



MARCH 2017

AFRIMATTERS



DIVISIONAL MATTERS: ENVIRONMENTALLY FRIENDLY PROJECTS

HR MATTERS: MANAGEMENT OF CHANGE

HEALTH & SAFETY MATTERS: PROMOTING A HEALTHY LIFESTYLE



Investing in diversified growth

- Aggregates
- Industrial Minerals
- Contracting International
- Concrete Products
- Readymix

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

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

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

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

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

maBX



'I WOULD LIKE TO USE THIS OPPORTUNITY TO THANK THE DIRECTORS FOR THEIR ROLE IN MAKING AFRIMAT AN EXCEPTIONAL COMPANY.'

GIVING RECOGNITION

Welcome to our latest edition of Afrimatters. I am deviating slightly from my normal introduction, to give recognition to a special group of people.

We recently celebrated our tenth year as a JSE listed company. Much was said about the group's performance over the decade and the many accolades that the group has received. It gave us a sense of joy and of being grateful for what Afrimat has become.

For any group to be successful it takes the combined effort and commitment of all its people. One group of people, who play an extremely important part in positioning and controlling the business, is the board of directors. The board currently consists of three executive directors – full time employees of the company - and eight non-executive directors. These directors take ultimate responsibility for the company, something they are not often recognised for in good times, but are often criticised for in bad times. I would like to use this opportunity to thank the directors for their role in making Afrimat an exceptional company.

The board is led by our chairman, Matie von Wielligh. Matie and I have known each other since 1985 and to me he has been a mentor, a leader and a friend for all these years. Matie has made a significant impact on the strategic positioning of Afrimat and he needs special recognition for his contribution.

Enjoy this edition of Afrimatters, and continue to build Afrimat into a successful business where we all enjoy working. Please be safe.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

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AFRIMATTERS

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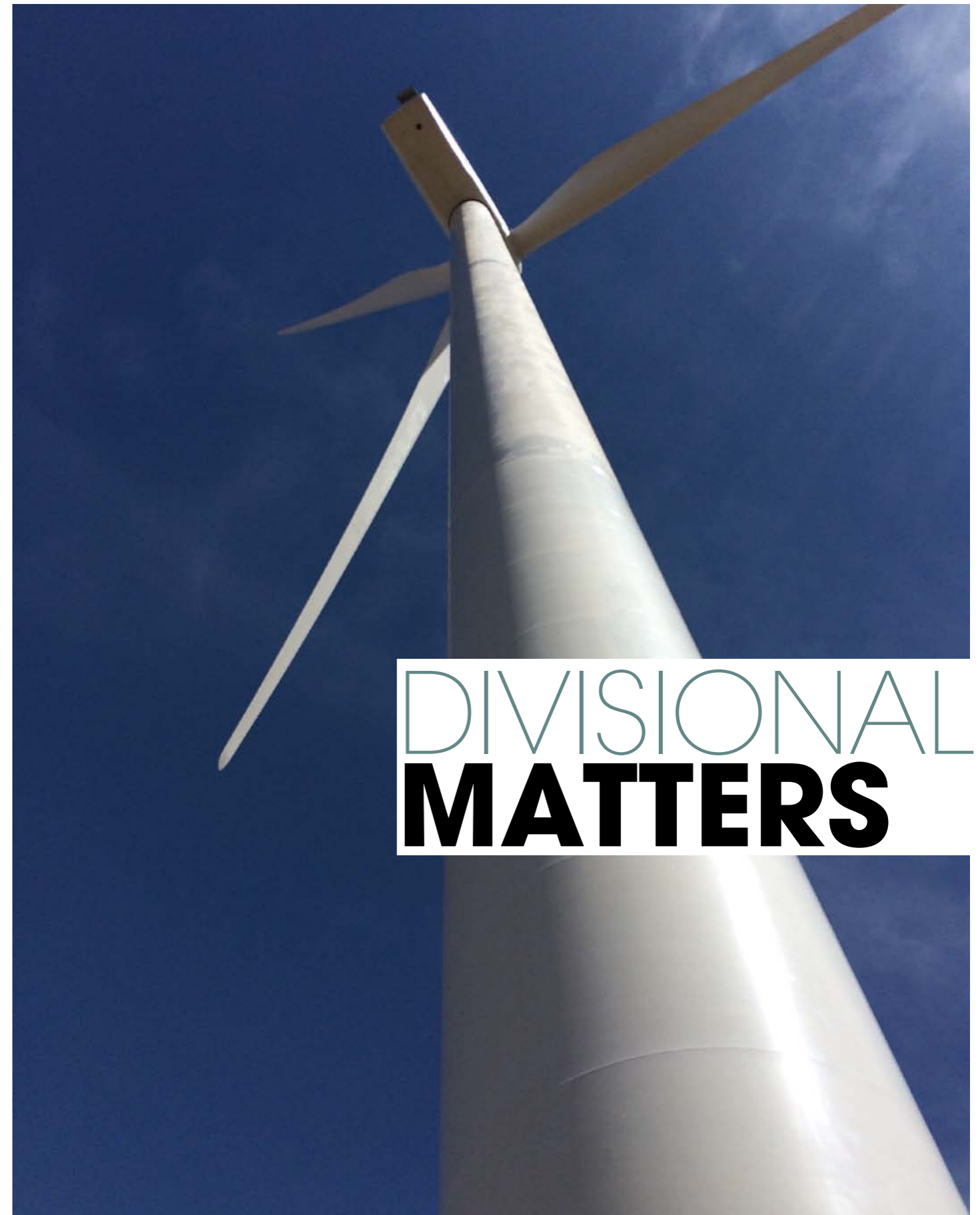
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DIVISIONAL MATTERS

READMIX CAPE BY HYLTON HALE, GROUP MARKETING MANAGER

In anticipation of the upcoming brand audit, Readymix Cape embraced the process by branding their silos at the Wetton plant and doing a makeover of their Readymix trucks in Hermanus. Our Readymix trucks serve as mobile billboards and the tall structures of the silos can be seen from far and wide. That is why it is imperative that we stick to our high standards of showcasing the Afrimat brand on all our mobile units and structures. The brand auditing process will begin at the end of March. Hylton Hale, Group Marketing Manager will be visiting all Afrimat's operations to evaluate the quality of signage and general brand impression.



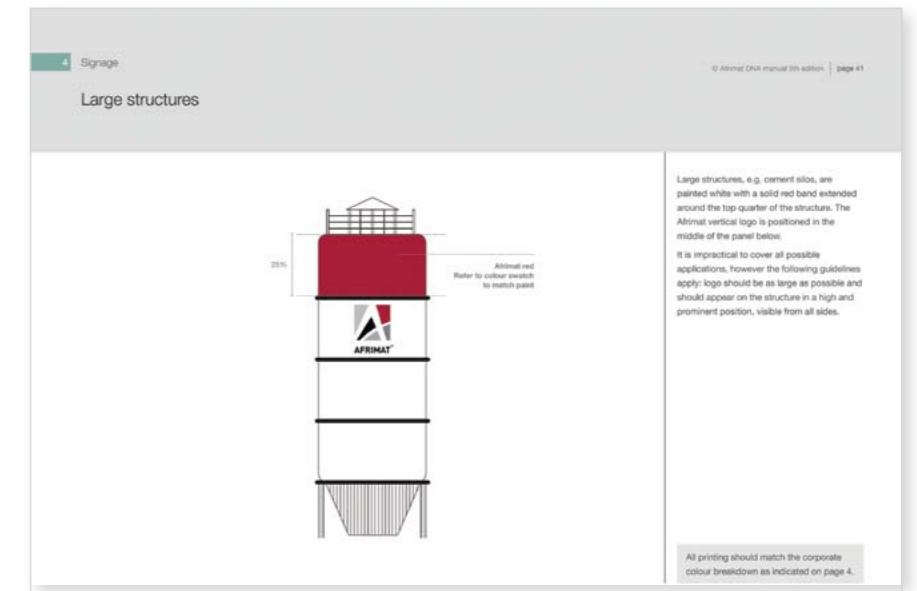
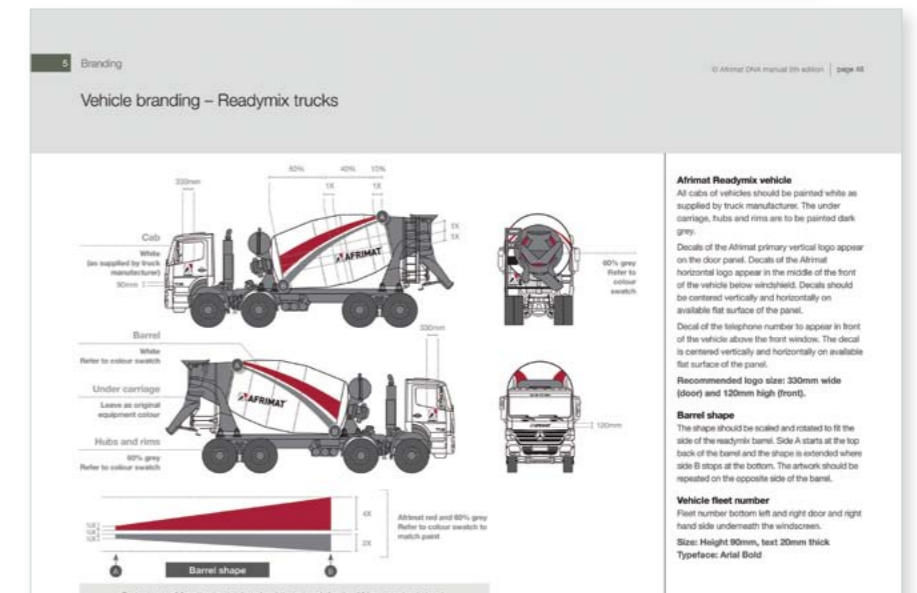
Silo at Wetton plant, Readymix trucks at Hermanus



DNA MANUAL GUIDELINES BY HYLTON HALE, GROUP MARKETING MANAGER

The brand guidelines for silos and Readymix trucks are laid out in the DNA Manual. We should see these structures and mobile units as big advertising billboards promoting Afrimat.

As CEO, Andries van Heerden says, "Evolutionary changes within the Group have necessitated some guidelines as to how the branding of Afrimat is established. Its success depends on discipline and strict adherence to the standards we have adopted. Even small variations will dilute the overall effort."



DIVISIONAL MATTERS

WORCESTER – BOUBLOK

BOSHOFF MULLER - REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS

Asla Project

There was no slow start for Afrimat Boublok in 2017. The year kicked off with a bang. Two major Asla RDP contracts, one in Ceres and the other in McGregor, were secured at the end of last year. Delivery of blocks started on 16 January.



Bella Vista RDP development - Ceres (ASLA)



CONCRETE PRODUCTS

ANDRÉ KRUGER – PLANT MANAGER (HARRISMITH)
– CONCRETE PRODUCTS

Progress on the Harrismith N5 bridge project

In the December issue we had an article on the progress of the bridge on the N5 close to Wilgeriver. These pictures show the progress and the beams that they are currently busy with.



DIVISIONAL MATTERS

READYMIX CONCRETE
**RICUS VAN HEERDEN – MANAGER
 – CONCRETE PRODUCTS/READYMIX CONCRETE**

De Aar Windfarm Project

In 2016 Afrimat Readymix achieved an all-time record of volume of concrete produced and sold. A number of secured and supplied contracts contributed to achieving this record, but most of all it was the De Aar windfarm project in the Northern Cape.

Afrimat Readymix has become one of a few specialists in supplying renewable energy projects. The De Aar project is the fourth windfarm project Afrimat has been involved with in the last three years, excluding the four solar farms we supplied during construction phase.

Securing the supply of Readymix concrete for the windtower based at the De Aar North project involved negotiations lasting nearly two years, hundreds of emails, and countless hours on the phone and in meetings. Even though the end product does not change much from one project to the next, the process followed, and minimum requirements from international developers changes dramatically between contracts. Having partnered with various Spanish consortiums, this project was developed by predominately Chinese companies.

The plant used a brand new 60m³ per hour Imer Wet Batchplant imported from Italy, up to ten 8m³ Readymix trucks and one 32-meter boom pump. The total volume of concrete produced was nearly 45 000m³ over a period of less than a year.

The conditions on site were probably some of the harshest I have ever come across in beautiful sunny South Africa. The site location is 80km north-east of De Aar and 20km south of Phillipstown, and from there one still had to travel up to 30km to some of the windtower base discharge points. Working in temperatures ranging from -15°C up to 45°C during the various seasons was compounded by the extremely rugged terrain. Our own bill for damaged tyres exceeded half a million Rand within the first six months of the contract period.



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Kudos to the main contractor, CSV Constructions. Having supplied three different contractors prior to this project who do similar work, CSV's output was well above double that of their nearest rival. A competitor on the other side of De Aar managed to finish only two bases a week where CSV finished up to five bases a week in peak period.

This contract will definitely be one Afrimat will be proud of for years to come. It was not without its challenges and learning curves, but it is a great example of what we can achieve if we do not limit our potential.



Afrimat supplied the concrete for the De Aar windfarm project

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DIVISIONAL MATTERS

READYMIX CONCRETE

RICUS VAN HEERDEN – MANAGER – CONCRETE PRODUCTS/ READYMIX CONCRETE

A waste-to-energy plant opens in Cape Town, built with Afrimat Readymix Concrete

During 2016 Afrimat Readymix supplied concrete to Cape Town's new bio gas waste-to-energy conversion facility in Athlone. The contractor, CSV Construction, took site in November 2015 and completed construction in December 2016. In total Afrimat supplied 6300m³ of concrete, the majority of which was project specific durability concrete able to withstand extreme conditions. The concrete mix design work was all done internally and approved by the engineers appointed by the client.

Jenni Evans, from News24, reports:

"This R400m waste-to-energy conversion plant was officially opened in Athlone, Cape Town, on Wednesday 25 January 2017 with high hopes of reducing the city's landfill sites and creating jobs. 'This is an exciting addition to the green economy in Cape Town,' Mayor Patricia de Lille said after a guided tour with Western Cape Premier Helen Zille. It symbolised the city's move from being a distributor of electricity to generating electricity in its goal of having 20% renewable energy as part of its energy mix. The city wanted to give the citizens of Cape Town greater choice on what type of energy they wanted. De Lille said she felt it was wrong that Eskom had a monopoly and forced the city to purchase its fossil-fuel power. There were plans to challenge this in court, on the grounds that the city should be allowed to source energy directly from independent power producers. The sprawling plant was thought to be the first of its kind in Africa, and would pave the way for more plants to turn rubbish into gas. Zille said the project fits into the province's plans of being the hub of the green economy. 'We are driving it very hard because we see the prospects for South Africa.'

The project is a collaboration between Waste Mart



Part of the waste to energy plant in Athlone



Official opening of the waste to energy plant

'THE CITY WANTED TO GIVE THE CITIZENS OF CAPE TOWN GREATER CHOICE ON WHAT TYPE OF ENERGY THEY WANTED.'

and Clean Energy Africa, and will be run by New Horizons Energy. New Horizons Energy CEO, Egmont Otterman, said the city generated around 8000 tons of waste a day. If another eight plants of the kind unveiled on Wednesday were built, there would be no more need for landfill sites. Otterman said Cape Town was perfect for the first plant because of its high landfill prices, a progressive government, and a shortage of gas. The plant would use 500 tons of organic household, municipal, and industrial waste per day, in an anaerobic digestive process, to produce methane, food-grade carbon dioxide, and organic fertilizer. The plant could supply around 4% to 5% of the city's liquid petroleum gas requirement. Clean Energy Africa CEO Marcel Steinberg said there was a noticeable link between economic growth and increased waste. Plants such as theirs provided a "zero waste" landfill facility because everything produced by the mechanical processes was used. In addition, the people who worked there would not have to pick through waste like those at rubbish dumps. They would have decent working conditions, including unemployment insurance. Afrox was expected to purchase methane and carbon dioxide from the plant. The plant would initially employ 80 people. What got everybody excited was the prospect of fewer landfill sites festering with rubbish as waste would be diverted to the plant and its successors. Zille said the plant would allow Africa to leap-frog centuries of technology to be at the forefront of energy creation. It would contribute to Cape Town's energy stability - an attraction for foreign investors. Western Cape government-funded entity



Patricia de Lille, Mayor of Cape Town

Green Cape had helped with technical support and would work with other municipalities in the province to roll out similar initiatives." (Jenni Evans, News24).

Afrimat Readymix always strives towards becoming more environmentally sensitive and to be a leader in producing green concrete. This social consciousness makes it even more satisfying to be involved with projects of this nature. With further bio-gas facilities being planned in the Western Cape, Afrimat is sure to continue contributing towards a sustainable future within the Readymix Concrete Industry. (Photos courtesy News24)



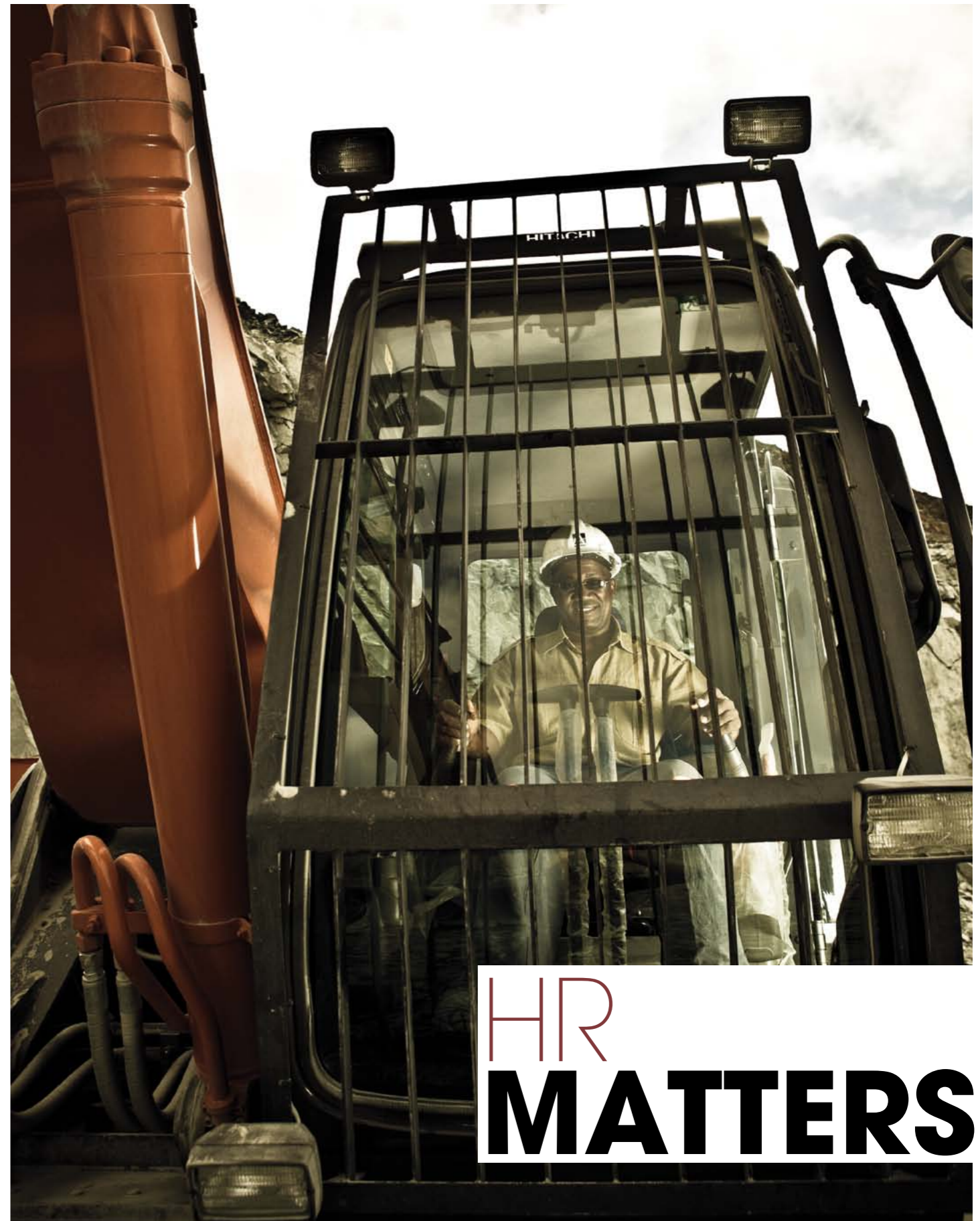
DIVISIONAL MATTERS

▶ MOZAMBIQUE

HYLTON HALE – GROUP MARKETING AND BRAND MANAGER

Mobile block plant in Mozambique

Afrimat's new Mozambique block plant is now up and running on the new Shoprite site in Pemba, Northern Mozambique. The plant was successfully built by the Vryheid team and was transported by road to Pemba. It is a mobile plant that can be packed up and moved within a day's notice.



HR
MATTERS

HR MATTERS

THE AFRIMAT BEE TRUST

MARELI MOSCA – HUMAN RESOURCE SUPPORT OFFICER

A lot of work has been done on the BEE Trust in the past few months. You have seen notifications on notice boards and communications flying around in Afrimat.


This article is to provide you with a little bit of background and a glimpse of where we are heading.

BACKGROUND:

The BEE Trust was established in 2006 to advance Afrimat's transformation strategy and to enable historically disadvantaged individuals (HDI'S) to own shares in Afrimat through the Trust. The Trust made a first allocation in 2009, followed by other allocations.

THE ARC DEAL:

ARC made an offer to buy the Afrimat BEE shares putting Afrimat in the position to make a strategic change regarding the BEE Trust.



'EVERYTHING WE DO IN AFRIMAT WILL AFFECT THE SUCCESS OF THE TRUST.'

WHO IS ARC?

African Rainbow Capital (ARC) is a fully black-owned and controlled investment company focusing on the South African and African financial services industry and businesses that deliver returns on equity. The Chairperson of this company is the well known businessman, Patrice Motsepe.

THE NEW BEE TRUST:

The new Evergreen BEE Trust was established with the aim of widening the pool of eligible beneficiaries, whilst still achieving the company's BEE objectives.

The new Evergreen Afrimat BEE Trust



What you need to know :

-  The New Afrimat BEE Trust will include all qualifying employees, irrespective of their demographic profile who are not on the management bonus-scheme.
-  Dividends may be paid twice a year, if the company performs and if the Board of Directors passes a resolution to pay dividends.
-  The Trust is fully paid for in advance - no debt.
New employees qualify after 3 years of service in Afrimat.
-  When an employee leaves Afrimat by retrenchment, retirement, resignation, dismissal or death, the employee will no longer be a beneficiary of the Trust.

Everything we do in Afrimat will affect the success of the Trust.



Teamwork = Performance = Production = Sales = Profit = Greater Dividends

Things that affect the share price:

-  World economic outlook & national market trends.
-  Company performance & results
-  Perception whether Afrimat is a sustainable company for long term investments.
-  Company reputation based on our value system and relationship with our community, employees and customers.

Your role in the success of the new Trust:

-  Understand and embrace changes because that is the way of staying ahead of global and national trends.
-  Be where you must be and do what you must do to earn your salary.
-  Live the company values.
-  Respect the community & customers.
-  Respect your team and your purpose at Afrimat.
-  Be proud of Afrimat everywhere you go.

'THE NEW EVERGREEN BEE TRUST WAS ESTABLISHED WITH THE AIM OF WIDENING THE POOL OF ELIGIBLE BENEFICIARIES, WHILST STILL ACHIEVING THE COMPANY'S BEE OBJECTIVES.'



Questions & Answers

New evergreen Afrimat BEE Trust



Q: Will I have right of ownership to shares in the new Trust?

A: No, The BEE Trust holds the right of ownership to these shares and participants only enjoy the benefits flowing from the trust. Dividends may be paid twice a year, if the company performs and if the Board of Directors passes a resolution to pay dividends

Q: Can I sell my shares?

A: No. You are not the owner of the new evergreen BEE Trust shares you only enjoy the benefit of the shares through Dividends.

Q: Will I stay part of the Trust if I leave Afrimat?

A: No. If you leave Afrimat (dismissal, retrenchment, resignation, retirement, death) the employee will no longer be a beneficiary of the Trust.

Q: Who are participants of the New Trust?

A: All employees who:

- have 3 (uninterrupted) years or more service in Afrimat.
- is not part of an Afrimat management bonus scheme.
- are permanent employees.
- are not serving a notice period.



For more answers to your questions you can contact your local HR or send an SMS to the BEE Trust helpline 082 606 4818

MANAGEMENT OF CHANGE

BY DR JHP VAN HEERDEN, CORPORATE CONSULTANT (BUSINESS STRATEGY) – SHARED SERVICES.

1. How do we as Afrimatters experience change? Rather ask the question: How do human beings experience change?

"Despite being accustomed to change, change is not something we are always comfortable with."

"We often put on a brave face about embracing change, while deep down we dread it."

"A better description of how we experience change is to say that all change is a threat, even good change."

"The reality is that in almost all cases the perceived danger of change is more frightening than the actual change itself."

2. Factors which have an impact on change:

- Scale of the change (the change affects all or most of the organisation).
- Magnitude of the change (it involves significant alterations of the status quo).
- Duration of the change (it lasts for months, if not years).
- Strategic importance of the change.

3. Change:

- Change creates "people issues."
- Change should be based on a realistic assessment of the organisation's history, readiness, and capacity.
- Change is inherently unsettling for people at all levels of an organisation, when it is on the horizon, all eyes will turn to the CEO and the leadership team for motivation and support.
- The work force will deliver results only if the leadership team are aligned and committed to the change initiative.

'A BETTER DESCRIPTION OF HOW WE EXPERIENCE CHANGE IS TO SAY THAT ALL CHANGE IS A THREAT, EVEN GOOD CHANGE.'

4. Some reasons why people resist change:

- People are exposed to continual change and some may reach a point where they are not able, or don't want, to deal with more change.
- Fear of the unknown/surprise - When change (especially what is perceived as negative change) is pushed onto people without giving them adequate warning, and without helping them through the process of understanding what the change will include and how they will be affected, it can cause people to push back against the change due to their fear of the unknown.
- Mistrust - Build up trust before starting the process. If the manager is new and has not yet earned trust, then mistrust can manifest itself into resistance to change. To earn trust may take time.
- Bad timing - Too much change over a short period of time can cause resistance. If change is not implemented at the right time or with the right level of tact or empathy, it usually won't work.
- Tolerance for change - Differences exist in people's overall tolerance for change. Some see change as an opportunity to learn. Others resist change because they prefer a set routine. Being aware of the reasons people resist change will help you implement change with fewer issues.

5. Concluding remarks

Being aware of the reasons people resist change will help to implement change with fewer issues. Build up trust before beginning with change. Provide a clear vision and reasons for the change after building up trust.

Implementing change is never painless, but it can be a lot less painful for everyone when it is done with empathy and compassion after thorough analysis, planning, and strategising.

'THE WORK FORCE WILL DELIVER RESULTS ONLY IF THE LEADERSHIP TEAM ARE ALIGNED AND COMMITTED TO THE CHANGE INITIATIVE.'

All quotations are from Kahn, M. "Change", Investor, Issue two of 2016, pp.5-7.

HR MATTERS



'I HAVE RUN WITH THE BULLS IN PAMPLONA'

One-on-one with Ren Swanepoel:

OPERATIONS MANAGER – AFRIMAT CONCRETE PRODUCTS (PTY) LIMITED

Name: Jacobus Johannes Swanepoel (Known as Ren)

Position: Operations manager: Afrimat Concrete Products (Pty) Limited

Date of employment: 1 January 2017

Previous employment: Nissan Diesel, Volvo, SA Block and Clinker

Date and place of birth: 26 January 1980, Pretoria

Family: Married to my wife Karen, and we have a two-year old daughter named Mayla

Favourite food: Braaivleis en yskas tert

Favourite movie: Any Quentin Tarantino movie

Are you a cat or dog person: Dogs!

Favourite TV programme: Super Sport

Dream car: Porsche GT3

Dream holiday destination: Hunting safari in Tanzania

Hobbies: Golf, fishing and hunting

Pet hates: Any type of wasting

How do you spend your spare time: Outdoors with the family, preferably on the farm in Alldays

Something interesting about me: I have run with the bulls in Pamplona

Reginald Gwala – HR manager KZN/Freestate region

Tali Tshikhovhokhovho completes the Management Development Programme

As a continuous effort to cultivate the learning culture in Afrimat, the company offers study assistance to employees who show the will to study further. Tali completed the Management Development Programme with University of Stellenbosch Business School in June 2016 and graduated in December 2016. When asked what one thing he took from the programme, he said you cannot pin point just one thing. The programme helped him to broaden his understanding on adding value, not just to the Sustainability team but to the Group. In the great words of BB King – 'The beautiful thing about learning is that no one can take it from you'.

Esther Teffo – Social and Labour plan officer - Sustainability



Respect in the workplace

At Lyttleton mine we have three suggestion boxes.

A letter that was placed in the box in December made a huge impact on us and we would like to share this with the rest of Afrimat.

How to treat each other in the work place

"In the workplace, people should treat each other the way they would like to be treated themselves. There are many ways to demonstrate respect at the workplace, a respectful workplace brings benefit for all stakeholders. The fair treatment of others helps ensure a team-like approach to work, if you want your workplace to be one that operates in a smooth creative manner with all employees satisfied and productive.

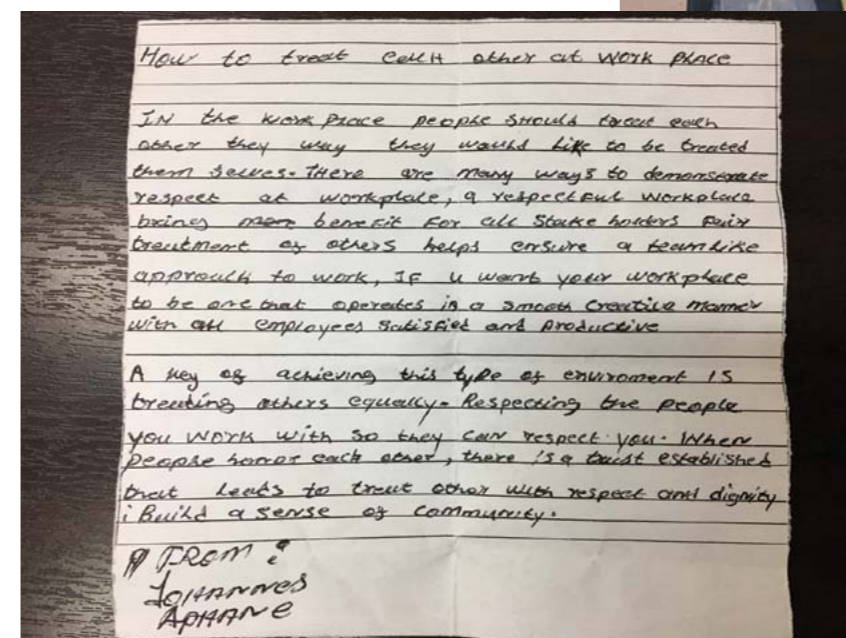
A key to achieving this type of environment is treating others equally. Respecting the people you work with so they can respect you. When people honour each other there is a trust established that leads to treating others with respect and dignity and building a sense of community."

From Johannes Aphane

Angelique Stannard – Business Administrator – Infrasors Holdings



Johannes Aphane



HOW TO TURN OUR BUSY LEADERS IN AFRIMAT INTO THE TEACHERS AND COACHES THEY NEED TO BE

MARNUS DREYER, GROUP MANAGER: HUMAN RESOURCE DEVELOPMENT

In today's world, coaching and teaching no longer belong solely to HR teams, but instead require the attention from leaders across a business. You will find that busy leaders will push this aside but HR teams can inspire and prepare leaders to be coaches and ultimately make a difference for their teams.

As we live in a world of unpredictable challenges, it becomes more and more important that our leaders become better coaches or teachers. This is a skill that is very important in both formal and informal instructional settings, as this is the place where learning takes place. If we think about it, whether our leaders are communicating the business's priorities to employees or sharing a story to them during a "teachable moment", they are busy creating a learning experience. Leaders demonstrate the importance of teamwork within the structures of our business, and ultimately drive our results.

An article recently published by Harvard Business Publishing asked the question:

"Why is leader-led development so critical?"

Below is a summary that answers the question.

> It sets the right context

This development brings much needed context and direction to work. Leaders are uniquely positioned to present concepts within their company's specific context and show employees how learning aligns with the business strategy and goals in big and small moments every day. Leaders help their employees to see how the skills they learn impact the business in the long term.

> Engage employees in learning

When leaders act as coaches/teachers, they are able to provide not just direction and context but also personalised one-to-one development. Since they work with their team members every day and know their individual skills and strengths, leaders can contextualise learning with organisational content to make it relevant to each employee's responsibilities, which makes the entire experience more engaging.

> Meet the needs of the rising workforce generation

One of the drivers of complexity in today's workplace is the presence of multiple generations with distinctive interests and requirements. In particular, much is being made of millennials' desire to learn and develop, and their appreciation of mentoring.

A 2015 Entrepreneur article pointed out that for millennials, **"feedback is getting a tip. It's coaching, and they want it multiple times a day."**

The process of transferring knowledge to individuals in more junior roles allows leaders to learn new skills (for example, communicating via social media) from younger workers and to hear what's happening on the organisation's front lines with customers or suppliers. It results in greater levels of learning at all ends of the organisational spectrum.

The next question will naturally be **"where and how can our leaders teach/coach"?**

To orientate our leaders toward their role as teacher, leaders need to understand the many roles they can take on, and the value each brings to employees and the organisation. See the summary of the various roles leaders can play in teaching/coaching their employees:

'OUR BUSINESS CAN REALISE SIGNIFICANT BUSINESS RESULTS, MORE ENGAGED EMPLOYEES AND TALENT BETTER PREPARED FOR FUTURE LEADERSHIP ROLES.'

	Why it matters	How to go about it
Act as a coach	Coaching offers daily opportunities for leaders to help employees they work with directly learn how to approach challenges and acquire new skills.	Communicate regularly. Share observations and ask questions. Encourage reflection, and help identify patterns. Build accountability and self-reliance.
Serve as a mentor	Mentoring develops young talent to think about how to advance their careers, increases engagement, and drives retention	Make sure you have a strategy that's geared to today's young professionals - less formal, more personalised. And remember, not just superstars need mentoring.
Encourage employees to embrace development opportunities	An organisation's people is its only sustainable advantage. Development matters.	Treat development as an ongoing process - and a dialogue. Leaders should model the importance and talk about their own development experiences.
Play an active role in the organisation's leadership development programmes	Employee development is vital to our organisation's success. Leaders need to set the organisational context and demonstrate its value.	Participate! Help define programmes, contribute content, talk positively about a programme to staff, take part in a launch, post on online forums, and teach a class.
Define or monitor action learning projects	Action learning projects provide development opportunities and solve real problems for the organisation.	Make sure that any project tackles a real, beneficial organisational problem that can be addressed in the short-term with clear objectives and outcomes. Help the team through active listening versus taking over. Help identify milestones, and be a champion for the team's results.
Collaborate on development plans for individual employees	A good plan helps employees accomplish career and organisational goals.	Make sure you fully understand an employee's skills, interests, strengths and values - and the opportunities available for growth.

In summary, the potential of promoting a culture of learning and teaching/coaching and encouraging leader-led development is enormous. Our business can realise significant business results, have more engaged employees and better prepared talent for future leadership roles. Those who are in leadership positions should embrace these roles and model the way towards a sustainable culture of learning in the Group.

HR MATTERS



Wedding Season

2016 ushered in wedding season in the Ready-mix Division as lovebirds from both the Technical and the Logistics Departments said "I do".

Tania Van Greunen (now Tania Muskett-Yetts), technical controller, tied the knot with **Donovan Muskett-Yetts** on Saturday 24 September 2016 at the Wolfkloof Wine Estate in Robertson.



David Jacobs, logistics co-ordinator, and **Cindy-Leigh** pledged their love to one another on Saturday 5 November 2016 at the Monkey Valley Resort in Noordhoek.

To the newlyweds: may your marriages both be blessed with an abundance of love and may your futures be showered with happiness. Congratulations!

Cindy Dyers – HR Officer – Afrimat Readymix



Congratulations **Cindy Dyers** (HR officer, Readymix Western Cape) and **Simon Wiggins** who were married on 5 November 2016. We wish them a long and happy life together and hope that it is filled with joy, happiness and lots of love!

Brenda Slattery – Human Resource Manager – Western Cape



Christie Vermeulen wat al 25 jaar by Afrimat Worcester werk en sy vrou **Magdalene Vermeulen** was Desember 25 jaar getroud. Hulle het nooit 'n onthaal gehad nie en het besluit om die jaar, in Januarie, hulle belofes te hernu en dit officieel te vier. Ons wens hulle baie geluk en weet hulle sal nog baie lank gelukkig saam wees.

Christopher Vermeulen – Laboratory Supervisor – Worcester



Welcome

Afrimat family, join me in welcoming **Letisha van den Berg** to our family.

Letisha joined Afrimat on 17 January 2017 as Health, Safety and Environmental Group manager. She will be responsible for the HSE strategy of the group.

She grew up in a small town called Newcastle in KZN. She currently stays in JHB, city of gold (or rather, city of traffic). She has been in the mining and ready-mix industry for the past 17 years with 10 years' experience in the HSE field.

She is married to Jan van den Berg, they have been married for 23 years and have been blessed with a beautiful eight-year old daughter called Ilana.

When she is not working, Letisha loves doing Parkruns, pewter, mosaic, knitting, and much more. "I learn a new craft every three to six months" she says. She is looking forward to learning everything she can during her Afrimat career and to share her knowledge with all Afrimat employees. Her aim is to assist operations to achieve the zero injury status.

I have no doubt that she is going to add value and make a difference within Afrimat. I wish her all the best during her time at Afrimat. Once again, join me in welcoming her to the family.

Collin Ramukhubathi – GM – Sustainability



Welkom by Afrimat

Finansiële rekenmeester by Afrimat hoofkantoor.

Tanja Binneman is 'n gebore Namibiër maar is lief vir die Kaap. Sy het op Stellenbosch studeer en by Bierfest en The Wine Show gewerk voor sy begin Februarie by Afrimat hoofkantoor aangesluit het. Sy geniet nuwe uitdagings in die werksplek en sien uit na haar nuwe rol as finansiële rekenmeester by Afrimat hoofkantoor. Ons hoop jys baie gelukkig hier by ons Tanja.

Lizanne Olivier – Brand and Marketing Coordinator



BEE Trust administration at Head Office

Natasha Visser and her husband Louwrens, relocated from Pretoria in April 2013. After assisting in the start-up of an English language training centre in Bellville she was contracted by Afrimat in November 2016 to assist with the BEE Trust administration at Head Office. In February 2017 she was appointed in a permanent position, as an assistant accountant. Natasha has vast experience in financial accounting, payroll and HR. She has a BA degree in Psychological Counselling as well as a Business Management certificate. Welcome Natasha!

Lizanne Olivier – Brand and Marketing Coordinator



Admin clerk at the ACP branch in Harrismith

We would like to welcome **Maryke Cronje**, who joined the ACP Branch in Harrismith, as the admin clerk on 12 January 2017. We wish her success in her new role.

Reginald Gwala – HR manager KZN/Freestate region

Congratulations

Congratulations to **Catharine Burger** (Group Accountant – Head Office) and husband Antonie with the birth of their baby girl Nina. We are sure she will bring you lots of happiness.

Lizanne Olivier – Brand and Marketing Coordinator



Moving up in Afrimat

We would like to congratulate **Izette Kruger**, who has been promoted from assistant accountant at Afrimat Concrete Products (Pty) Limited to accountant; and **Cobus van Wyk**, who has been promoted from management/systems accountant at Afrimat Concrete Products (Pty) Limited to financial manager, effective 1 January 2017. We wish both employees success in their new roles.

Reginald Gwala – HR manager KZN/Freestate region



We would like to congratulate the following two employees on their promotions: **Pierre du Toit** as managing director of Afrimat Contracting International and **Gerhard Odendaal** who is taking on a new challenge as managing director of Afrimat Iron Ore. We wish both of you all the best in your new roles.

Lizanne Olivier – Brand and Marketing Coordinator



Pierre du Toit



Gerhard Odendaal

HR MATTERS

LONG SERVICE AWARDS

Eastern Cape

- Klaas Februarie – 20 years
- Ursula Prowse – 20 years
- Lloyd Minter – 20 years
- Nkosinathi Zembe – 10 years
- Wilson Xegwana – 10 years
- Russell Rutters – 10 years
- Serinda Koch – 10 years
- Erick Lukwe – 10 years
- Fanele Booï – 10 years
- Danino Ketchim – 5 years



Klaas Februarie – 20 years with Jeff Hoffman



Ursula Prowse – 20 years with Jeff Hoffman



Lloyd Minter – 20 years with Jeff Hoffman



Nkosinathi Zembe – 10 years with Jeff Hoffman



Wilson Xegwana – 10 years with Jeff Hoffman



Russell Rutters – 10 years with Jeff Hoffman



Serinda Koch – 10 years with Jeff Hoffman



Erick Lukwe – 10 years with Jeff Hoffman



Fanele Booï – 10 years with Jeff Hoffman



Danino Ketchim – 5 years with Jeff Hoffman

Western Cape and Head Office

Congratulations to the following staff members on their **long service awards**.

Thank you for your service to Afrimat over the years.

- Raymond James – 35 years
- Deon Uys – 20 years
- Gerrit Martin – 15 years
- James Michaels – 15 years
- Booi Plaatjies – 15 years
- Andries van Heerden – 15 years
- Moeketsi (Richard) Masilo – 15 years
- André Smith – 10 years
- Dr Jan van Heerden – 10 years
- Anette Cronje – 10 years
- Luvuyo Nyinga – 10 years
- Ntombi Siwendu – 5 years



Anette Cronje – 10 years with Piet du Toit



André Smith – 10 years with Anton Gerber



Moeketsi (Richard) Masilo – 15 years with Piet Swartz



Deon Uys – 20 years with Anton Barnard



Andries van Heerden – 15 years with Anton Gerber



James Michaels – 15 years with Mike Coad



Booi Plaatjies – 15 years with Mike Coad



Gerrit Martin – 15 years with Anton Barnard



Raymond James – 35 years with Anton Barnard



Dr Jan van Heerden – 10 years with Andries van Heerden



Ntombi Siwendu – 5 years with Mogamat Bailey



Luvuyo Nyinga – 10 years with Piet du Toit

LONG SERVICE AWARDS

Glen Douglas

The company would like to recognise the following staff members for their efforts and many years of service. **Millicent Malete – Human Resource Officer – Glen Douglas**



In the picture from the left is Carel Herbst – 5 years, Goodman Magadla – years, Mine Manager Willem Hattingh, Herry Ruele – 10 years, Abel Makate – 10 years and Benjamin Madolwane – 10 years



Trudie Els – 25 years with Willem Hattingh, Mine Manager



Dennis Dickason – 45 years with Willem Hattingh



Willem Hattingh, Mine Manager with William Mokhare – 35 years and Johannes Sixakaza – 35 years



Willem Hattingh, Mine Manager with Silvester Thoote – 15 years

FreeState

Congratulations to the following staff members on their long service awards. Thank you for your dedication to Afrimat.

Mr D.T. Monareng – 10 Years
Mrs N.F Mbongwe – 10 Years



Mr D.T. Monareng



Mrs N.F Mbongwe



Group photo of newly – appointed employees at the Vryheid workshop

From left to right:

1. Jabulani Sibisi – mechanic on automotive equipment, joined us officially on 12 January 2017. He successfully completed his learnership with us towards the end of 2015. However, we set him free, only to have him returned to us on a fixed term contract in the middle of 2016.
2. Morne Ellis – he joined us as a buyer on 1 November 2016.
3. Charles Ngwenyama – mechanic on earthmoving equipment, joined us officially on 1 November 2016. He successfully completed his learnership with us towards the end of 2015. We set him free only to have him returned to us in November last year.

4. Corne van Zyl – mechanic on earthmoving equipment, joined us officially on 1 November 2016.

Reginald Gwala – HR manager KZN/FreeState region

Retirement for Mr Ndleleni Vilakazi

Management would like to congratulate Mr Ndleleni Vilakazi, the maintenance supervisor at the ACP Branch in Hluhluwe, who will be going on retirement on 31st January 2017, after spending 38 years with the company! He joined Lancaster Precast on 2nd April 1979. Mr Vilakazi has been described by his manager, Wigert Annandale, as an industrious worker, who is always prepared to go the extra mile. We wish him well for the future.

Reginald Gwala – HR Manger KZN/FreeState region



Mr Ndleleni Vilakazi congratulated by Wigert Annandale, the ACP branch manager in Hluhluwe

Glen Douglas retirements

Farewell to **Mr Piet Mangelo** who is going on early pension. Piet is 60 years old and has worked for the company for 35 years. As a company we appreciate your loyal commitment.

Farewell to **Mr Mbochwa Tshabalala** who turns 60 on the 29th of January and is going on early retirement from that date. Mr Tshabalala has worked for Glen Douglas for 33 years and as a company we would like to say thank you for all your commitment and extended services.

Millicent Malete – Human Resources officer Glen Douglas



Mr Mangelo and Engineer Theo Ferreira



From the left: Jeffrey Baloyi, foreman and Mr Mbochwa Tshabala

HR MATTERS



Condolences

Willmar Jetha

It was with great shock that we started the 2017 working year with the news of Willmar's passing on 9th January. It has been a difficult time for his colleagues and friends and we can only just imagine how hard it must be for his wife and family to come to terms with this sudden loss.

Willmar was a valuable and respected member of the Afrimat HR team and the effects of his passing will be felt for a long time to come. He made many great contributions to the company and he will not be forgotten. We would like to send our sincere condolences to his wife Noleen and to his parents during this difficult time.

Brenda Slattery – Human Resource Manager – Western Cape

Farewells

Sheila Quimpo – Sales Admin Aggregates - left us at the end of February. Sheila started at Malans in 2000 and then at Afrimat in 2009. Thank you Sheila for your dedication to the company and for always keeping Afrimat in your prayers. We hope you will continue doing so. We wish you all the best with your future and hope you enjoy your well-deserved retirement.

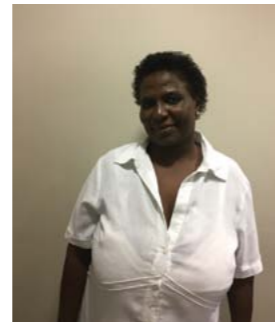
Lizanne Olivier – Brand and Marketing Coordinator



Sheila Quimpo

Cynthia Gaji, who has been the tea lady/cleaner for Head Office for 30 years, retired and left the company at the end of January. Cynthia will be missed by all, and we hope she will enjoy her retirement.

Lizanne Olivier – Brand and Marketing Coordinator



Cynthia Gaji

Witness Bathini Ngxowa started working at Afrimat in July 2007. After nine years of loyal service he decided to retire at the end of December 2016, at the age of 60.

Afrimat would like to thank Witness for his dedication over this period and would like to wish him well with his retirement.

Lynn Malgas – Human Resources Development Officer (EC – Aggregates)



Witness Bathini Ngxowa

The finance team bids farewell to Marco Bekker and Rowena Volanie

Marco Bekker left Afrimat at the end of 2016 and Rowena left at the end of January 2017. We would like to thank both of you for your dedication to the company, and wish you all the best with your future careers.

Lizanne Olivier – Brand and Marketing Coordinator



Rowena and Andries Gerber



Marco Bekker



2017 CAPE TO RIO YACHT RACE – A TALE BETWEEN TWO CITIES

BY HYLTON HALE, GROUP MARKETING MANAGER

The 3600 nautical mile trans-Atlantic Cape to Rio Yacht Race has always been a race quietly sitting at the back of my mind as something that I needed to do; and this came to reality in June 2016 when I was having an after work refreshment with my friend Francois Kuttel. Francois talked about his previous Cape to Rio campaign in 2014, when he and his brother Adrian sailed their Class 40 in the double handed fleet. His animated description of the race inspired me to team up with Francois on a possible Cape to Rio campaign on our GP 42 Vulcan, which primarily is an in-shore racer with limited creature comforts but is high on the fun factor.

Without hesitation Francois was in and all I needed was the go-ahead from my partner in the boat, Johnny. He immediately accepted the challenge and all of a sudden we were doing the Rio race. The enormity of the task ahead didn't really sink in until we started the planning; thank goodness we already had a great squad to pick from, including our boat captain, James Largier who is extremely familiar with the boat and was up to the task of converting the boat from an in-shore to an off-shore racer. After some deliberation between Francois, Johnny and myself we quickly came to the conclusion that our team must be made up of people with specific skills that cover all aspects of taking a carbon, on-the-edge racing boat across the Atlantic. These skills include meteorology and navigation, engineering, laminating, sail repairing and of course sailing talent. In the end the three of us employed the services of professional navigator, Shaun Pammenter, whose job it was to point us in the right direction using all the weather satellite downloading capabilities we would provide. We were lucky to secure professional sailor Sarah Niedzwiecki-Mecoy as our bowman. The rest of the team was made up of sailing talent Colin Whitehead, one of the only South African sailors ever to receive The President's award for winning a Hobie Cat World

'THE ENORMITY OF THE TASK DIDN'T REALLY SINK IN UNTIL WE STARTED PLANNING.'

Championships, and Carl Richter for his engineering prowess as well as his calm demeanour in the face of chaos or danger. All in all we had a happy well balanced team of eight, who through their particular skills gave us the confidence that we had a winning chance.

As part of our planning we met once a month to tick the boxes through a task sheet we set ourselves. Our goal was to have the boat ready at least one month before the 1 January start, so that we could all have some R&R with our families and absorb and enjoy the atmosphere leading up to the start. Ingrid, my wife, coordinated and managed all aspects of our team with regards to PR, sponsorship management, Rio-based logistics and provision/food planning. This included our campaign to support the LCHF/Banting lifestyle through the Noakes Foundation with Professor Tim Noakes. We soon became committed to the high fat low carbohydrate conditioning. We calculated that racing on a boat like Vulcan, we would burn up to 6 000 calories per 24 hours and LCHF was the only diet that could provide us with the necessary fuel to maintain our energy levels.

After Christmas and time spent with families and friends, we all got together as a team on 26 December to start packing the boat, attend to the inevitable last minute to do list and to do some sail training, which included man overboard, fire and safety drills. We were extremely fortunate to have the assistance of world famous Volvo Ocean and Americas Cup sailors such as Jan Dekker and Sidney Gavignet, both of whom sailed with us during our exercises. Sarah's husband Xavier Mecoy or commonly known as "X" become our adopted shore manager. X has incredible experience in offshore racing and sailing, his input and suggestions proved to be invaluable and helpful.

The 2017 Cape to Rio Yacht Race attracted 28 entries from eleven nations, it was a truly global event with a huge following and we were fortunate to have local insurance company, Lion of Africa join us as our

title partner. Vulcan was aptly renamed Lion of Africa Vulcan, which we thought quite relevant for our South African team. The race was broken up into two starts with the cruiser-type boats starting on 26 December, and the racing boats starting on 1 January.

The start day dawned bright and sunny with a promise of a strong Cape summer South Easter, a bit nerve racking to be starting with a strong Cape doctor with so many miles ahead, as it could all go wrong in the first mile. The V&A Waterfront Cape to Rio Race village was abuzz with activity and people lined the dock and the Maserati Race pavilion to bid the teams farewell. Spectator boats of all sizes were out in force and each team was cheered off as they left the dock with the sounds of their chosen team song, in our case Goldfish, giving a truly South African flavour.

Francois Pienaar, the legendary rugby World Cup winning captain, joined us on board Lion of Africa Vulcan prior to the start to chat to us and share his wisdom on what it takes to be a winning team. After he left us, it was a surreal feeling to be alone as a team, the reality of what we were doing started to sink in and all our hard work in getting to this point compressed itself into that moment. Our quiet time was quickly brought back to reality with the arrival of our on-board media man, Jeff Ayliffe, who was tasked with filming our start and sailing a couple of miles with us before jumping into the cold Table Bay waters to be picked up by our support RIB. His five-minute clip Raw and Natural can be viewed at

<https://www.youtube.com/watch?v=H15M3oG0Pqc>

Murphy decided that he also wanted to join the party at about five minutes into our start - he made his presence felt when both our GPSs lost their signals, making it difficult to hit the line bang on. In the end we got ourselves a pretty decent start, ahead but slightly to leeward of Germany's pre-race favourite, Black Pearl. The two boats sprinted to the first mark (buoy), which was enthralling and exciting and we rounded in 2nd place to the Pearl. Our next leg was a three mile VMG (velocity made good – the most direct route) downwind run from Milnerton to the Blouberg mark. With our spinnakers up we were away,



'FRANCOIS PIENAAR, THE LEGENDARY RUGBY WORLD CUP WINNING CAPTAIN, JOINED US ON BOARD LION OF AFRICA VULCAN PRIOR TO THE START TO CHAT TO US AND SHARE HIS WISDOM ON WHAT IT TAKES TO BE A WINNING TEAM.'

Leaving Table Mountain behind on start day

SPORT MATTERS

reaching speeds of up to 23 knots with a promise of higher speeds after we left the protection of Table Bay. Our start was wet and wild!

The first night at sea was sobering and a huge reality check. Vulcan was a wild bucking bronco with scant regard for her occupants; she was enthusiastically surfing everything and punching into the waves in front, with cascades of water coming over the deck. Down below, despite James's efforts in sealing the front hatch, the water came in through every nook and cranny and very soon, apart from the navigation station and the forepeak, the interior became a rain forest. We slept in full foul weather gear, with hoods up and boots on. For our charge Northwards we endured three days of sopping wet gear, quick snacks in between watches (we couldn't cook properly for three days), exhilarating sailing and sleeping wherever we fell.

Day four dawned sunny and hot, and with sea temperatures rising along with our spirits, we started our move towards the West with some champagne sailing and our first hot meal: freeze dried Hot Pot Beef mixed with our desalinated water, happy days! It was also a day for drying out our gear and doing some checks around the boat to make sure we hadn't sustained any damage in the wild seas. We sent Sarah up the mast to check the shrouds, end caps and halyards and thankfully all seemed okay.

Next up was to reply to some emails from our shore team, it was great to give them our news and find out how we were doing against the rest of the fleet. We were saddened to hear about the sinking of Trekker II, thankfully all hands were rescued by a passing Iranian bulk carrier which was on route to Brazil. Trekker II, formally known as Voortrekker Two, was a huge part of our South African maritime history. Famous sailors like Bertie Read and John Martin had sailed her for the South African Navy in the Eighties. She had just undergone an extensive refit for the Cape to Rio Yacht Race and the saddest part of this story is the untimely death of the captain of the Iranian ship, the night after the Trekker team had been rescued. In a speech to the team upon their rescue, the Iranian Captain mentioned fatalities sustained during a previous

attempted rescue by his ship and his deep regret in not being able to save them. He went on to tell the Trekker team that he felt he had been vindicated by this latest rescue effort and was at peace. He died that night of a heart attack.

We also heard of other unfortunate incidents where boats such as Wow and Dark Matter were forced to retire due to rudder and boom failures. Our hearts went out to these teams, because we were all very familiar with the months of preparation and planning it takes to compete in this race.

To pass the time at sea I started writing blogs to my wife, who in turn posted the news on our team's Facebook Page. We were completely overwhelmed by the responses we received and by the amount of people from all over the world who had taken an interest in our quest. Here are some examples of my posts:

Day 3

"All good on board, very wet and fast. Spirits are high despite the rain forest below, everything is wet and the team is sleeping in their foul weather gear, tomorrow promises more sedate sailing which will give us a chance to do some drying out. We are blast reaching across a south westerly swell with one reef in and a code zero sail, exhilarating stuff. The water has started getting warm and we are starting to see flying fish, a good sign of impending tropical sailing....the team says hi - signing out from the grey train"

Day 5

"It's been a lot more wet for a lot longer than we had anticipated. Everything is soaking wet and we spend a large part of the day and night cleaning out the bilges and trying to dry things out below. We are very tired, but our spirits are still high. We are entering warmer weather now and we look forward to being able to dry our gear out. We cannot track the other boats as we cannot download the files so we are sailing blind against our competition essentially. But we are focused on our course to Rio for now. Over and out from the grey train"



Arriving at sunrise in Rio

'THE FIRST NIGHT AT SEA WAS SOBERING AND A HUGE REALITY CHECK. VULCAN WAS A WILD BUCKING BRONCO WITH SCANT REGARD FOR HER OCCUPANTS; SHE WAS ENTHUSIASTICALLY SURFING EVERYTHING AND PUNCHING INTO THE WAVES IN FRONT, WITH CASCADES OF WATER COMING OVER THE DECK.'

Day 6

Captain log 3: "Yay, we are catching up! The guys are working very hard at keeping the boat going fast, looking to be under every cloud at night, doing numerous jibes to keep up our VMG towards Rio, our latest data has us arriving early hours of the 14th.... We feel so much better about our situation, we are looking quite good position wise. In spite of the heat, spirits are high on board and as usual Carl has been very entertaining and Johnny has been a card. Sarah has been a star, she is so organised and helpful to everyone, she does everything with a smile. Every evening just before sunset, Carl reads a chapter out of a book called "A history of the world", which is quite fun especially when Carl can't pronounce some of the long words. We had our first tot of whiskey the night before last and will be doing so again tomorrow night to celebrate exactly one week at sea.

Over and out from the grey train...."

Day 7

"Today we celebrated one week at sea with a miniature whiskey for each crew, it was quite funny with all the jokes suddenly coming out and I even told a bad 'dad' joke. Today was quite tough with the heat and light winds, the wind blew from the east with a maximum gust of about 12 knots, so our VMG towards Rio was quite bad. I suppose we have to take the good with the bad, we just hope that our rivals had a similar day. Sarah went up the mast helmet and all (Xavier we took video evidence) to do another rig check, report back was all was good.

To celebrate a week at sea we were treated to a beautiful sunset, with Crosby Stills and Nash's 'Southern Cross' song playing. Sounds cheesy but you had to be there.

Today Carl and Johnny formed a grinders union and insisted on better working conditions. Management declined their demands and have decided to cleat off the kites until we have settle, watch this space.

Johnny continues to entertain us especially with his sun avoidance outfits, bright blue HH long sleeve tees with a South African flag scarf covering his

SPORT MATTERS

whole face and a cap and sunglasses. Shaun is starting to get quite excited about the possible showdown between Black Pearl and us. He is also acutely aware of the other threats, especially the amazing progress the kids are making on the UCT boat. This is becoming anyone's race. We are still amazed at how Shaun wedges himself into our small Navigation station.

I'm about to go up on deck for my 9 - 12 watch, T-shirt and shorts only, with my life vest on. There is hot water in the flask so I will make myself a nice coffee to start the shift."

Day 11

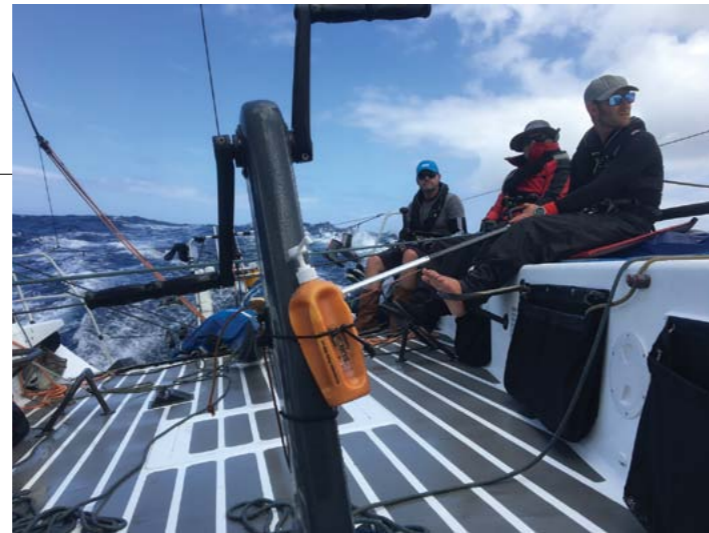
"Last night was a crazy night with one squall after the next: rain, strong winds and then nothing and then the cycle started again. Fortunately we had a full moon, but unfortunately a gust from the hard right caught us out and we blew up our precious A2 sail. Such bad luck and especially disappointing because we were being so cautious with our soft sails, doing bare head drops and being super conservative with the new hoists.

Everyone is in good spirits but you can see that we are starting to get weary. Lion of Africa Vulcan is like an impatient stallion and she needs constant attention. Johnny and Carl's lives have become about grinding, eating and sleeping. They are going to look like Supermodels after all their exercise.

Today we are again chasing wind under the clouds and the fresh water showers are a huge bonus, unfortunately it becomes like a steam bath below.

Anyway we are heading for Rio and our miles to go have finally become a three digit figure. Yay, cold cocktails in sight."

The routine of ocean racing can be interpreted as a rhythm at sea, you get into a rhythm of sailing eating and sleeping with bursts of intense action. As a result, the time flies and before you know it you have spent a week on the ocean. Small things that are taken for granted on land suddenly become quite important and challenging. For example, just to change your clothing down below is a real challenge. There is continuous movement dispersed with



Somewhere in the middle of the Atlantic

THE ROUTINE OF OCEAN RACING CAN BE INTERPRETED AS A RHYTHM AT SEA, YOU GET INTO A RHYTHM OF SAILING, EATING AND SLEEPING WITH BURSTS OF INTENSE ACTION!

some wild jerks as the boat is hit by a wave, there is nowhere to stand up properly, you just wedge yourself somewhere and hope for the best. Sleeping is like gold, when done after watch, the mind becomes fully focused on finding your place to sleep, sleep comes quickly but being woken up comes too quickly with a shake of the foot from your team mate who is equally focused to start his or her sleep.

Late afternoon on 6 January, while in one of my off-watch slumbers, I was shaken awake by cries of "distress flare". The team immediately sprang into action by dropping our downwind sails, and putting in a phone call to race control and Falmouth Rescue in the UK, who in turn requested us to investigate. As per racing protocol we suspended racing, marked our position, turned on our engine and motored back to the vicinity where Shaun had sighted the falling object. While conducting our box search, Shaun, who sighted the "flare" said that he was not convinced that it was a flare, because in his opinion it was very bright, orange and falling too fast. After an hour and 10 minutes without sighting anything further, we called Falmouth on the Satphone, and they had no information or news of any aircraft or vessels missing and said that we could stand down and resume our race. In the end we came to the conclusion that it was a meteorite.

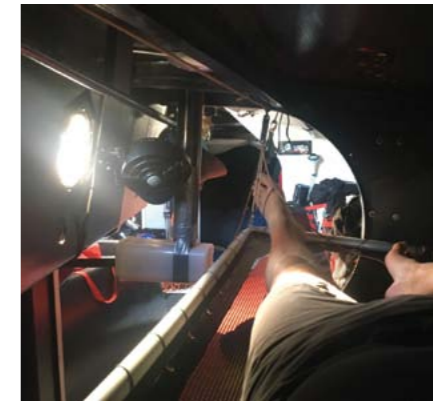
Our approach to the Brazilian coast line was interesting in that we had to sail through a large offshore oil and gas field, littered with huge rigs, bulk tankers and floating refineries. The sight before us looked like Gotham city. It was our last night at sea and our approach to Cabo Frio was breezy and fun,

we could smell land, Rio was close. Once past Cabo Frio it was a 60 mile reach along the coastline to the famous city, our ETA was early morning just after sunrise. The team started freshening up and I had new crew T-shirts vacuum packed, so that we didn't drive away our reception committee on our arrival with our smelly kit.

As we approached the Sugar Loaf on a beautiful sunny morning we noticed a power boat approaching us with one person driving, the boat came around the back of us and all of a sudden a huge roar of "SURPRISE" was belted out by our wives and supporters who were hiding down below. What a joy and surprise to see them all out on the water to greet us in. So after 14 days, 23 hours and 4 minutes we finally crossed the finish line in what was an epic journey with a great boat and a fantastic team.

We were very proud to be the first South African boat to cross the line. After corrected time adjustments we ended up third overall and third in our class, just two hours behind second placed Runaway from America and seven hours behind the winner, Black Pearl from Germany.

The Cape to Rio Yacht Race has been a life-changing experience that I feel privileged to have been able to tick the box on!



Cramped sleeping conditions with an essential fan



Hylton after a few rough nights at sea



James Largier and drying out the gear



Life below decks: Jetboils in the kitchen, sails packed and foul weather gear



Shaun Pammenter squeezes into the Nav station



Heading into a sunset at 25 knots



The Team, left to right: James Largier, Carl Richter, Colin Whitehead, Sarah Niedzwiecki-Mecoy, Johnny Cullem, Hylton Hale, Francois Kuttel, Shaun Pammenter



Hylton and Ingrid Hale celebrate as First SA team to cross the line

SPORT MATTERS

TEAM AFRIMAT - KAROO TO COAST 2016

BY BEVIN CORNELIUS – KEY ACCOUNTS MANAGER – WESTERN CAPE AGGREGATES AND OPERATIONS

Andries Van Heerden, Gert Coffee, Jannie Coffee, Juanita Davids, Malcolm Knipe, Johann Anderson, Herman Kruger, Wilhelm Nel and Bevin Cornelius competed in the Karoo to Coast race.

The Lions Karoo to Coast is a 100km off-road race from Uniondale to Knysna via the Prince Alfred's Pass and is not for the faint-hearted.

In early January 2016, Andries Van Heerden suggested that Afrimat enter a team for the Karoo to Coast. With many keen mountain bikers in Afrimat, it wasn't really difficult to get a team together.

However with some members, encouragement was needed! We were truly blessed to find accommodation in the NG Church hall in Uniondale, in fact that was the only accommodation we could find. We had to make do by sleeping on the floor on very very thin mattresses, and just to show the humbleness of our team, no-one complained about it. True to Afrimat's comradery, not the cold of Uniondale, nor the ghost stories could keep us away from doing this epic MTB event. At the end of the race day, the whole team managed to complete the challenge in the allocated time. Thanks must go to Anton Slabbert, our dedicated and helpful hand for getting us there and back safely.

We are looking forward to K2C 2017!!!



Andries van Heerden



Malcolm Knipe



Juanita Davids



Johannes Anderson



Herman Kruger



Jannie and Gert Coffee



Wilhelm Nel



Bevin Cornelius



HEALTH & SAFETY MATTERS

HEALTH & SAFETY MATTERS

A HEALTHY BODY IS A HEALTHY MIND: A NEW AFRIMAT INITIATIVE

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Many of us start the year with new years' resolutions such as getting fit, stopping smoking, losing weight or cutting out sugar. The new year brings a change of attitude, a "new me" which invariably revolves around being more active and living more healthily. This year Afrimat would like to help you reach these goals. We are not allocating our sponsorship budget to outside teams or organisations, but rather promoting an active lifestyle within Afrimat. If you are participating in an event that requires a certain level of fitness, then we would like to help you with your goal, by assisting with your entrance fee, or providing you with Afrimat branded gear, for example cycling or running apparel. This initiative is only for individual sports and not team sports and is subject to application and approval. So if you want to do the Cape Town Cycle Tour, the Two Oceans or Comrades marathon and perhaps the Wine to Whales race, let us know.

All requests should be sent to Lizanne Olivier (lizanne.olivier@afrimat.co.za) including a motivation for our team to consider your request.

Regular physical activity and a healthy balanced diet improves overall health and fitness and reduces your risk for chronic diseases. Making smart health choices should form part of your daily life. According to www.healthline.com there are five benefits of a healthy lifestyle and all of these will serve you on a daily basis at work. A healthy lifestyle:

1. Controls weight: Eating right and exercising regularly can help you avoid excess weight gain and maintain a healthy weight. According to the Mayo Clinic (a non-profit medical practice and medical research group), being physically active is essential to reaching your weight-loss goals. Even if you're not trying to lose weight, regular exercise can improve cardiovascular health, boost your immune system, and increase your energy level.

'REGULAR PHYSICAL ACTIVITY AND A HEALTHY BALANCED DIET IMPROVES OVERALL HEALTH AND FITNESS AND REDUCES YOUR RISK FOR CHRONIC DISEASES.'

'WHEN YOU PRACTICE HEALTHY HABITS, YOU BOOST YOUR CHANCES OF A LONGER LIFE.'

- 2. Improves mood:** Doing right by your body pays off for your mind as well. The Mayo Clinic notes that physical activity stimulates the production of endorphins. Endorphins are brain chemicals that leave you feeling happier and more relaxed. Eating a healthy diet as well as exercising can lead to a better physique. You'll feel better about your appearance, which can boost your confidence and self-esteem. Short-term benefits of exercise include decreased stress and improved cognitive function.
- 3. Combats diseases:** Healthy habits help prevent certain health conditions, such as heart disease, stroke, and high blood pressure. If you take care of yourself, you can keep your cholesterol and blood pressure within a safe range. This keeps your blood flowing smoothly, decreasing your risk of cardiovascular diseases.
- 4. Boosts energy:** We've all experienced a lethargic feeling after eating too much unhealthy food. When you eat a balanced diet your body receives the fuel it needs to manage your energy level.
- 5. Improves longevity:** When you practice healthy habits, you boost your chances of a longer life. The American Council on Exercise reported on an eight-year study of 13 000 people. The study showed that those who walked just 30 minutes each day significantly reduced their chances of dying prematurely, compared with those who exercised infrequently. Looking forward to more time with loved ones is reason enough to keep walking. Start with short five-minute walks and gradually increase the time until you're up to 30 minutes.

Bad habits are hard to break, but once you adopt a healthier lifestyle, you won't regret this decision. Healthy habits reduce the risk of certain diseases, improve your physical appearance and mental health, and give your energy level a much needed boost. You won't change your mind-set and behaviour overnight, so be patient and take it one day at a time. **Source:** <http://www.healthline.com/health/5-benefits-healthy-habits>

SAFETY AS AN AFRIMAT VALUE

MARELI MOSCA – HUMAN RESOURCES SUPPORT OFFICER

At the 2016 management conference in Johannesburg, the need for safety as a core value was raised and after careful consideration management decided to incorporate safety as a core value.

Developing and incorporating safety as a value, versus only having a safety programme, includes changing the way safety is viewed within the organisation. It becomes more than just compliance, it becomes a way of living, a habit, it becomes part of our DNA and an integral part of how we see ourselves and the people around us.



SAFETY AS A PROGRAMME	SAFETY AS A CULTURE
Safety is a set of policies, procedures, and reports	Safety is included in the company's mission and strategic plans
Safety activities are done for compliance	Safety is first, last, and always about people
Senior management is committed to safety (Do as I say) The company has two plans: the safety plan and the strategic/business plan	Senior management lives safety and is passionate about it (Do as I do)
Accidents are seen as something that happens as a part of life	Safety is first on every agenda in every meeting
Safety is a target or an acceptable level based on an OSHA recordable rate	Accidents are viewed as preventable
Safety is measured by lagging indicators (after the fact measures)	Zero accidents is the only target (setting any higher target actually condones a certain number of accidents)
Improving safety may be seen as an economic benefit	Leading indicators (preventive measures) are the key safety measures
Safety is a business risk and a cost	There is a heavy commitment to ongoing safety education, training and support staff
Safety is an issue to be negotiated	Safety is an investment Safety is first among equals (safety, quality, and productivity)

INSPIRATIONAL MATTERS

MOTIVATIONAL QUOTES FOR THE NEW YEAR

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

- “Whatever you do or dream you can do – begin it. Boldness has genius and power and magic in it.” -Johann Wolfgang von Goethe
- “Start by doing what’s necessary; then do what’s possible; and suddenly you are doing the impossible.” - Saint Francis of Assisi
- “I have always been delighted at the prospect of a new day, a fresh try, one more start, with perhaps a bit of magic waiting somewhere behind the morning.” - J. B. Priestly
- “The indispensable first step to getting the things you want out of life is this: Decide what you want.” - Ben Stein
- “Failure is the opportunity to begin again more intelligently.” - Henry Ford
- “The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.” -Steve Jobs
- “Although no one can go back and make a brand new start, anyone can start from now and make a brand new ending.” - Carl Bard
- “What is not started today is never finished tomorrow.” - Johann Wolfgang von Goethe
- “The beginning is the most important part of the work.” - Plato

Source: www.thebalance.com



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