



INSIDE OUT

NEWSLETTER | EDITION 29 | SEPTEMBER 2025

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South Africa's defence capabilities displayed at IDEF

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MISSION

Armcor's mission is to meet the defence matériel, technology requirements and management of strategic capabilities of the DOD, organs of state and other entities.



VISION

Armcor's vision is to be the strategic partner of choice for defence and security solutions.



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REGULATORY FRAMEWORK

The Armaments Corporation of South Africa SOC Limited (Armcor) was established in terms of the Armaments Corporation of South Africa Limited Act (Act No 51 of 2003), as amended (Armcor Act). It is therefore, a state-owned company as contemplated in the Companies Act, 2008. Furthermore, it is listed as a Schedule 2 public entity in terms of the Public Finance Management Act (Act No 1 of 1999), as amended (the PFMA). The entity follows regulations issued in terms of the PFMA and those of the Companies Act, 2008.

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We are delighted to present another edition of Inside Out, Armscor's external newsletter. This platform remains our voice to keep stakeholders informed of the organisation's latest developments, project milestones, events, challenges and achievements on a quarterly basis.

This quarter was marked by several significant highlights. Armscor proudly hosted its inaugural Military Veterans' Information Supplier Day—an event that went beyond the calendar to stand as a milestone in empowering military veterans and their beneficiaries. The day brought together key decision-makers to foster meaningful collaboration, drive inclusion and create economic opportunities, reinforcing our commitment to improving the socio-economic conditions of this designated group.

On the global stage, Armscor participated in the 17th International Defence Industry Fair (IDEF) in Istanbul, Türkiye. International exhibitions such as these remain vital in promoting and marketing Armscor's capabilities while showcasing the cutting-edge technologies, products and defence solutions of the South African Defence Industry. These platforms also strengthen international relations and open avenues for collaboration with like-minded organisations.

Closer to home, several Armscor facilities showcased their expertise at leading industry events. The Institute for Maritime Technology (IMT) and AB Logistics

demonstrated their value offerings at the annual Southern African Rail Association (SARA) Conference and Exhibition held in Sandton Convention Centre, Johannesburg, while Gerotek Test Facilities participated in the Festival of Motoring at the Kyalami Grand Prix Circuit. These engagements underscore Armscor's commitment to positioning itself as a trusted partner of choice, providing innovative solutions to complex national challenges. Leveraging decades of acquisition expertise, Armscor continues to support programmes that enable businesses to thrive and, in turn, contribute to economic growth.

Further afield, Protechnik Laboratories once again played a pivotal role in advancing scientific collaboration by hosting scientists from across Africa for the Analytical Chemistry Course (ACC). Since its inception, this initiative has trained more than 300 experts from over 40 countries. The course fosters knowledge-sharing and strengthens cooperation in the implementation of the Chemical Weapons Convention. Armscor remains steadfast in using its state-of-the-art facilities to support the training of young scientists, thereby deepening Africa's collective scientific expertise.

As you explore this edition, we hope you enjoy learning about these milestones and the progress Armscor continues to make—both locally and internationally.

Till next time, enjoy the read!



SOUTH AFRICA'S DEFENCE CAPABILITIES DISPLAYED AT IDEF



Maj Gen (ret) Bantu Holomisa, Deputy Minister of Defence and Military Veterans lead the South African delegation to the 17th International Defence Industry Fair.

In an effort to unlock new opportunities and establish international partnerships, Armscor participated at the 17th International Defence Industry Fair (IDEF2025) held at the Istanbul Expo Centre in Türkiye from 22 - 27 July 2025, under the South African National Pavilion. This was organised by the Department of Trade, Industry and Competition (dtic) to showcase its core capabilities; to strengthen bilateral relations by leveraging its position as government delegation; and to support the South African Defence Industry (SADI) in exploiting new markets and opportunities.



Companies within the South African Defence Industry collaborate to demonstrate their capabilities at the International Defence Industry Fair held in Türkiye.

Armscor was one of 13 SADI companies that took part in the exhibition through the dtic's Export Marketing and Investment Assistance scheme. The South African delegation was led by the Deputy Minister of Defence and Military Veterans, Maj Gen (ret) Bantu Holomisa supported by the South African Ambassador to Türkiye, Ms Dipuo Letsatsi-Duba.

Armscor held various meetings with key decision-makers and potential partners. These strategic interactions were aimed at unlocking new opportunities, identifying collaborative areas, establishing essential international partnerships, enabling Armscor to commit to enhancing defence across Africa, Asia and Europe. International shows and exhibitions have over the years created a platform for engaging meaningfully with key stakeholders within the security and defence sector.

This premier exhibition is an opportunity to promote South Africa's world-class defence innovation and strengthen the visibility of the local defence sector in international markets. The exposure was widely appreciated by the companies that showcased their offerings.



PROTECHNIK HOSTS SCIENTISTS FOR ANALYTICAL CHEMISTRY COURSE



Scientists across various specialities gather at Protechnik Laboratories to advance their knowledge and acquire new skills as part of the annual Analytical Chemistry Course.

Protechnik Laboratory, a division of Armscor, hosted 25 scientists from 13 African countries during the 15th Annual Analytical Chemistry Course (ACC), that took place from 1 – 12 September 2025 at Technopark in Centurion. The following countries were represented: Burundi, Cote d'Ivoire, Gambia, Ghana, Kenya, Malawi, Mauritius, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

The course, offered under the auspices of the Organisation for the Prohibition of Chemical Weapons (OPCW), forms part of ongoing efforts to strengthen Africa's capacity in implementing the Chemical Weapons Convention. The theme, "Strengthening Chemistry Amongst African State Members", underscores the importance of regional collaboration and knowledge-sharing.

Scientists got an opportunity for hands-on training in areas such as sample preparation and verification of chemical warfare agents and their degradation products, use of analytical instruments and software, method validation and basic laboratory equipment maintenance. The course covered key topics that included gas chromatography, toxic industrial chemicals, mass spectrometry and the detection of chemical warfare agents and their degradation products.

"We are honoured to host our fellow African scientists at Protechnik Laboratories, a hub of expertise and innovation", said Advocate Solomzi Mbada, CEO of Armscor. "This gathering not only enhances scientific proficiency but also deepens relations among OPCW member states. Armscor remains committed to supporting initiatives that contribute to Africa's stability and development."

Adv. Mbada added: "Each year, scientists return to their countries better equipped to promote the peaceful regulation and application of chemistry. We trust that the knowledge gained here will be shared widely to strengthen the capacity of designated laboratories across the continent."

Protechnik Laboratories, part of Armscor's Research and Development business unit, is a multidisciplinary facility specialising in chemical and biological defence research. It provides advanced analytical services for the detection of highly toxic and prohibited agents and supports protective solutions such as testing masks and specialised materials.



GEROTEK PROMOTES ITS UNIQUE OFFERINGS TO AUTOMOTIVE ENTHUSIASTS



Management at Gerotek Test Facilities out to promote unique offerings to stakeholders during the Festival of Motoring event at Kyalami Grand Prix Circuit.

Gerotek Test Facilities was among the various organisations in the automotive industry to showcase its unique offerings during the annual Festival of Motoring event that took place at the iconic Kyalami Grand Prix Circuit from 29 – 31 August 2025. Gerotek positioned itself as a key player in the automotive industry by promoting its dynamic tracks including self-handling, 4x4 off-road course, advanced and defensive driver courses.

Speaking on the side-line during the show, Mr Bandile Mangisa; Business Renewal Manager at Gerotek highlighted the importance of participating at this premier motoring event. “We are excited to share the space with industry players and motoring enthusiasts. This event allows us to give visitors first-hand experience of our capabilities. Furthermore, we are able to showcase advanced driver power track experience and vehicle or product testing capabilities that we are known for,” commented Mr Mangisa.

This year’s event saw over 32 000 visitors passing through the gates, 107 exhibitors displaying their products and services and more than 10 000 test drives conducted. According to Mr Mangisa, Gerotek continues to be an indispensable player in automotive innovation and development – not just behind closed doors, but on the forefront where technology and motoring passion collide.

Gerotek, a division of Armscor, is a multi-disciplinary organisation, providing an accredited, independent test and evaluation service, advanced driver training and development programmes to defence and other industries locally and internationally. Located west of Pretoria, the facility’s state-of-the-art tracks are able to determine both endurance and reliability of vehicles irrespective of size. A wide range of test measurements such as strain, temperature, vibration, pressure and displacement can be supported from the instrumentation to data processing phase.

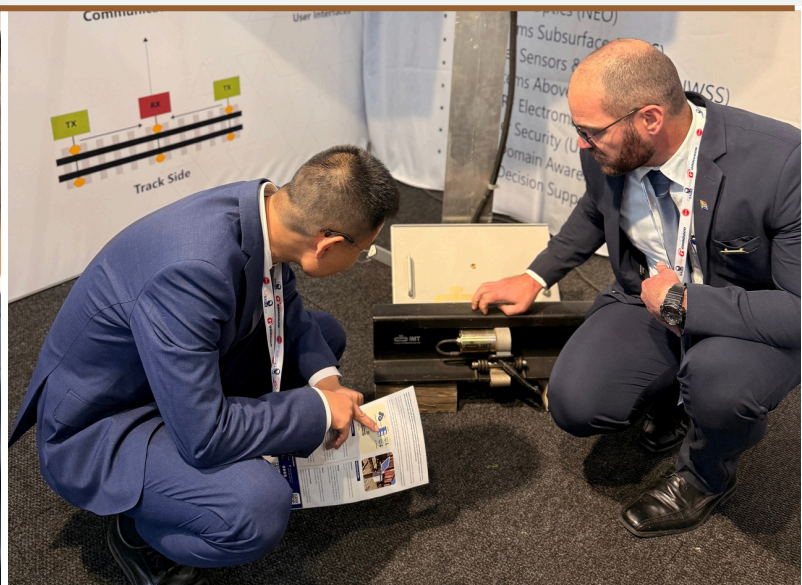
The Festival of Motoring allows exhibitors in the automotive industry to showcase their products and services to automotive enthusiasts who come from all corners of South Africa. Visitors get an opportunity to drive in various custom vehicles administered by professional drivers around Kyalami Grand Prix Circuit.



Gerotek at Kyalami Grand Prix Circuit.



ARMSCOR DEMONSTRATES ITS CAPABILITIES AT THE RAIL CONFERENCE



The Institute for Maritime Technology displays its intend to provide solutions aimed at ensuring rail safety.

In an effort to demonstrate its capabilities and contribute towards the developmental agenda, Armscor proudly participated in the Southern African Rail Association (SARA) Conference and Exhibition, held from 26 – 29 August 2025 at the Sandton Convention Centre. The four-day event held under the theme “Transporting Africa Forward: Accelerating Rail Growth to Boost Mobility and Economic Opportunity across Africa” brought together policymakers, industry leaders and stakeholders from across the globe, offering a platform for knowledge exchange, networking and collaboration on advancing rail development across the SADC region. Discussions focused on rail policy, infrastructure, rolling stock signalling, financing and corridor logistics, with special attention given to innovation and sustainable development.

Armscor's participation

Two divisions represented Armscor at this year's exhibition:

- Institute for Maritime Technology (IMT): showcased the Ultrasonic Broken Rail Detector (UBRD), a system designed to check for the integrity of the railway line by looking for rail fractures and rail breaks. This is a cutting-edge safety solution designed to enhance rail infrastructure monitoring and reliability. It also lowers the probability of derailments and reduces the cost of unscheduled downtime due to rail breaks.
- AB Logistics: presented its general freight and forwarding capabilities, highlighting integrated logistics services that support efficient and reliable transportation

solutions across the continent. AB Logistics is known for providing efficient services such as customs formalities, imports and exports control, compliance requirements, shipping route development, road haulage transport that includes explosives, aircrafts and air chartering.

Strategic Impact

Armscor's presence underscored its role in contributing to Africa's transport and logistics ecosystem. By showcasing technological advancements and operational capabilities, the Corporation demonstrated its commitment to strengthening rail safety, efficiency and connectivity, aligning with continental goals of boosting economic growth and mobility.

Looking ahead, the event not only created opportunities for strategic partnerships but also positioned Armscor as a forward-looking enabler of innovation in the rail sector. Engagements with stakeholders opened doors for collaboration on infrastructure development, technological solutions and cross-border logistics initiatives, all vital to driving Africa's transport agenda forward.

SARA Conference and Exhibition is Africa's only railway event known for showcasing cutting-edge technologies, products and services across the rail value chain. It provides a strategic platform for collaboration and key partnerships between organisations in public and private sectors committed to advancing rail transport.



IMT DISPLAYS DECADES OF MARITIME SCIENTIFIC EXCELLENCE



Senior officials from South African Navy and key stakeholders witness IMT's capabilities and innovations aimed at shaping the future of maritime defence.

The Institute for Maritime Technology (IMT), a division of Armscor, successfully hosted its *Show and Tell* event on 19 and 22 September 2025 in Simon's Town, marking decades of maritime scientific and engineering excellence.

The programme started with a dedicated session to senior officials and key stakeholders who were given an exclusive platform to engage with IMT's leadership and technical experts. This provided an opportunity to witness first-hand innovations, take part in strategic discussions and gain insights into the technological future of South Africa's maritime defence. The second part of the programme on 22 September was designed as an Open Day for junior members of the South African Navy Fleet at Naval Base Simon's Town. This interactive session introduced the younger generation of naval professionals to IMT's work and offered them a platform to interact directly with scientists and engineers on key projects.

This event reflected not only the proud legacy of the IMT but also its commitment to shaping the future of maritime defence innovation. Across both days, the facility showcased its scientific and engineering achievements spanning nine domains, while also highlighting the unique capabilities of its world-class facilities such as the tank testing infrastructure. These demonstrations created an environment for knowledge exchange where current maritime challenges and potential solutions were discussed in depth.

Among the highlights of the event was a live at-sea demonstration of IMT's latest Unmanned Surface Vehicle,

which showcased the institute's ability to develop, test and evaluate advanced technologies in operational conditions. Seagoing support facilities were also presented, demonstrating how IMT ensures rigorous evaluation of technology demonstrators in real-world environments.

The *Show and Tell* event once again reinforced IMT's role as a key strategic partner to the South African Navy and the broader maritime community. It celebrated the institute's achievements over the past five decades while looking firmly to the future, ensuring that South Africa remains at the forefront of maritime defence technology. Both engagements were regarded as resounding successes, fulfilling the objectives of the *Show and Tell* initiative and reaffirming IMT's reputation as a leader in scientific and engineering innovation.



Dr Noel Mkaza (Group Executive: Research and Development) welcomes Vice Admiral Monde Lobese (Chief of the South African Navy) at the Institute for Maritime Technology.

SUPPLIER DAY UNLOCKS OPPORTUNITIES FOR MILITARY VETERANS



A panel made up of experts in public sector addresses military veterans on issues of supply chain management, skills development and access to funding.

Armscor in partnership with the Department of Military Veterans successfully hosted the inaugural Military Veterans' Supplier Information Day on 12 August 2025 at the CSIR Convention Centre, Pretoria. This day celebrated under the theme 'Empowering Veterans Through Economic Inclusion and Strategic Partnership' sought to provide military veterans businesses with access to procurement opportunities, funding and open doors to sustainable economic participation.

In his welcoming remarks Advocate Solomzi Mbada, CEO – Armscor emphasised the importance of collaboration. "Armscor has been intentional in driving initiatives that enable military veterans to access business opportunities, skills development programmes and enterprise support. Through various projects and collaborations, we strive to ensure that veteran-owned businesses become active participants in our supply chain, contributing to both national defence and economic growth," he said.

Armscor has put various intervention programmes in place to uplift and empower military veterans as a designated group. "The Defence Sector Code, as a guiding framework, has been instrumental in fostering partnerships between the defence industry and military veterans. It provides the foundation for transformation by setting clear targets and expectations for economic inclusion. This code is not just a compliance tool; it is a catalyst that compels both public and private sector partners to actively pursue empowerment initiatives that bring tangible benefits to veterans and their families," emphasised Adv. Mbada.

Deputy Minister of Defence and Military Veterans, Mr Richard Mkhungo, in his keynote address highlighted the need for inclusivity. "As government, working with institutions such as Armscor, and as a collective society, we have recognised that honouring veterans cannot end with medals and parades. True honour lies in restoring dignity through meaningful inclusion in the economic mainstream. It lies in opening doors to business opportunities, skills development and sustainable livelihoods," commented Mr Mkhungo.

Armscor intends to make this gathering an annual event with regular engagements in-between. "Today's engagements are not just discussions, they are opportunities to unlock meaningful participation, forge partnerships and collaborate towards building an inclusive economy that honours the service of our military veterans", concluded Adv. Mbada. Various entities from the public and private sectors attended this event to share knowledge, how to access funding and opportunities available to military veterans.



Deputy Minister of Defence and Military Veterans, Mr Richard Mkhungo, delivers a keynote address during the Military Veterans' Supplier Day at CSIR International Convention Centre.



ARMSCOR PAVES WAY FOR FUTURE LEADERS IN DEFENCE



Officers from the South African National Defence Force visit Armscor head quarters to learn about its capabilities and service offerings.

As part of its ongoing Stakeholder Engagement Strategy, Armscor welcomed Warrant Officers from the South African National Defence Force (SANDF) to its headquarters in Erasmuskloof on 4 July 2025.

The visit formed part of the Officers' development course and provided an opportunity to familiarise them with key organisations in the South African Defence Industry that enable the SANDF to fulfil its mandate effectively. Armscor, as the acquisition agency for the Department of Defence, offered insight into its long-standing partnership with the SANDF and the service level agreements in place.

The programme introduced participants to Armscor's core business, value proposition, capabilities and facilities. After the welcoming remarks by Ms Segomotso Tire, Executive Manager: Business Development and Industry Support, Mr Yamkela Gungqwa, Business Development Manager at Armscor, in his presentation reflected on the Corporation's history, its evolution and its pivotal role in shaping South Africa's defence landscape. He outlined the product life-cycle from user requirements to the disposal of obsolete defence matériel and explained how various Armscor departments work together to ensure products and services meet operational needs.

Mr Gungqwa also shared updates on current research and development initiatives, including flagship projects

such as the Ultrasonic Broken Rail Detector, Beach Barrier System and underwater sensors, noting how some innovations have transitioned from defence applications to civilian use. He further presented on all Research and Development facilities, their capabilities, products, services and their value-add to the SANDF operational readiness. "Our primary source for solutions is the local defence industry," he said. "The advantage of partnering with Armscor is our ability to facilitate government-to-government contracts." He explained the acquisition process emphasising on the cradle to grave concept and positioning Armscor as a one-stop centre for defence and security solutions.

He further emphasised the role of Armscor's Quality Department in ensuring compliance with industry standards and the clients' expectations: "Our mandate is to ensure that soldiers on the ground can execute their missions. Any requirement entrusted to us must be delivered with the highest quality and the necessary support," he concluded.

The session ended with a Q&A segment, allowing Warrant Officers to gain clarity on Armscor's offerings and how these support their daily operations and responsibilities. In this session, he added that Armscor is there to ensure that SANDF is well equipped and the end-users are key in ensuring that any solutions provided guarantee mission success at all times.



FUTURE COMBAT LOGISTICIANS COMPLETE INTENSIVE TRAINING



Armscor celebrates the achievement of Logistics Officers who completed their intensive training at Youngsfield Military Base, Cape Town.

Armscor was amongst the organisations that sponsored a prestigious graduation dinner hosted by the Department of Defence School of Logistics on 8 July 2025 at Youngsfield Military Base, Cape Town. The event marked not only the culmination of months of intensive training for the graduating class of Logistics Officers but also signalled a renewed commitment to shaping South Africa's future combat logisticians.

Armscor contributed promotional banners and gifts for the graduates, signifying their long-standing collaboration with the Department of Defence Logistics Division. The support underscored the importance of fostering partnerships in bolstering South Africa's defence capabilities.

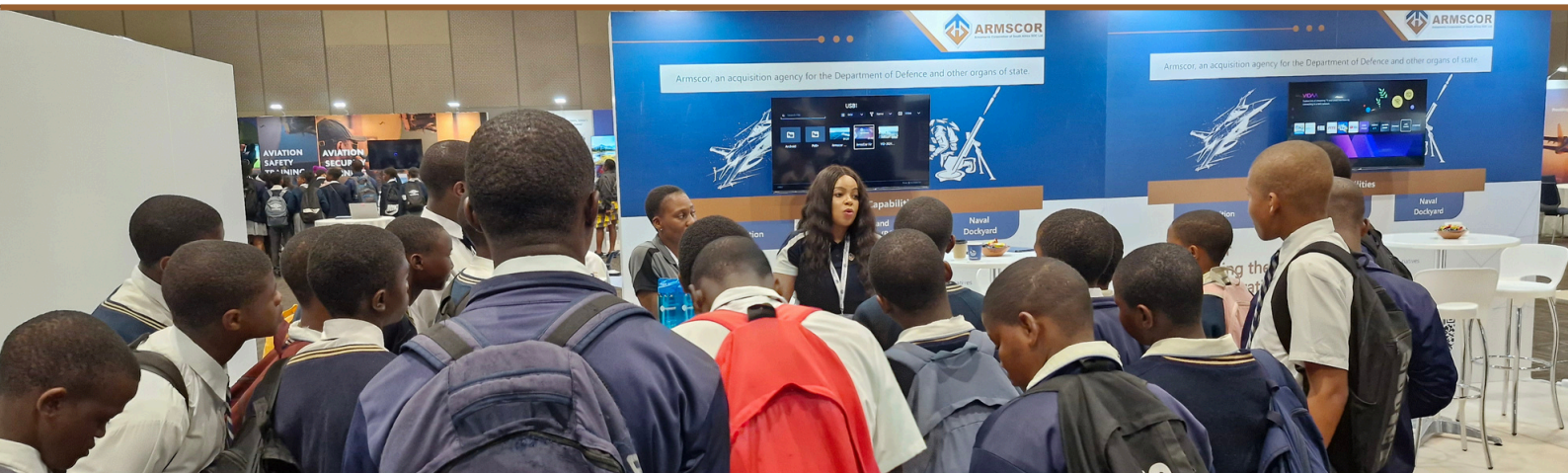
In his keynote speech, Vice Admiral David Mkhonto outlined the critical role logistics plays in mission success, reflecting on hard-earned lessons from operations such as the Southern African Development Community Mission in the Democratic Republic of Congo (SAMIDRC). "The contributions of our logistics officers are pivotal to the mission's operational success," he said. "They adeptly established forward logistics bases, coordinated regional supply corridors and ensured our troops received unwavering support even in the most challenging conditions of the theatre of war."

Vice Admiral Mkhonto also highlighted key achievements within the Logistics Division, including the launch of Project ZIGIZA and the SAFI Turnaround Strategy, as well

as the formalisation of the Disaster Emergency Strategic Reserve with COGTA. His address emphasised the necessity of curriculum reforms, calling for the modernisation of the Combat Logistics Training Simulator in collaboration with CSIR and integrating programmes like Exercise VUKUHLOME into the training pipeline to ensure readiness for contemporary multi-domain operations.

A recurring theme throughout the evening was the burden and privilege of officership. Furthermore, Vice Admiral Mkhonto reminded graduates that leadership extends beyond skills and procedures; it is about setting the standard. "Our people watch us more than they listen to us," he noted. "Your punctuality, your attention to detail, your tone of voice, these become the invisible manual your team follows."

The dinner celebrated not just individual achievement, but also collective progress. As graduates received their commemorative gifts, courtesy of Armscor, there was a palpable sense of unity and shared purpose. The Department of Defence School of Logistics has reaffirmed its status as a national institution of excellence, producing officers equipped with both the technical expertise and the ethical grounding necessary to serve with distinction. As Vice Admiral Mkhonto concluded: "May your journey ahead be marked by quiet excellence, resolute leadership and a legacy of mission-first logistics support."



Armscor encourages learners to study STEM subjects in order to take future roles in the aviation sector.

Armscor proudly participated in the International Civil Aviation Organisation (ICAO) Next Generation Aviation Professionals (NGAP) Global Summit, held at the Durban International Convention Centre from 12 - 14 August 2025.

The summit brought together key stakeholders from across the aviation sector, including regulators, industry experts, airlines, training institutions and government representatives. The event focused on addressing the global shortage of skilled aviation professionals and explored innovative solutions to prepare the next generation for careers in aviation.

In her keynote address, Ms Barbara Creecy - Minister of Transport, highlighted the important role played by the aviation sector in the economy of South Africa. She indicated that there are plans in place to upgrade existing airports and aviation facilities. However, key to success of those plans are young people with the relevant skills.

Armscor's participation highlighted its role in advancing South Africa's science, engineering and technology base, with a strong emphasis on opportunities within the defence and aerospace industries. By showcasing its expertise, programmes and initiatives, Armscor demonstrated its commitment to building skills of the next generation through its bursary opportunities focusing on promoting STEM subjects. Among other things, the summit seeks to encourage collaboration between governments, industry and academia to close the skills gap. It also pursues to leverage technology and innovation to prepare future aviation professionals.

the skills gap. It also pursues to leverage technology and innovation to prepare future aviation professionals.

Minister Creecy acknowledged organisations that contribute meaningfully to the aviation sector. "It gives me hope to know and witness that civil aviation is not alone on this journey we must pay homage to the South African Air Force (SAAF) and SAPS Air Wing who have continued to demonstrate the impact of aviation in public service. We also recognise the SAA Cadet Pilot Programme, the Denel Technical Academy, Armscor and SAAB have all played pivotal roles in nurturing critical aviation and engineering skills in our country," she said.

Armscor's presence reinforced South Africa's strategic contribution to the global aviation sector and highlighted the importance of investing in young talent for long-term sustainability. The event served as a platform to inspire, educate and connect the next generation of aviation leaders.

The need for collaborations and partnerships aimed at developing youth across the globe in order to meet future workplace demands was emphasised. "The decisions we make here today will not just define the future of aviation but will also shape the careers and futures of the young people in this room and across the globe. Let us engage in conversations that lead to real, actionable outcomes—outcomes that will open doors to new careers, new technologies and new opportunities for youth across the globe. The youth are ready. Now it is time to ensure they have the tools, support and opportunities to build the future of aviation," concluded Minister Creecy.



Armscor supports young innovative scientists who demonstrates creativity to use science to provide defence solutions.

This year, Armscor sponsored the Eskom Expo with over 40 awards to recognise outstanding young scientists in South Africa. This ceremony was held on 23 August 2025 at Tshwane University of Technology, Pretoria Main Campus. The awards were presented to both junior and senior learners across all 13 project categories, ranging from environmental science and energy to engineering, innovation and computer science.

In addition to category-based awards, Armscor introduced its own special awards, graded gold, silver and bronze, based on criteria developed by its subject-matter experts. These awards aim to honour and recognise learners who demonstrated exceptional scientific rigour, creativity and relevance to the defence and technology space.

Furthermore, Armscor hosted an informative presentation at the expo, offering learners insights into what Armscor does in support of national defence and security through technology and innovation. Learners were encouraged to visit the Armscor website for bursary

opportunities, internships and information on careers in science and engineering within the defence sector. This initiative was spearheaded by young scientists within Armscor of which most of them joined the organisation through a Talent Development Programme. Their presence not only reinforced Armscor's commitment to youth development but also served as an inspiration to learners interested in careers in defence science and innovation.

The Eskom Expo for Young Scientists is South Africa's premier science fair, dedicated to encouraging and showcasing innovation, research and scientific excellence among school learners from across the country. The competition provides a platform for young minds to engage in real-world scientific inquiry and present their projects to judges, educators and professionals in various Science, Technology, Engineering, Mathematics fields.



Women making a difference in the value chain of the defence industry get recognised and honoured at Denel Dynamics.

Armcor supported the South African Women in Defence (SAWID) to honour and celebrate remarkable women making a difference in the value chain of the defence industry. This auspicious event held at Denel Dynamics on 28 August 2025 saw key role players and leaders in the defence industry including the Minister of Defence and Military Veterans, Ms Angie Motshekga, coming together to celebrate the significant role played by women in safeguarding the sovereignty of the country. It also created a platform for phenomenal women to reflect, strategise and inspire action.

In her words of encouragement, Dr Adv. Linda Mbana, Group Executive: Business Assurance on behalf of Armcor encouraged women in attendance to realise their potential. “For decades, the defence industry has been seen as a man’s world. Today, we are here to prove—not just say—that it is also a woman’s world. And not tomorrow. Not ‘one day’. Now! The defence industry, like so many others, was not always designed with us in mind—but that is exactly why we must claim our space. We have been denied opportunities for far too long. The time is now to show, without hesitation, that we belong at every table, in every boardroom and on every frontline where decisions are made”, she said.

Various speakers highlighted the need to accelerate transformation in the industry in order to ensure that women-led companies participate meaningfully in the mainstream economy. “At Armcor, we are committed to supporting programmes that are sustainable, empowering and that enhance the well-being of our people. Through the Defence Sector Charter, we actively support and uplift black women-owned enterprises.

These are not just policies, they are commitments to reshape the industry into one that reflects the diversity and excellence of our nation,” said Dr Mbana.

The challenges faced by women in the workplace and society in general were raised with the aim of emancipating those who are oppressed and create an environment where women and girls can thrive. Dr Mbana provided few suggestions on how to forge ahead despite economic headwinds, cultural obstacles and societal pressures.

These challenges are real, but they are not insurmountable. Together, we can address them head-on:

- By implementing and enforcing robust employment equity plans that go beyond compliance and actively mentor and sponsor women into strategic leadership positions.
- By transforming workplace cultures—dismantling stereotypes, holding people accountable for bias and building inclusive environments where every voice is heard and valued.
- By establishing networks, mentorship programmes and skills development pipelines to equip women—especially young entrants to the industry with the technical expertise, leadership skills and confidence to succeed.

In conclusion, it was agreed that there is a need for women to support one another in the battle for empowerment and emancipation. Furthermore, opportunities should be created for young women to unleash their full potential.



Remarkable women at Armscor honoured through a series of women's celebrations.

This Women's Month, Armscor proudly honoured its remarkable women through a series of *Women of Impact* celebrations across Pretoria, Prieska and Cape Town. Guided by the theme "You Are Okay," the sessions went beyond recognition – they became platforms for learning, inspiration and connection, affirming Armscor's commitment to empowering women at every level in the organisation.

The theme was expressed through three central pillars of wellness: physical health, financial empowerment and mental and spiritual alignment. Each site translated these pillars into unique experiences that were both meaningful and memorable.

In Pretoria, the atmosphere was filled with anticipation as women from across the organisation came together to reflect on their journeys, share challenges and celebrate achievements. The programme combined practical guidance with uplifting dialogue. Dr Khulile Mtsetfwa, CEO of Swatek Defence and Aerospace, set the tone with a keynote that encouraged balance, confidence and self-worth. Wellness experts explored physical wellbeing and financial literacy, while conversations around mental health gave women tools to thrive in both their personal and professional lives. Adding a unique dimension, the EmpowerHER Market showcased the entrepreneurial flair of Armscor women, underlining the value they bring not only within the workplace but also to their communities.

At Alkantpan Test Range in the Northern Cape, the wellness pillars were experienced in a more personal, reflective setting. Session encouraged women to take ownership of everyday health choices, to plan confidently for financial stability and to nurture their inner strength through discussions on balance

and self-care. The highlight of the day was the keynote address by Dr Khulile Mtsetfwa, who brought the theme "You Are Okay" to life in an interactive and engaging way. She invited the audience to affirm their impact by completing the phrase "I am a woman of impact because...". Six women courageously stood up and shared their truths: that they are women of impact because, "I never give up", "I know what it's like to go through difficult times but still know how to get up", "I am independent", "I fight for others", "I am patiently crafted by God and I know my worth" and "I go through stormy days and trust God to be there."

Through this exercise, Dr Mtsetfwa helped participants see that being a woman of impact is not abstract; it is reflected in daily choices, perseverance and self-belief. Her message resonated strongly, sparking honest reflection and heartfelt conversations among attendees.

The programme concluded with a vibrant through discussions on balance and self-care, which brought colleagues together in laughter, music and solidarity; a reminder that wellbeing is not only about discipline and learning but also about joy, connection and fellowship.



Women of Alkantpan in attendance.



From left to right: Ms Ntombi Dini, Ms Liziwe Nkonyana, Dr Khulile Mtsetfwa and Ms. Thuli Manqele.

The journey concluded in Cape Town, where women gathered on the last Friday of the month to close the series. The Cape Town programme emphasised practical lifestyle strategies on how daily nutrition shapes energy, how sound financial decisions build independence and how mental resilience sustains performance in challenging environments. Dr Mtsetfwa's keynote brought the month-long celebrations full circle, thanking the women of Armscor for their contributions and urging them to carry the spirit of *Women of Impact* into every aspect of their lives.

The response from women across all sites was overwhelmingly positive, with many describing the sessions as enriching, relevant and deeply affirming. A vast majority of participants rated the sessions as excellent, almost all agreed the programme met or even exceeded their expectations and more than nine out of ten said they would gladly attend again. This feedback demonstrates that *Women of Impact* was not just a series of events but a purposeful investment in people that creates lasting value for the organisation.

From Pretoria to Prieska and Cape Town, the series demonstrated that when women are celebrated, supported and empowered, the entire organisation benefits. The *Women of Impact* sessions have left a legacy of pride, unity and growth.



The "You Are Okay" feature.



Ms Evelyn Motsatsing; Group Executive: Business Development, with Ms Segomotso Tire; Executive Manager: Business Development and Industry Support.



Employees at Alkantpan Test Range donate blankets and kitchen equipments as part of Nelson Mandela Day outreach programme.

In the true spirit of Nelson Mandela's legacy of service, compassion and unity, on 18 July 2025, Armscor employees came together to create meaningful change in various communities throughout the country. Guided by the ethos of "67 Minutes for Madiba," employees dedicated their time and resources towards a good cause. Armscor facilities participated as follows:

Gauteng

At Meetseng Primary School, North of Pretoria, with brushes in hand and hearts full of purpose, employees rolled up their sleeves to repaint an entire school brightening classrooms, corridors and restrooms. Fresh coats of paint have transformed dull walls into a vibrant, welcoming learning environment where children can thrive. Recognising the importance of education as a pathway to opportunities, the organisation donated much-needed learning equipment like white boards, learning charts and cleaning materials. These tools will help learners reach their full potential and unlock future possibilities. "Thank you for being a kind of hope and the catalyst for positive change. Your sponsorship made a significant impact on our school enabling us to brighten our school and this will go a long way for our learners. Your contribution embodies the spirit of Ubuntu and Mandela's values of kindness, generosity and compassion" said Principal Ms Thandi Lesolang.

Northern Cape

In providing basic needs to disadvantaged communities, employees at Alkantpan Test Range extended their outreach programme to Sakhithemba Drop-in Centre, an informal settlement in Etembeni, Prieska and surrounding areas. They spent time with the children running a soup kitchen, donating essential items such as blankets,

kitchen equipment, clothing and hygiene products. The shelter helps the elderly, unemployed, poor and homeless. They provide basics such as food and essentials to about 300 - 400 people.

Western Cape

Employees at Armscor Dockyard concluded the drive at Kleinberg Primary School, in the City of Cape Town. The team donated school uniforms and lunch packs to 200 pupils coming from disadvantaged homes. The school principal encouraged the learners not to be disheartened by their situations, "arms of help" are always in various ways and forms. This Mandela Day was a reminder that real change begins with each of us taking action. Together, we can paint brighter futures, empower young minds and support communities in need. Thank you to every volunteer and partner who made this day possible.



Arm Scor employees repainting classrooms at Meetsing Primary School.

A close-up portrait of a man's face, looking directly at the camera. His face is partially obscured by large, semi-transparent text. The background is a solid dark blue.

**NO
ONE
WILL
KNOW.**

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