

AFRIMATTERS



DIVISIONAL MATTERS: AFRIMAT MOZAMBIQUE LIMITADA UPDATE
HEALTH & SAFETY MATTERS: ACI CELEBRATES ONE YEAR WITH NO LOST TIME INJURIES
HR MATTERS: SALES CONFERENCE 2019



Build your investment while we build our country

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



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

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

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

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

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

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AFRIMATTERS

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

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

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

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

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

CEO'S MESSAGE



Looking back, did you grow?

We are at the end of yet another year. The calendar year 2019 is racing to its end and we are at the end of the second decade of the 21st century. As a company, we are blessed in many, many ways.

We have reported exceptionally good financial results, in spite of very difficult economic conditions.

Operationally, our business performed well and we saw a very successful rollout of our company culture programme.

The end of the year is also a good time for reflection – a time to take stock of the year gone by and assess how well we used the opportunities that we were given. We have each received the same amount of time this year. Some of us used it wisely and treated it as the scarce resource that it is and others, well...

As a company we place a very high priority on the training and development of our people. Hundreds of people benefited from our programmes this year, through learnerships, internships, training courses, adult education and tertiary study assistance. We believe that we have a duty to develop as many people as possible and we make sure that training is at the forefront of our agenda.

The question is: how did you use the time and opportunities available to develop yourself? In a fast-changing world, it is critical that we all keep on developing ourselves and I urge you to make a special effort next year to do so.

I wish to thank each team member for your contribution this year. Your efforts helped us to live up to our catch phrase of "consistently delivering". Thank you also to each customer who made it possible for us to be here and to each supplier for assisting us in striving to consistently deliver.

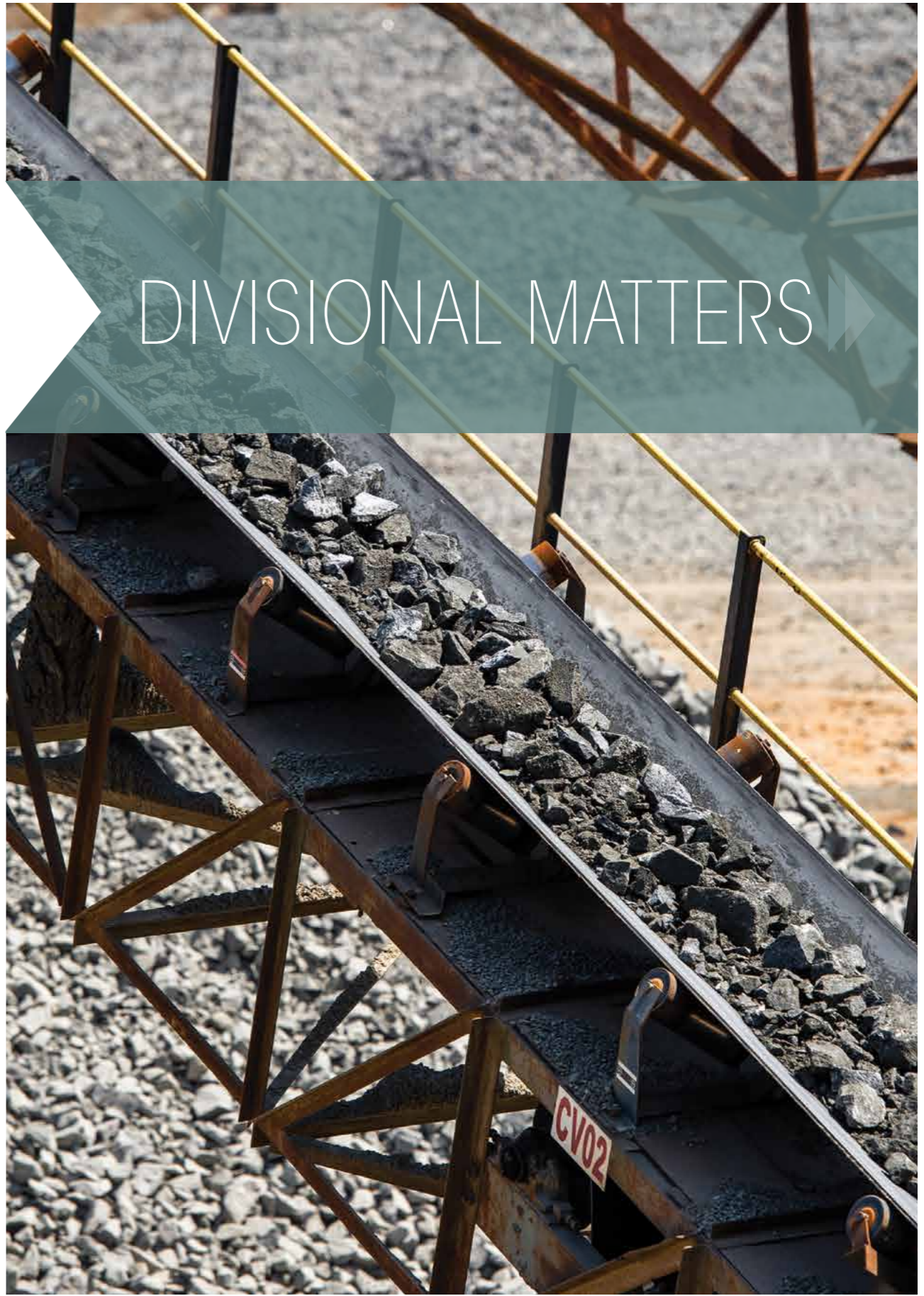
May you all have a wonderful festive period, and may your Christmas be a blessed celebration. Enjoy the family time and please be safe.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

**'IN A FAST-CHANGING WORLD,
IT IS CRITICAL THAT WE ALL KEEP ON
DEVELOPING OURSELVES AND I URGE YOU
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Concrete Based Products include bricks, blocks and readymix. The Concrete Products Division operates primarily in Gauteng, KwaZulu-Natal, the Free State and in the Western Cape, manufacturing concrete blocks and bricks. The precast factories manufacture precast walling and moulded concrete products of which the majority carry the SABS seal of approval.

The Readymix Division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants where concrete is batched on demand and then transported to site by concrete mixer trucks. While the mobile concrete batching can be set up in any part of the country, the fixed plants are based in the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

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

MARBLE HALL

Teamwork leads to great success

RUAN SMIT – MINE MANAGER MARBLE HALL

Marble Hall Mine is an open-pit limestone mine, historically serving the metallurgical markets such as underground coal mines and chrome smelters. The market focus then shifted to iron, the steel industry, the construction sector, water treatment markets, the agricultural sector and Micro-Fine/Consol.

Micro-Fine/Consol is a high-specification product. The specification prescribes the requirement of amber limestone suitable for the manufacturing of container glass by Consol Glass (Pty) Ltd. The mine produces this high-specification product at a stand-alone Micro-Fines plant that consists of a high frequency impact crushing and screening process.

The purpose of the project was to identify the possibility of making this Micro-Fine/Consol product within the specific requirements. In April 2019 the production team of Marble Hall decided to do a test on the main/secondary plant. The scope of the test was to establish if the plant could produce this Micro-Fine product with the current infrastructure at the main plant. The team started off by doing a SWOT analysis to identify the strengths, weaknesses, opportunities and threats.

Strengths:

- The current plant and infrastructure is in place
- The skills of the Marble Hall team (Production, Maintenance and Quality Control)
- There are more resources to maintain the existing plants and machinery when making this product at the secondary plant.
- Consol market can increase
- An exceptional and committed team
- Strong quality control systems in place

Weakness:

- Limited limestone resource
- Secondary plant layout
- Mixing space at the ISP
- Roller crusher capacity
- Consol store area
- Dust control

Opportunity:

- Decrease in overall costs and big savings on production costs – Maintenance and Production
- Increase the Consol and feed-lime volumes
- Focus on the main/secondary plant
- Decrease TMM costs
- If test is positive, a significant saving in terms of capex

Threats:

- Competitors in the market
- Weather conditions
- Specification and controls on the quality of the Consol product
- Monitoring of the final product
- Contamination
- Wet material

'THE STRENGTH OF THE TEAM IS EACH INDIVIDUAL MEMBER. THE STRENGTH OF EACH MEMBER IS THE TEAM.'

Phil Jackson



Consol quality control



Marble Hall mine



Marble Hall primary section

By doing the SWOT analysis the team confirmed that it is an option to continue with the amber limestone test on the secondary plant. After two weeks of formal test work on the secondary plant, the team realised that the Micro-Fine/Consol product is not only unique in terms of its specification and production process but it is changing the dynamics in terms of teamwork.

Hourly testing was conducted with effective monitoring and controlling processes to ensure the quality of the final product. Since then, the Marble Hall plant has been supplying this amber limestone product to Consol Glass according to their required volumes.

Well done to the Marble Hall team!!!

'DON'T WAIT FOR THE OPPORTUNITY. CREATE IT!'

George Bernard Shaw

AFRIMAT INTERNATIONAL

Afrimat Mozambique Limitada - 2019 update

MARTIN HART – COUNTRY MANAGER – AFRIMAT MOZAMBIQUE LIMITADA

Afrimat Mozambique experienced two very different halves of 2019. We started the year with the normal issues we experience during the rainy season. Daily battles with rain, mud and wet material were intermittently interrupted with security issues. On 21 February all work in Palma was stopped due to security issues and we went into lockdown for two and half months. No work could be done during this period and when it was lifted on 11 May the Afrimat team were more than ready to start and catch up on lost time.

However, mother nature intervened and cyclone Kenneth came by and dumped 800mm of rain in the Palma region. After a week of hiding away from rain and wind we all jumped in and for the next month we rebuilt haul roads, access roads, repaired washed away culverts, pumped quarry pits and dried out material.

We managed to start production and deliveries in early June. Production and sales picked up and increased each subsequent month to such an extent that we had our best production and sales months in September and October.

We operate five business units in the Palma region and this will soon increase to six when our Readymix plant arrives later this year.



Quionga Quarry

Quionga Quarry

In the Quionga Peninsula we are operating a calccrete quarry, producing concrete aggregates and G- materials. The quarry is situated 15km from the Tanzanian border and 50km from the Afungi Gas Development where most of its material is being used. It has its own unique operating problems and the team is constantly under pressure to ensure the scalping operation in the pit can produce enough material for the crushing operations. We also maintain, repair and grade 30km of gravel access roads to ensure the current 15 000 + tons per month of product gets to the various end-users.

Drill and Blast

We have a drill and blast team that services the needs of our own Quionga Quarry and also some granite quarries at Mueda some 200km from the Afungi Gas Development.

'PRODUCTION AND SALES PICKED UP AND INCREASED EACH SUBSEQUENT MONTH TO SUCH AN EXTENT THAT WE HAD OUR BEST PRODUCTION AND SALES MONTHS IN SEPTEMBER AND OCTOBER.'

Namalala Sand Mine

In Namalala, close to Palma, we are operating a sand mine – producing screened concrete sand and laterite sand. It is situated 6km from Palma and 30km from the Afungi Gas Development where most of the mined material is used. The suitable concrete sand mainly originates from old riverbeds and in some places we need to remove 5m of overburden to access suitable sand. The laterite sands are mined close to the surface and are mainly used for fill and subgrade layers for road construction.

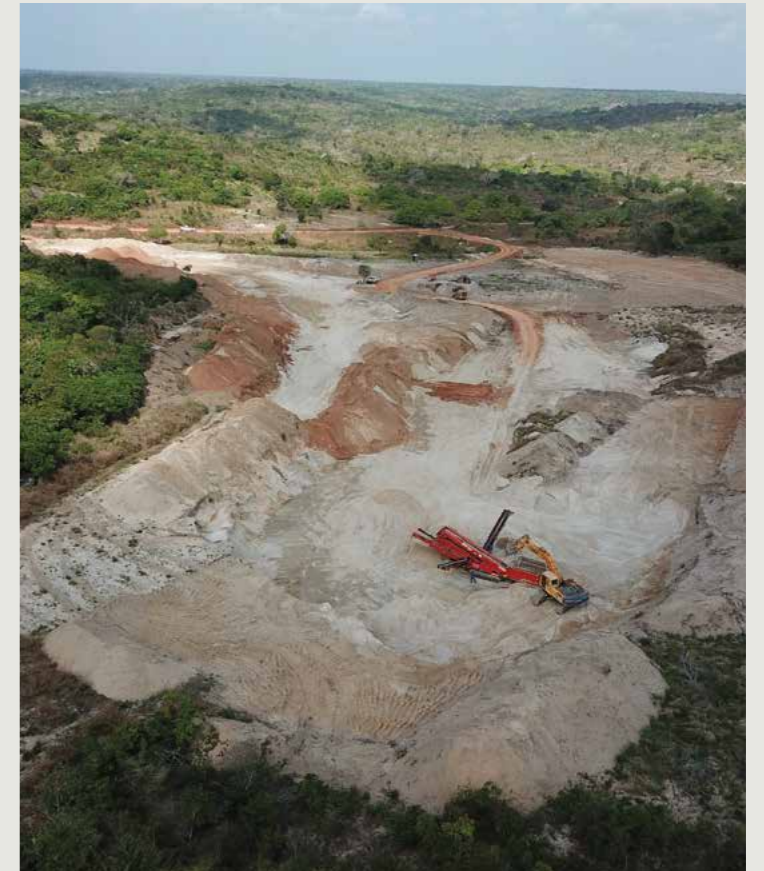
Manguna Block Yard

In Manguna, close to Palma, we have two block manufacturing plants. These are situated 7km from Palma and 18km from the Afungi Gas Development. We mainly supply blocks for the construction of the resettlement village in the Afungi Gas Development, and we are 70 percent complete with the contract. We also built our own staff quarters at the block yard and we have been staying here since December 2018.

Afrimat Logistics

We operate a logistics company that is based in the Manguna Block Yard. We mainly trade with the importation and distribution of cement, either in bags or in bulk, for various clients and contractors working on the Afungi Gas Development.

Afrimat Mozambique is growing by the day and we are looking forward to growing our footprint, brand and culture throughout Mozambique.



Namalala Sand Mine



Manguna block yard and staff quarters

'AFRIMAT MOZAMBIQUE IS GROWING BY THE DAY AND WE ARE LOOKING FORWARD TO GROWING OUR FOOTPRINT, BRAND AND CULTURE THROUGHOUT MOZAMBIQUE.'

AFRIMAT CONTRACTING INTERNATIONAL

ACI Engineering support

RIAAN TRUSCOTT – TECHNICAL MANAGER – AFRIMAT CONTRACTING INTERNATIONAL

The second half of 2019 started with major changes within the plant engineering support function. New management personnel were added. The new team had to get out of the blocks quickly to understand the current echo system and the challenges ahead. New mechanical staff were also added, with the artisan programme rolling out new internally trained skills into the system.

During this time, a number of pieces of equipment in the fleet returned from operations for rebuilds before continuing on their journey.

The process started with the decommissioning of the LT3054 jaw crusher at the Diro mobile crushing operation. After 18 000 hours of hard work it was time for some serious repairs. The side plates of the jaw crusher's main frame structure were worn and cracked and required replacement. The remainder of the frame required major reconstruction, particularly of the locating bosses and seating surfaces. The complete track unit's electrical harness and pipe network also needed to be replaced. With the crusher removed, the discharge conveyor was removed and rebuilt.

With the Freyersdale mobile crushing operations winding down, the ZX330 Hitachi excavator moved to the ACI workshop in Glen Douglas for new undercarriage parts. During this time, all the pin and bush joints on the boom and stick were inspected and repaired, and new ones fitted. The cylinders were also resealed.

With the increase in demand from the Bushbuckridge operation the unit turnaround time was important. The unit was recommissioned in mid Oct 2019.

'WITH THE TEAM STARTING TO FUNCTION TOGETHER WE ARE LOOKING FORWARD TO FACING THE CHALLENGES OF 2020.'

The jaw crusher unit from the LT106 -1 was eventually returned from the repair facility and installed back into its chassis. This machine was moved to the Dingwell Quarry. The LT106-1 replaced the LT105-2 that needed serious repairs.

The LT105-2 was moved to the ACI workshop in Glen Douglas. It was stripped and rebuilt and joined with parts from the other LT105-3 that was moved from the Freyersdale site. The crusher body needed weld repairs to the main frame supports and seating surfaces while the conveyor and engine compartment needed attention. This unit will join the ZX330 excavator at the Bushbuckridge operations.

Also, from the Freyersdale train, the Sandvik cone plant UH440-1 moved to the Diro Mobile operation to allow the current mobile train to work in close circuit with the new LT120 tracked mobile jaw crusher, new HP300 tracked

Right: Low Hour LT300HP machine on the way to Kathu to join the LT120



Below: New METSO LT120 mobile crusher on the way to Demaneng from Scotland



LT3054 with crusher, feeder and discharge conveyor removed

mobile cone crusher and Finlay 984 tracked mobile screen. Working within this close loop will reduce the re-handling of materials. The cone unit was removed from the chassis and moved to the Sandvik repair facility where it needed major work to the top support bearing area and eccentric assembly.

This Sandvik CH440 unit was returned to site and is now commissioned in the closed loop mobile crusher plant.

From the drill team, the Atlas Copco ECM660 HDR7 moved to the workshop for a major life extension rebuild. The unit was stripped completely and assessed. The rebuild included the complete rebuild of the front section, a new reconditioned engine, a new electrical harness with sensors and hydraulic pipe network and major repairs to the undercarriage. The time frame for the rebuild is to have this unit commissioned before the end of November. During this period, the resealing programme continued for the drifters. The drill guide on HDR13 was removed and replaced and a number of drill beds will be replaced as the resealed drifter gets recommissioned.

With the rebuilds in progress, planning on the Dingwell fixed plant upgrade is in progress with our colleagues at PAM.

New mechanical support personnel were added at the AML (Afrimat Mozambique) operations. With the ramping up of operations, demand for support from SA is increasing. Planning of a new crushing plant in Quionga is in process to relieve the tracked mobiles for other opportunities in the area. Working in this remote area provides extra logistical challenges in the execution of projects. Where you would order and get parts in SA within a week, it takes on average 4-6 weeks for major parts just to travel to site.

With the team starting to function together we are looking forward to facing the challenges of 2020.

'WORKING IN THIS REMOTE AREA PROVIDES EXTRA LOGISTICAL CHALLENGES IN THE EXECUTION OF PROJECTS. WHERE YOU WOULD ORDER AND GET PARTS IN SA WITHIN A WEEK, IT TAKES ON AVERAGE 4-6 WEEKS FOR MAJOR PARTS JUST TO TRAVEL TO SITE.'



The HDR7 being rebuilt



ZX330-10 moving back to site after a quick stop at the ACI Workshop



One of three new CAT980 loaders for the ACI Lyleveld siding that will replace a fleet of rental machines



LT105-2 with crusher removed. This was rebuilt with parts from an old LT105-3

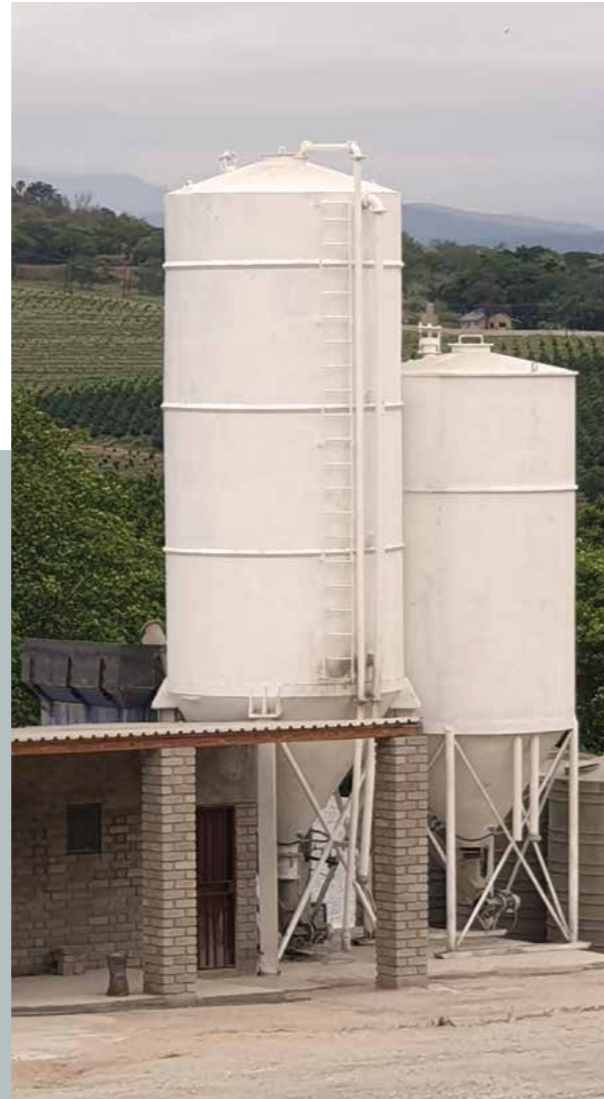
AFRIMAT CONTRACTING INTERNATIONAL

Welcome to Hazyview Readymix

ANTON COMBRINK – DIRECTOR – AFRIMAT READYMIX INLAND

Afrimat Readymix Inland took ownership of a new site in Hazyview, which previously belonged to Lowveld Readymix, on 1 October 2019. This new site will complement our existing Readymix plant in White River and will support the new Bushbuckridge Quarry in terms of raw material supply. This acquisition is also part of the strategic plan to increase our Afrimat footprint along the eastern border of Mpumalanga and then heading towards the west.

'THE HAZYVIEW OPERATION IS PERFECTLY SITUATED TO SUPPORT THE SURROUNDING TOWNS OF GRASKOP, SABIE, SKUKUZA, MKHUHLU AND BUSHBUCKRIDGE TO NAME BUT A FEW.'



Above: The new Hazyview Readymix plant silos

Hazyview is the "gateway" to the southern part of the Kruger National Park as well as the spectacular Panorama Escarpment with its waterfalls, forests and panoramic views of God's Window and Blyde River Canyon. Tourism abounds in this area and we see continuous investment in support of the tourism industry. The Hazyview operation is perfectly situated to support the surrounding towns of Graskop, Sabie, Skukuza, Mkhuhlu and Bushbuckridge to name but a few.

Left: Entrance to the new Hazyview Readymix plant



Smart Procurement World Indaba

NALEDI MOSAKU – SUSTAINABILITY INTERN



Hugo du Rand

The 13th annual Smart Procurement World Indaba took place at Gallagher Estate from 16-18 September. The theme for this year was "Courage and Urgency – Walk the Talk", which is a call to action and a challenge to procurement professionals to make a real difference.

This conference, which is Africa's leading procurement and supply chain gathering, was attended by over 3 000 people from different fields within procurement. Glen Douglas and Lyttelton Dolomite Mine hosted 20 suppliers who attended a few workshops and had stalls advertising their businesses.

Part of this conference was the ESD Practitioner Achievement Awards in which Afrimat Group Procurement Manager, Hugo du Rand, won the Trail Blazer award. This award came as a result of a nomination from a supplier to acknowledge a supply chain practitioner who has made giant leaps in areas that are tricky and risky.

The purpose of these awards is to highlight the importance of Supplier Relationship Management for businesses brought into the supply chain as a result of supply chain transformation and to recognise the changed behaviours and mind-set of supply chain practitioners in supporting and helping to grow the new suppliers.

'THIS AWARD CAME AS A RESULT OF A NOMINATION FROM A SUPPLIER TO ACKNOWLEDGE A SUPPLY CHAIN PRACTITIONER WHO HAS MADE GIANT LEAPS IN AREAS THAT ARE TRICKY AND RISKY.'



PALMIET QUARRY

New loader

RAEESHA TROMP – HUMAN RESOURCES ADMINISTRATOR

We would like to congratulate Buntu Balintulo and Dan Maruping on the receipt of their new front end loader L1706-25 at Palmiet Quarry on 30 September 2019.



Buntu Balintulo and Dan Maruping

KZN

Dundee primary plant upgrade

FRANS CHAMBERLAIN – QUARRY MANAGER DUNDEE

The Dundee primary plant was not able to produce enough run of mine (ROM) for the secondary plant, for various reasons. Primary plant overhaul plant performance (OPP) was very low as we were losing at least 45 hours per month due to break downs and blockages. The mean time before failure (MTBF) of the primary plant was 3.7 hours which meant that we could not keep the intermediate stockpile (ISP) full to enable the secondary plant to produce at full capacity. We were constantly running short on stocks and this directly influenced our sales.

A complete upgrade of the primary plant was long overdue as the existing bin structure and bin, including the feeder, were outdated and in a very bad condition. A second-hand bin structure, complete with grizzly feeder, was available at Glen Douglas's redundant yard which we could use at our plant in Dundee. The structure and feeder were sent in for refurbishment and transported to Dundee for installation. We only had four weeks to complete all the work within budget. We managed to do additional work within the four-week time frame while still running the secondary plant.

The installation was done very successfully, within a short time frame, and we are currently running the primary plant with very good results. Thus far the project is very successful with only a few minor things to attend to.

We are confident that we will get good results from the primary improvement project and soon our stock levels and sales will show positive results.

Thank you to everyone who helped us make sure that the project was completed successfully with no incidents.



Frans Chamberlain

'THE INSTALLATION WAS DONE VERY SUCCESSFULLY, WITHIN A SHORT TIME FRAME, AND WE ARE CURRENTLY RUNNING THE PRIMARY PLANT WITH VERY GOOD RESULTS.'



Above: New operator cabin. Below: Operator control station



New concrete tipping slab with stopblock



Old structure



'WE ARE CONFIDENT THAT WE WILL GET GOOD RESULTS FROM THE PRIMARY IMPROVEMENT PROJECT AND SOON OUR STOCK LEVELS AND SALES WILL SHOW POSITIVE RESULTS.'





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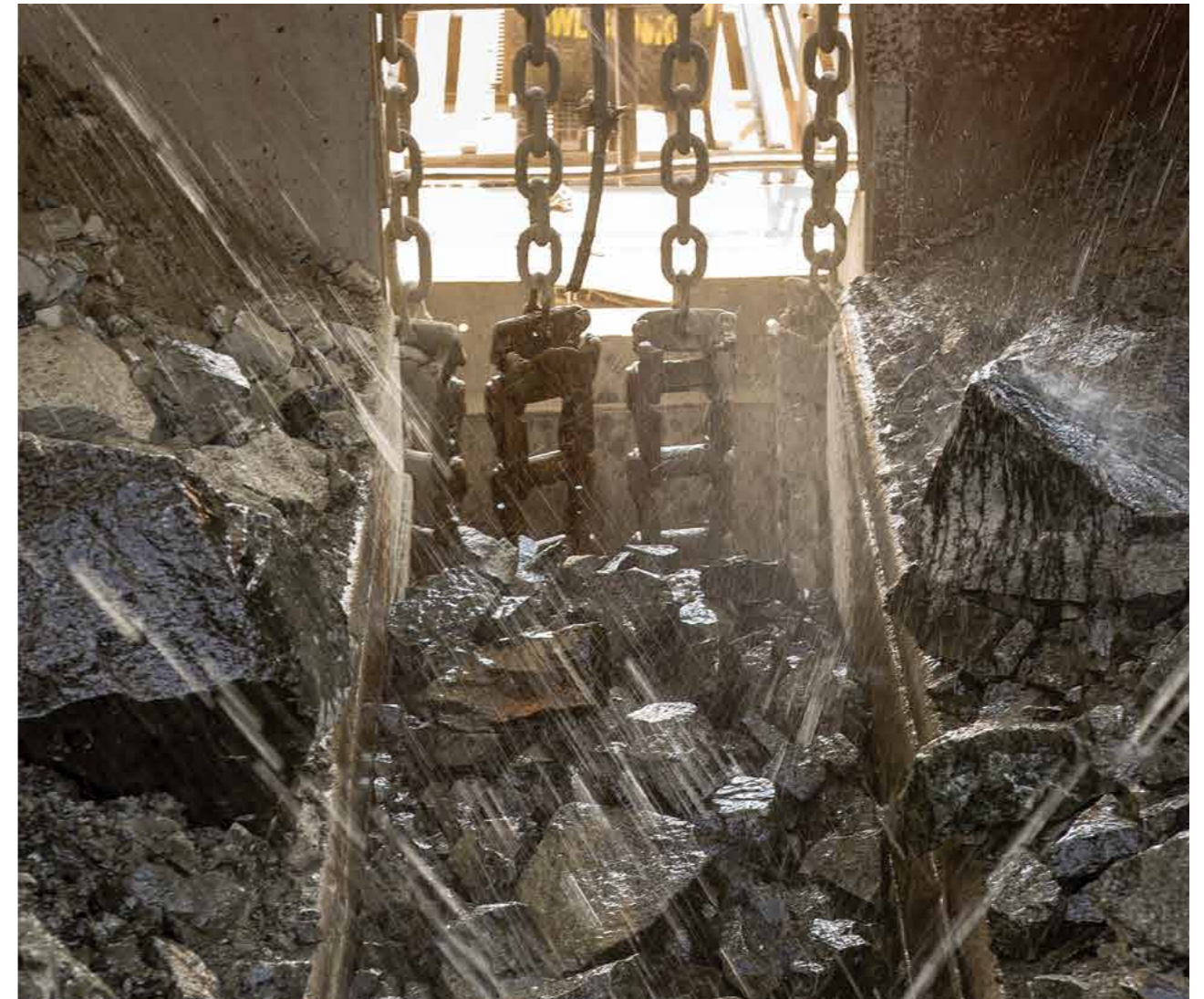


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The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, laterite and sand mainly for large-scale civil engineering and infrastructure projects. The Aggregates Division is located in eight of South Africa's provinces.

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. Concrete Based Products include bricks, blocks and readymix. Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. 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.

The Aggregates Division and the Concrete Based Products Division are part of Afrimat Limited, a leading black empowered open pit mining company.



NATIONAL

2019 Highlights: Human Resource Development

HUMAN RESOURCES DEPARTMENT

What a year it has been. A lot has happened throughout the Group, including the following HRD highlights:

1) Afrimat Management Development Programme (AMDP)

HRD has successfully completed and presented Sales and Marketing (module 4) and HR and Sustainability (module 5). This leaves two more modules to be rolled out, Finance for Non-Financial Managers and Project Management which will be done in 2020.

2) Workplace Skills Plan/ Annual Training Report (WSP/ATR)

All 19 businesses within Afrimat WSP/ATR have been approved by their relevant SETA. This makes us compliant with all legislation and allows us to utilise the grants available by each SETA.

3) Women in Mining

With the growing focus on women in mining, Afrimat has embraced this opportunity in the mining environment. Since 2017 we've more than doubled our female intake in both our Learnership and Internship programmes.

4) AET

We always strive to improve the literacy and numeracy of our own employees. However, we've gone a step further and are now trying to improve both numeracy and literacy levels in the communities in which we operate too.

5) Leadership Development

Developing the leaders of tomorrow is an important aspect of any business. That being said, we were able to put 38 employees through the Afrimat in-house leadership development course, Afrilead in 2019.

DEMANENG

Women in mining

NALEDI MOSAKU – SUSTAINABILITY INTERN

Slindile Mabasong is a female Engineer at Demaneng. She is from KwaZulu Natal and studied Mining Engineering at the University of Witwatersrand. She completed her studies in December 2018 and after her graduation worked at Lonman under a contractor where she did underground mining construction. This was part of a graduate development programme where she also worked in different departments to expand her knowledge.

Her decision to study Mining Engineering came from her love of machines and what she had learned about the mining industry. Her decision was further cemented when she received a scholarship from Komatsu. This scholarship afforded her the opportunity to be exposed to various aspects of mining as she visited the headquarters frequently for bursary meetings.



AFRIMAT CONTRACTING INTERNATIONAL

Career Fair

FAITH KOZA – ACI HR INTERN

A Career Fair was held at Vaal University of Technology (VUT) on 18 September 2019. An event such as this provides an opportunity for students to interact with employers, establish professional relationships, and discuss potential job and/ or internship opportunities.

Louisa Roestof, HR officer at ACI, and Faith Kosa, HR Intern at ACI, attended the Career Fair. As part of Afrimat's succession planning, ACI will recruit six interns through the Afrimat Graduate Development Programme next year. Mechanical/ Civil Engineering Internships will be offered to final year students and bursaries will also be awarded to first year Mechanical and Civil Engineering students.

Potential candidates need to meet the requirements to be considered for either the internship or the bursary. Students came in numbers to inquire and receive information about what Afrimat does and how they can become future Afrimat employees.

Afrimat's stand at VUT Career Fair



EXECUTIVE APPOINTMENT

Collin Ramukhubathi

FROM THE DESK OF THE CEO

We are delighted to announce that **Collin Ramukhubathi**, currently our Executive Head of Sustainability and HR, has been appointed as an Executive Director onto the board of Afrimat Limited. The board welcomes Collin in their midst and we wish him well for the important task at hand.



AFRIMAT CONTRACTING INTERNATIONAL

The Afrimat Way rollout

FAITH KOZA – ACI HR INTERN

On 17 September 2019 the Afrimat Way rollout took place at ACI, where all the employees from the office and workshop attended this event. The purpose of this event, organised by the HR department, was based on presenting the Afrimat Way – the behaviours that the company strives towards on a daily basis, which comprises of Afrimat's nine values.

The presentation commenced at 10am in which the MD at ACI, Pierre Du Toit, gave a welcoming and introductory speech, followed by the HR Officer, Louisa Roestof, who presented the nine values and explained the activity to be done. After the discussion, the employees, including managers and directors, were divided into five groups. The fascinating aspect of this activity was that there was an integration of different job positions within a group.

The instructions for the activity were as follows: Different pictures were given to the groups in which one of the values was also allocated to each group. The teams had to assign the pictures to the value specifically allocated to them and explain why the pictures describe that value. The teams also had to give a personal story of how one of the values has had an impact in their own personal lives and relate it to the workplace. After all the groups had presented, there was a braai where all the employees sat together and ate lunch.

A word of appreciation was given by the HR Manager Renier Van Coller at the end of the event. This successful event received positive feedback from the employees at ACI on how team building, diversity, respect and culture play a big role at Afrimat. "Teamwork makes the dream work" is an initiative that unites ACI employees as one dynamic force.



ACI staff attending the rollout of the new Afrimat WAY

MARBLE HALL

A letter of thanks

WILLEM-ABRAHAM LOMBARD – PRODUCTION MANAGER MARBLE HALL

As my season in Afrimat is ending, I look back on the last five years and reminisce with joy. These years have been filled with great leaders, each adding a building block in my life. In the book *100 Years from Now*, Steve Murrel ponders on Ecclesiastes 4:9-12 and asked himself the question: "Where would he be today if he did life alone?" "Not very far," he said to himself.

Out of the scripture he identified three important reasons as to why people are a crucial part of our lives:

Their influence leads to increased productivity: "Two are better than one, because they have a good return for their labour."

Increased protection: "If either of them falls down, one can help the other up, but pity anyone who falls and has no one to help them up."

Increased power: "Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken."

Steve understood that we are better together than alone, but more than that he saw the potential in young leaders – equipping them for their journey and then empowering them to do the same. By doing this he, and those who he equipped and empowered, raised thousands of other leaders and equipped and empowered them to impact the world and many generations to come.

How could this be relevant to mining? Well, I was fortunate enough to have many Steve's in my Afrimat life. Each playing their own role. Encouraging me when I doubted myself, teaching me the Afrimat way, guiding me to achieve success with my team, mentoring me to be a resourceful engineer, praying with me for breakthrough and correcting me when I was out of place and celebrating together when we achieved.

I would like to thank the following people: Stephan de Villiers, Stephen Becker, Anton Pentler, Esther Teffo, William Pentler, Tannie Maria, Justin Hudson, Johan Bishoff, Thabo Matlou, Marius Fisher, Joanne Giles, Saartjie Duvenhage, Ruan Smit and the best team in Afrimat – the Marble Hall team.

I made every effort not to waste the opportunities you gave me and to impart what I was taught by you to others.

All the best.



SUCCESS STORIES

> PMB QUARRY

LUNGI GUMEDE – PLANTSWOMAN – PMB QUARRY
SUBMITTED BY RUBIN BEBE – GROUP MANAGER – HUMAN RESOURCE DEVELOPMENT

My Personal Journey – Lungi Gumede

I lost my parents at the age of 11 years. I was very young but it was not the end of the world for me. I finished my primary schooling and thereafter went to secondary school – it was not easy at all. I went to school bare foot, no uniform and sometimes with an empty stomach because no-one was supporting me, I was left with three younger brothers.

I passed Matric very well, and my uncle was very happy and decided to give me the registration fee to further my education. I registered for a National Diploma in Mechanical Engineering at Mangosuthu University of Technology. The same thing applied – I had no support from my family and instead I had to support my younger brothers.

I passed my three-year Diploma, then I stayed at home, unemployed. In March 2017 I joined Afrimat Aggregates as a Mechanical Engineering Intern. I was very excited because

my desire was to work in the mining industry. Whilst waiting for a job, I decided to start my BTEch in Mechanical Engineering at UNISA. I began to see things differently because I discovered that being positive can be rewarding. I then decided to attempt something that I have never done before, which was studying whilst working. We all know that studying is one thing and working is another but juggling the two together is a mission on its own. That is why you need to focus on the journey and not the destination. I finished my BTEch and I am graduating on 17 October.

In the first three months I was placed in Vryheid workshop where I was dealing with TMMs, doing service, maintenance and repair and also attending to breakdowns.

To be honest, I was not interested in TMMs, I was interested in working in a quarry, and fortunately management changed their minds and ask me to go to Ulundi Quarry. I started



working at Ulundi Quarry from May 2017 to December 2018, whereby I learned about production processes, crushing, maintenance of the crushers and the maintenance of the whole plant.

My operations manager always encourages me to work harder, in order for me to move to another level. Indeed, after a year he saw potential in me and he then appointed me to be the Plantswoman at Afrimat and I am very proud of myself. I'm looking forward to making Afrimat proud by complying and also by being productive and adding value to the company.

> SA BLOCK

MPHO "EUGENE" MOROBI – AUTO WORKSHOP ASSISTANT – SA BLOCK

Mpho "Eugene" Morobi

My journey was not a tough one, I grew up in the small township of Sebokeng. I attended Tjhaba-Tsatsi Primary School and Thuto Tiro Comp School where I completed my matric in 2010. The following year I took a gap year because I was undecided which career path to follow. Engineering was always my thing, but I had to choose one speciality. With the help of the internet I found electrical engineering more interesting. In 2012 I enrolled at Sedibeng College for Electrical Engineering and was enjoying every moment of it. But due to financial problems I had to stop and wait until we were more financially stable.

Then in 2017 when I was doing my N5, I applied at SA Block Afrimat for a position, and by the grace of God I was called for an interview. The Site Manager then was Ruan Smit and he told me that are offering me a job, but

not in the Electrical Department. I worked in the Workshop, it was challenging at the beginning as I had to know the correct tools for the particular job and I had never worked with such tools. But as time went by I improved and settled in as they welcomed me with warm hands. I gained a lot of experience that I'm going to use, not only in my workplace but in my personal life too.

I was selected to attend the Afrilead Leadership Programme. It was the best programme I ever attended and it came at the right time because I was working with people of different races, cultures and religions. Afrilead helped me so much, showing me how to approach people and handle difficult situations without any conflict. I learned as much about myself as I learned about leading a team. It was a good programme that I completed in 2019. During this process I was also given a chance



From left to right: Davin Giles, Mpho Eugene Morobi and Ren Swanepoel (SA Block Redan Site Manager)

to complete my N6. I have now applied for an Electrical Engineering Internship programme, I'm awaiting a response. Here I will gain practical experience. I must say these two years with Afrimat/SA Block have been the most amazing solid journey that I have travelled, and everyone gave me great support that I am grateful for.

SUCCESS STORIES

> SA BLOCK

SUNÉ ROODT – SUSTAINABILITY INTERN

Shirley Nkosana

After speaking only briefly to Shirley, I immediately sensed God's presence within her. She is a brave and hard-working woman who decided to dedicate herself to God and to trust Him to guide her.

Shirley has been working for Afrimat for 25 years, since January 1994. She grew up in Worcester and started working at the age of 22 as a packer at VB2. Boublok's office had a vacant position and Shirley started working as a cleaner and tea lady. Her peers saw her determination and eagerness to learn. Slowly but surely she started assisting the office with filling and computer literacy. Today she is the Clerk at Boublok, a position she has held for the past 12 years and she says she feels honored to be part of the Afrimat family. She is still aspiring to finish her Matric Certificate, and she is grateful for her working environment and constantly prays for the company's success.



'SHIRLEY HAS BEEN WORKING FOR AFRIMAT FOR 25 YEARS, SINCE JANUARY 1994.'

MARBLE HALL

In memory

WILLEM-ABRAHAM LOMBARD – PRODUCTION MANAGER MARBLE HALL

Fanny Makitla passed away on 13 October 2019 due to a tragic car accident. Fanny Makitla was an outstanding employee and team member – he was ambitious and a person that did not have time for nonsense. He was always laughing and very honest.

At his funeral the following scripture was read: Hebrews 12:14-15 "Make every effort to live in peace with everyone and to be holy; Without holiness no one will see the Lord. See to it that no one falls short of the grace of God and that no bitter root grows up to cause trouble and defile many." It was so encouraging to be around him because he lived this scripture. Although he was a strong leader he was always at peace with everyone, and he did not build up his emotions and kept no bitterness in his heart. Everyone will miss radio Makitla on the dumper two-way-radios on the late night shift where he kept us entertained and awake.

Heaven has surely gained a cheerful soul. Death brings pain that time can only heal, no words can ease what we truly feel, but with God your joy is eternally sealed, and we cherish memories that we had with you at Afrimat Marble Hall. Though we had no chance to say goodbye ...MAY YOUR SOUL REST IN PEACE!

POSITION: ADT OPERATOR
SITE: AFRIMAT MARBLE HALL
DATE OF BIRTH: 12 SEPTEMBER 1984
AGE: 35 YEARS OLD

'EVERYONE WILL MISS RADIO MAKITLA ON THE DUMPER TWO-WAY-RADIOS ON THE LATE NIGHT SHIFT WHERE HE KEPT US ENTERTAINED AND AWAKE.'



TRAINING

BTECH (MECHANICAL ENGINEERING) DEGREE

> PIETERMARITZBURG – KZN

REGINALD GWALA – HUMAN RESOURCE MANAGER KZN AND FREESTATE

Congratulations to **Lungi Gumede**, Plantswoman at the Pietermaritzburg Quarry, for successfully completing her BTECH Mechanical Engineering degree through UNISA. The graduation ceremony took place on Thursday, 17 October 2019 at the Durban Exhibition Centre.



Lungi Gumede

ENGLISH LEVEL 1 ASSESSMENT

> PIETERMARITZBURG – KZN

REGINALD GWALA – HUMAN RESOURCE MANAGER KZN AND FREESTATE

Congratulations to **Londiwe Ngcamu**, Office Cleaner at the Pietermaritzburg Quarry, for successfully completing her Communication in English Level 1 assessment.



Londiwe Ngcamu

BLAST ASSISTANT TRAINING

> AFRIMAT CONTRACTING INTERNATIONAL

ANDRÉ VAN RENSBURG – AREA MANAGER KZN AND GAUTENG

As per Chapter 4 of the Mine Health & Safety Act, everyone working with explosives under the supervision of the blaster needs to be found competent to work on the blast area. ACI sent their drilling teams from DBM, DBL and DBK for the blasting assistant course on 11 October 2019 at Glen Douglas.

This course is an NQF Level 2 accreditation by the MQA. Unit Standard: 257036. 19 employees were enrolled in the Unit Standard and were assessed and found competent to demonstrate a basic understanding of explosives and accessories.



Blast training

STUDY ASSISTANCE

> KZN

NICOLA LOTZ – HRD OFFICER – KZN/FREESTATE

Congratulations to the following employees who finished their respective courses during the year.

Amanda Strauss – Internal Auditing National Diploma – Advanced Diploma

Nicola Lotz – Skills Development Facilitator

Zelna Britz – Skills Development Facilitator



Amanda Strauss



Nicola Lotz



Zelna Britz

KZN – PIETERMARITZBURG

Supporting our Zero Harm pledge

LEE-ANN DIMMICK – PIETERMARITZBURG ADMIN

We were pleased to do our little bit to show our support for the women of South Africa. The time is now to end this senseless killing and abuse of women and children. We are the IMBOKODO of the nation.

Nombi Shezi – Stores Clerk (Left) and **Lee-Ann Dimmick** – PMB Admin (Right)



TEAM BUILDING

WARRIOR RACE

> AFRIMAT CONTRACTING INTERNATIONAL

BRUCE MOOLMAN – JUNIOR BUYER – ACI

On 5 October, 24 employees plus a few “supporting staff” (for water, pills, photos and massages) from Afrimat Contracting International had an unusual and very challenging team building, when they took part in the Toyota Warrior Race in scorching heat with more than 3 000 other participants.

Team ACI competed in the 5km race that consisted of 15 obstacles including water, mud and climbing stations. The so much fitter workshop staff excelled a bit better than most of the admin/office people, but a lot of new and stronger bonds and friendships were formed between all colleagues attending.

The “mud-monster” was certainly the defining obstacle and it took its toll on most participants, as you can see from the photos.

Overall, it was tough, and very tough! Some of us had cramps, some swore to only commit to putt-putt for future team building, and others devoted themselves to a more active and healthier lifestyle.

The group had amazing fighting spirit and enjoyed every moment of it.

We are looking forward to Warrior Race 2020.

We not only work hard but play hard as well.

#teamworkmakesdreamwork



BOKKE SUPPORT BRAAI

> HEAD OFFICE TYGERVALLEY

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Tygervalley office showed their support for the Boys on Friday 1 November – a day before the finals. Excitement and anticipation were in the air. We knew the Springboks would make us proud!. Thank you to our braaiers on the day – Conrad Muller, Denleigh Spocter and Malcolm Knipe.



APPOINTMENTS

> AFRIMAT CONTRACTING INTERNATIONAL

LOUISA ROESTOF – HR OFFICER – ACI

Susan Viljoen has been a part of the ACI family for a while now as a Buying Assistant, and she has officially been appointed as our Junior Buyer. Susan enjoys doing craft work and paints the most beautiful art pieces. She loves making jokes and makes us smile every day.



Susan Viljoen

> WESTERN CAPE – AGGREGATES

RAEESHA TROMP - HUMAN RESOURCES ADMINISTRATOR

We would like to welcome **Stephan Karolus** who is the new Loader Operator and **Perchel Van Der Westhuizen** who is the new Assistant Material Tester to the Afrimat Aggregates Western Cape team. We wish them well and all the best in their careers within Afrimat.



Perchel Van Der Westhuizen and Stephan Karolus

> AFRIMAT CONTRACTING INTERNATIONAL

LOUISA ROESTOF – HR OFFICER – ACI

ACI welcomes **Riaan Truscott** as our new Technical Manager. Riaan has vast experience in crushing, mobile crushing, plant design and maintenance as he worked previously in the construction and mining industry. He qualified as a Mechanical Engineer with the University of Pretoria. Riaan is situated in Gauteng at ACI, Glen Douglas office, and will focus on ACI, AML and ARI's plant and maintenance.



> AFRIMAT CONTRACTING INTERNATIONAL

ACI welcomes **Heinrich de Beer** as our new Maintenance Workshop Foreman. Heinrich qualified as a Diesel Mechanic in 2011 with Olifantsfontein. Throughout his career he has obtained extensive knowledge on earth moving equipment and drill rigs. Heinrich is situated at our Glen Douglas offices. He enjoys high performance cars, vintage cars and off-road vehicles. He finds languages, cultures and history very interesting and has travelled to most parts of Europe, Far East, Asia, South America and Africa.



Heinrich de Beer

PROMOTION

> AFRIMAT AGGREGATES OPERATIONS AND READYMIX WESTERN CAPE

ANTON BARNARD – MANAGING DIRECTOR AFRIMAT AGGREGATES OPERATIONS

Congratulations to **Bevin Cornelius** on his new role as Commercial Manager. In line with the strategy to capitalise on the synergies in the Western Cape business, we are pleased to announce that Bevin Cornelius has been appointed as Commercial Manager for both the Aggregate and Readymix product lines.

Bevin's role will include drafting cross-product sales targets, providing accurate demand requirements for the production of desired stock levels to ensure optimal customer satisfaction, managing the joint Sales Admin/Orders department and interacting closely with the Performance Analyst, Ricus van Heerden.

In his new role Bevin will be reporting to Anton Barnard and the Readymix sales team will continue to report to Pieter Grové. I am sure you will look forward to working with Bevin in his new role and we wish him all the best with this new challenge.



Bevin Cornelius

LEARNERSHIP GRADUATE

> AFRIMAT CONTRACTING INTERNATIONAL

LOUISA ROESTOF – HR OFFICER – ACI

ACI would like to congratulate **Henrico November** for passing his trade test in Boilermaking on 27 August 2019. Henrico will be offered a full-time appointment at our Dingwell Quarry in Whiteriver. We wish you good luck with all your new challenges and opportunities in the years to come.

Henrico November (left)



> HUMAN RESOURCE DEVELOPMENT DEPARTMENT

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR – AFRIMAT MANAGEMENT SERVICES/AFRIMAT SHARED SERVICES/AFRIMAT LIMITED

The Human Resource Development Department would like to congratulate the following Afrimat interns who have been offered permanent positions within the company. We would also like to make mention of the learners who have successfully completed their respective trade tests as well as the employees who have successfully completed the courses they have committed themselves to. We extend a huge congratulations to the following individuals who have successfully completed their respective AET levels.

> Afrimat Intern Success Stories 2019

Lilitha Dabadini Afrimat Intern - HR: Appointed as HR Officer October 2019 for ACP KZN
Mthobisi Mathunjwa Afrimat Intern - Finance: Appointed as Creditors Clerk August 2019 AA KZN

> A huge congratulations to all the learners who passed their trade tests in 2019

| Trade | Company | Trade | Company |
|--------------------|--------------------------|----------------------|---------------------------|
| Ashley Koorbanally | Fitting AA KZN | James Kajeko | Boilermaker Infradors |
| Sibusiso Hadebe | Boilermaker AA KZN | Sibusiso Thobela | Boilermaker Infradors |
| Wiseman Ndlovu | Boilermaker ACI | Sharlene Rakgalakane | Electrician Infradors |
| Henrico November | Boilermaker ACI | Lerato Mabye | Electrician Infradors |
| Vusimuzi Langeni | Boilermaker Glen Douglas | Thoboki Modimola | Diesel Mechanic Infradors |

> Well done to those who completed courses this year

| Course | Company | Institution | Date completed |
|--------------------|----------------------------------|-----------------------------|---------------------------------------|
| Juanita Carolessen | Advanced Business Analysis) | Afrimat Management Services | Faculty Training Institute April 2019 |
| Ntsanko Ndlovu | Management Development Programme | Afrimat Shared Services | USB June 2019 |
| Justice Tshivule | Bsc Honours Mining | Lyttelton | University of Pretoria June 2019 |
| Andrew Crausaz | Management Development Programme | SAB & Clinkers | USB August 2019 |

> Well done to those who completed AET levels this year

| AET Level passed | Company | AET Level passed | Company |
|----------------------------|---|------------------------|---------------------------------|
| Vuna Thandi Mathe | Communication Level 2 AA Hluhluwe | Kenneth M. Khutsoane | Numeracy Level 2 Glen Douglas |
| Sibusiso Mandla Sikhakhane | Communication Level 2 AA Hluhluwe | Germinah R. Mashabela | Numeracy Level 2 Glen Douglas |
| Mbuzo Zwane | Communication Level 2 AA Hluhluwe | Patricia L. Mashiloane | Numeracy Level 2 Glen Douglas |
| Londiwe Priscilla Ngcamu | Communication Level 1 AA Pietermaritzburg | Paulinah T. Mazibuko | Numeracy Level 2 Glen Douglas |
| Jeremane Handrak Raboroko | Communication Level 3 AA QwaQwa | Ida Thaman Mashadi | Numeracy Level 2 Glen Douglas |
| Mamoreko Lucy Qaba | Numeracy Level 1 AA QwaQwa | Evette Thubana | Numeracy Level 2 Glen Douglas |
| Bongani Kondile | Communication Level 4 AAO | Simon A. Moetsela | Numeracy Level 2 Glen Douglas |
| William Swarts | Communication Level 4 AAO | Mphatlane Moropane | Numeracy Level 2 Glen Douglas |
| Sidwell Zana | Communication Level 3 AAO | Hendrick P. Malinga | Numeracy Level 2 Glen Douglas |
| Simphiwe Sotshatsha | Communication Level 3 AAO | Ricca Mpebe | Communication Level 4 Lyttelton |
| Mjika Sechaba | Communication Level 3 AAO | Joseph Nkulele | Communication Level 4 Lyttelton |
| Ian Adams | Communication Level 2 AAO | Johanna Madiba | Communication Level 4 Lyttelton |
| Nola Samuels | Communication Level 2 AAO | Tinny Mphaladi | Communication Level 3 Lyttelton |
| Marco Muller | Communication Level 2 AAO | Suzan Ramakgopa | Communication Level 3 Lyttelton |
| Patrick Gonyongo | Communication Level 2 AAO | Jonathan Brandt | Maths Literacy Level 3 Readymix |
| Jeremiah Kruger | Communication Level 2 AAO | Andre Wentzel | Maths Literacy Level 2 Readymix |
| Desmond Cupido | Communication Level 2 Boublok | Junaine Butler | Maths Literacy Level 2 Readymix |
| Zolani Thombela | Communication Level 1 Boublok | Andrew George | Maths Literacy Level 1 Readymix |
| Luvuyo Sentse | Maths Literacy Level 1 Boublok | Sacharof Swarts | Maths Literacy Level 1 Readymix |
| Stephen Hlabayo | Mathematics Level 3 Glen Douglas | Deon Van der Merwe | Maths Literacy Level 1 Readymix |
| Emily N. Khumalo | Mathematics Level 3 Glen Douglas | Hugh Papier | Maths Literacy Level 2 Readymix |
| Kenneth M. Khutsoane | Mathematics Level 3 Glen Douglas | Aaron Mesilane | Communication Level 2 Readymix |
| Frans M. Mangelo | Mathematics Level 3 Glen Douglas | Rowan Manuels | Maths Literacy Level 1 Readymix |
| Maropeng E. Matlakala | Mathematics Level 3 Glen Douglas | Thembela Sikondo | Communication Level 1 Readymix |
| Sello C. Seema | Mathematics Level 3 Glen Douglas | Tulani Ngcolomba | Maths Literacy Level 1 Readymix |
| Thomas T. Motaung | Mathematics Level 3 Glen Douglas | Ivan George | Maths Literacy Level 1 Readymix |
| Colbert Bam | Numeracy Level 2 Glen Douglas | Ayabulela Zila | Maths Literacy Level 1 Readymix |
| Thomas Chawane | Numeracy Level 2 Glen Douglas | Gordon Davids | Maths Literacy Level 2 Readymix |
| Sandra Fana | Numeracy Level 2 Glen Douglas | Alfred Lehema | Communication Level 1 Readymix |
| Stephen Hlabayo | Numeracy Level 2 Glen Douglas | | |

EXECUTIVE APPOINTMENT

BEE Trust

CONRAD MULLER – FINANCIAL ACCOUNTANT

It gives me great pleasure to introduce to you the trustees of the Afrimat BEE Trust. From leaders within Afrimat to the most influential women in business and government - they all have a passion for inspiring and helping others. The board of trustees has stewardship roles that involve planning and acting in the best interest of the beneficiaries. They take great pride in their role as trustees and the wellbeing of the beneficiaries are their biggest concern. Please join me in a quick summary of each trustee's motivational journey over the past few years.

CONRAD MULLER (Trust Administrator for the Afrimat BEE Trust); Qualified as an Accountant in 2016 (SAIPA) Bachelor degree in B.Com Accounting at the University of the Free State (Kovies) 2012; Post Graduate Diploma in Chartered Financial Planning (CFP) at the University of the Free State (Kovies) 2018. Conrad obtained his B.Com Accounting degree in 2012 at the University of the Free State. He completed his articles at CoetzeeSmit Chartered Accountants in Bloemfontein in 2015. Conrad also obtained his Postgraduate Diploma in Chartered Financial Planning (CFP) in 2018. At the end of 2018 and joined the team at Afrimat as a Financial Accountant for Head Office.

> **COLLIN RAMUKHUBATHI (Chairman)**

Executive Head: HR and Sustainability at Afrimat; B-Tech in Mechanical Engineering, MBA (Stellenbosch University) Collin is a family man, he values spending time with his wife and two children. He is a loyal employee, serving Afrimat for almost 10 years. He started as a Quarry Manager and worked his way up into various leadership roles such as Group Manager: Mineral Resources Compliance and then General Manager: Sustainability, he now holds the position as Executive Head: HR and Sustainability. Prior to this he held leadership roles with Portland Quarry, Afrisam and Basil Read. With more than 20 years' experience Collin is an asset with vast knowledge in the industry.

> **FLORENCE MOCHETA (Employee Trustee)**

Human Resource Development: Officer at Afrimat; BA Degree in Management and Development, BA (North West University) Florence is from Sasolburg, Free State, is married and a mother of two children. She enjoys spending time with her family. Her passion is training and development and she holds the firm belief that skills development is the key to competent employees.

> **LEON DU TOIT (Company Trustee)**

Qualified as a Chartered Accountant in 1976; B.Com. Hons, North West University (Potchefstroom) 1975 During 1979, Leon acquired partnership in an accounting practice in Worcester. This practice later dissolved, and in 1988 he started his own auditing practice – Leon du Toit Chartered Accountants. This developed over a period of time to include Grey van Tonder (2002); Jaco du Toit (2004) and Leanné van Coller (2017). Since 2014 the practice operated as DTVT Auditors and Du Toit van Tonder Associates Pty Ltd. At the end of 2018, they celebrated 50 years of auditing and accounting exposure. Presently, he is still involved in the practice, in a consulting capacity.

> **LEA CONRAD (Independent Trustee)**

Managing Director: Conrad Advisory (Pty) Ltd ; Bachelor of Arts – BA, 1986 - Bachelor of Law – LLB from Rhodes University Lea was one of the finalists for the 2016 Africa's Most Influential Women in Business and Government in SADC Region (Manufacturing and Engineering Sector). She applies qualities of integrity and credibility and has a passion for ensuring strategic governance. She is a director of various companies such as African Phoenix Investments Limited and Oceana Group Limited, just to name a few and takes great pride in her role as an Independent Trustee for the Afrimat BEE Trust.

> **JOE KALO (Employee Trustee)**

Director - Corporate Affairs

Joe has been a Trustee since inception. Today, Joe is a Director of the subsidiaries of Afrimat. Joe's message: "Remain motivated. Never allow a setback or an obstruction to get you under. Trust God, He will provide. Remain focused. Nothing is impossible" He would like to take this opportunity to thank the members for their trust and confidence in him over the years. He greatly appreciates it.



Conrad Muller



Collin Ramukhubathi



Florence Mocheta



Leon du Toit



Lea Conrad



Joe Kalo

END OF YEAR DRESS UP

> **GLEN DOUGLAS SA BLOCK AND CLINKER SUPPLIES**

LIZANNE BUITENDAG – ACCOUNTANT SA BLOCK

We are nearing the end of the year, and to keep the spirits up, the admin staff dressed up for a bit of fun, the theme was to dress up in your scariest outfit. The best dressed won a bucket full of goodies!

In first place: Yzette Bothma as a zombie girl with terrifying eyes.

In second place: Radeema Riley as an awesome scarecrow.

In third place: Belinda Merredew dressed as Mrs Clause – she also decorated her entire office with Christmas decorations! We also want to thank our Mine Manager for joining in – you made an excellent Meyerton zombie sherriff! From all of us at Glen Douglas, SA Block and Clinker Supplies – Happy Holidays!



MERRY CHRISTMAS

> **SA BLOCK AND CLINKER, GLEN DOUGLAS**

SA BLOCK, CLINKER SUPPLIES AND GLEN DOUGLAS HR TEAM

Dear Colleagues, Merry Christmas from all of us! Here's to a season of love and harmony to you and your family. From the HR team: Chantahl, Happy, Belinda, Geraldine, Sonja, Florence and Ilse.



CONGRATULATIONS

> **AFRIMAT CONTRACTING INTERNATIONAL**

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Congratulations to Juan Olivier, Financial Accountant – ACI, who got married to Lana on 7 September 2019 at Bon Cap in Robertson, Western Cape. We wish the two of you a world of happiness and love.



WELCOME TO THE FAMILY

> **AFRIMAT CONTRACTING INTERNATIONAL**

LOUISA ROESTOF – HR OFFICER – ACI

ACI would like to congratulate Patrica and Prince Musisinyane on the birth of their daughter Lonene who was born on 20 August 2019. May she brighten your life with love and joy.



Patrica and Lonene

ONE-ON-ONE

> **KZN**

REGINALD GWALA – HR MANAGER – KZN/FREESTATE

NAME: THEMBA GIFT DUZE

Position: General Manager – Sustainability – KZN/Free State

Length of Service: Six years

Marital Status: Married with two daughters

Hobby: Cycling

Likes: Going on vacation with family

Dislikes: Violence

Previous Employer: KZN Local Government

Position with previous employer: Local Economic Development (LED) Manager

What I enjoy most about Afrimat:

The manner in which the company embraces diversity.



IT FUN FACTS

IZAK CRAFTORD – IT INFRASTRUCTURE MANAGER

Did you know? Afrimat has:

| | |
|------------------|-----|
| Total Users: | 538 |
| Total Computers: | 514 |
| Total Servers: | 68 |

The most emails someone got in one month was Izak Crafford with 4 129 emails! Afrimat received and sent more than 4 million emails this year:

| Emails in 2019 | Size (GB) |
|----------------|-----------|
| Jan 354 943 | 80.3 |
| Feb 426 741 | 107.07 |
| Mar 422 673 | 106.91 |
| Apr 384 343 | 97.91 |
| May 405 060 | 107.8 |
| Jun 406 672 | 108.52 |
| Jul 484 694 | 150.46 |
| Aug 450 803 | 118.57 |
| Sep 428 937 | 121.41 |
| Oct 495 083 | 140.74 |

| Total Mails | Total Size (GB) |
|-------------|-----------------|
| 4 259 949 | 1139.69 |

The Green Awards for the least number of prints at a business unit goes to Demaneng.

NATIONAL

2019 sales conference

RICUS VAN HEERDEN – PERFORMANCE ANALYST AND LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

For the weekend of 18 and 19 October, the national sales force of Afrimat gathered at the picturesque Protea hotel in the midst of the Stellenbosch winelands. The theme resonating throughout the conference was the ability to articulate the sales strategies of the various business units, while seeking for opportunities to collaborate.

Professor Piet Naude, Director of the University of Stellenbosch Business School, opened the conference as a keynote speaker. He spoke boldly about the current climate of affairs in South Africa, taking delegates on a journey through our democracy, education, social cohesion, governance and the economic challenges and opportunities created as a result of decisions made within the political realms.

This was followed by CEO Andries van Heerden highlighting the current positioning of Afrimat within this economic environment – specifically mentioning the number of changes, through a process of diversification, Afrimat has made in the last decade to remain ahead of the curve and help establish our competitive advantage. In addition, this picture was drawn in stark contrast against our main rivals on the JSE who were unable to diversify at the same rate, and achieved significantly less success over the same period, based on headline earnings per share.

Each business unit, having received a list of tasks to complete prior to the conference, had the opportunity to present a holistic view of the market they operate in. Notably so, it was observed how many different business units have overlapping markets, often having the same customer called on by as many as four different representatives of Afrimat, marketing many different product lines. Here the opportunity exists to collaborate, ensuring we at least enter the market with the same message and consistency.

The various business units reported on their operational capacity versus that of the market as a whole, identifying their deserved and realised market shares, discovering which segment of the market – being both customer and product – we are market leaders in as well as areas in which we have not yet managed to capture our rightful share.

Andrew Wray presented on the significant difference between price and value, indicating how we can increase the customers' switching cost through a value adding mind-set, while Davin Giles worked through various sales methodologies, built up through many decades of experience. Delegates then had the opportunity to practically negotiate the supply of a contract based on information provided in a case study designed to challenge our way of thinking into a more articulated sales strategy.

'THE THEME RESONATING THROUGHOUT THE CONFERENCE WAS THE ABILITY TO ARTICULATE THE SALES STRATEGIES OF THE VARIOUS BUSINESS UNITS, WHILE SEEKING FOR OPPORTUNITIES TO COLLABORATE.'

The very entertaining Friday evening included a pub-style quiz night, won by a team representing England under the guidance of Anton Combrink as team captain. Trailing the field, similar to their Rugby World Cup attempt, was team Wallabies, who just could not gel under their leadership of Louis de Wet – but in his defence, they exhibited the best team spirit on the night making the most of the fines that came their way.

The Conference was concluded with a presentation by CFO, Peter de Wit, discussing our value proposition and the critical link between finance and sales, while Johan du Plessis got all excited about the prospect of how ITBS will support the sales function going forward.

Special thanks must be given to our host and master of ceremonies, Anton Barnard, who kept the programme running fluently, and he was able to customise sessions to ensure maximum benefit was achieved for all. Thank you to all who participated, the contribution received was immense, and the Afrimat management team is convinced that we will benefit from the various sessions well after the conference itself – through the implementation of the performance toolkit models and consistency in reviewing our current commercial strategies.

SOME COMMENTS FROM THE ATTENDEES:

"I think it was a great and well-planned conference. The foundation has been laid for all, and while we will need to continually build on this, we have certainly taken a step in the right direction."

Davin Giles – Managing Director – North Cluster

"The sales conference has shown that we are all faced with challenges but when we put our strengths and ideas together we will come up with the best value proposition for our customers and Afrimat. We need to dig deeper and not take sales at face value. Understand your customers' requirements, understand your area, know your products, understand your opposition and their weaknesses, understand and know your own strengths and weaknesses and prepare your offer properly."

Pieter Grové – Regional Manager – Afrimat Readymix



Andries van Heerden addressing the conference on Afrimat in the current economic climate



"I have always heard of the dynamic Afrimat that is admired by our peers in the industry. Since I joined in early 2019, I could see some of the things that makes us different, but it was only during the sales conference that I truly started to understand what makes us so successful. I got to know some of the special, driven and dynamic people behind the well-oiled machine ... the guys and girls in the sales teams, keeping the operational guys on their toes! Afrimat all the way!"

Jacques Stokes – Operations Manager KZN and Free State Operations

"It was a privilege to be in the presence of both Andries van Heerden and Prof. Piet Naude. Hearing first hand about Afrimat's strategy, future acquisitions as well as the possibility of turning around investor confidence in South Africa and making it a great country to live in, was indeed an eye opener. It was wonderful to get to know the rest of the Afrimat family."

Natasha Mouton – Production Manager – Cape Lime Vredendal

"The 2019 Afrimat sales conference was really a testament to the growing and dynamic Afrimat sales organisation. It was an engaging two days where sales strategy, methodology and performance were unpacked and debunked. The networking was marvellous, and the different businesses were able to showcase themselves, as well as learn a little about each other. It was a well-organised, and thoroughly engaging two-days. Sales truly is the lifeblood of Afrimat."

Andrew Wray – Divisional Head – Afrimat Industrial Minerals

"Throughout the conference I never heard one of the Afrimat team members use the current tough economic conditions as an excuse to roll over, everyone has a way or a plan around or through it. I cannot say the same for half the external people I meet on a daily basis. Yes, it's a barrier of unfavourable conditions and everyone takes note of it, but it also presents opportunities. What stood out for me is the unbreakable positive culture the team has to constantly improve, one of the many things that differentiates Afrimat from the rest of the industry."

Albert Da Serra – Sales and Marketing Manager – SA Block & Clinker Supplies

'EACH BUSINESS UNIT, HAVING RECEIVED A LIST OF TASKS TO COMPLETE PRIOR TO THE CONFERENCE, HAD THE OPPORTUNITY TO PRESENT A HOLISTIC VIEW OF THE MARKET THEY OPERATE IN.'

"I was pleased to see the 'revelation' expression on a few individuals faces. It was as if they all of a sudden saw their markets in a new light and the new opportunities previously overlooked. If I also look at the overlapping of some BU's sales zones, I see vast opportunities and synergies to align and yield extra margin."

Anton Combrink – Director Afrimat Readymix Inland

"The conference reminded me again that in order to stay ahead of the difficult market conditions, we must not relax in our efforts to keep on searching for new opportunities."

Francois Landsberg Manager – Cape Lime



Quiz night winners



Cobus Visagé, Bevin Cornelius and Malcolm Knipe taking us through their Business unit presentations

HEAD OFFICE

Global business innovation – September 2019

RICUS VAN HEERDEN – PERFORMANCE ANALYST

As I boarded flight EK711, Cape Town to Dubai, en route to Moscow, I had absolutely no inclination just how much my life would change in the next few days. Nearing the end of my MBA journey I did not expect to discover yet another critical layer to my authentic self, having already gone through a number of pivotal moments while on this journey which has not only changed who I am as a person, but significantly impacted my leadership attributes.

Appropriately so, based on the world's view of Russian culture, much of the week resonated with a theme associated with the Matryoskha doll. During this week I realised just how much my preconceived perception, based on stereotypes, could be contradictory to the truth – realising that we should not believe everything we think. Thoughts are just that – thoughts. This personal revelation provided me with a suitable platform to re-evaluate how I view the world, my future position in it as a responsible leader and the ability to differentiate between what is reality and what is not.

The most insightful learning during my MBA taught me that our journey is as important to who we are as is reaching the destination. Shifting my mind-set from being overwhelming goal orientated to including an equal weighting on the process itself, I was convinced, prior to visiting Moscow International Higher Business School (MIRBIS), that I had achieved internal equilibrium where these two elements created balance on the opposite ends of the scale between where I am versus where I want to be.

My MIRBIS experience added yet another dimension to this pivotal revelation, constructing a critical third component, and in essence allowing for the formation of a proverbial authentic leadership triangle to be established as a guiding principle. My Moscow experience facilitated the realisation of needing to be able to recognise the difference between reality and so-called propaganda. It was jaw-dropping, at times, to listen to facts stated by Russian academics and industry experts as truth, knowing very well that it is in stark contrast to what is published in our history books. The ability to discern this, going forward, will add significant strength of character to both my personal life as well as my ability to be a responsible leader and to absorb pressure efficiently.

MIRBIS rolled out their academic red carpet, we received lectures from highly rated business leaders as well as politicians and ministers. MIRBIS was one of the first business schools to be established in the then Soviet Union, and currently is recognised as one of the top business schools in Russia, with strong links to

'MOST SIGNIFICANT WAS THE DRIVE FOR INNOVATION IN TECHNOLOGY, FACILITATED BY THE GOVERNMENT'S ENDORSEMENT OF COLLABORATION BETWEEN VARIOUS START-UPS.'

corporate Moscow and its robust alumni association.

This allowed the opportunity to create links between the various successes achieved by the Russian government and the local economic ideology, and the potential value adding benefits I can incorporate to both further my professional career and improve the way our company operates.

Most significant was the drive for innovation in technology, facilitated by the government's endorsement of collaboration between various start-ups. Russia invested extensively in creating a city of innovation in Skolkovo near the Moscow CBD, housing more than 15 000 permanent residents working nearly around the clock to achieve ground-breaking advances in technology to put Russia at the forefront of global markets.

Very interesting, especially from a South African context, was the government's requirement for each venture housed in Skolkovo to spend a specific quota of their time, resources and efforts in sharing ideas and co-designing products through a process of collaboration.

Collaboration at this magnitude is an element absent not only in South Africa, but to a lesser extent in our business, encouraging me to put measures in place that will promote the improvement of this construct. I am of the opinion that by providing a platform where the various business units can share both successes and failures will create synergy and help establish a competitive advantage for our company.

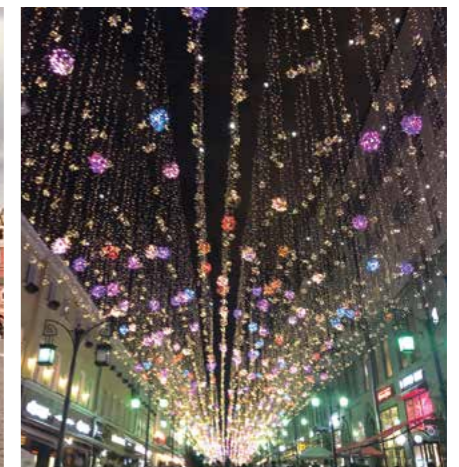
Similar to our total inability to explain the typical or average South African to those unfamiliar with our country, especially when considering our rich and diverse heritage, in the same way I quickly had to adapt my approach to interacting with the "average" Russian. My very first



EMBA participants inside the Kremlin, in front of the Annunciation Cathedral



Ricus van Heerden on The Red Square with the State Historical Museum in the background



Spectacular street lights in Nikolskaya street



Global students attending lectures



Moscow CBD, where most of our time was spent



Skolkovo, State sponsored village housing start-up businesses



Finally sitting down for dinner, normally past 10pm



Visiting Ikea distribution centre, the largest in Eastern Europe



Mail.ru the "g-mail" of Russia

interaction, at passport control, could not have been further apart from what Hofstede insisted I should expect, where the immigration officer gave me my first introduction to Russian humour and escorted me through with a smile and a joke unrivalled to any prior experience in a similar situation.

Yes, their cold grey skies and government-built residential complexes taking up most of the immediate skyline could produce gloomy faces when commuting to work, being either the metro or on foot. But I would be hesitant to expect even the most cheerful South African to behave any differently, and probably with significantly more complaining. A warm smile was never far off when making direct eye contact, closely followed by a Здравствуй (hello), благодарю вас (thank you) and до свидания (goodbye).

'ALL THIS WHILE USING NOTHING MORE THAN GOOGLE TRANSLATE, AT 2AM, AS MY RUSSIAN COUNTERPART COULD NOT SPEAK A SINGLE WORD OF ENGLISH.'

Much respect was shown for those who endeavoured to learn at least the basic Russian vocabulary and popular phrases, which also had the added benefit of understanding where we were and needed to be, as English signage is non-existent throughout Moscow. This ability to communicate was especially useful in the local watering holes, where I found myself having an in-depth discussion about the US policies and proposed sanctions on eastern European countries, and the direct effect it has on me personally working within the mining industry of South Africa and our ability to trade commodity resources. All this while using nothing more than Google translate, at 2am, as my Russian counterpart could not speak a single word of English.

You can watch a video journal of my Moscow experience on YouTube: <https://www.youtube.com/watch?v=IkFag7atyIQ>

LYTTELTON

The road travelled from intern to Environmental Officer

SIPHAMANDLA MZOLO – ENVIRONMENTAL OFFICER AND MARIA PIENAAR – SUSTAINABILITY MANAGER INFRASORS

Internship programmes at companies could be seen as a trial period – an opportunity for a student to implement knowledge that was obtained at an institution and to acquire valuable practical experience in a chosen field.

An intern who grabbed the opportunity that was offered to him, and who could today truly be regarded as an inspiring success story, is **Siphamandla Mzolo**. He describes his journey so far:

“Before joining Afrimat, I graduated at the University of Johannesburg with a Bachelor of Science degree in Geology and Environmental Management. This was in April 2013, on my birthday, and it was a rare and very exciting moment. In March 2014, I was recruited by Marlo Van Rensburg and Marnus Dreyer from the Afrimat Sustainability Division as a geology intern. From March to May 2014 I was based at Lyttelton Dolomite at the Centurion operations but was shortly thereafter moved to Delf Sand Silica Mine located in Pienaarspoort, east of Mamelodi until December 2016.

During that period Afrimat afforded me the opportunity to complete an extensive short course in Mine Environmental Law for Managers at the University of North West and I was also offered a permanent position. In the beginning of 2017, I became familiar with the implementation of the Environmental Management System in terms of ISO 14001:2015 in Green Field Mines when relocating to Afrimat Silica based in the Cullinan District. Upon request I moved back to Lyttelton Dolomite during March 2018, overseeing the environmental compliance of both mines.

I was fortunate to be awarded a bursary from Afrimat to study at the University of South Africa and completed a Bachelor of Science degree with Honours in Environmental Management in February 2019. My research focused on the success factors contributing to mine rehabilitation. The original finding was that successful mine rehabilitation and closure could be significantly improved if rehabilitation could be included as a core business function such as maintenance, sales, marketing and finance. Rehabilitation performance should, in my opinion, form part of mine management’s key performance indicators whereby the proposed strategies could be tested on a trial basis to verify effectiveness.

Currently my main function is to run rehabilitation projects, draft annual rehabilitation plans, environmental risk assessments, calculation of quantum provision and environmental audits. I am also involved in formulating

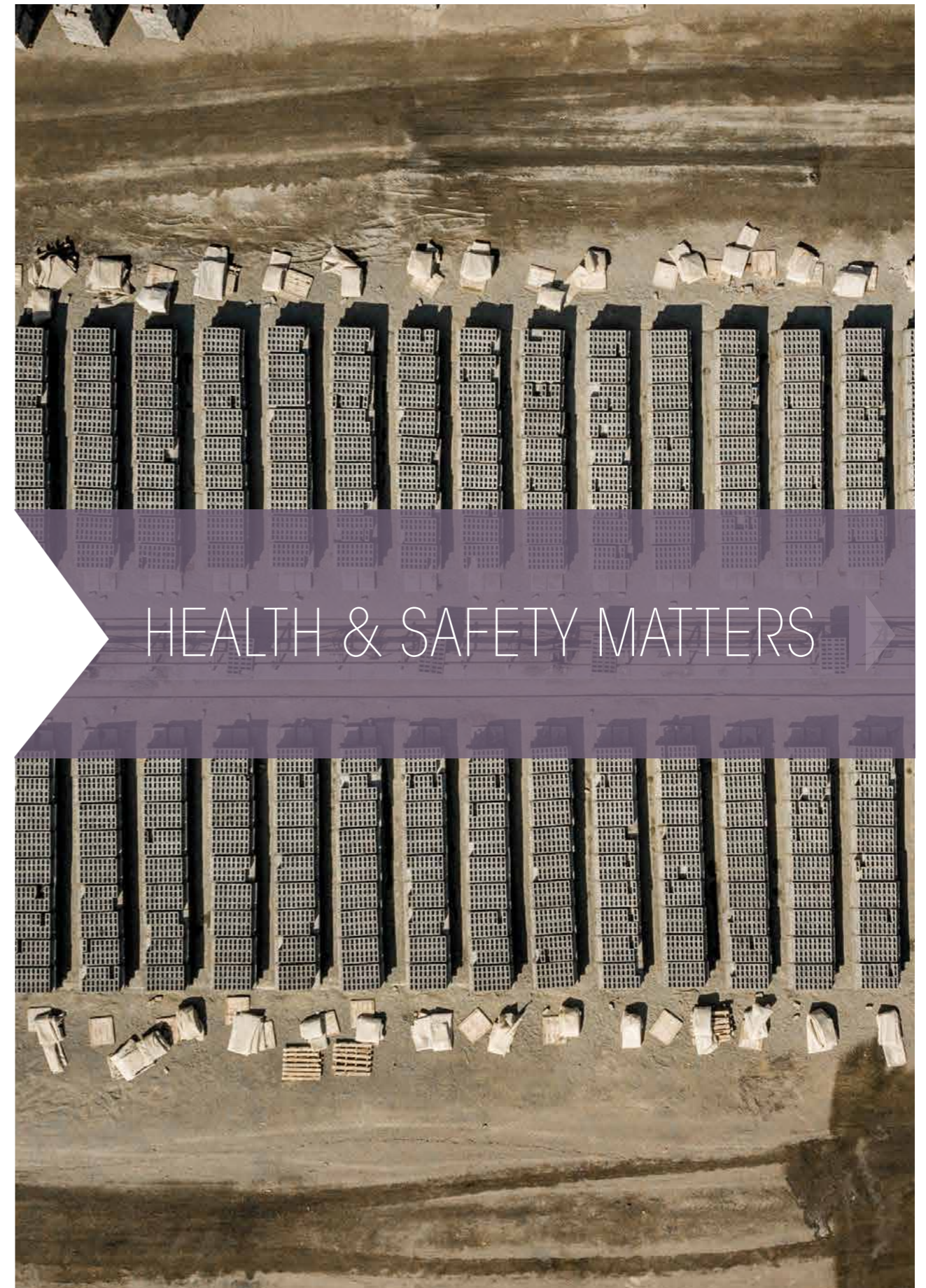
‘I WAS FORTUNATE TO BE AWARDED A BURSARY FROM AFRIMAT TO STUDY AT THE UNIVERSITY OF SOUTH AFRICA AND COMPLETED A BACHELOR OF SCIENCE DEGREE WITH HONOURS IN ENVIRONMENTAL MANAGEMENT IN FEBRUARY 2019.’



mining methods, energy efficiency, water conservation strategies and carbon accounting. I am also responsible for ensuring environmental control, monitoring and compliance; as well as drafting environmental continual improvement reports for Afrimat Sustainability.

I am very futuristic and often imagine what the future would hold. I anticipate that the future economy would be human-centric and therefore, I believe, that empathy towards the environment as well as fellow employees will be one of the greatest qualities in the working environment. If we were to channel our energy and pay enough attention to rising environmental issues, we would be able to accomplish great things. I have a desire to inspire humans by drawing conclusions from simple observations and focusing on positive elements. To be living during the inception of the fourth industrial revolution, I feel very privileged and I believe that the mining industry will be greatly affected by the following key aspects: artificial intelligence and machine learning, stakeholder and community involvement, climate change, politics, mine rehabilitation and closure.

My long-term goal is to be a thorough leader and contribute to inspiring Africa to have empathy in building a better future through mine closure. Outside work I write about abstract ideas, nature, science and humans. I am very passionate about Jehovah God, family, community outreach, academics and music.”



AFRIMAT CONTRACTING INTERNATIONAL

ACI celebrates one year with no lost time injuries

STEVEN JANSE VAN VUUREN – REGIONAL SAFETY MANAGER – AFRIMAT GAUTENG

The question remains, “can zero incidents really be achieved?” Is it realistic to think that any firm can reach this vision? The answer is yes. With the full support of management and employees, the goal can become a reality. Many people do not believe that it can be achieved; others choose to debate that it is unrealistic, but if you never try, you will never know.

Going home safe – Afrimat Contracting International, ACI as it is well known in the company, celebrates one year with no lost time injuries.

Safety is first among ACI’s core values. Ahead of everything else, we aim to send our guys and girls home safe when the work is done. We believe that ACI’s commitment to safety is exemplified by the record of one year worked without a lost time injury.

ACI achieved this milestone through a culmination of company, employee and contractor’s efforts focused on identifying leading indicators to prevent, reduce and eliminate work-related hazards and unsafe behaviours before they occur.

This achievement represents teamwork, personal ownership of safety, continuous improvement, a focus on reducing exposures, improving safe behaviours and

‘ACI ACHIEVED THIS MILESTONE THROUGH A CULMINATION OF COMPANY, EMPLOYEE AND CONTRACTOR’S EFFORTS FOCUSED ON IDENTIFYING LEADING INDICATORS TO PREVENT, REDUCE AND ELIMINATE WORK-RELATED HAZARDS AND UNSAFE BEHAVIOURS BEFORE THEY OCCUR.’

a true commitment toward ‘Zero Incidents’ by our employees and contractors. Employees who are currently working at the site along with the retired employees have made significant contributions to recognise and eliminate workplace hazards.

In addition to focusing on leading indicators, employees receive ongoing safety training to develop and implement focus areas of improvement such as lock out, machine guarding, trackless mobile machine, conveyor belt safety, highwall safety, blasting and many more.

In a zero-incident safety culture, one focuses on real-time issues. Nobody should ever think that it is acceptable to suffer a disabling injury while at work or home. It is up to management to convince the sceptics that zero is a reachable vision, a reality and to adopt the cultural belief that all accidents and incidents are preventable.

Any company that institutes a cultural change toward the zero incidents concept is bound to see safety improvements that the entire workforce can be proud of. ACI values the health and safety of people above all else and will continue to drive improvements in safety culture and performance.

MARBLE HALL

Environmental safety

MARGARET NTULI - ENVIRONMENTALIST

Lyttelton Dolomite Marble Hall Mine has a team that sets goals and strives to achieve them. Safety is a crucial aspect in the mining industry and the Marble Hall team always ensures compliance on SHEQ requirements/legislation and regulations through health, safety and environmental awareness that is ongoing on site.

The employees are encouraged to report any near misses they come across when they perform their duties and what they observe on site as a whole, then the person who reported the most near misses will receive an incentive at the end of the month. Marble Hall toolbox talks are conducted on a daily basis. Every employee is given a chance to do the toolbox talk presentation on his/her favorite topic or something that relates to his/her daily duties. Other employees are also given a chance to add/ask questions. We sometimes ask the employees to list 10 commandments of safety or 10 environmental rules and the person who gets at least five correct is given an incentive.

We further ensure compliance through daily visual inspections and a monthly health, safety and environment inspection and the findings are discussed and actioned with the relevant people. Marble Hall has very cooperative SHE members who tend to be the eyes of the Safety Officers in various departments – they do monthly inspections and the findings are discussed and actioned accordingly. Marble Hall Mine also makes use of the notice boards to convey safety, health and environment messages. The team is very much aware that they are responsible for their safety and the safety of their coworkers. They also know when to leave the unsafe working area, as all employees are provided cards that have section 22 and 23 as part of safety awareness. We take pride in what we do and how we do it.

With teamwork, accountability, trust, integrity and respect for each other we create a safe working environment.



Margaret Ntuli

‘THE TEAM IS VERY MUCH AWARE THAT THEY ARE RESPONSIBLE FOR THEIR SAFETY AND THE SAFETY OF THEIR COWORKERS.’

TRAVEL SAFETY

From routine to habit to safety culture

LETISHA VAN DEN BERG – SHEQ

When arriving at the airport for another trip to one of the operations, you automatically get your ID card out and show it at the check-in counter. The airline staff all ask the same questions every time you check in: Did you pack your bag yourself, do you carry any luggage for another person, do you have one of these items (of seven) in your luggage and do you have anything sharp in your hand luggage going onto the plane?

You arrive at the check-in gate and the airline staff check your boarding pass again. You move to the boarding gate and they check your ID and boarding pass yet again. Before you get onto the plane the airhostess checks your boarding pass again.

The checking, double and triple checking is crazy and if the guy in front of you does not have the documents readily available for viewing you actually get annoyed that he/she is not following the rules. You are so used to the routine of it all that anything outside of the routine is an immediate irritation.

Many of you may not be able to relate to the above because you do not fly. But these actions, over and over, made me think: Is this not what is lacking in our current safety system? Do we not maybe check too little on specific critical rules and if they are followed, do we not do too little awareness on critical hazards and risks? Do we try and convey the message in words instead of visuals?

NO DANGEROUS GOODS ON AIRCRAFT

Are you carrying them in your luggage or on your person?

Our main critical hazard, at all operations, is the use of vehicles on public roads and at our sites. Ask yourself:

- > How many times do you check the validity of driver’s licences?
- > How many times do you check that the PDP is still valid?
- > Is the driver maybe due for his/her annual medical examination?
- > Are there any signs of alcohol and drug use?
- > How many times do you check that the driver did the pre-start check?
- > Did you check that deviations on the checklist have been addressed?
- > Do you ever check that the deviations on the checklist and the condition of the vehicle match?
- > Did you check that the driver follows the traffic flow while operating on your site?
- > How many awareness sessions are you doing regarding the hazards and risks of operating a vehicle?
- > Have you ever done awareness on fatigue and driving?
- > Do you check how the operator gets in and out of his/her vehicle?

‘A SAFETY, HEALTH AND ENVIRONMENTAL ROUTINE IS ONLY ESTABLISHED THROUGH REPEAT AWARENESS, REPEAT CHECKS AND REPEAT CORRECTIVE MEASURES’.

These checks are possibly done so little that it has not become a routine or a habit. Employees therefore do not see the need to comply due to the lack of attention to the rule or enforcement of the rule. Or the lack of interest in their daily activities.

Safety, health and environmental routine is only established through repeat awareness, repeat checks and repeat corrective measures. Routine is a regular way of doing things in a particular order and requires a high degree of intention and effort. Habit is an action we do often in a regular repeat way, it is recurrent with little or no conscious thought. Following safety rules should become an automatic process and anything outside of the process should become the irritation. Only at this point can we then say that the way we do things in Afrimat is safe, with healthy workers and a clean environment – consistently.

What is the reality at your operation? Is the one following the rule the irritation because he/she “slows down” production by following the rules? Or is the safe, healthy and environmental way the way we do things in Afrimat?

SHE DEPARTMENT – MARBLE HALL MINE

Marble Hall takes safety seriously

IGHARDT VAN LINGEN – HEALTH & SAFETY, MARBLE HALL AND JOSHUA MOHOTO – HEALTH & SAFETY INTERN



Ighardt Van Lingen

2019 has proved to be a year full of challenges. However, here at Marble Hall Mine we face challenges head on.

We are currently standing on 159 lost time injury free days. Our aim is not to have any lost time injuries at our mine. We manage the health and safety of employees and environmental issues proactively through near miss reports, planned task observations, toolbox talks, ongoing SHE inspections and extensive training.

Employees are inducted and trained on all the relevant procedures before they are allowed to start work on the mine. They write tests and the passing rate is 100 percent. When an employee does not obtain the 100 percent pass mark, that employee is retrained and will rewrite the test. This is done to ensure that employees know what is expected of them before they start work. We see contractors as mine employees and they undergo exactly the same procedure.

Leadership is visible throughout the mine on a daily basis. Good supervision creates a safe and caring environment for our employees. This in turn creates a great safety culture amongst all our employees, where they feel free to discuss safety issues with their supervisors. Employees are encouraged to stop unsafe work immediately and to withdraw from any dangerous situation. This is reported and acted upon immediately. This initiative assists management to become aware of issues that may result in harm to our people, our environment or our operation.



Joshua Mohoto



The Marble Hall team achieved 87% for the ASPASA ISHE Audit and 96% for the ASPASA about Face Audit. We are setting the goals higher for next year



Safety poles indicating the traveling way into and out of the pit

WORKPLACE SAFETY

Workplace safety

MOGAMAT BAILEY – SHE WESTERN CAPE

Workplace safety is of utmost importance for each and every employee at Afrimat because we firmly believe that all workers desire to work in a safe and protected environment. It is also the duty and moral responsibility of the company to look after the employee's protection.

Our monthly SHE talks are just one of the tools we have adopted to build a strong safety culture and to reinforce our company's commitment to protect our workers while they are at work.

Our SHE talks aim to reinforce health, safety and environmental essentials, introduce our policies and procedures and provide training and updates on rules and regulations. The talks are an informal group discussion that focuses on a particular safety issue. These talks should be used daily to promote a departmental safety culture as well as to facilitate health and safety discussions on job sites.

6 factors for a successful SHE talk:

- > Keep it short. SHE talks should be around 5 – 10 minutes.
- > Focus on one topic for the day.
- > Get workers involved by asking questions.
- > Be sure to cover changes to the site or working conditions.
- > Have employees inspect tools, equipment and PPE.
- > Allow for questions and answers at the end of the SHE talk.

Remember, a SHE talk aims to:

- > Inform the employer and employees
- > Prevent damage to employees and/or property
- > Ensure that the company operates within the prescriptions of the law of our country
- > Prevent incidents and accidents through careful attention and adherence to the relevant topic



2019 Karoo 2 Coast

ADRIAAN LATEGAN – PAM LEAD – MOBILE EQUIPMENT

WOW! It was a wild day. The 2019 Karoo 2 Coast mountain bike race was wet and very cold. We all trained hard to be prepared...or so we thought. Nothing could've prepared us for rain, wind, hail and extreme cold. We all made it - finishing with smiles on our faces after enduring horrific conditions. For the group who represented Afrimat, it was a day always to be remembered as one which required some grit.



'NOTHING COULD'VE PREPARED US FOR RAIN, WIND, HAIL AND EXTREME COLD!'

Left: Fawaz Fakier, Sadiq Mohamed, Adriaan Lategan, Ian Lategan, Bevin Cornelius, Annatjie Nel, Wilhelm Nel, Malcolm Knipe

JAVA MTB Race

ADRIAAN LATEGAN – PAM LEAD – MOBILE EQUIPMENT

The annual JAVA mountain bike race took place on 12 October. A small group showed up in our Afrimat colours, with Bevin displaying the new Afrimat jersey. (Nice work Bevin, everybody should be proud to represent our company in that kit). It was a beautiful day with pleasant riding conditions to conquer the rugged mountains around Robertson. Adriaan's wife, Charlene, took the honours of first lady in the 45km.

'IT WAS A BEAUTIFUL DAY WITH PLEASANT RIDING CONDITIONS TO CONQUER THE RUGGED MOUNTAINS AROUND ROBERTSON!'



Right: Charlene and Adriaan Lategan, Wilhelm Nel, Bevin Cornelius, Chris Nel (Absent: Malcolm Knipe)

Cape Pioneer Trek

ADRIAAN LATEGAN – PAM LEAD – MOBILE EQUIPMENT

The Cape Pioneer Trek is a mountain bike stage race which takes you, in seven days, from the spray of the Indian Ocean at Mossel Bay through unspoiled coastal tracks and dense woodlands, crossing historical mountain passes and via plains of wildlife into the mountains in the heart of the Karoo. In September, Adriaan and his wife, Charlene, tackled and finished this race of 550km with 11500m of climbing.

It started off at The Point in Mossel Bay, travelled to George going through various game reserves, forests and plantations at the foot of the Outeniqua mountains.

From George the cyclists travelled over the Montagu Pass to the Langkloof. Some of the days were stages of 100 plus kilometres and climbing in excess of 2 000 meters. The sixth day finished on top of the famous Swartberg Pass above Oudtshoorn.

Adriaan did the race with a friend in team format – Team Afrimat – and Charlene was entered solo.



Above: Team Afrimat: Adriaan Lategan and Cobus Strydom, at the beginning of the race, and them at the end of the race (bottom right) Left: Adriaan and Charlene Lategan





COMMITTED TO REAL TRANSFORMATION

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

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

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

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



SPONSORSHIP

Blackstars soccer team

SUNÉ ROODT – SUSTAINABILITY INTERN

Blackstars Soccer Club was established in 2009 by Ralph Farmer who is also the coach of the soccer teams. The initiative began in order to create a space where children can be active, stay out of trouble and learn to work in a group. The football club is based in Eersteriver, Blackhood Street, where all the players live. After joining the Stellenbosch league with a senior team, Mr Farmer started roping in junior players to be part of this family. He is impressed with their discipline and determination and says that the players never need to be reminded or encouraged to play but do it for the love of the sport and unity.

Afrimat sponsored the under 16's with a new soccer kit which includes jerseys, shorts, socks, water bottles, a water bottle carrier, soccer balls, bibs, gloves and two goalkeeper kits.

It's wonderful to see the community standing together and taking their personal time to invest in the young community.



Suné Roodt and Collin Ramukhubathi attend the handover at the Blackstars soccer game on Saturday 28 September

SA BLOCK

Breast cancer awareness

LIZANNE BUITENDAG – ACCOUNTANT SA BLOCK

Breast Cancer is one of the most common cancers in South Africa. In support of Breast Cancer Awareness Month, Glen Douglas, SA Block and Clinker Supplies staff dressed all in pink.

And we even got our men involved! A big thank you and huge appreciation from the women for being such awesome participants!



Glen Douglas and SA Block and Clinker Supplies show their support for breast cancer awareness

SPONSORSHIP

Smalblaar soccer team

SUNÉ ROODT – SUSTAINABILITY INTERN

Seeing Schalk Burger, Quarry Manager at Smalblaar, talking about his local community is heart-warming and inspiring. Rawsonville Primary School is one of the key institutions within the farming community. When the school asked for assistance, Smalblaar Quarry naturally took this opportunity with both hands. Taking care of the community, and also of the quarry workers' children who attend the local school, is something we as Afrimat stand for.

New sport kits were given to the school at a handover ceremony and our own Allison Cuttings, Quarry Clerk, took this opportunity to visit her former school where she was Head Girl in 2005.



Rawsonville Primary School soccer team

KZN AND FREE STATE

Mini chess programme

REGINALD GWALA – HR MANAGER – KZN/FREESTATE

On 3 September 2019, Afrimat Aggregates KZN launched the mini chess programme at Loch Lemond farm school, which is situated at Bohlokong Township, close to Bethlehem. This project is part of the Bethlehem Quarry's Social and Labour Plan.

This programme was initiated by Afrimat Aggregates KZN in conjunction with the Department of Basic Education in 2016. The project has been implemented at six schools in the Free State province. This programme, which is presented as a class activity for grade R, 1, 2 and 3 pupils, is unique in the sense that it uses chess to equip pupils with mathematics, science and basic life-skills concepts.

Back Row, left to right: Mr. K. Zapi (Department of Basic Education), Delegate from the community, Themba Duze (GM, Sustainability, AAKZN), Delegate from Cuba. Front Row, left to right: Mrs. A. Fourie (General Manager, Supreme Chess), Mr. N.S. Ndaba (School Principal, Loch Lemond farm school), Delegate from Cuba, Marius Theron (Bethlehem Quarry Manager)



AFRIMAT AGGREGATES OPERATIONS – WESTERN CAPE

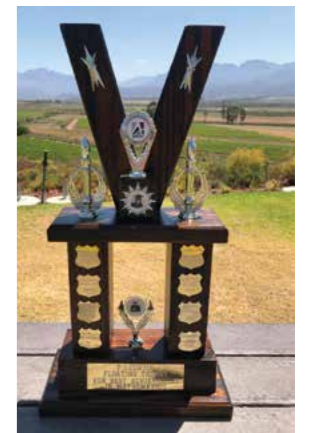
Peter Corbin maths tutoring foundation

RAEESHA TROMP – HUMAN RESOURCES ADMINISTRATOR

For the past 11 years, Afrimat has been involved with Vusisizwe Secondary School to encourage the Grade 10 to Grade 12 learners to excel in their mathematics with the help of a mathematics teacher, Christopher Kolo. The foundation assists learners financially with registration fees at an institution of their choice.

This year a ceremony was held to acknowledge the students who are the first, second and third best performers. We took them out for lunch after the ceremony and they really enjoyed it.

We would like to congratulate these students. May they reap the benefits of their hard work!





**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.

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.



AFRIMAT ENGINEERING

Stephan de Villiers

For us as the Afrimat Engineering team it was a very busy year where we were involved in various projects and engineering support at Afrimat's operations. It is an honour and a privilege to be involved with the teams in Afrimat and it is great to see Afrimat's development on the business side – but especially on the human capital side too.

The last quarter of the year was a bit of a turmoil in the Engineering office with our friend and leader Johan Bisschoff leaving for a new challenge. But due to the strong culture of perseverance in our team, everybody shook their feathers and carried on with their individual tasks and supported each other like a real family.

On behalf of the Afrimat Engineering team I would like to wish all Afrimatters and their loved ones a blessed and joyful Christmas time. Travel safely and rest well!



'DUE TO THE STRONG CULTURE OF PERSEVERANCE IN OUR TEAM, EVERYBODY SHOOK THEIR FEATHERS AND CARRIED ON WITH THEIR INDIVIDUAL TASKS AND SUPPORTED EACH OTHER LIKE A REAL FAMILY.'

MINE MANAGER GLEN DOUGLAS

Willem Hattingh

As I am busy writing this year-end message, you can feel the positive energy in the air. Everybody is waiting for the highly anticipated World Cup final between the Springboks and England. We know that the Springboks will make us proud and give it 110 percent effort. Hopefully the result will be positive.

On that note I would like to thank all the employees of Clinker Supplies, Glen Douglas and SA Block for their effort over the past year. Some results have been more positive than others but we all should feel proud that we are still in the game. I wish everybody well during the festive season. Travel safely, enjoy the time with your loved ones, enjoy the well-deserved break and recharge. Let's all be ready for the game that 2020 will bring.



'LET'S ALL BE READY FOR THE GAME THAT 2020 WILL BRING.'

OPERATIONS MANAGER – KZN AND FREE STATE OPERATIONS

Jacques Stokes

The only constant in life is change, and this could not be truer for the KZN / Free State business unit during the past year! We have seen the AA and ACP teams being brought together in a very special way, with Jaco Cokart moving to Bethlehem as Area Manager (Free State and Southern KZN) and Piet Ackerman joining the team in Vryheid as Area Manager (Zululand). Our sales department also saw a few changes, with Area Sales Managers now looking after multi-product sales and the introduction of a centralised Internal Sales Department. These, combined with the reality of operating the business with approximately 200 less employees compared to a year ago, made us realise that success cannot be attributed to the change itself, but our ability and willingness to adapt to this change! Adapt we did, and the notion of "us and them" has made way for a truly united team, unlocking important synergies of which we can already see the benefits.

The rollout of the Afrimat Way was certainly a highlight, and I am humbled and proud to be associated with a team that truly live the values of trust, accountability, integrity, teamwork, respect, safety and customer satisfaction. I wish to thank the entire team for their exceptional commitment and hard work during a challenging but satisfying year.

Life also happened, as some lost loved ones, to you – "nothing loved is ever lost", whilst some experienced the joy of new family members – "you have received a little bit of heaven sent down to earth". Wishing you all a well-deserved break, quality time with family and friends, a blessed Christmas and happy New Year. God Bless.



'THE ROLLOUT OF THE AFRIMAT WAY WAS CERTAINLY A HIGHLIGHT, AND I AM HUMBLLED AND PROUD TO BE ASSOCIATED WITH A TEAM THAT TRULY LIVE THE VALUES OF TRUST, ACCOUNTABILITY, INTEGRITY, TEAMWORK, RESPECT, SAFETY AND CUSTOMER SATISFACTION.'

ACTING CLUSTER HEAD – INDUSTRIAL MINERALS

Andrew Wray

Personally, I tend to live my life focused squarely on the future. I don't often reflect on what has been. I am energised by the possibility of what lies ahead, and my actions are almost completely directed toward what is required to get there. I naturally think in 12, 24, 60 and 120-month intervals. As I sit typing this, I am obsessing about three awesome potential acquisitions for the Industrial Minerals Cluster, a potentially game-changing new technology to be deployed in our lime business, and a beneficiation strategy which will put us in a new league relative to the local competition. Our language in the cluster is around the next quarters' PBIT performance, and how we will bank the cheques. Ours is a determined, forward-looking universe.

Then, recently, as we went through the rollout of the Afrimat Way, I was reminded by one of my peers of the turnaround of Infrasors, and how it was that we came to be part of Afrimat. Whilst I spent nearly 10 years playing my part in what has become one of the great success stories in Afrimat, I was reminded of just what it took to get us to where we are today – pure grit.

In November 2012, the senior management team sat together (I was Commercial Manager at the time), and we were not really sure how we were going to continue to fund operations, let alone pay staff. The business was fully leveraged, free cash was plowed almost entirely into bank interest, and plant reliability and availability were truly dismal. The business was in a seriously difficult state... Enter the Afrimat team.

For the first two years of the Infrasors turnaround and integration into Afrimat, I quite literally lived day-to-day; thinking about only what had to be done to play my part in making the turnaround successful, and ultimately, to keep my job.

A turnaround environment is very taxing on those involved, on every level. Whilst history will tell us that the Infrasors team absolutely had the tenacity, drive and determination to battle through those difficult months, at the time it engulfs your entire life.

At the very pit of the turnaround, Afrimat ploughed capital into getting the operating plants back to a stable state. By late 2013, there were already the sprouts of new growth. By 2014 we were chasing every lead we could in order to scale-up operations. Very soon we were growing volumes at 20 percent per annum. It took the efforts of a great number of individuals to achieve the results we saw out of the turnaround, but with the support of the Afrimat team,



'THERE IS GREAT PRIDE IN THE TEAM WHEN WE REFLECT ON THIS JOURNEY TOGETHER. OURS WAS A NEARLY IMPOSSIBLE TURNAROUND, WHICH SPEAKS VOLUMES OF THE AFRIMAT WAY, AND THE AMAZING THINGS THAT CAN BE ACHIEVED WHEN WE PULL TOGETHER AS A TEAM.'

and a shared vision developed at the time by the senior management team, nothing could break our spirit. We were debt free and growing safely, together.

Then, in 2015, we lost our biggest customer at Lyttelton Dolomite Mine. We surged straight back into turnaround mode, and the entire Lyttelton Dolomite business had to be repositioned to survive in the absence of our traditional baseload. It payed off. By late 2016 we were back to stable state, and our contribution surged. Our PBIT contribution to Afrimat grew year-on-year, and our ambition to be debt free was achieved some two years after our original target date, in 2017. Then, in 2018, we again lost our baseload – a third re-focus was on the cards.

As I write this, it is 14 months since my new journey with the Industrial Minerals Cluster began. It is very nearly seven years into Infrasors' Afrimat journey, and our challenges are quite different today. The cluster is up 60 percent on the year in PBIT, and we have a focused and determined squad. When we sit together as a management team, we talk about the opportunities we want to explore and the growth we want for our business. We speak about improvement initiatives, maximising efficiencies, and exciting new development prospects. We dream about plant additions and expansions, new products, new markets and 'blowing the lights' out with our often-ambitious schemes. Some have paid dividends – some not so much...

There is great pride in the team when we reflect on this journey together. Ours was a nearly impossible turnaround, which speaks volumes of the Afrimat Way, and the amazing things that can be achieved when we pull together as a team.

The Industrial Minerals team is seriously excited about the prospects and opportunities on the horizon, both in Infrasors and Cape Lime, and I look forward to sharing these with you as they become a reality.

If I can share two thoughts with you today, whilst Afrimat is briskly moving forward into exciting new territory: Stop from time to time to look back on what you have done to get to where you are. And take a moment to celebrate the journey.

Rest well with your loved ones over the festive season. An exciting new year is upon us.

EXECUTIVE DIRECTOR – HR AND SUSTAINABILITY FREE STATE OPERATIONS

Collin Ramukhubathi

It feels like just yesterday that I was writing the 2018 end of year message. The year has gone by so quickly. As cliché as it may sound, perhaps time does fly when you are having fun. This very cliché embodies the Afrimat culture of working in a spirit of joy and positivity. With that said, the year has had its fair challenges but in true Afrimat style, we persevered and found solutions.

The 2018 national conference carved the new culture. Culture is a pivotal thread in how we do life here at Afrimat. The new Afrimat Way was rolled out across the group this year and we will continue ensuring that it is the engine that drives how we do things. The positive feedback from you echoes our vision.

One of the key elements in our culture is relationships. We continuously strive to improve relationships – not only with our employees but with partners such as our unions and, once again, this year we feel we have gained more traction and we will continue to be collaborative.

As one of our values, the increase in the LTIFR remains a huge concern. We value our people and we need to work together to ensure people work in a safe environment and go back home to their loved ones unharmed. The culture journey will assist in improving safety on our sites as it is directly linked to relationship building and communication. Safety is the responsibility of us all, let us continue work hard in ensuring that the area of our work is safe, for ourselves and people around us.



'WE CONTINUOUSLY STRIVE TO IMPROVE RELATIONSHIPS – NOT ONLY WITH OUR EMPLOYEES BUT WITH PARTNERS SUCH AS OUR UNIONS AND, ONCE AGAIN, THIS YEAR WE FEEL WE HAVE GAINED MORE TRACTION AND WE WILL CONTINUE TO BE COLLABORATIVE.'

The Group's overall compliance level continues to improve. We continuously strive to build and nurture relationships with the different government departments. Through collaboration, we ensure our sites comply with all the legal requirements and mining right license conditions. ASPASA and DMR audits have gone well, with lesser instructions being issued.

One of the biggest risks in our business is the unrest in the communities we operate in, and unfortunately we had incidences at Maritzburg Quarry and Denver Quarry, which affected production. Afrimat, however, will continue to work on building relationships with our community where we see it as a mutually beneficial relationship.

In an interview with Classic FM earlier in the year, I was asked how we approach socio-economic initiatives in the Group. From Andries and team, we are genuinely passionate about South Africa and making sure we create value in the communities we operate in. We want to be part of the solution. Developing our people remains a pivotal part of who we are, and it is evident across the Group. We have seen incredible success stories of people growing in their careers and climbing up the ranks. We believe in getting the right people in the right seats.

A big thank you to our people who day in and day out continually give their best and contribute to the success of Afrimat. We value and appreciate you. To those who will be traveling with their families through the country, please be safe on the roads. I would like to wish you and your families a Merry Christmas and a blessed new year.

MANAGING DIRECTOR – AFRIMAT CONTRACTING INTERNATIONAL

Pierre du Toit

In an instant, this year has come and gone. A year that will be remember by our employees for many reasons – challenges, successes, heartache and happiness at work or at home.

What stands out for me is what we have accomplished in a short space of time. We managed to successfully start up a new quarry operation at Bushbuckridge, a new Readymix operation in Hazyview, and we expanded our Mobile Crushing and also our Drilling and Blasting units. And on top of this, with huge challenges, we expanded our Mozambique business and turned a loss-making business into a profit-contributing business.

On average for the different business units (Afrimat



'WHAT STANDS OUT FOR ME IS WHAT WE HAVE ACCOMPLISHED IN A SHORT SPACE OF TIME.'

Contracting International, Afrimat Readymix Inland and Afrimat Mozambique Limitada) we saw a steady growth of 20 percent in revenue and 24 percent growth in profitability – in comparison with the previous year for the same period. This is a remarkable achievement which would not have been possible without serious commitment and teamwork. Well done!

I thank all our employees for your commitment and hard work which contributed towards the success of our business. Enjoy the well-deserved rest this festive season with your families. Looking forward to your contribution in the New Year.

Season greetings.

MANAGER CAPE LIME

Francois Landsberg

For Cape Lime, 2019 was not always plain sailing – we had a mixed bag of challenges and opportunities but through a diverse product range, customer focus and service delivery we still managed to grow the business.

What stands out for me was the effort, commitment, innovation, focus and perseverance from each and every member of the team. Thank you for that. These are the building blocks of success and they will definitely ensure that we reach our goals.

One of the highlights this year was the establishment of the Cape Lime Consensus Committee (CLCC). Representatives from all levels and areas within the organisation are meeting on a monthly basis to discuss issues relating to the business as well as employee relations. Communication within an organisation is key and this forum will definitely help us to take it to the next level.

Next year will bring its own challenges and opportunities, but first it is time for most of us to take a well-deserved break. I would like to once again say thank you to all our employees for your input and hard work during this year. Without you we would have not been able to achieve success.

Please enjoy this well-deserved break and the quality time with your loved ones. For those of you who will be travelling, please drive safely.

May you all have a blessed Christmas 2019 and a prosperous 2020.

"You can never truly enjoy Christmas until you can look up into the Father's face and tell Him you have received His Christmas gift" – John R. Rice



'WHAT STANDS OUT FOR ME WAS THE EFFORT, COMMITMENT, INNOVATION, FOCUS AND PERSEVERANCE FROM EACH AND EVERY MEMBER OF THE TEAM. THESE ARE THE BUILDING BLOCKS OF SUCCESS AND THEY WILL DEFINITELY ENSURE THAT WE REACH OUR GOALS.'

OPERATIONS MANAGER – INFRASORS HOLDINGS

Joanne Giles

2019 has been an interesting year for Infrasors. Coming off a particularly difficult 2018, both in terms of results and in terms of restructuring and personnel changes, 2019 required a lot of focus and planning. As a result, we realised we needed to adopt a "forward to basics" approach to get ourselves geared for what we knew was going to be a tough economic climate. With this dedicated focus, we have managed to set several records this year, and FY2020 is expected to deliver the best return to date for the Infrasors entity.

This could not have been possible without the dedicated commitment of every member of the Infrasors team. This year you welcomed the change in leaders (across most spectrums of our business) with open arms – this in itself was not an easy feat; you listened to their ideas; offered new ideas and assisted each other to achieve our targets. I can safely say that we are on track to meet, if not exceed, our budget for the 2020 financial year, and that in a year where the economy has been exceptionally hard on many other companies. To say that we are blessed is truly an understatement!

It has been a real privilege to lead this team, and we have lots to celebrate: The graduations of our original

interns with Honours degrees; our first Safety Symposium; an environmental showplace award at Marble Hall; improved efficiencies on all our plants; record sales months from Lyttelton mine; moving from level 8 to level 3 BBBEE scorecard; improved ASPASA SHREQ scores; and, as mentioned, improved profitability – all to name but a few. We have improved across the board!

While you prepare to head off on your well-deserved December holidays, the Infrasors Management team would like to take this opportunity to thank each and every one of you for your hard work and the parts you played in this year. We ask that you travel safe and rest well. We would like to wish you and your families a very blessed holiday and festive season. Come back safe!

I end with a quote by Francis of Assisi which accurately sums up 2019 for me: "Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible."



'START BY DOING WHAT'S NECESSARY; THEN DO WHAT'S POSSIBLE; AND SUDDENLY YOU ARE DOING THE IMPOSSIBLE.'

REGIONAL MANAGER – AFRIMAT READYMIX WESTERN CAPE

Pieter Grové

In one scene in the movie, The Incredibles, Bob (Mr Incredible) gets frustrated about his circumstances and takes it out on his car, not knowing that a kid on a tricycle witnessed his tantrum and superpowers. When he got out of his car in his driveway, he sees the kid on the tricycle looking at him. Annoyed, Bob asks the kid “and what are you waiting for?” To that the kid replies, “I don’t know, something amazing I guess”.

How many of us do not also want something amazing to happen, and how many of us do not always see the superpowers we possess as a team and individually, to be able to complete our objectives, especially when the task at hand seems to be intimidating and frustrating?

If I look back at the year that has flown past, at an incredible pace, we can only be amazed at what we have achieved: The successful completion of the Swellendam Excelsior Windfarm project with Concor; the successful completion of the high-specification



‘IT IS BECAUSE OF THE INCREDIBLE PEOPLE WE HAVE CONTRIBUTING THEIR SUPERPOWERS, IN THE FORM OF THEIR KNOWLEDGE, DEDICATION AND VALUES, THAT WE CAN STAND AMAZED AT WHAT WE HAVE ACHIEVED THIS PAST YEAR.’

arch pours of the Ashton Bridge with H&I; the upgrading of roads with our Boublok pavers in Saron and Robertson; the gradual upgrading of some of our plants with new office containers; silo’s fitted with proper filters; improved capacity; improved maintenance of our equipment; the generators we installed at the Cape Town plants to reduce the effect that load shedding and cable theft has on our production; and the new Southern Cluster with Readymix, Boublok and aggregates working as one team – just to mention a few.

It is because of the incredible people we have contributing their superpowers, in the form of their knowledge, dedication and values, that we can stand amazed at what we have achieved the past year. I would like to thank each and every Afrimat superhero out there, for your incredible contribution and it’s my prayer that you have a safe and blessed holiday season. If you ask me what I am expecting next year, I am confident to say, “something amazing”.

GENERAL MANAGER – AFRIMAT DEMANENG

Hannes Cronjé

2019 can be described as a very blessed year for Demaneng Mine. All the plans on the operational side were realised and furthermore the market opened up – firstly with a short-term AMSA contract that was followed by a ramp up in the rail capacity from the Northern Cape to Saldanha Port. The result enabled Demaneng to sell record tons in favourable market conditions, making record profit. I am very thankful to everyone who had a hand in making this possible.

The Demaneng team look forward to continuing

‘ALL THE PLANS ON THE OPERATIONAL SIDE WERE REALISED AND FURTHERMORE THE MARKET OPENED UP – FIRSTLY WITH A SHORT-TERM AMSA CONTRACT THAT WAS FOLLOWED BY A RAMP UP IN THE RAIL CAPACITY FROM THE NORTHERN CAPE TO SALDANHA PORT.’



to contribute to Afrimat’s success, with a further increase in volumes and operational efficiency. A big word of thanks goes to the business development team who on a continuous basis strive to enlarge the Afrimat footprint in our area of the Northern Cape, to sustain the Demaneng operation and grow the iron ore business. To our colleges in Shared Services, thank you for the great support you supply to Demaneng Mine.

I wish all Afrimat staff and their loved ones a blessed and joyful festive season.

GENERAL MANAGER – HUMAN RESOURCES

Anton Gerber

Another year stormed to an end. The year 2019 was a tough one for SA, and a blessed one for Afrimat. The year saw an election, a new president with a new cabinet, lots of new – or reformed – legislation, lots and lots of sporting activities with mixed results, and an economy that saw giants in the construction industry fall – all the ingredients for a challenging year.

Afrimat was blessed with a good business in really tough times. We know that our success is from God, and what we build is in His glory. We also know we are blessed in our sleep, with great opportunities and great results.

On the labour relations side, our employees are



‘ON THE LABOUR RELATIONS SIDE, OUR EMPLOYEES ARE ENGAGED, AND THERE WAS VERY LITTLE CONFLICT AND A GREAT AMOUNT OF SUPPORT AND UNDERSTANDING.’

engaged, and there was very little conflict and a great amount of support and understanding. Employees are inspired to share the vision of Afrimat. Their stories of how we live our values are shared, heard and appreciated.

We have trained hundreds of employees, bursars and interns, and rolled out two modules of our own management development programme. Many young managers and supervisors received leadership training through our own Afrilead programme.

I wish each employee of Afrimat and all of their family a blessed year-end season. Rest, enjoy your loved ones, and come back energised to tackle 2020.

HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY

Grant Dreyer

2019 has once again proven the resilience and success of Afrimat’s diversification strategy – as we not only weathered the economic headwinds in South Africa but managed to grow exceptionally well in most of our businesses. This is testament to the commitment and tenacious attitude displayed throughout our organisation.

In rough seas, all hands are required on deck and for Afrimat this means looking ahead, finding new opportunities for growth, closing every possible sales opportunity, ensuring production targets are met and making sure that everyone is safe to return home to their families at the end of the day. Thank you to everyone’s contribution to a very successful year for Afrimat.

From a business development perspective, we have seen a lot of opportunities this year – from larger ones like Universal Coal and many smaller ones in many different sectors; some we walked away from and some

‘IN ROUGH SEAS, ALL HANDS ARE REQUIRED ON DECK AND FOR AFRIMAT THIS MEANS LOOKING AHEAD, FINDING NEW OPPORTUNITIES FOR GROWTH, CLOSING EVERY POSSIBLE SALES OPPORTUNITY, ENSURING PRODUCTION TARGETS ARE MET AND MAKING SURE THAT EVERYONE IS SAFE TO RETURN HOME TO THEIR FAMILIES AT THE END OF THE DAY.’



of which are being pursued. We have learned a lot as a team, including where it is that we would like to position the organisation and we are excited for the future and the possibilities available to us.

This year has taught us many lessons, but the one which stood out and is applicable to not only Afrimat but also the rest of South Africa, is that by keeping a positive and independent mind-set, ensuring that integrity is at the core of everything we do and by remaining humble as we relentlessly pursue success, we can’t lose.

Going into to festive season, may you all have a blessed Christmas break, enjoy the time off with loved ones, celebrate your success with them and stay safe.

CHIEF FINANCIAL OFFICER

Pieter de Wit

My fellow colleagues, we started 2019 with the vision of transforming the finance function into a business partner, adding value to the business. To achieve this, we had to automate the majority of Excel reporting within QlikView, including the Group consolidation. In addition to this we placed an enormous effort into expeditious completion of all the subsidiary financials and tax returns. During the year the finance team supported each other, especially during the maternity leave periods. Reflecting on the year, I am satisfied that we have achieved our vision. Going forward we will continue to cultivate a positive culture through

‘GOING FORWARD WE WILL CONTINUE TO CULTIVATE A POSITIVE CULTURE THROUGH TEAMWORK, INTEGRITY, TRUST AND RESPECT FOR ONE ANOTHER. A POSITIVE CULTURE WILL RESULT IN AN ENGAGED WORKING ENVIRONMENT AND SO GIVE RISE TO INNOVATION.’



teamwork, integrity, trust and respect for one another. A positive culture will result in an engaged working environment and so give rise to innovation. Everyone should be comfortable enough to challenge the process. By challenging the process, the team can identify more efficient ways of performing their tasks. With that said, we end 2019 stronger and better, and I would like to thank you all for your hard work during this year. I wish you a blessed festive season with your loved ones and hope that you have a Merry Christmas and a very happy New Year.

REGIONAL MANAGER – AGGREGATES – WESTERN CAPE

Wilhelm Nel

Just as we realised there were only six weeks remaining before shutdown, the Springboks made all South Africans extremely proud and won the Rugby World Cup 2019.

The same can definitely be said about the strong set of interim results that Afrimat recently published – definitely in a “class of its own”. I believe Afrimat has also won the Industry Cup for 2019!

Much can be said about both these achievements, but one thing remains common – if we continue to

‘IF WE CONTINUE TO EFFECTIVELY OPERATE AS A TEAM, WITH ONE SET GOAL, WE AS A TEAM WILL DELIVER THE GOODS!’



effectively operate as a team, with one set goal, we as a team will deliver the goods!

May I use this opportunity to thank each and every Afrimatter of the AAOWC team, and their partners, for everyone’s commitment in living, working, striving and for their continued support in constantly delivering the Afrimat goods.

I wish everyone a wonderful and blessed Christmas time with your loved ones, travel safely, have a good rest and return with plenty of renewed energy for 2020!

END OF YEAR MATTERS

HEAD – SOUTH CLUSTER

Anton Barnard

As I am writing this message, it dawned on me that our family moved from Port Elizabeth five years ago, time flies when you are having fun!

As fellow Afrimatters, we can look back and be proud of all our accomplishments, as well as the manner in which we conducted ourselves in line with our value system. I want to thank each individual for the hard work and positivity that you have exhibited during this year.

I am pleased to say that we are already starting to see the benefits from the synergy that was unlocked in the Cluster. I believe that not only will we be making our business more effective but that we will also offer more growth opportunities for employees by exposure to a wider range of product lines and business processes.

Thank you to my Regional Managers, Wilhelm Nel, Jeff Hoffman and Pieter Grové for your contributions

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

You deserve your well-earned break that is about to commence, please enjoy the time that you will spend with your loved ones, be save if you travel. To those that have lost loved ones this year my thoughts and prayers go out to you. Please come back with your batteries fully charged for the remainder of our financial year.

We received so many blessings this year and I thank the Lord for all his grace upon us.

I wish you and your family a Blessed Christmas and best wishes for 2020! "For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future." Jeremiah 29:11



'WE ARE ALL GRATEFUL FOR OUR LOYAL CUSTOMER BASE THAT WE SERVICE, PLEASE CONTINUE TO VALUE OUR CUSTOMERS AND SERVICE THEM BEYOND THE EXTRA MILE. REMEMBER THAT THEY SEE AND EXPERIENCE OUR ACTIONS FAR MORE THAN WE THINK THEY DO.'

MANAGING DIRECTOR – NORTH CLUSTER

Davin Giles

The 1st of November and the final day to submit my Christmas Message for Afrimatters. It has been an interesting week...

I was fortunate to attend the Board Meeting in Cape Town on Wednesday and was privileged to listen to feedback from the various committees. Added to this, the various opportunities and possible acquisitions that we are working on show our passion for change and growth. Collin's appointment to the Afrimat Board, incidentally on his 10-year anniversary, shows how dreams become goals, and goals become reality.

This is what makes me proud to be part of this company. On Thursday I was present at the Investor Results Presentation where Andries and Pieter presented our best ever half year results in the history of Afrimat, while on the same day Scottsburg reported record daily sales.

We are truly blessed. Not only in the achievements

of the company over the past year which have been extraordinary, but in so many other ways. Think about the calibre of employees we have. Look at how so many of our staff have grown and developed, how our operations have improved, and how the Afrimat culture is spreading throughout the business.

Take some time to reflect on this, as well as your role in this. To all the employees of Afrimat, but more so to those in the North Cluster, thank you for all your efforts, sacrifices, and that "never give up" attitude that you demonstrate daily. To the other clusters, well done on your growth this year. Watch this space though, as I see a hunger in Willem and Jacques, together with their teams, that will bring a greater challenge from the North, AKA "The Cluster Kings".

May you all have a blessed Christmas, enjoy special moments with your loved ones, and get the rest and relaxation that you so richly deserve. I, for one, can't wait for 2020!



'THINK ABOUT THE CALIBRE OF EMPLOYEES WE HAVE. LOOK AT HOW SO MANY OF OUR STAFF HAVE GROWN AND DEVELOPED, HOW OUR OPERATIONS HAVE IMPROVED, AND HOW THE AFRIMAT CULTURE IS SPREADING THROUGHOUT THE BUSINESS.'

GENERAL MANAGER – TECHNOLOGY SYSTEMS

Johan du Plessis

I will remember 2019 as the year of extreme contrast: some business units doing unbelievably well, others struggling just to make ends meet. Lots of companies went out of business; Afrimat on the other hand, grew at an above average rate. Although most of our people enjoy a healthy life, some of us suffer and are still suffering from illness. Unfortunately, or fortunately, this is what life throws at us and I cannot think of a better



team to deal with this than the Afrimat team. I want to close out with the following Chinese proverb: "If you want happiness for an hour, take a nap. If you want happiness for a day, go fishing. If you want happiness for a year, inherit a fortune. If you want happiness for a lifetime, help someone else."

From the ITBS team, may you all have a wonderful and blessed Christmas time with your loved ones, travel save and remember the true story about Christmas.

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When it comes to quality, durability and workability, lime outperforms all other standard cementing materials.

CLC

BUILDING & PLASTER LIME

QUALITY THAT LASTS

COST SAVINGS

- ▶ Fewer repairs, less maintenance and faster application.

SUPERIOR QUALITY

- ▶ Adapts to all climates, is weather resistant and limits damage caused by moisture and cracking.

LASTING DURABILITY

- ▶ Less susceptibility to hairline cracks and fractures and strengthens over time.

GREAT WORKABILITY

- ▶ Enhanced durability ensures easy application and fills the voids & cracks.



Glen Douglas mine

Responsible practices, sustainable futures



Recycling
of water



Reducing
energy
consumption



Reducing
emissions



Decreasing
noise
pollution



Good relations
with the
communities



Recycling
products



Mine
rehabilitation

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

Afrimat has established a strong foothold in contracting services comprising mobile crushing, screening, drilling and blasting. Backed by more than 45 years' experience, Afrimat listed on the JSE Limited in 2006. As part of its continued diversification strategy, the group is expanding its footprint into Africa. The group's capabilities enable Afrimat to service