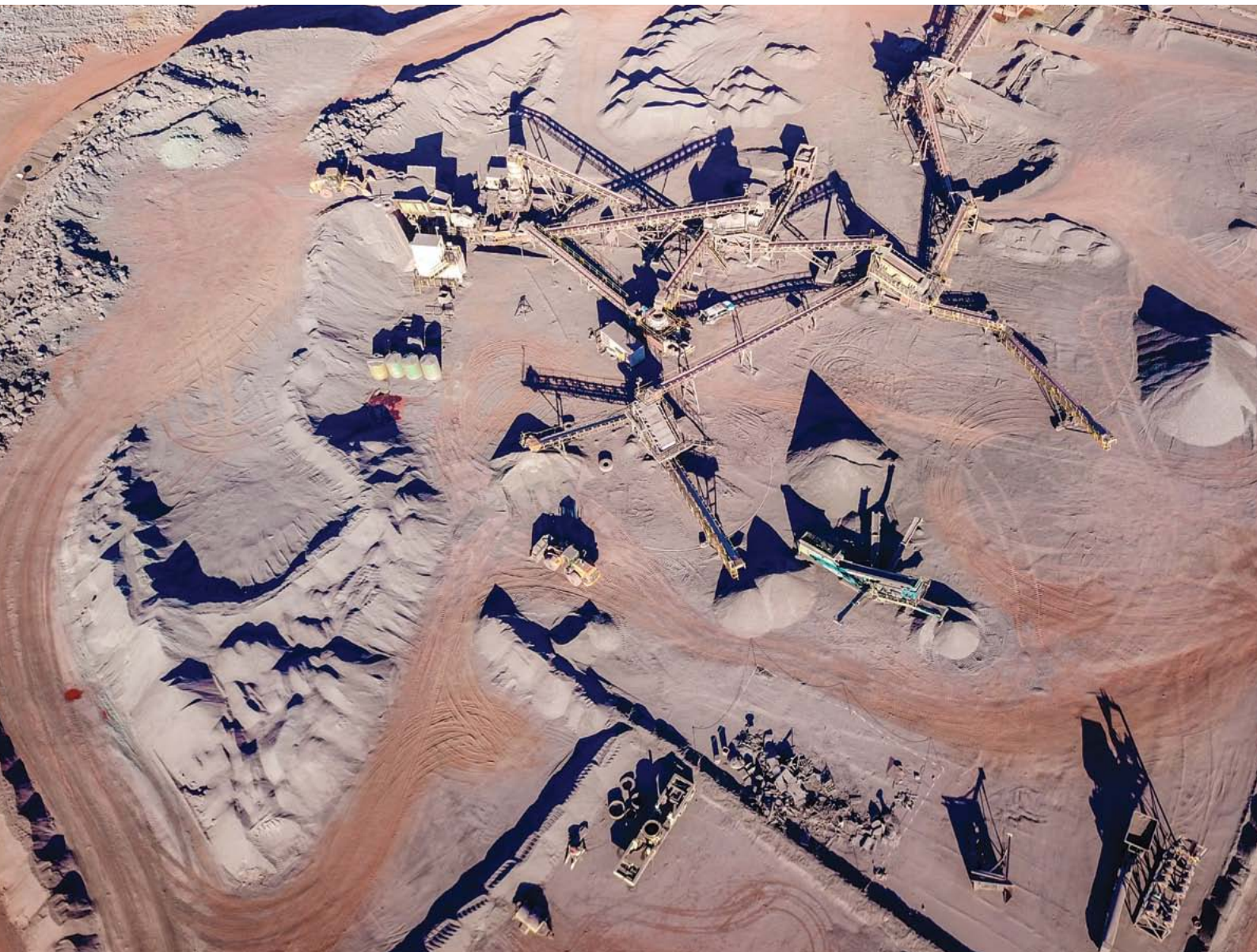


AFRIMATTERS



DIVISIONAL MATTERS: THE BIRTH OF AFRIMAT TRANSPORT
SOCIAL MATTERS: AFRIMAT CELEBRATES MANDELA DAY
HR MATTERS: WOMEN IN MINING



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.

'ALMOST EVERY ENTREPRENEUR I MET ASCRIBED THEIR SUCCESS TO THE PEOPLE IN THE TEAM AROUND THEM. PEOPLE MAKE THE DIFFERENCE BETWEEN SUCCESS AND FAILURE.'



An inspirational journey

In June I was privileged to join 45 other Country Winners of the Ernst & Young (EY) World Entrepreneur of the Year 2018 awards in Monte Carlo, Monaco. My wife and I spent five days in beautiful Monaco, rubbing shoulders with top entrepreneurs from around the world and being treated to 5-star hospitality by our hosts, Ernst & Young. Each entrepreneur was representing his/her country as the winner from that country and competing for the title of World Entrepreneur of the Year 2018.

It was a great privilege to meet so many successful people from around the world and to learn from them. I was also impressed by the traits and characteristics that were shared by most of these people. Some of the most prominent characteristics of these entrepreneurs were:

Vision: They all had a clear image in their minds of where they were heading and what the ideal future looked like for them and their businesses.

Dedication: Most of them shared stories of when their businesses went through difficult times and how they persevered. They all worked extremely hard and success only came after a long time of hard work and dedication.

Teamwork: Almost every entrepreneur I met ascribed their success to the people in the team around them. People make the difference between success and failure.

Excellence: Excellent execution and efficiency are other common ingredients in the recipe for success of most successful entrepreneurs the world over.

Positivity: All the Country Winners that we met radiated a spirit of positivity, in spite of adverse conditions in some cases.

I returned home inspired by my fellow Country Winners. Afrimat is competitive on world platforms and together we can be even more successful, in spite of the current adverse economic conditions in South Africa.

Andries van Heerden

CHIEF EXECUTIVE OFFICER

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AFRIMATTERS

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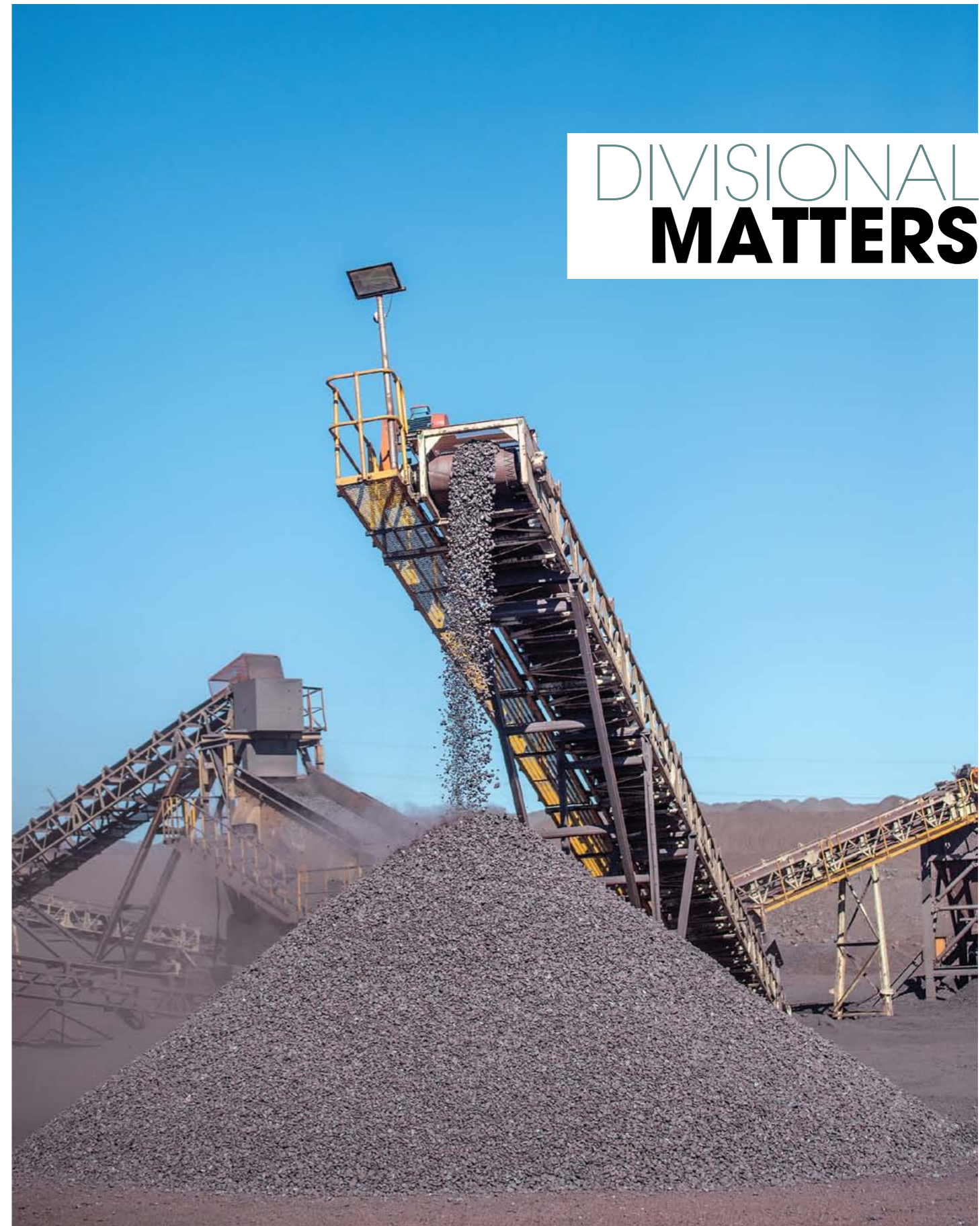
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DIVISIONAL MATTERS



DIVISIONAL MATTERS

AFRIMAT HAS ITS OWN FLEET

► AFRIMAT TRANSPORT
WILBRIE FOURIE – BUSINESS DEVELOPMENT

THE BIRTH OF AFRIMAT TRANSPORT

Given Donald Trump's latest interactions (or more rightly, altercations) with his allies and / or trade partners, there have been many opinions on the outcome it will eventually have on the USA economy. One interesting point to note, that many economic experts raise, is the fact that America's economy (bigger than 8 of the top 10 world economies combined) has grown so big it can trade within itself and still be sustainable.

Now, Afrimat's economic activity is not as big as America's (yet...), but we have also grown a great deal (not just in sales, but also in our geographical footprint, spreading to more and more corners of Southern Africa, for now).

This is where the opportunity sprung to life for us to tap into the "internal economy" that we have created. Let me explain...

Bin-price or win-price

Afrimat mines roughly 14.5 million tons per year, and besides a couple of stockpiles here and there, the majority of our product ends up on the customer's yard or site. Traditionally we have aimed to produce a product at the most cost-effective or cheapest method landed on our site, ready to be sold. But the fact of the matter is, the cost to the client is his landed cost, in other words, our product cost plus transport. If you want to be truly competitive - and that is where our focus and shift in current thinking should be - we should provide the best landed price, not just an ex-mine price.

It is this focus that led to the birth of Afrimat Transport, an entirely new division focused on ensuring that our products are landed in the most cost-effective way. This also ensures that Afrimat stays competitive, adds downstream value to our customers, or both.

Opportunities through growth

Due to our growth, we now deliver products from our mines in Cape Town to customers in Gauteng and also send product or materials from Gauteng down to Cape Town again, creating our own internal loops.

'THIS IS WHERE THE OPPORTUNITY SPRUNG TO LIFE FOR US TO TAP INTO THE "INTERNAL ECONOMY" THAT WE HAVE CREATED. LET ME EXPLAIN...'

More and more, our commercial teams are concluding long-term fixed contracts, providing a platform to source return legs, thus creating more value.

Another very important upside of having our own fleet is that we understand the costs and difficulties involved in transport, allowing us to better control external transporter rates, but also allowing us to assist our transporters in turnaround times where needed.

Through our widespread and numerous delivering points we have created an asset - we now need to make that asset sweat like all our other assets!

The start

The first trucks for Afrimat Transport arrived in the month of June 2018 and more trucks will be rolled out to other opportunities within Afrimat as they are identified over the coming months. Antonie Grové heads up the transport division. His main task is to ensure that transport doesn't turn into "trane-sport" as so many people like to call it.

With the help of Afrimat Transport, Limecor has already opened up certain markets in the Eastern Free-state which we struggled to service competitively in the past due to the distance from our mines. Through a model of supplying the farmers with agricultural limestone and hauling back their produce to silos close to our mine, we have been able to offer a better landed price and sell more product.

Owning our chain

There is a saying, "if nothing changes, everything stays the same." If the saying is true, then probably the inverse should also be true, "if something changes, it can't stay the same". This is our hope and vision for Afrimat - that by changing how we deliver our products, things won't stay the same. We will open up markets, create extra profit and own a bigger chunk of the value chain - a chain we created by opening up the earth's crust and selling what nature has produced.

We truly believe Afrimat Transport will play a big role and assist Afrimat with the road ahead. No pun intended.



The first trucks arrived in June 2018



'IF YOU WANT TO BE TRULY COMPETITIVE - AND THAT IS WHERE OUR FOCUS AND SHIFT IN CURRENT THINKING SHOULD BE - WE SHOULD PROVIDE THE BEST LANDED PRICE, NOT JUST AN EX-MINE PRICE. IT IS THIS FOCUS THAT LED TO THE BIRTH OF AFRIMAT TRANSPORT.'

DIVISIONAL MATTERS

MARBLE HALL

STEPHAN BECKER – MINE MANAGER – LYTTELTON DOLOMITE – MARBLE HALL MINE

MARBLE HALL'S YELLOW FLEET

The Afrimat Marble Hall limestone mine has evolved immensely since it joined the group in 2013, through the Infrasons Holdings acquisition, and has enjoyed a host of technical and infrastructural improvement projects over the years. Ramping up from a circa 15 000 ton per month operation in 2013 – including the upgrade of the primary section, the overhaul and expansion of the main production plant, and the addition of the aglime and sinter plants – today the mine is geared to produce in excess of 80 000 ton per month.

2018 has seen the addition of the high-grade limestone plant and a completely new aggregate plant. In view of this growth, it was decided that in order to further improve on efficiencies and reduce production costs, the time was right to invest in deploying our own load and haul fleet to service the much-expanded business unit.

In doing so, we turned to an original equipment supplier whose products make up all of the yellow machine fleet.

We previously had a mining contractor doing our load and haul from the mine to the plant, but recently we took possession of our very own larger mining equipment to do the work ourselves. Our thinking was that larger loads would lower our cost per ton produced, and for this reason we approached Bell

'THE TIME WAS RIGHT TO INVEST IN DEPLOYING OUR OWN LOAD AND HAUL FLEET TO SERVICE THE MUCH-EXPANDED BUSINESS UNIT.'



Equipment with whom we have a long and positive working relationship.

A work-study undertaken by Bell Equipment Sales Representative, Johan Myburgh, at the Marble Hall mine showed that five Bell B30E ADTs loaded with a Kobelco SK500 50-tonne excavator would deliver the same production in tonnes as three Bell B45E ADTs loaded with the same excavator.

We decided to go for the latter option as it meant improved efficiencies. We're also not governed by bench sizes, as in some of our other mines and quarries, and we could thus comfortably manoeuvre the larger trucks around the Marble Hall operation. An added bonus is that our primary crusher's feed hopper has been designed for larger trucks such as the Bell B45E ADT.

The end of May 2018 was filled with excitement as Afrimat Marble Hall mine took delivery of three Bell B45E ADTs, and two excavators - a Kobelco SK500 and SK350 - and they were put to work on 1 June 2018. The equipment was bought with Afrimat's standard warranty of 6 000 hours on the wet drive train and hydraulics.



'2018 HAS SEEN THE ADDITION OF THE HIGH-GRADE LIMESTONE PLANT AND A COMPLETELY NEW AGGREGATE PLANT.'

Our immediate planning with this new fleet is for 5 200 tonnes a day over a 22-day working month, which means each Bell B45E ADT needs to do between three and four cycles an hour. While we can physically monitor the performance of the ADTs, we have the added advantage of Bell Equipment's Fleetmatic system which gives us a lot of valuable information.

Apart from our normal operations in the pit, we can decide where and how the plant should be utilised for ancillary tasks such as creating and maintaining infrastructure, ramps and haul roads. In the past, we would hire in plant for this purpose which was an added cost to the company but having our own fleet of new equipment, that cost is now largely avoided or reduced.

DIVISIONAL MATTERS

▶ CAPE LIME – WESTERN CAPE
BOSHOF MULLER – SALES MANAGER – CAPE LIME

EASTERN CAPE IKALIKA MARKET RESEARCH TRIP

On the 24th of June 2018, a market research trip began to the former Transkei in the Eastern Cape to understand one of Cape Lime's oldest market segments, namely the local lime wash market.

When driving through the Eastern Cape, the typical traditional huts are visible everywhere. These huts are painted in various bright colours in a manner that is quite unique to the Eastern Cape. The paint that is used is a white wash lime mix with water and a colour pigment of choice. This kind of painting is called "ukukalika" in Xhosa. This ukukalika serves to keep rain water from penetrating the wall and thus improves the longevity of the huts. The painting normally takes place around December as this is when the rainy season starts and the waterproofing is required.

Cape Lime's Ikalika (white wash lime) is a household name throughout the Eastern Cape. This research trip was a true eye-opener and highly valuable as it revealed that the Ikalika brand is stronger amongst locals than initially expected.

Although the traditional Ikalika is receiving stiff competition from cheap PVA paints, there is still a lot of potential for this traditional product in the short-term. Measures have already been put in place to capitalise on the immediate run, and a medium to long-term strategy to develop this product with such an apparent strong brand value could make this line item a solid performer in the future.



'WHEN DRIVING THROUGH THE EASTERN CAPE, THE TYPICAL TRADITIONAL HUTS ARE VISIBLE EVERYWHERE. THESE HUTS ARE PAINTED IN VARIOUS BRIGHT COLOURS IN A MANNER THAT IS QUITE UNIQUE TO THE EASTERN CAPE.'



'ALTHOUGH THE TRADITIONAL IKALIKA IS RECEIVING STIFF COMPETITION FROM CHEAP PVA PAINTS, THERE IS STILL A LOT OF POTENTIAL FOR THIS TRADITIONAL PRODUCT IN THE SHORT-TERM.'

Transkei huts, the most traditional have the grass roof



Pieter Bruwer and Boshoff Muller's Saturday afternoon sales and operations strategy session



Top right: Coffee brewed the Transkei way



Far Left: Beautiful scenery. Not your average day in the office

Right: Langvlei Operations Manager Pieter Bruwer personally delivering a bag of Ikalika to a local resident



Below: Pieter Bruwer inspecting his product on the floor at Mega Save, Ncgwanguba

DIVISIONAL MATTERS

READMIX – WESTERN CAPE DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READMIX

SANBI MULTIPURPOSE EDUCATIONAL CENTRE FOR THE KAROO DESERT NATIONAL BOTANICAL GARDEN

The beautiful town of Worcester possesses a lot of outdoor activities, breathtaking scenery and a landscape that includes the Du Toitskloof, Slanghoek and Hex River mountain ranges.

One of the great jewels that Worcester has to offer is the SANBI Karoo Desert National Botanical Garden. This piece of land is set aside for the conservation of rare flower and plant species as well as the tortoises only known to the Worcester area. The *Moraea worcesterensis* is a species of flower unique to this area and was first discovered in 1983. These species only flower for one week in September and the flowers only last one day, so definitely a must see if you're ever in the area at this time of year.

Because of all these amazing species of plants and animals known to Worcester, SANBI has decided to erect a multipurpose training facility to educate volunteers and park trainees about the biodiversity and conservation in and around the park.

To complement the surrounding and the earthy feel of the Karoo, SANBI decided on our Readymix concrete polish and grind mix for the facility floor finish. A perfect mixture: 70% Villiersdorp 19mm stone and 30% Hex rivier 19mm stone. A total of 24cubes was cast in February 2018 and the crew from 180 Degrees Concrete Floor Services did an excellent job in grinding and polishing the floor. Customer satisfaction is what we thrive on and this is one for the books to be remembered for years to come.

We are proud to be a part of any project, but when a project shouts excellence - it is just a feeling of total satisfaction.

Well done to AR Projects for the amazing building they erected. There is still some minor finishing to be done before handing over to SANBI.

Thanks to all involved: Afrimat Readymix, AR Projects & Developments, VMA Architects, AMPS, Orrie, Welby-Solomon & Associates, Consultmech, IFINDO, Arvind N Bhawan, Siyakhatala safety, Sillito, Ecosense.

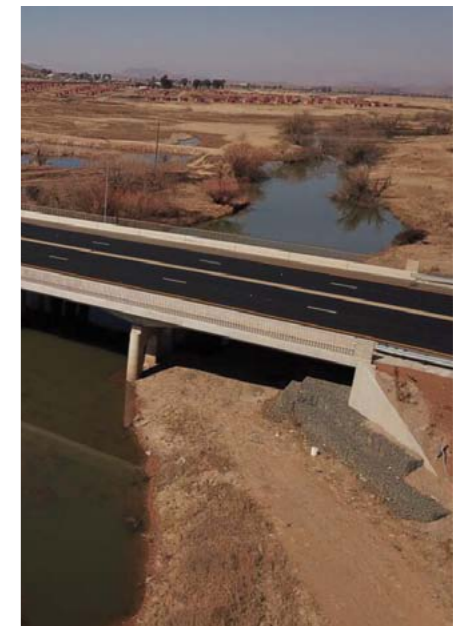


Top right: Front entrance of the SANBI training facility
Right: Exposed polish and grind finish on the main floor

HARRISMITH – CONCRETE ANDRÉ KRUGER – PLANT MANAGER -- HARRISMITH CONCRETE PRODUCTS

N5 HARRISMITH BRIDGE PROJECT COMES TO AN END

After three years, the N5 bridge project for the Harrismith team has come to an end. We have been covering the progress of this project in Afrimatters since December 2016. Afrimat supplied approximately 10 000 m³ of concrete for the project. Congratulations to the team on a job well done.



DIVISIONAL MATTERS

AFRIMAT AGGREGATES – KWA-ZULU NATAL/FREE STATE MONTY COLEMAN – QUARRY MANAGER – VRYHEID

INNOVATIVE TEAMWORK FROM THE VRYHEID QUARRY

Due to developments at the Vryheid quarry we were faced with the issue that we had to re-route our waterline and electrical cabling of the pump. The pump in the quarry supplies our dam from where we pump water for dust suppression on the plant and the roads.

The problem it left us with was that the cabling and waterline needed to cross our benches where the dumpers travel. It is not advisable to cover this with just crusher dust, because this will definitely cause damage. We therefore needed something that could be moved and would protect the waterline and cable. Our Plantsman, Deon Venter, formulated a solution: The plan was to build a cross-over for the TMMs (Trackless Mobile Machines). He then approached Thokozani Ntombela, our boilermaker to build this for him.

After manufacturing this cross-over, it was painted, then it was taken down to the pit/quarry to be placed in position for the TMMs to safely cross over to the loading area in the quarry - without damage to the waterline or cabling.

Thank you to the team for putting your innovative caps on and coming up with a solution!



The team who was responsible for the installation and the re-routing of the waterline and cabling.
Front row, left to right:
Monty Coleman (Vryheid Quarry Manager),
Siphamandla Mbatha
(Plant Operator – Secondary section,
Thokozani Ntombela (Boilermaker).
Back row, left to right:
Deon Venter (Plantsman),
Mshikoshika Zwane (Plant Supervisor),
Phumlani Zulu (Loader Operator),
Emmanuel Masondo (Gradings Clerk),
Mondli Shabalala (Water Truck Driver & S.H.E Rep),
Moses Mavuso (Excavator Operator),
Hendrik Labuschagne (Site Mechanic)

CAPE LIME DICKY CARSTENS, COMMERCIAL MANAGER, AFRIMAT LIME

CAPE LIME LANGVLEI STAFF CELEBRATING AN EXCELLENT AUGUST MONTH

Cape Lime Langvlei staff achieved a record month in August, exceeding their monthly goal. The Langvlei operation mainly supplies aglime, animal hygiene lime, white wash lime, building lime and aggregate products to the agricultural and construction sectors. We are proud of our teams efforts and each member's contribution to achieving a record month.



Right: Cape Lime Langvlei staff celebrating an excellent August month

AFRIMAT CONCRETE PRODUCTS – WESTERN CAPE RIAN ENGBRECHT – AFRIMAT CONCRETE PRODUCTS – WESTERN CAPE

DE DOORNS FASHARY PROJECT

A NEW SHOPPING CENTRE

I would like to take this opportunity to congratulate Mr Pool together with Mr Pretorius from Fashary Construction on the successful completion of yet another new business venture.

The brand-new shopping centre opened its doors on 24th of May 2018 with the Breede River Valley's deputy major, John Levendal, cutting the ribbon to mark this special occasion. Customers were treated to a choir and dance performances by the F.J. Conradie Primary school as well as in-store competitions on the day of the opening.

This centre consists of seven stores with Shoprite as the anchor tenant. This project has created 53 new job opportunities in this community. The building was erected on a challenging site with an unexpected amount of stone and underground water. These challenges were overcome with great innovation and improvisation.

Afrimat Readymix supplied a very high strength concrete and did everything possible to meet the opening date that was on a tight schedule.

Afrimat Boublok contributed to the success story with the supply of 60mm interlocking grey pavers for the parking area. TJ Paving did a superb job with the laying thereof. A total amount of 85 000 pavers went into this parking area and it was completed within a month. Well done to Toby and his team.

This centre is a wonderful addition to the beautiful little town of De Doorns, buried between the vineyards and hex valley mountains.

Well done. Thank you for your loyal support. We are excited to be part of your future projects.



The new shopping centre in De Doorns for which Afrimat Boublok supplied Readymix and pavers

'AFRIMAT READYMIX SUPPLIED A VERY HIGH STRENGTH CONCRETE AND DID EVERYTHING POSSIBLE TO MEET THE OPENING DATE THAT WAS ON A TIGHT SCHEDULE'.

DIVISIONAL MATTERS

AFRIMAT READYMIX WESTERN CAPE JOHAN VAN NIEKERK – SALES CONSULTANT – AFRIMAT READYMIX WESTERN CAPE

VLAKKELAND PROJECT

LOW-INCOME HOUSING WITH A VIEW

The Western Cape Housing Department has many low-income housing developments underway because the region, and the rest of the entire country, has a dire need for adequate housing for poor and low-income households.

Vlakkeland residential development in Paarl is one of many such developments. This low-income housing development will consist of 3 260 units over 105 hectares. The project has seven phases of which phase 1 and 2 are underway.

Once all the phases are complete it will consist of:

- Subsidy housing
- G.A.P housing (housing opportunities created and promoted by the Government in partnership with the private sector for first-time South African home owners with a certain income)
- Rental apartments
- Primary and secondary schools
- Churches
- Sport facilities
- Transport hub
- A business node with retail spaces and a post office

This development is consistent with the integrated development plan of Drakenstein municipality whereby it will create employment and economic growth, access to safe and efficient transport and develop a sustainable human settlement to increase social cohesion and reduce poverty.

The civil works is well underway and the first houses' concrete was cast in the month of August.

The surrounding communities are benefiting already as the main contractors have employed more than 80 employees.

Let's hope these kinds of developments can become a success story and lead to a means to house our nation.



The land on which the Vlakkeland residential development will be built and the beautiful surrounding views

AFRIMAT AGGREGATES – KWA-ZULU NATAL/FREE STATE PIETER BERRY -- QWA QWA READY-MIX BRANCH MANAGER

PROGRESS UPDATE ON THE MALUTI CRESCENT MALL IN QWA QWA

The progress on the building of the Maluti Crescent Mall is going well according to the Concor Building's schedule.

Phase 1 of the project will be completed by the end of October 2018. Builders have erected the top floor and the walls are going up.

Electrical installation in the basement is complete and they have started with the installation of air-conditioners.

Afrimat Qwa Qwa RMC branch and ACP are very proud of being part of this major project in Qwa Qwa - the biggest project ever done by the Qwa Qwa RMC branch. A lot of long hours, and some frustration, have gone into the project and we are looking forward to its successful completion.



Progress of the Maluti Crescent Mall



DIVISIONAL MATTERS

MEDIA MATTERS MODERN QUARRYING MAGAZINE

INTO NEW TERRITORY

The acquisition of Demaneng mine and the subsequent creation of a Commodities Segment set Afrimat on a seemingly new direction, but it is the fundamental synergies that have made the operation a fitting business for the leading open-pit mining company. Following a meticulous turnaround strategy, the previously distressed operation has already been set on a sustainable growth path, writes Munesu Shoko.

Last year's acquisition of Demaneng, previously known as Diro Manganese Proprietary Limited and Diro Iron Ore Proprietary Limited, gave Afrimat a foot into the commodities market, further allowing the company to expand its already massively diversified product offering.

Following the transaction, Afrimat created a new Commodities Segment, adding to its traditional industrial minerals and construction materials portfolio. Grant Dreyer, Head of Business Development and Group Strategy at Afrimat, says iron ore was a logical next step for the open-pit mining giant, given the operational aspects are so similar. There are fundamental aspects of the new business that remain the same with the traditional portfolios – opencast operation, conventional drill and blast, load and haul, primary and secondary crushing and screening.

"Essentially it was about leveraging our competencies in a new sector, but more importantly diluting our exposure to the cyclical nature of the construction sector locally," explains Dreyer. "In addition, it allowed us to earn USD-based revenue, providing significant hedge against local currency weakness." Dreyer adds that as part of the company's diversification strategy, Afrimat has always maintained that it will acquire operations it believes – based on fundamentals – will provide solid returns, and have inherent competitive



In 2017, Afrimat expanded its product footprint into iron ore with the acquisition of Demaneng

'IN ADDITION, IT ALLOWED US TO EARN USD-BASED REVENUE, PROVIDING SIGNIFICANT HEDGE AGAINST LOCAL CURRENCY WEAKNESS.'

advantages such as unique metallurgy, cost structure or location. This is exactly what Demaneng offers; the mine's product is of high quality with low contaminants and good physical properties, in addition to low stripping ratios and good access to infrastructure.

On a growth path

Afrimat has over the years demonstrated its prowess in corporate revitalisation, exhibited by its approach of acquiring existing businesses in distress and in need of a turnaround, successfully making them strong solid performers within a short space of time. The same approach has been well executed at Demaneng – an operation it acquired for about R300-million – where a combination of interventions have notably resulted in increased production.



The mine's product is of high quality with low contaminants and good physical properties, in addition to low stripping ratios



Andries van Heerden, CEO of Afrimat



Grant Dreyer, Head of Business Development and Group Strategy at Afrimat

'KEY TO THE TURNAROUND AT DEMANENG WAS TO REALIGN THE OPERATIONS TO 'BECOME FIT FOR PURPOSE.'

Initially, Afrimat acquired 60% of the mine for R276-million, before purchasing the remaining 40% stake from minorities for a further R44-million, giving the group a 100% stake in the operation. At the time, the mine had halted operation due to financial distress the previous owners found themselves in, which subsequently led to the placement of the mine into formal business rescue in June 2016. Having acquired the full value of the operation by July 31 last year, the operation formally exited business rescue by August 2016. Barely a year later, Afrimat has already ramped up production to 1-million tonnes per year. "Key to the turnaround at Demaneng was to realign the operations to 'become fit for purpose'. This included right sizing the business and engaging with all stakeholders to ensure alignment of the culture and values in addition

to extensive housekeeping and repairs to plant and equipment," explains Dreyer. "Forming positive relationships with key stakeholders has also been important in the process and we have found it particularly refreshing to work with the Transnet team to overcome various challenges." Afrimat entered into an agreement with Transnet for rail allocation and a load-out facility. After restarting production in July last year, Afrimat shipped its first ore to China in an agreement that will see the mine's output exported to China through an agreement with a local iron ore exporter.

Announcing Afrimat's full year results for the year ended February 2018, Andries van Heerden, CEO of Afrimat, noted that the mine had reached its design production capacity of 1-million tonnes per annum at the end of February this year. All processing equipment had been commissioned, as well as the new load-out facility that enables the company to load trains on the Sishen-Saldanha railway line.

"The mine has been ramping up to production run rate of 1-million tonnes per annum. However, the robustness of Afrimat's operating model was once again proven during this time when the company acted swiftly in order to cut costs.

Another key factor to the immediate success is that the business Afrimat entered into an agreement with Transnet for rail allocation and a load-out facility, has experienced a year of labour stability as a result of various human resource interventions and a strong

DIVISIONAL MATTERS

MEDIA MATTERS CONT.

operational team that has created an amicable, mutually beneficial climate. The operation employs a total of 105 full-time workers, with a further 39 contractors on site.

Operational processes

Given the company's entrepreneurial culture and flexibility, Afrimat has been able to vertically integrate the operational value, adding services which have allowed management to control most of the operations and operational cost drivers. "Afrimat conducts all operations at Demaneng including bulk mining, loading and hauling, reduction and beneficiation processing, quality control and the management of the load-out facility," explains Dreyer.

Some initial challenges at the site related to the navigation of the complexities of the business rescue scenario and working with a disillusioned workforce and community, especially given the history of previous poor management practices. "Key individuals within the Afrimat leadership team are highly experienced in the iron ore sector and they were able to guide the team in this new terrain. The combination of this expertise with Afrimat's ability to execute operationally meant a quick solution to the issues," explains Dreyer. Looking to the future, Dreyer says Afrimat views Demaneng as a platform to grow from in the bulk commodities space, and the company is currently assessing various opportunities in the sector in order to expand the business.

Furthermore, he believes that Afrimat can play an important role in developing assets out of favour with the larger corporates, enabling junior miners to successfully bring to life resources that otherwise would not have existed.

"Afrimat can play an integral part as a catalyst to enable growth in the sector, positively impacting all stake-holders by unlocking the value in opportunities through leveraging our core competencies and potentially partnering with entities and together work towards a vision for the sector in the broader South African context," concludes Dreyer.



Afrimat entered into an agreement with Transnet for rail allocation and a load-out facility



Demaneng reached its design production capacity of 1-million tonnes per annum at the end of February this year

'SOME INITIAL CHALLENGES AT THE SITE RELATED TO THE NAVIGATION OF THE COMPLEXITIES OF THE BUSINESS RESCUE SCENARIO AND WORKING WITH A DISILLUSIONED WORKFORCE AND COMMUNITY, ESPECIALLY GIVEN THE HISTORY OF PREVIOUS POOR MANAGEMENT PRACTICES.'



HR MATTERS

> WOMEN IN MINING

ANTHEA ADAMS – TRAINING AND DEVELOPMENT

I was fortunate to attend the annual Women in Mining Conference that was facilitated by the Intelligence Transfer Centre in February. The conference was empowering and gave me the opportunity to see the progress made by women in the mining industry.

Here are some interesting facts about the women in Afrimat:

POSITIONS

- > Nationally, we have women as truck drivers and machine operators.
- > 9 Engineering interns
- > Group Manager: Health and Safety
- > Operational Manager
- > 7 Artisans currently in training
- > An Artisan assistant
- > A Crusher assistant
- > A Drill assistant
- > Company Secretary
- > Corporate Finance Manager
- > Business Unit Finance Managers
- > Business Systems Support Manager
- > Business Intelligence Manager
- > Quarry Manager
- > National Audit Executive
- > Human Resource manager and HR/HRD Officers
- > HR Organisational Development officer
- > Quarry Clerks
- > Weighbridge Clerks
- > Group Accountant
- > Brand and Marketing Coordinator
- > Senior Environmental Specialist

TRAINING AND DEVELOPMENT

- According to the quarterly sustainability report that the HRD team submitted in July:
 - > 53.33% of the employees who are part of the company's study assistance programme are female.
 - > 12.32% of the employees taking part in the Adult Education and Training programme are female.
 - > 44.83% of the interns currently employed by the company are female.
 - > When the Afrimat Learnership Programme for artisans was established in 2012, only one female took part in the programme. Since 2014, 9 female artisans have taken part in the programme.

I asked some women in Afrimat to complete a Women in Mining questionnaire.

They were randomly chosen, from different professions, regions and cultures.

Their answers, summarised as follow:

- > Afrimat has always provided a platform to develop their careers through training and development.
 - > These opportunities have encouraged women to become self-empowered within their professions.
 - > Another form of development is mentorship and coaching. Some of the employees who completed the questionnaire indicated that they do have mentors - and those who don't, expressed an interest in having one. Having a coach or a mentor gives an opportunity for experience and skills to be transferred from one generation to the next, irrespective of age or gender.
 - > In terms of giving women the opportunity to challenge the process and be part of the solution for gender equality, the general consensus by the women who completed the questionnaire was that although their opinions are taken into account, they have to assert themselves to be taken seriously.
 - > One of the highlights of the Women in Mining Conference was the launch of Sasol's programme "Let's talk about women in Sasol". The programme promotes dialogue about gender equality which includes Women in Mining Forums. One of the objectives of the forums is to be a strategic business partner and to give women a platform to address misconceptions. Women are gradually becoming strategic partners in the mining sector and more attention is being paid to the role that women play.
- Thank you to all women in Afrimat who have contributed to making Afrimat the company it is today.

> AFRIMAT PENSION AND PROVIDENT FUNDS

COMPILED BY: PETER KERSWILL
– ABSA CONSULTANTS AND ACTUARIES AND
MARELI MOSCA – HR OD OFFICER

How are my monthly contributions spent?

There are no deductions from your contribution. The full amount is invested and forms part of your Fund Share which is payable if you leave the Fund for any reason.

How are Afrimat's monthly contributions spent?

Part of the contribution that Afrimat pays on your behalf is used to pay for the cost of running the Fund and for the cost of the insurance benefits that you enjoy. The balance of the contribution is invested and makes up the rest of your Fund Share which is payable if you leave the Fund for any reason.

What is my Fund Share? Your Fund Share is made up of all your contributions and the balance of Afrimat's contribution, after taking off the cost of administration and your insurance benefits, plus all the investment returns earned on those contributions for the full period of your membership.

What are the insurance benefits?

Whether you are a member of the Afrimat Pension Fund or the Afrimat Provident Fund, you enjoy the following insurance benefits:

- > Life Assurance benefits which include a lump sum payable to your dependants, and education benefits for your children which are payable directly to the school, college or university where your children are studying
- > Disability benefits which are payable to you if you become disabled on duty or off duty from an accident or sickness
- > Funeral benefits which are payable to the funeral parlour

> HEALTH & SAFETY

SA BLOCK AND CLINKER SUPPLIES

ANDREW CRAUSAZ – PRODUCTION MANAGER – CLINKER SUPPLIES



The Clinker Klip and Clinker Vaal team photo

1 500 DAY LTI-FREE CLINKER SUPPLIES BRAAI

On Friday 3 August 2018, Clinker Supplies (PTY) Ltd celebrated 1 500 days lost time injury free with a site braai at Clinker Supplies Vaal. All three Clinker operations managed to reach this milestone in their own right.

> Clinker Klip on 8 July 2018

> Clinker Vaal and Vierfontein 19 July 2018

This milestone, taking approximately four years, was achieved through dedication to safety by all team members - at all times. Regular discussions and toolbox talk communications dealt with issues arising and how best to mitigate them. Awareness and hazard identification have helped to minimise risks within the working environment. A developing culture of good work practice has helped enormously in reaching this target.

However, it does not stop here. A revised target has been set for 2 000 days and this target will be reached in December 2019.

As we move forward, the safety of our employees remains at the forefront of our operation. We must continue to leave no stone unturned in our quest to ensure that our employees get home safely each and every day.

Well done to each of the three Clinker teams for this achievement. It is something that each member should be proud of.



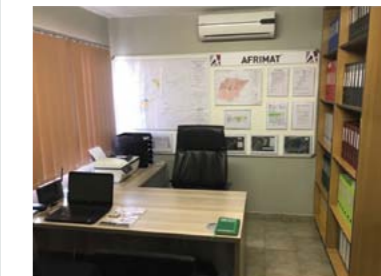
The Vierfontein team

> SAFETY BASICS: HOUSEKEEPING

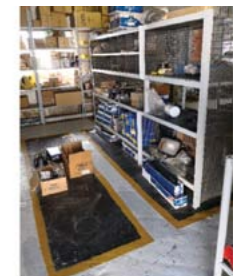
LETISHA VAN DEN BERG – SHEQ MANAGER

Housekeeping is not just about cleaning floors and surfaces, removing dust, and organising clutter. In a work setting it is much more... Good housekeeping practices prevent injury, improve productivity and boost morale. It gives a positive first impression to any external visitor entering the operation.

Prevents injury and occupational diseases	Picking up items that are lying around prevents slips and trips
	Stacking and storing items neatly prevents material falling onto people
	Clearing waste that is highly flammable prevents fires
Improves productivity	Storing chemicals correctly prevents fires
	Controlling dust is important to prevent inhalation
Boosts morale	Tools that are stored neatly can be found quickly to start the specific task
	Store bolts, nuts and v-belts in an orderly manner and in correct size for easy access and stock take purposes. Buying duplicate stocks wastes money



Left: This does not apply in the operational area but in your office too! Scottburgh Manager Jabu Motha's office



Ulundi Storeroom

HR MATTERS

> NEW APPOINTMENT

AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

BRENDA SLATTERY – HUMAN RESOURCES MANAGER – WESTERN CAPE

Welcome to **Denleigh Spocter**, Sales Representative - AAO Western Cape Sand Operations, who joined the team on the 1st June. Denleigh's career in the building and construction industry started in 1992 with Readymix Concrete in the Central Laboratory. Previous employment includes being a Concrete Batcher, Orders Clerk, Despatch Controller, Transport Controller, Plant Superintendent and being involved in sales of aggregates and Readymix. He has worked for Readymix Concrete, Alpha Stone and Readymix, Lafarge, Blue Circle, Holcim and Afrisam. What attracted Denleigh to Afrimat is the culture of the company and its values.

He says, "I try to live these values in my everyday life and teach my children the same values. I believe I have joined a strong, motivated and excellent team and I am looking forward to making a positive contribution to the company. I believe in customer service and going the extra mile. I look forward to a long and happy career at Afrimat." Denleigh is married to Monique and they have two beautiful daughters, Michaela and Zoe.

AFRIMAT AGGREGATES OPERATIONS WESTERN CAPE

RAEESHATROMP – HUMAN RESOURCES INTERN – AAO

We would like to welcome Mthetheli (Shortie) Lengisi, Ntombozuko Mkosana, Siyabulela Deme, Johannes Simphiwe Jantjies, Allison Cuttings, Jan Arries and Adrew Dees to the Afrimat Aggregates Western Cape team. We wish them all well and all the best in their careers within Afrimat.

INFRASORS HOLDINGS

ANGELIQUE STANNARD – HUMAN RESOURCES OFFICER – INFRASORS HOLDINGS

We would like to welcome **Cobus Visagé** to the Infrasors team. Cobus started on the 3rd of July as the new Commercial Manager. Cobus has been in the mining industry for 12 years, specifically in Industrial Minerals. He joined Idwala at age 19 and worked there for 10 years, fulfilling various roles within operations before moving into a sales environment in 2013 when he was transferred to Johannesburg. He left Idwala in 2017 and joined Optimin Minerals as a Key Account Manager. He worked at Optimin for a year and thereafter joined Afrimat as a Commercial Manager for Industrial minerals.

Please join me in welcoming **Cecile Cilliers** to Gauteng. Cecile was transferred from Afrimat Readymix and started on the 2nd of July as our new Group Financial Manager. We hope you enjoy Gauteng and this new path. Cecile says, "I joined Afrimat Readymix Cape in July 2014. Colleagues quickly became friends and family. I decided that it was time for change and made the move to Infrasors. Even though I miss my Readymix family, I am sure that my new colleagues will become friends and family too. Infrasors is a new challenge for me and I hope and believe that I will be able to make a positive contribution."

HEAD OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Daniel Snow was born and raised in the southern suburbs of Cape Town. He graduated with a Bachelor of Science in Information Technology from the Pearson Education Group. After spending two years working in small business and home IT support, he moved to Afrimat on a contractual basis on the 28th of March. Daniel has now been employed full-time as an IT Technician at Afrimat Head Office as of the 1st of July.

AFRIMAT KZN/FREE STATE

REUBEN PHETLA – PIETERMARITZBURG QUARRY MANAGER

Heinrich "Heinie" Grebe recently joined the Afrimat Pietermaritzburg Quarry as a Plantsman. Heinie is a doting family man who enjoys outdoor life and fishing. Welcome, Heinrich

AFRIMAT KZN/FREE STATE

MARIUS THERON --LADYSMITH QUARRY MANAGER

We would like to welcome **Wynand Van Zyl** who recently joined the Afrimat Aggregates Ladysmith Quarry as a Plantsman. Wynand enjoys hunting and fishing.



Denleigh Spocter



Johannes Simphiwe Jantjies



Allison Cuttings, Jan Arries, Adrew Dees



Mthetheli (Shortie) Lengisi, Ntombozuko Mkosana, Siyabulela Deme



Cobus Visagé



Cecile Cilliers



Daniel Snow



Wynand Van Zyl



Heinrich Grebe

> PROMOTION

VRYHEID CONCRETE PRODUCTS (KZN/FREE STATE DIVISION)

ZAMA MADLALA – HR OFFICER – KZN/FREESTATE

Thokozani Dhlamini, who was a general worker at Vryheid Concrete Products has been promoted to Team Leader. In his new role he will now be responsible for leading a team of 36 employees at the Vryheid ACP Plant. Thokozani, from Mondlo, joined the company as a General Worker on 3 November 2007. He is married and a doting father of two boys. He is a Kaizer Chiefs fan. On his promotion, Thokozani says, "I am very happy, and my life is growing. I am motivated and looking forward to getting more leadership experience. I will make sure that we keep our customers satisfied by producing quality products."



Thokozani Dhlamini

> BABY FEVER

INFRASORS HOLDINGS

ANGELIQUE STANNARD – HUMAN RESOURCES OFFICER – INFRASORS HOLDINGS

A big congratulations to **Valerie**, Financial Accountant – Infrasors, and her husband Hannes Louwrens on the birth of their daughter Olivia Louwrens on the 13th of January 2018. Wishing you lots of blessings and happiness!



Valerie and Hannes Louwrens with their daughter Olivia



Marlene and Amber

HEAD OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Congratulations to **Marlene Botha** (Financial Manager, Head Office) and her husband Quentin on the birth of their beautiful baby girl Amber. Amber was born on the 31st of March and weighed 3.2kg. We are sure she will bring lots of love and laughter to your family.

AFRIMAT READYMIX

JANICE SCOTT-PHILANDER – HUMAN RESOURCE ADMINISTRATOR – AFRIMAT READYMIX

Congratulations to **Cindy Wiggins** (Human Resources Officer, Afrimat Readymix) and her husband Simon on the birth of their baby girl Leah. Leah was born on the 14th of May weighing 3.27kg. We wish your family health and laughter.



Cindy and Simon with Leah



Steven Janse van Vuuren and Nancia and children

HEALTH AND SAFETY GAUTENG

LETISHA VAN DEN BERG – SHEQ MANAGER

Congratulations to **Steven Janse van Vuuren**, Regional safety manager Gauteng, and his wife Nancia on the birth of their beautiful baby daughter Miane who was born on the 2nd of July. We wish your family all the best.

COMPETITION: GUESS WHO?

Can you guess who this person is? Send your answers to lizanne.olivier@afrimat.co.za by 31 October and you might be the winner of an Afrimat Cooler Bag.

Want to take part in the next competition? Send your childhood pictures to Lizanne Olivier. Congratulations to the following winners of the last competition.

The answer was **Michelle Sturrock – Sales Coordinator – Infrasors.**

The following people got it right:

Marlene De Castro

Liesl Diedericks



HR MATTERS

> TRAINING

AAO WORCESTER

ALISON THOMAS - HRIS OFFICER – AAO WORCESTER JUNIOR LEADERSHIP COURSE

We held a junior leadership course with DYNA Training to equip our staff with the necessary skills needed - not only to lead others but also how to be the "right" leader to others. As our new generation comes in at Afrimat we need to inspire them to lead. This was an in-depth course for our up-and-coming leaders of tomorrow. The course included these topics:

- > Lead teams to achieve priorities
- > Self-management and accountability
- > Use time optimally
- > Present and motivate ideas
- > Apply grievance procedures
- > Use a people-centred approach
- > Use appropriate leadership styles
- > Build teams in a changing environment
- > Creating better work team experiences
- > Improve two-way communication

The group who did the course were very pleased with the level of training they received. We hope they will implement what they have learned in their different operations.



Team Goal



Team United as 1



Team Dynamite

> TRADE TEST

AAO WORCESTER

ALISON THOMAS - HRIS OFFICER – AAO WORCESTER

Robin Titus started his learnership journey in 2015 as an electrical learner. He did his training at the EBDA training center. He completed his learnership this year and was appointed as electrician at Kliprug. Congratulations Robin. Robin wishes to thank his mentors Johan le Roux and Faizel Sauls for helping him on his way to achieving success.



Johan le Roux, Robin Titus and Faizel Sauls



The winning team – Team Goal Carl Charles, Deveraux Morris, Sikhumbuzo Madliwa, Sydney Xati, Mcebisi Godola

1st Place TEAM GOAL!

Sikhumbuzo (Afrimat), Deveraux Morris (GRW), SydneyXati (Afrimat), Carl Charles (Afrimat), Mcebisi Godola (Afrimat)

2nd Place TEAM DYNAMITE

Msimelelo Nokhemane (Afrimat), Monwasibi Mcinziba (Afrimat), Michael Kruger (Afrimat), Juhandry Pieterse (GRW), Raymond Steenberg (GRW)

3rd Place Team UNITED AS 1

Rowen Opperman (GRW), Winston Bailey (Afrimat), Vuyolwethu khele (Afrimat), Lionel Mashonganyika (Afrimat), Michael Kotsiwe (Afrimat), Jeandré Engelbrecht (Afrimat)

> TRAINING

LYTTELTON DOLOMINE MINE - CENTURION

MOKGADI RICCA MPEBE (WEIGHBRIDGE CLERK – LYTTELTON DOLOMITE CENTURION MINE) EDUCATION IS THE KEY TO SUCCESS

I would like to thank the Lyttelton Dolomite management team for the bright opportunity they have given us to participate in Adult Education and Training (AET) classes. We are all on different levels in one class. In our workplace we are parents, but in the class we are pupils so that we can achieve success at the end. It is an interesting class and we are lucky to have an excellent teacher, Mr. Mpoeu. Our teacher is full of patience and persistence. I hope that he enjoys developing us to be the face of Lyttelton Dolomite.

I would like to urge my colleagues to consider joining our class in January 2019 so that all of the workforce of Lyttelton Dolomite Mine are enlightened.

AAO – WESTERN CAPE (KLIPRUG QUARRY)

NATASHA WILMOT – RECEPTION/QUARRY CLERK – AGGREGATES DRIVER'S LICENSE

Congratulations to **Ruben Ndzaba**, Driver at Kliprug quarry, who has successfully completed his code 14 driver's license. Thank you for continually inspiring us to believe that if we keep working hard and believe in ourselves, success shall follow us everywhere we go.

AAO – WESTERN CAPE

RAEESHA TROMP – HUMAN RESOURCES INTERN – AAO ADVANCED DRIVING COURSE

Congratulations to the Transport Division for the successful completion of the Advanced Driving Course. On behalf of management, we are proud of the 80%-90% achievement of our Transport Drivers in this particular course and encourage them to keep up their outstanding work.

AAO – WESTERN CAPE

RAEESHA TROMP – HUMAN RESOURCES INTERN – AAO BASIC FIREFIGHTING TRAINING

Congratulations to our Transport Division for successfully completing their Basic Firefighting Training.

Far right: Firefighting training in action, Zalisile John Majaja and the facilitator Donovan Booyesen

From left to right: Donovan Booyesen, Andries Sauls, Enrico Bobbejee, Nicolaas Fredericks, Ricardo Van Wyk, Dawid Booyesen, Bariscerf September, William Shobeka, Astrid Damon, Marius Kleinhans and Zalisile Majaja



ABET class. From left to right: Aphane (Plant Operator); Suzan Ramokgopa (Cleaner); Ricca Mpebe (Weighbridge Clerk); Tinny Mphaladi (Plant Operator) and the Triple E facilitator Mr. Mpoeu. Sizwe Mdletshe and Joseph Nkulele were not available on the day the picture was taken



Ruben Ndzaba with Shaun Coad (Quarry Manager)



Advanced driving course group photo
From left to right (Back) Enrico Bobbejee, Christiaan Vermeulen, Michael Kundulu, Kenneth Polopolo, Ben Mbulawa, Andries Sauls, Bariscerf September, Jan Koopman, From left to right (Front) Mzwandile Mfengu, Xolani Badi, William Shobeka, Astrid Damon & Damon Vermeulen



> A DAY IN THE LIFE OF: MARELI MOSCA – ORGANISATIONAL DEVELOPMENT OFFICER

HEAD OFFICE

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

During the last couple of months a lot of you have probably met Mareli Mosca as she has been traveling through the country to learn more about Afrimat's culture. But who is Mareli? We asked her the following questions to find out more about the person behind the bubbling personality.

1. What is your role within Afrimat?

I feel very blessed that my passion and my role at Afrimat is beautifully aligned. My passion is people - seeing them grow, build strong relationships, work effectively and find joy in the work they do every day. This slots in with my role at Afrimat as an Organisational Development (OD) officer where, together with the HR-team and managers, we keep a finger on the pulse of our company culture - our company heart-beat. This includes understanding our employee's beliefs, attitudes, behaviours and strengths in order to align them with Afrimat's strategic objectives and our vision.

2. Can you tell us a bit more about your day-to-day work?

My work currently stands on three pillars which are OD, Communication and HR (projects/coordination). OD includes frequently analysing our cultural landscape through interviews, surveys and consulting with management and their teams. This is part of keeping a finger on the pulse - we identify where we have sub-cultures and if those sub-cultures are healthy or if they oppose the Afrimat culture. Then we manage that space by proposing certain interventions such as teambuilding, training, one-on-one discussions, adjusting a process or enhancing communication.

This is a part of my job that I love because we can get creative and constantly need to stay innovative and fresh, as the landscape is continuously changing. The landscape changes we need to keep an eye on include the economy, politics, the market, industry trends, new generations entering the workplace and globalisation. All of these influence how we see our work and our future.

Communication involves me constantly sourcing news, stories and fun facts in order to have relevant and credible news for the Monthly Matters each month,

'THROUGH OUR TRAINING AND INTERVENTIONS WE ARE UNLOCKING POTENTIAL IN PEOPLE. THROUGH FUNCTIONAL TEAMS THAT WORK WELL TOGETHER WE ARE UNLOCKING STRONG RELATIONSHIPS AND EFFECTIVENESS. BY CONSTANTLY BEING CHALLENGED WE UNLOCK INNOVATIVE THINKING.'

and designing and creating content for the Monthly Matters and Screensavers. I also spend a lot of time consulting with other departments to explore the different communication platforms, tools, systems and processes we can use to enhance communication in Afrimat.

We pride ourselves in our diverse workforce and it's important for us to use the correct channels and tools to ensure the whole team gets a uniform message which they can understand and relate to. Communication is also a very powerful lever in the OD work we do.

HR coordination is the admin pillar of my day-to-day work and takes most of my time at the office. This mostly entails anything HR-related that needs to be nationally coordinated or administrated. For example : The Evergreen BEE trust together with the finance department, employment equity reporting, pension and provident funds, long service awards and financial literacy training. I also support Anton Gerber (General Manager Human Resources) with HR administration for Afrimat Shared Services, Afrimat Management Services as well as HR-related events and projects at Tygervalley Head office.

3. What was your career history before you joined Afrimat?

My career took quite a turn! Although I got my degree in Communication I never imagined I would work in an office or corporate environment!

My dreams were set on one day owning my own Dance and Drama academy. To save up for this dream I worked in South Korea for a year teaching English at a kindergarten. After I returned from Korea my heart was set on moving to Cape Town where I took a job as an Arts and Culture teacher at a high school. I very quickly learned that there is a great difference between teaching cute Korean four-year olds and very terrible grade 8s and 9s - especially if you are a young teacher and on your first day they ask you if you are a new student...

I never lost my interest in the communication field and felt that it would be better for me to investigate the corporate space before I murdered a high school pupil! I started looking for HR and communication opportunities and was fortunate to get an internship at Afrimat. Having wonderful mentors and coaches I soon found my love

for corporate culture and communication and I directed most of my energy into learning as much as I could in this field.

4. How has your career developed within Afrimat?

It started with the one-year internship in HR where I truly found my passion for OD and communication. I moved to Texas, USA with my husband for a year and half where I worked in marketing and project administration but I was constantly reading books on cultures and doing short online courses because the passion was burning. When we returned from the US I got the opportunity to be part of the Afrimat HR team again. I then played a role in assisting Anton Gerber with administration and coordinating national HR projects. I have been in the OD role since March 2018 and I absolutely love it! I am currently studying to become an industrial psychologist and am aspiring (God willing) to take it all the way to a PhD.

5. What are you most passionate about within your career in Afrimat?

I love to see how potential is unlocked. This is exactly what Afrimat does - we dig, blast and mine the beauty from the earth and these materials are used to build roads, homes, schools, churches, businesses and a bigger stronger South Africa.

In my line of work it's the same concept that excites me. Through our training and interventions we are unlocking potential in people. Through functional teams that work well together we are unlocking strong relationships and effectiveness. By constantly being challenged we unlock innovative thinking. In the bigger picture we are unlocking potential in people and building a stronger and bigger Afrimat.

6. What do you do in your free time?

I have an abnormal amount of energy and I try to channel it into as many things possible - which strangely then energises me more. I love spending time with my amazing husband, family and friends seeking adventures in nature, scuba diving, snowboarding and anything that gets our heart rates up. The more remote the better.

Studies tend to take a lot of my free time, but when



'THROUGH OUR TRAINING AND INTERVENTIONS WE ARE UNLOCKING POTENTIAL IN PEOPLE. THROUGH FUNCTIONAL TEAMS THAT WORK WELL TOGETHER WE ARE UNLOCKING STRONG RELATIONSHIPS AND EFFECTIVENESS. BY CONSTANTLY BEING CHALLENGED WE UNLOCK INNOVATIVE THINKING.'

I am not studying you will find me at the dance studio or at action netball. I recently started a cooking blog - I love baking and decorating cakes and I sell them from time-to-time.

We love serving at our church and spend a lot of time with a non-profit project called Joy Farms in Philippi where our aim is to uplift the community. This project stole my heart and it's wonderful to see how God's hand is completely leading this initiative.

HR MATTERS

> SUCESS STORIES

KOBUS BARNARD – HR MANAGER – CAPE LIME

Jeckyll Kordom is gebore 30 Januarie 1992. Hy voltooi sy skool loopbaan aan Hoërskool Vredendal in 2010. Terwyl hy bedags werk voltooi hy sy tegniese studies aan die Northern Cape FET Kollege te Okiep in die Namakwaland waarna hy terug keer na Vredendal. In November 2014 begin sy loopbaan by Cape Lime, Vredendal as 'n Werkswinkel Assistent. In 2015 aanvaar hy 'n oorplassing Langvlei aanleg te Robertson. In Augustus 2015 is sy vakleerlingskap aansoek goedgekeur en begin hy as 'n Elektriese vakleerling.

Na 2 jaar en 8 maande se harde werk het hy in April 2018 sy ambagstoets suksesvol voltooi en sy "Rooi Seel" verwerf. Met ingang 1 Junie 2018 word hy aangestel as 'n elektrisiën te Cape Lime, Vredendal aanleg. Namens Cape Lime wens ek Jeckyll baie geluk en wens hom alle voorspoed toe met sy loopbaan.



Jeckyll Kordom

> STOREROOM CLEAN UP

CHRIS MOOLMAN - DEMANENG

Sue Fourie, Business Systems Support Manager, was not afraid to get down and dirty in the Demaneng storeroom - although it ended up with her coming out looking rather different from how we are used to seeing her. And this picture was taken after she had washed her hands a couple of times already! Thank you, Chris Moolman for sharing this picture with us.



Sue Fourie

> FAREWELL

HEAD OFFICE

JOHAN DU PLESSIS – GENERAL MANAGER TECHNOLOGY SYSTEMS

It is with great sadness that we say farewell to **Andrew Espin** after only six months with Afrimat as an employee, but in the bigger scheme of things, for more than eight years as a consultant and lead developer of the Qlik models at Afrimat. Andrew will be remembered for his soft approach to people, exceptional skill-set and knowledge of the product suite. Also, for his dedication and precision on execution. It was a privilege working with Andrew and I wish only the best for him and his family's future plans.

For us staying behind, it is a benchmark for what can be achieved by exploiting the true potential of the Qlik suite of products and I hope we can build on the foundation laid by him over the entire period.



Andrew Espin

ACI

JUAN OLIVIER – FINANCIAL ACCOUNTANT – AFRIMAT CONTRACTING INTERNATIONAL AND LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

"Afrimat Contracting International would like to wish **Jo-Mari Smit** the best of luck in her future endeavours as she departs Afrimat after almost three years of employment in the group. We know she will do well and always take on life with an excellent attitude - you will be missed."

Jo-Mari has been part of many divisions within Afrimat - AAO, AMS, Demaneng and ACI - and we are sure she is going to be missed by everyone who was lucky enough to work with her. We want to thank her for her dedication to Afrimat and for always being willing to go where help was needed.

We wish her only the best for her future.



Jo-Mari Smit and Juan Olivier



SPORT
MATTERS

SPORT MATTERS

> DAVIN GILES COMPETES IN THE IPSC SHOTGUN WORLD SHOOT

DAVIN GILES – MANAGING DIRECTOR – SA BLOCK AND CLINKER SUPPLIES AND LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

DAVIN SHARES HIS EXPERIENCE:

In November 2017 I managed to win the final selection match which was held in Cape Town. It was at this match that the National Teams were announced. I was fortunate to be selected to represent South Africa at the IPSC Shotgun World Shoot, which was held at the National Shooting Sport Centre in Chateauroux-Deols, France, from 2 – 10 June 2018.

The five-month build up to the World Shoot involved extra training, both on the range and in the gym, as I tried to get myself in the best possible condition for the match. The sport is not only physical, but mentally strenuous too, and one needs to remain at peak for six days of shooting. There were 786 competitors from 37 countries that took part.

The opening ceremony was an emotional experience, which is difficult to describe, and standing on the start of the first stage was very overwhelming. I struggled with nerves on the first two days, and strangely enough on the last day as well, before settling down. I can only imagine what it must feel like to run onto the field with a Springbok jersey on, I am surprised they even manage to catch the ball!

I was in squad 65, together with the teams from Italy and Belarus. We shot 30 stages with a total of 380 rounds of ammunition. Some of us who missed a bit fired a few more. I managed to end the match in 41st position.

The World Shoot was an amazing experience, where I not only learned a lot but also made new friends. These shoots are held every three years, so if all goes well I will do my very best to be there in 2021.

DAVIN ANSWERS OUR QUESTIONS:

How did you become interested in the sport?

My Uncle Harry Milesen introduced me to IPSC at the age of 14. I remember trying to hit a stop plate with his .45 ACP and emptying a magazine. Adrenalin pumping and hands shaking, I was hooked. I still get that feeling stepping onto the line. Once I started earning a salary, I started taking part in IPSC Club Competitions using a CZ 75 handgun. As the sport evolved, rifles and shotguns were added, bringing a new and exciting dynamic to a great sport.

'THE SPORT IS NOT ONLY PHYSICAL, BUT MENTALLY STRENUOUS TOO, AND ONE NEEDS TO REMAIN AT PEAK FOR SIX DAYS OF SHOOTING.'

How long have you have been shooting?

I grew up shooting. I've used a handgun competitively since 1992, however I only tried my hand at rifle and shotgun shooting in 2013.

How often do you train?

Similar to everybody else trying to balance work and family, not often enough. Prior to the last Nationals I managed to get in two or three range sessions of about 100 rounds each, and two evenings a week of reloading at home of about 30 minutes.

Each training session should have a specific goal and time frame i.e. quality over quantity. The build-up and practice prior to the World Shoot is at a different level and includes more cardio.

What are your goals?

To prepare sufficiently, and to go and shoot "my" match to the best of my ability, ensuring that I contribute to the team's success. Also, to meet the expectations of all those who have contributed to my development.

Well done to Davin on his achievement. We wish you all the best for 2021.



SPORT MATTERS

> CAPE EPIC 2018

ADRIAAN LATEGAN – PAM LEAD – MOBILE EQUIPMENT

Adriaan Lategan answers Bevin Cornelius and Lizanne Olivier's questions about his Cape Epic experience and the preparation it took to get ready for the race.

What made you decide to enter the Epic?

It's not easy to get an entry into the Cape Epic. It is one of the ultimate MTB multi-stage races in the world and it has always been a dream of mine to take part.

As one of South Africa's best mountain bikers, the late Burry Stander, put it: "If someone says he's done an Epic, or two or three, he's immediately part of the club.

That person is a real mountain biker. You know they can suffer. It's the race that measures all."

In September last year I received an invitation to enter from ABSA, the main sponsor of the Epic. I was extremely excited, but it was a big and expensive decision. I have to admit the voice I said "yes" in was rather high and a bit shaky.

How does the race work?

It is a multi-stage race over eight days, between teams of two, in the mountainous areas around the Western Cape. The first day is a shorter prologue day where each team starts individually, and the time is taken to determine the seeding for starting groups in the next seven stages. Each stage is approximately 100km per day with 2 000 meters of climbing. Depending on the time in which you complete a stage, a team can move up or down in the starting group (approximately 50 teams per group). There is a cut-off time for each stage and if a team does not make it, they are out of the race. The two riders in a team are not allowed to be more than two minutes apart at any time during the route for whatever reason. If so, a time penalty is added which is taken into account for the cut-off time.

How long was the race and where was it?

This year the prologue was on the slopes of Table Mountain, over a distance of 20km and 600m climbing. It was a beautiful day with breath-taking scenery - a great way to celebrate my 52nd birthday!

Stage 1 (110km, 1 900m climbing) and stage 2 (106km, 2 000m) were around Robertson. For **stage 3 (122km, 1 880m)** we travelled from Robertson to



Worcester via the mountains. This was an exciting day as we rode in Afrimat tops and were easily spotted and cheered on by familiar faces along the route.

Stage 4 (113km, 1 800m) took us via Rawsonville to Wellington, including the Bainskloof pass.

I never knew that there is so much sand in between the sharp rocky climbs!

Stage 5 was a short but a tough day in the form of a time trial **(39km, 1 430m)**. This day took the highest number of teams out of the race for not making the cut-off. It was demanding and steep with very technical downhills.

Stage 6 (76km, 2 000m) was a nice play-day with lots of single tracks in the Welvanpas area, but there were some serious race-ending injuries.

Finally, stage 7 from Wellington to Val de Vie Estate outside **Paarl (67km, 2 000m)** was no joke after seven days of riding. Seeing race-ending crashes in the mountain with Val de Vie in sight confirmed that the race only ends once you cross the line after a total of 653km and 13 530m climbing.

How long before the time did you start training and how do you train for this type of race?

During September when I committed to the Epic I had good basic fitness as I was getting ready to do the Karoo2Coast with other Afrimat riders. So my Karoo2Coast race became a long training ride. Six months before the Epic I embarked on an official training programme, prepared by a professional trainer. My cycling partner and I logged all our training on Strava, a training app.

The basic structure of our programme involved short two-hour rides on Tuesdays, Wednesdays and Thursdays. Saturdays and Sundays were longer rides of 5 to 6 hours, sometimes taking part in official races. Mondays and Fridays were "rest days" off the bike with short sessions of cross training and stretching.

Over six months my preparation included just over 300 hrs on the bike during which I did 5 600km and 93 000m of climbing. For cross training I ran +/- 10km per

'I NEVER REALISED HOW MUCH ONE NEEDS TO EAT DURING THE RACE. I LOST 10KG IN BODYWEIGHT DURING TRAINING AND ANOTHER 2KG DURING THE RACE.'

week with some core and upper body exercises. This was an average of 13 and a half hours training per week.

How many hours do you prepare to ride on race day and how do you prepare mentally for something like this?

In October every year, they announce the route for the Epic so you can get an idea of what is ahead in terms of terrain and distance and plan your training accordingly. During the six months of preparation the worst thing for me was training during bad weather. "Weekend warrior" riders easily decide not to go for a ride if the wind is strong or if it looks like it might rain. But I just kept my mind on the finish line and told myself that the wind from the front only makes me stronger.

Did you have to go on a special diet?

No, I never went on a special diet, but I did focus on not eating too much unhealthy stuff. I completely cut out things like chips. With all the training one does eat a bit more, what I had to focus on was drinking enough water to stay properly hydrated. I never realised how much one needs to eat during the race. I lost 10kg in bodyweight during training and another 2kg during the race. During the race I never took any artificial stuff except for the energy mixture in my water bottles. At the water points I took bananas, apples, watermelon, biltong and potatoes. In my pockets I kept dates, biltong and nuts.

How fit must you be and how do you know you are ready to take on the race?

This is a difficult question and I do not think many people will be able to give you the correct answer. For myself, I was fit enough to complete the race comfortably and enjoy it. In February I did the three-day Tankwa Trek MTB race in Ceres - the terrain included some of the toughest stages of previous Epics. I finished the three days comfortably at a fair pace - this was a good confidence booster.

Did you get to enjoy the scenery?

You have to make time to look around, this is the only way of making the route shorter in your mind. On long mountain climbs you try to imagine what the view would be like if you reach the top. We live in such a beautiful part of the world! Just remember not to look around when on a technical part, as your next view might be the inside of a hospital.

'SEEING RACE-ENDING CRASHES IN THE MOUNTAIN WITH VAL DE VIE IN SIGHT CONFIRMED THAT THE RACE ONLY ENDS ONCE YOU CROSS THE LINE AFTER A TOTAL OF 653KM AND 13 530M CLIMBING.'



What was your highlight of the race?

Obviously receiving the finisher medal is a highlight, but in hindsight this was more the goal. Highlights included the atmosphere and camaraderie during the long days. If you are at a low you get supported, if you see someone suffer you add a few words of encouragement. Then of course I enjoyed the congratulations and laughs after every stage.

How does it feel when you cross the finish line?

Tears of joy and a lot of emotion. I was on such a high I almost felt I could do another!

What's your advice for anyone who wants to do a race like this?

Once you've made the decision, get support from your loved ones as you will be neglecting them. Then commit 100% and train, train, train and train some more. Also, get a structured training programme.





SOCIAL MATTERS

SOCIAL MATTERS

> MANDELA DAY



READYMIX – WESTERN CAPE

JACO VAN ROOYEN – SALES CONSULTANT-- WESTERN CAPE READYMIX

I received a call from Brenda Slattery one morning regarding a donation for a concrete pathway. Camphill Village needed some assistance and Brenda has been involved with them for years, so she knew how important this was for the disabled people that use the pathway on a daily basis.

Having never heard of Camphill Village, I was very surprised when we got there and they told us the history of this establishment. It has been operating as a running concern with an organic farm, bakery and dairy. The Village gives people with disabilities and down syndrome a place to stay, a place to work and most importantly a sense of belonging. This was truly a great opportunity to assist with whatever small donation we could, to aid in a better lifestyle for everyone there.

After the go ahead, myself and Johan van Niekerk went to meet the ladies who were arranging all the donations and labour for their Mandela Day festivities. They were busy and had a lot of questions and ideas. We all put our heads together and brainstormed

'HAVING NEVER HEARD OF CAMPHILL VILLAGE, I WAS VERY SURPRISED WHEN WE GOT THERE AND THEY TOLD US THE HISTORY OF THIS ESTABLISHMENT. IT HAS BEEN OPERATING AS A RUNNING CONCERN WITH AN ORGANIC FARM, BAKERY AND DAIRY.'

a few ideas on how to tackle this pathway with what they had available. In no time, plans and ideas came together to tackle this project.

We went down to have a look at the existing pathway and you could immediately see how difficult it must be for a person with walking aids or a wheelchair to manoeuvre themselves from one point to another. This stretch is about 300m from the hall to the bakery and dairy.

Everyone at Camphill Village was very grateful for the concrete donation and they started with the prep work for the concrete delivery. On Mandela Day, we arrived with the first 6m³ of concrete and the delivery went perfectly. It was very well organised and many people were there to assist and lend a hand. People from all over came out to assist with a grateful attitude and a sense of commitment to help those in need.

The first section came out great; Afrimat is supplying the final few meters to finish the project.

It was a great honour to be involved with Camphill Village on Mandela Day.

I believe we did well and made him proud.

SOCIAL MATTERS

> MANDELA DAY

EASTERN CAPE – DENVER QUARRY

LYNN MALGAS – SENIOR HUMAN RESOURCES OFFICER – EASTERN CAPE AGGREGATES

Mandela Day is a global call to action celebrating the idea that each individual has the power to transform the world and make an impact. For Mandela day, the Denver Team decided to go and visit all the wonderful animals and kind-hearted volunteers at Save-a-pet. Save-a-pet is a non-profit, no-kill shelter that relies solely on donations from the public for food, maintenance, medical bills, water, electricity as well as salaries for the general workers. On the day, they had 209 dogs and cats on the premises, some who have been residents since 2005.

We took dry food donations and blankets for the animals. We spent time with the dogs, petting the puppies and kittens and visiting every "resident" there. We had a great time with everyone at Save-a-pet and hope that our contribution gave a small sense of relief from the day-to-day responsibilities of looking after those animals that cannot fend for themselves and need a helping hand.



From far left to right: Sabelo Mlungwana, Dewaldt Fourie, Bennie Hancke
Left: Lynette du Plessis and Ursula Prowse

GLEN DOUGLAS

RONEL ROSSOUW – OCCUPATIONAL HEALTH PRACTITIONER – GLEN DOUGLAS DOLOMITE MINE

On the 18th of July 2018, Glen Douglas Dolomite Mine employees honoured the 67 minutes towards Mandela Day by volunteering to revamp the clinic. The project was started off by one of the goals put into place by Glen Douglas Mine's Wellness Peer Educators Staircase for 2018. The project was started on the 7 July and finished on the 25 July. It was a huge success and the clinic is now looking amazing.

Firstly, a huge thank you to mine management for the supplies provided which enabled the revamp to take place. A big thank you to the painter, Paul Xaba from the plant workshop, who was made available to do the preparation, coordination and finishing off of the painting of the clinic.

Secondly, our deepest gratitude goes out to all Glen Douglas Mine employees who were involved in the project and a special thank you to the WPE facilitator, Lucas Sebots from Careworks, who assisted with the project. Without your enthusiasm and participation, this would not have been so special. We thank you for your continued support in helping us exceed our goals and look forward to your valuable participation in future projects.



The clinic before the project

The clinic after its coat of paint



WPEs getting busy

Paul Xaba (Painter), Magda Herbst (Clerk) and Ronel Rossouw (OHP)

KÄNGURU FAMILY FUN RUN

ADELE CHMURKOWSKI -- PEDAGOGIC LEADER -- KÄNGURU FOUNDATION SUBMITTED BY RONEL ROSSOUW – OCCUPATIONAL HEALTH PRACTITIONER – GLEN DOUGLAS DOLOMITE MINE

On the very chilly morning of 21 July 2018, we gathered at the Känguru Foundation at 7am to anxiously await the brave few who turned up for registration for our Mandela Day Family Fun Run. To our astonishment, cars started to pull into the parking - and our expectations were doubled, even tripled. We had over 144 entrants this year putting this event at a permanent space on our annual calendar.

Thanks to everyone who attended the celebration, being it for doing the 3km walk while pushing one of our children on the route, running the 8km (10 km just sounded better for the poster) or just joining us for a boerewors roll. Each and every person made a difference in the lives of our special children. Having visitors, hearing stories and sharing smiles was the highlight of their day. Our focus was the much-needed awareness around disability. In particular, we emphasise that every child has their own personality, likes, dislikes, abilities and disabilities and should not be labelled as a disabled child. All children deserve love, care, laughter and joy.

Congratulations to Stephan who finished the 8km run in 34 min 21 sec and to Nkosinathi Ntuli who finished second in 38 min 02 sec. Ronel Rossouw and Marie Le Maitre were the first ladies who crossed the finish line together in a time of 45 minutes.

A special thanks to the staff, family and friends of Afrimat who attended the day. We are extremely grateful for the continued support that Känguru Foundation receives from Afrimat. It all started many years ago and we hope that it will continue for many years to come. Your financial contributions over the years, especially towards our therapy room, and the erecting of the Afrimat Sun-Ray will have lasting effects. For more information please do not hesitate to Adele Chmurkowski, Pedagogic Leader Känguru Foundation, on 072 593 7416.



Top Left and Right: Children from Känguru Foundation in the new Sun Ray building that was sponsored by Glen Douglas mine as part of their social plan

Above Left: Adele Chmurkowski (Pedagogic Leader, Känguru Foundation) with Glen Douglas employees Nkosinathi Ntuli who finished second in the 8km run, and Ronel Rossouw the first woman to cross the line
Right: Ronel Rossouw visiting the children

AAO – WESTERN CAPE

RAEESHA TROMP – HUMAN RESOURCES INTERN – AFRIMAT AGGREGATES OPERATIONS

The Pioneer School for the blind in Worcester was established in 1881 and remains a beacon of hope for many parents and learners. The school provides support and career development for blind learners, partially sighted learners, deafblind learners, learners with learning barriers and multiple disabled learners. The institute's mission is to empower persons with disabilities by means of education, training, development and care towards a fulfilled life and complete citizenship. For our 67 minutes for Mandela day, we decided to pay this magnificent institute a visit to learn more about what they do. Since it is winter, we thought it would be appropriate to hand out beanies to some of the learners as a kind gesture.

We want to thank Dries Burger for arranging this opportunity for us to learn something new!



The Afrimat team with learners and staff from the school. From left to right: Marna Strydom, Beanca Louw, Christine du Plessis, Jomari Smit, Christopher Vermeulen, Johan Claassen, Juan Olivier, Dries Burger, Abraham Booyen, Sandile Mtwazi, Shiray Davids, Marionette Onker, Bilquis Moosa, Freddy Marone, Nosamkele Sawuti, Jantjie Smith and Dries's dog Zeeva

SOCIAL MATTERS

> ON COURSE FOR A CAUSE

HEAD OFFICE

WILBRIE FOURIE – BUSINESS DEVELOPMENT

It is early morning, the sun peeking over the hill, as I pick up a rake. No, it is not Saturday morning chores - it is me cleaning the mess I made of my shot on the 6th into a bunker as big as the Namib. On the 8th I tried again, taking the tiger line and eventually ending up just like Tiger more recently, in the woods. A bit of a hopeless case on the course, but for a cause, so not being hopeless at all!

On the 20th of June, Afrimat was a sponsor of one of the holes at the yearly Saint Stithians' Boys College Interact Golf Day, held at the Bryanston Country Club. The cause of the day was raising money for JAM, an NGO providing hunger relief to thousands of people across Africa.

Dicky Carstens (Limecor), Antonie Grové (Afrimat Transport) and myself entertained our clients, KPMM, on the day. And I know there is still a long debate on whether a golf day counts as a day at work. I would like to add to the debate by saying, one can surely do more than a day's work at a golf day. We met various other stakeholders and potential clients, some of whom we are doing business with now as a result of the fun in the sun. The most pleasant aspect of the day was the warm welcome and respect people have for Afrimat as a company. A lot of hard work goes into establishing such a name - a name of fair businessmen and women, eager to grow in the sectors we operate in. It was a reminder that we operate in a small world and you never know who you might meet and what having a good company name and culture can do for you. At the function afterwards Afrimat was called forward and awarded a prize for our golf efforts, but before you silently high five yourself and shout WHOO-HAA AFRIMAT, please note that all teams received a prize...



Dicky Carstens (Commercial Manager – LimeCor), Wilbrie Fourie (Business Development) and Antonie Grove (Afrimat Transport)

> AFRIMAT MATHS TUTORING PROGRAMME

WORCESTER WESTERN – CAPE

ALISON THOMAS – HR INFORMATION OFFICER

Our social and labour plans commitment gave us the opportunity to help a school in our area. In conjunction with Vusisiswe school we launched a Maths tutoring project where we assist students from Grade 8 – 12 with maths and science classes. We also sponsor a teacher during the year and we keep up to date with the progress of the students and give the top student a small bursary toward their studies. This year we gave the top student Dyanti Athandile a laptop as this was his need. Dyanti already received a full scholarship for his hard work during the year. We wish him well with his studies.



Jacobus Koert (HRD Officer) handing over Dyanti Anthandile's laptop

> DENVER HOSTS GRADE 10-12 LEARNERS

EASTERN CAPE – DENVER QUARRY

LYNN MALGAS – SENIOR HUMAN RESOURCES OFFICER – EASTERN CAPE AGGREGATES

On 3 July 2018, Denver Quarry hosted Grade 10 to 12 learners from various schools around the Eastern Cape. This was arranged by the Department of Mineral Resources for a learner focus week.

The purpose was to expose learners to careers and processes within open cast mining operations. Jeff Hoffman our Regional Manager did a presentation on the processes and management of the quarry. Learners were taken on a tour to give more clarity on what happens around the quarry.



The group of grade 10-12 students who visited the Denver Quarry



Students listening to Jeff Hoffman's presentation

> DEMANENG: THE NOT SO NEW KIDS ON THE BLOCK

DEMANENG – NORTHERN CAPE

ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY

Demaneng Mine has hit the ground running with its compliance. As part of its social and labour plan, the mine held a procurement session for local Small Medium Micro Enterprises (SMMEs) in May 2018 at the Gamagara Local Municipality. The session was aimed as an introduction to potential new local suppliers, to build a relationship with local SMMEs and explain what Afrimat does and where it operates. At the session, the SMMEs were asked to send their company profiles specifying the types of services they offer. Since the session, Demaneng has appointed several local SMMEs to provide services to the mine. Through this, the mine not only empowers local businesses but also creates jobs. As the mine is aiming to strengthen its relationship with local stakeholders, it is imperative for local businesses to understand that they too play a role in job creation. At face value, people might think a few jobs created do not make a difference - but to a family that is dependent on the salary, it goes a long way.



The Afrimat procurement session

> LIPSYNC BATTLE 2018

AAO - WORCESTER

DRIES BURGER- WORCESTER

Worcester Lions diensorganisasie tesame met Mountain Mill Mall het vir die tweede jaar die gewilde Lipsync kompetisie suksesvol aangebied.

Die bekende Solly Philander was die seremoniemeester. Die kompetisie behels dat besighede van Worcester teen mekaar deelneem deur bekende liedjies op te voer deur die woorde na te boots en te kombineer met 'n paar dansspasies. Die wenspan word na elke 'battle' bepaal deur die toejuiging van die gehoor. Die Afrimat-groep het 3 spanne ingeskryf vir die ongelooflike aand, waarvan die kaartjies alles uitverkoop was. Ons het goeie blootstelling gekry en ook 'n artikel in die Worcester Standard, ons plaaslike koerant, het goeie bemarking vir Afrimat besorg.

Afrimat Concrete Products (Boublok) se Pieter Apollis tesame met sy talentvolle dogter, Padronay, het met "Upgrade You" uit volle bors gesing. Hulle het teen Trappers deelgeneem, maar Trappers se "Leeuloop" het die gehoor gaande gehad.

Afrimat Readymix se Riaan Engelbrecht en sy vrou Elizanne, het met "Juicy Wiggle" die gehoor vermaak. Riaan was stokfrou maar moes my uithelp namens Afrimat Aggregates met "Hier kom die bokke". Ons het talent gewys met ons skrum, en is reg om opgeroep te word vir die Bok-span! Alhoewel ons die 'battle' gewen het, is ons later die aand uitgekakel.

Verlede jaar se winners, Hoërskool Montana, het hulle titel suksesvol verdedig is en is deur die volgepakte Mall auditorium, aangewys as die algehele wenner van die aand.

'n Groot dankie aan Afrimat vir hul betrokkenheid met hierdie plaaslike liefdadigheidsprojek. Ons sien uit na volgende jaar se kompetisie!



Afrimat stars giving it all they've got

MIND MATTERS

> LESSONS FROM THE THINKSALES LEADERSHIP CONVENTION

DICKY CARSTENS – COMMERCIAL MANAGER - LIMECOR

What a privilege to spend two days with Mark C Thompson at the 2018 ThinkSales Leadership Convention in Sandton, as the American Management Association rates him the world's number one executive coach for growth and innovation.

Mark shared insights into the qualities of the world's most admired leaders and revolutionary entrepreneurs, all of whom inspire loyalty and success in their highly engaged employees and high-performance teams. He presented case studies from many of these leaders including his experiences of working closely with Steve Jobs, Charles Schwab and Sir Richard Branson.

Mark's New York Times bestselling books include:

- > Admired: 21 Ways to Double Your Value
- > Now Build a Great Business
- > Success Built to Last – Creating a Life that Matters

During the workshop Mark identified five game-changing learnings for enduring leadership:

- > Recruiting and engaging high-performing teams
- > Creating a culture that inspires loyalty and engagement
- > Discovering your MVP (Most Valuable Person) and what motivates them
- > Challenging yourself and your team to accelerate growth
- > Learning resilience: how to bounce back from adversity and harvest failure

Thereafter Mark focused on the top traits that people want from their leaders:

- > Creating a culture of learning and reinvention
- > Creating value through a focus on MVP
- > Driving growth with productive paranoia
- > Learning resilience through ownership and humility

Great companies are those that acknowledge their staff to be the most valuable resource and actively manage their talents. When Herb Kelleher from Southwest Airlines was asked who is most important in his business, he said: "first my staff, second my customer and last my shareholder. Without passionate staff I won't have satisfied customers and the result will be disappointed shareholders."

'MARK SHARED INSIGHTS INTO THE QUALITIES OF THE WORLD'S MOST ADMIRABLE LEADERS AND REVOLUTIONARY ENTREPRENEURS, ALL OF WHOM INSPIRE LOYALTY AND SUCCESS IN THEIR HIGHLY ENGAGED EMPLOYEES AND HIGH-PERFORMANCE TEAMS'.



Mark C Thompson and Dicky Carstens



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

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

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Industrial Minerals



Contracting International



Commodities



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

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.



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Industrial Minerals



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Commodities



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

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.