members, as well as the Board Chairmen. Therefore, I had quite a lot to do with Rössing.

My next interface with Rössing was much later. It was in 2008, when I was serving on the Board of Directors of Swakop Uranium. At the time Swakop Uranium was owned by a listed company called Extract Resources, an Australian company. In 2009 I became the Chairman of that Board. We dealt quite a lot with Rössing and its majority shareholder, Rio Tinto.

At that time, we investigated the potential to do a joint venture between Rössing and what we had discovered next door, which is now known as the Husab Mine. It was called Rössing South at the time because everybody thought it was an extension of Rössing. But it turned out to be bigger and richer than the Rössing deposit. We therefore got into a lot of discussions and negotiations with Rössing management and with Rio Tinto in London and Australia. During that time, I dealt a lot with Rössing and its shareholders. As time went on, I resigned from Swakopmund Uranium, which was bought by the Chinese, who now own the majority shareholding. I resigned and went back to my day job.

"The legacy that Rössing Uranium left the community of Erongo Region is huge and will continue to be felt well into the future."



Then, in 2022, three years ago, a different Chinese company, China National Nuclear Company, CNNC, which had bought Rössing shares from Rio Tinto, approached me and said they want me on the Board of their company. They were the controlling majority shareholder.

Initially I did not want to join. My previous experience at Husab and observing the company that bought Husab had made me hesitant to become the Chairman of a company that is owned predominantly offshore. We have learned from Rio Tinto; when they owned Rössing, they pretty much ran the company out of London and my perception was that the Chinese company would do the same.

But three years later I can say that I was wrong and my fears were unfounded, because they assured me they would not do that. They assured me that the Board would run the company and they would respect the Board's decisions, and that is exactly what has happened. As a Board we have been able to run Rössing and all the decisions we have made have been supported by the shareholders. They have been true to their promises; it has been fantastic.

Not only does the Board have responsibility to all shareholders and

everybody who worked at the mine during the past 50 years everybody who has brought this mine to where it is today, we owe it to all of them to continue making a success out of Rössing. Minority shareholders have a particular position in a company where sometimes they get ignored by the majority shareholders and get overridden. The Board's role is really to protect minority shareholders, whether it is the Louws and the syndicate members who were there from the beginning, or whether it is new minority shareholders who have come in. My job is to see that every shareholder gets treated the same. Should there ever be any change of shareholding of the majority shareholder, then those minority shareholders get the same offer of purchase as any new investor gets. The Board really has to look after those minority shareholders.

Rössing has evolved tremendously socially, environmentally, and economically. Socially, Rössing has always been incredibly consistent in being this leading corporate social responsibility presence. There are very few corporates that can match up to Rössing. The Rössing Foundation literally is the stand-out foundation over the last, in their case, 48 years. There are some other mines that have come close to that, but if anybody says, name me the mining foundation that has been socially responsible and has had an impact on the social fabric of this country, most Namibians will mention the Rössing Foundation.

Looking ahead, Rössing must continue to be resilient; to go against all odds. We must be able to surmount all challenges and take it to the next level. We have already secured the life-of-mine to 2036. Going through the records of the mine, you will see that the Rössing mine has been in jeopardy of closing for the last 25 years. It therefore has been prone to closure for half its life. The current Board, which I am privileged to Chair, has extended the life of mine to 2036. We made that bold decision to extend from 2026, which was going to be the closure, to 2036. We expanded it by at least ten years. We made that decision in 2022, so we were buying an extra 14 years of mine life.

There are already very strong indications that we can push that life of mine out another ten years at least because of the innovation that the company has pushed through now. We believe in a positive future and focus on that, rather

"Wherever I go people say, wow, Rössing is fantastic. That makes me very happy that I am associated with the best mining company in Namibia."

► than on any technical, political or economic challenges that might threaten that life. You really need to give the assurance to all the stakeholders and everybody who has brought us where we are, that we are good for another ten, 20, maybe 30 years.

The new shareholder wants this to be a centennial mine, in other words, for this mine to last for 100 years, which is an incredible aspiration to have as a new shareholder. The Chinese have a very long-term view and they are very strategic, so they invested in this operation not to make money, although, obviously, they want to make a profit, but more importantly to have a strategic asset that secures uranium for their nuclear power programmes for a long time in the future. They have only been in charge for six years, but they want to be in for another 44 years at least to make it to 100 years.

The Namibian government must also think long term. The government is the custodian of this mineral resource, and any government that does not secure long-term exploitation of that resource for the ultimate owners, which is the people of this country, is neglecting its custodial responsibilities.

Now we have a perfect alignment between the majority shareholder and the Board, we are looking for a long-term future for this mine. The government should be jumping up and down and saying, wow, what a great company this is, they are doing exactly what we do, look at the long-term benefits to everybody. You do not often have that alignment between the government and the shareholder or an investor. There is often a mismatch between the objectives and the timelines that people look at because investors tend to be distracted by returns and quick returns sometimes. Government cannot be distracted by that, and the Chinese shareholder will never be distracted by quick wins.

It has been a privilege to be associated with Rössing. To be a young geology student at the mine and to come back to Rössing after so many years, and to be privileged

to go onto the Board and then to be chosen by the Board as the new Chair is an even bigger privilege, given that the Namibian Chairs of the Board have all been very, very remarkable people.

In terms of what Rössing means to me, it is extremely gratifying for me to go around and hear the stories of people who have been involved with Rössing. I get it all the time: Rössing was my saviour that educated my whole family, sent us here, did this, did that, sponsored this, did that. It is great to be associated with something that people really appreciate. It is a household name in Namibia. It really is one of those darling companies that anybody would want to be associated with.

Going forward, the Board aims to take the Rössing Foundation back to the level it was at before. Because I think there was a time that the Rössing Foundation lost momentum, but we are getting it back there again. We are spending a lot of money on the Rössing Foundation, and that is in addition to major sponsorship like the police station in the DRC township of Swakopmund, as well as many school interventions.

Wherever I go people say, wow, Rössing is fantastic. That makes me very happy that I am associated with the best mining company in Namibia. Technologically they are as good as any in the world. And to have that accolade that people really look up to the technologies at Rössing, the amazing breakthroughs that they are still making in the plant, and the exploration they do in all sorts of technical areas is incredibly gratifying. It is not Rio Tinto anymore. Before, you could say, it was Rio Tinto's leadership. It is not that anymore, it is the people on the mine, and that is fantastic."



Clara Bohitile

Clara Bohitile's name is synonymous with that of the Rössing Foundation, serving as Vice Chairperson of the Board of Trustees. She saw many changes at the Foundation, and she speaks fondly of the work the Foundation did in the past and continues to do today:

"Right from the start Rössing Uranium decided to contribute to the social welfare of Namibians by establishing a foundation only two years after they started production. It says a lot about a company if the institution places the social wellbeing of people high on its agenda, and decides to plough back into the nation. You make money, and you plough back into the people of that particular country where you operate.

Rössing made a big difference, a very big difference in many people's lives. We are looking at the work of the Foundation both in the past, and now currently. In some areas it is two

different things: years back, the Foundation was very involved with agriculture, but has since given that over to the Government. Today the Foundation continues its good work with centres, teaching computer education, English, Science and Maths. A mobile bus reaches the outlying schools in rural areas, teaching not only learners, but upskilling teachers as well. That makes a big difference in people's lives.

The Foundation is also very involved with community development. It's not so much developing people, but helping communities to help themselves, to develop their own skills. But it is not just the Foundation that should be doing it, as many institutions as possible should be getting involved, as it would be better for the whole country, especially for the rural, isolated communities. But you must be able to exit after the communities are developed – then they need to take over the development activities and continue themselves.

The ripple effect of what Rössing and the Foundation are doing is tremendous, whether it is handing over physical infrastructure, or a knowledge-based system. Many projects that were initiated by the Foundation and handed to the communities are still continuing today. Years back the training of women in the arts happened in the north, in Gibeon and many places in Namibia, and even today the women continue to do artwork which they sell and which allows them to feed their children. So, it's just right to exit at some point and allow them to move forward on their own.

The Rössing Foundation has been able to adapt as time goes by, and as a result their work remains relevant today. The Foundation's work always had an impact on people's lives and it will continue to do so, even as you look at the needs of communities in today's world.

Many times it is the community that identifies their need and comes with requests – we would

like to do this or that, can you assist us?

The assistance does not only require money; it requires training and the sharing of skills, because only when the community masters the skill, will things continue to have a positive impact in the future.

Today it may be you that benefits, but in ten years' time it may be your daughter benefitting. So, their work continues to be relevant to the time."

Jonas Titus

From washing dishes in a vessel's galley to becoming the first Namibian of colour as First Skipper, Jonas Titus is a graduate of the Rössing Foundation's Lüderitz Maritime Training Centre, and after his qualification he worked as a skipper for Seaflower, the fishing company. The training he obtained through the Maritime Training Centre opened the doors to a most successful and rewarding career:

"I was born and raised in a village called Okanya in the Okahao Constituency, Omusati Region. I started working at a very young age at a company called Seaflower. At that time, I was working as a galley hand, which means I was washing dishes on a boat.

In 1985, while I was working there, my boss called me to his office to tell me about an opportunity. There was a company called Rössing Uranium that was offering bursaries for training. He asked me if I was interested in going to school to be trained. At that time most of the sailors and skippers were Portuguese and Coloured people. My boss said that they wanted to train local people and I told him that I was very much interested. He then promised that if the opportunity



came, he would recommend me.

After two weeks at sea, he returned and found that the Rössing Foundation team had already arrived. At that time, the programme was led by a woman from Brazil called Helen. The next day, I was called to the office and asked about my education. I told them I had only reached Standard 6, which is Grade 8 today. They then told me that from the following day I would not return to my normal work, but would start attending training at the German hostel in Lüderitz.

In 1985, I began my training. Among the students there were three other people, one was Portuguese speaking, and other two were coloured. I was the only black Namibian in the training. At first I felt uncomfortable, but over time I became more confident.

The biggest challenge for me was mathe-

atics, because I had not studied it properly before. Communication at sea was also difficult, because it was new to me. However, I worked very hard and managed to pass. I received my certificate in telecommunication in the same year.

In 1986, I started the skipper training course. We moved directly from one course to the next without a break. I was very proud to be there, even though some of my colleagues discouraged me. They doubted that I would finish. But I believed in myself, because I knew what I wanted.

This training became more difficult, because it required navigation and mathematics. I had to learn how to use maps, a compass, and calculate sea routes. In 1987, the programme was paused due to challenges, but it resumed later that year. My boss asked if I still wanted to continue, and I told him I would never drop out.

During training, we received meals and a weekly allowance of N\$500 for basic needs. This also motivated me to continue.

In October 1988, we wrote the final exam. Only two Portuguese students passed. The rest of us failed. However, our instructor encouraged us and gave us a second chance. Some people at my workplace mocked me when they heard that I failed, but I remained focused. When we rewrote the exam, I came first. I was very happy and proud. My boss was also very proud of me.

After passing, I was immediately appointed as a skipper. On 5 November 1988, I was given my first boat. It carried 26 crew members, and I was the 27th person on board. I selected part of my crew from the company.

The work was not easy. As a skipper, I was responsible for the lives of the crew and for the company's success. We travelled for about 18 hours to reach fishing areas. The sea was often rough, especially during my first trip, but this made me stronger.

We used an echo sounder machine to find the right fishing grounds for crayfish. You cannot just throw nets anywhere; you must understand the sea, the depth, and the seabed. The first month was very stressful. I did not sleep much, because of the responsibility. But after three months, I became confident.

At that time, most skippers were Portuguese, and I was the only black skipper. Communication was difficult, because they spoke their language. But I used my English and continued learning.

My salary was among the highest, which caused some tension, but I stayed focused. After Namibia's independence, many Portuguese skippers left, and more local people took over.

Rössing Foundation trained me three times: in communication, safety, and swimming, all towards my skipper's certification. They later trained other Namibians as well. I was honoured to be among the

first black skippers trained through this programme.

This training changed my life; it brought me respect and improved my future. If it was not for the Rössing Foundation, I would not be where I am today.

They contributed greatly to my life and to Namibia's development.

I want to thank the Rössing Foundation for everything they did for me. I also encourage them to continue providing training to Namibians, especially young black people, so that they can build their futures and contribute to the country. I also ask the Government to continue supporting such initiatives, because they uplift our people and grow our economy.

I will always remain grateful for this opportunity."





The signing of the agreement between CNUC and Rio Tinto to make CNUC the majority shareholder of Rössing Uranium was celebrated on 25 July 2019.

CHAPTER 9

The Future of Rössing Uranium

China and Namibia, though separated by thousands of miles, share profound historical ties. The friendship between China and Namibia was established in the 1960s, long before the establishment of formal diplomatic ties in 1990.

In recent years, under the strategic guidance of the two heads of state, China-Namibia strategic cooperation has reached a new level. In 2018, China and Namibia established a comprehensive strategic cooperative partnership and signed the Memorandum of Understanding on Cooperation on the Belt and Road Initiative, thus opening a new page in bilateral relations and cooperation in various fields. As a uranium resource-rich country in the world, Namibia has played a pivotal role in the development of the world's nuclear energy.

In 2019, heralding in a new era of optimism for Rössing Uranium, China National Uranium Corporation Limited (CNUC) became the new majority shareholder in Rössing Uranium, the world's longest-running open-pit uranium mine. This follows the sale of Rio Tinto's 68.62 per cent shareholding to CNUC on 16 July 2019. The official handover ceremony took place at the mine on 25 July 2019.

CNUC is a subsidiary of the state-owned China National Nuclear Corporation (CNNC), the main force in China's nuclear market with significant involvement in the nuclear fuel cycle supply chain in that country. Rössing Uranium's new owner is the only authorised, national uranium production and operations company in China, engaged in uranium exploration, mining

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and processing. With more than 60 years' experience in mine construction and operation, CNUC focuses on managing its parent company's domestic and overseas uranium businesses, which range from uranium exploration, mining and milling to conversion and other related fields.

CNNC is one of the few companies in the world with a complete nuclear transitory value chain. CNNC is a typical integrated nuclear company. CNNC's main business is in nuclear power generation and is also well integrated with uranium, mining and treatments. CNNC is both a major global uranium producer and also a uranium consumer. Its business covers uranium exploration, mining, processing, uranium conversion, enrichment and nuclear fuel manufacturing, as well as the research, design, construction and operations of the nuclear power station. It has a total asset of about USD 200 billion and about 180,000 employees. CNNC is one of the biggest nuclear power and nuclear en-

ergy investors and owners. By the end of 2025, CNNC owned 25 operating nuclear power units with a total capacity of 25 GWe and also 34 GWe of renewable energy, including solar and wind power. CNNC produces or generates about 244 billion KWe hours of power annually, which is about 16 times Namibia's annual electricity consumption.

Access to Namibia's uranium resources is of strategic importance to China, as the country's demand for uranium resources for its nuclear power plants is set to increase in the mid- to long term, to meet the rise of development in the country. CNUC already has a strong presence in Namibia, as well as a presence in Africa and East Asia, with its 25 per cent shareholding in Langer Heinrich mine and 58 per cent in Zhonghe Resources, both located in Namibia.

CNUC consider Rössing as one of their most important core assets and they

have had brought a new strategy to Rössing, which is long-term sustainable operations and working for Namibia. It is well known that the uranium price always fluctuates, sometimes going very high and sometimes very low. During periods of low prices, traditional mining companies may choose to reduce production.

However, CNUC is different. During the periods of low price, especially where the market price is below the production cost, CNUC may stabilise Rössing's operations by providing financial support and purchase Rössing products at premium market prices to keep a positive cash flow at the mine.

Building on its strong and proud history, Rössing Uranium has been a driving force of positive change in Namibia since its inception in 1976. This legacy can now continue to grow, especially beyond its current life-of-mine projection of 2036.



On 25 July 2019 the official handover ceremony took place at the mine.

Celebrating 45 Years of Operations

In June 2021, Rössing Uranium celebrated its 45th year of production of uranium oxide. A book, *A Lived Legacy, Reflecting on 45 Years of Working for Namibia*, was produced. The launch of the book to the public was celebrated by a well-attended event and dinner.





Visits to Rössing Uranium

During the past seven years that CNUC has become the majority shareholder of Rössing Uranium, several high-ranking visits from Chinese stakeholders were hosted at the mine.



The Chinese Ambassador to Namibia, Ambassador Mr Zhao Weiping visited the mine.



Mr Liu Jing, the Vice Chairman of China Atomic Energy Authority(CAEA), visited the mine, accompanied by Mr Shen Yanfeng, then Vice President (now Chairman) of China National Nuclear Corporation (CNNC).



Mr Zhang Kai, the Vice President of CNNC visited the mine, accompanied by Mr Chen Junli, then Chairman of CNUC (now also Vice President of CNNC).





A delegation of independent directors of CNNC and Mr Yuan Xu, CNUC Chairman during a visit to the mine.



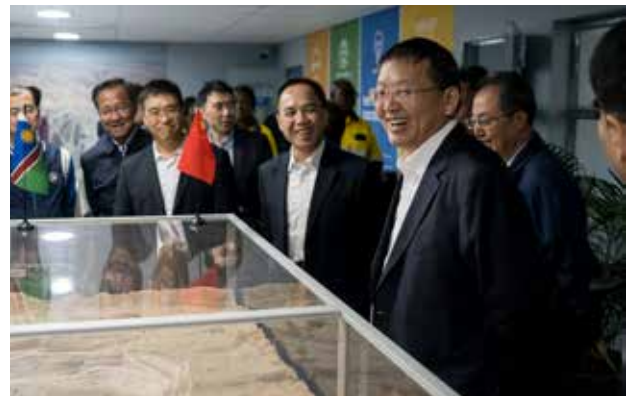
Mr Wang Xuejun, CFO of CNNC, addressed the management team during a visit to the mine.



Mr Liu Jianping, the Vice President of CNNC, during a visit to the mine.



Mr Zhang Jianhua, Director General of the National Energy Administration, visited the mine accompanied by Mr Cao Shudong, then Vice President of CNNC.





Life-of-Mine Extensions

In 2000, amidst falling international uranium prices and despite a formal Life-of-Mine of 2025, when faced with another decade of depressed mining conditions, the former majority shareholder of Rössing, Rio Tinto, announced that the mine would close down in 2009. Several life-of-mine extension (LoME) projects followed in the years after this announcement.

In 2015/16, Rössing conducted a Pre-Feasibility Study on the development of Phase 4, which indicated the potential to extend the life-of-mine (LOM) by another six years from 2025 to 2031 at a mill throughput rate of 12 Mtpa to recover an additional 18,000 tonnes uranium oxide. This proved value destructive and the project was deferred to allow the market to recover to the project break-even uranium price of USD60 per pound.

The sale of Rio Tinto's majority shareholding to CNUC created a limited duration preferential offtake agreement at subsidised prices and at a premium to production cost, assuring a positive cash flow and continued operation. CNUC, who have an interest in a longer supply of uranium from Rössing, conducted an updated review of Phase 4 that built on the work done in the Pre-Feasibility Study, as well as on a care and maintenance study done in 2017/18.

By introducing new macro-economic parameters (exchange rates, inflation, and long-term prices, among others), and adjusting pit shells, haul truck design, and start time, a total of 19 different mining options have been compared and studied. Some options could achieve a lower stripping ratio and generate positive net present value. The conclusion of the study was highly sensitive to macro-economic parameters, and a decision to mine Phase 4 could therefore be made at a later stage (re-assessed in 2023), which would also allow more relevant and up-to-date macro-economic parameters to be considered in the evaluation.

In 2021, the Rössing Board of Directors approved funds to complete a bankable feasibility study for extending the life-of-mine beyond 2026. This is underpinned by a north-eastern extension of the open pit, referred to as the Phase 4 push-back, which could provide sufficient ore to continue production for another ten years.

A major milestone for the LoME project was realised in July 2021, when the Ministry of Mines and Energy (MME) extended the Rössing Mining Licence (ML28) by 15 years to July 2036.

The feasibility study informed an investment decision by the end of 2022 that considered several aspects in addition to the pit expansion. These included an extension of the Tailings Storage Facility (TSF), as well as Processing Plant and infrastructure upgrades required to sustain production beyond 2030. To pull everything together for an optimal solution, a dedicated project team, covering seven disciplines, was assembled to focus exclusively on LoME project activities.

On 22 February 2023, following the completion of the bankable feasibility study, the Board approved the LoME from 2026 to 2036 and the recommended operating model from owner-mining to contractor-mining. One month after the approval, a 13-year contract was signed with Beifang Mining Technology Services Namibia to commence with a full contract mining service from 2024 to 2036. By the end of 2023, Beifang had mobilised a new fleet of heavy mining equipment (HME) to site, together with an experienced workforce trained to operate this equipment. The first blast was taken in the new Phase 4 pushback, ahead of schedule, on 21 December 2023, not only extending the life-of-mine by ten years, but also securing valuable time for future resource development.

This provided Rössing with a new lease of life and translated into the continuation of various macro-economic benefits for its stakeholders.

In less than a month after Namibia swore in her first female President, CNUC announced that they would not close the mine any time soon, striving to make Rössing Namibia's first centennial uranium mine.

As reported in the Rössing Sustainability and Performance Report of 2024, significant progress was achieved during that year with the life-of-mine extension in mind. Critical infrastructure works were completed, including the relocation of powerlines and other infrastructure.

As part of the LoME projects, the construction of an 18 MWp/15 MW AC photovoltaic (PV) solar power plant commenced in the first quarter of 2024. The solar plant supplies power to the Rössing Processing plant via a 6,800-metre overhead transmission line. This development marks a key milestone in the company's commitment to green energy production and long-term sustainability goals.

Progress was also made on the thickened tailings LoME project with continued studies during the year, culminating in the construction of a horizontal belt filter pilot plant at the Rössing site. Commissioned in the last quarter of 2024, the pilot plant was successfully integrated into the existing Processing Plant. It conducted test work aimed at validating and refining previous studies, supporting the development of an optimised thickened tailings management strategy for future operations.

In mid-2024, CNUC Chairman Junli Chen announced that they would not close the mine any time soon, striving to make Rössing Namibia's first centennial uranium mine. Speaking at the launch of the 2024 Rössing Sustainability and Performance Report and the 5-year anniversary of control under CNUC's shareholding, he said that over the past five years Rössing Uranium has made gratifying achievements in production and operation, notable scientific and technological innovation as well as safety management, cultural integration and social responsibility, and has achieved remarkable results in a high-quality development.

"While achieving fruitful results in production and operation, CNUC has always supported Rössing in actively fulfilling its corporate social responsibility and continuously increasing its investment, with Rössing's social responsibility investment in 2023 exceeding N\$40 million, a record high in ten years.

"At the same time, CNUC attaches great importance to the long-term development of Rössing, actively investing in the future, carrying out life-extension studies of the mine in advance, and continu-

ously increasing investment in resource exploration. Phase 4 stripping started ahead of schedule in December 2023, which not only extends the life of the mine by ten years, but also wins valuable time for subsequent resource development and lays a more solid foundation for sustainable development in the future."

At the same occasion, CNNC's Vice President, Zhang Kai, said: "Five years ago, with the background of a prolonged downturn in the global uranium industry, CNNC acquired the globally renowned Rössing Uranium with extraordinary courage and firm determination.

Over the past five years, CNNC has been insisting on the concept of sustainable development, providing all-round support to Rössing Uranium, diligently fulfilling the mission and social responsibility of Chinese enterprises, and endeavouring to achieve a good balance between economic and social benefits. Not only has it successfully revitalised Rössing Uranium which was facing closure, but also continued to improve the production and operation.

"CNNC always believes that while creating benefits for shareholders, enterprises should also take responsibility for their employees, society, and the environment. CNNC will continue to support Rössing Uranium in adhering to the concept of 'common business, common construction, and common sharing', strengthening cooperation with local enterprises, building a community of shared interest





Jingtao (Frank) Chang, Managing Director: CNUC Namibia

and achieving win-win cooperation; actively fulfilling its social responsibility, helping medical, education, people's livelihoods and other public welfare undertakings, so as to contribute to the development of Namibia's socio-economy and people's livelihoods."

Mr Jingtao (Frank) Chang

Mr Jingtao (Frank) Chang, Managing Director of CNUC Namibia, explained in an interview that CNUC have worked closely with the Rössing management team to refine its strategic focus, shifting from its purely production centre to a more balanced model which integrates operational efficiency, environmental protection, and social responsibility. They have taken the long-term view to upgrade Rössing's production facilities to ensure more efficient technologies, undertaken exploration efforts to increase the resource and extend the life of the mine, thereby ensuring it remains a reliable contributor to Namibia economically for years to come. He elaborated:

"CNUC hopes that Rössing can operate for at least another 50 years, making it Namibia's first centennial mine. Fur-

thermore, we have CNUC as a global resource to help Rössing navigate market volatility. We have supported Rössing in building a flexible operating model which can adapt to the trading market demands in terms of technology that meets the regulatory requirements so that Rössing can continue to play a strategic role in both Namibia's economy and the global energy production.

"For CNUC in Namibia, the CNUC-Rössing partnership is not just about the joint operations, It is about mutual growth and technology transfer and skills development, with operational excellence as the foundation of this growth. We firmly believe that empowering local talent and upgrading technology capabilities are the keys

to sustaining Rössing's success and contributing to Namibia's long term development.

"In China, CNUC has two uranium energy research institutes and large development research teams that can be utilised to expand Namibia's access to top level uranium research and technology. We have organised a technical exchange and training programmes between CNUC's experts and the Rössing technical teams, enabling knowledge sharing and localisation with advanced technologies.

"Skills development is very important. We have worked with Rössing to launch different programmes covering technical skills, management abilities, and health and safety. These programmes include on-the-job training, professional certificate courses and leadership development programmes, all tailored to meet the needs of Namibian uranium professionals.

"We are really committed to nurturing young local talent, providing them with opportunities to grow into technical and management roles within the operations. Over the years many Namibian professionals have taken part in upgrading their skills, contributing their expertise to the mine's success and developed a talent pool for Namibia in the entire mining sector.

"Operational excellence is the ultimate goal of our technology and skills transfer. By integrating the advanced technologies and empowering the local talent, Rössing optimises its production process, reduces costs, improves safety performance, and enhances competitiveness in the global market. This commitment to excellence ensures that Rössing sets benchmarks

"In China, CNUC has two uranium energy research institutions and large development research teams that can be utilised to expand Namibia's access to top level uranium research and technology."

for sustainable and efficient mining in Namibia and beyond. Our legacy goes beyond nurturing talent for Rössing; it is about building a self-sustaining eco-system of local expertise that will drive Namibia's mining sector forward.

"We aim to deepen our capacity building efforts, partner with local educational institutions and industry bodies to develop talent training programmes that address the long-term skills needs of the mining sector by empowering more Namibian professionals to take our leadership roles where we will leave a legacy of self-realised professionals.

"We will continue to support Rössing's sustainable operation and expansion by ensuring a stable supply of uranium for both domestic energies in Namibia and the global market. CNUC is also in talks with the Namibian Government to help Namibia to build a nuclear power plant, particularly a nuclear reactor to make full use of Namibia's uranium resources.

"Last October we also invited the Executive Director of the Ministry of Mines and Energy and the CEO of NamPower to lead a delegation to witness CNUC's nuclear power research and development facilities and nuclear power plants, which left a deep impression on them.

"We aspired to elevate Namibia's status and influence in the global uranium value chain for the next 50 years. Rössing has put Namibia on the global mining map and through our continued partnership we will work to enhance Rössing's competitiveness and visibility, position Namibia as a leading and responsible producer of uranium.

"By doing so, we will help Namibia to tap more value from its natural resources and assets whilst in the global energy dialogues. The legacy we seek to build is one of partnership, progress, and prosperity.

We are building a legacy not only in terms of the Rössing mining operation, but also in terms of contributions to Namibia's social and economic development by empowering its people and cementing its place as a key player in the global nuclear energy future."

A Shared Future

CNUC in particular, and China in general, is fully committed to the long-term future of Rössing and the prosperity of the country, as documented in CNNC's ESG Sustainability Report of 2024: "Guided by the Belt and Road Initiative and the building of a community with a shared future for mankind, we will uphold the principles of sincerity, affinity, good faith, and the right approach to justice and interests and, with the Sustainable Development Goals (SDGs) of the United Nations as guidance, continue to adhere to the determination of building a China-Namibia community with a shared future.

"With a high-sense of responsibility and mission, [we will] contribute to consolidating the friendship between China and Namibia, deepening the economic and technological cooperation between the two countries, promoting Namibia's economic and

social development, and improving the well-being of Namibia's people.

"We will continue to deepen cooperation in the field of uranium resources development, further optimise the natural uranium security system, improve production efficiency and product quality, and ensure a stable energy supply. [We will] actively explore the possibility of cooperation in other energy fields, inject a steady stream of impetus into Namibia's industrial development, and work together for a prosperous future.

"We will continue to increase investment in environmental protection, constantly improve the environmental management system, and promote the application of advanced environmental protection technologies and processes to reduce the consumption of natural resources and the impact on the environment. [We will] strengthen ecological environment restoration and biodiversity protection, formulate long-term ecological restoration plans, and jointly safeguard a beautiful world with Namibia.

"We will continue to maintain a cooperative attitude with Namibia with the same heart and in the same direction, respect the cultural differences between the two countries, hold a variety of cultural activities, promote mutual respect between and harmonious coexistence of different civilizations, enhance friendship and mutual trust between the two peoples, and contribute to building a harmonious and inclusive society!"

In January 2026, the Industrial Development Corporation of South Africa (IDC) announced its intention to sell its 10.2 per cent equity stake in Rössing, citing the end of its investment horizon. The IDC, a founding shareholding that invested in the mine in the 1970s, said it is seeking buyers to take over its minority holding. The disposal process has been opened to the public, with interested parties invited to submit bids. (At the time of writing, the bidding process was still underway.)



Daylight Ekandjo, Corporate Communication Manager and Chris Movirongo, CEO: Rössing foundation with Namibian learners in China.

Namibia, and in particular Rössing, is set to benefit from improved uranium market conditions in the next few decades to come. The future of Rössing, therefore, is unmistakably bright, enabling the company to continue “Working for Namibia” deep into the next generation.

A Bright Future

The uranium trade has continued to be a major commodity in Namibia, competing with gold for the top export commodity spot. In 2025, uranium maintained its position in Namibia’s top five export commodities. The November 2025 Trade Statistics by the Namibia Statistics Agency showed that uranium emerged as the second-most exported commodity, accumulating 19.9 per cent of total exports, closely behind non-monetary gold which accounted for 21.1 per cent of total exports.

The uranium commodity price rating for January 2026 showed that it has cemented its position as one of the strongest-performing commodities in the current cycle of the market. The current rating also shows that the price of uranium has increased by more than 145 per cent in the last ten years.

Based on international trade statistics, China and France remain Namibia’s most consistent trading partners in terms of export destinations for uranium. While uranium demand in 2023 was over 11,000 tonnes of uranium, it is expected to rise to over 40,000 tonnes by 2040.

Fuelled by the worldwide transition to nuclear energy as nations seek reliable, low-carbon power sources, the global uranium market is expected to maintain its upward trajectory in 2026. With rising demand from Asia, Europe and Africa, uranium prices are anticipated to remain high, encouraging both established producers and new market entrants to boost production and ramp up exploration. As reported in the local media, writers Patrick Kauta and Vivien Chaplin stated that the market’s fundamentals are likely to be further

strengthened by ongoing geopolitical considerations and efforts to diversify supply chains, reinforcing uranium’s status as a critical mineral for energy security.

“Namibia continues to stand out as one of the top three leading players in the global uranium sector. Recent years have seen a wave of new investment, the advancement of mining projects, and a heightened focus on regulatory changes and sustainable practices. Nuclear policy is enjoying a renewed policy push.

“Since more than 30 countries have pledged to triple nuclear capacity by 2050, utilities face large, uncovered uranium requirements over the next decade, and new build programmes in Asia, the Middle East, and parts of Europe are accelerating. At the same time, supply is constrained by under-investment, concentration in a few jurisdictions, and geopolitical risk—making stable, rules-based producers like Namibia increasingly attractive to utilities, financiers, and strategic investors.”

Building on past technological upgrades, Rössing plans to modernise operations in 2026, introducing more automation and digital mining tools to boost productivity and reduce environmental impact.

The writers elaborated: “As the uranium market is forecast to stay robust in 2026, Namibia is well-placed to benefit from sustained export growth. This should boost national revenue and create jobs throughout the supply chain, from mining and processing to logistics and support services. Investment in this sector is thus expected to create many opportunities throughout the economy.”





Indeed, Namibia, and in particular Rössing, is set to benefit from improved uranium market conditions in the next few decades to come. The future of Rössing, therefore, is unmistakably bright, enabling the company to continue “Working for Namibia” deep into the next generation.

Board Audit, Risk and Opportunities Committee

The Board Audit, Risk and Opportunities Committee is established as a sub-committee of the Board of Directors. It acts in accordance with an approved mandate and terms of reference. It also assists the Board in fulfilling its oversight responsibilities as outlined below:

Members of the Committee	Committee's roles, responsibilities and functions
<p>Chairperson: H P Louw D L Deckenbrock H Deng* J Chang R Sun S Gao** G N Simubali C W H Nghaamwa (Alt. Director)</p> <p><i>*Mr H Deng was appointed to the Committee in November 2025. ** Mr S Gao officially retired on 30 October 2025.</i></p>	<p>Supports the Board in overseeing:</p> <ul style="list-style-type: none"> ➤ Asset safeguarding – Ensuring the protection and proper management of the Company assets ➤ Operational effectiveness – Maintaining adequate systems and control processes for efficient operations ➤ Financial reporting compliance – Preparing accurate financial reports in adherence to all applicable legal and accounting standards ➤ Financial statement review – Assessing annual financial statements and accounting policies ➤ Regulatory compliance – Ensuring that Rössing complies with all the relevant laws, regulations, policies and procedures ➤ Risk management and governance – Implementing and adhering to risk management and governance processes, including annual risk appetite setting and materiality definitions for all potential risks and opportunities affecting Rössing and its stakeholders ➤ Technology and information governance – Overseeing IT governance and ensuring alignment with corporate objectives ➤ Strategic planning – Managing the annual budgeting process and the five-year planning cycle ➤ Audit and assurance – Evaluating the effectiveness of the internal audit function and addressing findings from both internal and external auditors <p>The Committee confirms that it has successfully fulfilled its responsibilities in accordance with its terms of reference for the reporting period.</p>

Effective oversight and assurance

In fulfilling its duties, the BAROC fosters effective working relationships with the Board, management, internal and external auditors and other assurance providers.

Additionally, the Committee is entitled to rely on the findings of any expert, including both internal and external auditors.

Annual financial statements

The directors are responsible for reviewing and approving the annual financial statements to ensure that they fairly represent Rössing's financial position and performance at the end of the financial year. The independent auditors are responsible for expressing an opinion on whether the annual financial statements fairly present the Company's financial position and results of operations.

Management prepares the annual financial statements in accordance with the International Financial Reporting Standards (IFRS) and the Namibian Companies Act. They are prepared using consistently applied accounting policies, supported by reasonable and prudent judgements and estimates.

External auditor independence

Rössing's annual financial statements have been audited by Ernst & Young Namibia, an independent audit firm, appointed in 2020. EY have been reappointed for a third three-year cycle, running from 2026 to 2028. Rössing is confident that the auditors have upheld the highest standards of professional ethics and have no reason to doubt their independence. The BAROC has confirmed the external auditors' independence for the reporting period.

Risk management

Risk management is integral to Rössing's operations, embedded in its culture, and central to the business's daily management. The Board acknowledges its overall responsibility for overseeing the risk management process and for assessing its effectiveness. Executive management is accountable to the Board for designing, implementing, and monitoring the risk management framework, ensuring its integration into daily operations.

The Company's risk management approach follows the standard Turnbull matrix methodology, defining its risk appetite based on probability and consequence across a broad spectrum of potential risks that could impact Rössing and its stakeholders. Appropriate risk mitigation strategies and monitoring processes are then implemented to reduce risks to an acceptable level. The risk matrix is regularly reviewed as part of the BAROC's mandate.



The legacy continues: Reflecting on 50 years of **Working for Namibia.**



DIRECTORS:

S S Galloway (Chairman), D L Deckenbrock (Vice-Chairman), J S Coetzee (Managing Director), J Chang*, H Deng*, H P Louw, O S Netta, G N Simubali (alternate C W H Nghaamwa), R Sun*, Y Zhang* (alternate Y Liang*)

COMPANY SECRETARY: D C Gontes * = Chinese



MANAGEMENT TEAM



Johan Coetzee
Managing Director



Edwin Tjiriange
General Manager
Asset Management & Projects



Liezl Davies
General Manager
Human Capital, Safety & Sustainability



AK Roux
General Manager
Life of Mine Extension Projects & Studies



Yvette Mtolo-Phiri
Manager Sustaining Capital
Projects and Contractor
Management



Robert Mutenda
Manager Engineering



Sabtek Simon
Manager (Acting)
LOME Expansion
Projects Implementation



Herman Fuls
Manager Resource
Studies



Herbert Roesener
Exploration Manager



Zeka Alberto
Legal Council
LOME projects



Germano Musili
Manager Human
Resources



Daylight Ekandjo
Manager Corporate
Communications



Kondja Kaulinge
Manager Employee
Relations



Jacklyn Mwenze
Manager Health and Safety,
Environment and Protection
Services

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