

AFRIMATTERS



GENERAL MATTERS: A BRAND AUDIT REPORT
ON AFRICA TIME: ACI IN MOZAMBIQUE
A ROYAL AFFAIR: UPGRADES TO A PALACE



Quality is the cornerstone
of our products



Mining & Aggregates

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Mining & Aggregates is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, gravel, crushed aggregates, laterite and sand mainly for large-scale civil engineering and infrastructure projects.

It also provides professional contracted drilling & blasting, transport & logistics crushing & screening and earthmoving & plant hire services.

Mining & Aggregates is located in seven of South Africa's provinces and in Namibia with commercial quarries including sand mines, gravel mines, mobile crushing, recycled concrete crushing plant and drilling & blasting.

Mining & Aggregates is part of Afrimat Limited, a leading black empowered open pit mining company.



AFRIMAT: LOOKING BACK ON A GOOD YEAR

Can you believe it, we are midway through 2015. This is the ninth year of Afrimat's existence and it is once again a year of exceptional blessings. We reported our financial results for the financial year ending on 28 February 2015 in May, continuing our consistent growth path after the Global Financial Crisis of 2008. We were blessed with industry-leading profit growth, very pleasing cash flow, a balance sheet with very low debt levels and the Return on Nett Assets of the group at a record high of 29%.

These results are truly something to be grateful for. In a market where most of the other companies in our sector are suffering, we are being blessed and our business model of diversification is working.

The Afrimat team has not only been successful financially, but another area to be proud of is safety. Our DIFR dipped below one in March 2015 for the first time. Considering that it was well above five six years ago, I am happy with the progress that we have made towards achieving our dream – to make Afrimat an accident- and injury-free company.

In an environment where unemployment is getting out of hand, we are being blessed with a company with good results at group level. This reduces the risk of retrenchment and it helps with stability. We are now in a position to invest in various training and upliftment programmes, developing our people to be more skilled and competitive in the market.

Thank you to each team member for your contribution to our company's success.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

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CONTENTS

- 01 CEO's message
- 03 General Matters
- 09 Divisional Matters
- 19 HR Matters
- 31 Product Matters
- 36 Cultural Matters
- 42 Social Matters
- 45 Inspirational Matters



AFRIMATTERS

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GENERAL
MATTERS

AFRIMAT BRAND AUDIT REPORT

APRIL 2015

BY HYLTON HALE, GROUP MARKETING MANAGER

Background

The Afrimat brand has become increasingly relevant and familiar to our customers, suppliers and associates and it is now relatively well known to the general public. The growth in our brand has not only been achieved through market dominance, sales strategies and product quality, it has also been achieved through mediums such as: our JSE listing, the associated business investment community, our results presentations, JSE Roadshows, our advertising campaigns, articles, advertorials and editorial. The growth in our brand and our market dominance has brought about the responsibility of being a market leader, which places Afrimat under the microscope with our customers, suppliers, investors, media and associates.

This brand awareness prompted a visual audit on how our brand is displayed at our operations, offices and workshops. In other words, are we displaying the standards we have set ourselves through our media statements, our commitment to our Vision and Values as well as our advertising payoff lines? The purpose of the brand audit is to give a visual indication on how our brand is displayed as well as offer possible corrective measures.

In 2007 we launched the DNA manual, for the purpose of standardising the way we brand our operational signage, vehicles, clothing, etc. with the aim of establishing something that is consistent and regular.

Unfortunately, over the years there have been numerous examples of where the incorrect usage of the logo in terms of its proportion and colours (i.e. stretching or compacting), as well as individual



interpretation of the brand usage on our stationery, vehicles, clothing, signage, and so on, has been displayed. In addition, at some of our operations, our logo has been neglected and faded, which, to the casual observer, may be seen as a direct perception on the quality of the production capability of that particular operation.

It is particularly important that the entrance areas to our operations create a positive impact for our visitors, for example the DMR, customers and any other legislative custodians. A good first impression will certainly assist with a smooth inspection, assessment or sales transaction.

The brand audit considers these areas of concern:

1. Faded and damaged signage.
2. Housekeeping and general neatness at entrance areas, sales/despatch offices and reception areas.
3. Incorrect use of the Afrimat logo or brand.

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UNDER THE
MICROSCOPE'**

Faded and damaged signage

There are numerous examples where our signage has been neglected or has become faded. It is important to note that the majority of these signs are either on our vehicles or at operational entrances or public spaces.

The purpose in illustrating these examples is to give operational managers an opportunity to take a moment to assess the visual impact their operation and vehicles has on our visitors.

The way forward

The DNA manual is an essential guide to how the brand may be used, therefore it is imperative that all new signage is displayed according to aforementioned guidelines. Obviously, all operational priorities take preference. However, the importance of general good housekeeping is also relevant with signage and as part of any operational maintenance budget.

STEP ONE: The first phase in the brand correction is to remove all faded and damaged signage, including vehicle decals, sign/display boards etc. Then to identify all incorrect signage, where the more corrective action is then included as part of the operational budget in terms of maintenance. Marketing will be able to assist with the correct signage.

STEP TWO – HOUSEKEEPING: Ensure that the entrance areas, despatch offices and reception areas are clear of scrap, old broken chairs, inappropriate pictures or posters. Ensure that the gate and entrance area, if applicable, is in good condition and free of weeds and litter, and that the signage is clearly displayed and not leaning over or skew.

STEP THREE – PAINTING: Repaint all reception, despatch and sales offices in the Afrimat light grey or white, display 'The Afrimat Way' and our Vision/Values framed in pictures on the walls along with relevant Afrimat pictures (for example, quarry pictures or branded readymix trucks).

STEP FOUR – REPLACE INCORRECT SIGNAGE: Once all the incorrect signage has been identified with the aid of the DNA manual and has been included into the operational budget as part of maintenance, employ reputable signage companies in the relevant area to quote on the replacement signage. The signage company must provide drawings for approval.

The following pages assist with some guidelines on a few basic measures to improve the areas that are visual to the public/customers.

> Entrance areas

There are various choices on how our brand may be displayed at our operational entrances, with the simplest being the standard Afrimat board.

During the brand audit, it was noted that some of our signage was blocked by trees, overgrown weeds or grass. It is suggested that plants or grass are established around the entrance area to create a better first impression.

In KwaZulu-Natal, the entrance signage has been interpreted differently from the manual. However, on inspection of all sites, the alternative is acceptable and will be considered as an alternative to be included in the DNA manual.

Unfortunately, even though the DNA manual provides a CMYK and Pantone colour specification, it seems that the various paint companies around South Africa do not have the same mixing codes. We are currently working on providing a universal paint code for the Afrimat red as well as the various greys. A tip is to insist that the signage company paints a sample for approval.



Afrimat Brand Audit Report continued...

> Despatch offices, reception and sales

These areas are important access points to our company, which customers, visitors and associates regularly frequent. As previously mentioned, the first impression when visiting Afrimat operations is the lasting impression and no matter how effective our production efforts are, a badly maintained entrance and despatch will give a direct impression on how that particular plant is run.

Security is a concern at all our operations and admin buildings, but some of our reception areas give the impression of visiting a jail. The necessary security may be disguised or softened with painted walls, a seating area with magazines, plants and Afrimat pictures including the framed Vision and Values.

It was pleasing to note that a considerable amount of attention and effort had been given to improving entrance areas at most of our operations, in spite of the budget constraints.

> Company vehicles

There are many examples where there have been different brand interpretations of company vehicles, in spite of the simple available guidelines in the DNA manual. It is pleasing to see that our readymix trucks are being painted in the approved colour scheme. As stated before, the corrective action on bakkies and trucks can be included as part of the maintenance programme of the particular vehicle. The neatness and correctness of our branded vehicles is a key

element in achieving first-world brand awareness, our vehicles offer the biggest visual impact of the Afrimat brand.

> In conclusion

As mentioned in the first paragraph, with the Afrimat brand now being a large player in numerous industries and now operating in Mozambique, the need for a consistent and simple way to display our brand is becoming even more relevant.

For example, Afrimat no longer includes the particular division into the main brand. The specific division may be displayed on email signatures, business cards, complimentary slips or on the right-hand side of a letterhead along with the actual subsidiary name.

Afrimat currently has a brand policy in place that explains the reasons behind the strict brand usage and protection. The Afrimat brand is a registered trademark, which has a visual signature related to everything that we do behind the name.

For example if our CEO mentions in a public forum that 'Afrimat is a good company to work for; our people are our assets,' or 'we have a culture of high performance', but that person who heard or read the statement happened to see an Afrimat vehicle that is dirty with old and faded Afrimat decals, surely his or her visual impression will far supersede any of the words spoken?

In an instant, all our hard work will be undone.



GENERAL MATTERS



BY REGINALD GWALA, HR MANAGER KZN/FREE STATE

DELIVERY OF A NEW LOWBED TRUCK IN VRYHEID

Here are the latest additions to the AA KZN fleet: a Mercedes Benz Actros 3550 and a Busaf Bauer lowbed truck. The principal approval from the transport authorities for the lowbed took 13 months it took a further four months to manufacture. It can carry a payload of 64 tons. It will be used to transport our quarrying equipment around the country. We are currently applying for the AV permit to be operational for the second part of 2015.



BY REGINALD GWALA, HR MANAGER KZN/FREE STATE

NEW READYMIX TRUCKS FOR AFRIMAT CONCRETE PRODUCTS KZN DUNDEE

The three new Readymix trucks were delivered on 27 March 2015.

From left to right: Drivers Vincent Buthelezi, Velemsemi Nkosi and Mandla Nkosi.



GENERAL MATTERS

WORCESTER

KNOW YOUR PRODUCT:

By Johan Burger, Group Quality Manager, AFRI-Lab Central Laboratory, Worcester

TMH1 vs SANS 3001

The new SANS 3001 test methods must be implemented in January 2016. All SANRAL projects will run on the new methods. You will receive the new SANS 3001 test methods. You will receive the new laboratory working sheets and reporting sheet, and new sieves will replace the old ones.

Should you need any information, please contact us.

- > Most methods are very similar to traditional TMH1 with minor changes and amendments.
- > Moisture determination is intended for use throughout the SANS 3001 methods.
- > Minor amendments were made to rationalise apparatus dimensions such as mould sizes.
- > Changes to some sieve sizes appear to be significant but all are less than 7% and it does not affect outcome as they are given a slightly altered position on the grading curve.
- > Apparatus dimensions are critical to outcome of method or procedure are given a tolerance.
- > All other dimensions are nominal and should be considered fit for purpose.
- > Existing apparatus that comply with the requirements of TMH1 may be used until apparatus is no longer fit for purpose.
- > More detail descriptions will be provided in test methods to ensure reduced variance.
- > Not much different but ensures that all test methods are conducted correctly.
- > Larger particles $\geq 14\text{mm}$ may be re-orientated by hand to assist in getting them to pass through the sieve openings without any additional force.
- > Hand sieving is still a reference method.
- > Mechanical sieving is allowed but each sieve must be verified by hand sieving.
- > No over loading allowed on individual sieves.
- > Table detailing maximum mass per sieve size allowed.
- > Sieving completed when $> 0.1\%$ of total sample mass passes thru sieve after one minute of continual sieving.
- > Total mass difference before and after sieving $< 1.0\%$.
- > Method also covers maintenance and traceability of sieves.



Additional information and tables available from Johan Burger.

NEW RECRUITS: AFRI-Lab Central Laboratory, Worcester



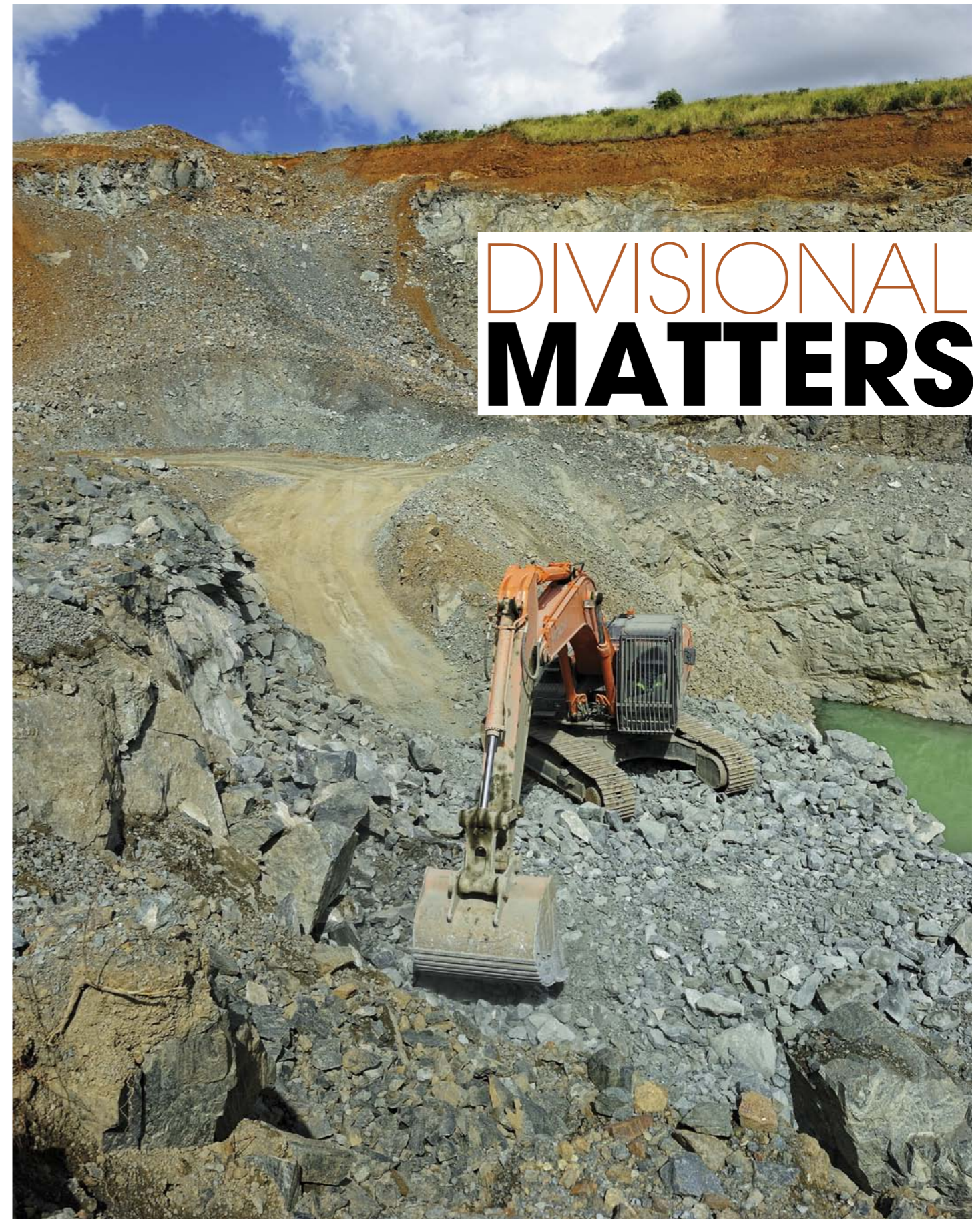
My naam is Ryan du Plessis. Ek het by Afrimat begin werk op 2 Maart 2015 waar ek 2013 gematriekuleer het by HTS Drostyd.

'I completed the two-week material tester's course at Worcester Central Laboratory during the period February 2015. I achieved an 88% aggregate for the examination'



My Name is Denton Hendricks. I finished my matric at Worcester Gymnasium in 2009. I started working at Afrimat on 7 January 2015. I haven't looked back because I see a bright future for myself within Afrimat.

'I completed the two-week material tester's course at Worcester Central Laboratory during February 2015. I achieved a 77% aggregate for the examination'



DIVISIONAL MATTERS

DIVISIONAL MATTERS

INFRASORS

BY ANDREW WRAY, COMMERCIAL MANAGER,
INDUSTRIAL MINERALS

HIGH CALCIUM NEUTRALISATION LIMESTONE EFFECTIVE IN WATER TREATMENT

LimeCor is the industrial minerals and lime division of Afrimat Limited, a leading open-pit mining company, listed on the Construction & Building Material sector of the main board of the JSE Limited.

LimeCor was established to distribute and market the industrial mineral and lime resources from our various operations into the market. Our three focus areas are: agricultural lime; Acid Mine Drainage (AMD) and water treatment; and Flue-Gas Desulfurisation (FGD).

In recent years, Acid Mine Drainage (AMD) has received much negative media scrutiny, due to the threat that it places on the already constrained local water supply. High metal concentrations inherent in mine water pose health threats to humans, animals and vegetation alike (Maree, 2015). This threat is particularly high in the Witwatersrand, where much of the country's gold mining has taken place.

AMD in the Witwatersrand

As much as 40 000 metric tons of gold have been extracted from the Witwatersrand basin to date – 50% of all gold ever mined on the earth (Whitfield, 2006). This history of mining has left in its wake the legacy issue of Acid Mine Water, which remains

'AS MUCH AS 40 000 METRIC TONS OF GOLD HAVE BEEN EXTRACTED FROM THE WITWATERSRAND BASIN TO DATE – 50% OF ALL GOLD EVER MINED ON THE EARTH' (WHITFIELD, 2006)



a huge environmental challenge to the mining industry. The effects of uncontrolled decanting of AMD into streams and rivers can be devastating downstream, due to salinity and high metal content. AMD typically has a very low pH, and contains iron (II), free acid, manganese and uranium (Maree, 2015).

HDS treatment of AMD

The High Density Sludge (HDS) process of treating AMD includes a pH correction/sludge-conditioning stage, a neutralisation/aeration stage, and a solid/liquid-separation stage (Osuchowski, 1992, as cited in Maree, 2015). Stage-one water treatment employs proven technology that uses limestone treatment for neutralisation of free acid, which is followed by stage-two water treatment, where additional lime oxide is used for the removal of iron (II) and other heavy metals, improving the water quality to potable after solid/liquid separation. This approach has been widely applied for treatment of AMD (Aubé, 2004, as cited in Maree, 2015).

Marble Hall Mine ventures into water treatment

The Marble Hall Mine has enjoyed a long history with Anglo Thermal Coal (Anglo), supplying milled limestone powder (stone dust) to the various Anglo Collieries for use as a fire retardant for underground coal explosions. Anglo is the largest customer of this product, followed closely by the likes of Sasol Coal,

Exxaro, BHP Billiton, and Glencore (formerly Xstrata Coal). During a strategic sourcing discussion with role-players at Anglo on 22 March 2013, the Emalaheni, Kromdraai, and navigation water treatment plants were identified as potential further outlets for the Marble Hall limestone, assuming the product could be proven as an effective stage-one water-treatment limestone. This marked the start of a very intense, almost two-year journey in qualifying the Marble Hall North limestone deposit as a suitable feed material for stage-one water treatment.

Laboratory qualification of the Marble Hall limestone

Very early on, concerns had been tabled that the higher magnesium (Mg) levels inherent in the Marble Hall limestone deposit would work against it in the stage-one water-treatment application. This notion, however, was discredited in laboratory testing, where results showed that the product performed encouragingly well in comparison to the other alternatives for stage-one water treatment being explored by Anglo at the time.

Not long after the laboratory qualification of the product, we received news that the product would be tested in use at the Emalaheni plant. The catch, however, was that the plant was being taken offline for an extensive overhaul and upgrade, and that trials would be delayed by up to a year. The other Anglo plants were considered too crude to effectively run the trials on, and so the entire process stalled.

Full-scale trials of the Marble Hall limestone

In early 2014, we engaged the services of Professor Jannie Maree from the University of Pretoria, who has a long consulting history in water treatment of AMD. Maree renewed hopes that a successful trial could in fact be conducted at the Navigation water treatment plant at the Landau colliery, and so months of energy were then spent trying to convince role-players at Anglo to accommodate a trial. We were eventually successful in this cause, with a full-scale trial being run from early November 2014 until late January

'THE PRODUCT PERFORMED ENCOURAGINGLY WELL IN COMPARISON TO THE OTHER ALTERNATIVES FOR STAGE-ONE WATER TREATMENT BEING EXPLORED BY ANGLO'

2015. The trial proved that the Marble Hall limestone is well suited for the stage-one treatment of AMD, and that it is an effective neutraliser, with the lowest cost-per-unit alkalinity.

A tender process for the supply of High Calcium Neutralisation (HCN) limestone to navigation and Kromdraai ensued, with Marble Hall ultimately being awarded the contract for an initial 12-month off-take period, upsetting numerous existing players in the water-treatment space.

The Marble Hall HCN limestone is produced by selective mining, crushing, screening and milling of limestone to an ultra-fine powder. It is then moisturised to 6% moisture, using an in-house, custom-built moisturiser, before being loaded on side-tipper trucks that transport the product to navigation, where it is wet-fed into the water-treatment plant.

Where to from here?

We hope to continue to grow this market in order to position Marble Hall as a credible player in the water-treatment space, and are currently pursuing two additional plants for stage one water treatment.

References: Maree, J.P. (2015). *HCN Webpage Insight*. Limecor, Pretoria. Whitfield, N.N. (2006). *Geological Journeys*. Struik Publishers, Cape Town.



Did you know?
LimeCor has its own Facebook page. Please like our page – it is full of facts and information!

www.facebook.com/Limecor

DIVISIONAL MATTERS

▶ MOZAMBIQUE BY GERHARD ODENDAAL, MD AFRIMAT CONTRACTING INTERNATIONAL

ON AFRICA TIME

In June 2014 Afrimat identified a potential opportunity for new business development for the group outside the borders of Africa.

The main approach was to position Afrimat strategically to be of service at the future LNG (Liquid to Nitrogen Gas) fields in the far northern territories of Mozambique. Soon a strategy and resource location was developed and under Carl Malan's watchful eye, an economical phase-one plant was partly constructed and eventually exported for kicking off operations in Mozambique. What Afrimat lacked in experience was compensated for in enthusiasm and a positive drive to establish this business with the least cost and risk for Afrimat but by making our intentions and presence clear.

A drill rig was exported to do exploratory work in Inhasorro, Beira and Palma regions to establish new sources in potential growth areas.

The first two came to nothing so we concentrated our efforts towards the north and the blasting team is now well and truly operational in Mozambique.

Afrimat engaged a local partnership in Pemba, which can be considered the springboard to the LNG project and a venue for the first phases of a new plant and commercial opportunity was created.

Since November 2014 Afrimat has established the equipment and has also tendered for and commenced with a medium-sized railway-crushing project in the Cuamba region.

A team of volunteers was deployed at these operations and Gerhard Hurst joined Afrimat as the in-country business manager spearheading Afrimat's efforts into Mozambique.

Currently Johan Roux and Pieter de Necker head up the establishment team with the assistance of freelance contractors Isak Joubert, Henti Wentzel, Sam van der Berg and, lately, Nico Botha.

Phase one of the quarry in Pemba was delivered in early April, when production of quarry aggregates commenced and phase two of the project commenced.

Many challenges are experienced daily, as was expected from a remote third-world region. Among these were:

- a) **Language barriers** where 60% of the local population speaks only Portuguese and the rest speak local dialects.
- b) **Petty corruption and a bueracratric environment** stemming from a Portuguese legal and administrative system.
- c) **Severe flooding** In January 2015 cut off all electricity north of the Zambezi in Mozambique for the better part of two months.
- d) **Logistics**, the remoteness of the area as well as the importation challenges with establishing and supporting a project of this nature.
- e) **A US\$-based commercial environment** with comparable tariffs for services rendered and high cost of living.
- f) **Health and safety issues and malaria** as a standard to all working in the area.

Despite all these conditions and others, the team remains undeterred and forges ahead to gear for and meet with future demands for the envisaged LNG project.

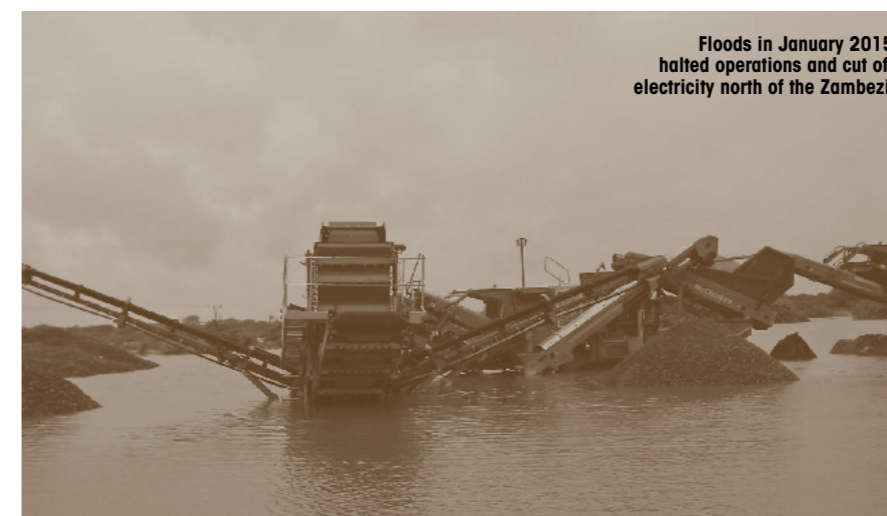
Phase two of Afrimat's production plant and future extensions in Cuamba creates optimism for the medium future.

We are proud to field a team of this calibre to commence Afrimat's business in Mozambique and wish them well for the next period and its uniquely challenging environment.

'WHAT AFRIMAT LACKED IN EXPERIENCE WAS COMPENSATED FOR IN ENTHUSIASM AND A POSITIVE DRIVE'



GENERIC PIC: GETTY IMAGES



Floods in January 2015 halted operations and cut off electricity north of the Zambezi.

'CHALLENGES INCLUDE LOGISTICS, THE REMOTENESS OF THE AREA AS WELL AS THE IMPORTATION CHALLENGES TO SUPPORT A PROJECT OF THIS NATURE'

DIVISIONAL MATTERS

READYMIX STELLENBOSCH PLANT

BY ALFRED STADLER, QUALITY ASSURANCE OFFICER,
READYMIX, WESTERN CAPE

The new Stellenbosch Readymix plant is situated on Bottelary Road just outside Stellenbosch.

The plant is an Elkon Quick Master 60. It was manufactured in Turkey and it is Afrimat Readymix's second Wet Batch plant. All our other plants are of the Dry Batched type.

DRY BATCHED VERSUS WET BATCHED PLANTS

Dry Batched: In a Dry Batched plant all of the raw materials are charged directly in the truck mixer.

The drum is turned at high speed or 12–15rpm for 50 revolutions, thus using the truck mixer to mix the concrete. The slump (or consistency) of the concrete must then be checked and corrected, if necessary. The concrete is then agitated slowly while driving to the job site.

Wet Batched: In Wet Batched (or central mixing) plants, the concrete is mixed before it is discharged into the truck mixer. The truck mixer is used primarily as an agitating haul unit.

The main advantages of Wet Batched plants are:

- > Faster production than dry batched
- > Improved concrete quality and consistency
- > Reduced wear on truck-mixer drums

ENVIRONMENTAL IMPACT

The Wet Batch plant has a much lower impact on the environment. These plants are used exclusively in Europe and the USA for their environmental friendliness. To meet the stringent requirements of the Department of Environmental Affairs, Afrimat Ready Mix believes that Wet Batch plants will be a benefit in achieving this goal.

Our Stellenbosch plant is able to produce between 50–55m³/hr. It uses a twinshaft paddle-mixer, and the aggregate is loaded into the mixer via a skip hoist. Batching is done through a state-of-the-art Siemens computer-controlled batching system.



Currently the plant is manned by Peter Henkerman, who rejoined Afrimat following a stint in the Eastern Cape.

Afrimat Readymix is proud of its latest acquisition and we are sure that it will produce excellent concrete for many years to come.

The Elkon Quick Master 60 is Afrimat Readymix's second Wet Batch plant.

'THE WET BATCH PLANT HAS A MUCH LOWER IMPACT ON THE ENVIRONMENT. THESE PLANTS ARE USED EXCLUSIVELY IN EUROPE AND THE USA FOR THEIR ENVIRONMENTAL FRIENDLINESS'



DIVISIONAL MATTERS

SA BLOCK

BY ALBERT DA SERRA, PRODUCTION MANAGER, SA BLOCK

Small changes that have a major impact.

In today's competitive market, the difference between a healthy organisation and a struggling one boils down to the ability to manage costs and to improve on efficiency without compromising quality and service. The old saying that you can only manage what you measure is core to this practice.

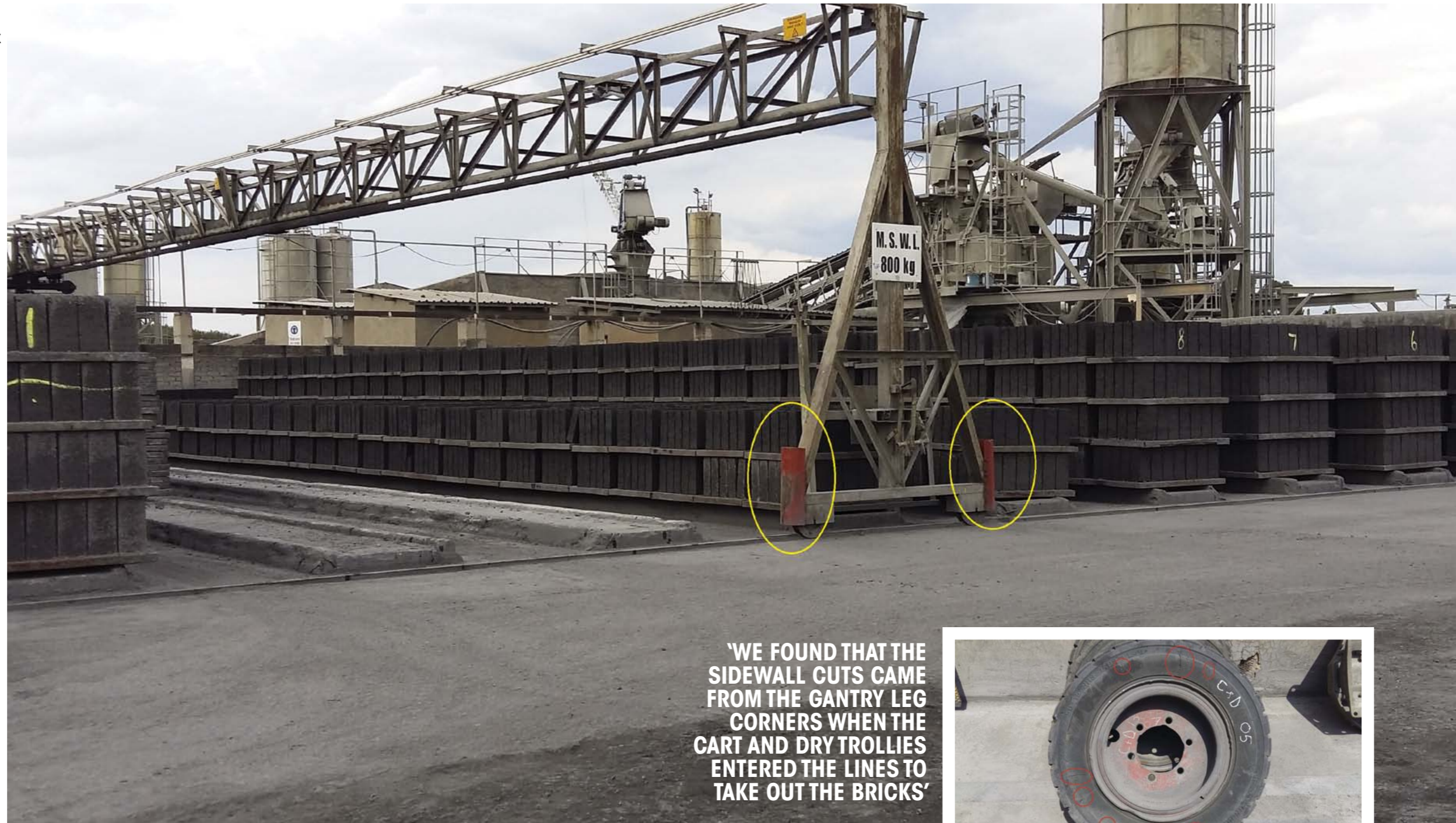
One example where we achieved this was on our cart and dry-trolley tyre usage. Historically, SA Block had major costs towards these tyres, although it was managed and reduced over the past couple of years through driver training and discipline. The year 2013 used 113 tyres, 2014 used 89 tyres and 2015 used 62 tyres, but the root cause was never really addressed until now. After Lorraine Menezes and I had our monthly financial costing meeting, we identified the tyre costs as one where we could improve as the root cause of the sidewall cuts was not yet identified.

During the investigation various theories and possibilities emerged. We tested them all and we found that the sidewall cuts came from the gantry leg corners when the cart and dry trollies entered the lines to take out the bricks. We agreed that trying to prevent the operators from shaving the wheels on the corners will never stop the occurrence. We needed an engineering solution.

The solution was a simple 150mm steel pipe 500mm long cut in half and welded over the corners, costing us less than what three tyres would have.

We anticipate that the tyre usage for 2016 will be reduced by 30–40% for the year.

There are always opportunities to improve, even the ones that seem to be small should not be overlooked as everything adds up to have a significant impact. It is not about cutting costs, but ensuring that you get maximum value out of what you are paying for.



'WE FOUND THAT THE SIDEWALL CUTS CAME FROM THE GANTRY LEG CORNERS WHEN THE CART AND DRY TROLRIES ENTERED THE LINES TO TAKE OUT THE BRICKS'



DIVISIONAL MATTERS

PE DENVER

BY RUSSEL RUTTERS, SALES, EASTERN CAPE

Construction of the Baywest Mall in Port Elizabeth continues at pace. Earthworks on the site kicked off in late 2012 with construction starting in early 2013.

The first phase of the Baywest Mall is a 90 000m² mall with 250 shops that will consist of the large and major national tenants. The second phase is due to start soon, comprising of an office park, residential units as well as a truck stop on the opposite side of the N2. The total cost for the Baywest Mall so far has been estimated to be around R1.7 billion. Baywest has also been compared with the likes of Canal Walk, Century City in Cape Town, and Gateway in Durban.

Afrimat Eastern Cape products supplied to this project to date have been as follows:

G7 / Blasted Rock = 6 000 tons

G9 / Overburden = 1 30 000 tons

G1 = 1 500 tons



HR MATTERS



AERIAL VIEW OF ROBBEN ISLAND

An Afrimat team competes in the Freedom Swim.

BY DEREK FRASER, KEY ACCOUNTS MANAGER, KZN

It all started in October, when my daughter, Amy, saw an article on Facebook about the Freedom Swim from Robben Island to Bloubergstrand. Being an experienced swimmer of 12 years, she decided that this would be the next challenge in her swimming career. Naturally, Cameron, her brother, who is also a swimmer also took up the challenge, not wanting to be left out.

On Thursday 9 May, all swimmers gathered for the pre-race briefing where swimmers were told about expected weather conditions and the expected water temperature, which at this time was only 10 degrees. Boats were assigned to swimmers, rules were discussed and we were ready for the swim.

Early Saturday morning, all swimmers had to meet at the Mandela Clock Tower to make the ferry crossing to Robben Island and the race was scheduled to start at 9am. But there was a two-hour delay due to mist, and swimmers sat on the quay side anxiously awaiting the go-ahead to start. Finally, at 11 am, they were off in the coldest waters ever experienced by both Amy and Cameron: nine degrees.

Swimming was great and a seal played happily alongside Cameron as he swam and then four-and-a-half kilometres into the swim the water got even colder – and disaster struck.



CAMERON AND AMY FRASER

Amy went into hyperthermia. Her body stopped functioning and her muscles contracted. She was pulled from the water and was taken to shore, to the medical centre, where she was stabilised and later released. She said it was the worst swim she had ever done – she had never been so cold in her life. Cameron continued and completed the swim in 2h40min.

Thank you to Afrimat for supporting this adventure.

'FINALLY, AT 11 AM, THEY WERE OFF IN THE COLDEST WATERS EVER EXPERIENCED BY BOTH AMY AND CAMERON: 9 DEGREES'

PIC: GETTY IMAGES

ACI

- > Congratulations to **Jaco Roberts and Charles Weyers** for completing the National Certificate in Rockbreaking for Opencast Mines.
- > Congratulations also go to **Hercu Smit** for completing the New Managers Development Programme from USB. They qualified on 7 May 2015 in Marble Hall and Littleton Mine.



IT SUPPORT

Wedding bells: **Juanita Davids**, part of the ITBS team, married James Carolesen on 21 March 2015. James and Juanita both share a passion for running and met at the ultimate race, the Comrades Marathon, in 2014. But they knew they were meant to be more than just comrades...



SAFETY MATTERS

Safety commitments rewarded during the Annual Institute of Quarrying Conference (incorporating ASPASA), which took place on 16 and 17 April in Cape Town:

Our Safety Management team was awarded the trophy for Safety Management and Commitment – ISHE 2014.

Thanks to the team and all the individuals that play a very important role in us achieving this award. It is a true reflection of our employees' commitment to Health and Safety.



'TOMORROW IS YOUR REWARD FOR WORKING SAFELY TODAY' ROBERT PELTON

HR MATTERS

IT SUPPORT

BY JUANITA DAVIDS, BUSINESS SYSTEMS SUPPORT MANAGER/TBS

Afrimat supports the Cedar Riding Coronation Double Century (DC) 2014

ABOUT THE EVENT

The Coronation Double Century is a 202km road-cycling team race starting and finishing in the picturesque town of Swellendam in the Western Cape. Teams complete the most challenging of climbs, the Tradouw Pass as well as Op de Tradouw, within the first 60km of the race.

From Swellendam, the cyclists follow the R324 through Suurbraak and over the Tradouw Pass towards Barrydale. A left turn onto the R62 takes participants to the challenging 7km Op de Tradouw, before making their way to Montagu. The route then snakes through Cogmanskloof towards Ashton and Robertson, turning left onto the R317 towards Bonnievale and back to the finish in Swellendam.

The event is more than just a team cycle race. Rather, it's about participation and team spirit.

ABOUT CEDAR CYCLING CLUB

Cedar Cycling Club is a development club registered with the Pedal Power Association, Western Province Cycling Academy, Western Province Cycling Association as well as Cycling South Africa. Our development riders are mostly from Mitchells Plain and surrounds.



These communities are rife with unemployment, drug abuse, gangsterism and other social ills.

Since its inception in 2006, and under the leadership and coaching of Ashley Accom, the club produced more than 25 junior riders who represented Western Province at interprovincial competitions as well as senior and junior riders taking podium positions at Western Province championships. Although the core focus of the club is on road cycling, members are not restricted to participate in any of the other cycling disciplines.

Resources are extremely limited and members largely have to carry the burden, funding their own equipment, training supplements and race fees. Development riders are fully carried financially with the help of PPA and small donations from senior members whom are able to relieve some of the burden on the club.

2014 DC participation was possible by the generosity of the various people and kit sponsored by Afrimat.

The kit afforded us the following:

- We looked like a team.
- The kit aided in building team spirit, discipline and cohesiveness.
- We ride with one another but also for one another.
- Riders put the team, the target and the spirit of cycling before themselves.
- Riding in Afrimat kit added to the discipline as riders also became ambassadors of the Afrimat brand.

THE CEDAR DC TEAM 2014

We were proud to announce that not many clubs were able to field a team, consisting of bona fide club members, able to participate in the Coronation Double Century. Noteworthy is the fact that we could field a team representative of South Africa consisting of white, black and coloured riders.

> The team was made up of 12 members:
Fred Damons (vets), Muneeb Mosaval (subvets), Chris Hartnick (subvets), Gerald Myburgh (vets), Sheraan Dicks (subvets – captain), Stanford Maloy (vets), John Presence (elite), Devilliers Erasmus (vets social), Ashley Accom (vets social), Emilio Dixon (elite development), Graham Myburgh (elite development), Campbell Cerff (elite development).

PREPERATION FOR THE RACE: Training for the event was hard and demanded many hours on the bike. Our campaign started in January and we used every available opportunity, especially PPA and WP league events, to race as a team. The 153km one-tonner cycling event provided our final test. The team time trialled the distance with no help from groups or other riders, with each rider taking his turn in front without question. Target achieved, we were ready.



DC RACE DAY: We set a modest target of 6h15min for the 202km event, even though half of the 12-man team has the ability to ride a 5h45min DC.

The start of the DC proved to be very stressful and called for calm nerves. A tyre burst two seconds before the start, which set us back 15 minutes. The team had to recalculate their plan of attack and adjust the strategy to still achieve the set target of 6h15min. To make matters worse, we lost two riders on Tradouw due to mechanical failure and another rider could only slipstream and we were unable to work up front.

At 70km, Graham got a puncture and Muneeb stopped to assist. At 100km, Gerald got a puncture. Only seven of the 12 riders got to the 115km feeding zone, of which only six were fully functional. Good news, we were 10min ahead of schedule even with the setback at the start. Our development riders had to dig deep to anchor the team. Emilio Dixon, Campbell Cerff and Graham Myburgh took

longer turns in front and kept a faster pace to pull the team and also allow the older riders to recover longer.

There was a sigh of relief on my part as our other team riders joined us in time for the second stage. We were in high spirits again and we were 10 riders strong as we left the feeding zone. Unlucky for Emilio, as he suffered two punctures and pushed to the finish on his own. The nine-man team reached the second feeding zone 20 minutes ahead of schedule. Again our development youngsters played an integral part in getting us to that stage of the event.

As planned, the stronger six riders were allowed to recover and a three-man team took turns in front and sacrificed themselves over the next 30km. The last six riders then dashed to the finish on target, followed closely by their team mates. Race time: 6h19min, 60th of 243 teams. It was a great effort where 10 of the 12 riders finished, barring the two who experienced mechanical difficulties.

'THE EVENT IS MORE THAN JUST A TEAM CYCLE RACE. RATHER, IT'S ABOUT PARTICIPATION AND TEAM SPIRIT'

IN CONCLUSION: We wish to thank all the stakeholders who played a part in making this venture a reality, especially Afrimat by donating of the cycling kit that enabled all aspects of the preparation to come together. We became a team!

HR MATTERS

INFRASORS BY CHANTEL VILJOEN, SDF INFRASORS HOLDINGS

Computer training at Delf

During November and December last year, Delf got the opportunity to receive onsite computer training in PC Basics, Word level 1 and 2, and also Excel level 1 and 2.

The selected employees that attended the training all did really well and enjoyed it thoroughly. Each person who attended received a beautiful certificate.



Delf employees with their certificates.

INFRASORS BY KEABETWE SEHULARO AND TSHIFHIWA RAMMELA



Mrs Phuti Tsukudu and Mr Wiets Stols with some interns.

Intern's workshop at Lyttelton Dolomite Centurion Mine

An internship workshop was held on 20 February 2015 at Lyttelton Dolomite Centurion Mine and was facilitated by Mrs Phuti Tsukudu and Mr Wiets Stols.

After introductions, Mrs Tsukudu explained the purpose of this workshop is to help the interns branch into the workforce with an intrinsic motivation to be the best. After several discussions of describing our individual motivations, beliefs and decision-making drive, it was clear that our personal values are highly driven by satisfying our physical and survival needs, which restricts the ability to grow beyond measures.

We took turns to find out what our relatives, colleagues and friends think of us in the different environments we share with them. The responses weren't anything out of the ordinary, but the activity gave us a chance to learn something about each other since it was our first meet-and-greet as interns from different Afrimat operations.

The workshop was overall inspiring and it challenged us to get a better understanding of our personal values that'll grow with us as we enter different dimensions in our career paths and for us to tap into different aspects of our personalities, whether weaknesses or strengths.

INFRASORS BY CHANTEL VILJOEN, SDF INFRASORS HOLDINGS



Leader of the Future

Tali Tshikhovhokhovho recently achieved his BSc (Hons): Geology.

Tali was offered a bursary through Infrasors in 2013. Chantel Viljoen sat down with Tali to exactly find out what it takes to be such a phenomenal example.

Tali was born on 27 September 1983 in Limpopo, Venda. He is one of four boys. Tali matriculated at Thengwe High School and went on to study BSc: Geology at the University of Pretoria. Tali has been married to Miyelani Tshikhovhokhovho for almost five years and has a beautiful daughter, named

Lutendo Taliah. He is absolutely crazy about sport, especially soccer and mountain bike riding. He cycles for at least 30km every Saturday and has now taken up golf. Tali is also very involved in his local church.

Tali started his career at Gravelotte Emerald Mine in Palaborwa as a Geologist in Training. He then moved to Mintek, where he was involved with the mineral processing. After his contract ended at Mintek he started working at Eskom, where he got more experience and expertise as a geologist. In January 2013, Tali joined Infrasors and has especially enjoyed the culture and working environment after Afrimat took over.

Tali always wanted to work for Afrimat and be involved in all the operations. He took this aspiration to heart and worked exceptionally hard to achieve this. In February this year he got promoted to Mineral Resources Officer for Afrimat.

When asked what the most challenging thing was about his studies, Tali immediately said balancing his hectic life to fit in studying. He found the subject of ore deposits very challenging, seeing that they had to learn about many commodities in a short period of time.

Tali is a positive, vibrant person who inspires those around him. When asked about the lesson he learned along the way, he said: 'Never stop learning. The day you do, is the day you start dying!'



Tali, his wife, Miyelani, and their daughter, Lutendo Taliah (photo by Chantel Viljoen).

New kids on the block!

Chantel Viljoen en Angelique Botha het by Infrasors begin op 1 April 2014. By die intree slag moes hul groot uitdagings in die oë staar omrede hulle Infrasors se eerste SDFs is. Gedurende die afgelope jaar het hulle albei suksesvol die SDF kursusse voltooi asook groot hoogtes bereik binne die Afrimat groep. Ons sien uit na wat hierdie twee dames gaan bereik in die toekoms.



Chantel Viljoen en Angelique Botha (photo by Maria Pienaar).

Once-off special occasions

Infrasors staffers **Hendrik Pick** turned 50 on 24 April, **Maureen Morapeli** turned 40 on 23 April, and **Maria Pienaar** turned 60 on 25 April. Infrasors would like to wish them all a belated happy birthday and many years of blessings.



Hendrik Pick, Maureen Morapeli, Maria Pienaar Photo by Chantel Viljoen

HR MATTERS

KZN
BY REGINALD GWALA

10 YEARS' SERVICE AWARD

We would like to congratulate Waldo Meyer, Automotive Workshop Foreman, KZN for completing 10 years of service.

From left to right: Waldo Meyer, Automotive Workshop Foreman, KZN; Andries van Heerden, CEO, Afrimat LTD; and Pieter de Wit, MD, KZN/FS.



PROFILE:

BY REGINALD GWALA

Trevor Garden, Operations Manager, KZN/FS

Trevor is an entrepreneur at heart and enjoys adventuring into uncharted territory to tackle opportunities that have never been pursued before. He is ambitious, innovative and goal-oriented.

He enjoys unlocking value by empowering individuals and designing and improving business processes, systems and metrics. Sustainable leadership is his personal style of preference and his strength lies in strategy design and translation into action to achieve positive business results.

Trevor's passion is in the crushing and screening industry and he has over 17 years of experience in this field. He has worked in manufacturing and distribution in the mining and construction industries in many Southern African territories and across Europe. He is the third generation in his family working with heavy equipment and would say to you that it's in his blood.

He joined Afrimat in October 2013 to gain experience across the full value chain and pursue his goal to work in the production and supply of construction materials. He officially took over the quarry operations for KZN and Free State in April 2014 in his capacity as Operations Manager.

Trevor spent his formative years living in Malawi, Botswana and South Africa. He is very at home in Africa and thoroughly enjoys doing business on the continent. He was schooled in the KZN midlands but has spent most of his adult years based in Johannesburg.

A lifestyle decision in recent years led to a move with his family from Johannesburg back to the Midlands, allowing him and his wife, Lianna, the opportunity to bring up their two young daughters, Demi (7) and Mikayla (5), in a more relaxed, outdoor-focused environment.

His wife, Lianna, runs her own part-time consultancy practice and offers Human Resources Development solutions. Her passion is leadership development and she enjoys working with senior leadership teams to help define their HR strategy and focus on improving employee engagement, thus enhancing business performance.

Demi and Mikayla both love outdoor adventures and dressing up like princesses. They love riding their bicycles, fishing with Dad on his kayak, playing with their sausage dogs, Daisy and Rosie, or hiking and swimming in the surrounding dams, rivers and sea.

You will find Trevor enjoying nature with his family most weekends, exploring in his kayak and rejuvenating his adventurous and tenacious spirit.

'TREVOR'S PASSION IS IN THE CRUSHING AND SCREENING INDUSTRY AND HE HAS OVER 17 YEARS OF EXPERIENCE IN THIS FIELD'

Lianna and Trevor Garden.



KZN



PROFILE:
ROSEMARY VAN SCHALKWYK,
RECEPTIONIST AND PA,
KZN/FS

My nickname is Rose or Rosy. I was born in Vryheid, KZN. I've lived here all my life. I am blessed with an amazing family, my husband, Juan, and my three wonderful children, Phillisha (24), Maryke (14) and Dewald (12).

I have been working for Afrimat in KZN for the past three years. I started working for Afrimat Aggregates KZN on 9 January 2012 until October 2014, where I was a Debtor's Assistant.

I moved over to Afrimat Concrete Products in November 2014, where I am now the PA for Mr Pieter de Wit, MD, KZN/Free State and receptionist for the KZN/Free State branches.



SETTLEMENT REACHED BETWEEN MANAGEMENT AND THE NATIONAL UNION OF MINeworkERS (NUM) IN THE KZN/FREE STATE REGION

BY REGINALD GWALA

On 16 April 2015, management and NUM in the KZN/Free State region reached a settlement of all substantive matters for the period commencing 1 March 2015 to 29 February 2016.

Front row:

From left to right: Reginald Gwala [KZN/Free State], Desmond Goedeman [KZN/Free State], Mthokozisi Mngoma [Scottburgh AGG], John Makhena [Qwaqwa ACP], Lindokuhle Mazibuko [Ladysmith], Anton Gerber [GM HR]

Middle row:

From left to right: Sifiso Gumede [Hluhluwe ACP], Petros Shabalala [Vryheid AGG], Thamsanqa Kubheka [Dundee AGG], Mthokozisi Jama [Pietermaritzburg AGG], Sifiso Mtshali [Vryheid ACP], Sabelo Buthelezi [Ulundi AGG], Vusi Siyaya [KZN/Free State], Andries Mathenjwa [Vryheid Workshop AGG]

Back row:

From left to right: Khulekani Mdluli [Hluhluwe AGG], Donald Tsotetsi [Qwaqwa AGG], Siphon Ndlovu [Union Official], Alfred Mkhonza [Harrismith AGG], Pieter De Wit [MD, KZN/Free State], Mbhekiseni Mzila [Ulundi ACP], Mbhekani Nkosi [Harrismith ACP].

HR MATTERS

SA BLOCK & CLINKER BY BETTY HANNAH, EXECUTIVE SECRETARY, SA BLOCK & CLINKER

THE AFRIMAT VALUES

- > TRUST
- > INTEGRITY
- > RESPECT
- > ACCOUNTABILITY
- > CUSTOMER SATISFACTION
- > TEAMWORK

I was recently given a framed copy of the Afrimat Values. On reading our Values, it brought to mind an article I read many years ago. I would like to share it with you here, as it encompasses some of our Values.

SMART MANAGEMENT MAKES CENTS!

Despite millions of rands spent on management development, staff incentives and retention initiatives, in many organisations there are still team members who believe management is their enemy.

In some rare instances, this can be true. There are companies where staff are ruled by fear. This situation is largely the result of a fallacy that team members are motivated by financial rewards only.

This is not the case. The way managers treat their team members is very important. It could save some organisations a lot of money if those in key positions realise that kindness, respect, trust and acknowledgement of good performance mean more than rands and cents to staff.

Performance management contributes to team member motivation, encouraging people to grow and work SMART. The following five factors represent some of the most influential motivators that result in SMART team members, performance and results.



Satisfaction: Satisfaction of the team is vital for the achievement of individual standards, team objectives and organisational goals.

Management style: A participative management style is the ideal as there is little doubt that involved and committed team members outperform those who are only task-oriented.

Accountability: Team members need to know exactly what is expected of them, and how their job contributes to the organisation's mission, so they can make a meaningful commitment to the organisation's strategic objectives.

Recognition: Team members enjoy a sense of achievement and satisfaction when they see their contribution recognised by their superiors. This recognition does not need to be in the form of money.

Timeous feedback on performance, both in-place and formal feedback, should be provided as close to the event as possible and should be focused on comparing actual performance results to expected standards.

SA BLOCK & CLINKER BY BETTY HANNAH, EXECUTIVE SECRETARY, SA BLOCK & CLINKER AND RUAN SMIT, MANAGER CLINKER SUPPLIES

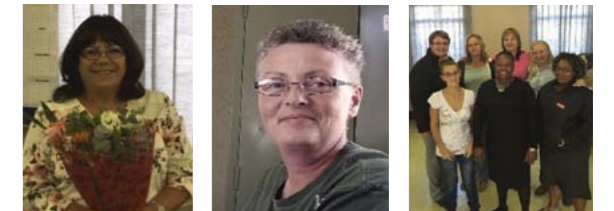
There have recently been numerous changes and appointments at SA Block & Clinker Supplies Head Office.

Retirement and resignation:

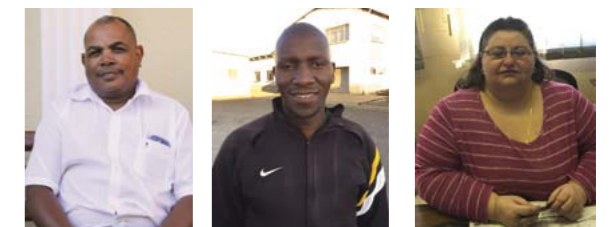
- > **Mrs E L Pfeffer** retired at the end of February 2015.
- > **Ms Hildegard Pfeffer**, our receptionist, resigned and left our employment in February 2015.
- > **Mrs Aadriana Alborough**, our Wages Administrator, retired at the end of March 2015. Adriana began her career in 1995 as the receptionist and a few years later began training in the Wages Department, where she remained until her retirement. During her time at SA Block, Adriana did a sterling job of organising most of our Christmas parties, and did we party!

Promotions:

- > **Alina Molaba** was promoted and has joined our Finance Department and is our Internal Sales Clerk for SA Block. Alina previously worked at our Klip site.
- > **Xoliswa Yani** has moved to Clinker Supplies Debtors.
- > **Melissa Beytel** is our Creditors Clerk for SA Block & Clinker Supplies.
- > **May Botes** is our Wages Administrator.
- > **Bianca Dingelstad** is our Accounts Clerk for Clinker Supplies.
- > **Chantahl Ritter** is our Accounts Clerk for SA Block.
- > **Yzette Bothma** is our Debtors Clerk for SA Block.
- > **Bongani 'Happy' Nkonyane** is our Assistant Buyer, Central Stores. Happy previously worked at our Klip site.



Adriana Alborough Petro van Wyk
Back left to right: Chantahl Ritter; May Botes; Yzette Bothma and Bianca Dingelstad. Front left to right: Melissa Beytel; Alina Molaba and Xoliswa Yani



Rubin Bebe Bongani 'Happy' Nkonyane Belinda Merredew

Human Resources:

- > We wish to extend a warm welcome to **Rubin Bebe** who is responsible for the HR Department.
 - > **Belinda Merredew** has joined the team.
 - > **Petro van Wyk** has also joined the HR Department and will be based at our Klip site.
- To all staff who've changed roles and responsibilities, we wish them well with their new challenges.



Afrimat hard hats

HR MATTERS

READMIX WESTERN CAPE

BY BRENDA SLATTERY, HR MANAGER, AAO AND READMIX, WESTERN CAPE

Welcome to **Beanca Louw** who has joined the Readymix team as HR Administrator. Beanca was previously an HR Intern based at the Worcester office and we look forward to her ongoing contribution in the HR Department.



We take pleasure in welcoming **Desiree Josephs-Joorst** as Credit Controller in the Readymix Admin Department, Tygervalley office. Desiree brings with her a great deal of experience and we are looking forward to her input.



The friendly voice and welcoming smile that greets you when phoning or visiting the Tygervalley Readymix offices is that of **Zahra Manan**. Zahra has joined the company as Receptionist/Administrator.



Afrimat Readymix would like to welcome back **Peter Henkeman**. After a stint in Port Elizabeth, Peter has rejoined the company as Plant Supervisor at the newly erected Stellenbosch operation.



ONE-ON-ONE

JONATHAN BRANDT

Job title: Plant Supervisor, Killarney Gardens

Division: Afrimat Readymix

1. Family details? Married to Abigail. We have three children. Tristan (5), Tiffany (2) and Timothy (11 months).

2. Where are you from originally?

Johannesburg.

3. If you could live anywhere else, where would it be? If not, why? I moved to Cape Town. This is where I want to be.

4. What are your hobbies?

Motor racing, music.

5. Who is your favourite celebrity?

Leonardo DiCaprio.

6. What type of music do you listen to or play in your car? I listen to all types of music but house music is probably my favourite.

7. What is your life motto? 'Do unto others as you would want done to you.'

8. What would you like to drive, and why?

When I grow up I want to drive a Toyota Land Cruiser.

9. How long have you worked for Afrimat and where did you work before? Just over a year. I was previously at Group Five.

10. What is the biggest lesson you have ever learned in life? Think before you speak.

11. What would you do if you won the Lotto? Retire straight away.

12. What is your favourite food/restaurant?

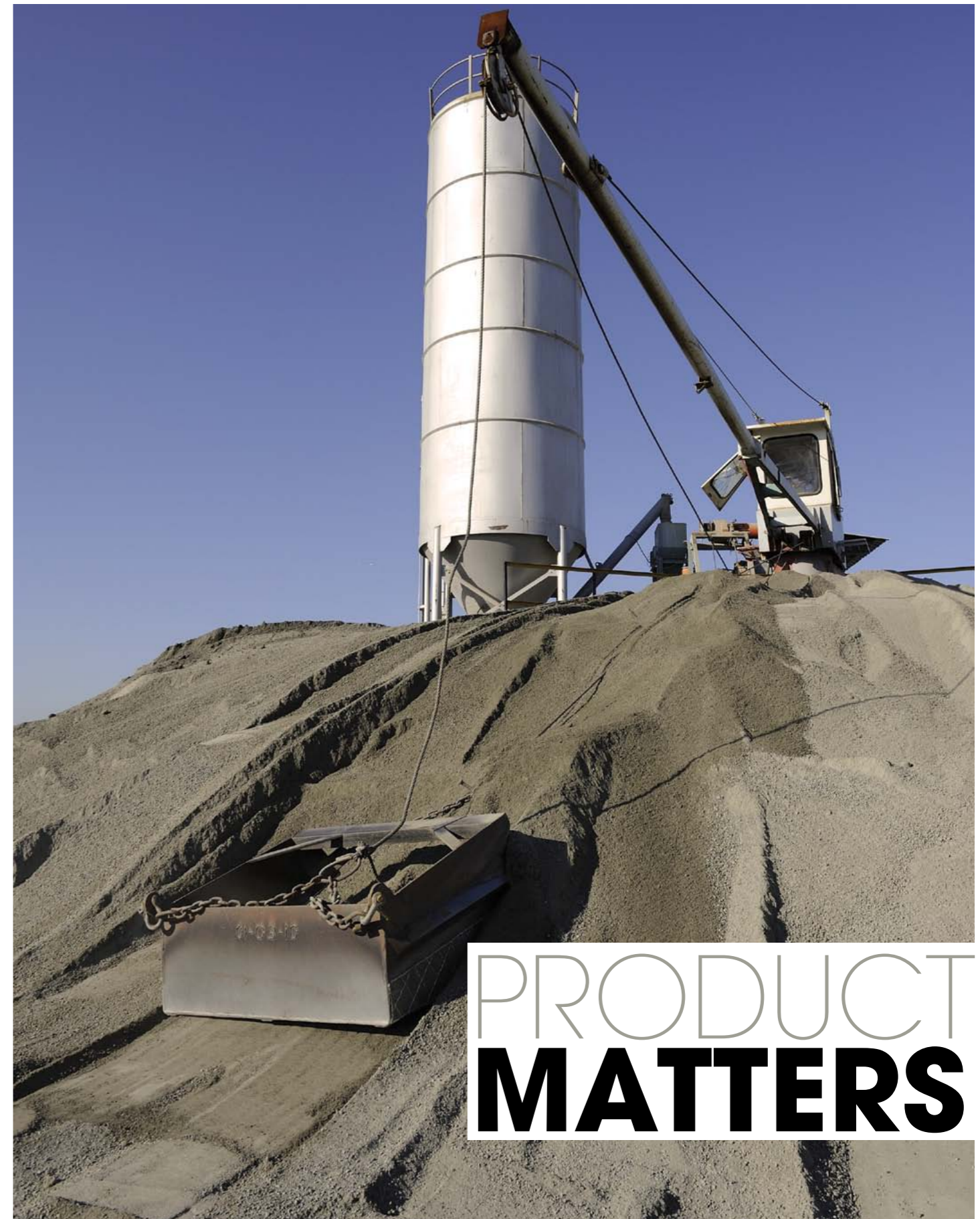
An Italian restaurant in Joburg called El Franco.

13. Favourite TV programme?

The series *The Sopranos*.

14. Likes? Nice people, good food, good wine.

15. Dislike? Dishonesty in any form.



PRODUCT MATTERS

PRODUCT MATTERS

AFRIMAT ULUNDI

BY CHARL CROUS, MARKETING MANAGER, KZN/FREE STATE

A ROYAL AFFAIR

Every year in September, over 10 000 maidens gather at King Goodwill Zwelethini's palace in the Ulundi-Nongoma area for the annual Reed Dance, which lasts for four days.

The Reed Dance is also a celebration of the Zulu nation, and it performs the essential role of unifying the nation with the King, who presides over the ceremony.

The dance symbolises and promotes respect for young women, and preserves the custom of valuing virginity until marriage. It is a colourful affair, as various regions show off their beadwork on attire. The maidens carry reeds that are cut from the riverbed and symbolise the power that is vested in nature. Tradition tells that the original ancestors emerged from the reed beds.

Zulu mythology has it that if a young woman who is not a virgin takes part in the Reed Dance ceremony, her reed will break and embarrass her in full view of the public and her family.

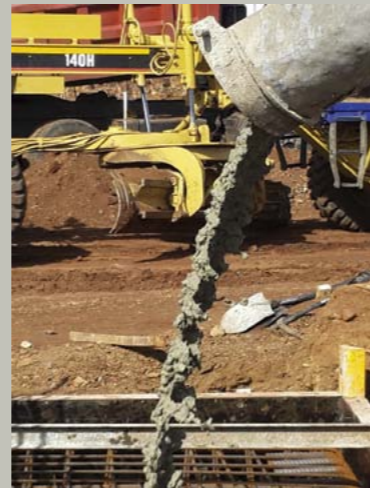
The dance, known in Zulu, as *uMkhosi wo Mhlanga*, has become so popular that it attracts hundreds of local and overseas tourists who want to have an experience of the Zulu culture and traditions.

The palace, between Ulundi and Nongoma, is called eNyokeni Palace (eNyokeni means 'the serpent'), and is the King's only traditional palace. It's where Queen MaMchiza lives.

This area has five palaces that belong to the King, where each wife lives: Khethomthandayo, EMahhashini, Linduzulu, Kwakhangelamankengane and eNyokeni.

As part of the Department of Culture's budget, it was decided to upgrade the main palace to accommodate the continuous growth in tourists. The project was awarded to Basil Read Pty Ltd. The upgrade consists of an outdoor auditorium shaped as a Zulu hut, seating areas around the auditorium, parking areas for buses and vehicles, and ablution facilities. Afrimat Ulundi supplies all of the concrete and paving. To date, a total of 1 956m³ of concrete and 13 380m² of paving have been delivered on phase one alone.

We are waiting in anticipation for phase two.



'THE UPGRADE CONSISTS OF AN OUTDOOR AUDITORIUM SHAPED AS A ZULU HUT, SEATING AREAS AROUND THE AUDITORIUM, PARKING AREAS FOR BUSES AND VEHICLES, AND ABLUTION FACILITIES'

'TO DATE A TOTAL OF > 1 956 M³ OF CONCRETE, > 13 380 M² OF PAVING HAVE BEEN DELIVERED IN PHASE ONE ALONE'

PRODUCT MATTERS

INDUSTRIAL MINERALS
BY ANTON PENKLER, MANAGER BUSINESS DEVELOPMENT

LYTTELTON DOLOMITE MARBLE HALL MINE

Anton Penkler explains the unique qualities of Dolomite, a core product of Afrimat Industrial Minerals

In the previous *Afrimatters* we looked at our two dolomite mines near Meyerton and Centurion.

In this issue we go farther north-east to a quiet Limpopo town called Marble Hall, which is 120km north of Middelburg. The name of the town gives away what we are mining there: marble.

The operation is called the Lyttelton Dolomite Marble Hall Mine and is situated south-east of the town. The N11 goes through the mine area as one travels north from Groblersdal.

We know what polished marble looks like from some fancy grave stones, but what is it?

Chemically, marble is mostly calcium carbonate or limestone. Pure marble is white and the various colours are caused by other elements, which in industrial mineral terms are regarded as impurities. The mine manager is Stephan Becker and his mining team are literally looking for white rock in the pit.

The geologists say the marble is metamorphosed dolomite. We learned that big word in biology to describe the life process that a tadpole goes through

to become a frog. The marble is said to have been formed under great heat and pressure by the separation of the magnesium and silica impurities leaving a calcium-enriched mass which crystallised into marble. In the Marble Hall pit, it is evident that this metamorphosis process is neither uniform nor complete, as can be seen in these diamond drill cores (right), which show both white and pinkish marble as well a narrow black band of the silica, magnesium and other minerals which separated from the marble in the metamorphosis process.

The distinct colour difference between the impurity minerals and the marble makes it possible to remove them by sorting the crushed rock by colour. This has been done in the past by belt picking, but now we have an optical sorter to remove the impurities that cannot be separated by selective mining.

The selective mining process is similar to that of the Glen Douglas mine, even though it is on a smaller scale. The marble ore body has been mathematically described as a three-dimensional geological block



'THE DISTINCT COLOUR DIFFERENCE BETWEEN THE IMPURITY MINERALS AND THE MARBLE MAKES IT POSSIBLE TO REMOVE THEM BY SORTING THE CRUSHED ROCK BY COLOUR'



'THE ANALYTICAL DATA IS PROCESSED TO DEFINE THE QUALITY OF THE MATERIAL OVER THE LENGTH OF THE BLAST FOR THE SELECTIVE MINING OF VARIOUS INDUSTRIAL MINERAL GRADES'

model, which statistically identifies the areas of high and low calcium levels as well as the level of impurities within the parent dolomite ore body. The model is used to plan the blast production blocks and benches in the quarry. It is, however, necessary to sample and analyse each hole drilled for blasting. Afrimat's Contracting International Division provides the drilling and blasting service. Margaret Ntuli is an aspiring geologist working with the drilling team on the blast planning and ensures representative samples of each drilling hole are taken. Each sample is labelled according to the plan hole and row number. The samples are delivered to the lab, where Kagiso Motsepe and Luciah Mashiloane prepare the samples and analyse them using a specialised X-Ray fluorescence (XRF) instrument that quantifies the calcium and magnesium content as well as the major impurities: iron, silica and alumina. The data is processed to define the quality of the material over the length of the blast for the selective mining of various industrial mineral grades.

The production plant at Marble Hall is geared to make a wide variety of industrial mineral sizes from the 63mm lump, which is used as a flux in chrome smelting, the 3mm Sinter for iron making, down to a 75 micron powder called stone dust, which is used for the prevention of coal dust explosions in underground coal mines. The dolomite is crushed and sold as the usual aggregate grades of super sand: 9.5mm, 13mm and 19mm.

Last, but not least, the mine also makes an agricultural liming product called marble lime.



CULTURAL MATTERS

CULTURAL MATTERS



Every person lives by certain values

BY JAN HP VAN HEERDEN, CORPORATE CONSULTANT, BUSINESS STRATEGY

What are our personal values and how do they influence our way of doing things?

Our values are a guiding force, providing direction in our lives. Our values guide our personal choices and our perceptions of our role in our marriages, families, company and in society.

To achieve harmony in our personal lives, in Afrimat and in society, we need shared positive values. These values include honesty, integrity, respect, discipline, faith, forgiveness and leadership.

Unfortunately, there are also negative values. Actually, they are more 'non-values'. These non-values include greed, dishonesty, anger, disobedience, shrewdness, disobedience, envy and even stubbornness.

Are we willing to get rid of the non-values in our lives?

Bibliography: RIFA, May 25, D Swart, Reliable Information for ARM.

'THOSE WHO EXPECT MOMENTS OF CHANGE TO BE COMFORTABLE AND FREE OF CONFLICT (IN YOURSELF), HAVE NOT LEARNED THEIR HISTORY'

JOAN WALLACH

DEVELOPING A CULTURE OF LEARNING THE STORY CONTINUES...

COMPILED BY MARNUS DREYER, GROUP MANAGER, HUMAN RESOURCE DEVELOPMENT

In the March 2015 edition of *Afrimatters*, I wrote an article entitled '7 Steps to building a high-impact learning culture'. As the development of a learning culture is of high importance to Afrimat, an additional article will add value to this important component of building a sustainable business.

It is important to understand that employees do not like attending training for which they have no need. In order to have an effective and ongoing training and development programme, and for that training and development programme to be successful, there is a need to develop a learning culture.

To become a learning organisation requires a long-term commitment. Why? People are motivated in different ways. Some will feel rewarded by a salary increase, some will value praise and recognition, and some will measure their success through a promotion.

Why is training a strong motivator? It helps employees to grow and gain new skills. Performance at work improves and is an ideal way of implementing and preparing for succession planning.

To become a learning organisation requires the development of sustainable relationships. One should develop relationships with people at all levels of the

organisation. If you try to develop a culture of learning by replacing human interaction with technology, you fail to appreciate the associations that develop when people learn from one another. This also improves teamwork.

To become a learning organisation requires consistency. How is this done? To cement the elements of learning into the company's culture one needs to ensure that new ways of asking questions, running meetings, conducting performance appraisals (asking 'what did you learn last year?' for instance) become the organisation's new routine.

By consistently and energetically reinforcing the value of learning, it will serve as the core ingredient of the company's learning culture.

On the right-hand page is an interesting summary I came across of typical behaviour of a pro-learning culture as opposed to an anti-learning culture.

The investment of our efforts in training and development over the long term, as our development of sustainable relationships improve and we become more consistent with our actions, we will create a world-class and pro-learning culture in Afrimat.

PRO-LEARNING CULTURE

People at all levels ask questions and share stories about successes, failures and what they have learned.

Everyone creates, keeps, and propagates stories of individuals who have improved their own processes.

People take at least some time to reflect on what has happened and what may happen.

People are treated as complex individuals.

Managers encourage continuous experimentation.

People are hired and promoted on the basis of their capacity for learning and adapting to new situations.

Performance reviews include and pay attention to what people have learned.

Senior managers participate in training programmes designed for new or high-potential employees.

Conversations in management meetings constantly explore the values, assumptions, beliefs and expectations underlying proposals and problems.

Senior managers are willing to explore their underlying values, assumptions, beliefs, and expectations.

Customer feedback is solicited, actively examined, and included in the next operational or planning cycle.

Managers presume that energy comes in large part from learning and growing.

Managers think about their learning quotient – that is, their interest in and capacity for learning new things – and the learning quotient of their employees.

ANTI-LEARNING CULTURE

Managers share information on a need-to-know basis. People keep secrets and don't describe how events really happened.

Everyone believes they know what to do, and they proceed on this assumption.

Little time or attention is given to understanding lessons learned from projects.

People are treated like objects or resources without attention to their individuality.

Employees proceed with work only when they feel certain of the outcome.

People are hired and promoted on the basis of their technical expertise as demonstrated by credentials.

Performance reviews focus almost exclusively on what people have done.

Senior managers appear only to 'kick off' management training programmes.

Senior managers are defensive and unwilling to explore their underlying values, assumptions, beliefs, and expectations.

Conversations tend to move quickly to blaming and scapegoat with little attention to the process that led to a problem or how to avoid it in the future.

Customer feedback is not solicited and is often ignored when it comes in.

Managers presume that energy comes from 'corporate success,' meaning profits and senior-management bonuses.

Managers think that they know all they need to know and that their employees do not actually have the capacity to learn much.

CULTURAL MATTERS



Bongani 'Happy' Nkonyane

'EVERY WORKER IS ENCOURAGED TO TAKE FULL RESPONSIBILITY IN HIS OR HER FIELD OF WORK.'

A PLACE OF OPPORTUNITIES

BY BONGANI 'HAPPY' NKONYANE, STORES ASSISTANT

Being a Stores Assistant requires a good memory, and the ability to face a lot of challenges to help make the company run smoothly. I help my Stores Manager, Mr J. Lugulwane, by reminding him of all the orders to be made. I mostly help in buying all the company equipment, especially the parts needed for the 11 block machines.

My role includes doing the services of the trucks on our sites at Redan, Denysville and Klerksdorp. It also includes checking that all the company bakkies are serviced in their respective times, and the regular checking of petrol dipsticks. The Stores Department checks the stock availability daily to ensure that the company's equipment is working sufficiently. This includes buying safety equipment (PPE) for staff.

We also make sure that when all the machines are serviced, we supply all the relevant lubrications

and filters in due course. These machines – such as Hitachi, Caterpillars, Stucking Drys as well as Bosvark machines – are serviced on the company's premises. Communication with all the company suppliers is also done in the Stores Department.

Central Stores also includes three diligent company drivers: James Baloyi, Amos Mashiloane and Ayanda Nyelela. They make sure that the company stock is available on time. In urgent circumstances, when none of these drivers are on site, I have to take the initiative of driving the bakkies to transport parts to every urgent breakdown that needs to be attended to.

Through the responsibilities of my position, I have come to understand the company's qualities through the acronym, AFRIMAT. Being part of the Afrimat structure has taught me some of these significant qualities. Let us look at them in more detail:

'THROUGH THE RESPONSIBILITIES OF MY POSITION, I HAVE COME TO UNDERSTAND THE COMPANY'S QUALITIES THROUGH THE ACRONYM, AFRIMAT.'

A ACCOMMODATING
F FAITH
R RESPONSIBILITY
I INTEGRITY
M MEDIATION
A ASSESSMENT
T TRADE

Accommodating

Afrimat has promoted the idea of accommodation. This company has accommodated its employees to feel welcomed by all means. This includes equal treatment of all workers, regardless of difference in gender, nation and in race.

Faith

This is one important character that Afrimat has valued most in its structure. Afrimat has showed enough faith that workers have the capabilities to take the company to the highest level at all times. I have seen this from the platform the company has given me to prove how capable I am and to improve the standard of my working environment.

This was all because of the faith that the company had in me. The company makes sure each individual is given a chance to show what other skills they may have. I have seen people like Precious Myeni, who was working as a General Labourer but was given a chance to be a Sales Clerk, benefit. He is doing very well in that department.

Responsibility

Every worker is encouraged to take full responsibility in his or her field of work. Afrimat has taught its employees to be fully accountable for their decisions. The installation of the Suggestion Box, for example the one in Redan, has improved the behaviour of each employee and encouraged them to be aware of their decisions.

Integrity (honesty)

This aspect is also a key factor in making sure that a company runs smoothly. It is for this reason that Afrimat believes that only employees with loyal values are fit enough to be part of this

moving structure. Afrimat is a company that does give chances, but no chance is given to employees who are found guilty on illegal actions, such as theft and fraud. This encourages workers to have solid values and loyalty. As it is written in the *Bible*, 'Be thou faithful unto death, and I will give thee a crown of life' (King James Version).

Mediation

Frequent safety meetings help a lot in bringing together the workers and employers of Afrimat. This allows for a constant unity between all the stakeholders, which gives workers a chance to voice out any matter that they feel uncomfortable with. This is also the aspect through which many progressive ideas are implemented. It was through these meetings that the idea of a Suggestion Box came into being. It is in these meetings that primary precautions are also taken to improve working conditions.

Assessment

In my current situation, Central Stores, assessment is found useful to make sure the company does not spend too much on equipment that is of less use. A company needs to assess and see what parts are mostly used by its staff and make sure that these parts are always available for use. In my field I try to find as many quotations as possible before buying, and we make sure to enquire about the availability of stock at our suppliers before purchasing.

Trade

Surely there is no company that can operate effectively and prosperously on its own without trading with other companies. Afrimat has succeeded in making progressive trade with both its suppliers and customers. It is for this reason that it has been recognised to be among the top 25 companies in South Africa in recent years.

It has also progressively succeeded in accumulating more shares in companies trading with the JSE. On top of that, Afrimat has also ensured that it familiarises its workers with how it performs on the JSE to be recognised in every dividend share that it produces.

In conclusion, these are some of the facts that makes me say that it has been a great privilege to work in this division of Afrimat. It is for these reasons that I see Afrimat as one of the biggest companies capable of conquering the whole of Africa in the near future.



SOCIAL MATTERS

SOCIAL MATTERS

GLEN DOUGLAS
 BY ESTHER TEFFO, COMPLIANCE: SOCIAL AND LABOUR PLAN

Glen Douglas supports the school shoe drive

With winter upon us, Glen Douglas went out to Sicelo Primary School to donate 690 pairs of school shoes to Grade 1, 2 and 3 learners. The team was welcomed with big smiles and cheers from the little ones. It was amazing to seeing learners who came to school with torn shoes or no shoes at all fit on their brand-new shoes. Their beaming faces made it all worth it. Thank you to the extraordinary team that made this possible.

'THE TEAM WAS WELCOMED WITH BIG SMILES AND CHEERS FROM THE LITTLE ONES'



GLEN DOUGLAS WENT OUT TO SICELO PRIMARY SCHOOL TO DONATE 690 PAIRS OF SCHOOL SHOES TO GRADE 1, 2 AND 3 LEARNERS

SOCIAL MATTERS

AFRIMAT AGGREGATES KZN

BY REGINALD GWALA, HR MANAGER KZN/FREE STATE

Afrimat Aggregates KZN sponsors a school in Dundee

The official handover of two classrooms to Morningside Combined School took place on 19 November 2014. This is the SLP project for Dundee Quarry.

The project aim was to assist the school to relocate to the new alternative site for the safety and accessibility of learners to the school. Many thanks to the team effort that made this project a success.

The following are Afrimat's representatives: A. Silvester Mvinjelwa (Dundee Quarry Manager); B. Collin Ramukhubathi (Group Manager, Mineral Resources & Compliance); C. Pieter De Wit (Regional Director, KZN – known as Mr D or Mr P on this day); D. Themba Duze (General Manager, Sustainability KZN).

Suppliers day organised by Afrimat KZN/Free State Region

This event was held on 23 April 2015 at the Mountainview Inn Bergview, Harrismith. The day is specifically aimed at introducing Afrimat to potential new suppliers.

All EME (Exempt Micro Enterprises), QSE (Qualifying Small Enterprises), and 51% black-owned and 30% + black women-owned enterprises were invited to attend. Information on how to qualify as an approved supplier was provided. The supply potential of services, consumables and capital goods to Harrismith and Qwa-qwa Quarry was explained and vendor application forms were distributed.

These Afrimat's representatives were present: C. Ramukhubathi (Group Manager, Mineral Resources & Compliance); A. Goolam (Senior Buyer); A. Marnewick (Quarry Manager Free State); Pieter De Wit (Regional Director, KZN); M. Coleman and Themba Duze (General Manager Sustainability KZN).

Many thanks to the team for their effort in making this day a success. A special thanks also goes to Ansa le Roux and Mariaan Malan for their organisation and making the day possible.



INSPIRATIONAL MATTERS



If you cut away all the junk, every situation is a choice. You choose how you react to situations. You choose how people will affect your mood and your productivity.

To realise its full potential, Afrimat needs people who are successful. Successful employees are those who take charge of their own careers. They identify and enhance their knowledge, practical skills, experience and behaviour, and they base them on the current and future occupational requirements of Afrimat.

'N AANHALING UIT CONFUCIUS PAS MOOI HIERBY AAN:

“Choose a job you love, and you will never have to work a day in your life”



Ready to be on time, every time



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Afrimat Limited's Readymix division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants where concrete is batched on demand and then transported to site by concrete mixer trucks.

Readymix's batching system meets the standards set by the South African Readymix Association in order to deliver the highest quality products. Close to 90% of Readymix's raw material needs (excluding cement) are sourced from the group's own quarries.

Readymix plants are based in Cape Town, Worcester, Vredenburg, Vryheid and Port Elizabeth. The division also offers production, pumps, TFM mixer and technical services.

Readymix is part of Afrimat Limited, a leading black empowered open pit mining company.