

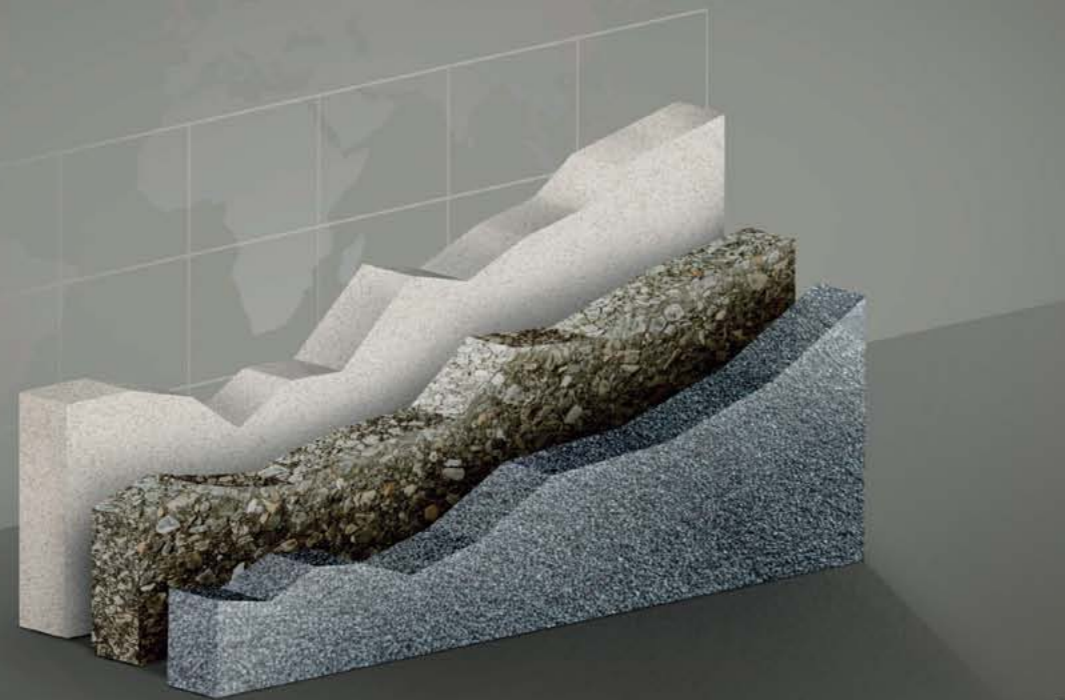
AFRIMATTERS



DIVISIONAL MATTERS: DIRO IRON ORE COMMENCES PRODUCTION

MARKETING MATTERS: AFRIMAT'S BRAND PROMISE

HEALTH & SAFETY MATTERS: GLEN DOUGLAS DOLOMITE 365 INJURY AND
INCIDENT FREE DAYS



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.

'IT IS WITH THIS MINDSET THAT WE AS AFRIMATTERS HAVE BUILT OUR BUSINESS OVER THE LAST DECADE.'



Overcoming our challenges

During my recent trip to France where I attended the Insead Advanced Management Programme (read a full report in the December issue of Afrimatters), I realised that South Africa's Gross Domestic Product (GDP) is only 0,64% of world GDP. (GDP is the measure to determine the size of a country's economy).

Given the relatively small size of our economy, it becomes clear that our country's particular challenges are not very high on the agenda for the rest of the world. As South Africans, we need to overcome our challenges and not wait for other people to solve them.

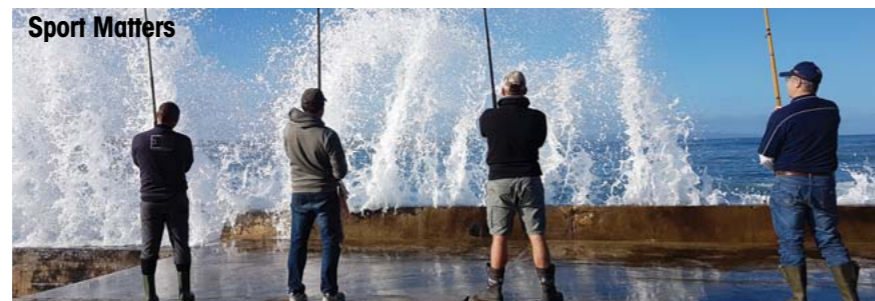
It is with this mindset that we as Afrimatters have built our business over the last decade. The results are plain to see. We have been blessed with exceptional growth – our average growth rate of Headline Earnings per Share (HEPS) since the 2008 economic crisis is 21.8%. The Afrimat team has proven its ability to get things done and to reach goals, whilst remaining humble and realising our own limitations.

The current economic conditions are not easy, but with our will to win and with our faith, I am convinced that Afrimat will continue to grow and make a difference in people's lives. We have a lot to be grateful for.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

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AFRIMATTERS

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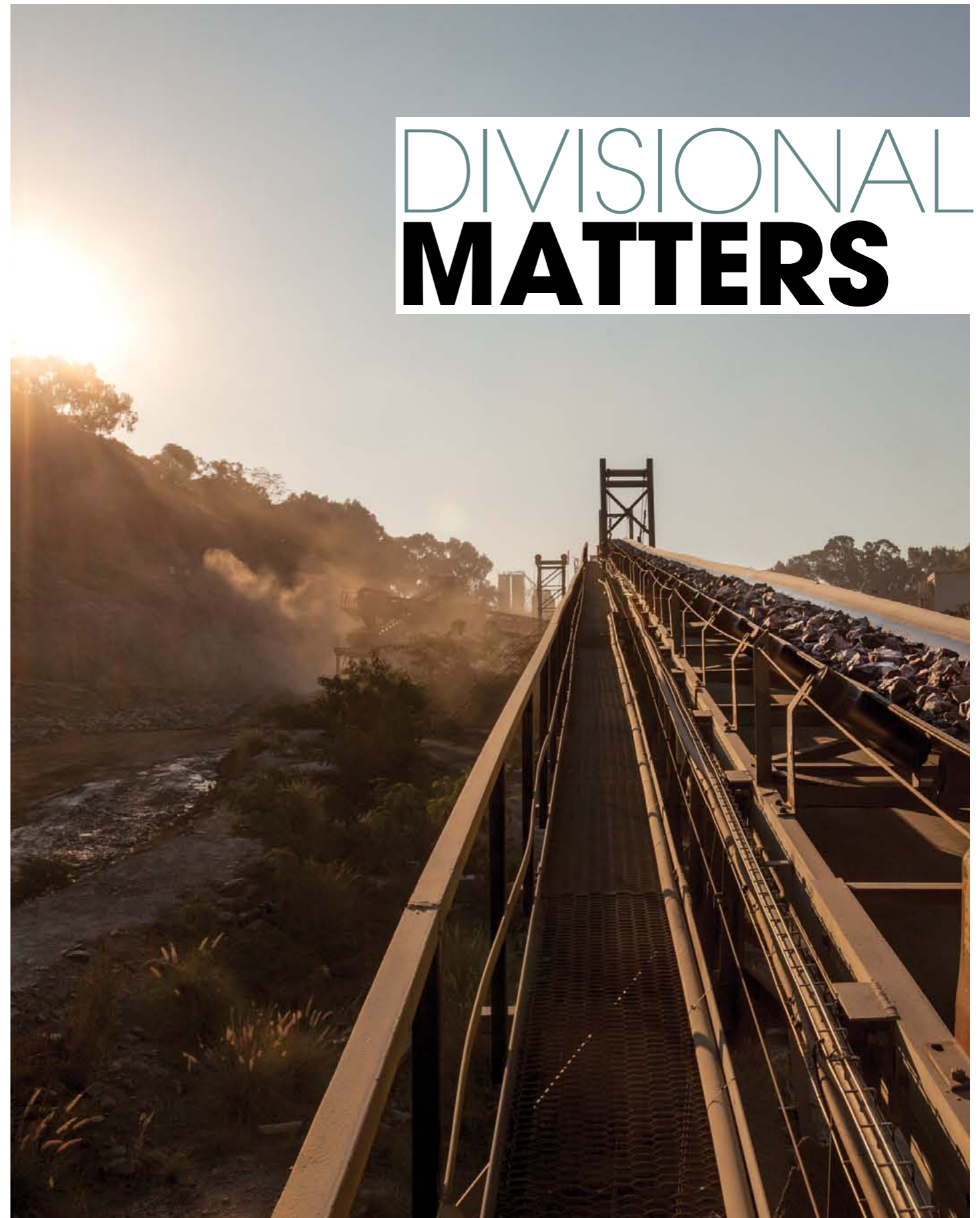
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DIVISIONAL MATTERS



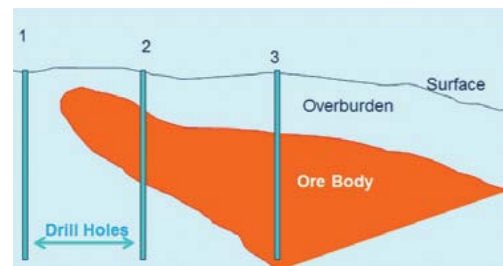
DIVISIONAL MATTERS

MARBLE HALL
ANTON PENKLER – MANAGER: BUSINESS DEVELOPMENT

Limestone Prospecting

What is prospecting?

In the old days, if you were a prospector, one would think you would be looking for gold in “them thar hills”. Prospecting is a series of activities geared to measuring the value of a mineral that is below the ground – quite a challenge! If we took a cut-away section through the earth at a prospecting site, we can generate the following picture:



We have shown three boreholes:

1. Misses the ore body completely
 2. Strikes the ore body and passes through it, and
 3. Strikes the ore body and stays in it for the full depth.
- By measuring the depth and quality of the material extracted from the borehole, we can generate a three-dimensional model of the ore body below the ground. This enables us to calculate the overburden removal and mining costs, and to determine if extracting and selling the ore body will be commercially viable.

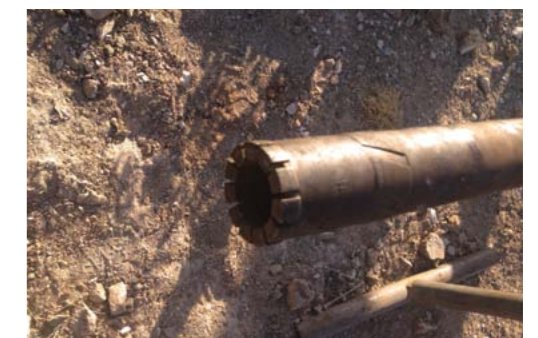
Marble Hall limestone

With the acquisition of Infrasors, Afrimat added limestone to its industrial mineral stable in the form of the Marble Hall mine. The site has been mined since 1929 and has had a number of owners including PPC and Samancor. The recent mining has concentrated on the northern section of the mine, the N11 divides the sections.



An aerial photograph of the southern section shows historic mining activities over an area nearly 2km long and 1/2km wide. The purpose of the current prospecting project is to measure the quantity and quality of the limestone below the ground over the entire area. Since drilling costs are high, we made sure that the target ore body - limestone - was there using the rock resistivity technique. The technique works because the crystalline nature of the Marble Hall limestone has significantly higher resistance than the dolomite host rock, soil and other rock types in the area. The Council for Geosciences was contracted to map the resistivity of the area, as shown in the satellite image with orange lines superimposed. The results confirmed the presence of the ore body and its depth below the surface.

Below: Core drilling rig showing the water recovery channel
Below far left: Core laid out for measurement
Below middle: Geologist inspecting and logging the core features
Below right: Core drill head



Above left: Aerial photograph of southern mine area with superimposed X-Y Gridlines at 500m intervals
Above right: Satellite image with superimposed orange lines to map rock resistivity

DIVISIONAL MATTERS

Limestone Prospecting continued...

Measuring the quality of the limestone

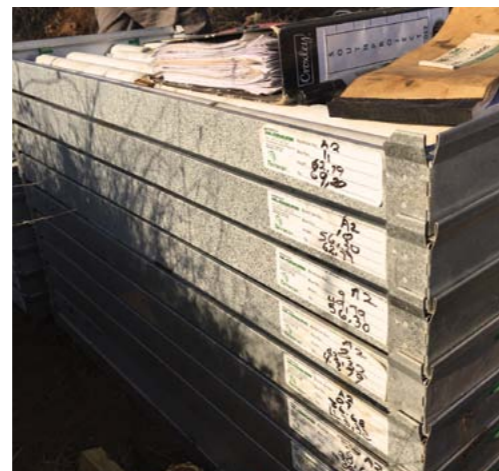
The cores are extracted in 3m sections which are placed onto corrugated sheets for measuring and logging of the minerals, colour and other geological observations. The geologist also marks the core for sampling and places 1m sections into the core trays. The trays are made of sheet metal which is welded and coated with zincalume and are designed to stack on top of one another. A packed core tray weighs between 30 and 35kg.

The cores are being drilled to a depth of 120m and typically require 19 trays. The first 3 - 6m are drilled to a larger diameter for the insertion of a casing which prevents soil and contaminants from falling back into the hole. The extracted cores are 46mm in diameter. When a hole has been completed the cores are delivered to the core yard next to the Marble Hall mine laboratory.

In the core yard, the whole set of trays for the borehole are packed out in sequence for sampling. Each core is cut in half along its length using a water cooled diamond tipped cutting machine. The split core is returned to its position in the core tray. One half-core in each tray is cut in half again making two quarter-cores which are used for quality control. The final core samples, half-cores covering about 1m of core length, are numbered and packed into marked plastic bags for submission to the laboratory.

At the laboratory, each core sample is weighed and its density determined. Then it is crushed and 100g of the sample is split out for drying and milling to a powder for analysis. Two tests are done on the powdered sample: 1) Loss-on-ignition and 2) chemical analysis by x-ray fluorescence.

The laboratory at Marble Hall was enlarged and fitted out to do this work in-house while at the same time continuing with the routine quality control functions for all mine products. The laboratory team was expanded to handle the work load, and we are pleased with their dedicated performance.



Above left: Detail of core sections placed into core trays
Above Right: Cores being cut in half along their length
Left: Core trays packed for sampling in the core yard
Below: Completed trays labelled for transport



The Marble Hall lab team from left to right: Luciah, Macbeth, Daniel, Ignitius and Jack



From left to right: Katlego, Margaret and Dave

Needless to say, a lot of planning and training has gone into getting the operation up to speed, and in ensuring accuracy and strict adherence to the sample handling procedures. Thanks go to Saartjie Duvenhage from Go-Consult who was appointed to set up and oversee the quality management of the laboratory.

Ukwazi has been appointed to oversee the project and produce a measured resource estimate of the ore body. Their specialist geologist Johan Swart has trained our team of young geologists to perform each of the measuring, mineral identification, logging and reporting tasks - all hands-on. We are very proud of our geological team.

The drilling started on 15 June 2017 and after two months of operations 2.3km of core has been drilled, 370 core trays packed and 1250 samples analysed. The drilling is expected to continue till the end of the year. Sampling and analysis will take until February 2018 to complete.



Brian Cogill with ACI's new Atlas Copco Flexiroc D65 Drill Rig

AFRIMAT CONTRACTING INTERNATIONAL

BRIAN COGILL, DRILL AND BLAST MANAGER, AFRIMAT CONTRACTING INTERNATIONAL

Drill and Blast

ACI Drill and Blast have had an interesting start to the year. It has been a slower than projected start, however the months of July and August have seen an upturn and hopefully this trend will continue going forward to year end.

Some interesting numbers to illustrate what we have been up to in the first six months: We have drilled a total of 133 600 metres and blasted 1 169 590 cubic metres of rock. This blasted rock would fill Ellis Park Stadium almost three times. In order to blast the rock, we used approximately 1 170 tons of emulsion explosives. If we lined up all the emulsion trucks bumper to bumper, we would cover a distance of nearly 900km. Some changes have taken place in our personnel over the first six months of 2017:

It is good to have Johan Roux back from Mozambique and he is overseeing the drilling and blasting activities for the Inland Region (Gauteng, Mpumalanga, and Limpopo).

With DIRO up and running, Rickus Coad is now overseeing the drilling and blasting activities at the mine and the Northern Cape region.

In August, ACI purchased their own new Atlas Copco D65 drill rig to service DIRO Mine. This is an exciting time for all involved as we have used only Top Hammer drill rigs in the past and this is our first DTH (Down the Hole) drill rig for a full scale drill and blast surface mining application.

André Van Rensburg joined ACI at the end of June and is Area Drill and Blast Manager for our KZN and Free-State business. He has made a positive impact in his two months here and we wish him continued success.

DIVISIONAL MATTERS



Image 1



Image 2



Image 3



Image 4

HARRISMITH ANDRÉ KRUGER – PLANT MANAGER (HARRISMITH)

Progress on the Harrismith N5 Bridge Project

In the March edition we featured an article about the progress of the N5 bridge project for Harrismith. Herewith some pictures to show the latest progress.

Image 1: This is a railway bridge which was widened to accommodate a four-lane road on the N5 through Harrismith. (You won't believe it but the moment the camera man pressed the button Leon Richards, our area manager drove passed. Perfect timing Leon!)

Image 2: We built this bridge over the Wilgeriver, and supplied ± 600 m³ of concrete. This will also be a four-lane road.

Image 3: For this bridge, we supplied ± 620m³ concrete. By the time this edition of Afrimatters is published, it will be open for traffic. The bridge in the foreground was the very first one built over the river.

Image 4: This is a completely new intersection next to Wilgepark on the N5, here we are supplying ± 1000 m³ of concrete. There is still a lot of work to be done. In the past, there was only a four way stop instead of an intersection.

Image 5: This bridge is also a completely new one over the Wilgeriver that goes into Harrismith. This will only be a two-lane road. The old bridge on the right is a monument so it won't be demolished, it will be used for pedestrians once the new one is completed. We going to supply ± 800 m³ of concrete.

Work on the project is being done by Edwin construction, Civilcon and Afrimat.



Image 5



Image 1

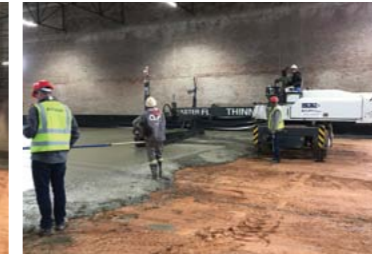


Image 2



Image 3



Image 4



Image 5

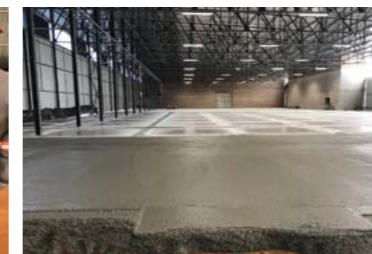


Image 6



Image 7



Image 8

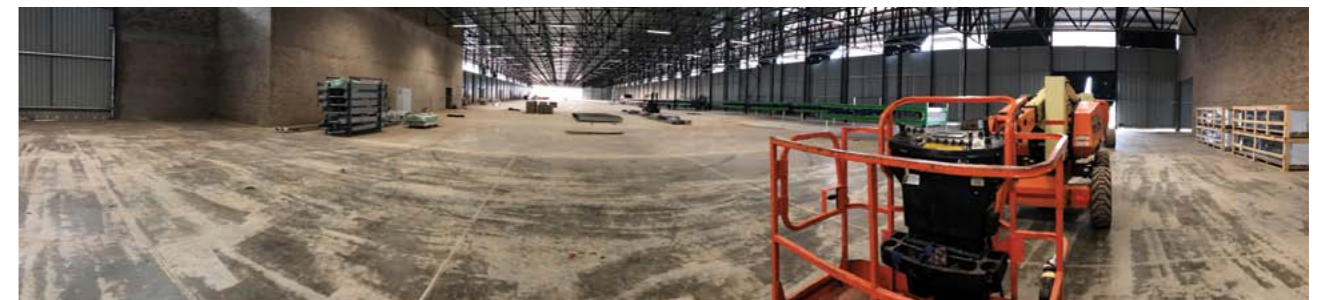


Image 9

READYMIX – WESTERN CAPE RIAAAN ENGELBRECHT – SALES CONSULTANT – AFRIMAT CONCRETE PRODUCTS WESTERN CAPE

AFRIMAT and Concrete Laser Flooring (CLF)

It was such an incredible experience to work on one of the largest fruit packing stores in the Boland region, namely Lucerne Smuts Plase (Pty) Ltd. This is a fruit packing warehouse, situated in the beautiful vicinity of the little town of Robertson in the Western Cape, and surrounded by vineyards and impressive mountains. The warehouse has a concrete floor of about 2000m³ which was cast in only a two-week period. The advanced concrete laser flooring technology, together with excellent service from Afrimat Readymix, enabled us to reach the strict targets set. The floors were done to perfection with minimum labour, super high-speed and accuracy. This success was led by great planning and communication between all parties involved.

We look forward to continuing the great relationship and companionship that was established.

Image 1: Readymix being cast

Image 2: Levelling and placing with laser machine

Image 3: Levelling and placing with laser machine

Image 4: Pulling off excess bleed water

Image 5: Setting up formwork

Image 6: Fresh concrete, finished concrete in background

Image 7: Readymix being cast

Image 8: Laser machine is set up with an eye which it uses to work out levels

Image 9: Finished floor

DIVISIONAL MATTERS

LYTTELTON - GAUTENG

JOANNE GILES GROUP FINANCIAL MANAGER INFRASORS AND TABLE BY JUSTICE TSHIVULE JUNIOR ENGINEER, LYTTELTON DOLOMITE MINE

The Power of Focus

Lyttelton Dolomite Centurion Mine embarked on the challenge of improving their OPP (Overall Production Performance) in April 2016. While this was a project in itself and required several changes to be made to the secondary plants over time, as explained in the Improvement Trend diagram below, the main success factor was due to the Lyttelton Dolomite team applying FOCUS. Focus in every aspect: The training of the production and mining teams on OPP/OEE (Overall Equipment Efficiency) and the impact this has on production; the importance of crusher settings and the function of screens; the maintenance team determining the critical spares; and the procurement team ensuring these spares are available in the consumable stores.

Management embarked on weekly BPR (Business Performance Review) meetings on 9 March 2017, where each member on the management team reported back on key indicators and applied focus to pressing issues.

One focussed team effort involved everyone from within the plant to all the support departments including engineering, procurement and management.

With this focus Lyttelton managed to change their target tons from 149 tons/hr per plant in July 2016 to 200 tons/hr in April 2017, and in the process improved their OPP from 78.4 on Lunar Plant in July 2016 to 100.2 in April 2017. OPP for Pluto Plant improved from 83.4 to 111.4. Since April 2017,

'ONE FOCUSED TEAM EFFORT INVOLVED EVERYONE FROM WITHIN THE PLANT TO ALL THE SUPPORT DEPARTMENTS INCLUDING ENGINEERING, PROCUREMENT AND MANAGEMENT'

the team have managed to maintain their OPP above 100% consecutively for the last four months, and as a result were awarded Afrimat jackets for their efforts and teamwork.

When I asked the Mine Manager, Piet Ackerman, to summarise what led to the improvement in OPP, he simply stated: "It was a long process of improvement that began before April 2016, that required FOCUS. Through the focus of the entire team we managed to achieve, and more importantly maintain, the 100% OPP".

As a result Lyttelton Dolomite, who just over a year ago battled to produce 75 000 tons on two split shifts, managed to produce in excess of 110 000 tons each month for the last three months with new targets to come.

The Power of Focus!!!!



Above: Patrick Nkosi, ADT Operator, Lyttelton Dolomite Centurion Mine
Left: Louis Loubser, MD Infrasons Group, addressing Lyttelton Dolomite team
Below: Lyttelton Dolomite Centurion Mine Team



LYTTELTON DOLOMITE MINE Improvement Trend

PLANT	Target improvement (July 2016-April 2017)	OPP		PLANT	Target improvement (September 2016-April 2017)	OPP	
LUNAR	July 2016 target backwards (tons/hour) 49	78.4	↑ 4 Months	PLUTO	September 2016 target backwards (tons/hour) 149	83.4	↑ 2 Months
	August 2016 target (tons/hour) 165	102.5			October 2016 target (tons/hour) 165	88.7	
	December 2016 target (tons/hour) 190	102.5	↓ 4 Months		December 2016 target (tons/hour) 190	105.8	
	April 2017 target (tons/hour) 200	100.2			April 2017 target (tons/hour) 200	111.4	

CHANGES MADE

1. Implementation of LP 01
2. Changing from feeding directly into the Bin by FEL to feeding into the bin by Conveyor belt from LP 01
3. Feeding into the bin from LP 01 ISP without screening the fines out first, to screening the fines (- 40mm) out first before feeding into the bin
4. Changing belt speeds
5. Changing belt sizes of critical belts
6. Changed Pluto secondary screen from 6 x 16 to 8 x 20
7. Standardisation on only three products

Additional

1. Presentations to the mining crew about OPP/OEE and the importance of crusher settings and functions of screen
2. Closed the mills to focus on the 3 major products
3. Implementation of the ASMS (Afrimat Simple Maintenance System)

DIVISIONAL MATTERS

DIRO – NORTHERN CAPE
GERHARD ODENDAAL - MANAGING DIRECTOR – AFRIMAT IRON ORE

Diro Mine Progress Update:

In pursuing a strategy of diversification of product and income stream, five years ago Afrimat commenced with industrial minerals and non-construction related products. A brand new opportunity presented itself approximately a year ago when an iron ore mine featured on the radar of Afrimat's aggressive business development team. It was a brave step considering that iron ore prices bottomed out at under \$40/ton and many small and medium miners found themselves distressed and running out of cash.

In October 2016 Afrimat launched a successful bid to acquire the majority share from the business rescue practitioners of the Diro Iron Ore mine near Sishen. A project team was compiled with short notice to add this product offering to Afrimat's portfolio. Under the direct supervision of Katarien Deyssel (Operations Manager) and Willie Prins (Logistics Manager) preliminary works commenced in all earnest in November 2016. The main challenges to restart the failed operation revolved around resourcing, recalling and re-motivating a portion of the work force that was required to drive this ambitious project to success.

As it was a new venture for Afrimat, without any previous experience in iron ore extraction technology, a rapid learning curve was adopted. ACI was contracted to deliver first-line mine equipment repairs and a selected core of Diro employees were recalled to repair and improve the iron ore beneficiation plant. The technical refurbishment team was headed up by Sacki Meyer, who immediately put tools to trade, and Stephan de Villiers who was seconded from PAM to guide and project manage the engineering aspects of the beneficiation plant. We are happy to report that this team succeeded to commission the DMS plant and its thickener and sludge handling facilities towards the end of May 2017.

As with most mergers and acquisitions the blending of cultures always poses a challenge. In the case of

'A BRAND NEW OPPORTUNITY PRESENTED ITSELF APPROXIMATELY A YEAR AGO WHEN AN IRON ORE MINE FEATURED ON THE RADAR OF AFRIMAT'S AGGRESSIVE BUSINESS DEVELOPMENT TEAM.'



Erection of thickener plant

the Diro mine it was a blend of Afrimat workers, ex Diro workers and field experts from the local mining industry. It was pleasing to note how efficiently this process played out. Today the mine team advances with little effort and smooth interaction in true Afrimat attitude and fashion.

While all the site preparation works and "trench warfare" on the mine proceeded steadily, the extremely dedicated and tenacious team of business development executives under Francois Louw and Grant Dreyer worked their way through the myriad of paperwork and contractual documentation relating to the business rescue process and contract documentation to protect Afrimat's interests and risks while sourcing an acceptable take off agreement. Many long hours inside and outside normal working hours were spent to drive this process to completion. The end results yielded an acceptable supply agreement between Afrimat Iron Ore and Kumba Iron Ore. Just to make things even more interesting the concept of developing Afrimat's own railway load out facility was added, which will afford Afrimat, in the longer term, further flexibility and opportunity with product offering and business optimisation.



Above: DMS plant on night shift
Right: Mining ore in Pit A
Far right: Pre-wash plant to DMS Plant



DIVISIONAL MATTERS

Diro Mine Progress Update continued

By June 2017 a comprehensive mine management team was established and aligned to drive the mine start-up to the next phases of mine production optimisation and mine expansion. Afrimat considers itself fortunate to have engaged the services of some very reputable iron ore experts and the team was enforced by Hannes Cronje (General Mine Manager), Hugo Myburgh (Metallurgist), Johan Pretorius (Geologist), Gielie Loots (Section 13 Engineer), Jerry Gwangwa (QA Manager), Riaan Visser (Maintenance and Plant Manager), Stian Burden (Mine Overseer), Johann Heinlein (HR) and Herman Carstens (Financial Manager).

The Afrimat shared service division contributed its services and gratitude is expressed to Anton Gerber, Steven van Vuuren, Collin Ramakubathi, Johan du Plessis and Louis de Wet, who had to step in to address many short comings regarding operational compliance and support with statutory bodies.

The final product iron ore manufacturing commenced in June 2017 and by mid-August the first deliveries were made to the clients.

The Diro mine is planned to deliver in excess of 40 000 tons of final product within the first three months and then to double production by the 2018 FYE. Currently a brand new and high capacity crushing and ore reduction unit is under construction by the in-house PAM division. ACI teams are standing in to deliver crushed product to the DMS plant and ACI is also contracted for the drilling and blasting works to deliver rock on ground.

Afrimat Iron Ore finds itself in uncharted territory but the excitement and potential that this new venture holds can hardly be suppressed. This new team has already accepted the challenges posed and early in the game have proven their resilience and tenacity to become part of the Afrimat culture and organisation. The same business development team are seeking the next opportunities in iron ore and manganese to further enhance this new venture and make it a sustainable and long-term contributor to Afrimat's story.

'A LONG-TERM VIEW ON THIS INDUSTRY PROMPTED AFRIMAT TO ACQUIRE THE BALANCE OF THE SHARES IN THE DIRO MINE AS WELL AS COMPLETING THE BUSINESS RESCUE PROCESS.'

Below: QA team Jerry Gwangwa (QA and Lab Manager), Hugo Myberg (Metallurgist), Sacki Meyer (Plant Production Overseer), Moses Ndlovu (Product Sampler)

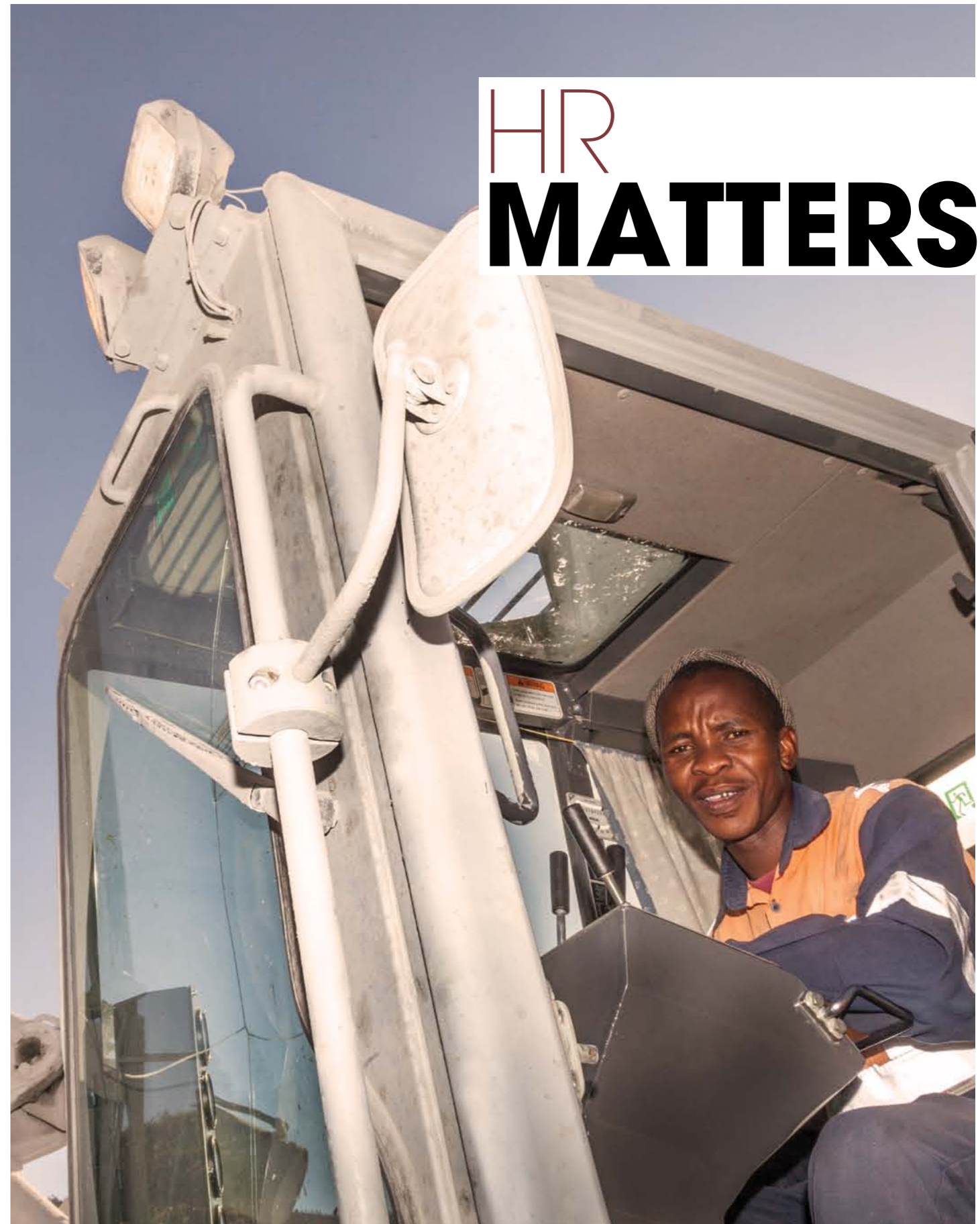


A long-term view on this industry prompted Afrimat to acquire the balance of the shares in the Diro mine as well as completing the business rescue process. Diro Manganese and Iron is now officially a 100% Afrimat affiliate without the constraints of business rescue. It remains pleasing to observe how most of the value chain is seated in the Afrimat group and how the value of teamwork presents itself at this new Afrimat initiative.

Feel good story

While reconstructing the thickener unit for the DMS plant, Sacki Meyer discovered an owl's nest in the future water line of the tank, with a breeding pair sitting on 12 eggs. In the spirit of zero harm a huge effort to rescue the unborn chicks was launched where they sourced a foster home for the chicks and with great care and sensitivity the chicks were removed shortly after hatching. Four healthy owl chicks ready for re-integration in nature summarises the happy ending for this story.

HR MATTERS



TEAMWORK

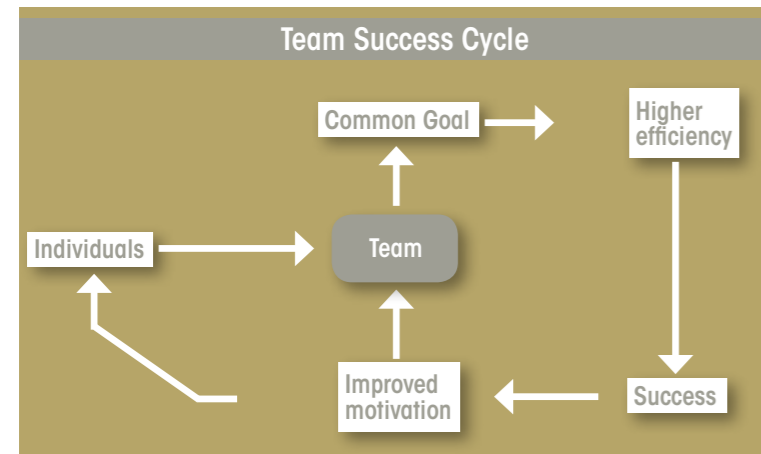
JACQUES DE BRAAL HUMAN RESOURCES MANAGER – GLEN DOUGLAS & CONTRACTING

Teamwork – Where do I fit in?

When people work together to do something together – this is teamwork. This is applicable to all facets of life, whether work or personal. The better people work to achieve the common goal, the better the team functions. The better the team functions, the higher the chances of success. With higher success being achieved, people become more motivated to succeed again. This becomes a cycle of further success.

‘COMING TOGETHER IS A BEGINNING; KEEPING TOGETHER IS PROGRESS; WORKING TOGETHER IS SUCCESS’

- Henry Ford



People in teams sometimes view themselves as a minimal contributor towards the team. Individuals are placed as part of a team in order to contribute whatever skill, knowledge and/or experience they have to offer to the team. If someone does not think that their contribution does in fact make a difference, then maybe a different view point will alter their frame of reference.

‘I CAN DO THINGS YOU CANNOT, YOU CAN DO THINGS I CANNOT; TOGETHER WE CAN DO GREAT THINGS.’

- Mother Teresa



The human body is one unit, with different parts. Each of these parts contribute something that allows the body to do amazing things. If the legs decide to function independently and the arms decided the same – would the body still function the same way? It would not. The same principal counts for teams – a team cannot function without fellow team members. People have to share a common vision in order for the team to move in the right direction.

‘IF EVERYONE IS MOVING FORWARD TOGETHER, THEN SUCCESS TAKES CARE OF ITSELF’

- Henry Ford

The company or division that you work in requires everyone to work together in their teams to bring about further success to the individuals and to the company. As the company grows and develops, so do the people working for the company. Therefore, ask yourself – how have I contributed to my team? How can I further contribute to my team? How can I make a positive difference? Am I holding back the team somehow? How can I develop myself and my team? The company has faced challenges in the past and will face challenges in the future both internally and externally, but it will take all our team members sharing a common vision in order to improve and develop Afrimat and its employees on a path of continual growth and success.

WHEN TEAM WORK MAKES THE DREAM WORK

MARELI MOSCA – HUMAN RESOURCE SUPPORT OFFICER

#Afrimatsuccessstories

In Bredasdorp, the Readymix plant and Aggregates site are on the same premises. Although these teams are in different business units it does not stop them from helping each other out to get the job done.

On this particular day of excellent teamwork, the Aggregate team was urgently in need of an excavator operator – as their current operator Johannes Davids was off sick.

The aggregates loader operator Dann Phaff was more than willing to leave his loader to get on the excavator as he is skilled to operate both. The teamwork went to the next level when the Readymix front end loader had the ability to leave his site (which wasn't busy on the day) with great willingness to get onto the Aggregates loader to help the neighbouring team out.

Thank you Dann and Deon for modelling the way, leading by example and going the extra mile for the Afrimat team!



From Left: Dann Phaff (Afrimat Aggregates), Simon Standaar (Afrimat Aggregates), Deon van der Merwe (Readymix)

CAPE LIME PERSONEEL WORD BEMAGTIG DEUR OPLEIDING

JAKOBUS KOERT – HUMAN RESOURCE DEVELOPMENT OFFICER – WESTERN CAPE

Interne Mentorskap Program

Met die oornam van Cape Lime deur Afrimat is nuwe geleenthede gebied vir Cape Lime sowel as Afrimat. Die werknemers van Cape Lime is baie opgewonde oor die nuwe uitdagings en geleenthede wat die groep bied. Een van so 'n geleentheid is die mentorskap program.

Die Cambridge-woordeboek definieer mentorskap as "die aktiwiteit om iemand met minder ervaring te ondersteun en te adviseer om hulle te help om in hulle werk te ontwikkel". Werkplekmentorskap kan dus gesien word as 'n leervennootskap tussen werknemers.

Volgens 'n onlangse studie is korporatiewe mentorskap besig om te styg, met 71 persent van Fortune 500-maatskappye wat professionele mentorskap programme vir hulle werknemers aanbied.

Bron: Nico Strydom: Solidariteit- jou werk

Tans is daar ook 'n geakkrediteerde kursusse wat gevolg kan word by verskeie instansies. Vaardigheds ontwikkeling is van kardinale belang vir besighede, voortdurend tree kundige persone af sonder om die kennis en vaardighede oor te dra. Die jeug van vandag glo in kits sukses en oplossings en daarom is dit belangrik dat hulle rolmodelle en mentors het in die werksplek.

Afrimat se interne mentorskap program is met groot sukses uitgerol in die Wes-Kaap. Alhoewel die program relatief nuut is, is die betrokke persone opgewonde om hul vaardighede en kennis te deel met die jeug.



Voor: Niel van Brakel, Jompie van Niekerk, Francois de Villiers, Sheelah Links
Agt: Jacobus Koert, Kobus Barnard(MH-Bestuurder), Luan Cloete

HR MATTERS

CREATING A CUSTOMER SERVICE EXCELLENCE CULTURE IN AFRIMAT

BEVIN CORNELIUS – KEY ACCOUNTS MANAGER – AGGREGATES OPERATIONS, WESTERN CAPE

Excellent customer service creates loyal customers for life, who are willing to refer your business to friends, family and colleagues. Providing excellent customer service starts with a genuine desire to delight your customers, but you also have to think beyond selling your products or services. You need to consider the cumulative experience your customers have when they visit your operation site or website, what they think and feel, and what you can do to make it better.

Here are nine ways you can learn more about your customers and start to create a pattern of excellent customer service in Afrimat.

- 1. Know Your Product or Service:** You need to know what you're selling, inside and out. Make sure all customer-facing staff know how your products or services work. Be aware of the most common questions customers ask and know how to articulate the answers that will leave them satisfied.
- 2. Be Friendly:** Customer service starts with a smile. When you are in a face-to-face situation, a warm greeting should be the first thing your customers see and hear when they ask for help. And even when handling customer service requests via telephone, a smile can come through in your voice, so make sure you're ready to be friendly.
- 3. Say Thank You:** Gratitude is memorable, and it can remind your customers why they contacted your company. Saying thank you after every transaction is one of the easiest ways to start a habit of good customer service.
- 4. Train Your Staff:** It's important to make sure all of your employees, not just your customer service representatives, understand the way they should talk to, interact with, and problem-solve for customers. Provide employee training that gives your staff the tools they need to carry good customer service through the entire customer experience.
- 5. Show Respect:** Customer service can often involve emotions, so it's important to make sure you are always courteous and respectful. Never let your own emotions overtake your desire to see your customer walk away happy.

- 6. Listen:** Listening is one of the simplest secrets of customer service. Listening means hearing what your customers are saying out loud, as well as what they are communicating non-verbally. Watch for signs that they are displeased, while listening to what they say to you directly.
- 7. Be Responsive:** There may be nothing worse than non-responsiveness to a customer who is trying to get help, resolve an issue, or find out more about what you're selling. It's important to respond quickly to all inquiries, even if it is only to say you are looking into the issue and will be back in touch. Some response is always better than none so the customer doesn't feel ignored.
- 8. Ask for Feedback:** You may be surprised what you learn about your customers and their needs when you ask them what they think of your business, products, and services. You can use customer surveys, feedback forms and questionnaires, but you can also ask customers first-hand for feedback when they are completing their orders.
- 9. Use Feedback You Receive:** You need to do something with the feedback you receive from customers in order to make it useful in your customer service process. Take time to regularly review feedback, identify areas for improvement, and make specific changes in your business.

Excellent customer service often comes down to consistently checking in with your customers and making sure they are happy with not only the products and services you're selling, but also the process of purchasing, ordering, working with you, etc. If you do that successfully, you are on your way to becoming known for providing excellent customer service.

Original article by Alyssa Gregory at <https://www.thebalance.com/providing-excellent-customer-service-2951744>



CASUAL DAY 2017

LIZANNE OLIVIER – MARKETING AND BRAND COORDINATOR

This Casual Day, Afrimat Head Office once again supported the Paarl School for learners with disabilities, which means a portion of the ticket sales goes to the school. Paarl School is situated in Brackenfell and has been operational for 39 years. Children from the ages 3 to 18 are accommodated with different types of disabilities. The school uses the same curriculum as any other school but the difference is that the classes are smaller giving them the opportunity to give individual attention where needed. The school also has its own occupational therapists, speech therapists and psychologist to help each child to reach their full potential. Children attend until grade 9 and are then placed into mainstream technical or special needs schools.

Staff at the Tyger Valley office celebrated the day by dressing up as something starting with the letters of Afrimat. Staff went all out and the mood on the beautiful and sunny first day of Spring was electric. Thank you to all who participated and congratulations to our winners:

- 1st prize – Melony Dowdall (The Mummy)**
- 2nd prize – Natasha Hartley and Lauren Bailey (The Game of Thrones Targaryen duo)**
- 3rd prize – Liesl Diedericks (The Mime)**



Winners at the Afrimat office: From left to right: Natasha Hartley (second place along with Lauren Bailey), Liesl Diedericks (2nd place) and Melony Dowdall (1st Place)



Team of mini mouses: From left to right: Desiree Josephs-Joorst, Marlene Botha, Monica McGreggor



Cynthia Saul



Helen Williams



Nicole Jarvis and Roseline Isaacs



Afrimatters Head Office team who dressed up on Casual Day

NEW APPOINTMENTS



Aggregates Operations – Western Cape and Eastern Cape

Anton Barnard has been appointed as the Managing Director of AAO (Afrimat Aggregates Operations). In this position Anton will be responsible for the Aggregates Operations in the Western Cape and Eastern Cape.

We wish Anton all the best with his new responsibilities.

Lizanne Olivier – Brand and Marketing Coordinator



Cape Lime – Western Cape

André Raman was appointed as Maintenance Planner on 24 July 2017, based at the Vredendal operation. He is originally from Pofadder in the Northern Cape but relocated to Vanrhynsdorp in 2000. His previous employment includes a period of 17 years with Mercedes Benz where he was the Parts Manager. André is married, has three kids and loves the outdoors, especially hunting, camping and hiking. He is looking forward to making a positive contribution towards the company in his new position. Welcome André, we are looking forward to your participation in the team.

Kobus Barnard – HR & Sustainability Manager – Cape Lime



Cape Lime – Operations Manager

Francois Landsberg was appointed as Operations Manager at Afrimat Cape Lime Vredendal on 1 July 2017. Previously, he was in the steel making industry working for ArcelorMittal at Vanderbijlpark and Saldanha. Francois grew up in a little town called Zeerust in the North West Province. After school he studied Metallurgical Engineering at North West University and also completed his MBA at the University of Stellenbosch. He has been married for almost 21 years and has a daughter. What attracted him to Afrimat is the culture of the company and he can strongly relate to the values of trust, accountability, integrity, teamwork, respect, safety and customer satisfaction. We wish Francois a long and successful career within Afrimat.

Kobus Barnard – HR & Sustainability Manager – Cape Lime



Worcester

A warm welcome to Beanca Louw who has re-joined Afrimat Aggregates as HR Officer based in Worcester, with effect from 1st September. Beanca started with the company as an HR intern before moving into the Readymix division as HR Administrator. We are so pleased to have her back and wish her every success in her new position.

Brenda Slattery – Human Resource Manager – Western Cape



Western Cape Afrimat Aggregates Operations

We want to extend a warm welcome to our new employees: Elias Watson, Dirk Beukman, Owen Keyster, Sydwill Standaar and Donovan Floris who are part of our Overberg roaming team. The Western Cape Overberg team covers Bredasdorp, Robertson (Keurkloof) and Stanford.

We wish them well and all the best in their careers within Afrimat.
Beanca Louw – Human Resource Administrator – Western Cape

NEW APPOINTMENTS



Western Cape – Head Office – Tyger Valley

Nicole Jarvis het by Afrimat aangesluit die 13de April as ontvangsdame by Hoofkantoor. Sy het ook twee maande spandeer om vir die verkoopspan uit te help, maar is nou weer terug by haar pos by ontvangs. Nicole het spraak, taal en gehoortherapie in onderwys gestudeer by die Stellenbosch Universiteit. Voor Afrimat, was sy 'n onderwyserres vir leerges-tremdes by Alpha Primêre skool in Durbanville. Nicole het 'n dogtertjie van 4 jaar oud – Nia. Nicole sê sy is baie bly om deel te wees van 'n wenspan en dat sy dit baie geniet om saam met die vriendelike personeel te werk.

Lizanne Olivier – Brand and Marketing Coordinator



S.A. Block and Clinker Supplies - Gauteng

Welcome to Magda de Bruyn, who joined S.A Block and Clinker Supplies as a Sales Consultant on 22 May 2017. She started out in the brick industry in 2003 at Calsbrick, then joined the SBH bricks team in 2009 (which later became Habitat Marketing). Magda married her high school sweetheart and they are still going strong. She has two kids, one just left school and is working and planning to study and the other is doing matric next year. She loves entertaining family and friends with hearty home cooked meals. Welcome to the family, Magda. We hope you are very happy here.

Belinda Merredew – Human Resource Administrator – S.A. Block and Clinker Supplies



S.A. Block and Clinker Supplies - Gauteng

Geraldine Cooper joined S.A Block and Clinker Supplies on 21 June 2017 as the Receptionist in the Alberton Office. Previously she worked for Technology Group in Buccleuch. She is currently in her 3rd year of Bible College and did a short course in IT, Pastel and most recently a Frontline Reception course – courtesy of Afrimat – and she loved it! Geraldine is engaged and has a soon to be 6-year-old son. Some of her favourite things include the sound of her son's laughter, coffee, dark chocolate and the way the city lights look at night. She aspires to be an inspiration to young ladies, and to encourage them to know their value. We are excited to welcome you to the Afrimat family Geraldine.

Belinda Merredew – Human Resource Administrator – S.A. Block and Clinker Supplies



Afrimat Management Services

Wilbrie Fourie joined Afrimat on 1 July 2017 as a Business Development Analyst for Afrimat Management Services. Wilbrie has a Master's degree in CIMA and will be based in Lyttelton. He is married to Annelize and they have two beautiful children. Wilbrie loves hunting, going on adventures and making plans.

Welcome to the Afrimat team Wilbrie.

Mareli Mosca – Human Resource support officer



KZN/Free State

Melvyn Jansen joined Afrimat on 7 August 2017 as a Site Mechanic at the Pietermaritzburg Quarry. Previously, Melvyn worked for Mjindi Farming in the Jozini Makhathini area. He is blessed with a son, and enjoys fishing and playing soccer - and he is an avid Arsenal fan!

We hope you are very happy at Afrimat Melvyn.

Reginald Gwala – Human Resource Manager KZN and Free State Region

HR MATTERS

NEW APPOINTMENTS



KZN/FREE STATE

Cyprian Sithole joined Afrimat on the 2nd of August as Plantsman at Hluhluwe Quarry. He was previously employed by Richards Bay Minerals. Cyprian is married with three children. Welcome to the Afrimat team Cyprian!

Reginald Gwala – Human Resource Manager KZN and Free State Region



From left to right: Marionette Onker, Juan Olivier, Carmen Roman

Afrimat Contracting International

ACI's admin and financial functions are spread across two offices. The Glen Douglas office administers the day-to-day procurement and related functions, while sales support and financial reporting is performed from the Worcester office. ACI's staff is privileged to get exposure to a wide variety of business activities. We perform drilling and blasting; mobile crushing services; establish new commercial quarries and Readymix batch plants; and support new business initiatives within the Afrimat group. ACI currently supports the procurement function for Diro Manganese and the Mozambique business. During the last year, various promotions and new appointments took place:

Worcester office: Juan Olivier joined in November 2016 as a Financial Accountant. Marionette Onker, who started employment as the Sales Administrator, was promoted to Debtors Clerk on 1 June 2017. Carmen Roman was appointed as Sales Administrator on 1 June 2017.

Glen Douglas office: Blanche Scriven has been promoted to Assistant Accountant from 1 January 2017. Mirriam Malau was appointed as Creditors Clerk in October 2016. Michelle Meintjies, who was on a contract basis since February 2017 as a Maintenance Planner, has now been permanently appointed. Thabiso Ngobeni started employment with Afrimat as a Weighbridge Clerk at the Kuipersbult Quarry. Thabiso was transferred to the Glen Douglas buying office in February 2017 and has now been permanently promoted to Storeman. Congratulations to all these employees and we wish them good luck in their new positions.

Kobus Barnard - HR & Sustainability Manager – Cape Lime



From left to right: Michelle Meintjies, Thabiso Ngobeni, Blanche Scriven, Mirriam Malau

RETIREMENTS AND FAREWELLS



Glen Douglas

It is with great sadness, but also joy and appreciation, that we send Mr Joseph Mamaro off on his retirement. Mr Mamaro was employed at Glen Douglas for 38 years, truly a loyal and dedicated employee. Glen Douglas would like to wish him all the best for his retirement.

Sonja Kleynhans – Human Resources Officer – Glen Douglas and Afrimat Contracting International



KZN/Free State

We say goodbye to Ernest van Burick, Quarry Manager at Vryheid, who is leaving the company on 31 August. Ernest has been with the company since 1 May 2014. We wish you all the best in your future endeavours Ernest

Reginald Gwala – Human Resource Manager KZN and Free State Region

TRAINING



From left: Christopher Vermeulen, Floris Fisher, Denton Hendricks, Nathan Papier, Randall Jacobs and Owen Keyster

Aggregates - Western Cape:

Junior leadership course

The Aggregates Western Cape division did a junior leadership course with Skills Dynamics Africa to equip our workers with the necessary skills needed, not only to lead others but also how to be the "right" leader to others. As our new generation joins Afrimat, we need to inspire them to lead.

Below are some of the topics that made up the course:

- > Understanding the purpose of a team
- > Contracting performance objectives with a team and obtaining commitment
- > Monitoring the achievement of team objectives

The group did the course and was very pleased with the level of training they received. They handed in a portfolio of evidence (POE) and we anxiously await the results.

Alison Marone – Skills Development Facilitator

Aggregates - Western Cape:

We want to welcome our new group of learners for 2017 to our Operations group:

- > Edlin Davids – Boilermaker
- > Jaques Engeland – Boilermaker
- > Christiaan Lourens – Diesel mechanic
- > Jerome van Wyk – Diesel mechanic
- > O'Ryan Samuels – Diesel mechanic

We have recently embarked on a new journey as we are now joining a world leading training provider, De Beers. This is not only a great opportunity for our learners but also for Afrimat as we want to produce the best possible artisans for the industry.

Our learners will be starting their theoretical training at this great institution. We hope they will use this opportunity not only to thrive in their respective fields, but also to keep Afrimat's flag flying high! We hope they will learn and experience all the knowledge that Afrimat has to offer them and they have a great team of experts supporting them in the respective fields. We wish them well on their three-year journey with a great team of managers behind them.

Alison Marone – Skills Development Facilitator



From left back: J. Koert, J. Zietsman, C. Schloms, C. Nieuwoudt.
From right to left: J. van Wyk, O'Ryan Samuels, C. Lourens, J. Engeland en E. David

TRAINING



KZN/FREE STATE: Adult learners at Vryheid Quarry successfully complete AET Basic Oral Course

Congratulations to our three adult learners based at the Vryheid Quarry, who have recently completed the AET basic oral course. They will now enrol for level one in English.

Reginald Gwala – Human Resource Manager KZN and Free State Region

From left to right: Emmanuel Masondo, Bongani Vilakazi and Sandile Mkhwanazi



Aggregates – Western Cape: Adult basic education and training – Sand Mines

We are glad to announce that we kicked off ABET (Adult basic education and training) on our sand mines. This was a project that took a lot of manoeuvring because of the logistics involved as these mines are so far apart. We finally got this project off the ground with Mediaworks as our partner.

As part of this new initiative Mediaworks sponsored these two sites with a brand-new laptop to make facilitation easier.

So, thank you Mediaworks! Both De Anker and Cape Lime will be joining out ABET initiative. We wish them well on their road that lies ahead.

Alison Marone – Skills Development Facilitator

Front row left to right: Ian Adams, Piet Swartz, Xolile Tokota, Marco Muller, Divan Bernardo (MediaWorks).
Back row: Nola Samuels, Patrick Mayiphile



KZN: Office cleaner successfully completes the Oxbridge certificate in Business Administration

Congratulations to Mavis Zungu, Office Cleaner at the Vryheid Workshop, who has successfully completed a certificate in Business Administration from Oxbridge Academy. Her studies, which were conducted on a part-time basis over a year and sponsored by the Company, consisted of the following modules: Business Practice; Fundamental Business Skills; Office Data Processing and Office Practice.

Well done Mavis!

Reginald Gwala – Human Resource Manager KZN and Free State Region

DEVELOPING FUTURE ENGINEERS

JAKOBUS KOERT – HUMAN RESOURCE DEVELOPMENT OFFICE – WESTERN CAPE

“Whether training is planned or not, it happens all the time. Some people will learn by watching others and then copy them, errors and all. Others will teach themselves by trial and error. Some people will stop learning when they mastered only part of a skill. It follows, then, that unstructured learning takes place anyway and can lead to substandard work that does not meet the requirements of the organisation.” Source: Global Business Solutions: Advanced Skills Development Facilitation.

In 2016 Afrimat Aggregates Operations implemented the P1 and P2 Internship programme, where the business unit provided 12 months in-service training to a group of engineering students. Now in 2017, due to the success of the programme, the business unit decided to continue with the in-service training.

This year, a group of very talented and dedicated Mechanical students from the University of Cape Peninsula were given the opportunity to work at the various Operations sites, such as: Brewelskloof, Palmiet, Kilprug and the Worcester branch which includes the Mechanical, Electrical and Welding workshops.

The new group of students are full of enthusiasm and have a willingness to learn. During the period of their in-service training, skills are being transferred from our experienced staff to the new recruits. In the process new ideas are being shared and together we are creating a learning culture.

On 15 May 2017, the students had to complete an individual and group project as part of their studies. It was during this phase that the group was challenged by two experienced



The group during their first oral presentation at Kilprug Quarry on 15 May 2017



From left to right: Christiaan Henning, Adam-Jarryd Radloff, Raen Ngwenya, Bekithemba Gqibithole, Amanda Mkrwala

mentors, Solly Potgieter and Christo Scholms. The students had to design and develop projects that address the needs of the business unit. The group came up with excellent ideas and are currently working on the final project, more information regarding the project will be shared in the next edition.

TAKING THE BLIND INTO THE FUTURE

ANDRIES BURGER – WORCESTER SWITCHBOARD

Kaleidoscope Technology Centre was launched on 6 June 2016 as a first in Africa, and possibly the world. The centre was established to empower blind and partially sighted persons with skills that will increase their employability in the open labour market, and to restore persons who lost their sight to their former positions by using Apple touch screen and touch type technologies.

Kaleidoscope’s ambassador Hein Wagner, a blind adventurer and public speaker, received a corporate gift after an event: an iPod Nano with Apple’s screen reader for the blind, VoiceOver, enabled. VoiceOver revolutionised his life, and since then he uses an iPhone, MacBook Air and an Apple TV. In his opinion, the level of accessibility on Apple devices have enabled him to become more effective as a businessman and entrepreneur.

Hein’s vision to empower blind children and adults with Apple devices materialised in 2016 with the launch of the Technology Centre. Philip Crouse, coordinator of the centre, and Aydienne Britz, trainer at

the centre, have taught 184 adult learners to date. Dries Burger, an Afrimat employee, has successfully completed IOS Module 1.

The training courses focus on iPhones, iPads and Macintosh computers from the visually impaired user’s perspective. The courses teach productivity skills, and social media platforms. Future plans include spreadsheets, audio-visual presentations, advanced word processing, and the latest ERP (enterprise resource planning) and CRM (customer relationship management) applications.

For applications, please contact Corné du Bois on 023-3487616 or cornedb@training-kaleidoscopesa.org. For further enquiries, please contact Philip Crouse on 023-3487630 or philip@training-kaleidoscopesa.org.

For tours, please contact Ledivia Hamman on 023-3472745 or ledivia@kaleidoscopesa.org.

For kind donations, please contact Irene de Bod on 023-3472745 or irene@kaleidoscopesa.org.

HR MATTERS

AFRIMAT BRAIN BLAST

MARELI MOSCA – HUMAN RESOURCE SUPPORT OFFICER

'EVERYONE YOU WILL EVER MEET KNOWS SOMETHING YOU DON'T' – Bill Nye

We have so much skill, talent, knowledge and many success stories within Afrimat, it would be a pity if the platform to share this information did not exist. Therefore, we created a time and space where employees can get together, learn together and share knowledge. The Afrimat Brain Blast initiative is an internal knowledge sharing and networking opportunity which takes place at the Tygervalley Head office every first Friday of the month.

What exactly is a Brain Blast?

The Brain Blast is an information session where interesting topics are presented by Afrimat employees. The actual presentation is no longer than 15 minutes and is followed by the opportunity to ask questions, exchange opinions, add valuable input and connect as a team. It is similar to a TED talk, just on a smaller scale.

If you also want to start this initiative at your office or business unit, let us know and we will assist you with everything you need to set it up.

Themes from the first 3 Brain Blasts:

- > The future of social media
- > Build a business
- > The most important visitor on our premises



Anton Barnard giving the first brain blast presentation.



Staff attending the Head Office brain blasts



Hylton Hale talking about the future of social media



Ricus van Heerden presenting – to build a business



MARKETING MATTERS

CREATING A BRAND PROMISE

SIMON BORCHERT – CEO CHANGE-THOUGHT (MARKETING AND SALES CONFERENCE AND BRAND PROMISE WORK SHOP FACILITATOR)



True leadership is not a designation, nor is it a repetition of words or instruction, it is a collection of consistent actions that inspire confidence, support and loyalty in all we do. Leaders are not those who are instructed to manage others; rather, leaders have an attitude, irrespective of title, of choosing to assist others in reaching and exceeding their potential.

Afrimatters are true leaders. In a competitive industry, Afrimat shines bright in no small measure due to the consistently exceptional actions of all. Through a period of exceptional growth and business performance, the attitude and actions of those that work in this organisation is the real reason why this industry-leading position is sustainable. But to ensure this does not slip as the business continues to grow, the decision was made this year to embark on a journey that would further unite all stakeholders with the brand and to create a rallying cry of the Afrimat spirit that would act as a compass in the everyday operation of the business.

It was selected to manifest this ambition into a brand promise, a single statement that would encompass the reasons for the success to date, but also to act as a point of inspiration for the successes of tomorrow.

In true Afrimat fashion, this process of crafting a brand promise was not to be autocratic. So says Hylton Hale, marketing executive for Afrimat,

'YOUR BRAND IS YOUR ALLES! IT IS EVERYTHING THAT YOUR CUSTOMERS, MEDIA & TRADE THINK, FEEL, SAY, HEAR, READ, WATCH, IMAGINE, SUSPECT, EXPECT AND EVEN HOPE ABOUT YOUR PRODUCT, SERVICE & BUSINESS!'

"Afrimat has established a fantastic brand, one that everyone recognises and identifies with. Over the last few years, we have worked hard to create a strong visual brand and with this achieved, we wanted to engage the business at large to unearth a story, a narrative, of our success that could act as a motivator and promise for the future. This brand promise had to be created with participation from all."

In May this year, Hale approached Simon Borchert, a brand and business development strategist, to facilitate a series of discussions to drive the process. During a two-day marketing conference hosted at Devonvale Estate in Stellenbosch, the brand promise was explored in great detail. A deeply introspective workshop unearthed some incredible stories of how so many Afrimatters had gone above and beyond the call of duty to deliver exceptional customer service, often with folk working beyond their job description to assist the greater good of the business and often in the most trying circumstances. It quickly became apparent that the success achieved to date was due to an incredibly strong culture in the business.



The 70's saw advertising boom

THE BRAND	THE BRAND PROMISE	THE STRAP LINE
	To bring inspiration and innovation to every athlete in the world	Just Do It.
	To inspire moments of optimism and uplift	Open Happiness
	To inspire and nurture the human spirit – 1 person, 1 cup and 1 neighborhood at a time	Bring On The Day
	The BMW Group is the world's leading provider of premium products and premium services for individual mobility	The Ultimate Driving Machine
	Inspiring growth through the consistent delivery of solutions that empower our people and our customers	Consistently Delivering

'A BRAND IS THE COLLECTION AND PACKAGING OF MEANINGS, FEELINGS, EXPECTATIONS, PERCEPTIONS, PROMISES AND EMOTIONS WE USE TO UNIQUELY DESCRIBE, BUILD AND REWARD THE RELATIONSHIP BETWEEN A BUSINESS AND THE CONSUMER.'

People are at the core of the business, not by design, but rather by the attitude of everyone from the top down. This allowed the workshop to create a people-centric promise that could easily be interpreted for each member of staff, and indeed all stakeholders, including the public at large. Finding a brand promise must centre around a shared, and provable, belief system. A belief that would connect all staff with each other, but also every customer and shareholder. It must be a statement that drives action and a decision to commit to Afrimat, with the assurance that Afrimat reciprocates.

Ultimately, the group at the conference, representing every division of the business, collaborated to write the following brand promise: "We inspire growth by consistently delivering solutions through the empowerment of our people, and our customers"

This statement is to be at the heart of all we do as we embrace the opportunities that await Afrimat in the next phase of an exciting growth path. Hale and his team will introduce this to the organisation through further workshops and conferences, where the input of all is included in the fine tuning of how to roll this statement out across the entire business.

Brand Promise:

The brand promise we write, must be:

- Humble:** Afrimat remains aspirational, aggressive in growth, but humble in success.
- Achievable:** It must be realistic, and founded on a proven track record
- Consistent:** It must be consistently attainable, with every business transaction being a proof point.
- Aspirational:** It must be futures focused – constantly striving for growth, for betterment
- Brave:** Afrimat's success is founded in an entrepreneurial spirit, where the bravery to grow and be agile has been at the epicenter of the brand
- Accountable:** It must be a consistent reminder that with power comes responsibility, and with empowered comes responsibility

*Your brand is your ALLES!
It is everything that your customers, media & trade think, feel, say, hear, read, watch, imagine, suspect, expect and even hope about your product, service & business.*

MARKETING MATTERS

CREATING A BRAND PROMISE CONTINUED...

"The brand promise is an idea that I believe will be how our stakeholders choose to describe the business in years to come. It is a statement that has our reason for being and our core beliefs at its heart. It allows us the agility to apply this promise to all divisions of the business. No matter how we grow or what business we acquire, this remains relevant", says Hale.

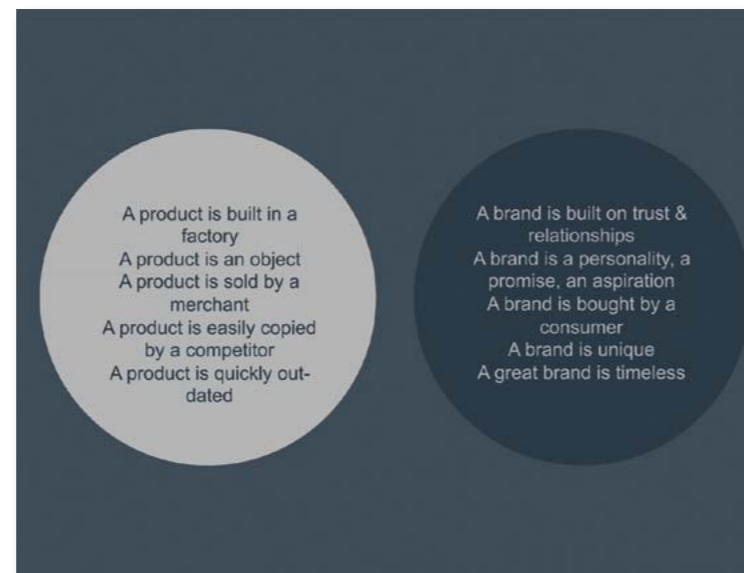
The next challenge was to consolidate this promise for future marketing campaigns. To this end, the team collaborated again and a new strap line was written for the business:

"Consistently Delivering"

This provocative and confident statement is to be used on all marketing campaigns going forward. It is a statement that inspires confidence that can only be achieved through a proven track record of managed growth and stability. For a customer it inspires reliability, in that Afrimat keeps the promises its customers make to their clients by always making sure top quality products are delivered reliably, on time and are of great value.

Afrimat continues to achieve and with this promise and strap line, the business commits that it will continue to do so by putting its people and customers first.

'THE BRAND PROMISE IS AN IDEA THAT I BELIEVE WILL BE HOW OUR STAKEHOLDERS CHOOSE TO DESCRIBE THE BUSINESS IN YEARS TO COME.'



Afrimat's brand promise:
we inspire growth by consistently delivering solutions through the empowerment of our people, and our customers.



HEALTH & SAFETY MATTERS

HEALTH & SAFETY MATTERS

AFRIMAT CONTRACTING INTERNATIONAL
LETISHA VAN DEN BERG – GROUP HEALTH AND SAFETY MANAGER

ACI Cowboys

I have heard this statement over and over in my months with Afrimat: "ACI, they are the cowboys in the industry".

That statement might be true historically but I have only observed good practices during my visits to the ACI plants. Do not forget our women in mining, even the ACI team has women running mine operations and assisting in some of the mine processes. So, cowgirls we acknowledge your tough braveness - not just in the month of August - but always.

Everyone warned me that these guys are hard mining men and gave me all sorts of advice on how to approach them. But my visits were the opposite, I met friendly professional mining characters eager to show and tell me about their experiences and movements within Afrimat.

I had to research the characteristics of a cowboy and found the following key characteristics:

- > good manners
- > humour
- > honesty
- > loyalty
- > protectiveness
- > courage
- > a culture with work ethics
- > not big talkers
- > love nature and the natural world
- > they want to die working
- > not working for money
- > working to make things better

I can certainly relate these characteristic to the ACI team. It made me think - were they handpicked due to their strong powerful characteristics?

One must not forget the harsh circumstances these individuals work under. Moved and taken away from their homes and placed in areas where there is no water and electricity to start a mine. They start a mine from nothing and create resources in the most innovative ways. Some miners would blush as they showed me some areas of their plants because of "spoeg en plak" but the conveyor pulley is still guarded, even with three varieties of steel and screen cloths but the unsafe moving part is closed.

If you want to see "pretty" you will not find it in ACI.

If you want to see "safe" you will find it.

For those following my monthly report, I have used two leading practices already observed at ACI Dingwell and ACI Hartbeesfontein. As a reminder, here are some of the good practices I have observed:



Wonderboy from Dingwell

The green dot behind Wonderboy is a safe zone where no PPE is required. Dingwell has orange zones where PPE for specific tasks are required and then red zones where areas are congested and movement of pedestrian, vehicles and structures meet. In those areas the workers know to look out for each other. A great way to demarcate areas and remind people that they are now entering an area where extra eyes and ears are necessary.

'BUT MY VISITS WERE THE OPPOSITE, I MET FRIENDLY PROFESSIONAL MINING CHARACTERS EAGER TO SHOW AND TELL ME ABOUT THEIR EXPERIENCES AND MOVEMENTS WITHIN AFRIMAT.'



Numsa from Hartbeesfontein

This lady issues hand tools to the plant. She will not let you take a tool from that box without signing. Are the tools brand new? No! But they are safe for use. Remember "pretty" is not the desired outcome, but "safe" is.

Reusing screening material for guards – also from Hartbeesfontein. This screening material is a perfect guard manufacturing material. It has very small holes and very strong weaving. I actually kicked this guard to make sure it is not flimsy or would break quickly with rocks falling against it or if someone pushes it. Oom Hennie was watching me from somewhere, and I did not know. The first thing he asked me when I met him was: "Is there something wrong with that guard?" And I said "no, I want to commend you as this is a good standard".

If I must single out one area for improvement it would be the environmental aspect. We get it right in some areas of the mines and fail in other areas. Specifically, oil spill management.

So do yourself a favour, get out of your comfort zone in your civilised area and go visit these so called "cowboys and cowgirls" in the middle of nowhere with no luxurious resources and see what greatness you will find. And I lift my hard hat to you ACI, keep up with the fearless safe innovations and rock the industry.

GLEN DOUGLAS
TSHIFHIWA RAMMELA –
JUNIOR SHE OFFICER – GLEN DOUGLAS

Glen Douglas Dolomite: 365 days incident and injury free

Workplace injury is a widespread problem that affects organisational effectiveness and employee health, safety and well-being.

On 24 June 2017, we passed a significant milestone in our ongoing journey towards making Glen Douglas Dolomite an incident and injury free operation. We completed 365 days without a Lost Time Injury, bringing our LTIFR to zero. This outstanding achievement reiterates our commitment to safety and demonstrates that at Glen Douglas Dolomite, we "walk the talk" when it comes to safe working practices.

This achievement is all the more remarkable considering the various challenges we've had to deal with. We strongly believe that this achievement is a result of a work culture based on hard work, teamwork, strong management support, personal ownership of systems and facilities and continuous improvement.

Congratulations team Glen Douglas.



*Safety is by
choice
not by chance*



SOCIAL **MATTERS**

SOCIAL MATTERS

HEAD OFFICE, WESTERN CAPE LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

MANDELA DAY 2017: Head Office supports Bella's Angels

Mandela Day is an annual day in honour of Nelson Mandela, celebrated each year on the 18th of July – Mandela's Birthday. It is a global call to action that celebrates the idea that each individual has the power to transform the world and the ability to make an impact.

The idea is that you spend 67 minutes of your day, on the day, helping someone or an organisation who is in need. The 67 minutes represents the 67 years Nelson Mandela fought for social justice. Afrimat Head Office celebrated Mandela Day by giving 67 minutes of our time to Bella's Guardian Angels. Bella's Angels is a non-profit organisation which rescues orphaned and abandoned puppies, kittens and small birds. They take in animals under 12 weeks and heal them physically and emotionally and when they are healthy and ready they are put up for adoption to find homes.

Some staff members from the Tyger Valley office spent their lunch hour giving much needed TLC to the puppies and kittens at Bella's Angels. We also managed to gather some donations in the form of food, clothing and blankets. But best of all, one kitten even found a new home. Mareli Mosca had adopted from Bella's Angels before, but after Mandela Day she went home with another beautiful kitten.

We hoped to create awareness so that this initiative doesn't just end after the 67 minutes. You can visit www.bellas-guardian-angels.webs.com if you would like to find out more or find out how you can help.



From left to right: Kim Cloete, Jomari Smit, Mareli Mosca, Lizanne Olivier (middle front) Catharine Burger, Herman Kriel, Annalie Greyling (left front) and Bevin Cornelius



Above left: Lizanne Olivier with Stella, the current Mascot at Bella's. Right: Angels Arnel Hanekom and Lizanne Olivier



Above left: Mareli Mosca with Asjas, the kitten she adopted after Mandela Day. Above right: Puppies and cats up for adoption

WORCESTER JAKOBUS KOERT – HUMAN RESOURCE DEVELOPMENT OFFICER – WESTERN CAPE

AFRIMAT BORG HOËRSKOOI BREËRIVIER FIETSRYPAN

Die Fietsryspan by Hoërskool Breërvier wil vir Afrimat bedank vir die uitrusting wat aan die span geskenk is. In ruil vir die borgskap het ons die Afrimat logo op die agterkant van die hemp geplaas.



Hoërskool Breërvier Fietsryspan saam met Jakobus Koert

HEAD OFFICE, WESTERN CAPE LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

KNYSNA FIRES: Afrimat gives much needed support to Knysna Fires victims

In June 2017 Knysna in the Western Cape had major fires throughout the area. Between 6 - 10 June fires destroyed more than 600 structures in Knysna and Plettenberg Bay due to strong winds which made firefighting extremely difficult. Approximately 28 different fires were reported in the area on 8 June. These fires caused many to lose their homes and be left without anything.

Various initiatives were implemented for donations and assistance for the residents of Knysna and Afrimat did not hesitate to help.

Not only did we make a financial donation, we also urged the whole Western Cape to send donations in the form of food, clothing, blankets, toiletries, general groceries etc. which were taken to one of the drop off points.

We would like to thank every single employee who donated. Your contribution definitely made a difference to the people of Knysna.



Items donated by the Western Cape staff

HEAD OFFICE, WESTERN CAPE LIZETTE MUNRO (PARENT – INTERNATIONAL SCHOOL OF HOUT BAY) AND HELEN WILLIAMS (SALES ADMIN AGGREGATES WESTERN CAPE)

Afrimat supports the Operation Smile initiative

Helen Williams has been collecting bottle caps from employees at Head office on behalf of the International School of Hout Bay for the Operation Smile project.

Founded in 2006, Operation Smile South Africa (OSSA) joined Operation Smile, Inc. as its 25th partner country. Based in Cape Town, OSSA medical volunteers provide free cleft lip and palate surgeries to children and adults throughout Southern and Central Africa, as well as educational and training opportunities that promote sustainability and self-sufficiency throughout the region.

The Fair Cape Cares Foundation has been the drive to collect and recycle bottle caps to raise money for Operation Smile. All bottle caps collected are sold as recycled material and Fair Cape donates another R2 per kg collected.

The International School of Hout Bay is one of many schools taking part in collecting bottle caps for Operation Smile. The school collected 57kg of bottle caps with the help of all the students over a five-month period this year.

Collecting bottle caps made the students aware of cleft lip and palate abnormalities and how they can be restored.



Operation Smile
Changing Lives One Smile at a Time

It also teaches the children the importance of looking after the environment, specifically focused on recycling. The school would like to thank all at Afrimat who collected bottle caps at Afrimat Tyger Valley. If you would like to contribute to this valuable cause, please select someone in your office to assist with collecting the bottle caps and arrange to send what you collect to the Tyger Valley office. Please mark for Lizanne Olivier's or Helen William's attention.

SOCIAL MATTERS

CAPE LIME – WESTERN CAPE KOBUS BARNARD – HUMAN RESOURCE AND SUSTAINABILITY MANAGER – CAPE LIME

Cape Lime supports sports day for the disabled

The Olifantsrivier Vereniging vir Persone met Gestremdhede (OVPG) is a non-profit organisation which was established in 1995 and is the only organisation in the Matzikama Municipal area that assists persons with disabilities and their families. Cape Lime have been involved with this organisation for quite some time supporting them financially, but since 2006 we have actively started to get involved with their annual sports day.

Cape Lime assists the OVPG with the planning, coordinating and executing of the sports event. The preparation of the venue entails measuring out the running track, preparing shot-put pits and arranging board games like darts, dominos, finger board, etc. On the day of the event assistance is provided by acting as officials at each activity. This has become an annual appointment on the company's calendar, where departments rotate to represent the company by hosting the event in conjunction with OVPG staff. In 2017 the event took place on the 9 August 2017 (Women's Day) and was the responsibility of the Maintenance Department.

As people with no disabilities, having the opportunity to interact with these special people is a humble experience. As Cape Limers we are proud and grateful for the opportunity to be part of this annual event. This year's team had a very good spirit. Special thanks to all who participated and sacrificed their personal time to make the day a huge success.



Cape Lime's OVPG 2017 team. Front left to right: Marlo Meissenheimer, Piet Pieters, Grantham Abrahams, Augus Waterboer. Back left to right: Kallie Kotze, Dolf van der Westhuizen, Jackyll Kordom, Niel van Brakel, Johan van Zyl, Francois de Villiers



Participants in action during the 30-meter wheelchair race



Front left to right: Niel van Brakel, Johan van Zyl. Middle: Piet Pieters, Grantham Abrahams, Francois de Villiers, Agus Waterboer. Back: Jackyll Kordom, Marlo Meissenheimer, Dolf van der Westhuizen, Kallie Kotze

INFRASORS ANGELIQUE STANNARD – INFRASORS

As part of their Mandela Day Project, Cosatu together with NUM identified a need for a Library at the NM Tune High School in Tshwane. Infrasors donated an Exclusive Books voucher and Maria Pienaar (Infrasors employee) donated a set of encyclopaedias as well as other books for the school to use.

From left to right: Mpho Phakedi (NUM), Pauline Motshabi (Lyttelton Receptionist), Ricca Mpebe (Lyttelton Engineering Cleaner), Justice Tshivule (Lyttelton Junior Engineer), Tinny Mphaladi (Lyttelton Plant Operator)



SPORT MATTERS

SPORT MATTERS

NATIONAL
MALCOLM KNIPE – SALES MANAGER – WESTERN CAPE

STILL BAY ANNUAL GALJOEN DERBY: Afrimat enters team for second year

For the second year in a row Afrimat entered an angling team, The Rock Cobs, in the Annual Galjoen Derby in Still Bay. The team was led by our seasoned angler, Deon Uys. Alastair Govindasamy, Malcolm Knipe, Johan Burger, Bevin Cornelius and Bossie Muller completed the team. The derby was held on the weekend of 5 August 2017.

Unfortunately, we had a setback two weeks before the competition. Our "staatmaker" champion fisherman broke his arm and could only partake from the side-line. Besides that excuse, and also the sea conditions not being favourable for fishing, we were very unlucky not to catch any galjoen (in fact not any fish).

The conditions really were not good this year as only about 120 galjoen were brought out compared to over 190 last year.

Apart from the disappointing angling, we still enjoyed the fellowship amongst colleagues spending a great weekend together. Our main rivals, The Kinky Goblins, led by Davin Giles managed second spot this year with a catch of seven galjoen.

We are looking forward to next year's derby and intend to at least bring something out of the water this time.



Far Left: Davin Giles with his team, the Kinky Goblins
Left: The Afrimat Rock Cobs



The Afrimat Rock Cobs receiving a medal as one of the sponsors

WESTERN CAPE
BOSHOF MULLER – SALES MANAGER – COASTAL REGION

Paarl Gimnasium vs Paarl Boishaai Old boys

Elke jaar die eerste naweek in Augustus kom die Paarl tot stilstand en word die grootste skole rugby wedstryd in die wêreld gespeel tussen Paarl Gimnasium en Paarl Boishaai.

Daar is ook n tradisionele old boys wedstryd wat gespeel word die Woensdag aand voor interskole. Die spelers in die wedstryd is oud skoliere van beide skole.

Beide spanne het soms n paar bekende gesigte wat speel. Die vorige 3 jaar het De Wet Barry (springbok) vir Paarl Gimnasium gespeel. Die jaar het Marius Joubert (springbok) en Marius Schoeman (springbok 7's) ook n Gim trui oor die kop getrek.

Die Old Boys wedstryd het in die laaste 5 jaar baie gegroei in gewildheid en lok skares in getalle van amper 10 000 mense.

Die wedstryd was ook live gestream en kon gekyk word deur Youtube.

Mense van reg oor die wêreld het hierdie wedstryd gevolg op Youtube en daar was selfs n boodskap van n oud-skolier wat op n vlug van Kaapstad na London besig was om die wedstryd te volg op sy laptop via die vliegtuig se wifi.

Paarl Gimnasium het hierdie wedstryd gewen 10-3. Afrimat het ook darem n aandeel gehad in hierdie wedstryd met Bossie Muller en Louis Loubser wat vir die Paarl Gimnasium span gespeel het.

Louis Loubser en Boshoff Muller met die wenbeker



SPORT MATTERS

AFRIMAT SUPPORTS SA'S CHAMPION CYCLIST

Afrimat believes in empowering talented individuals to reach their goals. In the spirit of women's month, Afrimat is proud to sponsor renowned cyclist Siska van der Bijl on her journey to represent South Africa at the Cycling World Championships held in France in August 2017. Siska spoke to Jackie Fermo on the eve of her departure for the World Championships

Siska van der Bijl is not only one of South Africa's best mountain bikers, she is also a champion cyclist. In February this year she came second in the Herald Continental Cycle Tour 80km Extreme Mountain Bike, an event which she won in 2016. Then in April she won the solo women's category in the Joberg2C, a nine-day 900km mountain bike race; and in May she and her team mate Annie Davids were the first women home in the three-day PwC Great Zuurberg Trek. Now she is heading to France to represent South Africa in the Cycling World Championships.

You've won so many events, are you a full-time professional cyclist?

I am what's called a "full-time hobby cyclist". I am not a full-time cyclist and I still have a regular full-time job! Although I compete at a very high level, I am not a professional. This means I also don't have a lot of sponsorships. That is why I am so grateful to Afrimat for sponsoring me to go to France to represent South Africa.

Tell us about the World Championships

The UCI Gran Fondo World Championships are being held in Albi, France, from the 24-27 August 2017. It is an annual competition promoted by the Union Cycliste Internationale (UCI) to determine world champion cyclists. There are different styles of racing, and I am competing in road cycling.

Do you need to qualify to compete?

Yes, you need to qualify and there are qualifying events held in various countries around the world. I qualified as a South African Champion earlier this year. How it works is that the top 25 percent of each qualifying event, in each age group, will qualify to

represent their country in the World Championships. Additionally, World Championships are by invitation only. You need to qualify, but you also need to be invited to compete, and that is why this is such an honour for me to represent South Africa.

Do you compete in the World Championships as a team or as an individual?

There are no teams. It is a one-day race of 97km, and the first over the line wins.

How are you training for the World Championships?

Anriette Schoeman, my friend and mentor is coaching me, and I've had very focused training for the last two months. I'm doing lots of hill training, intervals and sprints. There are plenty of early mornings involved – I'm usually up at 5 a.m. and I cycle till about 8 a.m. so I can be at the office by 9 o'clock. On average, I'll cycle 90km every morning before work. Essentially, we are preparing my leg speed. In road biking you need to get up to 70km per hour, or faster, with only your legs generating that speed. Are you following a specialised diet or gym routine? I don't really have the time to go to the gym! But I do manage to fit in core training which is important. If your core is strong then you move around less on the bike and that can create a bit more power in your legs. In terms of diet, I eat a lot of protein for recovery and carbs are important too. Sometimes after I'm finished training I crave bread! It's important to have a well-balanced diet.

What has been the most challenging race you've ever done?

I did a crazy race last year - the Munga Mountain Bike Race. It is a 1 088km mostly off-road race that starts in Bloemfontein and ends in Wellington in



Siska van der Bijl in her many cycling races



the Cape Winelands. And it took place in the December heat! Also, there was a 50km headwind! The Munga is a single stage, unsupported five-day race. So that means you decide when you want to stop to eat or sleep, and for how long. I only slept six and a half hours in four days. I was the 4th lady in and came 17th overall. That was certainly a challenge.

What is next for you, after the World Championships?

There are a few local road races coming up, and then the mountain biking season starts again. I will definitely do the Wines2Whales at year end and the 94.7 Cycle Challenge road race. But I've been so busy I haven't really planned anything yet as the World Championships have taken over my life!

Do you have any encouraging words for aspiring cyclists or mountain bikers?

Pay money to get a comfortable saddle! But also, South Africa is really so beautiful, just get out there and enjoy being in nature. We have such great events, and people put in so much effort to make them really world-class, take advantage of that, and of everything the sport offers.

We wish Siska all the best and will be rooting for her at the World Championships.

INSPIRATIONAL MATTERS

SOUTH AFRICA: A MICROSCOPIC OR A PANORAMIC VIEW

DR JHP VAN HEERDEN - CORPORATE CONSULTANT (BUSINESS STRATEGY) – SHARED SERVICES

“The father of modern economics, Adam Smith, once remarked that there’s a ‘great deal of ruin in a nation,’ by which he meant that it takes an awful lot of bungling by political leaders to bring down a powerful and prosperous state.” [Stephen Mulholland, former CEO of Times Media, 15 August 2017].

There are various countries where Smith’s wisdom holds. Some of them are Germany, Japan and more recently Czech Republic, Hungary, Slovakia, Slovenia, Croatia, Romania and Bulgaria.

According to Mulholland: “They are today vibrant democracies with low inflation, good growth, low unemployment, low GINI coefficients, low rates of crime, fine universities and excellent health care and so on. Their streets are clean and well-maintained, traffic flows smoothly, people are polite, service is excellent and one always feels safe.”

What can we learn from all this? Don’t have a microscopic view! I am sure that the Germans, Japanese, Hungarians and the other countries were depressed before things turned for the better. They possibly had a microscopic view on what was happening in their countries. Sure, Adam Smith’s wisdom still holds; even in South Africa!

We in South Africa are bombarded by the media (also the social media) with negative reports and messages. This was probably not the case in the above-mentioned countries (these countries do

not have press freedom and their citizens do not have access to social media). The result of the negative reports and messages is that we also have a microscopic view on South Africa.

South Africans must rather have a panoramic view. We still have a constitution which is one of the best in the world. We have the rule of law and the independence of judiciary. South Africans enjoy academic freedom, the freedom of the press, the freedom of expression, religious freedom, the freedom to travel within South Africa and abroad, the freedom to demonstrate against government and government institutions.

Some scientists are regarded as the best in the world (Space Centre in US, rocket fuel, nuclear engineering, discovering of super Nova, Robotics researcher at NASA, discovered super black holes in a Galaxy 4-billion light years away...). Some South African companies are making their mark on the world (like Naspers, Old Mutual and Richmond). Other positive aspects are our financial market development, our mobility of labour, a pool of entrepreneurship in South Africa, an economy which has tremendous potential. Our infrastructure is one of the best, if not the best, in Africa (like paved roads and ports).

It is important to note that there are people from all races willing to build a prosperous South Africa.

In order to be positive, we must have a panoramic view on South Africa.

‘WE STILL HAVE A CONSTITUTION WHICH IS ONE OF THE BEST IN THE WORLD. WE HAVE THE RULE OF LAW AND THE INDEPENDENCE OF JUDICIARY. SOUTH AFRICANS ENJOY ACADEMIC FREEDOM, THE FREEDOM OF THE PRESS, THE FREEDOM OF EXPRESSION, RELIGIOUS FREEDOM, THE FREEDOM TO TRAVEL WITHIN SOUTH AFRICA AND ABROAD, THE FREEDOM TO DEMONSTRATE AGAINST GOVERNMENT AND GOVERNMENT INSTITUTIONS.’



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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.



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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, which offers mobility beyond fixed areas of operation.

Afrimat offers blast designs for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas. The division operates internationally through a mobile hard rock crushing and screening service.

Contracting International uses its expertise in fields such as drilling and blasting, load and haul, crushing and readymix concrete processing to prepare bids for major clients in the construction industry.

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