

AFRIMATTERS



DIVISIONAL MATTERS: AFRIMAT IS PART OF SOUTH AFRICA'S RENEWABLE ENERGY PROGRAMME

HR MATTERS: ZERO TOLERANCE FOR VIOLENCE

SOCIAL MATTERS: MANDELA DAY



Build your investment while we build our country

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, commodities (iron ore), concrete products (bricks 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.

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AFRIMATTERS

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AFRIMAT[®]



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Afrimat Limited has established a strong foothold in contracting services through its Contracting International division operating from the Western Cape and Gauteng. Services include mobile crushing, screening, drilling and blasting, commercial quarries and readymix which offers mobility beyond fixed areas of operation.

Afrimat offers services for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas and also blast designs for specialised blasting needs.

The division operates in South Africa and internationally providing the full service package for all drilling and blasting, mobile hard rock crushing and screening services, load and haul and readymix solutions.

Contracting International applies our expertise and years of experience in these fields to prepare bids for major clients in the construction, quarry and mining industry.

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

CEO'S MESSAGE



Why are we doing what we are doing?

What would your answer be if you were asked why Afrimat does what it does? Sure, we need to be profitable in order to survive – but that is true of every other business out there. Is there a deeper meaning to what we are trying to achieve?

In a South Africa that is faced with many challenges, we have a calling to make a positive contribution. Our country has seen the effects of dishonesty, corruption, nepotism and incompetence in many areas. The outcome is an economy that has lost its competitiveness in the global environment. We are all aware of the country's slow economic growth, high unemployment – especially amongst the youth – and the resulting adverse social effects.

In addition to our contribution to the South African economy and the jobs we create, I believe that we are proving to the world that it is possible to build a good business based on competence and integrity. Our culture and our track record have been built on our desire to be truly competent and good at what we set out to do – and to do that with integrity.

Ultimately, we do what we do because we want to contribute our abilities in an honest and reliable way.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

'IN ADDITION TO OUR CONTRIBUTION TO THE SOUTH AFRICAN ECONOMY AND THE JOBS WE CREATE, I BELIEVE THAT WE ARE PROVING TO THE WORLD THAT IT IS POSSIBLE TO BUILD A GOOD BUSINESS BASED ON COMPETENCE AND INTEGRITY.'



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Concrete Based Products include bricks, blocks and readymix. The Concrete Products Division operates primarily in Gauteng, KwaZulu-Natal, the Free State and in the Western Cape, manufacturing concrete blocks and bricks. The precast factories manufacture precast walling and moulded concrete products of which the majority carry the SABS seal of approval.

The 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. While the mobile concrete batching can be set up in any part of the country, the fixed plants are based in the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. All sales personnel are certified by the Concrete and Cement Institute of South Africa. The Concrete Based Products Division is part of Afrimat Limited, a leading black empowered open pit mining company.

CAPE LIME - ROBERTSON

Heritage Renovation with CLC

BOSHOFF MULLER – SALES MANAGER CAPE LIME ROBERTSON

South Africa is a country rich in history. The numerous heritage sites and unique historic buildings scattered around our beautiful country are a great testament to this history. As such, it is imperative that we are able to effectively preserve these structures for their historical value and cultural offering. Many historic buildings have been restored over the years, and iconic sites such as the Castle of Good Hope and Robben Island are prime examples of the importance of authentic and accurate restoration work.

Historic building repair and restoration

There are many features in the construction aspect of authentic historical renovations – carpentry, joinery and roofing to name but a few. This article focuses on renovation that is concerned with mortar and plaster work on historical buildings. A common problem and focal point in the renovation of historic buildings is the issue of damp in walls, and the apparent poor durability of plasters and mortars over time. The question that we ask ourselves is, why do we see this recurring issue on so many of our historic buildings?

The problem is not unique to this country – indeed, in many European countries, there has already been intense debate on this issue.

So, what is happening to our buildings?

After considerable European-based research and investigation, it was found that the cause of what appears to be durability issues on plasters and mortars, is in fact mostly damp related. Some first-hand experience and exposure to historical buildings such as Mooikelder Paarl, Robben Island, Wuppertal and Tulbagh Church Street, to name but a few, has revealed the same causal issue. In each of these sites, the damp symptoms are apparent in the form of “bubbling” paint and plaster detaching from walls. In many old buildings, particularly those that were constructed before the turn of the century, the traditional building materials that were used are considered “softer” than those used in modern construction. As per the European literature, the answer and root cause of this recurring damp trouble is the use of incompatible modern materials onto the traditional materials used during previous renovation work.



‘WITH HISTORICAL RENOVATION WORK, GOING “BACK TO BASICS” IS THE GOLDEN RULE. LOWER STRENGTH LIME-BASED MORTARS AND PLASTERS HAVE BEEN PROVEN TO WORK THE BEST FOR HERITAGE WORK ON PLASTER, MORTAR AND PAINT WORK DUE TO THEIR SUPERIOR BREATHABILITY CAPABILITIES.’

Raw materials in plaster and mortar

With the turn of the 19th century, cement was discovered, and it was used to replace lime as a binder in construction and building work. With its fast-setting and high-strength benefits, cement rapidly received more attention in the construction industry and turned the sector on its head. Cement was widely used instead of lime in construction work, specifically in the renovation of historical buildings. Unfortunately, the effects of using this material that is not compatible with older materials, such as lime, were not known at the time.

It was only decades later, and after thorough investigation, that the realisation came that the use of cement is a major cause of damp-related problems. The British Heritage association has since banned the use of cement in heritage restoration work and now only allows “cement-free” lime-based mortars and plasters.

Breathability

One of the most important concepts in heritage buildings is breathability and avoiding trapped moisture. On almost all of the historical building sites that we are involved with, the damp issues are caused by moisture trapped inside walls due to the previous use of non-breathable paints, or renovation work done with cement-based plasters and mortars. The general correlation for mortars and plasters is, the higher strength, the lower the vapour permeability. It is widely recognised that cement creates non-breathable, high-strength mortars and plasters, thus disrupting

the most original masonry work in historical buildings through trapped moisture and decay of original material.

Unfortunately, in South Africa, there is limited knowledge about heritage restoration, and widespread durability and damp issues are often misunderstood. Many renovators of historical buildings use modern techniques to cure damp issues; these methods and materials are usually costly, and ultimately ineffective.

We have witnessed multiple instances whereby buildings that were originally built using quicklime made from seashells, were renovated using cement-based mortars, then seashells were stuck into mortar in an effort to seem authentic and match the original appearance. In these cases, future damp and durability issues are inevitable. The best and most straightforward, cost effective solution is to follow the example of the UK, and switch entirely from the use of modern cement back to lime-based mortars and plasters.

With historical renovation work, going “back to basics” is the golden rule. Lower strength lime-based mortars and plasters have been proven to work the best for heritage work on plaster, mortar and paint work due to their superior breathability capabilities. It must also be emphasised that although lime-based mortars are lower in immediate strength when compared to cement-based mortars, they actually strengthen over time, and ultimately lime-based mortars becomes arguably stronger than cement-based.

Our latest involvement in a large-scale heritage renovation project in the missionary village of Wuppertal, has re-affirmed to us the fact that lime actually sets quicker than is perceived. No cement is allowed on site, and all heritage renovation and rebuilding work is lime specified. It is often forgotten that building lime, that is mostly used only as a plasticiser in modern construction, is actually also a material that sets hard by a process of CO2 absorption. This environmentally friendly feature, paired with effective breathability in mortars and plasters, could arguably deem lime a superior product to cement in many broad reaching construction applications, especially in heritage restoration construction.



‘WITH THE TURN OF THE 19TH CENTURY, CEMENT WAS DISCOVERED, AND IT WAS USED TO REPLACE LIME AS A BINDER IN CONSTRUCTION AND BUILDING WORK.’



‘IT MUST ALSO BE EMPHASISED THAT ALTHOUGH LIME-BASED MORTARS ARE LOWER IN IMMEDIATE STRENGTH WHEN COMPARED TO CEMENT-BASED MORTARS, THEY ACTUALLY STRENGTHEN OVER TIME, AND ULTIMATELY LIME-BASED MORTARS BECOMES ARGUABLY STRONGER THAN CEMENT-BASED.’

GLEN DOUGLAS

2018 / 2019 Refurbishment of the Glen Douglas Diesel- Electric Locomotive

BRUNO PENZHORN – BUSINESS DEVELOPMENT – NORTH CLUSTER

Glen Douglas became part of the Afrimat Group when it was acquired from Exxaro by Afrimat in 2011. Since its earlier Iscor, Kumba and Exxaro days the Glen Douglas mine has owned and operated two shunting locomotives, called Loco 1 and Loco 2, at their private siding. The locos earn their living by shunting empty and loaded trucks forwards and backwards on site, as required for loading purposes.

Empty trucks are delivered by Transnet at the railway siding where they are taken over by the Afrimat locos and carefully positioned one by one, under the shoot of the mechanical loading facility. Traditionally we have always had two locomotives to achieve 100 percent standby capacity for this important function, but in recent years Loco 1's performance deteriorated until it was no longer maintained in an operating mode. Management then decided that it should be completely overhauled and refurbished to restore the standby capability.

The refurbishment contract for the loco was awarded to African Rail and Traction Services (AR&TS), a specialist company that repairs and refurbishes locomotives of all types and operates out of the old Iscor workshops in Pretoria West. Davin Giles and Willem Hattingh requested that I monitor and stay in touch with the full refurbishment exercise and assist wherever I can. Having done vocational training at the SAR workshop in Braamfontein during my student days I looked forward to the challenge and found the repair at the AR&TS workshop to be a fascinating experience. The workshops are huge with an amazing selection of locomotives under repair. There are parts and components and semi-assembled and assembled units everywhere.

The completely refurbished locomotives stand outside and are impressive to look at, draped in their beautiful bright colours ready to be delivered back to their owners – either National / State Railways in neighbouring countries or larger mines in South or Southern Africa.

The workshops are manned by an interesting combination of grey-haired technicians who are supported by young assistants keen to learn the trade. AR&TS's standard procedure was adopted for our locomotive after arrival at the factory in that it was immediately stripped down to its bare basic chassis, exposing its heavily rusted driver cabin, huge diesel engine, generator, bogies, rolling stock and control equipment.



The old diesel engine

When preparing the initial quote the engineers had decided that the old diesel engine was outdated and could not be repaired. It was replaced with a brand new Caterpillar engine, dimension-wise three quarters the size of the old one but a full match in traction power.

However, the new engine brought with it the biggest hurdle that had to be overcome in the whole exercise. The shaft centre of the new Caterpillar engine was some 15 cm lower than the old one, requiring a brand new mounting and alignment system between engine and



Both locos at the GD siding, Loco 2 in front and Loco 1 immobile behind

'AT THE END OF AUGUST, WITH THE ARRIVAL OF SPRING, THE LOCO 1 MADE ITS RE-APPEARANCE AT GLEN DOUGLAS, DRAPED IN FULL AFRIMAT COLOURS WITH THE AFRIMAT LOGO AND LOCO 1 NAME TAG ON THE SIDE.'

generator. In addition, the generator was originally fitted with only one end-bearing on the non-driving side.

To bridge this gap, a new end-shield, coupling and bearing had to be fitted to the generator by Marthinussen & Coultts, the company that repaired and rewound the generator. At the same time the generator mounting had to be elevated. This all happened at the 2018 year-end and resulted in heavy delays in the refurbishment programme as most of the factories had closed for their annual holidays.

At this stage we finally reached the halfway mark of the repair process, ready to start the reassembly, with all parts and components having been either upgraded or reordered. The bogies were re-assembled with all bearings

and wearing parts replaced. This was followed by a large team of technicians descending on the loco from all sides, each with a specific task to perform, including wiring, pneumatics, parts assembly and reconnecting control circuits.

But the team got their act together and lo and behold when they pressed the button the engine started! On the recommendation of AR&TS a special PLC non-slip traction control system was built in at an extra cost of R465 000. This greatly improved the performance of the locomotive.

The design of the colour scheme was entrusted to Adriaan Lategan, who insisted on straight lines and rule-book compliance, and Lizanne Olivier who brought the feminine touch to add beauty. At the end of August, with

'FOR THE COMMISSIONING AND ACCEPTANCE TESTS ON SITE, A FULL LOAD TRACTION TEST HAD TO BE PERFORMED.'

possible on our site. Negotiations are in progress with Transnet to assist us in this process.

On the monetary and affordability side, the repair costs plus the special PLC traction control unit amounted to R7.5 million. This against a replacement value of R18 million for a modern locomotive of equal power but more up to date technology.

AR&TS have assured us that after this experience they now know exactly what to do and that they could refurbish Glen Douglas Loco 2 in no time and at a special discount. However, given the Mine Manager's prudent style of management the chances of having two beautiful refurbished locomotives on site at Glen Douglas appear to be slim at this stage!



Above, right and bottom right: Loco 1's new look with the Afrimat logo



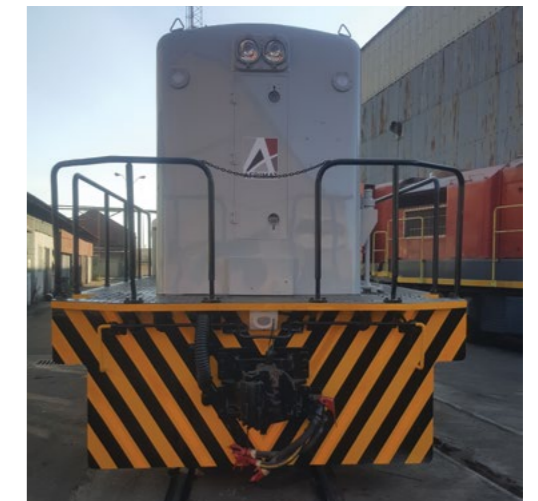
the arrival of spring, the Loco 1 made its re-appearance at Glen Douglas, draped in full Afrimat colours with the Afrimat Logo and Loco 1 name tag on the side.

For the commissioning and acceptance tests on site, a full load traction test had to be performed. Each truck carries a load of 62 tons which equates to a total load of 2 480 tons for the total train of 40 trucks.

To his dismay, Operations Manager John Maphalala discovered that the loco was facing the wrong direction on arrival. This makes it difficult for the driver to see the signalling lights on the loading tower from his position on the driver's seat when loading the train. Turning a loco around is a complex exercise and will not be



The brand new Caterpillar engine



MARBLE HALL

Innovation brings success

WILLEM-ABRAHAM LOMBARD – PRODUCTION MANAGER – MARBLE HALL



Back row, left to right: Willem-Abraham Lombard, Phillimon Mabokoane
Middle row: Simon Hlanhla, Samwell Matlou, Mabeth Malepe, Matheus Mashiloane
Front row: Izaak Ratau, Daniel Mokuwe, Stephan Madisha, Ignitias Mokuwe, Thabo Matlou

The CONSOL® project was started with great excitement and high aspirations for this new challenge. We did not realise it at first, but we had a long way to go. Our new client was not your normal aggregate client and the tolerances for quality were stricter than with any other product.

The year brought a hefty rainy season and we found ourselves metaphorically and physically in deep water as the mining of the high-grade stone that is suitable for CONSOL® became more and more difficult.

The CONSOL® plant was built for temporary production until the permanent plant could be built for the project. Unforeseen circumstances, in the form of mining issues and the heavy rain, caused limitations on the production rate – we were only able to manufacture enough product for the client by running constantly at an optimum rate and it was starting to catch up with us. The rainy season put us in dire straits as there wasn't a buffer of product to keep the client happy. Afrimat's engineering department were brought into the situation to help and assist, but sustainable success was just out of reach.

It was at the moment where we had no other place to go or any other plans to make that something significant happened. I was reminded of a few instances in the Bible where the improbable became probable. The team was at breaking point: working around the clock for seven days a week for months on end. One late Sunday afternoon in December we got together and prayed about the situation.

'WE TOOK THE KNOWN IDEAS, ALL OUR THOUGHTS AND INCORPORATED ALL THE EXPERIENCE WE HAD ON THE SUBJECT INTO ONE SCHEME – AND IT WORKED!'

'WITH THIS MINDSET WE SAW THE BIG PROBLEMS AS BIG OPPORTUNITIES. THERE WAS NEW HOPE AND WE MANAGED TO DELIVER ENOUGH PRODUCT IN THE MIDST OF MANY OTHER TRIALS THAT CAME OUR WAY – WITH GREAT FOCUS, TEAMWORK, A COMMON GOAL AND A STRONG WILL TO SUCCEED.'

We were tired and left without any creative ideas on how to solve the problem. We took the known ideas, all our thoughts and incorporated all the experience we had on the subject into one scheme – and it worked!

Someone once said "wie nie meet nie weet nie", and we made it our goal to measure, test and feel everything. With this mindset we saw the big problems as big opportunities. There was new hope and we managed to deliver enough product in the midst of many other trials that came our way – with great focus, teamwork, a common goal and a strong will to succeed. With the consent of our mine manager we have managed to excel to a point where we could stop the CONSOL® and Sorter plant. Today, we make CONSOL® product on the secondary plant at three times the rate of the temporary plant, eliminating all the resources needed previously except for the CONSOL® team.

It is with great pride that we celebrate the events of the last few months. The great cost of producing CONSOL® and the risk to our mine have been eliminated. As a result of all the efforts made by the team, some of these people have received permanent appointments and the others have grown to leaders in their positions. Just like the heroes in the Bible, sometimes difficult times brings forth the rarest of gems. The team has grown in character and skills and today they are known as specialists at Marble Hall Mine.

A special thanks to those who assisted us through the process of learning and hard work. We would like to give special thanks to Saartjie Duvenhage, Ruan Smith, Piet Ackerman, Stephan Backer, Johan Bisschoff, Stephan De Villiers and Robert Hurn. You all played an abundant role in various phases of the project. We learned a lot from you.

BOUBLOK WESTERN CAPE

Cape Agri Robertson and Montagu Supplier Day

RIAAN ENGELBRECHT SALES CONSULTANT – AFRIMAT CONCRETE PRODUCTS WESTERN CAPE

We were invited to a supplier interaction day which was held at the Cape Agri branch situated in the beautiful little town of Montagu. Montagu is well known for its hot mineral springs and scenic mountains. It is also an agricultural centre, where orchards and vineyards are in production and local herbs are grown. This town attracts a lot of interest from the elderly who come and retire here.

The Cape Agri group is looking to establish itself in the builders' market and expand its product range. The idea behind the supplier day was to get builders, contractors and farmers to come out to meet suppliers and see what products they have to offer. All the invited suppliers were able to put up a display, promote their products and interact with the customers.

Afrimat definitely had some nice exposure of our brand and products. We enjoyed the interaction with the customers as we could tell them more about Afrimat – who we are and what we can deliver.

Peter Apolis from Boublok arranged the beautiful display on the day and helped a great deal with the arrangements. Well done Peter.

We would like to give a great word of thanks to Renzo Wasso for having us. He is the marketer of the Cape Agri Robertson, Bonnievale and Montagu branches. This was a very special event and we are looking forward to the next one.

We were treated to a nice braai afterwards by Renzo and his team, to top off what was a very successful day. We firmly believe that the effort you have put into this event will have the spinoff you desire and that your business will continue to prosper for many years to come.



'THE IDEA BEHIND THE SUPPLIER DAY WAS TO GET BUILDERS, CONTRACTORS AND FARMERS TO COME OUT TO MEET SUPPLIERS AND SEE WHAT PRODUCTS THEY HAVE TO OFFER.'

Afrimat's promotional stand at the Supplier Day



'WE ENJOYED THE INTERACTION WITH THE CUSTOMERS AS WE COULD TELL THEM MORE ABOUT AFRIMAT – WHO WE ARE AND WHAT WE CAN DELIVER.'

READYMIX KWA-ZULU NATAL

Opening of the Paulpietersburg Readymix plant

CHARL CROUS – REGIONAL MARKETING AND SALES MANAGER ZULULAND

As the saying goes, be proactive not reactive. This ensures that you don't miss any opportunities that might be out there. With this in mind, KZN Readymix now has a plant in the small German town of Paulpietersburg about 45 km from Vryheid.

This is on the back of a low-cost housing project in the area. The housing project is broken up into four phases of 300 units per phase. The project will provide a total of 1 200 houses with an estimated total volume of 10 800 cubic meters of concrete.

'AS WE ARE FORTUNATE ENOUGH TO HAVE MOBILE PLANTS, WHICH CAN BE MOVED AND SETUP WITHIN TWO TO THREE WEEKS, WE ARE ABLE TO SERVICE CLIENTS AND PROJECTS PRETTY MUCH ANYWHERE.'

As we are fortunate enough to have mobile plants, which can be moved and setup within two to three weeks, we are able to service clients and projects pretty much anywhere. Squeezed onto one single slab, lessons have been learned. We need a bigger slab next time. We are hoping to eventually change to a more permanent plant in the Dumbe area, also servicing Piet Retief and surrounding areas.

A huge thank you to everyone for their hard work in setting the plant up in such short time.



The new Paulpietersburg Readymix plant



'WE ARE HOPING TO EVENTUALLY CHANGE TO A MORE PERMANENT PLANT IN THE DUMBE AREA, ALSO SERVICING PIET RETIEF AND SURROUNDING AREAS.'



READYMIX – WESTERN CAPE

Excelsior Wind Farm, Swellendam

GREG DAMONZE – PRODUCTION MANAGER READYMIX WESTERN CAPE AND ALFRED STADLER – READYMIX TRAINING COORDINATOR/DEPARTMENT

Afrimat is part of South Africa's Renewable Energy Programme

Tendering on this contract started in 2016 and it was awarded to Afrimat Readymix (Cape) in late 2018. There were numerous delays to the start of the project due to waiting for State approval. Eventually, we started with test mixes in Dec 2018 and on 19 March we started with the supply of blinding concrete. The first pour was a total of 48m³.

Additionally, there were design delays on the bases that had to be cast, resulted in the first major pour only taking place on 18 June – a total of 446m³. Due to "teething problems" and numerous other challenges faced by both Afrimat and Concor, this first pour took 20 hours to complete. As the contract progressed, the time taken to pour a base was drastically reduced. On a good day the pour time was cut down to 11.5 hours.

Other specifications:

- The mix for the thirteen turbine bases was 35mpa.
- The mix for the pedestals was 55mpa.
- Total volume supplied was 7162m³
- Average volume per wind turbine was 450m³

We would like to commend and thank the batch plant team who consisted of Eric Semaro (Plant Supervisor), Bongsi Stafa (FELO), Solly Ndlusu (Plant Assistant) and Lloyd Lubobo (Lab Technician). Special mention must be made of the team of Truck Mixer Operators who worked tirelessly for Afrimat to achieve its goals. Special thanks to Yusuf (MacGyver) Slamet for ensuring that our plant challenges were dealt with speedily, which had a positive impact on reducing pour times.

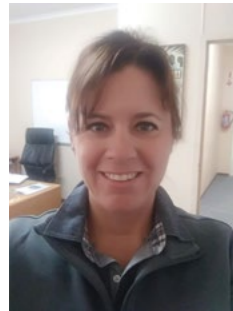


Ntsikayethu Ntshakaza (left) and Lonwabo Lubobo (right)

CAPE LIME

A Production Manager's perspective: The good, the bad and the ugly

NATASHA MOUTON – PRODUCTION MANAGER CAPE LIME VREDENDAL



'MY AIM EACH DAY IS TO RETURN OUR EMPLOYEES HOME THE WAY THEY ARRIVED ON SITE AND TO DO THIS WE ALL NEED TO NOT JUST TALK SAFETY, BUT LIVE IT, EACH AND EVERY DAY.'

Natasha Mouton, Production Manager Vredendal

The day I started at Cape Lime, I knew that I was with a company – a family – where my leadership style would fit perfectly. Over the last three months, I have eased well into my role as Cape Lime's Production Manager, with full support from the Cape Lime team. I am excited to be part of a company where we have the freedom to make our own decisions and the freedom to learn – hence it is easy to feel that Afrimat is our company, our business.

There are a few things that make Cape Lime the best and preferred company to work for. I am sure I speak for the rest of Afrimat when I say that our employees are our most valuable resource. How wonderful it is to love coming to work every day, as I have heard on numerous occasions by those employed by Cape Lime.

Let us not forget those who paved the way for us. Thanks to a generation of resourceful and innovative leaders, Cape Lime has a vast product range and it is this diversity that sets Cape Lime ahead of others in the industry.

An additional advantage for us here at Cape Lime is the support that we have from the greater Afrimat group. The experience and knowledge that we can tap into is extensive and reminds us of the diverse culture that Afrimat has created.

With all this in mind, there is only one thing that I feel strongly about that requires the focus and attention it deserves: The safety of our employees and contractors. This includes our employee's health and that of the environment within and surrounding our operation. My aim each day is to return our employees home the way they arrived on site and to do this we all need to not just talk safety, but live it, each and every



Kiln preheater refractory replacement shutdown July 2019



Cape Lime Vredendal team

day. If we can get everyone to assess the hazards and risks before they start any work, we will have already won half the battle.

Safety is all about behaviour and the feeling of unease in an unsafe situation. These situations are when we need to stop, think, ask, and assess. I have great faith in my team that we will get Cape Lime to a level of safety, health and environment where we can feel proud of our achievements and keep everyone safe.

To summarise, life at Cape Lime: Loads of good, very little bad and no ugly.

'SAFETY IS ALL ABOUT BEHAVIOUR AND THE FEELING OF UNEASE IN AN UNSAFE SITUATION!'



Vredendal Hydrator and OPP Plant at night

AFRIMAT CONCRETE PRODUCTS

Team Spirit at Qwa-Qwa

REGINALD GWALA – HR MANAGER KZN AND FREE STATE

The Qwa-Qwa Afrimat Concrete Products Branch Manager, Derek Botha, is proud of his employees as they have shown tremendous team spirit since he took over as Manager in June 2019. They are focused on achieving one common goal as a team. The team has done a sterling job in minimising the number of breakdowns at the branch. Stock levels have also increased considerably in the last few weeks. Currently, stock levels are at 180 000 tons (140mm blocks). Derek attributes the success of his branch to the fact that his team have bought into the Afrimat values of trust, accountability, integrity, teamwork, respect, safety and customer satisfaction.



Back row, left to right: Ezekiel Ntshingila (Machine Operator), Smart Ranele David (Team Leader), Derek Botha (Branch Manager), Johannes Odendaal (Batching Supervisor)
Front row: Thabiso Makoena (Artisan Assistant), Isaac Ralinone (Maintenance Team Leader)

AFRIMAT CONCRETE PRODUCTS

Good Service pledge

REGINALD GWALA – HR MANAGER KZN AND FREE STATE

A group of dedicated truck drivers and conductors from the Hluhluwe ACP Branch have made an undertaking to provide excellent service to our customers in Hluhluwe and surrounding areas. Management are proud of these employees!



Back row, left to right: Ernest Khumalo (Block Truck Driver), Cosmos Mathonsi (RMC Driver), Simo Gumede (Conductor for Eskom Myeni) Front row: Philani Maziya (Conductor for Ernest Khumalo) and Eskom Myeni (Block Truck Driver)

DIVISIONAL MATTERS

KWA-ZULU NATAL AND FREE STATE

Re-branding: Full speed ahead!

AMANDA STRAUSS – ACCOUNTANT – TRANSPORT KZN & FREE STATE

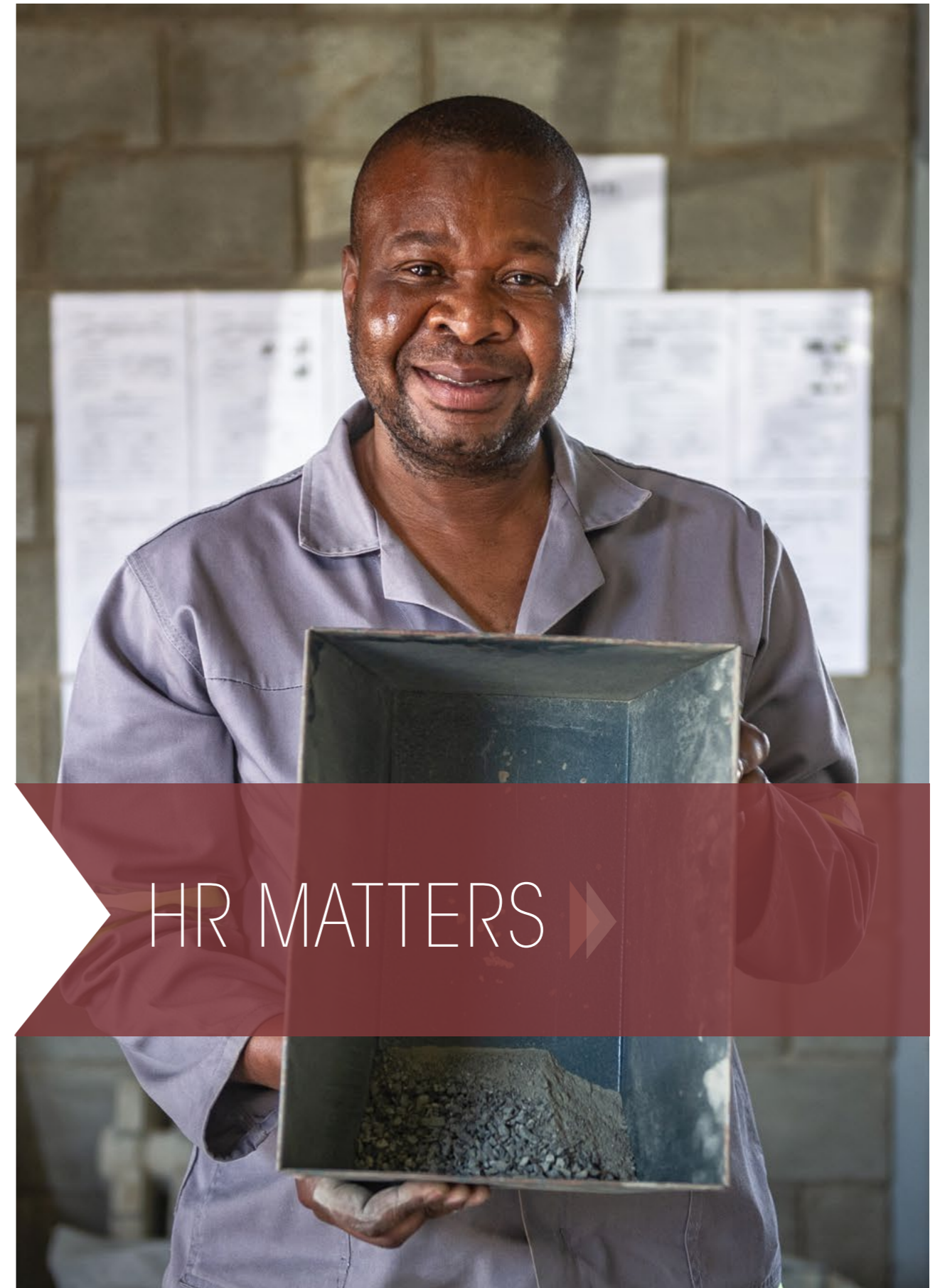
Since the beginning of this year we have really made enormous headway in re-branding our Readymix fleet! Our first truck was finished in June and since then we have done another two trucks with the next one already earmarked!

Initially the re-branding was outsourced, but from the second truck we have made use of our own skilled personnel and they have done an excellent job!

The cost benefit of doing the re-branding in-house, is definitely worth it. Not only can we do it for less than half the cost of external suppliers, we can see the progress on a weekly basis. Being able to see how the progress is going on, has also been a motivating factor for our workshop and transport team!

Here's looking forward to re-branding our remaining Readymix fleet!

'OUR FIRST TRUCK WAS FINISHED IN JUNE AND SINCE THEN WE HAVE DONE ANOTHER TWO TRUCKS WITH THE NEXT ONE ALREADY EARMARKED!'



REPORT BACK

Summer School in Entrepreneurship

RICUS VAN HEERDEN - PERFORMANCE ANALYST

In the month of June, I had the privilege of attending a **Summer School in Entrepreneurship at the Burgundy School of Business** in the picturesque town of Dijon in the mid-west country-side of France, a region world-renowned for its wines. Wine plays such a critical part in the economic activity of this region, that you could do a specialist MBA in wine at the business school.

My visit coincided with one of the warmest summers in Europe in recent years, and the thermostat reached temperatures above 40°C nearly every day. During one particular day, classes were postponed to start only at 18h00, as the temperature was registered at 43°C when we arrived for lectures. We subsequently only finished at midnight that day. Also, being my first time in Europe during the summer, it took some getting used to the sun only setting at 23h00.

Attending the summer school programme was pivotal in my life and career, and it was truly remarkable how much we could be exposed to in such a short period of time and how much deep learning took place. Every single lecture was turned into a practical activity, allowing lessons to be learned through experience. Our class was made up of 20 senior students from eight nationalities, all either busy with their MBAs, or as part of their continuous development training as MBA alumni.

Our very first activity was done in a group, where we were given a bag of random products and had to develop a business model based on these products. In what became the trend for the week, very little instruction, and almost no rules and frameworks were given – which upon reflection, can be a barrier to creative thinking. Very few managed to successfully solve the riddle presented, as we were all consumed with the products in our bag, which were almost impossible to combine into

'IT WAS DURING THIS ACTIVITY THAT I REALISED HOW MUCH I HAVE LEARNED, THROUGH OBSERVATION, FROM BEING AT AFRIMAT – COMBINING SOME OF THE KEY SUCCESS FACTORS FOR GROWTH THROUGH DIVERSIFICATION, WHILE REMAINING TRUE TO WHAT GIVES YOU COMPETITIVE ADVANTAGE.'



Ricus Van Heerden

a single product for a business model. If only we took the time to observe what the other groups were given, we would have realised that through careful negotiation we could have exchanged products and paired up items that could be developed into a more viable solution.

Emphasis was placed on helping us understand our own leadership preferences, and as a practical activity we were taken to an indoor rock-climbing centre where we were given a number of challenges and obstacles to overcome. One eye opening activity included blindfolded climbing, where we had to rely on guidance from our designated partners. This activity linked communication with personal preferences and results.

Another highlight was helping an up-and-coming entrepreneur, currently operating in eight different countries, including South Africa, to evaluate and re-engineer the business model and strategy for the business. My group was tasked with creating a future thinking strategic framework for the executive committee, to be able to use our guidelines to determine future growth

and expansion of the business. It was during this activity that I realised how much I have learned, through observation, from being at Afrimat – combining some of the key success factors for growth through diversification, while remaining true to what gives you competitive advantage. Our strategic model was rooted in magnifying the current strength of the business, based on its core competencies.

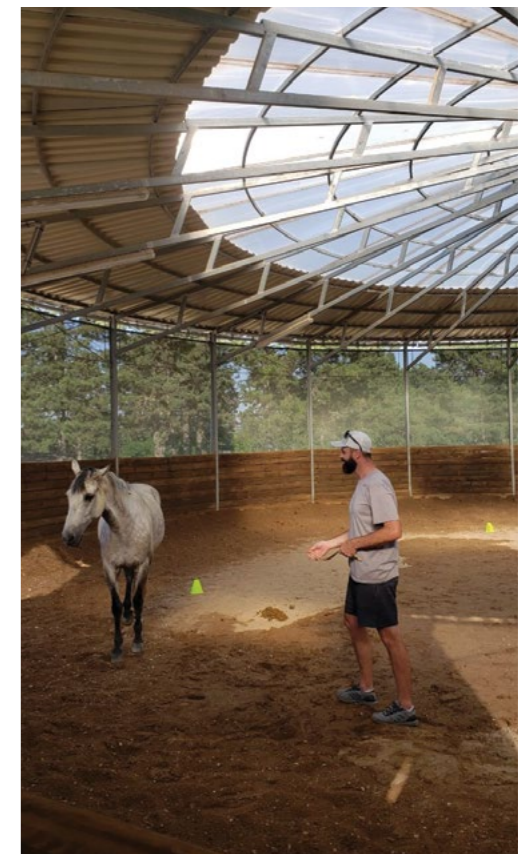
On one of the final days we were taken to a horse coaching facility, where we had to train, not ride, various horses. And although it was made very clear that we cannot compare horses to humans, there was an unbelievable amount to learn by getting a horse to follow your instructions, and to notice how we repeat the mistakes we observe others have made, and to just let it be once you get it right. The way in which we delivered the instructions, and how the horse ends up mirroring your emotional maturity within the given situation, gave me confidence to enter a very stressful situation, at work, with a calm demeanour – realising the mood being set as a leader can determine the efficiency in which any given task is completed.

The programme culminated in an individual presentation, focused on our learning from the week, highlighting the value we received from the summer school. Attending this programme will always be remembered as a turning point in my authentic leadership self. It was pivotal in defining who I am. The experience in authentic leadership development practice really made a significant difference in who I will be going forward. I want to thank both Afrimat and the University of Stellenbosch Business School for affording me this opportunity, I will forever be grateful.

'ATTENDING THIS PROGRAMME WILL ALWAYS BE REMEMBERED AS A TURNING POINT IN MY AUTHENTIC LEADERSHIP SELF. IT WAS PIVOTAL IN DEFINING WHO I AM.'



Above: Rock climbing. Below: Horse coaching



South African students from the University of Stellenbosch



'ATTENDING THE SUMMER SCHOOL PROGRAMME WAS PIVOTAL IN MY LIFE AND CAREER.'

University private wine collection

AFRILEAD

> WESTERN CAPE AND EASTERN CAPE
NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR

15 employees from the Western Cape and Eastern Cape have successfully completed the Afrilead Leadership Development Programme. This programme ran from March 2019 – August 2019.

Afrilead consists of 3 modules:

- Leading self
- Leading others
- Leading business and communities

Each module runs over two days with an assignment that needs to be submitted before the next module. These pictures were taken at the group's final presentations where they presented everything they have learned throughout the course.

Right: Afrilead Western Cape and Eastern Cape group



INTERNS

> LYTTELTON
ANGELIQUE STANNARD – HR OFFICER – INFRASORS HOLDINGS

The interns based at Lyttelton Centurion took part in the intern progress presentations on 12 September 2019. They were all very nervous to present, but did very well with each of their respective presentations in their different fields!

We would like to thank each of the interns for the effort they've put in and a special thanks to the mentors, managers and especially Collin Ramukhubathi for attending and for input given to each of the interns – we appreciate your willingness to attend.

Good luck for the rest of your internships and we are looking forward to seeing our Marble Hall interns in action next.



Comfort Mashu (Health and safety), David Makgoba (Mechanical Engineer P1/P2), Naledi Mosaku (SLP), Mmathapelo Malapane (Finance), William Maupi (Environmental) and Mfundo Silinga (Mechanical Engineer)

LONG SERVICE

> AFRIMAT AGGREGATES OPERATIONS – DE KOP QUARRY – WESTERN CAPE

CARMEN DAMONS – QUARRY ADMIN CLERK – DE KOP

The Company would like to recognise the following staff members for their effort and many years of service.

Diederick Devin Stander (15 years)

Devin started at Afrimat on 19 October 2004 as Learner Foreman at Brewelskloof Quarry in Worcester. In 2007 he was transferred to De Kop Quarry, until he was promoted in 2009 to Quarry Foreman. Devin is married and has two beautiful children. He lives by the quote: "If you train hard, you'll not only be hard, you'll be hard to beat".



Zamile Thekwane (12 years)

Zamile joined Prima Klipbrekers on 25 June 2007 as General Worker while De Kop Quarry was still in the building process. In 2009 he became a Plant Operator at the Primary and Secondary plant. In 2015 Zamile was promoted as a qualified Dumper Operator. He is very confident and we are delighted to have him on board. Well done Zamile! He also enjoys playing soccer. Zamile lives by the quote "the journey of a thousand miles begins with one step".



Timothy Van Wyk (12 years)

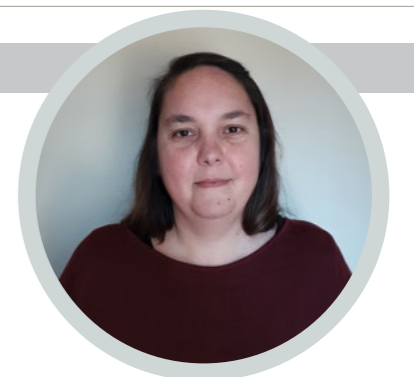
Timothy started on 19 July 2007 at Prima Klipbrekers as an Excavator Operator. In 2008 he became a Multi-skilled Operator at De Kop Quarry. Timothy is very passionate about his work, and he is inspired to do more. He has two beautiful children and enjoys playing soccer – he is a big supporter of the Chelsea soccer team. He lives by the quote "If you cannot do great things, do small things in a great way".

PROMOTION

> AFRIMAT AGGREGATES KZN, AFRIMAT CONCRETE PRODUCTS KZN

REGINALD GWALA – HR MANAGER KZN AND FREE STATE

Liza Roets, previously an Accountant for Afrimat Aggregates (KZN) was recently promoted to the position of Financial Accountant for both Afrimat Aggregates (KZN) and Afrimat Concrete Products in the KZN/Free State Region. We would like to congratulate Liza on her promotion, and wish her success in her new role.



PROFILES

> GLEN DOUGLAS

FUMANE MOKOENA NALEDI – SALES COORDINATOR GLEN DOUGLAS
SUBMITTED BY SONJA KLEYNHANS – HUMAN RESOURCES OFFICER – GLEN DOUGLAS

I am a child of most high God, wonderfully and fearfully made; a mother of three beautiful girls, an employee, a youth leader, peer educator, an entrepreneur and a student.

On 1 September 2007, I was employed as a cleaner, and one of the first women at Glen Douglas dolomite mine at Henley on Klip in Gauteng Province.

I later became a Plant Attendant who was flexible enough to act as a Senior Plant Attendant if anyone was absent. With the experience I gathered in daily activities – trying so hard to fit in and communicating with people from different departments with different cultures, religions and expectations – I realised that I need to embrace diversity in order to cope in a “man’s world”. The production department became interesting as I started to understand the power of communication, and the flow of product from mining (raw), to plant (processing and stockpiling according to customer specification), to dispatching and also the relationship with the internal and external stakeholders.

In 2010, I was appointed as a Sales Coordinator and I still am creating, communicating, delivering, and exchanging offers of value for customers, shareholders, stakeholders and the community at large.

In 2015 I enrolled with Boston Business & City Campus to study a B.Com degree in Management Marketing. Thank you Glen Douglas for your contribution towards my personal development. I am happy to let you know that it is doable, it is never too late to develop yourself.

Education is the key to self-efficacy, it reduces stress, it gives you a reason to wake up in the morning and see opportunities where no one sees them. It gives you strength and purpose in life. You even smile even if there is nothing to smile about, because you can, why not? Also, it is important to note that there is space for women in mining production.

I believe I have the knowledge and expertise within my field to handle a position successfully. I am conscientious and relish the idea of hard work even if it is under adverse conditions. I have the ability to work independently or in a group to achieve the required objectives. One person alone cannot be successful, it takes a team to achieve great success – a team of dedicated, hard-working, loyal and focused people who value honesty, integrity, equality, dignity and respect.



Fumane Mokoena Naledi

> AFRIMAT CONTRACTING INTERNATIONAL – GLEN DOUGLAS

LOUISA ROESTOF – HUMAN RESOURCES AND DEVELOPMENT OFFICER – AFRIMAT CONTRACTING INTERNATIONAL

Sibusiso Ndlovu started his Afrimat journey in April 2014 with ACI as a general worker. He approached the HRD department in 2015 with the hopes of a learnership in Boilermaking as he had a basic welding course certificate that he obtained in 2013.

His talents were well received, and he was enrolled with EDBA in October 2015 for a Boilermaker trade course. The past four years were hard work and dedication but we are proud to say that Sibusiso passed his trade test on 10 May 2019 and is now a qualified Boilermaker.

ACI wishes Sibusiso a bright future and we are looking forward to seeing him grow within the company. Sibusiso believes that “The best way to predict your future, is to create it.” – Peter Ducker



Sibusiso Ndlovu (Right) with his fellow learner Henrico November (Left)

> AFRIMAT AGGREGATES OPERATIONS – DE KOP QUARRY – WESTERN CAPE

CARMEN DAMONS – QUARRY ADMIN CLERK – DE KOP

Johannes is the Material Tester at De Kop Quarry and does the grading of the aggregates.

He has been with Afrimat since 26 May 2016 and started as a Plant Operator for three months. In September 2016 he started training as a material tester at AFRI-LAB Worcester.

In 2017 Johannes achieved 84 % in his SANS 3001 training.

Before Johannes started working at Afrimat he was teaching at a number of different schools. He is married and has a daughter who is 13 years old. He is currently looking forward to studying Human Resource Management (HRM) which the company provides and offers through its training and development programmes. He also enjoys singing, watching movies and reading.

The quote Johannes believes in and tries to live by is: “A dream doesn’t become through magic, it takes sweat, determination and hard work”.



Johannes Cleophas

TRAINING

CODE 14 LEARNERS

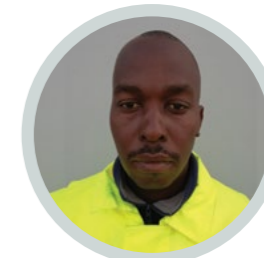
> LADYSMITH

DAWN WAGNER – WEIGHBRIDGE CLERK AND QUARRY ADMIN – LADYSMITH

Congratulations to Bogani Sithebe, Micheal Lethuwa and Xolani Ngema who passed their code 14 learners’ tests.



Micheal Lethuwa



Xolani Ngema



Bogani Sithebe

WBPOS TRAINING CERTIFICATES

> LADYSMITH

JUANITA DAVIDS – BUSINESS SYSTEMS SUPPORT MANAGER – ITBS

WinBridge Point of Sale (WBPOS) is a unique system that has been developed, together with Afrimat, by Opto Africa to work on Afrimat’s weighbridges. Albert Daserra, from SA Block, and his team have been crucial in the development of phase 1 of WBPOS. Their input has proven to be invaluable and they will continue to provide input in the ongoing development of WBPOS.

This month ITBS had the honour of handing over training completion certificates for WBPOS to the first six trained users, from SA Block:

- Gcobani Gaven Gcolotela
- Precious Mbalenhle Myeni
- Thandiswa Mpoposhe
- Mapula Alina Molaba
- Melissa Beytel
- Radeema Riley



Radeema Riley and Mellisa Beytel



Thandiswa Mpoposhe, Precious Mbalenhle Myeni, Gcobani Gaven Gcolotela



Karel Steyn and Mapula Alina Molaba

The ITBS department thanks Albert, his team and the above users and wishes you all of the best in the use of WBPOS.

ADULT EDUCATION AND TRAINING

> GLEN DOUGLAS

FLORENCE MOCHETA – HUMAN RESOURCES DEVELOPMENT OFFICER GLEN DOUGLAS

Our strategy is to develop our employees at all levels of the business. Adult Education and Training (AET) has been very important to us as it helps close the gap on our educational levels. We are proud to say that we have had over 40 employees obtain various levels of AET from 2017 and as a result have improved their educational proficiency.

Our students who gained their NQF Level 1 certificates from Umalusi have each been awarded with the MQA Grant worth R2500 for their efforts.

We wish them success with furthering their studies, may they continue to prosper and know that hard will always be rewarded – your dedication and determination is very infectious to us all.



APPOINTMENTS

> GLEN DOUGLAS

FLORENCE MOCHETA – HUMAN RESOURCES DEVELOPMENT OFFICER GLEN DOUGLAS

Shadi Mnisi – from HRD to Mechanical Engineering. Shadi started working at Afrimat Contracting International in 2016 as an HRD Learner with a Diploma in Mechanical Engineering. The opportunity came as a result of the business unit needing someone with a technical background to handle their employee training and development. She progressed to the position of HRD Officer within a year, while still completing her BTech qualification. Her eagerness and passion for mechanical engineering grew as she visited different sites and experienced different machines and processes. An opportunity for a Mechanical Engineering Internship came available at Glen Douglas and she applied. We are proud to announce that she will partake in the MQA internship at Glen Douglas and will be on the Afrimat Graduate Development Programme (AGDP) for 2 years, where she will rotate between different departments.

Tiisetso Kingsley Monareng has been appointed for an MQA Boilermaker learnership and will be based at the Glen Douglas site. Tiisetso is working towards his N6 qualification in boilermaking. Freddie Kinghorn and Theo Ferreira will be overseeing his programme.

Puleng Motaung has been appointed as the in-service training (P1 and P2) learner in mechanical engineering and will be based at the Glen Douglas site. Puleng is in the process of completing her Diploma in Mechanical Engineering at Vaal University of Technology and in order to do that she needs on-the job training. As part of the company's skills development strategy and our Social and Labour Plan commitments, we're pleased to be in position to offer her this opportunity. In doing so we hope to create a pipeline for future Mechanical Engineers. During her training period she will rotate between different engineering departments where she will be coached and mentored by our experienced foremen. Her programme will be under the mentorship of Theo Ferreira.



Shadi Mnisi



Tiisetso Kingsley Monareng



Puleng Motaung

> AFRIMAT CONTRACTING INTERNATIONAL – GLEN DOUGLAS

LOUISA ROESTOF – HUMAN RESOURCES AND DEVELOPMENT OFFICER – AFRIMAT CONTRACTING INTERNATIONAL

We would like to welcome the following employees who have joined the Afrimat Contracting International Glen Douglas Offices:

Faith Kosa has been appointed as the new HR Intern with an Honours B.com Industrial Psychology obtained at NWU.

Karabo Mametse has been appointed as the Workshop Storeman – he brings with him years of experience in this position and is currently studying procurement.



Faith Kosa



Karabo Mametse

> WESTERN CAPE – DE KOP QUARRY

CARMEN DAMONS – QUARRY ADMIN CLERK – DE KOP

Marius Louw was appointed on 23 April 2019 as Truck Driver at De Kop Quarry. He is from Vredenburg and was previously employed at Saldanha Bay Municipality as a Truck Driver. Welcome to the Afrimat family, Marius! We hope you will be very happy here.

George Venter joined Afrimat on 1 June 2019 as a Multi-skilled Welder. He is also from Vredenburg and was previously employed at Lafarge. He comes with a lot of experience within the same industry and is looking forward to making a positive contribution within the Afrimat group. Enjoy the journey, George!



Marius Louw



George Venter

APPOINTMENTS

> KZN AND FREE STATE

REGINALD GWALA – HR MANAGER KZN AND FREE STATE

Yolandé van Der Walt joined Afrimat Concrete Products as a Debtors' Clerk on 9 September 2019. She was born and raised in Harrismith. Yolandé, her husband Gerrie and their first born, Richard, relocated to Vryheid in 2007, where they joined the Toyota dealership in the same year. Gerrie is still employed by Toyota as a Mechanic. The couple was blessed with their last born, Annelie, in 2008. We would like to wish Yolandé a fruitful career with us, and we look forward to her contribution to the business.

Anushka Luckraj will join the Afrimat Aggregates (KZN) family on 7 October 2019 as an Admin Clerk. She started her journey in the work environment straight out of school. With pure will and determination, she studied part time and continued to strive for more out of life. Anushka spends most of her spare time with her two children either playing games or attending karate tournaments. She also enjoys reading a good book, cooking, and the simple pleasures in life.

Thobani Gumede joined us as an Electrical Engineering Intern on August 05, 2019. He is based at the Scottburgh Quarry.

Zamaswazi Kubheka joined us as a Human Resources Intern on August 05, 2019. She is based at the Vryheid regional main office.

Ntsebiseng Motaung joined us as a Mechanical Engineering Intern on August 05, 2019. She is based at the Qwa-Qwa Quarry.

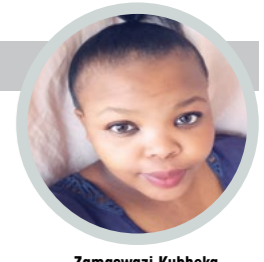
Sindisiwe Mkhize joined us as a Mechanical Engineering Intern on August 05, 2019. She is based at the Ulundi Quarry.

Tshilidzi Ngobeni joined us as a Mining Engineering Intern on August 05, 2019. She is based at the Bethlehem Quarry.

Mandisa Tembe joined us as a Civil Engineering Intern on August 05, 2019. She is based at the Ladysmith ACP Branch.



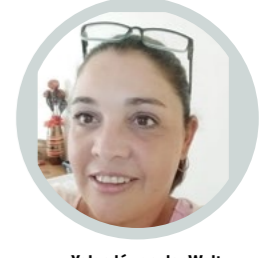
Tshilidzi Ngobeni



Zamaswazi Kubheka



Anushka Luckraj



Yolandé van der Walt



Thobani Gumede



Mandisa Thembe



Sindisiwe Mkhize



Ntsebiseng Motaung

> WESTERN CAPE – AFRIMAT AGGREGATES OPERATIONS

RAEESHA TROMP – HUMAN RESOURCES ADMINISTRATOR – AGGREGATES

We would like to welcome **Aubinique Adonis** and **Janine Coetzee** to the Afrimat Aggregates Western Cape team. We wish them all well and all the best in their careers within Afrimat.



Janine Coetzee



Aubinique Adonis

> LADYSMITH

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

We would like to welcome **Dawn Wagner** who has been appointed as a Weighbridge Clerk and Quarry Admin, effective 16 May 2019.



Dawn Wagner

On Friday 13 September 2019, Afrimat CEO Andries van Heerden took this pledge via a Zoom conference call with the entire company.



Dear Colleagues

Within Afrimat valuing people is deeply rooted in our DNA, our culture. Within this culture we strongly believe in nurturing a caring environment both internally and externally, where everyone is seen as equal, where we see people as people and not objects and where we value the health and safety of all.

South Africa has a history of violence which has been institutionalised as part of South Africa's culture. These continuous acts of violence touches on the lives of all of us, our families, friends, colleagues, customers and neighbours. In recent news we have seen and heard lots of unthinkable stories of violence, such as abuse and violence against women and children, xenophobia, gang related violence, farm murders and many more.

This is not the South Africa we want to build on, we will and can no longer tolerate that this is our narrative, we will not become the products of the past. This stops now...

We commit today to stand up against and have zero tolerance for violence in our workplace and our communities where we live and operate.

We at Afrimat take the following pledge:

- ▶ We take the pledge to stand up against violence and sexual harassment at our workplaces and in our communities. It will not be tolerated and action will be taken against those who are found guilty of it.
- ▶ We pledge to treat all people with dignity and respect and to not physically and emotionally abuse any person.
- ▶ We pledge to break the culture of silence and instead will speak up for those in our workplace and community who are victims of abuse.
- ▶ We pledge to teach those in our care about equality and respect and to create a safe and peaceful environment at Afrimat.

By living this pledge, we are joining our fellow South Africans in rewriting our countries' narrative, to break this culture of violence and build on a South Africa we can ALL feel safe in and proud of.

Join me

Andries van Heerden
CEO Afrimat

AFRIMAT



This document derives from the Afrimat Whistle-Blowing Policy (HR-G-Pol-001)

Any employee, customer or supplier of Afrimat Limited or its subsidiaries should report any of the following wrongdoings to the Afrimat Whistle-Blowing Hotline:

- Financial malpractice or impropriety or fraud/theft/corruption**
- Failure to comply with legislation**
- Dangers to safety and health or the environment**
- Criminal activity**
- Improper conduct or unethical behaviour**
- Attempts to conceal any of the above**

Individuals reporting any wrongdoing should provide the relevant facts to the Whistle-Blowing Hotline Official and should also provide the contact details of the individual reporting the wrongdoing. The detailed Whistle-Blowing Policy (Policy HR-G-Pol-001) is available from the various human resource departments.

The Afrimat Whistle-Blowing Hotline contact numbers are as follows:		
Telephone	082 444 5731	021 917 8847
Fax	086 476 6583	021 914 1174
E-mail	Hotline01@afrimat.co.za	Hotline02@afrimat.co.za
Official's name	Carole Seddon	Anton Gerber
Official's job title	Chief Audit Executive	General Manager Human Resources

CONGRATULATIONS

WEDDING BELLS

> DINGWELL - MPUMALANGA

GERT JANSEN VAN VUUREN – QUARRY MANAGER – DINGWELL, NELSPRUIT
 Congratulations to Matthew Bonga from Dingwell Quarry who got married on 8 December 2018 to Precious. We wish you all the best.
 Right: Matthew Bonga and his wife Precious



NEW BORN

> DINGWELL - LYTTELTON

ANGELIQUE STANNARD – HR OFFICER – INFRASORS HOLDINGS
 Baie geluk aan Antonie Grové en familie met die geboorte van baba Elisa. Sy is die 12 Julie 2019 gebore en het 4 kg geweeg. Mag sy net vreugde vir julle bring!



> EASTERN CAPE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER
 Baie geluk aan Dewaldt Fourie (Sales Representative, Eastern Cape) en sy vrou Amoré Fourie met die geboorte van julle klein-ding Kayla Fourie. Kayla is gebore op die 10de Maart 2019, 13H45, 3.8 kg en 53cm Lank. Ons weet sy gaan vir julle nog baie vreugde bring.



ACHIEVEMENT

> GLEN DOUGLAS

LIZANNE BUITENDAG – ACCOUNTANT – SA BLOCK

We at Glen Douglas Dolomite, would like to congratulate **Serogane Tsoetsi** for her outstanding achievement. She was awarded **4th place in the 2018 Avbob Poetry Competition**, in the Sesotho language category for her poem called Lerato. We look forward to the next instalment of her creativity and we hope that she pursues her God given talent.



Ladysmith Quarry scores 95.07% for safety

DAWN WAGNER – WEIGHBRIDGE CLERK AND LADYSMITH ADMIN

Ladysmith Quarry would like to say thank you to Marina Gricius and Brian Wevell for all their hard work and dedication in making sure that Ladysmith Quarry's safety is up to standard. We are very proud as a team to have been awarded with a showplace score of 95.07%. This is the very first showplace score ever recorded at the quarry. We are looking forward to the future and to bettering our environmental showplace score.



Back row: Micheal Lethuwa, Vincent Madondo, Zweli Mlambo, staff taxi driver, Patrick Msibi, SM Sibiyi
 Front row: Goodness Shabalala, Wynand Van Zyl, Dawn Wagner, Richard Miya, Bongani Sithebe, Hein Grebe (Manager)
 Sitting: Xolani Ngema, Njabulo Mathonsi, LS Mazibuko, Lungi Mavimbela

Afrimat values and safety

THE HEALTH AND SAFETY TEAM ARE DOING THEIR JOBS THE AFRIMAT WAY

LETISHA VAN DEN BERG – SHEQ

 <p>HUMILITY – BELIEF We believe safety is everyone's responsibility</p>	 <p>ENTREPRENEURIAL We find solutions for unsafe conditions</p>	 <p>EMPOWERING We build capacity with SHE Representatives</p>
 <p>CARING ENVIRONMENT We look out for our fellow employees while we work</p>	 <p>WINNING ATTITUDE We will ensure everyone goes home everyday</p>	 <p>TEAMWORK Every team member working safely and looking after their health</p>
 <p>SKILLS-COMPETENCE We are all trained on statutory requirements per site</p>	 <p>RESULTS DRIVEN We believe zero injury is possible</p>	 <p>IMPORTANT RELATIONSHIPS We communicate with legislators, communities and our own employees through various SHE platforms</p>



CONSISTENCY. IT'S WHAT WE'RE MADE OF.

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

The Aggregates Division 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.

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

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



CONCRETE PRODUCTS AND READYMIX WESTERN CAPE

Afrimat sponsors the biggest community club rugby derby in the country

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READYMIX

Every year Worcester hosts the local club rugby derby where all the local rugby clubs come together to battle it out on the field to see who is victorious and who can be crowned the champ of champs. This rivalry has been going on for many years between two local clubs – the Young Hamiltons RFC is 70 years old and the Worcester Villagers RFC turned 125 last year.

On 20 July, it was that time of the year again! On this day families are shattered in two, partnerships are broken, friends are enemies and the town comes to a standstill until the final whistle blows at 17h45, and one team has bragging rights till the next year.

'EDWILL SWARTBOOI, WHO PLAYED FOR BOTH TEAMS IN HIS PLAYING DAYS, MADE SURE THAT AFRIMAT GOT IN ON THE ACT.'

This year the Young Hamiltons (Hammies) "the people's team" and the Worcester Villagers (Villa) "the people's champs" came together and played for the title. One of our very own maintenance workers, Donovan Fredericks, played no 5 lock for Hammies in this derby. Our subcontractor driver Dirk Geldenhuys came in on Friday to show support for Donovan by wearing a rugby shirt and carrying a board exclaiming "blue for ever".

Edwill Swartbooi, who played for both teams in his playing days, made sure that Afrimat got in on the act. We got a prime advertising spot at the tunnel in front of the main pavilion. Afrimat sponsored both teams



Opposite page: Donovan Fredericks making the tackle. Above: Donovan Fredericks completing the tackle



Above: Afrimat banners in front of the main pavilion entrance.



Above: Afrimat banners in front of the field

'BEING PART OF THIS DAY BETWEEN "THE PEOPLE'S TEAM" AND "THE PEOPLES CHAMPS" MOST PROBABLY MADE AFRIMAT "THE PEOPLE'S CHOICE"'

with energy drinks and the match balls and donated a Spur voucher for the man of the match.

This rugby event attracts approximately 12 000 spectators. The gates open at 09h00 even though the first match only starts at 13h30 – which means that the early birds get the prime viewing spots around the field and come prepared with gazebos, skottelbraais and coolerboxes.

The first match of the day was a draw, 25 all,

between the C-teams. The B-teams were also tight with Villa winning 8 – 6. The main attraction between the A-teams kept the big crowd on their feet the whole time, and Villa snatched it at the end 22 – 17.

At the end of the day rugby won, as rugby brought the community together. Being part of this active and fun filled day between "the people's team" and "the peoples champs" most probably made Afrimat "the people's choice".



COMMITTED TO REAL TRANSFORMATION

Afrimat's programme of transformation permeates its entire operations, and forms a critical component of its sustainability and focus on ensuring a better South Africa.

From transformation in ownership, with a 32,6% black ownership level, to transformation in its workforce through internships, bursaries and programmes such as the Afrimat Management Development Programme and Afrimat Leadership Programme, Afrimat is leading the way with its genuine commitment to change.

Preferential procurement of goods and services from empowering suppliers plays an important role in the development of local communities. In addition, Afrimat's growth is aimed at impacting the wider communities within which it operates. Consultation with key stakeholders is critical to ensure that this impact meets real needs and delivers substantive transformation. Projects include building classrooms, kitchens and toilet facilities, a toy library for an early childhood development centre, maths programme in schools, training unemployed youth, adult basic education training programme for illiterate community members and a back to school uniform drive. New projects are identified regularly to ensure that Afrimat's CSI remains relevant and brings about real change and development in its communities.

Through all of these programmes, Afrimat is realising genuine transformation, of its ownership, its workforce and the wider communities within which it operates.



MANDELA DAY

> LYTTTELTON

NALEDI MOSAKU – SUSTAINABILITY INTERN AND ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER –SUSTAINABILITY

In an effort to increase community engagement, this year for Mandela Day Lyttelton Dolomite Mine approached one of the local schools, Hoërskool Centurion with a proposal to take part in the LEGO Robotics project.

The purpose of this initiative was to encourage children doing Maths and Science by making it exciting and fun. These two subjects are important to us as a mining company because we need people with those skills. However, this is not just relevant for a career with Afrimat but for the world at large as we are moving towards a technologically advanced world – having the background of Maths and Science helps you navigate the fourth industrial revolution.

The school expressed great interest in this project as Robotics is also a growing subject amongst schools in not only South Africa but worldwide. Luckily the school was equipped with teachers who have knowledge in Robotics and programming which made them much more excited for this initiative. Lyttelton sponsored the school with four LEGO Robotics kits, which were handed over on 18 July 2019.

We decided to have a competition where we could assess what the students had learned and to show off their capabilities. Sixteen students in four teams of four were chosen by their teachers to partake and were given six weeks to learn the programming required. They were assisted by learners of Hoërskool Waterkloof who are part of their school's First Lego League team.

The competition was held on 7 September and consisted of the learners' robots completing certain tasks on the LEGO City Shaper board. There were four challenges to be completed and each team was rated on if their robot was able to complete the challenge.

'THE PURPOSE OF THIS INITIATIVE WAS TO ENCOURAGE CHILDREN DOING MATHS AND SCIENCE BY MAKING IT EXCITING AND FUN.'

The learners had to program their robots for each challenge and were given a time between 45 minutes and 1 hour and 30 minutes between challenges to do so, depending on the difficulty of the task. One of the challenges included line following, where the robot follows the line on the board to get to an object and tip it over. It was interesting to see how well the students worked within a team and how fast they had grasped the programming.

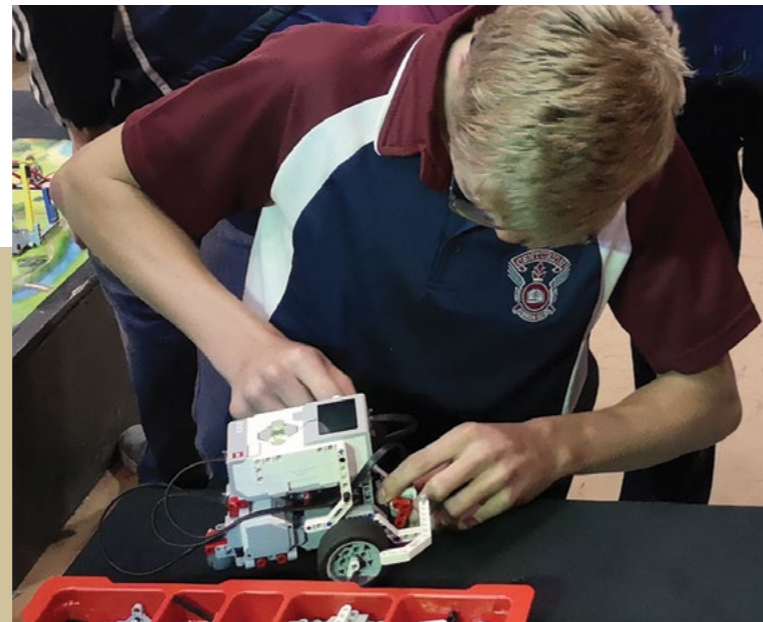
At the end of a long day, the competition came to an end and a winning team was chosen after tallying up of the scores. They won iPads, an iStore

gift voucher and a 5-day Introduction to CAD (Solidworks) training course and the other teams received an Incredible Connection voucher for their participation and hard work.

The LEGO robotics project was a great success for Lyttelton. We are looking into bringing other schools into it too and making it an annual event. It was also a huge success for Hoerskool Centurion who will be going to Sci Bono to take part in their first Robotics competition. The school has made the decision to add Robotics as an extra subject for students to take from next year.



'SIXTEEN STUDENTS IN FOUR TEAMS OF FOUR WERE CHOSEN BY THEIR TEACHERS TO PARTAKE AND WERE GIVEN SIX WEEKS TO LEARN THE PROGRAMMING REQUIRED.'



'THE LEARNERS HAD TO PROGRAM THEIR ROBOTS FOR EACH CHALLENGE AND WERE GIVEN A TIME BETWEEN 45 MINUTES AND 1 HOUR AND 30 MINUTES BETWEEN CHALLENGES TO DO SO, DEPENDING ON THE DIFFICULTY OF THE TASK.'

SOCIAL MATTERS

MANDELA DAY

> GLEN DOUGLAS, SA BLOCK AND CLINKER SONJA KLEYNHANS – HUMAN RESOURCES OFFICER – GLEN DOUGLAS

For Mandela day 2019, Glen Douglas and SA Block and Clinker Admin staff thought it well to assist the unemployed and needy with a warm cup of soup and vetkoek.

Donations towards the ingredients for the soup were collected, where after Davin Giles, Belinda Merredew and Sonja Kleynhans volunteered to each make a big pot of soup. Our Peer Educators on site as well as volunteers from the admin block took to the streets at 08:00 where we handed out approximately 60 cups of soup and vetkoekies to the direct community around Glen Douglas Mine.

Thank you to everyone who was involved, either through a donation, volunteering or making soup.



MANDELA DAY

> AFRIMAT AGGREGATES KZN REGINALD GWALA – HR MANAGER KZN AND FREE STATE

Afrimat Aggregates KZN donated a set of school uniforms to ten needy pupils who are pursuing their studies at the Khulani school for learners with special needs. The school is situated about 30 kilometres north-east of the Hluhluwe Quarry. The donation was handed over to the pupils on 18 July 2019 (Mandela Day).

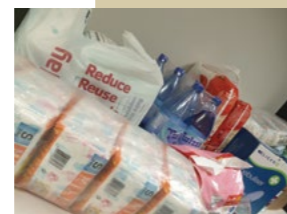
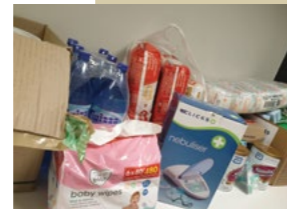


MANDELA DAY

> TYGER VALLEY – HEAD OFFICE LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

For Mandela day 2019, Afrimatters at head office donated all kinds of baby products for the Rock a Bye Baby Foundation. The goodies were taken through to the foundation on 18 July and some time was spent with the children in their care.

Thank you to each and every one who contributed to this project. We are trying to keep the initiative going, by encouraging staff to donate during the course of the year. Mandela Day doesn't just have to be one day in the year. We can make a difference throughout the year as well to those in need. We even had a zero sugar month in August, where "cheaters" had to pay R5. All the money collected during the month was also donated to the foundation.



WOMENS DAY

> SA BLOCK AND CLINKER ILSE GRIMBEEK – HUMAN RESOURCES MANAGER – GAUTENG SOUTH REGION

The ladies at SA Block with their Women's Day Kit Kats - Our ladies deserved a break on Women's day.



WOMENS DAY

> CAPE LIME - VREDENDAL NATASHA MOUTON – PRODUCTION MANAGER – CAPE LIME VREDENDAL

Us women at Cape Lime Vredendal got together for a breakfast to celebrate Women's Day. Between the chatter and laughter, we took time to acknowledge those brave women in 1956 who marched to the Union Buildings in Pretoria with 14 000 petitions against the "pass laws". For some of us, it was interesting to learn that the phrase "You strike a women, you strike a rock" was adapted from this march where they sang a protest song "Now you have touched the women, you have struck a rock". The morning was thoroughly enjoyed by all and hence we would like to say a big thank you to Cape Lime, Afrimat for sponsoring the morning and giving us the time off to enjoy it.



SOCIAL MATTERS

CASUAL DAY

> HEAD OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Afrimatters all over the country celebrated Casual Day on 6 September. The theme this year was "Time to shine" and we were not disappointed by the creative outfits on the day.

Right: Head Office: Nicole Jarvis (Receptionist), Melanie Joubert (Debtors Clerk/Invoicing), Melony Adams (Receptionist)

Far Right: The Sales Team Meyerton. Back row, left to right: Ronnie Strauss - Clinker Supplies, Candice Bezuidenhout - Glen Douglas
Front row: Magda de Bruyn - SA Block, Alina Molaba - SA Block



DONATION

> AFRIMAT AGGREGATES OPERATIONS

FLORIS FISHER – QUARRY FOREMAN – BREWELSKLOOF

Gilbert Abrahams, owner of Captain Quarters Barbershop in Worcester would like to thank Afrimat for supporting and investing in them and their community to build a better future. Afrimat sponsored two brand new hair machines for the Barbershop.



SPONSORSHIP

> AFRIMAT KZN

JACQUES STOKES – OPERATIONS MANAGER KZN AND FREE STATE

Afrimat (KZN Region) is one of the proud sponsors of the **Pionier High School Mountain Bike Team**, currently competing in the Spur Schools MTB League in Pietermaritzburg.

This is the first time that Northern KwaZulu-Natal is represented in this series, and with the growing number of participants we believe that this is a sport that will go from strength to strength.

We wish the team and school the best of luck.

The team competing at the second race at Maritzburg College on Sunday 11 August 2019



JAILBREAK 2019

> WORCESTER

DRIES BURGER – WORCESTER SWITCHBOARD

Eighteen prominent people from Worcester and Breede Valley were arrested and held in custody on the 30 August 2019. Bail was set at R3 000 per prisoner. But, it was all in the name of fun and for a good cause.

The Association for the Sensory Disabled, in partnership with Capital Security hosted its 6th annual Jailbreak event at Golden Valley. Capital Security and Association for the Sensory Disabled (ASD) staged the Jailbreak event to raise funds for the Sean Kelly Group Home, ASD's residential care project.



Local companies nominated prominent people in their organisation to donate one day of their time to charity and help raise funds (their bail) to support ASD to care for sensory disabled children in the community.

Worcester FM contributed to the excitement by broadcasting the event live on air. Most of the participants had no idea of their arrest!

Afrimat Worcester's own Dries Burger was at the forefront of the action. Dries is the chairperson of ASD and is passionate about the Jailbreak project. Dries says, "I am excited to report that approximately R140 000 was raised through this event."

I would like to thank Capital Security, Golden Valley and Worcester FM whom partnered with us this year. Ek wil ook vir Afrimat bedank vir die geleentheid wat ek gegun word om elke jaar by die projek betrokke te wees."



'WORCESTER FM CONTRIBUTED TO THE EXCITEMENT BY BROADCASTING THE EVENT LIVE ON AIR. MOST OF THE PARTICIPANTS HAD NO IDEA OF THEIR ARREST!'



CAREER ADVICE

The career advice I wish I had at 25

PUBLISHED ON MARCH 16, 2015 BY SHANE RODGERS, A BUSINESS LEADER, WRITER, MARKETER AND STRATEGIST.

1. A career is a marathon, not a sprint

Chill. When we are younger, we tend to be impatient. As you get older you realise there is no real rush. If you sprint you will wear out or start to resent work that you previously enjoyed. Allow yourself time to breathe and grow. Things will come if you work hard and allow yourself time to get good at things. Always rushing only leaves you empty and tired. It is fine to give yourself permission to take some time in the slow lane. You will find yourself seeing things on the journey that you didn't realise were there.

2. Most success comes from repetition

I remember the hairdressing legend Stefan Ackerie telling me this in 2003. I had never really thought about it before. A few years later, Malcolm Gladwell's brilliant book Outliers was published, promoting the idea that you needed to spend 10 000 hours on something to become truly expert at it. The lesson here is to get good at things before you try to move to the next thing. Genuine expertise belongs to an elite few. They seldom have superpowers. They usually have endurance, patience and take a long-term view. They also love what they do. If you find that, don't let it go.

3. In the workforce, always act like you are 35

A recruiter gave me this advice some years ago. It is quite inspired. What she meant was, when you are young in the workplace, don't act as a novice. If you are smart and competent, step up and do whatever you are capable of doing in a mature way. Similarly, when you are an older worker, don't act like it. Approach your day with youthful energy. To quote a famous Frank Sinatra song: "You're 35 and it's a very good year".

4. Management is about people, not things

It is easy to fall into the trap of believing that all people are equal and have a generic

capacity to perform. Humans are simply not made like that. Business guru Jack Welch says the workforce consists of 20 percent of people who are high performers, 10 percent that you should get rid of and 70 percent who do okay. Most managers want everyone in the 20 percent. We need to be careful not to believe that the 70 percent are underperformers. Sometimes we need to celebrate the competence of the masses not the superpowers of the elite. As managers, we are not managing things, we are empowering people and making the best use of whatever it is they bring to the table.

'AS MANAGERS, WE ARE NOT MANAGING THINGS, WE ARE EMPOWERING PEOPLE AND MAKING THE BEST USE OF WHATEVER IT IS THEY BRING TO THE TABLE.'

5. Genuinely listen to others

It is easy to fall into the trap of thinking we have all the answers as individuals. We don't. As a group we are far more powerful. We need to learn to genuinely collaborate and really listen to the opinions of others. And we need to ask our own people first. So many managers and firms fall into the trap of asking external consultants for answers and then trying to implement the recommendations over the top of tried-and-true employees. In almost every case, our own people already know the answers. We need to avoid letting familiarity blind us to the talent sitting around us.

6. Recognise that staff are people with finite emotional capacity

This is one I really wish I had known earlier. It is clear to me now that humans have a finite emotional capacity. If there is something challenging happening in their personal

lives, they have limited capacity left to deal with issues at work. When good people have problems, managers and companies need to carry them. If we learn to carry people when they most need it, we become a stronger community and we empower people in ways that we probably can't imagine.

7. Take the time to understand what your business does

I love the story of President J F Kennedy's visit to NASA during which he asked a cleaner what his job was. The cleaner replied that he sent rockets to the moon. All of us should feel part of what our organisations actually do. We should take the time to be part of the big picture and always feel connected with the true objectives of our workplace.

8. Never sacrifice personal ethics for a work reason

Crucial to workplace happiness is value alignment. If you work somewhere that compromises your personal ethics and values, get out of there as quickly as you can. Good people will be unnerved by things that don't feel right. If it doesn't feel right, it probably isn't. Bad things only manifest when good people don't take a stand.

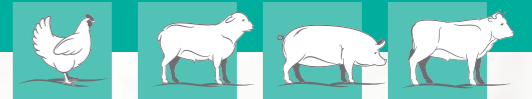
9. Recognise that failure is learning

As bizarre as it might sound, failing is not failure. Researchers recognise that failure is just part of a process to eliminate unsuccessful options. Thomas Edison articulated this best: "I have not failed. I have just found 10 000 ways that don't work." If we fear failure, we tend to take a minimalist approach to our jobs and the opportunities around us. Takes some risks. Sometimes failing spectacularly is the best evidence that we are alive, human and serious about aspiring to the extraordinary. There is no value in being ordinary when you have the capacity to be remarkable.



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