

AFRIMATTERS



GENERAL MATTERS: AFRIMAT IN THE NEWS

HR MATTERS: OUR PEOPLE DEVELOPMENT ACHIEVEMENTS

HEALTH AND SAFETY MATTERS: HOW TO IMPROVE YOUR COMMUNICATION TECHNIQUES



**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.

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.

'WHEN WE REPORTED OUR HALF-YEAR RESULTS WE RECORDED A 7.5% GROWTH IN HEADLINE EARNINGS PER SHARE, WELL AHEAD OF OUR COMPETITORS.'



What a year!!!

2017 will be remembered as one of the most interesting years in a long, long time. Not only was it the year that Gauteng saw its dams fill up from critically low levels to 100% in a matter of days, it is also the year that Cape Town saw severe drought. The economy dipped into a recession for a short while, but the maize crop was one of the best in many years. On a political level we saw two cabinet reshuffles, both of which shocked the markets. We were shocked by the extent of corruption after the "Guptaleaks" e-mails surfaced.

Afrimat's year was no different. Early in the year we were impacted by heavy rains in Gauteng, a sharp reduction in effective trading days in April and a market that suddenly weakened after the surprise cabinet reshuffle when the finance minister was fired. Financially, April turned out to be one of the worst months in Afrimat's history. This was followed by a sharp recovery which resulted in August being one of the best months ever.

When we reported our half-year results we recorded a 7.5% growth in Headline Earnings per Share, well ahead of our competitors. The growth was slower than what the market had become used to, but still very respectable in such a tough market. Once again, we have so much to be grateful for.

At the end of yet another year, I want to thank each and every member of the Afrimat team for your contribution. Thank you for your hard work, but most of all thank you for the way you contribute to making Afrimat truly unique.

Thank you for living our values and thank you for contributing to a culture where we can be highly productive, yet work in an environment of joy and positivity.

I wish everyone a peaceful and blessed Christmas break. Enjoy quality family time and rest well.

Andries van Heerden

CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's Message
- 03 General Matters
- 07 Divisional Matters
- 15 HR Matters
- 29 Sales & Marketing Matters
- 32 Health & Safety Matters
- 34 Social Matters
- 40 Sport Matters
- 45 End of Year Matters
- 52 Inspirational Matters



AFRIMATTERS

Publishing Editor in Chief: Big Blue Media

Creative Director: Sam Scarborough

Co-ordinating Editor: Lizanne Olivier

Copy Editor: Jackie Fermo

Contributors: Andries van Heerden, Lutho Mtongana, Diaan Venter, Hennie Bester, Bevin Cornelius, Heila Beamson, Johan Bisschoff, Marnus Dreyer, Dicky Carstens, Johann Heinlein, Kobus Barnard, Lynn Malgas, Reginald Gwala, Beanca Louw, Anton Gerber, Belinda Merredew, Mareli Mosca, Anton Combrink, Lefisha van den Berg, Sonja Kleynhans, Niel van Brakel, Andries Burger, Esther Teffo, Siska van der Bijl, Pieter de Wit, Anton Barnard, Billy Paton, Collin Ramukhubathi, Davin Giles, Gerhard Odendaal, Gerhard Terblanch, Gert Coffee, Hylton Hale, Louis Loubser, Marlo Janse van Rensburg, Pierre du Toit, Willem Hattingh

Printers: Hansa Digital



INSEAD ADVANCED MANAGEMENT PROGRAMME JULY 2017

ANDRIES VAN HEERDEN - CHIEF EXECUTIVE OFFICER

I was privileged to attend an Advanced Management Programme at one of the world's top business schools. Insead has three campuses: Fontainebleau, Abu Dhabi and Singapore. It was a four-week programme of which three weeks were presented at the Fontainebleau campus, south of Paris, in France. The fourth week was presented at a chateau in Behoust, a small town to the west of Paris.

I was part of a group of 79 participants from 33 nationalities who are working in 36 different countries around the world. The group consisted largely of CEOs, CFOs and other C-suite executives. The focus of the programme was: "Insightfully Aware Leadership". This was approached from three angles:

- The Self Aware Leader
- The Strategic Leader
- The High Performance Leader

The Self Aware Leader was the part where each of us received extremely valuable input about ourselves, such as what our real strengths are and what we can do to develop ourselves. We received feedback from surveys done by people who know us really well, which helped us to understand how other people see us. Our leadership style and our communication preferences were surveyed, and we took part in sharing sessions in our home groups – these were the groups we were divided into for the duration of the programme. Armed with all this information we received individual coaching from a highly skilled coach.

We discovered what truly motivates us and what our personal values are. It was very interesting to discover those things in our personal make-up which are drivers and blockers to reaching our full potential. We learned about the difference between positive and negative Alpha personalities. (Alpha personalities are highly driven, passionate, strong people who prefer to be in control). Interesting aspects such as the importance of networking and practical ways to do it, and the leader as a "politician" were presented by highly knowledgeable and extremely interesting lecturers.



Chateau in Behoust

'THE SELF AWARE LEADER WAS THE PART WHERE EACH OF US RECEIVED EXTREMELY VALUABLE INPUT ABOUT OURSELVES, SUCH AS WHAT OUR REAL STRENGTHS ARE AND WHAT WE CAN DO TO DEVELOP OURSELVES.'

The Strategic Leader component of the programme started with very interesting lectures on aspects such as decision making and the biases we tend to have. For example, if we have already spent a lot of resources on a project, we might have a tendency to justify the decisions of the past and continue with an unviable project. We experienced how a well-managed group process tends to avoid these bias traps and generally delivers better results. We further studied so-called strategic lenses that are normally used when developing a company's strategy. These lenses included, amongst others, economics, finance and investment management.

Blue ocean strategy is an approach to business strategy that really resonated with me. In essence, it is pitched against so-called red ocean strategies where companies compete fiercely in a highly contested market, battling to survive. The blue ocean company finds a niche where it has a unique competitive advantage, creating uncontested market space and making competition irrelevant. This lecture was very thought provoking. The Strategic Leadership module culminated in a strategic encounter where we played war games. This was a game where you had to develop a strategy whereby a competitor could put you out of business. The next step was to develop a defensive strategy to protect your business against it.

The High Performance Leader part of the programme was very interesting with really fascinating lecturers. One of these lecturers was the mental coach for various world-renowned sports teams. He spoke about the energy in people and in teams. His message was that leadership is about creating positive energy in people. He emphasised the importance of the "stretch zone" where people are taken beyond their comfort zones and use this discomfort for growth. Another interesting comment from him was that we should transform our vision into an ambition, by engaging our emotion. It is useful to know the seven most important sources of energy:

1. Sleep
2. Nutrition
3. Physical activity
4. Humour
5. Social contacts
6. Mental satisfaction
7. Relaxation

Another very interesting lecture was on "global leadership acumen – the CEO mind" by Professor Ram Charan, a well-known author highly sought after for his unique insights and practical wisdom. He spoke about various topics, the first of which was structural disruption. In a world where the rate of change is rapidly accelerating, we need to be on the lookout for the unstoppable trends - identify them and project what the impact on us will be. Other topics discussed on that day included the balance between short-term performance and long-term sustainability; how to choose the right people; and finally, he shared very powerful views about the new forces on boards around the world. Boards should advance corporate governance from compliance to competitive advantage.

The focus of this part of the programme was on creating and leading high performance teams, creating fair processes which would support good teamwork and ensuring vision alignment. Various electives helped us with our own dreaming and visioning, creative expression and professional presence.

'VARIOUS ELECTIVES HELPED US WITH OUR OWN DREAMING AND VISIONING, CREATIVE EXPRESSION AND PROFESSIONAL PRESENCE.'

'HAVING EXPERIENCED SO MUCH TOGETHER, THE 79 PARTICIPANTS BECAME CLOSE FRIENDS AND VERY STRONG BONDS WERE FORMED.'

Our programme was the 110th Advanced Management Programme ever presented by Insead and is known as AMP110. Having experienced so much together, some experiences being deeply emotional, the 79 participants of AMP110 became close friends and very strong bonds were formed. I can truly say that I now have 78 new friends who work in 36 countries around the world.

**Below top: My attempt to creatively express my vision for Afrimat
Bottom: My home group, together with our coach (standing second from left, next to me)**



GENERAL MATTERS

LOOKING PAST AFRICA FOR GROWTH

LUTHO MTONGANA – SUNDAY TIMES 12 NOVEMBER 2017

Fast-growing construction materials supplier is on the lookout for opportunities across the world

Making it into the top 10 companies, Afrimat CEO Andries van Heerden said the group was seeking expansion of its business outside the continent as conditions in Africa continued to make business difficult for the industrial sector.

"We're continuously looking at other countries in other continents. We have lost our appetite a bit on Africa. Africa is extremely difficult to do business in in our industry, so we are looking at other opportunities." Van Heerden said it was too soon to say which continents the company was looking at.

The medium-tier construction materials supplier has grown its business in the past 11 years by diversifying its portfolio. Entering the quarrying of limestone and iron ore has helped it outperform its first-tier peers such as PPC and AfriSam, with 317% growth in its share price in the past five years.

However, not even Afrimat could withstand the tough business conditions in South Africa and Africa.

Van Heerden said the company was looking for business outside of the continent, because Africa was corrupt and had a challenging legal system, and "having to repatriate your profits out of the countries" was challenging.

Currently the company mostly operates within South Africa with a few quarrying businesses in Mozambique. It has put growth opportunities in Mozambique on hold, where it was going to take part in some natural gas projects. Some of these projects still needed to be approved by the Mozambican government, Van Heerden said, adding that once the projects started, Mozambique would bring lucrative projects for the company.

Despite the challenging business environment, especially in South Africa after construction companies were charged with collusion in the 2010 World Cup, Afrimat, which did not take part in the collusion, adapted to the difficult environment.

Van Heerden said the company's ability to change, pick up trends and adapt quickly in an environment where the government was no longer taking up major

Looking past Africa for growth
Fast-growing construction materials supplier is on the lookout for opportunities across the world

By LUTHO MTONGANA

● Making it into the top 10 companies, Afrimat CEO Andries van Heerden said the group was seeking expansion of its business outside the continent as conditions in Africa continued to make business difficult for the industrial sector.

"We're continuously looking at other countries in other continents. We have lost our appetite a bit on Africa. Africa is extremely difficult to do business in in our industry, so we are looking at other opportunities." Van Heerden said it was too soon to say which continents the company was looking at.

The medium-tier construction materials supplier has grown its business in the past 11 years by diversifying its portfolio. Entering the quarrying of limestone and iron ore has helped it outperform its first-tier peers such as PPC and AfriSam, with 317% growth in its share price in the past five years.

However, not even Afrimat could withstand the tough business conditions in South Africa and Africa.

Van Heerden said the company was looking for business outside of the continent, because Africa was corrupt and had a challenging legal system, and "having to repatriate your profits out of the countries" was challenging.

Currently the company mostly operates in South Africa with a few quarrying businesses in Mozambique. It has put growth opportunities in Mozambique on hold, where it was going to take part in some natural gas projects. Some of these projects still needed to be approved by the Mozambican government, Van Heerden said, adding that once the projects started, Mozambique would bring lucrative projects for the company.

Despite the challenging business environment, especially in South Africa after construction companies were charged with collusion in the 2010 World Cup, Afrimat, which did not take part in the collusion, adapted to the difficult environment.

Van Heerden said the company's ability to change, pick up trends and adapt quickly in an environment where the government was no longer taking up major

projects and was instead focusing on smaller projects, was one of the reasons the business had been resilient over the past five years.

Since its inception 11 years ago, the company has made 11 acquisitions, growing from a construction materials supplier exclusively to now include industrial minerals.

"The latest thing we did, that hasn't really contributed yet, is our entry into bulk commodities with iron ore and manganese", Van Heerden said, adding that the Diro Resources manganese and iron ore business, which was acquired in the past year for R 276 million after it was placed in business rescue, was going to start yielding results early next year.

Van Heerden said industrials still had a weak outlook in the next year but the company's ability to react timeously and pick up trends quickly would continue to help the business.

The company's client base had changed in the past five years. Where it used to take on big supplying projects from big construction companies, it now dealt with a variety of small and medium-sized clients. "There is a big incentive from a government perspective to carry on this route because there are things that they do get right. Firstly, you do create more jobs in this way than having one big project which (requires) more specialised (skills)."

8 Afrimat (Share price daily Rand) 2017: R47,222

TOP 100 COMPANIES

Business Times

2017: R47,222

2013: R10,000

2014: R15,000

2015: R20,000

2016: R30,000

2017: R47,222

Source: Afrimat

We have lost our appetite a bit on Africa. It is extremely difficult to do business in



'SINCE ITS INCEPTION 11 YEARS AGO, THE COMPANY HAS MADE 11 ACQUISITIONS, GROWING FROM A CONSTRUCTION MATERIALS SUPPLIER EXCLUSIVELY TO NOW INCLUDE INDUSTRIAL MINERALS.'



DIVISIONAL MATTERS

DIVISIONAL MATTERS

WESTERN CAPE - BOLAND

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

ASLA Ceres

Ceres was named after the Roman goddess of agriculture, Ceres, and the name is fitting as the valley in which the town is situated is extremely fertile and is one of the main producers of South Africa's delicious fruit.

The ASLA project started in December 2016. ASLA was awarded the project to build 309 40m² two-bedroom standard units, two 50m² military veteran units, and two 45m² units suitable for people with disabilities. The ASLA housing project created approximately 200 job opportunities in the local community for skilled and semi-skilled labourers. I think one of the things that was really impressive on the ASLA sites was the efficiency of the project and the people working there. The ASLA crew were energetic, friendly and helpful every time we visited, and Mark kept his guys motivated. Another impressive fact was the timeline each unit was completed in - from start to finish in two weeks. The different colours of paint used to coat the outside of these units caught my eye, and gives a happy yet stylish look to round off these well finished homes.

Every day, between one and three of these homes are handed over to their new owners. Mark Steward, site manager of ASLA housing projects, described that the joy of these new home owners is priceless.

ASLA McGregor

The old village called Lady Grey in 1861 was renamed McGregor in 1905 by Rev. Andrew McGregor. This project is all about heritage and in McGregor there is no shortage of that. It has some of the most attractive 19th Century architecture in the Western Cape.

My first glance at the ASLA McGregor site felt like a pattern being copied from the architecture in town, a true heritage design. Werner Brandt, or "Wally" as we know him, is one energetic site manager who is never in his office. He is always on site making sure his project runs smoothly, which is noticeable when visiting the site.

ASLA McGregor was awarded 418 standard units in November 2016, which will be completed by March 2018. Local contractors, with years of experience, are used to ensure quality and add heritage trademarks to



ASLA McGregor

'EVERY DAY, BETWEEN ONE AND THREE OF THESE HOMES ARE HANDED OVER TO THEIR NEW OWNERS. MARK STEWARD, SITE MANAGER OF ASLA HOUSING PROJECTS, DESCRIBED THAT THE JOY OF THESE NEW HOME OWNERS IS PRICELESS.'

this project. These beautiful units consist of 40m² semis and single units. Some are 45m², specially made for the disabled, and are a bit different from the standard units to suit their needs. These beautiful little homes take up to three weeks to complete and Werner makes sure the deadlines are met.

A total of 99 double storey units (198 single units) and 202 single units are completed which gives us 400 standard units that are being handed over to their new owners. 118 units have already been handed over and are occupied by happy families. Werner's aim is to hand over 40 units on the 20th October 2017 and weekly thereafter when units are completed.

It is a great feeling to be a part of this project and to see locals working together to build a bright new South Africa and to bring joy to the previously disadvantaged that have no place to call home sweet home.

The local businesses involved are:

- Afrimat Boublak
- Afrimat Aggregates
- Cape Lime
- AH Marais
- Kaap Agri



Werner Brandt ASLA McGregor



ASLA McGregor



ASLA Ceres not completed



ASLA Ceres completed



Mark Steward, ASLA Ceres



ASLA construction board and logo

DIVISIONAL MATTERS

READYMIX - WESTERN CAPE: HERMANUS HENNIE BESTER – REGIONAL PRODUCTION CONTROLLER – OVERBERG

Whale Coast Mall - Hermanus

Afrimat Readymix was fortunate enough to land the biggest project to date in Hermanus with Isipani as the main contractor. The Whale Coast Mall has been a talking point amongst the residents of Hermanus for many years, with mixed feelings regarding the impact it will have on the local community.

When the civil works started, you could feel the excitement in the air. Everywhere you went, people were talking about the “new” mall.

As expected with such a large-scale project, in excess of 14 000m³ of concrete, challenges were inevitable. The main challenge was to get enough stock as fast as possible into the plant without delaying the constant concrete supply. The Hermanus plant was always just for the local housing market, and the layout and plant itself had to be redesigned to accommodate a project of this magnitude, and still remain capable of servicing the existing clients.

The raw material stock had to be replenished numerous times a day, as some pours for the mall alone were in excess of 300m³ in a single pour.

The challenge was further exacerbated by the municipality’s roads upgrade taking place at the same time, resulting in the road running past the plant being closed for a lengthy period of time. Our trucks had to avoid many obstacles as the sidewalks and driveways became the only access between our plant and the site.

The original Hermanus plant configuration consisted of two silos: 40-ton OPC and 40-ton slag. However the silos were way too small for the concrete demand on site. So with the help of Afrimat’s fitter, Yusif, we quickly had to change the silos. We added a 100-ton OPC silo and a refurbished 40-ton slag silo. We also added a bigger weigh hopper (two-ton) and a water weigh system which gravity-fed into the trucks, eliminating the previous screw conveyor system, allowing the plant to batch concrete at an increased speed.

All this configuration had to be done during Isipani’s off weekend in order not to delay any supply to the project.

The Whale Coast Mall is a 23 000 m² retail space consisting of all the major brands and outlets.



Above: Whale Coast Mall render
Left: Casting one of many surface beds
Below: Concrete getting power floated



Pumping concrete on surface bed

The two anchor tenants are Checkers and Woolworths, with access on either side of the structure.

The project commenced in September 2016, and all concrete work will be completed by October 2017. The mall will open to the public before the Christmas holidays, allowing visitors to do their shopping locally rather than bringing gifts from afar - unlike the three wise men.

Mainly 30MPa was supplied, 100% OPC for the columns and beams and 85/15 (OPC/slag) for the surface beds. The surface beds were done by Laubscher Concrete Floors.

The current structure is only phase 1 of the proposed mall, and hopefully the revenue generated is of such proportions to validate the planned extension to be built in the very near future.

I want to thank Afrimat Hermanus and Botrivier teams for their contribution during this project (working on weekends and public holidays, late nights etc). I’m sure we all learned a great deal about our industry.

Also, thank you to Afrimat Readymix Logistics for ensuring that orders were added on time and for sending trucks on the high-volume casting days.

'THE MALL WILL OPEN TO THE PUBLIC BEFORE THE CHRISTMAS HOLIDAYS, ALLOWING VISITORS TO DO THEIR SHOPPING LOCALLY RATHER THAN BRINGING GIFTS FROM AFAR - UNLIKE THE THREE WISE MEN.'



Deck getting prepared for concrete



Delivery on its way

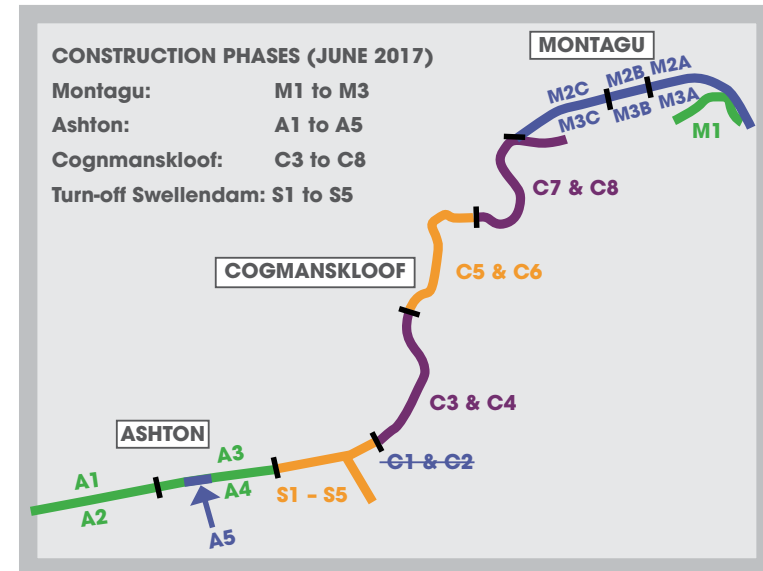
DIVISIONAL MATTERS

WESTERN CAPE – AGGREGATE OPERATIONS

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

Basil Read – Upgrade of road from Ashton to Montagu, through Cogmanskloof

Significant progress has been made thus far and the bulk of material that Afrimat supplied was mainly G2 base-coarse (27203.19 tons) from Brewelskloof Quarry and G5 sub-base (66 763.60 tons) from Keurkloof Quarry. The remaining phases in Ashton will be completed during 2018, including the bridge.



BOY RETIEF BRIDGE CONSTRUCTION PROGRESS: The sub-structures of Boy Retief Bridge are almost complete. Only the dummy wall on the northern side (Montagu's side) must still be completed. The construction team has started with the support work for the soffit of the deck. The deck is scheduled to be completed early in 2018.

VOORTREKKER BRIDGE CONSTRUCTION PROGRESS: The western abutment of Voortrekker Bridge has been completed, as well as the first two piers. The construction team is in the process of preparing the soffit in order to place the steel reinforcing and the void formers for the bridge deck. The deck is scheduled to be completed late in 2017.

ASHTON BRIDGE CONSTRUCTION PROGRESS: The temporary sub-structure for the new Ashton Bridge has been completed. The construction team is now placing 112 super beams that will form part of the temporary bridge support.

There are also a variety of existing services in the vicinity of the Ashton Bridge that are being exposed at the moment in order to plan the relocation of the services.

The launch date of the new Ashton Bridge will be in the fourth quarter of 2018.



Ashton Bridge Deck photo taken from the crane



Boy Retief deck section



Boy Retief deck section



Voortrekker Bridge

KZN AND FREE STATE

HEILA BEAMSON – DATA ANALYST/KEY ACCOUNTS CONSULTANT

Congratulations to the mighty provinces of KZN and Free State

The ASPASA Award Celebration is one of our newer initiatives where all employees and managers receive recognition for their efforts in achieving great ASPASA results for the show place quarries. The About Face Audit focuses on environmental issues and places great emphasis on operational implementation as well as administrative compliance. This includes issues around rehabilitation, waste management, protection of the environment, alien vegetation, erosion, water management, aesthetics and housekeeping to name but a few. Since the initiative originated we have seen tremendous changes in all of our plants. Every year the competition grows tougher and tougher. In 2016 we received awards for four out of our nine operations. 2017 graced us with a remarkable seven awards out of ten operations.

Congratulations to the following quarries, operations managers and quarry managers for their exceptional achievements in the ASPASA About Face Audit:

- Operations Manager – Mr Jaco Cokart**
- Harrismith Quarry – Mr Anton Marnewick**
- Qwa Qwa Quarry – Mr Anton Marnewick**
- Vryheid Quarry – Mr Jaco Cokart**
- Ashburton Quarry – Mr Reuben Phetla**
- Ulundi Quarry – Mr Mbuso Biyela**
- Hluhluwe Quarry – Mr Marius Kruger**
- Scottburgh Quarry – Mr Jabulane Motha**

Their determination and loyalty towards our company's shared goals should be commended. Being dependable and thoughtful is worth every ounce of effort as that paves the way to success. We are fortunate to have such dedicated employees in our team.

X-Mile Winners 2017

We would like to thank the following employees for their dedication to extraordinary customer service and going the X-Mile throughout the year:

- Miss Andrea van Niekerk**
- Mrs Laura Crous**
- Mrs Heather Meyer**
- Mr Johan Nuppen**
- Mr Vossie Vorster**



ASPASA AWARD: Ashburton Quarry and Hluhluwe Quarry

These employees have gone above and beyond to provide the best possible service to our customers. Their outstanding customer service and their ability to go the extra mile in the most extraordinary ways should be applauded.

These initiatives not only promote our brand promise but also strengthen our identity and create awareness around our values. Customer interface plays a vital role in promoting our brand promise. Customer interface refers to the exchange of information between the customer and a business. This exchange takes many different forms and touch points, for example verbal exchange, body language, presentation etc. No matter if we consciously notice it or not, image has a big impact on all of us every day. From the cars we drive, the chairs we sit on or even people we interact with, image touches us daily and that is why we should be more attentive when it comes to housekeeping. Our brand is our image, our identity, who we are and what we stand for. Our identity is what helps us become strong, recognisable, and successful and ultimately promotes us as the preferred supplier. We can achieve this by simply applying our brand values to any visual elements or touchpoints. The ASPASA Awards and the X-Mile Awards helped us to be more aware of our surroundings and motivated recognition and appreciation, not only towards our brand, but also towards our employees.

Well done to the mighty team of KZN and Free State.



X-Mile AWARD
Two of the lucky winners: Mrs Laura Crous With Manager Andre Kruger (left), Miss Andrea van Niekerk (right)

DIVISIONAL MATTERS

NELSPRUIT/ MPUMALANGA

JOHAN BISSCHOFF – GENERAL MANAGER ENGINEERING

A good operator: The key to lowest operating cost

We are currently focusing heavily on maintenance throughout the Group. We are striving to move our prevailing maintenance culture from a reactive culture (fix it when it breaks) to a preventive culture (identify and fix it before it breaks).

Our ultimate aim is to build a proactive maintenance culture meaning that we prevent machines from failing in the first instance. To do this we employ techniques such as Root Cause Analysis, Contamination Management and Condition Monitoring.

The role and criticality of our Operators in successfully making the transition from a reactive to a preventive and then to a proactive maintenance culture cannot be over-emphasised. A good Operator is a blessing.

The question arises: What makes a good Operator? A discussion on the global forum HeavyEquipmentForums.com highlights the following qualities of a good Operator:

Philemon Nkosi, Excavator Operator at Afrimat's Dingwell Quarry in Witrivier, photographed with his Hitachi ZX330 excavator shortly after its 750-hour service. Pride and ownership in action!



The Qualities of a Good Operator

(Operators: Check yourself and give yourself a mark for each quality that you possess)

Self-Check

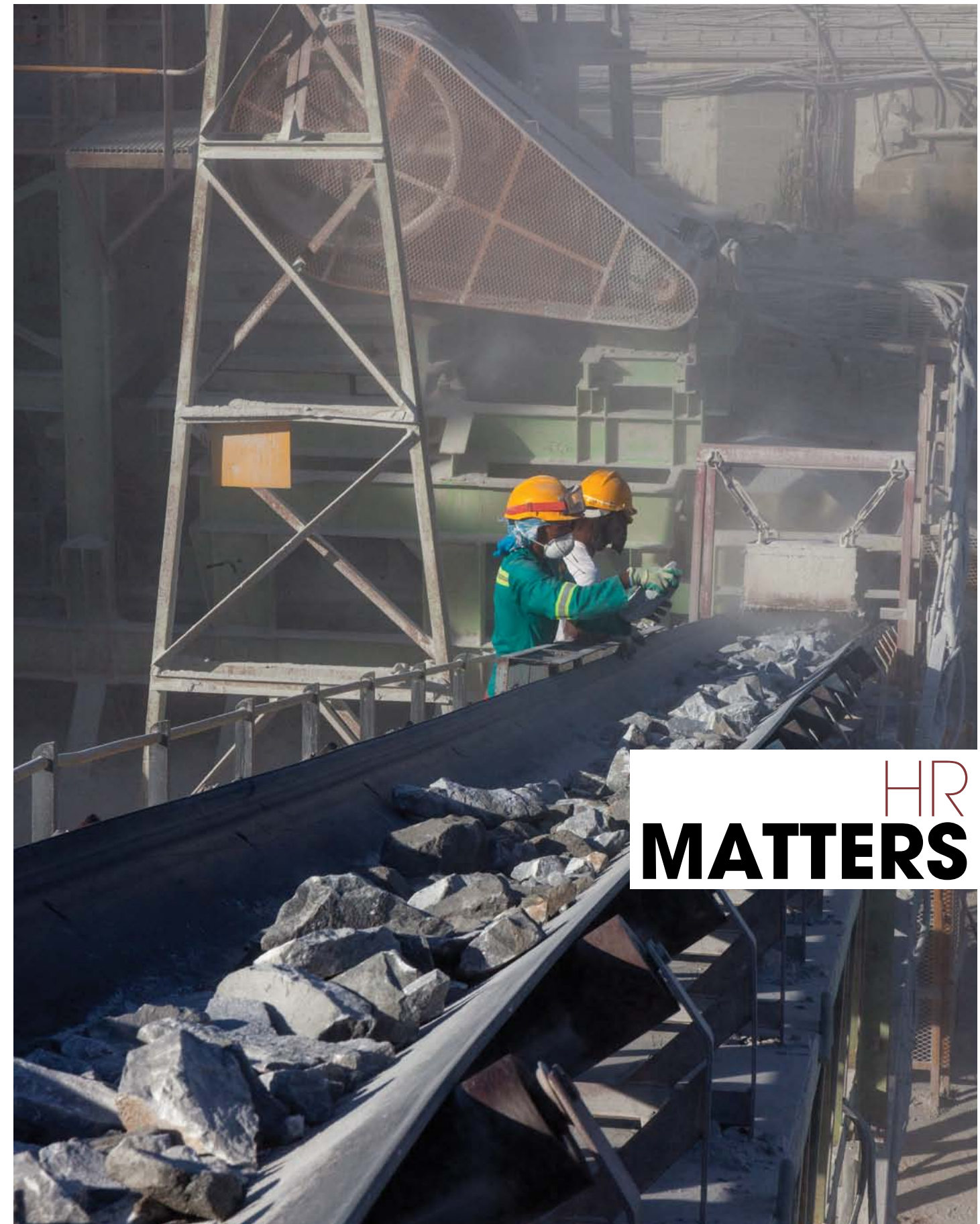
- | | |
|---|--|
| 1. Natural aptitude for operating machinery. He/she can "feel" as well as see and hear what is happening under/around him/her | |
| 2. Good communicator. He/she remembers instructions and does not lose sight of the big picture | |
| 3. Treats the machine as if he/she were the one making the payments on it | |
| 4. Has the ability to train a less-experienced operator | |
| 5. Understands the limits and capabilities of his/her plant or machine | |
| 6. Knows how to set up and run a work area. For example, loading trucks from a stockpile with an excavator | |
| 7. He/she can coordinate several machines working together i.e. a loader or excavator loading a number of ADTs or tippers | |
| 8. Makes sure that he/she and everybody else in the team comes home safe and healthy each day | |
| 9. Will notify his/her supervisor or take corrective action if something is not working properly or feels wrong | |
| 10. Recognises his/her employment is provided by a profit margin and takes responsibility to give maximum results for the resources he/she is given | |
| 11. Has a good working relationship with everyone he/she works with | |
| 12. Can perform inspections and checks and can do minor repairs in the field | |

SELF-CHECK TOTAL SCORE (out of 12):

I was doing a site visit at the new Dingwell Quarry the other day when I inspected one of our excavators with the Operator. By the looks of the machine I thought it was brand new, but I was pleasantly surprised to learn that the machine already had 750 hours on the clock without so much as a scratch or dent on it.

To me, this is a great example of a machine that is treated with great care and respect by the Operator. I am confident that a machine that is well taken care of will also reward its Operator, Dingwell Quarry and Afrimat with high productivity and the lowest operating cost.

I would like to extend my sincere admiration and appreciation to every Operator in Afrimat who strives to be the best that he or she can be, and who looks after our plant and machinery as if it is his or her own!



HR
MATTERS

PEOPLE DEVELOPMENT: A STRATEGIC VALUE

MARNUS DREYER – GROUP MANAGER HUMAN RESOURCE DEVELOPMENT

As we reach the end of 2017, it is time to reflect on what we have accomplished in training and development, and I thought it would be beneficial to all to reconfirm its strategic value. One often hears the question “how does training add value to the organisation?” or “why should training and professional development be part of our strategy?”

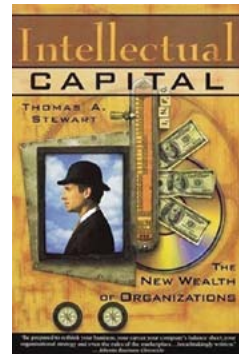
In his book, *Intellectual Capital: The New Wealth of Organisations*, Thomas Stewart points out that in the information age of today, “knowledge has become the preeminent economic resource—more important than raw material; even more important, often, than money.” What he is referring to is the concept of intellectual property. Intellectual property is primarily the patents and work processes that an organisation develops.

In their book, *Time, Talent, Energy*, Michael Mankins and Eric Garton go further and point out: “What are today’s scarce resources, the new sources of competitive advantage? For most companies, the truly scarce resources are time, talent and energy of their people, and the ideas those people generate and implement... But ideas don’t just materialise; they are the product of individuals and teams who have the time to work productively, who have the skills they need to make a difference, and who bring creativity and enthusiasm to their jobs”.

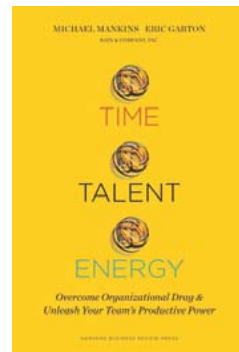
With this background, I would like to share an article “*The Strategic value of workplace training and development*” by Telania/eLeaP that supports Stewart, Mankins and Garton’s view on people development. Here are some of benefits of effective training:

1. Productivity. Effective training should enhance the methods that individuals use to perform their jobs, thus improving their productivity. An increase in productivity, that reduces labour costs, generally means a more profitable organisation.

2. Quality. Similarly, providing the proper training for recognising quality concerns should result in improved quality and fewer returns or repairs. This will reduce the overall cost of operations and so generate increased profits.



Intellectual Capital: The New Wealth of Organisations by Thomas Stewart



Time, Talent, Energy by Michael Mankins and Eric Garton

'PROFESSIONAL DEVELOPMENT SUPPORTS EMPLOYEES IN GAINING A WIDER PERSPECTIVE IN THEIR JOBS AND IN THEIR PERSONAL LIVES.'

3. Empowerment. Training that is directed to new methods that can be used on the job adds to employee confidence and enables them to perform more effectively. This also reduces the need for close supervision.

4. Alignment. Training should be directed to aligning the individual with the organisation’s objectives. Employees need to know where the organisation is heading and how they can best support its goals. Without a clear understanding of what the organisation needs, and how to provide it, it is much more difficult for employees to work effectively.

5. Teamwork. We must all learn to work as a team. This ability is never a given. We know that organisations form teams in varying ways and with varying objectives; that’s why orchestras practice and why football teams hold repeated drills. Being able to work closely with teammates provides greater flexibility and agility.

6. Liability. Reducing workplace accidents is often a function of understanding proper procedures and following specific safety guidelines. A reduced injury experience results in lower insurance costs and less lost time at work.

7. Risk. Risk reduction is an important consideration for organisations, not only to avoid liability but to address quality and schedule issues. What are the risks of an adverse situation under x and y circumstances? How do we measure risk and monitor it? More importantly, perhaps, how do we avoid risk altogether or mitigate it. Employees should be trained to recognise risk factors and how to take corrective action to effectively deal with them.

8. Professional development. Professional development supports employees in gaining a wider perspective in their jobs and in their personal lives. In many professions, such as medicine or education, continuing education is a requirement for maintaining certification. The general goal of continuing education

is to bring professionals up-to-date on current practices and to prepare them for taking effective action in new and unique circumstances. Professional development also helps employees to advance their careers. The nature of the training offered expands the thought horizons for most individuals, exposing them to new, and often challenging, concepts that support their professional growth.

9. Business conduct and social responsibility. This is a very real concern today, considering the high-profile corruption cases we have seen and the state of our environment. Everyone needs to understand his or her obligations to their employers and to their communities, and how to conduct them in a manner that does not compromise ethical behavior. A good deal of this must be conveyed to the workforce based on the specific requirements of the organisation and its codes.

This is by no means an exhaustive list of the benefits we seek to achieve through training. It is simply intended to provide a starting point from which to evaluate the role and value of training in the workplace.

As we plan for 2018, in terms of people development, let us embrace the strategic value and benefit of training in the workplace. Our success, and the development of a sustainable business for generations to come, has a direct link to “individuals and teams who have the time to work productively, who have the skills they need to make a difference, and who bring creativity and enthusiasm to their jobs.”

'RISK REDUCTION IS AN IMPORTANT CONSIDERATION FOR ORGANISATIONS, NOT ONLY TO AVOID LIABILITY BUT TO ADDRESS QUALITY AND SCHEDULE ISSUES.'



PEOPLE DEVELOPMENT: A GOOD STORY TO TELL

MARNUS DREYER – GROUP MANAGER HUMAN RESOURCE DEVELOPMENT

Our CEO, Andries van Heerden, recently requested the Human Resource Development team to compile a report that will provide him with a “snapshot” summary of the results achieved through people development actions over the past four years. The report was presented to him, and he requested that we share this good story with the Group. It is worth mentioning that the results I would like to share are a combined effort from many employees that include the executive’s strategic support, senior and line management’s support and involvement and the individual employee’s commitment towards development. In short it was a team effort!

Our strategy is to develop our employees at all levels of the business. Literacy levels are important and over the past four years we have assisted 431 employees through Adult Education and Training to obtain various levels of educational proficiency. 422 of these employees are historically disadvantaged South Africans (HDSA).

Providing young citizens with a formal Artisan Qualification is very important to the Group. We successfully assisted 40 young citizens, of which 26 are HDSA citizens, to obtain artisan qualifications such as diesel mechanic, fitter, boilermaker, electrician etc. Afrimat provided fulltime employment to 21 of those qualified artisans.

Gaining work experience after obtaining a tertiary qualification remains a challenge. Afrimat provides work experience to young graduates through our Internship Programmes. These include support services internships such as sustainability, IT, finance, HR etc. and engineering internships. In the past four years Afrimat provided internship opportunities to 81 graduates. Afrimat provided fulltime employment to 14 of those interns, of which 11 are HDSA citizens.

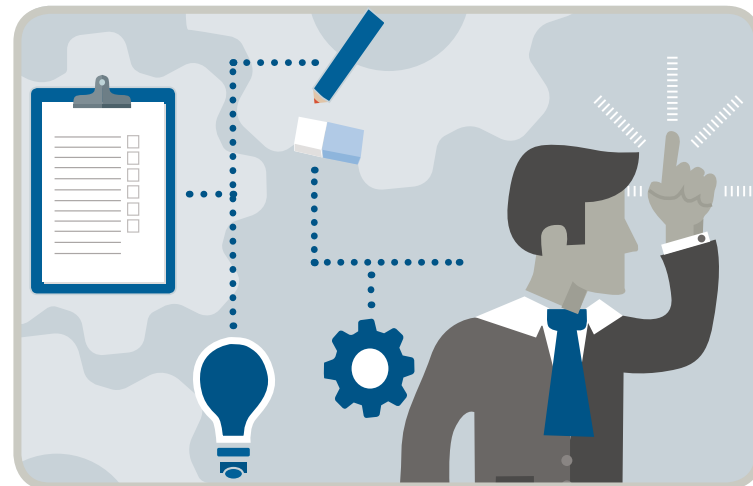
Improving certain employee’s academic qualifications is a strategic investment. Managed through our Study Assistance Programme, over the past four years Afrimat assisted 66 employees in obtaining a tertiary qualification whether it was a certificate, diploma, degree, post degree or business school development programme. 32 HDSA employees benefited from this programme.

'LITERACY LEVELS ARE IMPORTANT AND OVER THE PAST FOUR YEARS WE HAVE ASSISTED 431 EMPLOYEES THROUGH ADULT EDUCATION AND TRAINING TO OBTAIN VARIOUS LEVELS OF EDUCATIONAL PROFICIENCY.'

A very important part of Afrimat’s learning culture strategy is the development of personalised internal programmes that will contribute towards a sustainable business. Afrimat Management Development Programme (AMDP) for selected operational employees is one of these programmes. 237 employees have already benefitted from this programme and will continue to receive this highly valued training.

Afrimat is a people orientated business, and therefore we value the development of future leaders. Afrilead (leadership development for junior and middle level employees) has been developed to expose selected employees to the principles of leadership, to lead others as well as businesses and communities. 57 employees have already completed the Afrilead programme. We will continue with this important programme going forward, in developing the future leaders of Afrimat.

We will continue on this journey and urge employees to take cognisance of the fact that personal development starts with yourself. You need your manager’s support and guidance, and you need to commit to the journey. Ensure that you have regular and transparent communication opportunities with your manager and that will create realistic expectations in terms of a career within Afrimat. It is evident that people development in Afrimat is a good story to tell.



VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS: AN AMBASSADOR IN VIENNA

LIZANNE OLIVIER – MARKETING AND BRAND COORDINATOR

Dicky Carstens, in the final year of his MBA at the University of Stellenbosch Business School, was chosen to be an ambassador for the school at the International Graduate School of Business in Vienna. This article gives a bit of background with regards to the programme and also highlights some of Dicky’s experiences during the three weeks spent abroad.

The University of Stellenbosch Business School (USB) holds three international accreditations (AACSB, EQUIS and AMBA). In maintaining its international exposure and partnerships with business schools on all continents, the USB sends representatives as ambassadors to international schools.

The Graduate Programme at Vienna University of Economics and Business (WU) is aimed at students who have a business major or those who are currently enrolled in a Master’s programme in a business field. Participants attend one-week courses taught by a team of ten lecturers from ten different countries and earn 3 ECTS credits per class.

Dicky attended programmes in International Financial Management presented by Dr. Otto Randl (WU, Austria); International Business Strategy by Dr. Christian Kreuzer (Director of EY); and Europe and Global Marketing by Prof. Kristiaan Helsen (HKUST, Hong Kong). He successfully completed all three courses with distinction.

With about 23 000 students from Austria and abroad, WU, known in German as Wirtschaftsuniversität Wien, has been the EU’s largest educational institution for business, economics, business law, and social sciences since 1898.

The graduate programme consists of an academic programme including pre-course assignments, in-class assignments, case studies and exams. The programme also includes leadership, and social and international cultural activities to secure a balance between theory and soft skills.

The aim of the international programme is not only to enrich academic knowledge, but also to serve as an international and intercultural platform for people to meet and exchange ideas. One of the highlights of the programme was an international cultural evening where participants were asked to give a short impression of their country and culture to the other participants.

Social activities included traditional dinner evenings, an amazing race through Vienna, excursions to historical museums, a visit to the famous Wien opera house, open air opera, sporting activities, hiking and company visits to four top Austrian companies (Siemens, AT Kearny, Ottakriger and Manner).

The three-week study programme closed with an official closing ceremony and farewell celebration where WU representatives handed out certificates to participants.

Dicky summarised his experience as an eye-opener to international cultures and a mind-set to global business and trading. Congratulations Dicky and thank you for sharing your experience with Afrimatters.



Top: Sightseeing in Vienna. Above: Dicky with some of his class members. Below: Group photo of the class



NEW APPOINTMENTS



Diro Northern Cape

Sakkie Meyer is the Kathu Plant and Production Overseer. Sakkie has been involved in iron ore mining since 2004. He worked at Kumba Iron Ore for eight years and almost five years at Diro Mine. He has a tremendous passion for ore processing.

He is also very proud to join the Afrimat team and believes he can make a big difference within the organisation.

Johann Heinlein – HR Manager – Diro Manganese



Diro Northern Cape

Johann Heinlein joined Afrimat on 18 April 2017 as Human Resources Manager at Diro's Iron Ore mine near Kathu. After graduating at the North-West University in Potchefstroom, Johann worked at Anglo Gold Ashanti for 11 years, then 18 years at Trans Hex diamond mining and thereafter joined the Afrimat/Diro management team. Johann enjoys hunting, playing golf and the general outdoors life. One area that Johann is especially impressed with, is the general Afrimat culture and he is looking forward to facing challenges as a team member on the road to achieving business success.

Johann Heinlein – HR Manager – Diro Manganese



Diro Northern Cape

Riaan Visser was appointed as Maintenance and Plant Manager at Diro Mine in April 2016.

Riaan qualified as an aircraft maintenance fitter in 1988 and served in the South African Air Force for ten years. He then joined Fenner Power Transmissions as a branch manager and served the mining and agriculture sector in Limpopo province.

In 2000, he joined South African Airways and obtained his Aircraft Maintenance Engineer licence. Riaan was then recruited by a mining contractor to establish a preventative and predictive maintenance section. He has also served as a senior maintenance supervisor on both BHP Billiton Mamatwan and Anglo American Kumba mines.

Riaan says, "I am blessed with a fantastic wife, Judy, and two daughters. I am crazy about our two dogs and enjoy camping and taking photos. Maintenance is one of my passions and to be part of the Afrimat culture gives me the platform to enjoy my passion".

Johann Heinlein – HR Manager – Diro Manganese



Diro Northern Cape

Johan Pretorius was appointed as Head of Geology and Grade Control at Diro Manganese Mine on 3 April 2017. Previously, he was employed by Kumba at Thabazimbi, Rosh Pinah and Sishen mines. Johan grew up in Kimberley where he matriculated in 1980. After school he studied at Free State University where he obtained an M.Sc degree in Geology. Johan has been married for 28 years and has five children.

Johann Heinlein – HR Manager – Diro Manganese

NEW APPOINTMENTS



Diro Northern Cape

Jerry Gwangwa was appointed as Chief Chemist (Quality Manager) at Afrimat Diro Iron Ore Mine. He started his career as a chemist at Chemical Industry in KZN and also worked as a mill chemist at Pulp and Paper Industry in Mpumalanga and at Assmang Iron Ore in Northern Cape. Jerry was born in Polokwane in Limpopo but relocated to the Northern Cape. After school he studied Analytical Chemistry and also completed his B.Tech degree in Quality Management and a B.Tech degree in Laboratory Management. Jerry has been married for almost 15 years and is blessed with two sons and two daughters. Welcome, Jerry!

Johann Heinlein – HR Manager – Diro Manganese



Diro Northern Cape

Herman Carstens was appointed as Financial Manager at Diro during March 2017. Herman worked at Aggregates (Western Cape) and Afrimat Contracting International as a Financial Accountant from May 2012 to October 2016. From October 2016 to February 2017 Herman was a Financial Manager for an exploration drilling company in Mozambique, before re-joining Afrimat. Herman is married to Marilize and has three dog children. Herman enjoys going to the gym, reading, watching movies and Microsoft Excel.

Herman says, "I have been very blessed to have some of the best finance mentors in Afrimat, namely Andre Smith (Group Financial Manager) Mariette Swart (Corporate Financial Manager) and Anel Grunewald (Financial Manager – Afrimat Contracting International)."

One of Herman's favourite quotes is from Steve Jobs: "When you grow up you tend to get told that the world is the way it is and your life is just to live your life inside the world. Try not to bash into the walls too much. Try to have a nice family life, have fun, save a little money. That's a very limited life. Life can be much broader once you discover one simple fact: Everything around you that you call life was made up by people that were no smarter than you. And you can change it, you can influence it... Once you learn that, you'll never be the same again."

Herman adds, "it is a pleasure working for a 'wall bashing' company. A company continually challenging itself".

Johann Heinlein – HR Manager – Diro Manganese



Diro Northern Cape

Hannes Cronje grew up in the Bushveld at Ellisras. After achieving his Mining Engineering degree from the University of Pretoria he started his career in underground iron ore mining at the Thabazimbi Iron Ore Mine. With the very well-structured graduate-in-training programme of the old Iscor Mining division, he obtained an underground hard rock blasting certificate, a surface mine blasting certificate and a Mine Managers Certificate of Competency while being appointed in several production related positions. He continued his mining engineering career at Sishen Iron Ore Mine in various production, mining engineering and mine planning roles. Hannes then got the opportunity to experience manganese mining as the Mine Manager of Wessels Mine at Hotazel.

An opportunity arose at Sishen mine for a Mine Manager and he spent the next seven years at Sishen leading a massive ramp-up in mining from 80 Mtpa to 235 Mtpa. After a brief stint with a junior miner in 2014 Hannes made the decision to join the mining consulting world and set up an office for VBKOM Consulting Engineers in the Northern Cape. He started consulting for Afrimat in 2016 on the Diro manganese due diligence study and was involved on the mining side of the upstart process. Hannes was appointed as General Manager for the mine in June 2017, and is enjoying the challenges and excitement of ramping up the mine to full production.

Johann Heinlein – HR Manager – Diro Manganese

NEW APPOINTMENTS

Cape Lime

Graag verwelkom Cape Lime die volgende werknemers by ons Langvlei aanleg te Robertson. Johannes Ficks, Pieter Theunis en Linell Adams was werksaam by Keurkloof aanleg te Robertson terwyl Awie Windvoël en Lionel van Rooi werksaam was by die Ingenieurs werkwinkel te Worcester.

Ons vertrou dat julle goed sal inskakel by julle nuwe werksomgewing en n positiewe bydrae sal maak in julle strewe om jul volle potensiaal te behaal.
Kobus Barnard - HR & Sustainability Manager



Links is Johannes Ficks en regs is Pieter Theunis



Links is Awie Windvoël en regs is Lionel van Rooi



Linell Adams as Aankoper en Administratiewe Klerk in die Finansiële Department



Cape Lime

Pieter Bruwer is the newly appointed Operations Manager of Cape Lime's Langvlei operation. He graduated from the University of Stellenbosch in Mechanical Engineering and acquired his GCC: Mines and Works in 2013. He started his career at the underground coal mines in Mpumalanga and then moved to the cement manufacturing environment as a Plant Engineer.

He is relocating back to his home town, Robertson, from where he will serve Cape Lime's Langvlei and Vredendal plants. As a young professional he is excited about the potential Afrimat offers to its stakeholders and is confident that he can add value to the business.

Kobus Barnard - HR & Sustainability Manager



Afrimat Aggregates Eastern Cape

We would like to welcome the newest member of the Afrimat Aggregates Eastern Cape team, Hay-Leigh van Rooyen. She started as our Admin Clerk/Weighbridge Assistant on 5 July 2017. We wish her all the best and hope she'll enjoy her journey with Afrimat.

Lynn Malgas - Human Resources Development Officer (Eastern Cape)

NEW APPOINTMENTS

Dundee / KZN

A big welcome to Jason Smuts, who has been appointed as the Readymix Batching Controller in Dundee, effective 1 October 2017. Jason is a replacement for Pieter Berry, who has been promoted to a Branch Manager position in Qwa Qwa. We wish Jason success in his new role.

Reginald Gwala - Human Resource manager KZN/Free State



Ulundi - KZN

A big welcome to Craig Hughes, who was appointed as ACP Branch Manager at Ulundi, effective 29 August 2017. Craig is not a stranger to the Afrimat family in the KZN/Free State region, as he was employed as Assistant Branch Manager in Vryheid before he resigned in July 2015. We wish Craig all the best in his new role.

Reginald Gwala - Human Resource manager KZN/Free State



KZN / Free State

We would like to welcome Lucille Bothma, who will be overseeing the Finance Departments in the KZN/Free State region as Acting Senior Financial Manager of both the Concrete Products and Aggregates divisions from 1 October 2017 until 30 June 2018.

Lucille was born in Beaufort West and grew up on a farm in the heart of the Karoo. She is passionate about life. Lucille applies the same passion in everything she does, and she strives to do her best at all times.

She loves outdoor life, hunting, camping, cooking/baking and entertaining friends and family. We wish Lucille success in her new role.

Reginald Gwala - Human Resource manager KZN/Free State



Western Cape

We want to extend a warm welcome to Carmen Damons (Quarry Admin Clerk), Wilton Bailey (Boiler Maker) and André Moster (Site Mechanic) who recently started at De Kop Quarry (Vredenburg). We couldn't get a photo of André in time, but we want to wish them all the best in their careers and may you shine in everything you do. Good Luck!

Beanca Louw - Human Resource administrator



Wilton Bailey



Carmen Damons

Western Cape

We want to welcome Monwabisi Mzayiya, Andile Cekiso, Tsamaelo Cosmos Fomelane, Jolene Springbok and Natasha Wilmot who recently started at our Kliprug Quarry (AAO Western Cape). We want to wish them well and everything of the best in their careers.

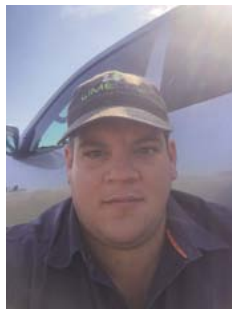
Beanca Louw - Human Resource administrator



Left: Monwabisi Mzayiya and Andile Cekiso
Below left: Jolene Springbok and Natasha Wilmot
Below right: Tsamaelo Cosmos Fomelane



NEW APPOINTMENTS



Industrial Minerals

Louis de Wet joined Afrimat in March 2012 as an Environmental Coordinator. His main focus was to develop an environmental support service to all sites and to help site managers with the management thereof. In October 2017 Louis moved from the Sustainability department to Limecor Industrial Minerals, which is part of Infrasons Group, as Sales Representative to assist with our Agricultural portfolio.

We welcome Louis to the LimeCor team and wish him the best of luck in his new position.

Dicky Carstens – Commercial manager – Limecor



Boshoff Muller, better known as Bossie, joined Afrimat in March 2010 as a Sales Representative for Afrimat Aggregates. In 2013 Bossie was promoted to Operations Manager at Afrimat Readymix Boland and later became the Marketing and Sales Manager. In July 2017 Bossie moved from Afrimat Readymix to LimeCor Industrial Minerals, which is part of the Infrasons Group, as Sales Manager for the Western Cape. Bossie will focus on the sales of Cape Lime Langvlei and especially CLC lime.

We welcome Bossie to the LimeCor team and wish him the best of luck in his new position.

Dicky Carstens – Commercial manager – Limecor

INDUSTRIAL MATTERS

Wages Lyttelton Dolomite

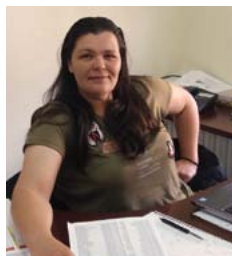
An agreement on substantial matters was reached between the company and NUM at Lyttelton Dolomite on 2 November. This was a landmark agreement and included the addressing of salary differentials, an overall increase, and a very creative initiative for the employees to sacrifice remuneration in exchange for a housing trust. In this initiative, each employee will receive a lump sum during the course of the next five to seven years, rather than a small monthly allowance.

Right: The negotiating team

Anton Gerber – General manager – Human Resources



PROMOTION



Vryheid – KZN

Congratulations to Andrea van Niekerk, Readymix Batcher in Vryheid, who was promoted to a Junior Health and Safety Officer position for the region, effective 1 October 2017. Andrea replaces Shantel Cloete, who resigned from her position.

We wish Andrea success in her new role.

Reginald Gwala – Human Resource manager KZN/Free State



Qwa-Qwa – Free State

Congratulations to Pieter Berry, Readymix Batching Controller in Dundee, who was promoted to ACP Branch Manager in Qwa Qwa effective 1 September 2017.

Congratulations Pieter.

Reginald Gwala – Human Resource manager KZN/Free State

PROFILE



SA Block and Clinker Supplies

Name: Bongani "Happy" Nkonyane

Start date: 5 October 2005

Position: HRD Assistant

Where were you before?: With SA Block, ever since completing my schooling

Likes/dislikes: I like people who always see the light at the end of a tunnel (optimistic), I don't like people who discourage others

Favourite things: Spreading knowledge to other people, socialising with people from different backgrounds, teaching my fellow employees about what could be expected from them

Favourite pastime: Reading, watching soccer, especially the overseas games

Favourite quote: "You can't climb the ladder of success with your hands in your pockets" Arnold Schwarzenegger

Aspirations: I would like to become an adult who is a successful business man, and a well-respected father who leads by example

Personal: Humble person, straight talker, Christian

Studies: Basic computer foundation / Computer literacy, Managing and Training Development (Unisa) - in progress

The renewal of a dream

It all started in 2005 when I was employed as the Scorpion (brick loading machine) Operator at our Redan site at SA Block in Vereeniging. Having worked there for a period of two years, I was then transferred to our Head Office Alrode site in Alberton where I worked as a Mounted Crane Operator. In this position we travelled all over Gauteng province delivering bricks to SA Block customers. I can say it was in this position where I started to interact with different people, mainly our customers, and I did not only learn the job itself, but I also understood different people with their different personalities as well.

In 2009, the company required an urgent replacement for a Sales Clerk at our site in Vereeniging, I was lucky enough to be given a chance of proving myself in less than three working days while my predecessor was training me for the job. I can say that this is when I clearly understood what the Holy Scripture in Luke 1:37 means when it says, "with God, nothing is impossible". This was a more exciting yet challenging position; my responsibilities increased – I was doing the day-to-day invoicing, customer deliveries and collection, product prices and customer satisfaction. I believe I gained a lot of experience from this.

Then Afrimat came along with new things, new ideas and new philosophies. Afrimat recognised the skills and experience we had acquired, but one fundamental principle that Afrimat taught each and every one of us, is that skills and experience can lead you up to a certain level, but qualifications will lift you even beyond the limits. Afrimat showed interest in all our educational backgrounds and qualifications. Such implementation raised the hope of thinking about my chances of going back to school. In mid-2013 I moved back to Head Office to work at our Stores and Procurement office in Alrode. This is where I learned a lot with regards to company expenditures and costs that are involved in order to keep the business sustainable.

While in procurement, our HR Manager went through my CV and noticed that I had done Social Science studies at UKZN which I could not complete, due to financial reasons. This is why I decided to call this article "The renewal of a dream". Management identified my capabilities and promoted me to join the company's most diligent HR team, comprised of Mrs Petro van Wyk whom I report to at our Redan site, Mrs Belinda Merredew who is working at our Head office together with Mr Rubin Bebe, our HR Manager. I am currently working as an HRD assistant at the Redan site. I am also enrolled with UNISA (Afrimat Study Assistance) where I am busy with my HR studies - Managing Training and Development course. I was enrolled with National Computer College where I completed basic computer studies.

I must say these last 11 years with SA Block and then Afrimat has been the most amazing solid journey that I have travelled.

Written by Bongani "Happy" Nkonyane – HRD Assistant – SA Block and Clinker supplies.

Submitted by Belinda Merredew – HR administrator – SA Block and Clinker Supplies

'WE TRAVELLED ALL OVER GAUTENG PROVINCE DELIVERING BRICKS TO SA BLOCK CUSTOMERS. IT WAS IN THIS POSITION WHERE I STARTED TO INTERACT WITH DIFFERENT PEOPLE, MAINLY OUR CUSTOMERS, AND I DID NOT ONLY LEARN THE JOB ITSELF, BUT I ALSO UNDERSTOOD DIFFERENT PEOPLE WITH THEIR DIFFERENT PERSONALITIES AS WELL.'

TRAINING



Cape Lime

ADULT EDUCATION AND TRAINING (AET) AT THE VRYHEID QUARRY

It is heartening to note that our adult learners at the Vryheid Quarry are taking a keen interest in their studies, and ensuring that they do not miss classes. In the picture, adult learners are listening attentively to a colleague, Petros Shabalala, who shared with them the importance and benefits of education in the modern world. Plantsman, Deon Venter in a yellow shirt and Kamele Mofokeng, the engineer in a yellow jacket next to Deon, were also part of the audience. *Reginald Gwala – Human Resource manager KZN/Free State*



The employees from KZN and Free State who completed the Afrilead Leadership Development Programme:
Back row (left to right): Arno Putter, Marnus Dreyer (Group Manager: HRD), Marlo van Rensburg (Regional Director: KZN/Free State Region), Jaco Cokart (Operations Manager: Afrimat Aggregates (KZN) (PTY) Limited), Liza Roets, Deon Venter, Izette Kruger, Jon Gunter, Simon Sibiyi and Ivan Kent.
Front row (left to right): Ren Swanepoel (Operations Manager: Afrimat Concrete Products (Pty) Limited), Nickey Crosby – Hart (Facilitator), Johan Bekker, Amanda Strauss, Andrea van Niekerk, Mbali Mabele, Xolisile Sibiyi, BP Shabalala and Ash Goolam

Afrilead

KZN/FREESTATE REGION COMPLETES AFRILEAD PROGRAMME

14 employees from the KZN/Free State Region have successfully completed the Afrilead Leadership Development Programme for junior and middle level employees. The programme, which commenced in February 2017, has three modules: leading self, leading others and leading business and the community. After successfully completing the three modules, employees presented papers in Vryheid to the Senior Leadership Team on Thursday, 26 October 2017.

Reginald Gwala – Human Resource manager KZN/Free State

CONGRATULATIONS



We would like to congratulate Petrus (Weighbridge Clerk at Afrimat Aggregates Eastern Cape) and Roeline Witbooi on the arrival of their bundle of joy - Rayline. Born on Sunday, 18 June 2017, Rayline weighed a bouncy 3.5 kg at birth. We are sure she will bring you lots of happiness. *Lynn Malgas – Human Resources Development Officer (Eastern Cape)*

FAREWELL AND RETIREMENT



Images from Rubin Bebe – HR Manager – SA Block and Clinker Supplies, of the farewell lunch we enjoyed with Paul

SA Block and Clinker Supplies

As a young man of 21 years old, Paul started working for SA Block on 1 March 1996 as a sales representative. Since becoming Sales Manager he single-handedly managed the sales of SA Block, and from 2008 the sales of Clinker Supplies as well. We truly wish him well with all his future endeavours, he will be greatly missed.

Some messages and memories from Paul's colleagues:

"My mentor, a loving person, an unforgettable person. I am who I am in sales because of you." Alina Molaba – Internal Sales SA Block

"When Paul would come into the office, he'd make a joke and greet us by saying 'no, no, please, don't get up'. Paul enjoys mountain biking; every now and then he'd come in with a scratch or a bruise or worse... we'd tease him by saying we need to get him a roll of bubble wrap. Many fond memories." Belinda Merredew – HR Admin.

"He is a very helpful person and would always make time for me. A very hard worker" Yzette Bothma – Creditors SA Block.

"Loyal, conscientious, valuable!" Carole Seddon – Financial Manger – SA Block and Clinker Supplies

Belinda Merredew – HR Admin



Above: George Crous, left, and Johan Conradie

Cape Lime

Forty years is a lifetime. Johan (Boetie) Conradie, Operational Manager, and George Crous, Buyer, at Cape Lime's Langvlei operation are both retiring and between the two of them they've spent 80 years working at Cape Lime.

Johan started his career at Langvlei in the quarry in September 1977. He worked his way to the top as Operational Manager for the past 17 years. He has a true spirit of "nothing is impossible" and managed Langvlei with a hands-on approach, as if it were his own. Today you can still find him on a front-end loader or loading trucks, operating in between the Langvlei team.

Both Johan and George have seen changes, celebrated successes and stood strong in tough times to see one of the oldest lime manufacturing facilities in South Africa still compete in the modern South African market. For the past two years it has been adding value to the Afrimat group.

George started three months before Johan and has performed many functions within the business, teaching him the ins-and-outs of the entire process. For the past couple of years he added value to Cape Lime as a buyer. With a willing attitude George never backed down from any task, even if it meant driving to the Eastern Cape to ensure a spare part is delivered on time.

Their contribution to the success of Cape Lime will always be remembered and the Afrimat team wishes them a healthy and fruitful retirement. Forty years is a lifetime, and we truly hope they enjoy their retirement years with their families.

Kobus Barnard - HR & Sustainability Manager

AFRIMAT BEE TRUST

MARELI MOSCA - HUMAN RESOURCE SUPPORT OFFICER

The Afrimat BEE Trust will make an interim gross dividend payment of 20c per share to all qualifying employees, during the January 2018 pay-run. Approximately R800, pre-tax, will be made to all qualifying employees.

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.



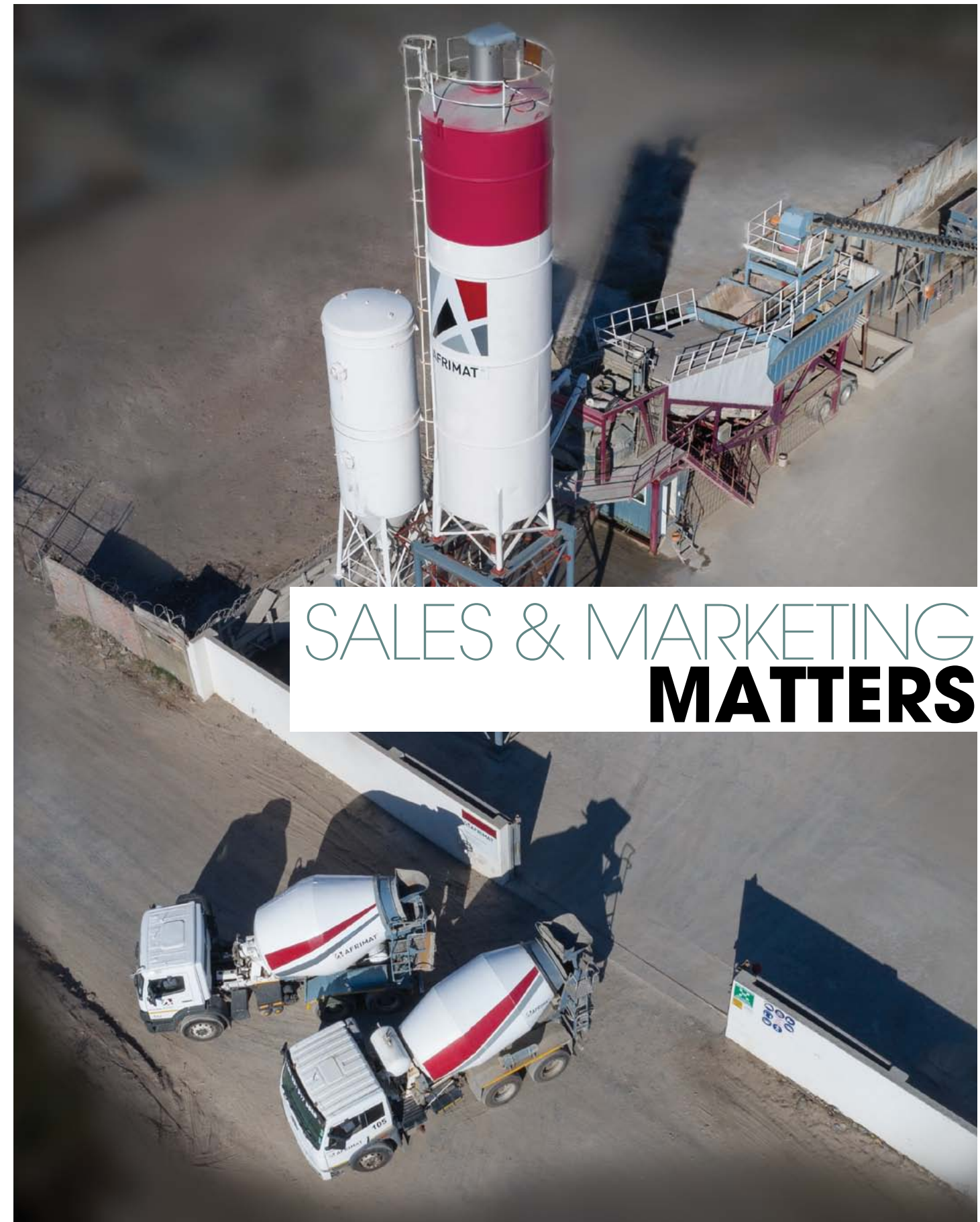
The Trust is fully paid for in advance - no debt.



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.



SALES & MARKETING
MATTERS

SALES & MARKETING MATTERS

QUALITIES AND CHARACTERISTICS OF A PERFECT SALES PERSON

ANTON COMBRINK – DIRECTOR AFRIMAT READYMIX INLAND

I have always been amazed by the success of certain individuals within the same environment. I remember the late Mike Heulle. Although I didn't know Mike that well, I understood that he had worked for everybody in the industry and had an above average success rate in concluding transactions. Those who knew Mike would agree that at best he was a bit rough around the edges, but he possessed certain strengths and characteristics that I later found to be contained in research work done by Wiehann Rademan. In discussing with Wiehann how we could improve our quality of sales people and how we could retain them, he shared with me research work that he had done on approximately 30 000 individuals to determine what qualities or characteristics the best sales advisors possess.

He condensed his findings to the following acronym: **TAPS, for Toughness, Assertiveness, Planning and Sociability.** His complete research can be found in an article that appeared in the Personal Finance Magazine of Sanlam in Feb/Mar 2014, I thought it fit to adapt it slightly to our industry.

Toughness

These people are tough and come back for more. If they get chased away from a potential client, they come back for more as they are self-reliant and have strong self-belief in success for the future. Their self-confidence is also noticeable and they have the ability to forget the scolding of yesterday and return to try and make the sale again. Displaying this toughness and tenacity, they often achieve a breakthrough and we often say, tongue-in-cheek, "hy het net die order gekry sodat die buyer gou van hom kon ontslae raak". But the relationship grows, and soon a lot of other sales people battle to find their way into the buyer's office.

Assertiveness

They possess an assertive stance - they are comfortable taking a direct stand with others even when their opinions

PERFECT
SALES
PERSON
Toughness
Assertiveness
Planning
Sociability

'THEIR SELF-
CONFIDENCE
IS ALSO
NOTICEABLE
AND THEY
HAVE THE
ABILITY TO
FORGET THE
SCOLDING
OF YESTERDAY
AND RETURN
TO TRY AND
MAKE THE
SALE AGAIN.'

may differ. They therefore also address contentious issues with relative ease in a direct manner. They will challenge and debate issues, and have firm value-based opinions regarding matters and solutions. However, assertiveness is exerted in an appropriate and diplomatic manner. Assertiveness also carries with it a nice posture and these individuals display it noticeably.

Planning

They are conscientious in the way they go about things. They ensure no unnecessary shortcuts are taken and that procedures are followed in the correct manner. They are concerned about effective systems and procedures and as a result are likely to trust and utilise established methods and tools optimally. They strongly believe that following a specific routine and way of operating will bring about specific positive results. They plan properly because proper planning prevents poor performance. They plan their day, week, month, year and their lives. They plan their interviews with their customers, well before their next meeting, and also for all subsequent meetings.

Sociability

Let's face it, in our industry, our guys and girls need to crack a joke and can take a bit of a hammering, or rather verbal abuse, at times from our clients. In this environment we need to be venturesome and socially bold in our orientation towards others. This suggests that we need to be comfortable taking the initiative in relationships and introducing ourselves and our ideas to others when it is required of us. The need to belong to a bigger social community is of importance to high-performing sales people. However, this trait does not imply extroversion; in fact, most performers are very good listeners and sharp observers.

I hope that the use of TAPS as a guide in your annual assessments or during your new sales employee assessments will yield a dynamic sales force.

TELEPHONE ETIQUETTE TIPS FOR CUSTOMER SERVICE

BEVIN CORNELIUS – KEY ACCOUNTS MANAGER – WESTERN CAPE – AGGREGATE OPERATIONS

These phone etiquette tips will ensure that we are all giving the excellent customer service that our customers deserve:

- > Identify yourself, make sure you speak clearly, and smile as you answer the phone.
- > Before placing a caller on hold, ask their permission first and thank them.
- > It is better to return a call than to keep someone on hold too long.
If the phone rings back to you, you've kept them on hold too long.
- > Do not forget to return the call as you promised.
- > Do not permit the phone to ring into the office more than three times.
- > Always use a pleasant, congenial and friendly tone.
- > Never interrupt the person while he/she is talking to you.
- > Never engage in an argument with a caller.
- > Do not handle an unhappy caller's concern openly at the checkin/checkout desk.
- > Do not make a habit of receiving personal calls at work.
- > Do not answer the phone if you are eating or chewing gum.
- > Do not give the impression that you are rushed. It is better to return the call when you can give the person the time they need to handle the reason for their call.
- > Learn how to handle several callers simultaneously with ease and grace.
- > Return calls promptly that have been left on voice mail.
- > Always get the best number (and an alternate) and the best time to have a call returned to the caller, especially if a manager or another team member must return the call.
- > Do not ever leave a message with someone, or a voice mail, regarding details of a delinquent account.
Instead, leave a message asking the person to call the "accounting department."
- > When hanging up the phone, make sure the caller or person called hangs up first.
Otherwise, always hang up the phone, gently.





HEALTH & SAFETY MATTERS



HEALTH & SAFETY MATTERS

HOW TO IMPROVE YOUR COMMUNICATION TECHNIQUES

LETISHA VAN DEN BERG – GROUP HEALTH AND SAFETY MANAGER – INFORMATION TO ACTION

In my SHE profession I am often asked the question "how do I get my team to remember a code of practice or procedures?"

A SHEQ system contains many documents, and the mountain of information in front of you as a manager or supervisor can be daunting - imagine how the people below you must feel, because they have to apply and implement the masses of information.

Here are a few pointers on how to improve your communication techniques to increase understanding of information transferred:

1. Use lots of visuals

We are really good at remembering pictures and recognition doubles for a picture compared to text. Adding audio to the visual further deepens memory.

2. Repeat to remember

The human brain can only hold about seven pieces of information for less than 30 seconds. If you want to extend the 30 seconds you need to consistently re-expose yourself to information. New information must be repeated at timed intervals to be effective. Deliberate repetition can lessen memory loss.

3. Go through the training at a moderate pace

Give people time to digest the information. Emotional connection is key, tell a story that links people to the topic.

4. Use a range of senses

Try and use as many senses as you can. Get people to touch examples, hear sounds (audio/music works well in training videos), taste and smell.

5. How do you combine the above practically?

Use plant maintenance for daily safety learning. For example, conveyor belt safety relates to a productive conveyor with no spillages, well-maintained parts and is well-lubricated which prevents breakdowns. This also ad-

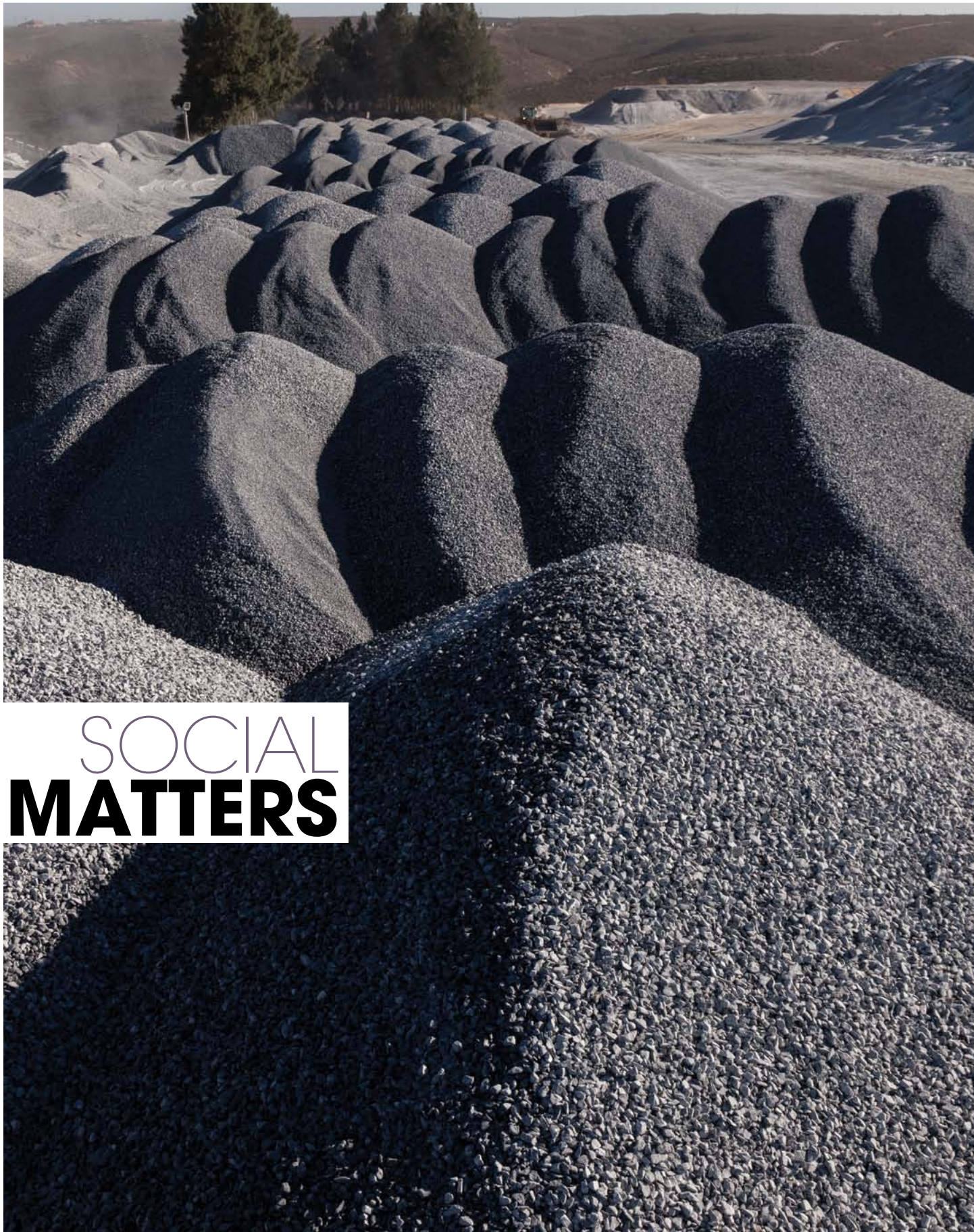
resses basic safety principles on and around the conveyor belt: Operable safety devices will stop a conveyor in an emergency; spillage removal removes the tripping hazard around moving machinery; training a belt prevents belts running skew and cutting into structures causing friction and fire; changing conveyor belt rollers when worn prevents the belt falling onto a person. I could carry on and on with this list. Simple maintenance of a conveyor belt protects a person from multiple unsafe conditions. In other words, driving maintenance can protect people and good maintenance implements the basic safety rules.

My aim for 2018 is to breakdown all the Code of Practices and Procedures into short awareness sessions that you can utilise in meetings. Always remember a short safety topic during a production meeting will be very effective. We are dealing with intelligent people, focus on their strengths to get your safety message across.

My focus for 2018 will be productive plants which protect people. (Thanks to a value adding discussion with Louis Loubser.)

'CONVEYOR BELT SAFETY RELATES TO A PRODUCTIVE CONVEYOR WITH NO SPILLAGES, WELL-MAINTAINED PARTS AND IS WELL LUBRICATED WHICH PREVENTS BREAKDOWNS.'





SOCIAL MATTERS

SOCIAL MATTERS

GLEN DOUGLAS
SONJA KLEYNHANS – HUMAN RESOURCE OFFICER – GLEN DOUGLAS AND CONTRACTING

Hospice Wide Horizon Care – Spring Charity Raft Race

Stonehaven on Vaal hosted a Spring Charity Raft Race on 26 August 2017, to raise funds for the Wide Horizon Care Hospice. Glen Douglas decided to participate and entered a team with the theme “we dig deep and fight against woman and child abuse”.

Each team, consisting of 2 to 12 members, had to build and decorate their own raft. They then had to row three rounds, changing crew on each round. Teams had to collect three different coloured balls in three different containers on the water, one at a time. After every coloured ball they had to row back to shore and swap the ball for a mystery token at the Hospice stand. When all three mystery tokens had been collected they had to row to the slipway and complete the race by handing in the mystery tokens at the Hospice stand.

We are proud to announce that not only did the Glen Douglas team finish in 3rd place; they also won the award for best sportsmanship.

Congratulations and thank you to the employees who participated.



Above: Sportmanship Award
Above right: The Afrimat raft in action
Right, from left to right; back row: Siphosizwe Dlamini, Nkosinathi Ntuli, Jeffrey Baloyi, Florence Sithole. Front row: Sello Seema, Tshifhiwa Rammela, André Maree, Ronel Rossouw, Esther Teffo, Thoko Mazibuko, Kenneth Khutsoane



SOCIAL MATTERS

CAPE LIME VREDENDAL NIEL VAN BRAKEL – ELECTRICAL WORKSHOP FOREMAN – CAPE LIME VREDENDAL

Cape Lime Vredendal supports “Pink trees for Pauline” initiative

In 2012 a non-profit company Pink Trees for Pauline was found by Carol-Ann van Jaarsveldt, who lost both her mother and grandmother to cancer; Adri van Nieuwenhuizen, a breast cancer survivor; and Dr Pam Kerr, an Educational Psychologist. It all started with a vision that Carol-Ann had to raise cancer awareness by wrapping the trees in her home town, Graaff-Reinet, in pink material.

In 2015, Pink Trees for Pauline and CANSA joined hands with the project to raise funds for cancer communities throughout South Africa.

This year we decided to join the initiative by supporting Pink Trees for Pauline and CANSA by wrapping a tree or two, and maybe a pillar, at the admin building entrance. A wild idea was put on the table to wrap the water reservoir onsite. Hmm... the seed was planted. We took some measurements only to realise that the circumference of the reservoir was nearly 70m (69.7m to be precise). Not a problem for our mining guys and girls, we love a good challenge. 100 meters of pink material was ordered from our local CANSA office.

So, one Friday morning we started with the project of wrapping the water reservoir in pink. It took quite a bit of drilling and nail-in-anchors, but we got the job done as planned and it is very eye-catching. The water reservoir was specifically chosen as it is visible not only to everyone onsite, but also to everybody driving past our site on one of the main roads.

A big thanks to everyone who assisted in the project, which started as a request in a meeting and end up with great job done supporting a good cause which affects us all – CANCER AWARENESS.

Right: The view from the main road
Below left and right: Sheelah Links, assisted by Corne van Rensburg, wrapping the pink material around the reservoir.



The view from the office block



Left: Alet Kotze, assisted by Lidia van Eeden, wrapping pink material around a tree. Right: Lidia van Eeden wrapping pink material around a tree.



SOCIAL MATTERS

WORCESTER ANDRIES BURGER – WORCESTER OFFICE

Jailbreak

Die Association for the sensory disabled (ASD) Jailbreak het op Vrydag 25 Augustus by die Golden Valley Casino plaasgevind. Hierdie inisiatief het gepoog om fondse in te samel vir die Sean Kelly Groephuis in Tulbaghstraat. Hierdie tehuis is 'n plek van veiligheid vir kinders met gestremdhede wat tans geen formele befondsing ontvang nie.

Capital Security het met loeiende sirenes vroegdag reeds begin om "prisoners" by verskeie besighede op te laai. Hulle het hul hande vol gehad met manne wat nou nie so geneë was om saam te gaan nie. Andries Burger, werksaam by Afrimat, het Capital se manne 'n rat voor die oë gedraai en daarin geslaag om by die agterdeur uit te glip toe hy die sirenes hoor.

By hul aankoms by die Casino het elke deelnemer sy klagstaat ontvang. Geklee in oranje oorpakke kon hulle darem ook 'n koppie lafenis geniet na die trauma van die inhegtenisname.

Wat hierdie jaar vir my uitgestaan het, was hoe elkeen by 'n tafel plaasgeneem het en begin het om verskeie besighede te skakel om ook 'n bydrae te maak. Dit was werklik 'n spanpoging en kontakte is uitgeruil. Groot was ons verbasing om teen 14h00 somme te maak en te vind dat ons reeds op 'n beloofde bedrag van R140 000 staan. Ek sê "beloofde", aangesien hierdie fondse nog in ons bankrekening moet reflekteer.

'n Spesiale dank egter aan elkeen wat deelgeneem het. Ons besef tyd is geld en die projek neem 'n dag uit jou besige lewe om 'n verskil in 'n ander se lewe te maak. Die bedrag van R140 000 bestaan uit donasies van R100, R250, R500 en R1000 van weldoeners uit die gemeenskap van Worcester en elders.

ASD wil graag Golden Valley Casino vir die aanbod van hierdie suksesvolle projek bedank. Ook ons opregte dank aan Capital Security wat die "prisoniers" aangery het, asook Worcester FM wat ons met publisiteit vir die projek bygestaan het.

Deelnemers:

André Opperman Oogkundiges – Ninette Pienaar

Andries Burger - Afrimat

Apple Graphics – Henré Jacobs

Brede Net Charl-Pierre Esterhuysen –

Beirrowplus Recycling – Richard Beirowski

Brenn-O-Chem – Philip Weyers

Du Toit en Van Tonder Rekenmeesters – Annemie Thiar

Golden Valley Casino – Keenan Bergans

Life Style Clinic -Marcelle van Speyk, Jéan Fouché

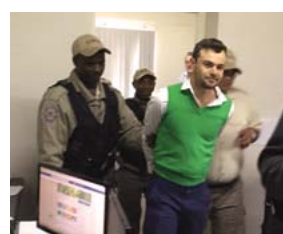
Louw en van Deventer Rekenmeesters - Leon van Deventer

Nedbank Besigheidsbankdienste – Lana Bancroft

Seeff Eiendomme – Gideon Bruwer

Willow Creek Olive Estate – Louise Rabie & AC Goodger

WP Chipper Hire & Sales – Mieke van Zyl



GLEN DOUGLAS ESTHERTEFFO – SOCIAL AND LABOUR PLAN OFFICER - SUSTAINABILITY

2017 LED Initiatives at Glen Douglas

Glen Douglas has several organisations and initiatives it supports yearly. Whether it is a fundraising golf day for Eureka School for the disabled, handing out food parcels to children homes, donating stone to a local school or being part of Santa Shoe Box, Glen Douglas always ensures it is actively involved and adds value to the local communities around the mine.

2017 was no different. Although the mine did not unveil any big Social and Labour LED projects this year, it is working closely with the Department of Education and Midvaal Local Municipality to ensure the next LED project will add great value to the people of Daleside.

As an annual tradition, Glen Douglas donates several shoeboxes to the Santa Shoebox Project. The Santa Shoebox Project collects and distributes gifts at Christmas time to underprivileged children throughout South Africa and Namibia in a shoebox. Donors get the names, ages and genders of the children and ensure they personalise the box to each specific child. Imagining the joy the gifts bring to the children when they see their names on the box, makes this project all worth it. In the last three years, Glen Douglas has donated over 145 shoeboxes. A big thank you to Melissa De Beers and her team for working tirelessly year in and year out, to ensure that every single box is personalised and brings joy to the children.



GLEN DOUGLAS SONJA KLEYNHANS – HUMAN RESOURCE OFFICER – GLEN DOUGLAS AND CONTRACTING

MANDELA DAY 2017: Känguru Home for disabled children

The Känguru home for disabled children hosted their annual Mandela Day on Saturday, 29 July 2017. The theme of the day was "virtual running/ fun walk" with activities such as touring the Kliprivier while pushing a child on a wheelchair, a blindfolded race, piloting a race with a blind person, a traditional dance performed by deaf dancers and a 5km fun run.

Nkosinathi Ntuli, an employee at Glen Douglas, won the 5km fun run. We would like to congratulate him on his win and thank each and every employee who took the time to attend this special day.

From left: Mr Sam Boshelo from Känguru, Sr Ronel Rossouw and the winner, Mr Nkosinathi Ntuli.





SPORT MATTERS



SPORT MATTERS

AFRIMAT SUPPORTS SA'S CHAMPION CYCLIST

In the last edition of Afrimatters we interviewed world renowned cyclist, Siska van der Bijl, as she embarked on her journey to represent South Africa at the Cycling World Championships held in Albi, France in August 2017. She kindly sent us this journal of her experience:

Day 1: After three delayed flights, and running through Frankfurt airport to JUST make my last flight, I arrived in Albi on Monday afternoon. The rest of the group went for a short training ride, but since I had done a hard session the day before, I decided that Monday was my rest day. I had a great afternoon rest and settled into the hotel that would be home for the next week. That evening I met the rest of the group and the first question was - which age group are you in? Funnily enough, everyone was in their own age group, so it meant we were not competing with one another, and that made socialising easier!

Day 2: We had the chance to ride Sunday's race route. Seeing that it was 97km I wanted to see the route, but not ride the entire distance. Coming from South African winter into 35 degrees, and not wanting to overdo it, I decided to spend the first 30km in the car, just observing. At the base of the big climb I started the day's training. From the start it was clear that it was going to be an extremely hard race. A very technical route - lots of climbs, narrow roads, sharp blind corners and fast downhill. We got back to the hotel two and a half

hours later and I knew everyone was only thinking about the race on Sunday. I was starting to feel like a real pro rider: eat, sleep, train, eat, sleep, train.

Day 3: One more training day. We went for a ride and everyone followed their own programme. All very focused on ourselves. I felt okay and by now I was used to the heat and my legs were feeling good. Back to the hotel to rehydrate and rest, and I spent the day with my legs up, zapping through the TV channels - yes, zapping because of 65 channels, only the BBC was in English. I ended up watching sport in French.

Day 4: This was the time trial day, so half the groups were competing. For me it was only a training day. I met up with a few Australians and went for a ride.

Day 5: This was one more rest day for me. Others went for a ride, but I went for a haircut! For the rest of the day, just eat, rest, eat, rest.

Day 6: Pre-race day. By now I couldn't wait for tomorrow. I wanted to race and knew that I had done all I could. Now it's all about how you feel on the day, and how hard the others race. I went for an easy ride just to get everything moving again after yesterday's rest day. We had a race briefing in the afternoon. Thereafter, just checking the bike and mixing bottles. And planning for tomorrow.

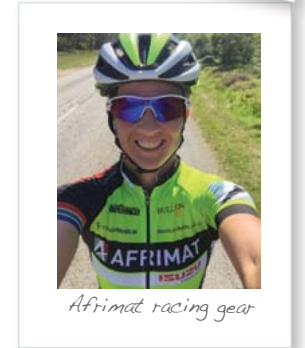
Day 7: Race day. I slept well and was very calm. Maybe because I had no idea what to expect. I knew I wanted to do well, and give it everything I've got, but since I have never competed at this level I did not know what to expect.



Haircut on day 5



Afrimat racing gear



Afrimat racing gear



Legs up, zapping through the TV channels



Breakfast!

'FROM THE START IS WAS CLEAR THAT IT WAS GOING TO BE AN EXTREMELY HARD RACE. A VERY TECHNICAL ROUTE - LOTS OF CLIMBS, NARROW ROADS, SHARP BLIND CORNERS AND FAST DOWNHILLS.'

SPORT MATTERS



Having seen the start and knowing that there are over 2 800 riders, I knew I had to get there early.

At 9:26am we were off. The first 4km was a neutral zone just to get the nerves settled. There were just over 110 riders in my group. It was clear from the start that this was going to be a hard, fast race... which it was. We got to the first climb and this was my worry - a 7km long climb, I knew if I dropped off here I would be able to work my way back, but it would cost unnecessary energy. But man, the Europeans just climb in a different league! I was in the red for the second half of the climb and unfortunately had to let the wheel in front of me go, my legs couldn't go so fast. Once we got to the top there was a gap of about 30 seconds to the next riders. So, myself and a girl from Belgium started the chase. I was determined to get back. After two steep shorter climbs we managed to catch up. What a relief.



I had to sit up and try to recover. Unfortunately, there was not a lot of time for this as we turned onto a very narrow road and started climbing again. I could feel I was a bit dehydrated and my legs were complaining. I tried to get some water at the feeding zone but missed the bottle. So I only had my mix left, with caffeine in it, which doesn't help with dehydrating.

Onto the last steep climb, half way up I just saw the wheel in front of me riding away, I geared down and stood up but just could not hold on... a small group of riders got away and I dropped off the leading bunch. I knew that the ladies behind me were also struggling so there would be no help to share the load and work back the 20km we had to go. With a group of about eight riders we rode hard to the finish, and had a strong

sprint at the end to get in second in the group, by just a few centimeters. This gave me an 11th place overall – this was my fastest 97km ever, with an average of just over 36km/h.

I am a bit disappointed, but happy at the same time. I am so grateful for the wonderful experience and opportunity that was made possible by Afrimat. I'm looking forward to returning to SA and racing with the Afrimat brand on my chest.



'THIS GAVE ME AN 11TH PLACE OVERALL – THIS WAS MY FASTEST 97KM EVER, WITH AN AVERAGE OF JUST OVER 36km/h.'



SPORT MATTERS

TEAM AFRIMAT TAKING ON THE KAROO TO COAST 2017

BEVIN CORNELIUS – KEY ACCOUNTS MANAGER – WESTERN CAPE – AGGREGATE OPERATIONS

The Karoo to Coast MTB challenge has become an annual event for Team Afrimat. However, we had fewer riders this year to mountain bike across the mighty Outeniqua mountains from Uniondale to Knysna via the Prince Alfred's Pass, and it's not for the faint-hearted. All participating team members bettered their times crossing the finish line this year. A lot of training and dedication goes into preparing for this event, so kudos to all that participated.

The comradery and spirits were high again this year and we look forward to next year's event.



Above: Gert Coffee
Left: Team Afrimat from left to right: Gert Coffee, Juanita Davids, Adriaan Lategan, Bevin Cornelius, Malcolm Knipe

ACTION AT TYGERVALLEY

MARELI MOSCA – HUMAN RESOURCES SUPPORT OFFICER

The team at Tygervalley and surrounding areas had a ball – a cricket ball! On the evening of 7 September 2017, Afrimatters and their families joined together at Brackenfell action sports arena for a night full of action on the action cricket courts. The evening was loaded with fun, hidden talent and healthy competitiveness. We even had a whole "cheering squad" who came to show their support. Thank you to everyone who joined in this team event, making it a memorable evening for all.



Above: The team in play



Gert Coffee and Anton Gerber



All over excitement on the evening



Lizanne Olivier and Mareli Mosca



Jo-mari Smit, Lizanne Olivier and Catherine Burger

END OF YEAR MATTERS

Afrimat Management round off a busy 2017

HEAD OFFICE

PIETER DE WIT – FINANCIAL DIRECTOR – AFRIMAT



2017 was a full and busy year. From a finance perspective, we managed to conclude the deal with African Rainbow Capital to distribute the proceeds to all our existing employees by the end of February. We have also managed to revise the trust deed of the Afrimat BEE Trust to facilitate the participation of qualifying employees who may otherwise not have been able to become beneficiaries under the previous scheme. The first dividend of the new scheme was successfully distributed during July.

Furthermore, we managed to successfully integrate the acquisition of Diro, including the finalisation of the pre-acquisition transaction and creditor compromise. We also re-organised our funding structure from

a single to a dual banking arrangement, and in the process managed to arrange a medium-term loan for the funding requirements of Diro.

We are proud to say that all Afrimat companies are now on Accpac. We are, however, continually striving to improve the financial reporting of the Group, which will remain our focus in 2018.

I would like to thank all the financial staff for their hard work and contribution during 2017. Please enjoy a well-earned break, enjoy time with your loved ones, family and friends and come back refreshed and ready for 2018. Have a blessed Christmas and all the best for the new year.

'WE ARE PROUD TO SAY THAT ALL AFRIMAT COMPANIES ARE NOW ON ACCPAC. WE ARE, HOWEVER, CONTINUALLY STRIVING TO IMPROVE THE FINANCIAL REPORTING OF THE GROUP, WHICH WILL REMAIN OUR FOCUS IN 2018.'

AFRIMAT AGGREGATES OPERATIONS WESTERN CAPE AND EASTERN CAPE

ANTON BARNARD – MANAGING DIRECTOR – AFRIMAT AGGREGATES OPERATIONS



As you all agree, this year has come and gone at an exceptional pace, perhaps faster than most years before. The exceptional teamwork and commitment by all teams, in all our regions, was phenomenal and set the tone for yet another exceptional performance.

I wish to thank the entire team for their exceptional commitment and hard work, thank you for all the extra effort and time that you have given without being asked to do so. I honestly believe that this is what sets us apart from our competitors.

I am very proud of the exceptional results that have been achieved and also of the customer commitment that you showed during this year.

On behalf of Afrimat, please allow me to extend my personal and genuine appreciation to each and every one of you for your valuable contribution. Working with you this past year has been a pleasure and I am

privileged to be a part of this team.

Our business environment is continuously changing, and staying ahead of that change will remain a high priority for us as a team. I believe with a team like this - that believes anything is possible - we will carry this momentum forward in the following financial year.

Please extend my gratitude to your loved ones for the support that they have given you and for the time that you have spent away from home during this year. Please enjoy your well-deserved break, remember to slow down and spend quality time with your loved ones.

To those that have lost loved ones this year, my thoughts and prayers are that you will find comfort and peace during your holidays.

We received so many blessings this year and I thank the Lord for all his grace upon us, I wish you a merry Christmas and a happy new year!

END OF YEAR MATTERS

HUMAN RESOURCES

ANTON GERBER – GENERAL MANAGER, HUMAN RESOURCES



The year 2017 was as challenging as we anticipated in 2016. We have a hostile political arena where polarisation, and the related emotions, are fuelled for political purposes. Globally the economy is tight, and in SA we have a seriously challenged economy, with cries of corruption and of state capture, compounded by harsh elements in the form of storms and drought. The physical environment reflects the psychological environment.

Against that sombre background, one would expect our company to be suffering its own drought and storms, but we are blessed to see a well performing company that has risen to its challenges. Through positivity, wisdom and hard work, we kept the boat steady through the storms.

This year saw the sale of employees' BEE shares to African Rainbow Capital, with heart-warming stories of new beginnings for many. Also, the year saw a new BEE Trust, where all employees who are not on the

'AGAINST THAT SOMBRE BACKGROUND, ONE WOULD EXPECT OUR COMPANY TO BE SUFFERING ITS OWN DROUGHT AND STORMS, BUT WE ARE BLESSED TO SEE A WELL PERFORMING COMPANY THAT HAS RISEN TO ITS CHALLENGES.'

management bonus-scheme (STIBS) are benefitting through payment of dividends when the company declares dividends.

Thank you to the 2 600 employees for their joint effort. Our joint effort gives sustainable employment for 2 600 people, and places bread on the tables of more than 10 000 South Africans.

Next year will not be easy. I trust that the political turmoil will stabilise, with a government that fights corruption and fuels the economy.

We at Afrimat have a sound foundation found in Psalm 127. We see opportunities where others see threats. We have faith and we persevere. We rise to challenges!

May all Afrimatters and their families have a fantastic holiday season and a blessed Christmas. Travel safe, and come back energised and well rested, ready to rise to what 2018 will throw at us!

READYMIX

BILLY PATON – MD READYMIX & BOUBLOK



It feels like only yesterday that I was writing my year-end message for the December 2016 edition of Afrimatters, which clearly reinforces the old saying that "time flies by when you are having fun".

The current year started with a major challenge for Readymix when the government decided to shelve all future renewable energy projects. When one considers that the De Aar Windfarm made up 25 percent of our volumes last year, it goes without saying that the absence of these projects is going to make it very difficult. In addition to this, the local market has seen new competitors enter the industry and has remained extremely competitive. Not only does Readymix operate in an aggressive market, Boublok has a similar situation and continues to compete in a market that is also ultra-competitive.

In spite of these challenges, we have still managed to secure some major contracts in Cape Town and have seen good growth in the Boland and Overberg areas. These positive influences have ensured we continue to

produce a healthy set of financial numbers. None of this would have been possible without the hard work, commitment and positive attitude of everybody at Readymix and Boublok.

The year ahead will have its own set of challenges, not least of all water restrictions. Regardless of this obstacle, I am confident that the current teams will handle whatever is placed in front of them.

I would therefore like to take this opportunity to thank each and every one of you for your continued support and tell you that it is reassuring to know that I can rely on two teams of people with so much commitment and desire. Thank you once again. For those of you that come into contact with our clients, please convey our thanks, for without them none of this would be possible and we are truly grateful for whatever business is afforded us.

Lastly, I would like to wish each and every one of you and your families a blessed Christmas and a prosperous 2018. Be safe and enjoy a deserved break.

SUSTAINABILITY

COLLIN RAMUKHUBATHI – GENERAL MANAGER – SUSTAINABILITY



Just like that, 2017 has come to an end. As cliché as it might sound, time does fly when you are having fun. The year had its fair share of successes and challenges. The team also had a chance to welcome new faces and say goodbye to some.

One of the first tall orders of business was to rally behind the new kids on the block, Diro and Bethlehem to get their section 11 from DMR. The team also had to go back-to-basics to decrease the lost time injury frequency rate, which in recent months had increased immensely. With buy-in from heads of business, safety has shifted from being a tick-the-box exercise to becoming a behavioural based culture. Thank you to everyone for working safely and ensuring that everyone goes back home safe to their loved ones. Let us continue as a family to work hard in aiming for zero safety incidents.

Several LED projects were rolled out and completed this

year. A huge thank you to everyone who worked tirelessly to ensure Afrimat continues to add value in the communities in which we operate.

Although there are still challenges, the Group's compliance level has improved. ASPASA and DMR audits have gone well, with fewer instructions being issued. It is safe to say that Afrimat can no longer be referred to as 'cowboys' in the industry. Thank you to my team and the entire Group for ensuring that Afrimat complies with all the legal requirements and mining rights license conditions. We have become a preferred partner to all our stakeholders.

I would like to wish everyone a Merry Christmas and blessed festive season. Take this time to spend time with your loved ones, rest and recharge. For all those traveling, may our good Lord Jesus Christ go before you and keep you safe until we see each other again in 2018.

SA BLOCK AND CLINKER

DAVIN GILES – MANAGING DIRECTOR – SA BLOCK AND CLINKER SUPPLIES



As I look around the office, despite the smiles, I see tired people. We thought that last year was tough, but this year has really taken its toll on us all.

The challenges are real, and we are continually changing our plans, trying to find the next gap.

You may have heard some of the ads run by Investec, if not, make time to listen to them. Here are two examples that we can all learn from:

"You will find this out for yourself soon enough, you are either here to participate or you are here to win. A player listens when people say they are not big enough, fast enough, strong enough.

A winner keeps trying, a player finds excuses. A winner finds lessons. A player does it for fame, glory, recognition. A winner will do it even when the world's not watching. A player can still be a

superstar. A winner knows there is no such thing."
- Sean Fitzpatrick

"When they say you can't match the talent that's come before - believe you'll get stronger with each tackle. When they tell you everyone starts on the bench - believe you can learn from afar. When they tell you to cool yourself off - believe you'll always have someone to turn to. When they tell you it's easier to back away - believe the choice to push forwards is all yours. When they tell you your chances are next to none - believe you still have a chance. When they tell you what goes up must come down - believe you can always bounce back again. When they tell you good luck - believe in everything ... but luck."
- Schalk Burger

This attitude is inherent in Afrimat. Despite our challenges, we have managed to grow our culture, improve our business systems, develop our employees, start new projects, and continue to push forward in true Afrimat form.

Against the odds, we managed to secure and

start up the Emfuleni Municipal Dump, thereby securing aggregates for SA Block for the next five years or more. Despite the obstacles encountered, we have managed to make progress on our Witbank project. Irrespective of the resistance encountered, we continue to move forward with Sasol towards a solution.

While it has been a tough year, we have shown that we are tougher, more resilient, and continue to meet our customer's expectations whilst maintaining consistent profits. This team is here to win!

I would once again like to thank ALL our staff and employees for their incredible input, commitment and support this year. Please make the most of your well-deserved rest, and spend some quality time with those close to you, you owe it not only to them, but to yourself.

I leave you with this quote from Oren Arnold: "Christmas gift suggestions: To your enemy, forgiveness. To an opponent, tolerance. To a friend, your heart. To a customer, service. To all, charity. To every child, a good example. To yourself, respect."

END OF YEAR MATTERS

AFRIMAT IRON ORE

GERHARD ODENDAAL – MANAGING DIRECTOR – AFRIMAT IRON ORE



The record will reflect that 2017 was the year that AFT commenced its iron ore mining and operations. The Diro mine was finally commissioned in June 2017 after a fair amount of business rescue trauma and red tape. Every moment on this roller coaster ride was anything but dull! But amongst all the turmoil, important matters came to the fore:

- Afrimat managed the Diro mine out of business rescue
- Afrimat acquired 100% of the shares of Diro mine
- Afrimat secured and completed a rail load out facility for iron ore export
- A great operational team hit the ground running - and all this while the iron ore prices fluctuated from low to high and back to low

The blessings of assisting a good team with minimal issues and a focus on delivery can never be lightly measured. The current and new Diro employees slotted seamlessly into the Afrimat way and all contribute to the

positive spirit of this “new” mine. Hard work to gear up to full production remains a key focus with all stakeholders.

Our gratitude goes to the continued assistance of PAM for upgrading a new crusher unit; ACI for the newly found iron ore drilling and blasting knowledge and crushing solutions; and to our Head Office for compliance support from Collin and his team.

2018 has already hinted at its challenges and opportunities – we cannot wait.

In the resources sector we move away from the traditional construction break at the end of the year, but we do recognise that the period is still the time for nurturing family values and reflecting on the year that speeds to an end. Our wishes go out to all Afrimatters for peace, joy and prosperity for the new year.

May safe journeys fill your days and may you all return with vigour and newly replenished energy to take on the responsibility of creating value and wellbeing for Afrimat and its stakeholders.

'THE BLESSINGS OF ASSISTING A GOOD TEAM WITH MINIMAL ISSUES AND A FOCUS ON DELIVERY CAN NEVER BE LIGHTLY MEASURED.'

CAPE LIME

GERHARD TERBLANCH – MANAGING DIRECTOR – CAPE LIME



2017 will be remembered by Cape Lime as the year that we completed our transition from a private company to fully taking up our responsibility within Afrimat's corporate structures and systems.

It was in many ways a challenging year and I want to thank each and every person who has made a contribution to striving to reach our goals and targets.

Thank you for all the hard work done, and commitments and sacrifices made in the execution of your responsibilities. Also, a word of thanks to all our families for their contribution to our determination to be successful.

I am excited about the future, especially for the new projects that will be coming on line and giving us momentum to break into new markets.

A special word of thanks to the Cape Limers who are leaving us after a lifetime of commitment and loyal service (read the article “40 years is a lifetime” in this issue). We salute you and wish you a well-deserved and healthy retirement.

Lastly, I am wishing you peace, joy and all the best that the festive season has to offer. May this season of giving and spending time with family and loved ones bring joy that lasts throughout the coming year.

'THANK YOU FOR ALL THE HARD WORK DONE, AND COMMITMENTS AND SACRIFICES MADE IN THE EXECUTION OF YOUR RESPONSIBILITIES.'

HEAD OFFICE

GERT COFFEE – EXECUTIVE DIRECTOR



It feels like only yesterday when we had big festivities going to celebrate the end of the old millennium at the end of 1999. There was even a heated debate whether the end of the old millennium is at 24h00 on the 31st of December 1999 or at 24h00 on the 31st December 2000. I can remember how the prophets of doom predicted that the world would end at the turn of the century, and how all computers were going to crash irreparably, just to mention a few!

And now we are already at the end of 2017. How time flies, with a lot happening around us as the clock ticks away the seconds.

For me, one of the outstanding events of this millennium was when a couple of well-established family-owned businesses got together and Afrimat

was born, eleven years ago. Since then the thousands of people working together as a team at Afrimat have delivered millions of tons of aggregates, hundreds of thousands of cubic meters of ready mixed concrete and millions of blocks and bricks to the building and construction sector. We are doing our part in building and improving our beautiful South Africa and making it a better place to live.

All this was achieved by Afrimat personnel through dedication, total commitment and hard work. It is therefore with thanks that I wish you all a wonderful and blessed Christmas season and a prosperous 2018.

Enjoy the time with your loved ones and please travel safe, we need you.

'FOR ME, ONE OF THE OUTSTANDING EVENTS OF THIS MILLENNIUM WAS WHEN A COUPLE OF WELL-ESTABLISHED FAMILY-OWNED BUSINESSES GOT TOGETHER AND AFRIMAT WAS BORN, ELEVEN YEARS AGO.'

MARKETING

HYLTON HALE – GROUP MARKETING AND BRAND MANAGER



2017 has certainly flashed by. The market has been tough, and borderline hostile, however the enthusiasm and positivity shown by our sales people has paid dividends. I am pleased that we have been successful in maintaining our market share and in some regions we have seen some real growth. However, in a market with an over capacity, we cannot take the foot off the pedal - 2018 will be equally challenging in terms of nurturing and growing our market and finding more innovative solutions for our customers. In 2017 we launched our brand promise of consistently delivering, and Afrimat has grown into a major role player and our brand has become dear to us. If we live by our promise and our

values, the rest is easy.

Thank you to all those quarry and operational managers who, along with your staff, have put in a concerted effort in continuing and improving the brand awareness at our operations. There is a notable improvement in the quality of quarry and operational housekeeping around Afrimat signage and branding.

Thank you to all the sales staff, who through your superior service and product knowledge, ensure that Afrimat is our customer's supplier of choice.

On behalf of all the marketing and sales people, have a blessed holiday and a prosperous new year.

'THANK YOU TO ALL THE SALES STAFF, WHO THROUGH YOUR SUPERIOR SERVICE AND PRODUCT KNOWLEDGE, ENSURE THAT AFRIMAT IS OUR CUSTOMER'S SUPPLIER OF CHOICE.'

END OF YEAR MATTERS



ENGINEERING JOHAN BISSCHOFF – GENERAL MANAGER – ENGINEERING

Kollegas en vriende, namens die Ingenieurswese Span wens ek julle 'n veilige, rustige en vreugdevolle Kerstyd toe. Mag Christus se liefde en genade by julle wees en mag julle almal uitgerus opdraf vir 'n uitdagende 2018.
Colleagues and friends, on behalf of the Engineering Team I wish you a safe, peaceful and joyful Christmas. May the love and grace of Christ enfold you and may you all return well rested for a challenging 2018.

INFRASORS LOUIS LOUBSER – MANAGING DIRECTOR – INFRASORS



To be able to earn a holiday you need to work exceptionally hard to enjoy your break to the fullest. Without a doubt there will be some serious resting happening during our December break. It's been a humbling experience to see the level of dedication and commitment, at all levels of Afrimat, to making 2017 another memorable year.
We have friends and peers who are concerned about their futures and careers, and yet we have plans to expand and to build and grow our territory. As a team, and a company, to be able to dream about the future the way we do is a privilege - and a testimony to our foundation of Psalm 127. What an honour it is to work as part of a

family where people are more important than work and family remains our key priority. I wish everyone a blessed holiday filled with quality time with loved ones. I pray that the Lord bless you and keep you safe. Knowing Afrimat's leadership and people, 2018 will no doubt be a year to look forward to.
Gebruik dus die vakansie om te rus en herstel, ons gaan ons energie nodig hê volgende jaar. Ons land, met al sy huidige uitdagings, is steeds die plek waar ek wil wees en vir elke deur wat toe gaan het ons n keuse. Wag totdat iemand anders hom oop maak of maak self die deur oop. Ek weet ons is reg om toe deure oop te maak in 2018. Geniet die vakansie.

KZN AND FREE STATE MARLO JANSE VAN RENSBURG – REGIONAL DIRECTOR (AA KZN AND ACP)



2017 was a very tough year for all our business units. Aggregate sales were down, with very low volumes from our traditional big customers. Fewer road contracts and no new capital projects in our region from Transnet were the biggest contributors to these low volumes. Readymix sales volumes were also down significantly from the previous year. Our block sales volumes were in line with the previous year but the promised building activities in the Ulundi area did not materialise as we anticipated. With this in mind, throughout the year we looked at opportunities to get all the sales we can and to cut costs to the bone.
We hope that the initiatives in reducing operational and overhead costs will put us in a much more competitive position in 2018. Marketing our products and services will continue to be a very high priority to all our team members. The drive to increase efficiencies in our KPIs, of all our plants, will again be monitored

and managed in the year ahead. In our meetings with our major clients and local government departments we got the impression that they anticipate a much better year going forward. As a team we are looking forward to 2018 with the challenges and successes that it will bring.
I would like to thank all my team members for their positive attitude and contribution during the past year. You definitely deserve a well-earned break. Take care of yourselves and enjoy quality time with your families and friends.
Ngifisa ukunibonga nonke ngokubamba kwenu iqhaza elibonakalayo ngonyaka ka 2017. Kubalulekile ukuthi nihlabe ikhefu ngokusebenza kwenu okuhle. Nginifisela ukungcebeleka okuphephile nemindeninye nabangani benu.
Be safe on the roads during the holidays and please come back with lots of energy for 2018!

AFRIMAT CONTRACTING INTERNATIONAL PIERRE DU TOIT – MANAGING DIRECTOR – AFRIMAT CONTRACTING INTERNATIONAL



To summarise this year in a few words: In the face of significant challenges, we made significant progress. There is much work to do, and there may be further challenges ahead, but after a slow start this financial year we end 2017 stronger and better than the previous year. With well over 190 staff working for ACI in almost all provinces of South Africa, ACI managed to grow volumes more than 30 percent and grow revenue by 36 percent.
We are moving forward on the course we set ourselves. Our focus and strategy are clear: Supply our core business skills (Mobile Crushing, Readymix, Drilling and Blasting and our Commercial Quarries) to the construction, quarry and mining industries.

The New Year will bring its own mix of successes and challenges, but our direction is clear. We know what is expected from us - to continue to focus intently on what we can control and to do what we do best: provide packaged solutions to our customers, manage costs, optimise "operational mastery" and seize new opportunities.
I want to take this opportunity to thank everyone for all your efforts throughout the year. The success of ACI is built on these. I appreciate all of your great work this year; it is because of you, working together as a team, that I have such great confidence in our future.
Please enjoy some well-deserved rest with family and friends during this holiday season. Season greetings.

'WITH WELL OVER 190 STAFF WORKING FOR ACI IN ALMOST ALL PROVINCES OF SOUTH AFRICA, ACI MANAGED TO GROW VOLUMES MORE THAN 30 PERCENT AND GROW REVENUE BY 36 PERCENT.'

GLEN DOUGLAS WILLEM HATTINGH – MINE MANAGER GLEN DOUGLAS



Towards the end of last year we knew that 2017 would be an interesting year. This year has definitely been a mixed bag of challenges and opportunities for Glen Douglas. The year started off on a very slow note and the effect could be seen on our business performance as we did not achieve the stretched targets we set for ourselves. On a positive note, sales have been better in the second half of the year and this has shown in the business's performance.
Over the last couple of years everybody has been hard at work in the background to ensure that the business and operations base is solid. The results are evident as there has been a continuous improvement in all the audits performed during 2017: BBBEE audit level

3; SHE audit 91.9% and Environmental audit 98.43%. We also achieved a significant milestone in safety as the LTIFR went down to zero during July 2017.
This year proved to be a test of character at Glen Douglas and I am happy to report that we survived, and even performed well, as an operation. I would like to thank each and every employee for putting in the hard yards during this year. Operationally we are as strong as ever and very well positioned to reap the benefits of the hard work during the next couple of years.
I would like to wish everybody a Merry Christmas and Happy New Year. Please travel safely during the festive season. I am certainly looking forward to the challenges and successes of 2018.

'THIS YEAR PROVED TO BE A TEST OF CHARACTER AT GLEN DOUGLAS AND I AM HAPPY TO REPORT THAT WE SURVIVED, AND EVEN PERFORMED WELL, AS AN OPERATION.'

INSPIRATIONAL MATTERS

THAT EXTRA MILE

MARELI MOSCA – HUMAN RESOURCES SUPPORT OFFICER

When people do more than they have to, and do so with an attitude of generosity, they give of themselves in ways that lift all of humanity. Going the extra mile is when we extend ourselves beyond what's expected, it's a vital ingredient that lifts our mood, allowing hopefulness to rule.

Every day, everywhere, there are ordinary, unassuming people who demonstrate the joy of offering assistance without expecting anything in return.

What does the extra mile look like?

Whoever you influence in your life, whether a friend or a stranger, try to be an "extra miler" to them. What is an extra miler?

The extra mile leads to wonderful places



Extra milers do more:

1. They do more than they know is necessary.
2. They do more than they know is fair.
3. They do more because it's the right thing to do.
4. They do more not expecting anything in return.
5. They do more even when they know it still may not save the day.
6. They do more even when they know it may not save the customer.
7. They consistently deliver.
8. They do more because they want to create an atmosphere of joy and positivity for all.
9. They do more because they can.
10. They do more because they see the big picture.
11. They do more because if not them, who? Maybe you!



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

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



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

The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, gravel, crushed aggregates, laterite and sand mainly for large-scale civil engineering and infrastructure projects.

It also provides professional contracted drilling & blasting, transport & logistics crushing & screening and earthmoving & plant hire services.

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

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



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.