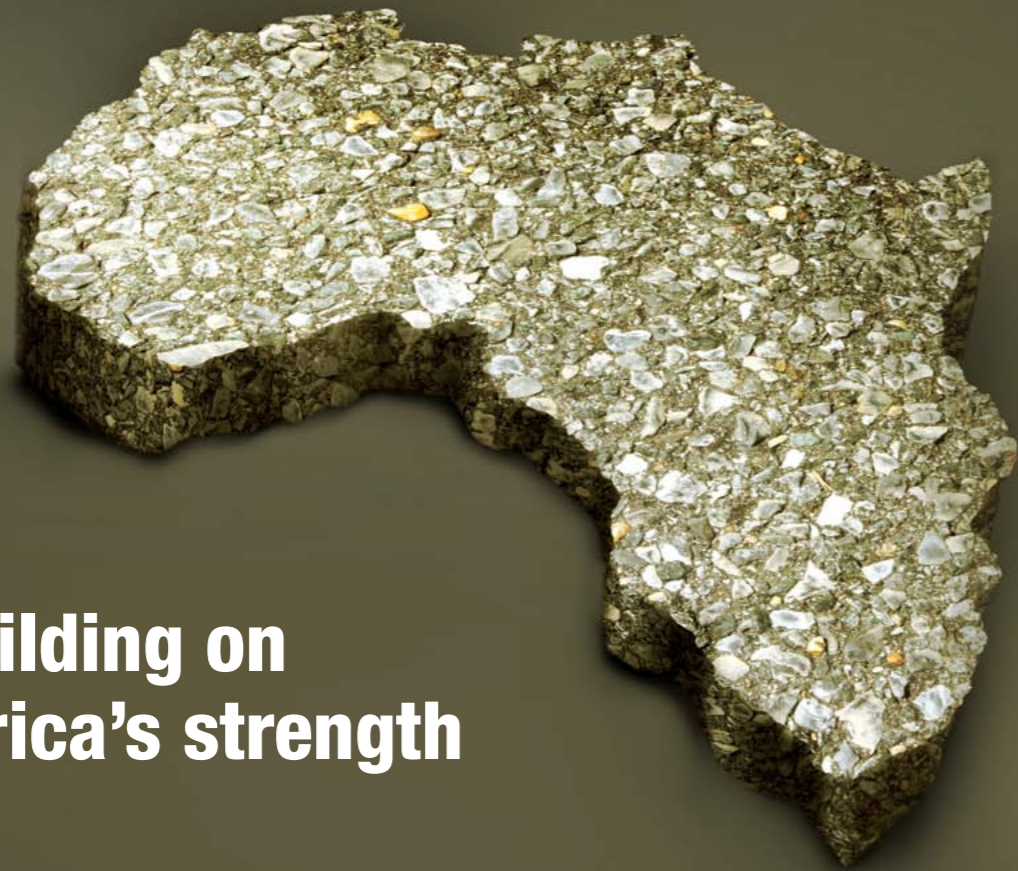


AFRIMATTERS



DIVISIONAL MATTERS: LANCASTER GROUP TURNS 50!
HR MATTERS: BULLYING IN THE WORKPLACE
SOCIAL MATTERS: SAVING THE RHINO



Building on Africa's strength



A range of products built on the foundation of quality and durability

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, concrete products (bricks, blocks and pavers) to readymix concrete.

Afrimat has established a strong foothold in contracting services comprising mobile crushing, screening, drilling and blasting.

Backed by more than 45 years' experience, Afrimat listed on the JSE Limited in 2006. As part of its continued diversification strategy, the group is expanding its footprint into Africa.

The group's capabilities enable Afrimat to service projects of any scale from major infrastructure and construction projects for state-owned enterprises and parastatals through to small private sector contracts.

maBx



'WE HAVE RECEIVED VARIOUS ACCOLADES FOR THE GROUP'S PERFORMANCE, INCLUDING A SIXTH PLACE IN THE ANNUAL SUNDAY TIMES TOP 100 COMPANIES AWARD.'

ACCOLADES AND ACHIEVEMENTS

On 9 November 2015 Afrimat published its mid-year results for the ninth time since its formation in 2006. In spite of difficult market conditions, the company performed exceptionally and once again we have much to be grateful for. We have received various accolades for the group's performance, including a sixth place in the annual Sunday Times Top 100 Companies award. It was the second year in a row that Afrimat was in the top10 of this award. On top of the good financial performance of the company, we also managed to report a significant achievement in our safety performance, with the Disabling Injury Frequency Rate (DIFR) reaching a low 0.78.

We are truly blessed with these results and I am grateful to be part of the team at this stage of our Group's life. Good results are never guaranteed and they definitely do not come by themselves. It takes commitment from good people doing the correct things and doing it well. For this I wish to thank each and every team member for his or her contribution to our success. Thank you for your dedication and hard work, and thank you for helping to make Afrimat a great place to work.

As the year ends and the Christmas holidays are upon us it is my wish that each one of our stakeholders have a blessed holiday period. Those of you who are taking a break, enjoy it, stay safe and come back well rested for another exciting year. May you experience the peace of Jesus Christ during this Christmas period.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

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AFRIMATTERS

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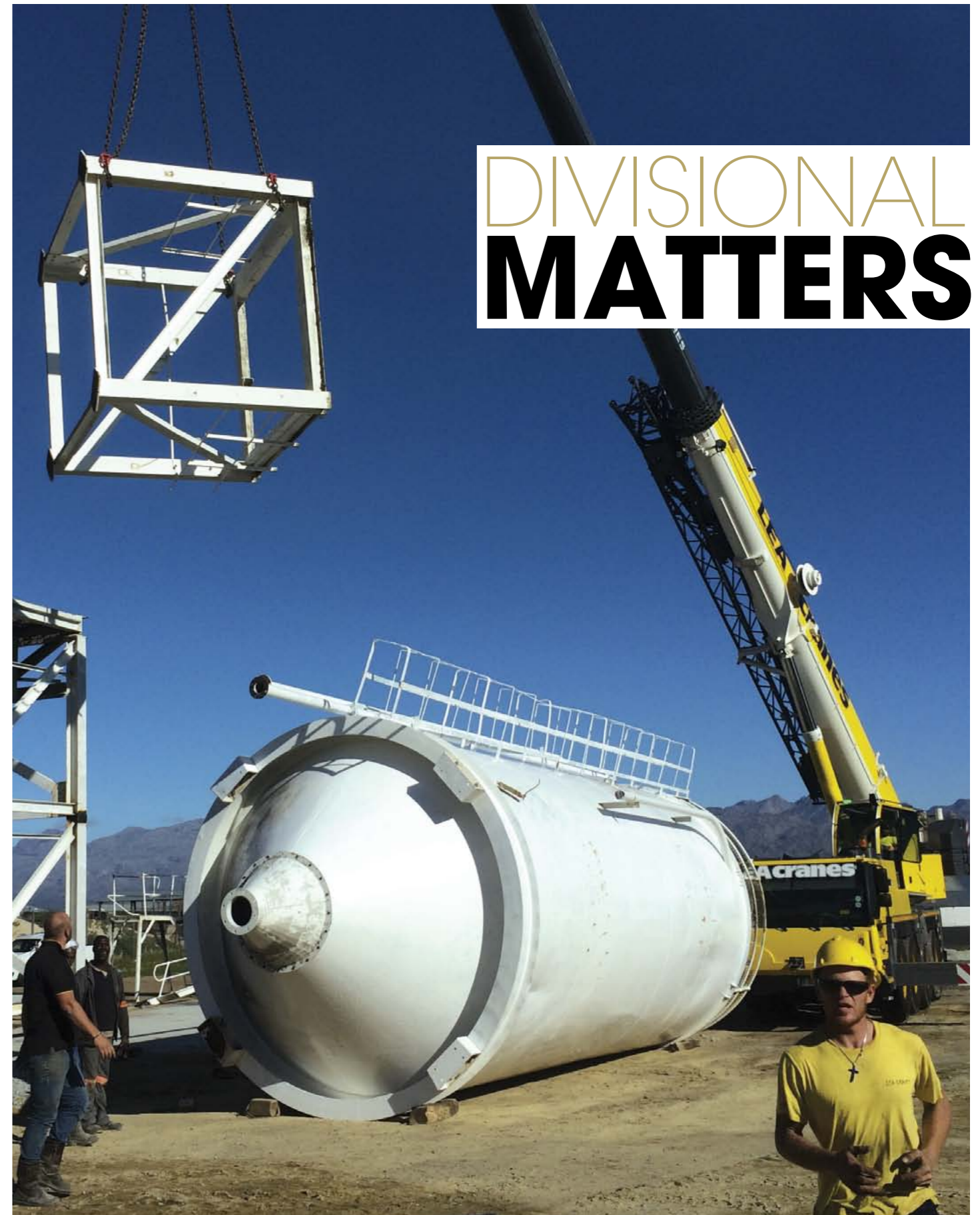
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DIVISIONAL MATTERS

READMIX - CERES

BY BOSHOFF MULLER, REGIONAL MARKETING AND SALES MANAGER, CONCRETE PRODUCTS BOLAND

Expanding the Geographical Footprint in the Boland

Ceres is well renowned for its fruit and juice production. Some of the country's biggest fruit exporters are based in this beautiful valley, and this is evident when you see the lush orchards in bloom around this time of year.

Apart from the beautiful scenery, large cold storage rooms and sheds are highly visible everywhere in the valley, and the construction of these is our biggest market for concrete. Previously, the closest Readymix Plant was positioned in Worcester. Supplying a live product such as concrete across the large distance from Worcester to Ceres creates logistical issues.

We foresee that the new Readymix Plant recently erected in Ceres will solve issues, and in turn give Afrimat the opportunity to provide excellent service to its valued customers in Ceres, Hamlet, Wolseley, Tulbagh, Koue bokkeveld and the Warm bokkeveld area.

Currently we are supplying concrete for the Bella Fruita cold storage rooms, the Du Toit Group storage sheds, as well as the Eskom line installation with Viscas.



'APART FROM THE BEAUTIFUL SCENERY, LARGE COLD STORAGE ROOMS AND SHEDS ARE HIGHLY VISIBLE EVERYWHERE IN THE VALLEY, AND THE CONSTRUCTION OF THESE IS OUR BIGGEST MARKET FOR CONCRETE.'



READMIX - ULUNDI ACP

BY BOSHOFF MULLER, REGIONAL MARKETING AND SALES MANAGER, CONCRETE PRODUCTS BOLAND

New Ready Mix Truck

Ulundi ACP has added a new Mercedes Ready Mix Truck to their fleet.

PHOTO FAR RIGHT: CLINTON (MERCEDES) HANDS OVER THE KEY TO BIYELA (DRIVER) AND ANDRE PITOUT (BRANCH MANAGER - ULUNDI ACP)



DIVISIONAL MATTERS

AFRIMAT INDUSTRIAL MINERALS

BY ANTON PENKLER, MANAGER BUSINESS DEVELOPMENT

Alluvial Sand

In the past Afrimatters Industrial Minerals series we have looked at our dolomite and limestone mines, this article looks at alluvial sand.

The Delf Sand Mine is near Donkerhoek, east of Mamelodi and is managed by Johann Anderson.

We all know what sand is and have enjoyed play time with sand, especially on the beach. Beach sand is an excellent example of "washed sand". The action of the waves has very effectively removed all mud, clay and fine particles to make a clean sand that is fun to play with and does not dirty your clothes. Alluvial sand is sand that has been washed down by a river and deposited on the sides of the water course. This process does not make the nice clean beach sand, but many other materials are co-deposited in layers over the years. These materials include rocks, pebbles, clays, minerals and plant matter which do not look or feel like play sand!

The aim of the mining operation is to recover good quality sand and deliver it to the processing plant amid a range of ecological constraints. These include preservation of the topsoil; mining close to a water course; ground water; possible wetlands and due consideration for rehabilitating the area when the sand has been mined.

The processing plant is managed by Hezekiel Machipa and the plant aims to do what the waves did to the beach sand. The process involves an initial screening of the raw sand to remove oversized rocks, pebbles, roots and plant matter. The sand is then mixed with water and "scrubbed". The scrubber at the Delf Sand plant is called a barrel scrubber. This is a large horizontal drum supported on driven rubber wheels which rotate the drum. Inside the drum are lifters which ensure that the sand is constantly mixed in the water which fills about 25% of the drum. This action does the same thing the waves do to the beach sand.

'THE PROCESS INVOLVES AN INITIAL SCREENING OF THE RAW SAND TO REMOVE OVERSIZED ROCKS, PEBBLES, ROOTS AND PLANT MATTER.'

The water carries the sand through the drum and over a weir designed to maintain a water level in the drum. The overflow end of the drum is fitted with a screen to remove all pebbles and stones bigger than 2mm. Now we have a washed sand mixed with all the mud and other fine minerals in the wash water. This dirty sludge is collected in a sump and pumped through a cyclone.

The cyclone is designed to separate the sand from the muddy water by centrifugal forces generated by the speed of the water flowing in the spiral motion illustrated in the graphic (bottom left). This separation is not 100% efficient because some of the muddy water is discharged together with the sand flowing out of the bottom of the cyclone, but it does remove about 75% of the mud and clays.

The sand is then both cleaned and split into 5 special size ranges for specific markets. This is achieved in the "Jetsizer" which uses a controlled upflow of clean water to settle the sand particles which settle or fall faster than the upflow speed. This technology is also referred to "upflow classification" or "teeter bed separation". This process completely removes all the suspended mud and fine clay minerals. The first four products in decreasing size



DRY SAND LOADING ONTO TRUCK AND TANKER

ranges are discharged directly onto a de-watering screen and then they fall onto separate stockpile belts. The fifth product is collected with a cyclone and falls directly onto its stockpile. The wet product stockpiles are used to reduce the moisture content through gravity which drains the excess moisture off the sand.

A front end loader transfers the dewatered product to the sand driers on a campaign basis. The driers are rotating drums which are fired by a heavy fuel oil to provide the heat needed to evaporate the moisture on the sand. The dried sand is stored in bunkers, quality controlled and blended to customer requirements before dispatch. This essential function is carried out by David Luhvimbi.

What is this sand used for?

Our customers are primarily foundries. They use the sand to make casting moulds for steel and chrome alloy castings. There are two types of moulds – those bonded with special bentonite clay, and those bonded by resins. The mould defines the shape or outside surface of the steel component. Imagine molten steel at 1600 °C (or chrome alloys above 1800°C) being poured into a shape formed by sand. This is why the

cleanliness and particle sizes of the sand required by our customers is so important. The chemical composition of the sand is important to ensure that it can withstand the high temperatures, thermal shock, and will not react with or contaminate the steel. The sand particle sizes determine how smooth the surface of the casting will be. Each mould is only used once. At some foundries the moulds are crushed and the useable sand is screened and used again in making new moulds in order to reduce wastage and the new sand requirement.

The other major use is in the formulation of tile adhesives. In this application, the dryness, purity and particle size is important.

We also supply sand for golf course bunkers and of course play sand for young creative builders!

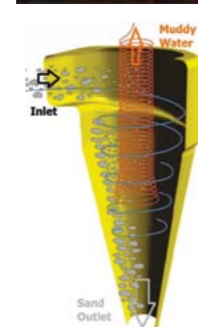
'OUR CUSTOMERS ARE PRIMARILY FOUNDRIES. THEY USE THE SAND TO MAKE CASTING MOULDS FOR STEEL AND CHROME ALLOY CASTINGS.'



'WE ALSO SUPPLY SAND FOR GOLF COURSE BUNKERS AND OF COURSE PLAY SAND FOR YOUNG CREATIVE BUILDERS!'



EXCAVATION SHOWING THE LAYERS OF SAND, CLAY AND OTHER MINERALS UNDER PLANT MATTER



**ABOVE: SAND BARREL SCRUBBER
LEFT: CYCLONE**

DIVISIONAL MATTERS



BY REGINALD GWALA, HR MANAGER, KZN, AND JAN VAN HEERDEN

Lancaster Group turns 50

Since the 1950's the Ward family have been involved in the transport business. Initially their focus was on the transport of passengers and cargo.

Their cargo included aggregates and through this they came to the realization that there was a need in the market for quality aggregate products. They commissioned a geological study and found ample suitable reserves.

Lancaster Quarries was formed in 1965. The company began operations with one trailer and 7 workers. The previous Managing Directors of Lancaster Quarries were Tony Gaskell, Desmond Ward, Gordon Ward and Piet de Wet. In November 2013 Pieter de Wit was appointed as Regional Director KZN.

The company found that there was a build-up of crusher dust, which was a by-product from the crushing of those aggregates that were in high demand. The decision was taken to start with brick-making to create an outlet for the tons of dust. From that initiative, Lancaster Precast was born in the mid-1970's.

Lancaster Precast began operations with a tractor, a Dyno truck and 8 workers. The Dyno was restored and is currently "resting" in the "showroom" at Vryheid. The previous Managing Directors were Ronnie Schudse and Piet Lourens. Piet was the person who brought the company to the formidable one it was at the time Lancaster Group was formed. Piet left a legacy that is still fondly remembered at Lancaster Precast.

LANCASTER PRECAST BEGAN OPERATIONS WITH A TRACTOR, A DYN0 TRUCK AND 8 WORKERS. THE DYN0 WAS RESTORED AND IS CURRENTLY "RESTING" IN THE "SHOWROOM" AT VRYHEID.



FROM LEFT TO RIGHT, FRONT ROW: MEGAN, KARINE, ANGELA AND ROSEMARY. BACK ROW: BENNIE, WESSEL, REGGIE, GAIL AND IZETTE.

During 2005 and 2006 Andries van Heerden acted as the Managing Director for both Lancaster Quarries and Lancaster Precast. Dr Jan van Heerden succeeded him as Managing Director for Lancaster Precast and Piet de Wet succeeded Andries as Managing Director for Lancaster Quarries. Since November 2013 Pieter de Wit was appointed as Regional Director KZN. This appointment has led to the amalgamation of the KZN businesses.

While Andries was at Vryheid he paved the way to list Afrimat.

'PIET LEFT A LEGACY THAT IS STILL FONDLY REMEMBERED AT LANCASTER PRECAST.'



BY RAYMOND JAMES, QUARRY MANAGER, DENNEGEUR

Dennegeur Fintec rebuild

The Fintec 640 Screen has worked non-stop at Dennegeur over the past 5 years averaging ± 120 000 tons per year.

In January 2015 it was decided to overhaul and refurbish the machine, with planning and preparations starting in March '15. The machine was taken out of production at the end of May 2015.

The work entails rebuilding the entire screen with exception of the tracks over a three month period. The Fintec was put back into production in September 2015.

On behalf of the entire Dennegeur team, I would like to thank everyone involved in this very successful project. The machine is running like a dream thanks to Christo, Johan and the manufacturing workshop team; Collin and Jorrie and the mechanical workshop team.



BY BOSHOFF MULLER, REGIONAL MARKETING AND SALES MANAGER, CONCRETE PRODUCTS, BOLAND

Marketing - a real team effort!

During 2015 the Afrimat Concrete products team from Boublok, Worcester, rolled out a fresh new Marketing Campaign. This multi-phase strategy included a drive towards brand and product awareness.

Implementing this strategy included the installation of Product Display Boards at all the major hardware retail shops, which display our high quality and extensive product range. Not wanting to follow the norm and wanting to stand out from the crowd, the decision was made to be more innovative and interactive and not just stick a few photo's on a board, or hand out a pamphlet. The very professional Product Display Board was constructed and put together with all hands assisting.

The production team helped to saw the display face section off each of our standard line products and our "board engineer" Leon, stuck them on with great care and precision. Dirk and his team managed the process of fitting the boards at the hardware stores. Christelle was a master in buttering and handing out the boerewors rolls while Madeleine manned the fort.

On Friday the 21st of August 2015 the Boublok team fitted the first product display board at Penny Pinchers Worcester, while handing out delicious free boerewors rolls and interacting with all the walk in customers, promoting the concrete products. Even the Afrimat management team could not resist popping in. They said that they were interested in seeing our first board launch and that it had nothing to do with the boerewors...

The second Launch was done at Vilco in Villiersdorp and not even the rain and wind could stop the people from Villiersdorp coming out to our launch and trying out the famous Boublok boerewors roll, and of course inspecting our board.

Eleven more launches are planned for retailers in areas such as Worcester, De Doorns, Robertson, Ceres, Wolseley, Tulbagh and Koue Bokkeveld. And even though we are still in the infant stages, we are already bearing the fruits of our effort. Keep an eye out, and join this successful team for a free boerewors roll.





HR MATTERS

HR MATTERS

AFRIMAT AGGREGATES, NORTH BY SONJA KLEYNHANS, HR OFFICER, GLEN DOUGLAS

New staff member

Lucky Sizo Nation Nkosi joined the Afrimat Glen Douglas team in August 2015 as the new diesel Workshop Foreman. He is from a small area in Moetse called Magakadimeng near Groblersdal where he grew up. He moved to Standerton to attend Standerton College where he embarked on his Electrical Engineering Diploma, and from there he received an Apprenticeship in Sasolburg. He is currently busy with his Mechanical Engineering Diploma. He is married with four kids; two girls and two boys residing in Three Rivers. He previously worked for Barloworld as the Condition Monitor Specialist for five years and joined the MCC Group as an Engineering Foreman in 2012.

His hobbies include working in the garden and watching soccer, which in his opinion is the best game to watch live at the stadium itself. His mottos in life are: do what is required of you first rather than doing your best because your best might be under the requirement, and always surround yourself with positive minds.



His biggest lessons in life is to put God first, always forgive yourself first, love yourself, if you fall, stand up straight and walk proud but also acknowledge your mistakes.

We would like to welcome him to Glen Douglas and we wish him a long and fruitful career as part of the Afrimat family.

AFRIMAT AGGREGATES, WESTERN CAPE BY CHRISTOPEHR VERMEULEN, MATERIAL TESTER, AFRI-LAB WORCESTER

Veels gleuk aan Christopher en Chrisantia aan hulle vertroue

Ek en Chrisantia Jaars het in Januarie 2012 ontmoet en het in dieselfde maand in verhouding begin. Chrisantia het in 2012 gematrikuleer ter Worcester Sekondere Skool en het 2013 begin studeer by Boland Kollege Worcester Educare. In 2015 het sy klaar gemaak met N6 Educare. Sy het in September 2015 in Brewelskloof as 'n weegbrug klerk begin werk. Christopher het in 2010 gematrikuleer ter Hoërskool Breerivier, en het by die Laboratorium begin werk in Januarie 2011.

Op 21 April 2013 is ons dogter, Suncey – Lee gebore. Ons is op 26 September 2015 getroud.



HR MATTERS



BY DESMONDO GOEDERMAN, REGIONAL SKILLS DEVELOPMENT FACILITATOR, KZN & FS

Get to know Angela Crous

HR Administrator & Payroll Clerk, ACP & AA, KZN & FS

I was born in Vryheid, KZN and matriculated from Vryheid High School and attended Vryheid Technical College, before venturing overseas to work in the USA as an Aupair for a family in Clarendon Hills, Illinois for a year. I also took the time there to do a bit of studying and did a short term course at the College of Dupage.

It was time to move on and I travelled to England in 2005, working for Hearing Health UK in Colchester, Essex for 2 years.

Home was calling and on my return to South Africa I was appointed Receptionist/PA on the 1 February 2007 to Mr Andries van Heerden and then to Dr J.H.P. van Heerden respectively.

I had in the meantime met my husband, Charl Crous who at that time was the Branch Manager for Afrimat Concrete Products Mkuze. When the company decided to expand and open a new branch in Hluhluwe,

I requested to be transferred to Hluhluwe as the sales co-ordinator to assist Charl in bringing the new branch to its feet.

We got married on the 23 April 2011 and on the 23 January 2012 we were blessed with a beautiful baby boy named Quaid.

Quaid was born at 34 weeks and spent the first 7 days of his life in the NICU, and so did I by his side. Today we are very blessed and grateful that we have a happy & healthy 3 year old boy running around and keeping us young.

Charl was offered the position as Marketing Manager for KZN & FS regions and we were transferred back to Vryheid in March 2012.

I was very fortunate to have been offered the position for HR Administrator & Payroll Clerk which is my current position.



BY DESMONDO GOEDEMAN

Get to know Mbali Mabele

HR Administrator & Payroll Clerk, ACP & AA, Kzn & FS

My Name is Samukelisiwe Mbali Mabele. I am a mother of two cuddle bunnies. Oh! I love my kids. Anyway who doesn't! Some call me Rose. Not just any rose, but Prim.

I am an honest, sensible, and dedicated individual. I was born and bred in a township called Madadeni in Newcastle (KZN). I come from a single parent family with lots of brothers and sisters. You never get bored with them around. My father passed away in 2005. That was the worst experience I had to go through and during that time I was doing my Grade 12. He had always motivated us to study so that we'd have a bright future and be able to provide for our own families. It's so unfortunate that he's not around to witness our success.

Growing up with both parents is a blessing that one should celebrate and be grateful for. And losing one is a trauma. But with the strength God gave us, and the bond that keeps our family together through prayers in every possible way, we were able to accept and deal with the circumstance without resorting to mortal behavior to ease the pain we felt. That's our super woman mom.

Growing up I had always wanted to be a Social Worker because I believe I have the heart for people, to work with them for the betterment of their lives and of the community as a whole. Due to some unforeseen reasons I ended up in an Industrial Sociology field. It's a study of human behavior in an industrial setting. It involves examining the relationships between co-workers, management and employees and analysing how those



relationships affect the work environment. It was a fascinating course, which I never knew before but I had fallen for it. The greatest thing about my life at the moment is that I have a very fascinating and promising job with Afrimat.

I have always referred to my excellence in whatever I do as an accomplishment, should it be educational, work or personal. I am my own motivation. My great passion is simultaneously about self-improvement and the betterment of others. I am passionate about making a difference. I am passionate about understanding my own inner world before I can help others understand theirs. Beside work, I love to be by myself sometimes in my favourite places or with my loved ones forgetting all the tough parts of my life. I love listening to good music and going out experiencing new places.

Compliments that people frequently give me are that I am beautiful inside and out and I am a good listener, well that I know! Generally I don't care about what people say. I have to be clear with myself. When everything goes well, people celebrate you, when you make mistakes the very same people criticize you.

If there was movie to be made about my life it would be called "Native Pride" because I am a native woman trying in this world.

I live by a quote by Mahatma Gandhi that says "You must be the change you wish to see in the world."

Hluhluwe Quarry – DIFR Celebration

Hluhluwe Quarry Team has recently celebrated a zero DIFR (Disabling Injury Frequency Rate). The day was a fulfilling experience as Quarry Manager, Marius Kruger also handed out the employee's Operator and First Aid Certificates as part of our Health and Safety Conformity.



HLUHLUWE TEAM BRAAI:
FRONT ROW, LEFT TO RIGHT: M. KRUGER, P. MDLULI, M. ELS, T. MATHE, S. SETHOLE, P. SHEZI, B. XABA
MIDDLE ROW, FROM LEFT TO RIGHT: M. ZWANE, W. CANA, R. NTSHANGASE, D. NDLOVU, S. XABA
BACK ROW, FROM LEFT TO RIGHT: D. MDLETSHI, S. NXUMALO, Z. SIBIYA, P. XABA, M. XABA, E. SIKHAKHNE, K. MDLULI, L. XABA



AET Level One in Communication

Adult learners from the Vryheid branch have successfully completed AET Level One in Communication

The following students have completed their AET Level 1. They are from left to right, Nkosinathi Mbambo, Thulani Msezane and Mbongeleni Mhlongo.



BULLYING IN THE WORKPLACE

BY RUBIN BEBE, HUMAN RESOURCES MANAGER, S.A. BLOCK AND CLINKER SUPPLIES

What is workplace bullying?

According to the Author of 'Practical Guide to Human Resource Management' Janine Nieuwoudt, bullying is usually thought of as a children's playground term. But workplace bullying refers to tactics used by managers and other employees against juniors or peers. Bullying is a pattern of behaviour, often coming from a position of power or perceived power. It can be difficult to immediately identify bullying in the workplace as some of the bullying behaviour is subtle and often takes place when the bully and his target are alone. Bullying is more about the bully than the target.

How to identify a bully in your workplace:

- Bullies are very skilled in business politics, and very friendly.
- They're usually part of critical groups in the office. But they strike in smaller, safer groups or one-on-one situations.
- Bullies don't only target weak employees, they target good performers as well.

From an Afrimat perspective, the Company's Disciplinary Procedure or Grievance Procedure should be used by employees to lodge a complaint or allegations of harassment or bullying in the workplace. Bullying in my view has no place in any workplace, as it has the potential to erode our very core Values of:

- Trust
- Integrity
- Respect
- Accountability
- Customer Satisfaction
- Team Work

According to Nieuwoudt, there are six ways bullying can impact on a company, namely:

1. Bullying lowers employee's morale by creating a gloomy workplace.
2. It reduces productivity by distracting the employee's focus to the bullying instead of their work.
3. It destroys the trust relationship between the employer and the employees, and the relationship between employees.
4. It leads to a bad internal corporate culture, which will make the Company less attractive to potential employees.

5. The employer may lose a large number of employees in a short time because they won't stay in an unpleasant environment for long.
6. The Employer may have a legal crisis on its hands because of protection orders, fines or jail time against the bully, the employer, or both.

Nieuwoudt identifies three elements of workplace bullying:

- 1. Timeframe** The key to workplace bullying is that the behaviour continues over a period of time. Harassment is bullying after it has persisted for just a few months.
- 2. Power** Power imbalance has a big influence. This applies, for example, in the case of a manager who uses his supervisory power to bully his employee. Peer bullying occurs when a perceived power exists and one co-worker believes they are more powerful than the other and this results in bullying actions.
- 3. Workplace Environment** Environment and culture play a big role, especially when bullying continues without repercussions.

Different forms of workplace bullying:

There are two different forms of workplace bullying. They both create fear and exert control over the target: **Overt bullying** is bullying actions that are easily apparent or obvious. **Covert bullying** is bullying actions that are less obvious and usually less apparent.

Overt bullying

- Screaming
- Sarcasm
- Rudeness
- Threats
- Belittlements

Covert bullying

- Tight, unreasonable deadlines
- Picking on small issues just to create issues
- Overbearing supervision
- Unjustified micro management
- Deliberately setting employees up for failure for example withholding critical information, etc.

'BULLYING IS A PATTERN OF BEHAVIOUR, OFTEN COMING FROM A POSITION OF POWER OR PERCEIVED POWER.'

According to Nieuwoudt, employees are beginning to see workplace bullying as a real issue. The Protection from Harassment Act 17 of 2011 was passed into law on the 27th April 2013. It recommends that employers must provide their employees with a safe and secure working environment. However this extends beyond the obligations of the normal Health and Safety Regulations Act and includes the protection of employees from bullies and harassment in the workplace.

Targets to workplace bullying have identified 25 top tactics that bullies use. For the purpose of this article we've listed the Top 5 tactics, the percentages show the ratio of employees who experience these tactics. **The bullies:**

- 1. Falsely accused someone of "errors" not actually made (71%).**
- 2. Stared, glared or were non-verbally intimidating and clearly showing hostility (68%).**
- 3. Discounted the person's thoughts or feelings ("oh, that's silly") in meetings (64%).**
- 4. Used the "silent treatment" to "ice out" and separate from others (64%).**
- 5. Exhibited presumably uncontrolled moods swings in front of the group (especially sudden anger) (61%).**

Conclusion:

In order to foster a culture where all our employees experience an atmosphere of joy and positivity when performing their duties, it is important that we treat others, be it our subordinates, peers, managers, clients or customers with dignity and respect in our dealings, more so when our places of work comprises of people with different cultures and beliefs.

Source – Practical Guide to Human Resources Management, February 2014

Source – Protection from Harassment Act 17 of 2011

Note: this is a shortened version of the original article



'IT IS IMPORTANT THAT WE TREAT OTHERS WITH DIGNITY AND RESPECT IN OUR DEALINGS, MORE SO WHEN OUR PLACES OF WORK COMPRISES OF PEOPLE WITH DIFFERENT CULTURES AND BELIEFS.'



SAFETY MATTERS

SAFETY MATTERS

HAND PROTECTION – SEE YOURS LAST A LIFETIME

BY MOGAMAT BAILEY, S.H.E MANAGER, WESTERN CAPE

Next to our eyes, our hands are probably the most important part of our body when it comes to doing our work. They're involved in almost everything we do. Yet many of the things we do with our hands are done without any deliberate thought.

Your hands have no fear. They'll go any place they're sent and they only act as wisely as the person they belong to. So before you use your hands, think of their safekeeping.

Hand hazards are everywhere. They include rings, sharp edges, burrs, splinters, rough or slippery surfaces, heavy weights, pinch points, crushing hazards, electric shock, exposure to chemicals, heat, vibration, repetitive motion, burns from welding or cutting torch sparks, etc.

Here are the most common types of hand injuries and what you can do to prevent them:

- > **Traumatic injuries** often occur from careless use of machinery or tools. Hands and fingers get caught, pinched or crushed in chains, wheels, rollers or gears. They are punctured, torn or cut by spiked or jagged tools and edges that shear or chop.
 - > **Contact injuries** result from contact with solvents, acids, cleaning solutions, flammable liquids and other substances that can cause burns or injure skin tissue.
 - > **Repetitive motion injuries** happen when tasks require repeated, rapid hand movements for long periods of time. Manufacturing, assembling, or computer work may lead to these injuries.
- Most hand injuries are avoidable through anticipation of the danger, by providing a safe work place, seeing that safety rules are followed, and training.

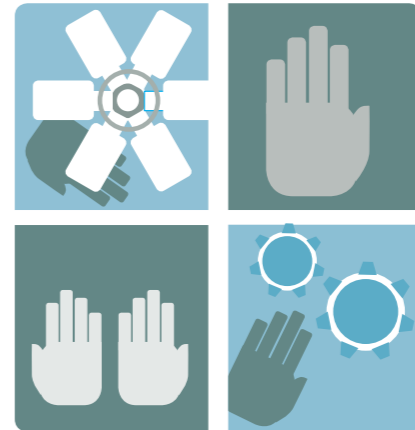
All of us can help eliminate hand and finger injuries in the work place:

- > Check to see that the mechanical and engineering controls that are designed to protect hands and fingers, are in place and fully functional. (Machine guards, trip/micro switches, etc.)
- > Use the correct personal protective equipment for each task.
- > Use the correct tools - never use defective tools.
- > Give the task your full attention.
- > Think before acting.

Your hand are built to last a lifetime, injuries can last a lifetime too. Remeber, human error rather than equipment failure is the cause of most hand and finger injuries.

Your hands are your most important tool.

- > Over 16 million people suffer hand injuries per year.
- > Over a quarter million of those are serious and often disabling injuries each year
- > 25% of all industry injuries involve the hand.



KZN
DESMONDO GOEDEMAN, REGIONAL SKILLS DEVELOPMENT FACILITATOR, KZN & FS

KZN/FS Safety Project

I'm Lulu Mthuntho. I am doing my internship in Electrical Engineering at Afrimat KZN. I saw that safety is very important at Afrimat so I decided to give my own input on safety on site by setting up walkways for pedestrians. My main aim with the walkways is to make sure that pedestrians on site are safe from moving equipment for example TTM. I started my project at Ulundi with the help of my mentor, Joseph Malefane the Quarry Manager. I'm going around to all the KZN quarries implementing this walkway project. It's also my interest to make the quarries look great and manage traffic.



SAFETY MATTERS

HEALTH AND SAFETY STATISTICS

BY MOGAMAT BAILEY, S.H.E MANAGER, WESTERN CAPE



Do you know what a DIFR is? It stands for Disabling Injury Frequency Rate.

Why is it important? Well, let's find out ...

A Disabling Injury is one that arises out of, and in the course of, employment which renders the injured person unable to carry out his/her regular job for one or more full days or shifts - other than the day or shift on which he/she was injured.

The DIFR is a proportional representation of the occurrence of occupational disabling injuries. It is used internationally as an indicator or measure to determine a company's Health and Safety performance.

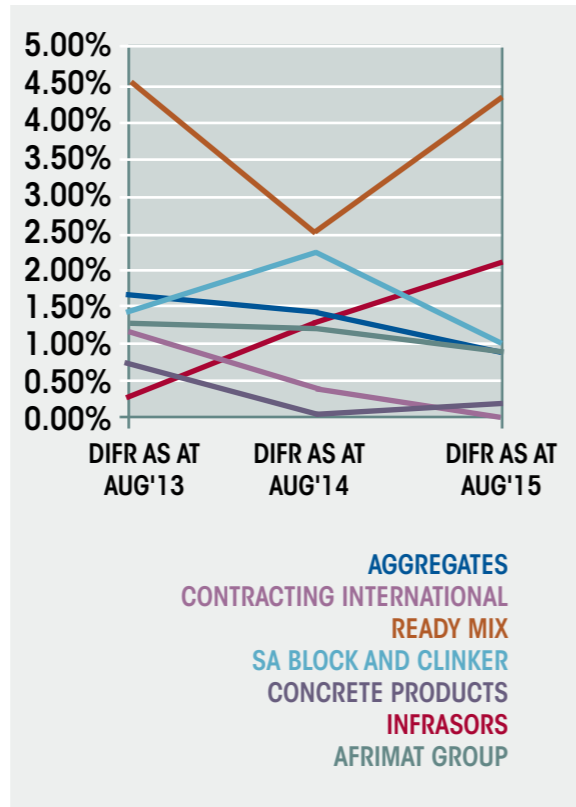
The DIFR is normally assessed over a 12-month period and the following formula is used to calculate it:

$$\text{DIFR} = \frac{(\text{Number of Disabling Injuries}) \times 200,000}{\text{Number of Man Hours Worked}}$$

Number of Disabling Injuries = Cumulative number of disabling injuries over a rolling 12 month period

Number of Man Hours Worked = Cumulative number of Man-Hours worked over a rolling 12 month period

- > Anything over 1.0% is considered to be high, and should prompt the company to look more closely into their incident rate.
- > Anything under 1.0% is an indication of excellence in Health and Safety Management.
- > Now let's take a look at how we are performing year on year per division and as Afrimat Group.



From the above graph one can see improvement in most of our divisions which resulted in our Group DIFR falling below 1% for the first time since inception. What a fantastic achievement to end off the year 2015. We need to keep on improving in all divisions in order to achieve overall excellence.

Let's work together and keep injuries out of our workplaces. Together we can do it and take our DIFR to 0%.



SOCIAL MATTERS

AAO WESTERN CAPE

BY JAKOBUS KOERT, SOCIAL & LABOUR CO-ORDINATOR

Afrimat helps fight abuse against women and children

The initial project was to build a crèche for the Bredasdorp community as the Municipality's priority is education. During the negotiations the need shifted from a crèche to a Safe House for abused women and children, based on the recent attacks on women and children. The centre will serve the entire Cape Agulhas area and currently hosts 12 people.

There was an increase in domestic violence and sexual harassment cases over the past three years and this occurrence is jeopardising the safety of the communities. Herewith a breakdown of the statistics as provided by the department of Justice.

YEAR	DOMESTIC VIOLENCE APPLICATIONS	HARASSMENT APPLICATIONS
2012	275	
2013	303	22
2014	315	74

With these statistics in mind the company decided to support this project. The construction was done by Asla, and Afrimat supplied all the furniture, tiling and paving. The project handover was 7 August 2015 and it was a huge success.



TOP: CAPE AGULHAS SAFE HOUSE.
BOTTOM: LAUNCH AND OPENING OF SAFE HOUSE.

Afrimat supports business against crime

Local businesses got together to help fight crime in the community. One way to address this social issue was through rugby. The project started in 2013 with only three secondary schools in Worcester who participated. In 2015 a decision was made to go beyond the boundaries of Worcester and include the schools of De Doorns. Afrimat and Worcester Standard agreed to sponsor Hex Valley Secondary School with rugby jerseys. The school performed well in the tournament and ended top of the log at the end of the season, unfortunately they lost in the final against Worcester Secondary School 14-11. We are looking forward to strengthening this relationship and hope they can continue their good performance and win the tournament in 2016.



HEX VALLEY SECONDARY SCHOOL 1ST TEAM RUGBY.

AAO WESTERN CAPE

BY JAKOBUS KOERT, SOCIAL & LABOUR PLAN CO-ORDINATOR

Afrimat empower the youth through skills development

The number of unemployed persons fell 5.5 percent to 5.23 million in the three months to June from 5.35 million in the previous quarter. Yet, there were 2.43 million discouraged work-seekers (1.6 percent more than in Q1) and 15 million people detached from the labour force (1.8 percent more than in Q1).

Employment rose 1.3 percent quarter-on-quarter to 15.66 million people. The largest gains were observed in community and social services (98 000), construction (79 000) and trade (73 000).

In contrast, job losses were recorded in finance, manufacturing and agriculture (31 000, 23 000 and 22 000 respectively). The non-agricultural formal sector gained 39 thousand jobs while employment in the informal sector increased for the fifth consecutive quarter by 177 thousand.

> Kliprug Quarry – Durbanville

The identified project is Skills Development for the unemployed youth of Du Noon, Fisantekraal and Klipheuwel communities. The company identified Fisantekraal Centre for Development as service provider to train ±100 community members over the next five years in the following skills:

- Frail Care
- Job Readiness
- Office Basics

After completion of training the service provider assisted these candidates to find employment through their network of business partners.

> Driving license projects

Local municipalities are in desperate need of providing sustainable employment opportunities to the youth. Through our involvement in our communities we contributed to the economic well-being of the youth by empowering them with Code 10 & 14 driver's licenses.

At Stanford Quarry which falls in the Hermanus area. 15 candidates successfully obtained their driver's license.

At Robertson for Keurkloof Quarry, 18 candidates were identified who will start their training in 2016.

At Worcester for Brewelskloof Quarry from 2010 to March 2015, 125 candidates benefited from this initiative. As a company we are proud to support and empower these members to sustain their income.



AAO WESTERN CAPE

BY JAKOBUS KOERT, SOCIAL & LABOUR PLAN CO-ORDINATOR

Afrimat Western Cape – Social Projects 2015

The Social and Labour Plan is one of several documents that needs to be managed when you are a Mining Rights holder. During the application for a Mining Right, the company undertakes to support and empower its employees through Human Resource Development Interventions. Additionally the company should make contributions to the mining community (immediate surroundings) or labour sending areas through Local Economic Development Programmes. The Social and Labour Plan is valid for the life span of the mine.

In this article we will focus on Local Economic Development (LED).

The LED's focus is to enable local people, local Government and mines to work together to eradicate poverty, achieve sustainable community development and bring economic benefit and quality of life to the entire community.

LED is seen as one of the most important ways of decreasing poverty. LED must aim to create jobs by making the local economy grow, this means that more businesses and factories should be started in the specific municipal area. As part of the IDP (Integrated Development Plan), key stakeholders in a municipality must come together to reach an agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

LED must target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country.

De Anker and Olympic sandmines

In February 2015 the company in partnership with other stakeholders and the City of Cape Town, handed over an Early Childhood Development Centre (ECD) for the community of Fisantekraal, Durbanville.

The centre was built to cater for 165 children from the community. The centre has a library and qualified ECD teachers to serve the community with accredited educational programmes.

We as Afrimat are proud to be part of such an initiative to sustain the development of our youth of tomorrow through education.

SOCIAL MATTERS



BY HEILA BEAMSON, KEY ACCOUNT CONSULTANT, KZN

Afrimat KZN offers much needed Rhino anti-poaching equipment

Rhino are part of our Natural Habitat and with rhino poaching escalating in KZN a lot more assistance with security and funding is needed around National Parks and Wildlife Conservation facilities.

South Africa has by far the largest population of rhino in the world and is an incredibly important country for rhino conservation. However rhino poaching has reached a crisis point, and if the killing continues at this rate, we could see rhino deaths overtaking births in 2016-2018, meaning rhino could become extinct in the very near future.

The ignorance of purchasing rhino horn for any medicinal or aphrodisiac purposes is just astounding as rhino horns consist of mainly hair and keratin, the

same material that your fingernails are made of. A rhino horn technically is not a horn. Horns are connected to an animal by blood vessels, and antlers are not. So in response to the crisis in South Africa, I think that if communities were more informed they would know that they don't necessarily have to kill the rhino to acquire its "horn".

Looking after rhino and making a difference to rhino poaching for better conservation is the right way to make a difference. It is for that reason that Afrimat KZN/Free State decided to assist with providing much needed anti-poaching equipment and support. The dignity of our rhino is in our hands.



FROM LEFT TO RIGHT: MR MCUBE (GAME RANGER), MR. CHARL BENTLEY (CONSERVATION MANAGER), MR. JIMSON MDUYASE (GAME RANGER), MRS. DUDU THEMBE (GAME RANGER), MR. DEREK FRASER, (AFRIMAT MARKETING MANAGER KZN/FREE STATE)

'SOUTH AFRICA HAS BY FAR THE LARGEST POPULATION OF RHINO IN THE WORLD AND IS AN INCREDIBLY IMPORTANT COUNTRY FOR RHINO CONSERVATION.'



BY MEG ST LEGER, FEATURED IN THE COWAN CHRONICLE

The Grade Ones from Cowan House enjoyed their visit to Afrimat Quarry in Ashburton

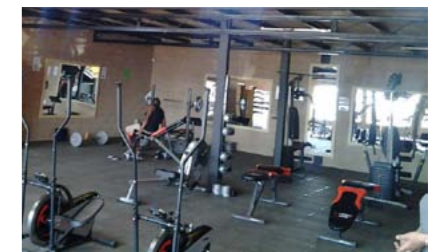
The Grade Ones enjoyed a most exciting outing towards the end of the Third Term. It began at the Afrimat Quarry in Ashburton, where we were smartly kitted out with safety gear ranging from bright vests to hard hats! We learnt about stone and all of the different stages of crushing it goes through in order to create different types of stone. With our safety glasses on, we watched with great interest as huge diggers and excavators worked! Our next stop was the hidden jewel of Top Rock museum and shop in Ashburton, where we were privileged to see and hear about the biggest dinosaur egg in the world! This tied into our theme on Dinosaurs, as did a 60 million year old crocodile fossil! Wonderful fun was had in the 'Scratch Patch' as all of the Grade Ones had the opportunity to scratch for beautiful stones and shark teeth. From there, the children took a guided nature walk, discovering all sorts of intriguing things, from different plant life to insects to animal droppings! We walked across a river bed, where a healthy and clean river once ran. There, we heard an inspiring story on exactly how to look after rivers, water and the river animals as well. Exhausted and dusty, but full of happy memories and experiences, we all piled into the Cowan House buses and made our way home. An extra special thank you to Mr Trevor Garden who made this unforgettable outing possible for us, including a delicious packed lunch for the children!



BY ESTHER TEFFO, SUSTAINABILITY SOCIAL AND LABOUR PLAN OFFICER

Glen Douglas donates gym equipment to the new Daleside gym

As part of their many initiatives in Daleside, the Daleside volunteers built a new community gym/sport centre. Glen Douglas donated gym equipment. The gym officially opened on the 29th of August 2015.



The new Daleside gym.



END OF YEAR MATTERS

END OF YEAR MATTERS

In a year with a range of challenges and trying market conditions, ACI and its affiliate operation in Mozambique once again remained resilient and dauntless towards these challenges.



It takes a truly committed team to remain upright in times such as these, and Afrimat could not ask for a better team to spearhead new opportunities. We are excited when we consider the "new" operations that kicked off: Internal Mechanical Maintenance, Gamohaan near Kuruman, Dingwell near Nelspruit and further development in Mozambique.

Welcome additions to our team in 2015 have already settled in well and are in the process of becoming true Afrimat contributors. We pride ourselves in choosing key workers to join and add value to our operations. We treasure the good relationships we have developed and maintained with internal support services and use these to the benefit of the greater Afrimat.

I am convinced that ACI will further grow to carry forward new developments for Afrimat with its special core of workers. Higher levels of training and career skills development for all employees remains a priority in our organization and will be managed with vigour.

We are looking forward to the rest of the financial year and new successes in the year to come.

My wish is that all colleagues enjoy a truly blessed festive and rest season and safe returns with new energy for the year.

Gerhard Odendaal, MD Afrimat Contracting International

Thinking back on the past year, numerous challenges and obstacles stand out and one could ponder and reflect a lot on those, but in essence this was a year with so much to be grateful for. And what a year it was!

Yes, we had the situation with Highveld Steel, one of our biggest customers, unfortunately closing their doors for the time being. Luckily our team took this challenge in a positive light and dealt with it gracefully.

The repositioning of the Industrial Mineral Strategy is going really well, setting us in the right direction with the objective to be the market leader by 2017. During this year we have started supplying products to the acid mine water sector for the first time in our history. We remain extremely excited about the future prospects. Coupled with this strategy we are very excited about LimeCor and the value they add through their products and distribution abilities. Please have a look at their website at www.limecor.co.za. Suggest changes or comment on possible improvements, we would love to hear your thoughts.

Delf Sand had a year full of challenges. The strikes near the mine in the townships hindering delivery vehicles, to name but one. Some would have said these challenges are insurmountable, but the Delf team took up the challenge and in the end turned all negatives into positive outcomes and in the process strengthened the positive relationship with the local leadership and community.



Marble Hall joined forces with ACI and started laying the foundation to develop the pit into a world class contender. I want to thank ACI for the effort and hard work they've been pouring into this project. We are looking forward to the final result and are confident that the team at Marble Hall will soon be setting the benchmark for limestone products in the market.

Lyttelton had a difficult start to 2015 with retrenchments really being a low point early in the year. Losing its largest customer has been really challenging but the morale and commitment remains as high as ever. The Lyttelton leadership and team showed amazing dedication this past year and showed us what great teamwork can achieve.

I would like to thank each and every employee for the commitment, hard work and dedication they have shown in 2015. We are grateful to have such a phenomenal team and without each other the wheels of this bus would most certainly fall off. Each and every individual has a specific role to play in this company and together we will steer this bus to becoming a World Class Miner in the near future.

Please enjoy your well-deserved vacation and festive season with your family and friends.

God's blessing to you all and a Merry Christmas and prosperous 2016!

Louis Loubser, MD Infrasers

END OF YEAR MATTERS

Another year has just passed in a blink of an eye and it is again that time of the year to celebrate what we have achieved as a company. From a marketing point of view, it is pleasing to see the improvement in awareness when it comes to showcasing our Afrimat brand.



Thank you to all the quarry and operational managers, who along with your staff put aside the time and effort to improve our entrances and public areas and carry the Afrimat brand with pride.

Thank you to all the sales staff, who through your superior service and product knowledge, ensure that Afrimat is our customer's supplier of choice.

I am aware that we still have work to do to improve customer relations in some areas and we will start the new-year with some sales training initiatives to keep the continuous improvement program on track.

On behalf of all the marketing and sales people, have a blessed holiday and a prosperous new year.

Hylton Hale
Group Marketing Manager

'FROM A MARKETING POINT OF VIEW, IT IS PLEASING TO SEE THE IMPROVEMENT IN AWARENESS WHEN IT COMES TO SHOWCASING OUR AFRIMAT BRAND.'

As I have mentioned before, this was one tough year. It was not one thing specifically, but a number of factors that contributed toward draining our energy throughout the year.

When I look around at the tired and exhausted faces, I realise I am not alone. This team has put in more than their fair share, more than has been expected, and while we are very proud of our financial results they don't fully reflect our efforts.

We have indeed been blessed this year. In an extremely difficult market, we managed to show a decent profit through your sacrifice and assistance.

While maintaining our current businesses, we have also managed to make good progress on new projects, which will position us well for the future.

I must make special mention, and give my thanks to Bruno Penzhorn, for his guidance and assistance, but most of all for his tenacity in dealing with the various organs of state, who all deal in "Africa" time. I do believe that 2016 will bring finality to a number of these projects, and we will see ourselves very busy erecting crushing and brick plants as we commence operations in new areas.

'IN AN EXTREMELY DIFFICULT MARKET, WE MANAGED TO SHOW A DECENT PROFIT THROUGH YOUR SACRIFICE AND ASSISTANCE. WHILE MAINTAINING OUR CURRENT BUSINESSES, WE HAVE ALSO MANAGED TO MAKE GOOD PROGRESS ON NEW PROJECTS, WHICH WILL POSITION US WELL FOR THE FUTURE.'

To this entire team, my thanks and gratitude for all your support over the year. I am sure that we will be dancing up a storm to the tunes of "We are the Champions" and "Simply the Best" at our year end function.

Enjoy the festive season and the well-deserved break. Make time for yourself and your families and try and forget about the pressures of the last year.

May you all have a very blessed Christmas, and a fantastic New Year. Please take care and look after yourselves. I need you all back in January to finish what we have started. I leave you with this quote:

This is my wish for you: peace of mind, prosperity through the year, happiness that multiplies, health for you and yours, fun around every corner, energy to chase your dreams, joy to fill your holidays!

Davin Giles, MD SA Block



As yet another year draws to a close, we reflect on all the accomplishments as well as the difficult times we had to pull through. In this difficult day and age where the economy is taking a downhill turn, it is the most important time for staff to come together and work closely as a unit. This is exactly what was accomplished this year and I would like to thank each and every individual for their valued contribution during 2015. Without that effort in the current difficult market, we would never have reached the targets that we did, for that I am proud and thankful.

We are all a year richer in experience, and Afrimat is fast reaching its objective to be a preferred employer. We have been a "Top 10" company on the JSE for the past two years.

While it is good to look back and see the successes and challenges of the past year, I find it more exciting to look forward into the haze of our future. To visualise how this company and its people who all matured by one year are going to tackle the future is exciting to me.

There is so much potential and opportunity in Afrimat but it requires us living our values and doing things the Afrimat way. For a country to be successful and therefore prosperous, there must be a common identity amongst its people. The same applies to a company - we must build upon the oneness we have as stakeholders in this business. It is time to seek the things that create cohesion, and we need to stop looking for differences.

Recently I have had the opportunity to (briefly) study the cultures of countries that are now recovering from the bonds of external communist control, and that are now rebuilding their countries' from within.

So much I saw relates to us - as South-Africans, but also as Afrimatters'. The oneness that I saw in these countries is found not only in them cherishing their similarities and mutual history, but also how they deal with differences. How they respect others who look, think and talk differently, and how they tolerate those differences as long as it is in line with their value system. How they respect one another.

I would like to wish all our friends and staff members a blessed Christmas and a prosperous New Year. Should you travel during this holiday season, we wish you a safe journey. Please enjoy your well-deserved break; I look forward to yet another successful and fruitful year ahead.

A Christmas wish that Christ's great love, His grace and goodness, too. May fill your heart and bless you now And all the whole year through.

Willem Hattingh, Mine Manager, Glen Douglas



They are proud of their countries. They respect the lives and property of others. They do not mess in the streets. They do not urinate in public. They have a solid system that works well, and they do not obstruct the system.

Successful people learn to understand that "different" does not mean one is right and one is wrong. They learn to deal with conflict in a mature way. They seek solutions in a constructive way.

Although we have a long road ahead toward building a country where we put the greater needs of the country before our own (often selfish) needs, I am excited about our potential to build a world-class company.

Leaders, are you modeling the way in which your followers are doing things? Are you sharing an inspired vision with your people? Are you allowing your staff to challenge processes thereby influencing us to improve it? Are you enabling your people to perform? Are you encouraging the hearts of your people? Those are the challenges of world-class leaders. Let us focus our leadership effort on these five elements in 2016. Let us hold each other accountable for it, and support each other in achieving our leadership objectives.

I am pleased to be able to say that Afrimat was blessed with another great year in a rather rough environment. We must always remember our blessings - our company is founded upon Psalms 127. Be thankful to the Lord for what we are receiving, and for the fact that He is our Provider.

I wish you all a blessed break over the year-end, and pray that all who travel return safely for the challenges of 2016.

Anton Gerber, Group HR Manager

END OF YEAR MATTERS



Compared to previous years, 2015 has produced considerably better results for the Readymix division. The market continues to remain extremely competitive in Cape Town but our focus on work in remote areas combined with our mobile contracts has proven to be a key factor.

Boublok became a welcome addition to the concrete division earlier this year and like Readymix have had some challenging years in the past. However a change of management has seen a constant improvement over the last twelve months and I am confident this trend will continue well into the future.

Although our strategies at both Readymix and Boublok have been successful this certainly wouldn't have been possible without the hard work, dedication and commitment of our people.

Therefore on behalf of the management team I would like to take this opportunity to thank each and every one for a job very well done.

Looking forward to 2016 our order book already looks very promising and with the continued support of the staff at Boublok and Readymix I have no doubt the year ahead will be an even better one than 2015!

In closing, I would like to wish you all a safe and well deserved break. On behalf of myself and the whole of the Afrimat Management team, we wish you and your family a blessed Christmas and a prosperous New Year.

Billy Paton, MD Readymix, Western Province

I can't believe how quickly this year has flown by, it was just the other day that we relocated to the Western Cape. I am grateful to all my friends and colleagues for going out of their way to make us feel at home in the Cape. A big thank you from me and my family to you all.

I want to thank all my teams for their exceptional hard work and commitment during this year, your dedication and hard work is very visible and I am extremely privileged to lead teams of your calibre.

This year was no different with respect to the many challenges we faced, as a team you have at times faced difficult circumstances and no matter how unprecedented the nature of the events has been, you stepped up and dealt with the challenge at hand.

I am often asked what differentiates us from our competitors, for me our willingness to conduct business in such a way that we deliver what we promise often stands out. Please continue with your tenacity with this attribute. Remember 'we don't save ourselves rich we trade ourselves rich' remains a good motto!

We are all grateful for our loyal customer base that we service, please continue to value our customers and service them beyond the extra mile. Remember that they see and experience our actions far more than we think they do.

We have a great leader of our business and I will use this opportunity to also express our appreciation to Andries Van Heerden our CEO in the manner that he has steered our ship.

Please express my gratitude to your families for their support and the time that you have spent away from home and the long hours that you have given to the company.

You deserve your well-earned break that is about to commence, please enjoy the time that you will spend with your loved ones, be safe if you travel.

To those that have lost loved ones this year my thoughts and prayers go out to you.

Please come back with your batteries fully charged for the remainder of our financial year.

I wish you a Blessed Christmas and best wishes for 2016!



Psalm 127

**A song of ascents. Of Solomon.
Unless the Lord builds the house,
the builders labor in vain.
Unless the Lord watches over the city,
the guards stand watch in vain.
In vain you rise early
and stay up late,
toiling for food to eat—
for he grants sleep to those he loves.**

**Anton Barnard, Operations Executive
Western Cape, Northern Cape,
Eastern Cape**



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.



Ready to be on time, every time



Readymix

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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.