

AFRIMATTERS



DIVISIONAL MATTERS: NEW BULK WATER LINK FOR OLIFANTSHOEK
HR MATTERS: FOCUSING ON CULTURE AND EMPLOYEE ENGAGEMENT
SOCIAL MATTERS: SUPPORTING UNDER-RESOURCED SCHOOLS

Vision

To be globally respected for excellence in unlocking and enhancing the earth's mineral potential to build a better world.



Consistently Delivering

Everything within an atmosphere of joy and positivity

Afrimat National Marketing Department

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AFRIMATTERS

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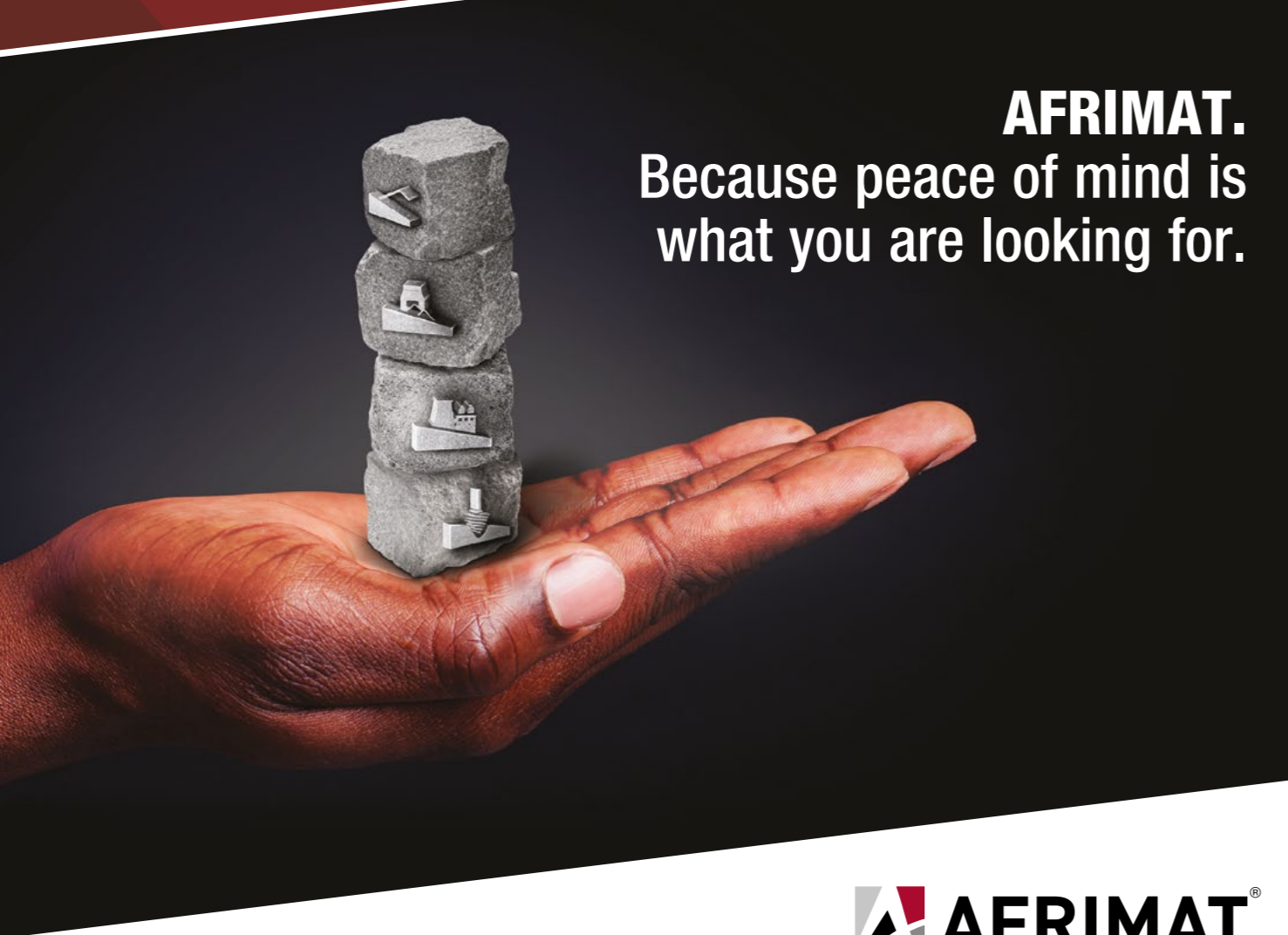
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PLEASE NOTE THAT FOR PHOTOS, MASKS WOULD HAVE BEEN REMOVED TEMPORARILY





AFRIMAT.
Because peace of mind is
what you are looking for.



Inspiring growth through the consistent delivery of solutions that empower us all.

Afrimat Limited is a leading black empowered open pit mining company that has established a strong foothold in the construction industry. With divisions including the supply of a broad range of construction materials, industrial minerals, bulk commodities such as iron ore as well as flexible and professional contracting services, Afrimat provides services for major infrastructure and construction projects for the public sector as well as smaller private sector contracts. Afrimat guarantees superior quality, durability and a consistently high level of service.

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

 **CONSTRUCTION MATERIALS**
 **INDUSTRIAL MINERALS**
 **BULK COMMODITIES**
 **CONTRACTING SERVICES**

CEO'S MESSAGE

Afrimat: Making a difference in people's lives

Afrimat listed on the JSE on 7 November 2006, making us 15 years old this year. It has been 15 very exciting years and we look back at one and a half decades of being blessed in many ways.

Our growth path has taken us through 12 business acquisitions and numerous expansion initiatives. Some of these acquisitions were of businesses that were in trouble, two of them were even in business rescue. By turning these businesses around, hundreds of jobs were saved and the growth initiatives have created many additional new jobs. Our current plans should deliver at least 500 new job opportunities at the various expansion projects currently being executed in Afrimat, taking our total staff complement to more than 3 000. This is at least 2 000 more employees than our total staff complement 15 years ago. Among the many achievements of the group, this exceptional growth in the number of people who benefit directly from Afrimat is one of the highlights of the Afrimat journey for me.

With success also comes the risk of complacency. There is a saying: 'The roots of failure lie in success.' As a team we all share the responsibility to guard against these roots of failure. We need to remain exceptionally good at everything we do, improving our performance every day. Afrimat has a reputation for very good execution and consistent delivery. We started very small and by being frugal and very innovative, we overcame many obstacles. We must, however, guard against the hubris of success. When we spend money, we must ensure we do so wisely. Every expense must be an investment that yields a good return. A practical example of this approach would be to salvage a piece of steel from an existing unused structure rather than buying a new one, without compromising safety or functionality, of course. This is how we built the business.

It is the end of 2021 and we are entering the festive season. I wish to thank each team member at Afrimat for making 2021 another successful year in spite of various challenges. May you all have a blessed Christmas and rest well. We are looking forward to exciting prospects in 2022.

Andries van Heerden
CHIEF EXECUTIVE OFFICER



'I WISH TO THANK EACH TEAM MEMBER IN AFRIMAT FOR MAKING 2021 ANOTHER SUCCESSFUL YEAR IN SPITE OF VARIOUS CHALLENGES.'



Afrimat Nelspruit supplies largest order of readymix to date

GARETH TOWNSEND – AGGREGATES SALES MANAGER

Afrimat's Contracting Services division supplied 1 175m³ of readymix concrete for the construction of the Karino N4 Intersection bridge in Mpumalanga. This has been the largest supply of readymix concrete from our Nelspruit operations to date.

The SANRAL project, with Raubex Construction as the main contractor, commenced in 2019, and is expected to be completed by November 2021. This section of the N4 Toll Route, which serves as the most important link between Mbombela and KaNyamazane, was experiencing excessive peak-hour traffic delays as residential areas such as KaNyamazane and Karino grew.

The interchange will improve traffic flow onto and off the N4 and will provide a direct link from the R514 to the N4.

It was a pleasure working with the Raubex team on this project.



Left to right: Gareth Townsend, Siphon Ngomane, Phillimon Ngomane, Nare Mashitsho, Vusi Mkhathshwa, Abbey Mahlangu, Thulane Sethebe, Bongane Matsane, Cowen Mbungela, Richard Maseko, Felix Chauke, Victor Zitha, Busi Mthiyane, Sam Ginindza and Vicky Mavhunga



Construction of the Karino N4 Intersection underway



BULK COMMODITIES

Anthracite added to portfolio

WILLEM HATTINGH – MANAGER

Afrimat made a bold move approximately a year ago by diversifying its commodities range through the acquisition of Nkomati Anthracite.

Nkomati Anthracite (Pty) Ltd is an anthracite coal producer and is situated 55km southeast of Malelane. There are three communities surrounding the mine and these communities contribute about 80% of the total current workforce of 250 people.

The mining operations consist of the underground Mangweni, mini-pit opencast Mangweni, opencast Madadeni and the beneficiation plant Masamo.

All coal produced from the underground and opencasts will be beneficiated at the plant and sold from the mine (FOM).

MANGWENI UNDERGROUND SECTION

Background

Due to various fall of ground (FOG) occurrences in the underground workings during the latter part of 2019, the mine decided to withdraw from the underground workings and extensively explore other avenues to gain access into the reserves.

Various options were explored with the input of geologists and rock engineers. The most viable option that was considered was to create a new box cut allowing for the entrance of two portals into the coal seam some 85m below. The following work has progressed thus far:

- All existing surface infrastructure has been refurbished to some degree.
- New infrastructure has been installed at or relocated to the shaft entrance.
- Water and power reticulation have been established at the shaft entrance.
- A new box cut has been established off the existing ramp.
- Currently the high wall is receiving some attention to make it more conducive to allow for the safe and efficient portal establishment.

Planning

- The mine has purchased a 3D mine simulation software programme (Micromine) to assist with understanding the geology complexity.
- A horizontal exploration drill will also be utilized to identify dolerite or faulted planes in advance of the workings.



'THE MINING OPERATIONS CONSIST OF THE UNDERGROUND MANGWENI, MINI-PIT OPENCAST MANGWENI, OPENCAST MADADENI AND THE BENEFICIATION PLANT MASAMO.'



Typical staff required for a single production shift (day and night shift)

- Shift Overseer
- Miner
- Lamp Room Attendant
- Coal Cutter Pperators x 2
- Face Drill Operators x 4
- Blasting Attendants x 2
- LHD Operators x 2
- Support Operators x 4
- Pump Attendants
- Ventilation Attendant
- Feeder Breaker
- Belt Attendants x 4
- Fitter
- Electrician
- Diesel Mechanic
- Engineering Assistants x 3
- Laundry x 2

Typical staff required on day shift only

- Underground Mine Manager
- Mine Overseer
- Engineer
- General Engineering Supervisor (GES)
- Human Resources Officer
- Boilermaker
- Artisan Assistant
- Procurement Officer
- Stores Assistant
- Tractor Pperator
- Lampsman
- Rock Engineer (Consultant – legal appointed)
- Occupational Hygienist (Consultant – legal appointment)
- Occupational Medical Practitioner (Consultant – legal appointment)
- Geologist (Consultant)

Top: Nkomati pit 1
Left: Nkomati Plant East



The production team (left to right): Rob Creighton (Plant Manager), Boyce Maphanga (Shift Supervisor), Tobias Mandlazi (Plant Foreman) and Bheki Silombo (Shift Supervisor)



Lab Assistant busy preparing coal sample

Anthracite added to portfolio continued

Products and production process

Anthracite producers refer to the first product that comes out of a washplant as the 'prime' product. The anthracite products that come from the first dense media wash contain the lowest ash content and it is for this reason that they are referred to as 'prime'.

The reason Nkomati Anthracite's prime products are so sought after by the ferrochrome smelters is because they contain high levels of carbon (typically 75-77%). All coal products, including anthracite, contain volatile organic matter in addition to the pure carbon. The volatile compounds found in coal and anthracite do not contribute any carbon to the reduction reaction. The main difference between coal and anthracite is the amount of volatile matter. Coal's volatile matter ranges from 10-40%. Any coal with volatile matter below 10% is referred to as anthracite. As the volatile content drops in coal, so the carbon content increases, which is why anthracite is favoured by the metal smelting industry.

Dispersed among the carbon, volatiles and ash (inorganic impurities found with the coal) are certain chemical impurities that negatively affect both the operation of a ferrochrome furnace as well as the quality of the ferrochrome product. The two most significant impurities are sulphur and phosphorus. So, in addition to high carbon, a sought-after anthracite should also contain low levels of sulphur and phosphorus. This is where Nkomati's prime products outshine all of their local competitors. Nkomati's prime anthracite products are considered among the best quality carbon reductants produced in South Africa for the ferroalloy industry.

Rob Creighton and Paulos Mlambo from the laboratory make sure the processing plant operates optimally to make certain a quality product is delivered at the most economical price, thereby ensuring a sustainable business for Afrimatt in this new direction.





DEMANENG IRON ORE MINE

New bulk water link for Olifantshoek

GERHARD ODENDAAL – MC BULK COMMODITIES / ESTHER TEFFO – GROUP SOCIAL AND LABOUR PLAN MANAGER / TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Afrimat’s Demaneng Mine committed funds towards the construction of a bulk link line from three boreholes to a 7ML reservoir, to assist with alleviating the prevailing water issues in Olifantshoek.

This project forms part of Afrimat Demaneng’s local economic development initiatives.

Olifantshoek, situated in the dry Gamagara Local Municipality in the Northern Cape, has limited water resources, with the community being greatly dependent on ground water. The exponential growth in and around Kathu has further exacerbated the water crisis in the area, with taps running dry for weeks on end.

Employees of Afrimat’s Demaneng Mine who reside in Olifantshoek brought this matter to the attention of management. Demaneng Mine’s management team opted to engage with the local municipality and the Department of Mineral Resources and Energy (DMRE) to find sustainable solutions to this issue, in an effort to not only assist the mine’s employees, but the community as a whole.

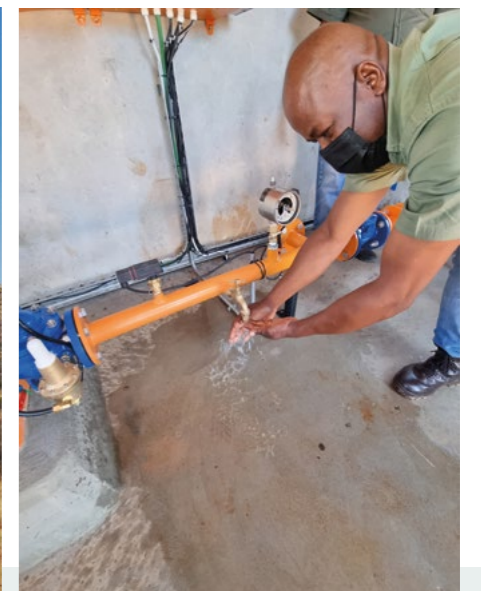
In an effort to raise more funds, Demaneng Mine, with the assistance of DMRE, approached neighbouring businesses to collaborate on the project, with Afrimat acting as the project coordinator.

The scope of work consisted of Phase 1 and Phase 2A

- Phase 1 was funded by the Gamagara Local Municipality and entailed the drilling and equipping of six boreholes and the construction of pump houses.
- Phase 2A necessitated the construction of the bulk link line from three boreholes to the 7ML Reservoir.

Selenane (Pty) Ltd and Metsweding Consulting Engineers were appointed as Contractor and Consulting Engineers respectively for Phase 1.

‘GENUINELY PASSIONATE ABOUT SOUTH AFRICA, AFRIMAT BELIEVES IN CREATING VALUE NOT ONLY FOR ITS EMPLOYEES AND SHAREHOLDERS BUT ALSO FOR PEOPLE IN THE COMMUNITIES WHERE THE COMPANY OPERATES.’



Top left: During construction: Digging trenches for the pipeline
 Above: The operating systems at each borehole are tamper proof, with a camera set to automatically capture a photo of the individual coming through the door the moment it is opened
 Left: The reservoir

DIVISIONAL MATTERS

New bulk water link for Olifantshoek cont.



Left: Afrimat Directors with the employees who brought the water crisis in the area to the attention of management (left to right): Collin Ramukhubathi (Executive Director: HR and Sustainability), Isabel Avilahama (employee), Andries van Heerden (CEO), employees Michael Peddies and Vumile Ndatyana, Pieter de Wit (CFO) and Gerhard Odendaal (MD: Bulk Commodities) (Masks were removed for photo purposes)



Left to right: Vumile Ndatyana, Esther Teffo and Michael Peddies (Masks were removed for photo purposes)

They also continued with Phase 2A, with the assistance of Wholetrade Projects (Pty) Ltd as a local sub-contractor from Olifantshoek and BVI Consulting Engineers, as an Afrimat-appointed project engineer.

B-Safe Africa SHEQ Projects was appointed as the safety consultant for both phases.

To ensure local labour and SMMEs got the opportunity to work on the project, 17 local people and five local SMMEs, including the sub-contractor, were hired for the project.

Project timeline

- Phase 1 commenced on 1 February 2021 and was completed by 2 September 2021
- Phase 2A commenced on 8 July, and handed over to the Gamagara Local Municipality on 19 October 2021.

Genuinely passionate about South Africa, Afrimat believes in creating value not only for its employees and shareholders but also for people in the communities where the company operates.

It has been a privilege to partner with key stakeholders in an effort to positively contribute towards and enhance the lives of the Olifantshoek community.



Above left: Operating system 1 at the reservoir
Above right: Operating system 2 at the reservoir

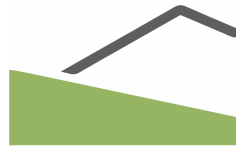


Left: Esther Teffo, Afrimat Group Social and Labour Plan Manager, welcomes everyone

Demaneng NUM wage negotiations



After successful wage negotiations between senior management of Afrimat's Demaneng Mine and the National Union of Mineworkers (Supplied by: Andrea Brown, HR Intern, Afrimat Demaneng)



CLINKER SUPPLIES – EMFULENI DUMP

Clinker Supplies Emfuleni comes to life

ANDREW CRAUSAZ – PROJECT MANAGER EMD PROJECT

Our Clinker Supplies operations in Emfuleni crushed its first ton of clinker on 22 September 2021 at its relocated fixed plant.

Relocating the fixed plant was a challenging project, as the fixed plant, head wall, weighbridges, support structures and associated mobile plant items were all relocated from the Clinker Vaal site to the Emfuleni Municipal Dump.

The Emfuleni Municipal Dump was purchased in 2016 by Afrimat and will enable Clinker Supplies to continue selling quality clinker ash to markets in and around the Vaal Triangle that manufacture cement bricks for approximately five years.

When the Clinker Vaal operations ended after an 11-year run with 11+ million tons sold, it was critical that we identified and acquired additional reserves to ensure we keep the business operational.

The timing proved to be just right to relocate the operation. The Vereeniging Power Station operated from 1912 to the mid-1970s. Boiler ash was stockpiled here, creating the clinker dump that is known as EMD.

Project planning started in early 2020, with historical inefficiencies being identified and a revised layout planned. The aim was to:

- remove selected items to assist in bringing down maintenance costs.
- reduce the conveyor total from 19 to 15 by changing crusher locations, and better utilize the three main screens and by doing so remove two smaller screens.
- turn the secondary section perpendicular to the primary to reduce the length and gradient of CV03 that historically suffered with overloads and trips.
- improve site layout to reduce customer truck and mobile plant interaction and effect an overall improvement in traffic management.
- revise tip-wall design to accommodate two-sided tipping to ensure the plant is fed continuously.
- insert overhead cables on cable racks from the MCC to the fixed plant to assist with more accurate faultfinding on damaged cables.
- stagger incoming and outgoing weighbridges to reduce the cycle time of customer trucks.

'ATTENTION TO THE SMALL THINGS ENSURED THAT WHEN THE TIME CAME TO GO LIVE, ALL EVENTUALITIES HAD BEEN ADDRESSED.'

These, together with other slight changes in design, will hopefully reduce downtime and allow the plant to run at full capacity for longer periods.

Phase 1 started in November 2020 with groundworks, layer works, civil works and supporting structures being pegged, prepped and concrete poured for the fixed plant foundations.

In total nearly 400m³ of concrete was poured with steel base plates set for the structures to stand on. This was achieved while the Vaal operation continued crushing and screening the remainder of the Vaal reserves.

The last ton of Clinker at Vaal was processed on 14 February 2021 and Phase 2, the breakdown, commenced the following day. In the months preceding the plant shutdown, considerable stocks in excess of 200 000 tons had been built up to ensure that customers would be serviced throughout the project duration.

The electrical component was sub-contracted out. However, the aim of recovering 100% of the electrical components for the new site proved to be a challenge. All cables and electrical items were carefully dug out and moved to the new site. The Clinker site team followed with the fixed plant stripdown and transfer of the plant items to Emfuleni. The Vaal plant was removed and transported over the course of six weeks.

Phase 3 started two weeks after the plant stripdown had commenced. This was planned to further reduce the risk of running short of customer material. Clinker Vaal continued to operate with a small team selling off the remaining product. During this time, considerable effort was put in to levelling the area, removing infrastructure and preparing the site for handover back to Eskom.



Emfuleni Municipal Dump

Clinker Supplies Emfuleni comes to life continued

As with all projects, various unforeseen challenges arose along the way but this did not deter the site team from giving it 100% at all times. Two teams, each with a team leader planned and executed the steady rebuild programme, taking great care in improving what was already proving to be a winning formula.

Their attention to the small things ensured that when the time came to go live all eventualities had been addressed. The planned start-up at the end of May 2021 was unfortunately not realised, but as the plant steadily took shape the excitement grew.

In summary, the revised fixed plant consists of:

- A grizzly feeder at the primary section fitted with a VSD drive (new addition) for better feed control.
- 4x Hazemag HSI crushers with pan feeders (primary, secondary and tertiary).
- 3x Osborn Super King AW 20 double-deck screens (primary and secondary).
- 15 conveyors including a customer load-out conveyor.
- Condition monitoring of all HSIs and screen bearings (new addition).
- Revised MCC in 2x6m containers. The control room container sits on top of the MCC container (new addition).

Official testing began on 22 September with minimal major issues.

The rebuilt fixed plant is designed to run at 700 tons per hour. Two synchronised 770KVA Volvo generators will power the fixed plant. Considerable challenges and associated costs in acquiring additional electricity from the Clinker team.

The plant is steadily ramping up production as we find and fix small issues. The operation was at full production in October 2021 and ready to service the market demand with quality product.

Special thanks to the entire Clinker site team for their commitment to completing the project.

Albert Da Serra
Danie de Jongh
Solomon Sibiya
Sithembel Kanzi
Mncedisi Qulubha
Bulelani Mkhwambi
Steven Sekgobela
Thanduxolo Kwese
Mzimkhulu Makhubu
Zamabantu Velem
Thando Velem
Thuso Thethe
Adam Mokoena
Appreciate Mathebula
Eddie Sinyaku
Oupa Miya
Modiehe Motaung
Peko Radebe

Siviwe Ngudle
Asiphe Sajini
Daniel Dhlamini
Cebamuva Mdletshe
Navy Tizani
Monde Dauwa
Katleho Majoro
Batini Nobiya
Mmenya Mofokeng
Tshifiwha Sididzha
Sibusiso Mkhwambi

SA Block
Sihle Monyebane
Alex Sangweni
Victor Mtantato
Andries Ramongalo

S&P Workshop
Piet Stapelberg
Johannes Gerber
Donovan Mitchell
Lerato Sybok
Donovan Pieterse
William Makeke
Morena Mapalala
Gustav Van Buren Schele
Candice Bezuidenhout

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Yzette Bothma
Annie Von Brandis
Rusty Van Der Merwe
Andries Van der Merwe
Samuel Moloi

Sub-contractors
LDP Industrial
Lindeque Du Pisanie
Martinus Schonefeld
Paul Buys

Reliant Electrical
Brett Harrison
Stanley Neyt
Cassey Loots

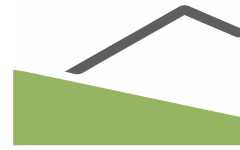
Freds Crane Hire
Tony D'Adonna
Zylde Ferreira

Dibabler
Floyd Moshe
Mandla Nekhumbé



Emfuleni Municipal Dump

WELL DONE AND THANKS TO ALL INVOLVED. THIS ACHIEVEMENT IS SOMETHING TO BE TRULY PROUD OF. HERE'S TO A NEW AND EXCITING CHAPTER FOR CLINKER SUPPLIES.



AFRIMAT LADYSMITH

Plant upgrades at Ladysmith Aggregates

HEIN GREBE – PLANT MANAGER

The Ladysmith local market had a significant increase in demand during the early months of 2021. This was due to new projects in the area as well as the closure of a nearby competitor mine. At that point, it became clear that Ladysmith Quarry was due for an upgrade to increase capacity and reliability of installation.

The engineering team, in collaboration with the Ladysmith Quarry team, spent months planning and experimenting with various possible concepts to increase the quarry's footprint and supply of products in demand.

The solution we came up with was to build a 1 100-ton live capacity ISP to increase feed consistency to the secondary plant. This was then combined with an upgrade to the 48-inch Telsmith cone crusher by replacing it with an HP200 cone crusher. The crusher upgrade was motivated by the fact that the HP200 model was newer, which meant more readily available spare components to increase reliability as well as an increase in production capacity. Finally, another bottleneck in the plant was fixed by replacing

a scalping screen with a larger and more effective horizontal screen.

Once we decided on a detailed scope of works for the project, we settled on a budget of approximately R8.76 million and a project duration of 26 weeks. There were various challenges along the way that threatened both the budget as well as the schedule of the project. These included shipping delays of the HP200 crusher from China, major steel and copper price increases and finally design and culvert fabrication delays from certain contractors and suppliers.

However, despite these challenges, we still managed to hand over the project on 6 August 2021, five weeks ahead of the agreed schedule. In addition, we managed to save approximately R722 000 (8.2%) of the budget after accommodating certain additional requests from the Ladysmith team.

Finally, and most importantly, we handed over a plant that the Ladysmith team can be proud of, in terms of both quality and performance. After the project, production had increased approximately 28%, from an initial 125 tons per hour to 150 tons per hour.

This success was in no small part thanks to the very effective collaboration between the engineering team and the Ladysmith team.

Throughout the entire project, there was never an 'us against them' mentality, and this created a very positive and effective working environment, which contributed immensely towards the success of the project.

'WE HANDED OVER A PLANT THAT THE LADYSMITH TEAM CAN BE PROUD OF, IN TERMS OF BOTH QUALITY AND PERFORMANCE.'



Above: Before upgrades



Above: After the upgrade



Above: Hein Grebe and Mandisa Tembe



Above: Ladysmith team

Plant upgrades at Ladysmith Aggregates continued

Finally, feedback and recognition from the clients (Jaco Cokart, Client/Area Manager KZN & FS, and Jacques Stokes, Operations Manager KZN & FS) was that they were really happy with the quality of the installation, cost control, schedule management and communication.

From the engineering team, we really appreciated the collaborative spirit between us and the client. This really made communication and reporting easy to do and, as mentioned, was a major driving factor towards the success of a cost-effective project completed with accurate results after installation, truly increasing the capacity and reliability of the Ladysmith Afrimat Aggregates plant.



Mandisa Tembe



Dawn Wagner



Emile Scheepers

A big thank you to the following colleagues for their contributions:

- **Goodness Shabalala**, SHE Rep, for ensuring everyone involved in the project stayed safe.
- **Dawn Wagner**, Weighbridge and Admin, for exceptional client service while the project was underway.
- **Mandisa Tembe**, Civil Engineer, for invaluable assistance provided.
- **Emile Scheepers** for running this project and making it a success from the beginning to the end. (It did cost him some sleepless nights, but he came out on top.)
- **The design team** and everyone else involved who ensured a successful outcome.



The plant after upgrading



SA BLOCK & CLINKER SUPPLIES

A successful rebuild

PIETER STAPELBERG – WORKSHOP MANAGER – ENGINEERING & MAINTENANCE WORKSHOP

We had a major failure with one of our Hazemag 0806 horizontal shaft impact crushers at our Clinker Supplies site recently.

We set about doing the costing on a replacement crusher, and after receiving various quotes I suggested to the Operational Manager that we should calculate the cost saving should we do everything in-house.

As it turned out, there were significant savings to be had and we commenced with the rebuild process.

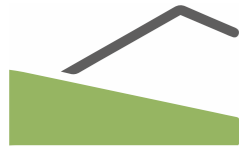
The crusher was recently commissioned, and I am proud to say it is running smoothly.

I would like to congratulate everyone involved in this project.



The successfully rebuilt Hazemag crusher





AFRIMAT WETTON READYMIX

Investing in infrastructure upgrades

JOHAN VAN NIEKERK – SALES CONSULTANT

As Cape Town's population grows, the City of Cape Town must continually invest in infrastructure upgrades, which includes its ageing sewerage system. The construction of a new lower lift sewer pump station in Retreat is one example.

Contractor: CSV Construction Pty (Ltd)
Client: City of Cape Town
Construction period: 68 weeks
Completion date: June 2021

Project requirements: Bulk excavations, large reinforced structural concrete structures, and mechanical engineering works.

Total Readymix order: 2 100m³

Afrimat supplied readymix predominantly from our Wetton Readymix facility. Various concrete mixes were required and a specially designed structural concrete mix was used to withstand the aggressive environment within the sewer pump station.

The project had its challenges. The construction period was affected by the impact of Covid-19 and, as the project was located in an area with a high water table, we had the issue of groundwater to deal with.

However, teamwork and persistence prevailed.

As a community initiative, a dual-purpose tennis/netball court was also built at a nearby school. It was a pleasure working with the CSV Construction team and despite the challenges, the project was successfully completed.



Construction of the Retreat lower lift sewer station

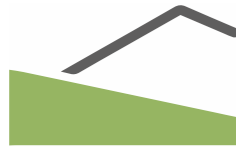


Construction of the Retreat lower lift sewer station



Retreat lower lift sewer pump station

Credit: Terry February



BOUBLOK AND AFRIMAT'S BREWELSKLOOF AND MODDERGAT QUARRIES

Upgrading of gravel roads at Avian Park, Worcester

RIAAN ENGELBRECHT – SALES CONSULTANT

Contractor: JVZ Construction
Client: Breede Valley District Municipality, Western Cape
Site Agent: Terence Ismail
Resident Engineer: Jaco Steyn

Scope of works

The work consisted of the upgrading of gravel roads at Avian Park in Worcester by means of concrete block pavers at three different locations, namely:

- Part 1: Seagull Street
- Part 2: Mockingbird and Penguin streets
- Part 3: Sandpiper, Shrike, Suikerbekkie, Sunbird, Swan, Volstruis, Uil and Dikkop streets

Project overview

The contract was awarded to JVZ Construction, with an envisaged construction period of six months. The project commenced in August 2021 at an estimated project value of R10 million.

Afrimat's Brewelskloof and Moddergate quarries are supplying 4 000 tons of aggregates, which include G5 material and filling sand.

Boublok, Afrimat's local block, brick and paving manufacturer, is supplying 336 384 units of 80mm interlock pavers.

'CUSTOMER SATISFACTION AND TEAMWORK ARE KEY TO THE SUCCESS OF MAJOR PROJECTS LIKE THIS ONE.'



Above: Delivery of aggregates. Right: Laying of interlock pavers



Above: Preparing the road for laying of bricks

Overcoming challenges

The project is not without its challenges. The water table causes water to penetrate the base layers that require additional stabilizing. This is done to prevent the basecourse from losing its compatibility. Old service and drainage pipes are also creating challenges as they break when we excavate near them. Despite this, we are well on track to complete the project on time.

Extending a word of thanks

Well done to Terence Ismail and his team for doing a sterling job so far. It's always a pleasure to work with JVZ; their planning, communication and quality of work are outstanding.

Thanks to Mike Coad and his team from Brewelskloof for keeping up with the supply of aggregates on this project.

Thank you Edwill Swartbooi and the team at Boublok for providing good-quality pavers on time for this project.

Thank you to Christelle Strauss at Boublok for always ensuring orders are processed timeously and trucks are scheduled to deliver according to expectation.

Customer satisfaction and teamwork are key to the success of major projects like this one. We have a few months to go still before this project is completed, but I have no doubt that Afrimat will continue to deliver quality construction materials to this project.

Well done to all who are playing their part in making this project a success.



AFRIMAT HLUHLUWE

Building Zululand, stone by stone

CHARL CROUS – REGIONAL MARKETING & SALES MANAGER

Ponta do Ouro in Mozambique is a well-known holiday destination. Unfortunately, it takes motorists anything between an hour to an hour and a half to get through Manguzi, after which another two hours of travelling time are required to reach Ponta do Ouro.

Manguzi has one main road leading in and out, and is filled with small market stalls lining the sidewalks for numerous kilometres. There are also many heavy-duty trucks loaded with timber, fuel and other goods heading through the Kosi Bay Border Control gate. These are enough to test the patience of any motorist.

A bypass is currently being constructed to alleviate traffic through eManguzi, a project that has seen its fair share of challenges. Leomat Construction started civil works in June this year.

Constructing a road in what can only be described as sea sand is a daunting task. Layer upon layer of base material is needed. In fact, more than 100 000 tons of it. The closest source of base materials is located 180km away in the Jozini area. Here G7 was sourced from a borrow pit.

Afrimat Hluhluwe is the only commercial quarry capable of producing to the COLTO specifications and was awarded the contract to supply of an estimated 20 000 tons of G2 material and an estimated total of 40 000 tons of G4 for this project. An additional 4 400 tons of 20mm will be required for this contract. The team at Hluhluwe is thankful for the opportunity to supply this high-spec contract and we are grateful for the much-needed economic injection into the Zululand area by SANRAL.

'THE TEAM AT HLUHLUWE ARE THANKFUL FOR THE OPPORTUNITY TO SUPPLY THIS HIGH-SPEC CONTRACT AND WE ARE GRATEFUL FOR THE MUCH-NEEDED ECONOMIC INJECTION INTO THE ZULULAND AREA.'





CAPE LIME

Restoring Wupperthal

KESHEV NAIDOO – COMMERCIAL MANAGER & TANYA PRETORIUS – NATIONAL MARKETING OFFICER

An introduction to Wupperthal

The small town of Wupperthal, located in the Cederberg mountains in the Western Cape, was founded in 1830 by German missionaries.

Due to an extensive fire on 30 December 2018, most of the town was destroyed, including 53 of the 113 homes, the vicarage, community hall, hostels for the primary school students, a shop, a butcher shop, a bakery, a restaurant and guesthouses.

The involvement of Afrimat and Cape Lime

Cape Lime (established in 1946) has been a full subsidiary of Afrimat since April 2016. Cape Lime produces the highest quality SABS 523 building lime in South Africa.

- Operating as a business unit, we now have access to numerous support functions within the Afrimat group.
- As an extension of our marketing division, sales agents are located at various locations throughout South Africa.
- Our sales also extend to clients outside of South Africa.

Cape Lime was approached by Boland Bouers, the main contractor on this project, to assist with mix designs on lime-based plasters and mortars. Wupperthal's buildings are of heritage value and the idea was to restore the town with the same compatible building materials as when it was built. Where possible, building materials (mostly bricks) were salvaged from the burned-down buildings and re-used with a mixture of lime and sand as the only binder.

CLC building and plaster lime

Lime is known as the 'versatile chemical' and is widely used in a variety of industries – from building, agriculture, paper-making, steel manufacture and waste management to poultry farming, food storage, water treatment and glass production. CLC building lime has a very unique chemical composition, and the same

'THE WUPPERTHAL STORY IS A TRUE TESTIMONY THAT CLC BUILDING LIME CAN BE USED AS A BINDER IN ITS OWN RIGHT, AND NOT JUST AS AN ADDITIVE TO ASSIST CEMENT-BASED PLASTERS AND MORTARS WITH WORKABILITY.'

limitation that prevents its use in high-value markets like the paper, water and industrial industries, among others, actually gives it an excellent advantage over other 'purer limes' in construction.

- CLC lime contains natural impurities that actually assist with its set.
- The fact that it is pressure hydrated gives assurance that all component oxides are hydrated.
- CLC is the only pressure-hydrated SABS 523 building lime in South Africa.

Why CLC building and plaster lime were used for this restoration project

Using building lime as a binder in plasters and mortars (instead of cement) used to be common practice among artisans. But the knowledge and skill required to build with lime has slowly faded over the last few decades, as cement became the dominant binder in the construction industry.

Some historians and restoration contractors still believe that lime needs to be hydrated on site, and there are many with different opinions of how long lime must 'cure' or hydrate to act as a suitable binder in heritage restoration work. The main reason why some believe that the longer lime hydrates the better is to ensure that all particles are hydrated.

Before hydration techniques existed, calcined limestone (oxide) was hydrated in containers, such as an oil drum, or anything that could be used to hold water and burned lime. The lime would then be hydrated to calcium hydroxide, which is what we know today as builders' lime. To ensure that maximum hydration took place, builders would keep the oxide suspended in water for as long as possible. This method is still used today and some believe that this approach provides better quality binders than manufactured lime binders.

The argument for a manufactured SABS 523 lime, such as Cape Lime's CLC lime, is that the calcining and hydration of CLC lime occurs in a controlled environment. This ensures the highest quality control measures, giving



confidence to the end-user that every single particle of product in a bag of CLC is hydrated and will react to carbonate. To the contrary, a site-based hydration process of lime presents numerous quality challenges. Thus, the difference in opinion among builders on how long site hydration must take place.

The renovation and rebuilding of Wupperthal was an eye-opener for many builders and artisans on this project, who found that they could build and plaster with confidence using a cement-free lime-based material like CLC.

The Wupperthal story is a true testimony that CLC building lime can be used as a binder in its own right, and not just as an additive to assist cement-based plasters and mortars with workability.



CLC building and plaster lime was used for Wupperthal's restoration project





JENKINS AND DEMANENG MINES

An interesting year for the iron-ore business

HANNES CRONJE – DIRECTOR – AFRIMAT BULK COMMODITIES

Fluctuating prices

2021 proved to be a rather interesting year for the Northern Cape iron-ore business. While still negotiating all the challenges that the Covid-19 pandemic presented, iron-ore prices reached dazzling heights, something no one predicted. Just when we became used to the sky-high prices, the iron-ore index price more than halved, just to keep us on our toes.

COZA Project – Jenkins Mine

In 2021 the Coza project became a reality with the first groundwork on Jenkins Mine (one of the Coza mining properties) starting in April.

Willie Prins was the pioneer in building the mine, while Mine Manager Japie Fleming and his highly experienced team kick-started production, resulting in the first iron ore being produced in June 2021. The teams from Water World (equipment rental) and ACI (drilling, blasting, crushing and screening) were pivotal in the quick ramp-up of the mine.

'WE WOULD LIKE TO THANK EVERYONE IN THE SUPPORT SERVICES DEPARTMENTS FOR ALL THE HELP WE RECEIVED IN THE NORTHERN CAPE.'

Demaneng Mine

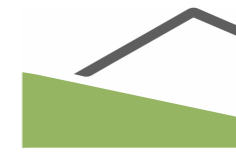
Demaneng Mine produced a very solid production performance for 2021 and was able to capitalise on the high iron-ore prices. Katarien Deysel, the Mine Manager of Demaneng Mine, and her team took on all the challenges of deepening pits and depleting resources with a 'can-do' attitude.

Demaneng Mine further supported the development of Jenkins Mine with human, operational and infrastructure resources leading to a strong team culture in the Northern Cape iron-ore business.

We would like to thank everyone in the support services departments for all the help we received in the Northern Cape. We wish all of our Afrimat colleagues a blessed Christmas with family and friends and look forward to another exciting year as part of the Afrimat family.



Above: Willie Prins and Attie Delpont at the first groundworks on Jenkins
Right (from left): Gerhard Odendaal (MD: Bulk Commodities), Helmut Pool (Independent Non-Executive Director) and Andries van Heerden (CEO) at the iron-ore outcrop on Jenkins before the miners arrived



WETTON READYMIX

The Caledonian Apartments project

DENLEIGH SPOETER – SALES REPRESENTATIVE

Afrimat supplied 1 300 cubes of readymix concrete for the columns and decks of the Caledonian Apartment block in Kenwyn.

We started this project from the ground up with AR Projects. We have completed the first three floors and are awaiting approval for the fourth and fifth decks. The readymix concrete was batched from Afrimat's Wetton plant and the pump was supplied by Granite Pumps. The management and team at AR Projects are very happy with Afrimat's service level and we are looking forward to a great future working together. Thank you to the Afrimat production team for consistently delivering a quality product and excellent service.



'AFRIMAT SUPPLIED 1 300 CUBES OF READY MIX CONCRETE FOR THE COLUMNS AND DECKS OF THE CALEDONIAN APARTMENT BLOCK IN KENWYN.'



Afrimat Head Office welcomes new employees

AFRIMAT SHARED SERVICES AND AFRIMAT MANAGEMENT SERVICES

RENIER VAN COLLER – GROUP HR MANAGER – OPERATIONS

Ethan Stevens

I am glad to announce the appointment of Ethan Stevens as HR Intern (Operations) at our Tygervalley offices.

Ethan completed his BAdmin Honours Degree (Industrial Psychology) at the University of the Western Cape, and is currently enrolled for his Master's Degree in Industrial Psychology.

Ethan started his career journey in 2018 as an Administrative Assistant and later an Academic Tutor at the University of the Western Cape. At the start of 2021 Ethan had a short stint at Bravo Brands where he completed a six-month HR Internship. Ethan has stated that he hopes to learn as much as he can and be exposed to as much as possible as he strives to one day become a registered Industrial Psychologist.

Ethan was born in Robertson and currently resides in Brackenfell. He enjoys sports, eating and experiencing new cuisines, and working out when possible. Ethan is also a massive AC Milan fan and never misses a match. He has been fortunate enough to experience a live match and wishes to one day travel to Italy to experience the Milan Derby.

Please welcome Ethan to his new role and give him all the support in his endeavours.



Ethan Stevens

Loren Abrahams

It is with great pleasure that we announce the appointment of Loren Abrahams. Loren joined Afrimat in July 2021 as the HR Officer for ASS, AMS & Afrimat Limited at the Tyger Valley Office.

'I am from Atlantis in the Western Cape. I am a natural extrovert and I love working with people. In 2014, I completed my undergraduate BCom General Degree at the University of the Western Cape and through hard work and dedication, I graduated cum laude. In 2015, I decided to further my studies and complete my BCom Honours Degree in Industrial Psychology, which was a great learning opportunity I wanted to capitalise on. Since graduating I have worked in various industries where I gained professional working experience in retail, hospitality, higher education, engineering, and oil and gas.

'I enjoy reading motivational books, cooking and ballroom dancing. I am strongly rooted in my faith and thank God every day for my blessings. I am a great believer in working smart, and am always open to new opportunities to grow and develop both personally and professionally.

'I am thrilled about working at Afrimat; there is something special in the leadership and culture, which I'm keen to explore. I am excited for Afrimat and its future, I know that this company is going to thrive and be one of the best mining companies in South Africa.'



Loren Abrahams

Mpho Makhalemele

I am glad to announce the appointment of Mpho Makhalemele as our Organisational Development Assistant based in Lyttleton.

Mpho recently completed his BCom Honours Degree in Industrial Psychology, and is currently studying a Diploma in Human Resource Management and Practices.

Mpho started his career journey in 2019 as an Assistant Organisational Development Consultant, providing organisational effectiveness in a local municipality in Mpumalanga for a year. After completing all the necessary consultancy projects in Mpumalanga, he joined a marketing and advertising agency in Bryanston as an HR Learner.

He has a great interest in psychology and philosophy. He subscribes to teachings and ideologies of selflessness and collectivism, strongly believing that the collective surmounts the individual (Motho ke Motho ka Batho).

His passion lies in working with people and assisting in brightening the path of others and cheering them along. After all, we are woven together in the great web of humanity, and true success is shared success.

Mpho was born in Soweto and currently resides in Katlehong. He enjoys reading, learning new things, aesthetics, African arts, animations, and also spending time in good company. He is really excited to join us and is looking forward to having a great career journey at Afrimat.



Mpho Makhalemele

Siphumelelo Mbali

Siphumelelo Mbali joins our team as Environmental Specialist for the Western and Eastern Cape regions, and is based at our Tyger Valley office.

He hopes to keep growing as a professional and to contribute to the Afrimat team in a meaningful way by assisting with achieving objectives.

He has a Master's Degree (cum laude) in Environmental Water Sciences (Mountain Catchment Hydrology) from the University of the Western Cape and started his career as a Hydrogeologist Assistant Intern at the University of the Western Cape. Thereafter, he worked as an Environmental Consultant at Site Plan Consulting for six years.

He has experience in environmental assessment and management including compiling basic assessment reports, environmental impact assessment and environmental management programmes, financial quantum determinations, environmental audit reports and closure applications within the mining sector.

Siphumelelo was born in Cala in the Eastern Cape and currently resides in Bellville, Cape Town. He loves to have a great laugh with those around him and enjoys thought-provoking conversations about science in general, current affairs and the future direction of the environmental management sector. He also enjoys watching team sports such as soccer, cricket and rugby.



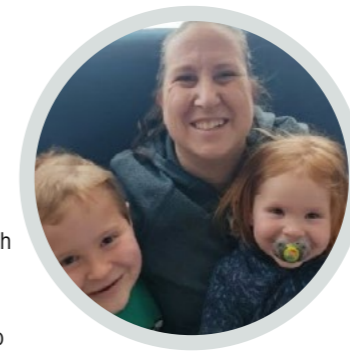
Siphumelelo Mbali

Yvette Thiar

We would like to welcome Yvette Thiar to the team. She joined us on 1 August 2021 as a Business Systems Administrator.

Yvette says that although she grew up in Centurion, Gauteng, she was born in Cape Town and is happy to be back home again. She is married to Andre and they have two children, Sebastian (8) and Isabella (2).

She started her career in software support in 2003 as an Accpac Consultant and has been involved in the construction industry since 2009, where she worked for PERI Formwork and Scaffolding Engineering as a Business Systems Administrator. She also has experience in using Pastel and Sap Business One. She has worked with people from around the world and enjoys interacting with and learning about different cultures.



Yvette Thiar

New ACI Intern Appointments

AFRIMAT CONTRACTING INTERNATIONAL

FAITH KOSA – JUNIOR HR OFFICER

Dorothy Mahlangu

Dorothy worked as an HR Intern at Ferrero Rocher in 2019. She has two qualifications from the Vaal University of Technology: a Diploma and BTech Degree in Human Resources Management. She was appointed in July as the HR Intern at ACI. Her work duties include assisting with recruitment, payroll, disciplinary/IR issues, HR administration, and compiling the disciplinary and sick-leave reports.

Of Afrimat, Dorothy says: 'Afrimat is a great company for acquiring skills. HR is responsible for many sites in different provinces. The job requires extensive HR skills and a good understanding of human nature and I believe I can achieve these as I am surrounded by HR professionals with years of experience in the industry.'

Lerato Kwetepe

Lerato is currently the HRD Intern at ACI and was appointed in July. Her previous role as an HR Intern was at HR Ignite in 2020. She is responsible for the training function and has completed a Higher Certificate and National Diploma in Human Resources Management. Lerato is passionate about education and employee career development. She enjoys the challenges of teamwork and working with people. Her career objective is to acquire skills and knowledge relating to training within the construction industry.

ACI welcomes both Dorothy and Lerato and wishes them a successful learning experience in their professions at Afrimat.



Lerato Kwetepe



Dorothy Mahlangu

'AFRIMAT IS A GREAT COMPANY FOR ACQUIRING SKILLS.'

New appointments at Cape Lime Vredendal

INDUSTRIAL MINERALS VREDENDAL

SEMONIA BEUKES – ADMIN: RECEPTIONIST & HR

Christopher Hendricks joined the Cape Lime team on 14 June 2021 as an Earth Moving Equipment Operator. Welcome to the Afrimat family, Christopher.

We would like to welcome **Wilslow Claase**, who joined our team on 17 September 2021 as a Plant Operator. We asked him a few questions to get to know him.

Tell us about yourself? I grew up in the Vredendal area. It has always been my dream to become part of the Cape Lime family. I am passionate, flexible and adapt well in any situation. My biggest asset is that, as a team worker, I get along well with all role players.

What do you do for fun? I spend time with my family. We have a six-year-old special-needs daughter who requires a lot of attention. She is a learner at the Olifants Association for People with Disabilities. I play a brass instrument called a euphonium in our church orchestra and I participate in the Parkrun in Vredendal. It makes me feel good about myself, clears my mind, keeps me fit for work and is good for my health.

We welcome **Auston Owies**, who joined our team on 1 January 2021 as a Sales Clerk.

What is your favourite quote about life? 'It's never too late to be what you might have been and that hard work beats talent when talent doesn't want to work hard.'

What are you hoping to add to the position? To be able to show initiative and innovation and increase productivity. The more productive I am at my work, the more customer service increases and more business comes our way.

A warm welcome to **Charl Blignaut**, who fills the position as Workshop Supervisor and Mechanic.

Where were you before joining Cape Lime? I worked for a company named Komatsu for seven years.

What do you love about Afrimat/Cape Lime? The friendly people and how well they work in a team.



Christopher Hendricks

'MY BIGGEST ASSET IS THAT, AS A TEAM WORKER, I GET ALONG WELL WITH ALL ROLE PLAYERS.'



Wilslow Claase

'I LOVE THE FRIENDLY PEOPLE AND HOW WELL THEY WORK IN A TEAM.'



Charl Blignaut

'IT'S NEVER TOO LATE TO BE WHAT YOU MIGHT HAVE BEEN AND THAT HARD WORK BEATS TALENT WHEN TALENT DOESN'T WANT TO WORK HARD.'



Auston Owies

New appointments at Cape Lime Robertson

INDUSTRIAL MINERALS ROBERTSON

LINELL ADAMS – ADMIN CLERK

Zodumo Noguda started her journey at Afrimat on 5 August 2020 as a General Worker. She made sure that she gained as much knowledge and work experience as possible in various departments. Zodumo's potential was noticed and she was offered an internship for six months. At the packaging store a permanent position for a Packer was vacant and Zodumo applied. She was considered the best candidate and was appointed to the position. Cape Lime wants to wish Zodumo the best for the future.

On 17 May 2021, **Nolubabalo Benelwa** commenced as Safety, Health and Environmental Intern at Cape Lime Langvlei. Nolubabalo completed her Diploma in 2018 and BTech in Environmental Health at Cape Peninsula University of Technology in 2019. She was born in King William's Town, and then relocated to the Western Cape to further her studies. She is currently under the mentorship of Operations Manager Stephan Becker. 'I have a genuine interest in the health and safety of all employees,' says Nolubabalo. Welcome to the team!

Slo Mbombo

'My journey with Afrimat started in February 2019 at Cape Lime Langvlei. As the first Mechanical Engineering Intern, I learnt a lot about the mining equipment at our disposal as well as the processing of raw material. I also had the opportunity to contribute towards the research and development of innovative lime products such as the hemp blocks and paint. I am grateful to have been part of the management team as a Quality Controller during my internship because it gave me access to the company's information systems, which worked well with my career development and contribution to the success of the company. In March 2021, I was permanently appointed as a Processing Engineer and have since worked with various colleagues on the development of various documents and guidelines such as maintenance process flow, production process flow, plant operating philosophies and laboratory information management systems, to name a few. I would like to thank Afrimat and my colleagues for the opportunities I have received so far.'



Zodumo Noguda



Nolubabalo Benelwa

'I HAVE A GENUINE INTEREST IN THE HEALTH AND SAFETY OF ALL EMPLOYEES.'



Silondolizwe (Slo) Mbombo

'I WOULD LIKE TO THANK AFRIMAT AND MY COLLEAGUES FOR THE OPPORTUNITIES I HAVE RECEIVED SO FAR.'

Welcome to our new employees

CONSTRUCTION MATERIALS AFRIMAT AGGREGATE OPERATIONS, WESTERN CAPE

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER

We would like to welcome **Adrian Jantjies** to Afrimat. He started on 1 September 2021 as a Boilermaker at Kliprug Quarry in the Western Cape and reports to Quarry Manager Dave Herions. Adrian completed his trade test as a Boilermaker in 2010, and joins Afrimat with 10 years' experience. Welcome to the team!

We would like to welcome **Carolina van Zyl** to Afrimat. Although she is not new to the business, she is new to Afrimat Aggregate Operations (AAO). She previously worked in our ACI division, but started at AAO on 1 August 2021. Carolina has been appointed as the new Sales Representative for both the Aggregates and Readymix divisions and reports to Regional Manager Pieter Grove. We wish Carolina all of the best.



Adrian Jantjies



Carolina van Zyl

Welcome to new Ladysmith employees

CONSTRUCTION MATERIALS LADYSMITH, KZN

HEIN GREBE – PLANT MANAGER

Welcome to **Sibusiso Sibiya**, our new Loader Operator and **Zama Ngcobo**, who joined our team as a General Worker.

We wish you both well!



Sibusiso Sibiya



Zama Ngcobo

Words of wisdom after 40 years of service

CONSTRUCTION MATERIALS KZN/FS

REGINALD GWALA – HR MANAGER

A legend within the Afrimat KZN family, our Buyer Ash Goolam started his journey with the Lancaster Group on 8 June 1981! What he thought would be a career building from a diesel mechanic apprenticeship turned out to be something totally different – one with more paper cuts and less oil stains.

There were only four quarries in the Lancaster Group when he started. From there it grew, and after Afrimat was formed, he was put in charge of the entire Buyers Department for 10 KZN quarries and 10 Afrimat concrete products sites. He has kept a strict hand on what was bought and from where. He started in his current position in 2006, after assisting in the department for the previous four years.

During the last 40 years, Ash has travelled nearly 2 000 000 kilometres between his home in Dundee and his work in Vryheid. Although this has been one part that he has not really enjoyed, he has been truly blessed in that he has not been in even one motor vehicle accident. God has kept him safe so that he can live his passion every day as well as live his religion, which is very important to him as he is also a minister.

During the last 40 years he has worked with many different personalities, which has led to a deep understanding of the human psyche. Ash shared the following pearls of wisdom:

- Always remember to appreciate the people who come onto your path; don't take anyone for granted. We all make mistakes; it takes integrity to own our mistakes and learn from them.
- Always follow your passion. It must be the one thing that makes you get up in the morning and allows you to give your best for the day that lies ahead. Be passionate about your job. Always make sure that you have something that you are excited about.
- Remember 1 Corinthians 13:13: 'And now these three remain: faith, hope and love. But the greatest of these is love.' Remember that we spend the majority of our lives at work; let's love our colleagues as family and make our company great, every day.

'WE ALL MAKE MISTAKES; IT TAKES INTEGRITY TO OWN OUR MISTAKES AND LEARN FROM THEM.'



Ash Goolam

Farewell to Cape Lime after 43 years of service

INDUSTRIAL MINERALS VREDENDAL

SEMONTA BEUKES – ADMIN RECEPTIONIST & HR

Mr Jan Skefers joined the Cape Lime family on 8 May 1978. He was appointed as an Earth Moving Equipment Operator on 1 September 2001 under Jompie van Niekerk and was known as a very loyal employee who was exceptionally dedicated to his job and responsibilities.

We will miss Jan and wish him a very happy retirement.



Jan Skefers

A team leader who is always willing to go the extra mile

CONSTRUCTION MATERIALS VRYHEID, KZN

REGINALD GWALA – HR MANAGER

Mshikashika Zwane, Team Leader at Vryheid Quarry, affectionately known as Ntshebe, joined Afrimat in 1991 (then Lancaster).

He was born in Luneburg, a small farming community in eDumbe Local Municipality, KwaZulu-Natal, and moved to Bilanyoni, Paulpietersburg, in 1988. A father of five children and many grandchildren, Ntshebe is a family man, who learnt from an early age to work in order to provide for his family.

At work, he is a life-long learner who holds safety as a central element to the success of the Vryheid Quarry. He says that the best advice ever given to him was to get married because the institution affords stability. The aforementioned is the advice he gives to all young men.

The Vryheid Quarry Manager, Monty Coleman said the following about Ntshebe: 'I know him as a person always willing to assist in order to get the plant/production going. He does not stand back from any hard work. Moreover, each new year he pitches up, cleanly shaven, just to go unshaven for the remainder of the year. Any young man can look up to his willingness and ability to work.'



Mshikashika Zwane

Bidding farewell to retiring employees

CONSTRUCTION MATERIALS LYTTTELTON DOLOMITE

ANGELIQUE STANNARD – HR OFFICER

On 30 September 2021, Lyttelton said farewell to two employees who went on retirement: **Jacobus 'Vossie' Vosloo** (Electrician Charge-hand) after 10 years' service and **Melvin Nzinyana** (Excavator Operator) after five years' service. We wish to thank both men for their contribution, and we wish them well as they enter their golden years.



Melvin Nzinyana with Grant Cupido (Masks were removed for photo purposes)

New-born bundles of joy

CONSTRUCTION MATERIALS DENNEGEUR QUARRY

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

There is no greater blessing than welcoming a new-born baby. We would like to congratulate Perchel van der Westhuizen, Materials Tester at Dennegeur Quarry, and Angelique, on the birth of their beautiful son, Hivaylio, on 24 September 2021.



Baby Hivaylio

CONSTRUCTION MATERIALS

SONJA KLEYNHANS – SENIOR HR OFFICER (CONSTRUCTION MATERIALS – GLEN DOUGLAS DOLOMITE)

Ann von Brandis, Buyer at Glen Douglas, became a grandmother for the first time on 6 August 2021 when her grandson, Elijah Jasen Buys, was born. Congratulations on the beautiful bundle of joy.



Ann with her grandson, Elija

Fondly remembering Desmond Hendricks

CONSTRUCTION MATERIALS WORCESTER LAB

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

It is with sadness, but also incredible respect and admiration that we remember **Desmond Hendricks** who passed away on 22 September 2021.

Desmond, who joined Afrimat on 10 July 2017, was employed as a Senior Material Tester at the Worcester Lab. Desmond was a hard worker and achieved a lot in the short period he was with Afrimat. He had a remarkable impact on his team as well as anyone he came in contact with. The way in which Desmond has navigated life will surely leave a lasting legacy on the loved ones he leaves behind.

We think of his wife, Jolene, and daughter, Meah, and our prayers go out to them during this period of heartache.



Desmond Hendricks

Quality over quantity in the face of Covid-19

CONSTRUCTION MATERIALS SA BLOCK

MAGDA DE BRUYN – SALES CONSULTANT

What a magical carpet ride it has been! 2020, with all of its uncertainty, surprises and uncharted waters had us thinking 2021 would be the year of change, and it certainly was.

My year kicked off with a huge bang! Being diagnosed with Covid-19 on 1 January 2021 was a terrible shock. The virus that everyone fears and 'happened to other people' hit home. I took every care to protect myself and yet still got sick.

For a few days, it was touch and go for me. Now, I can joke about it, but looking back, I thought I was going to die and at one point, I wished I would.

But I made it through and ended up with a new lease on life!

It is for this reason that I am exceptionally thankful for the people in my life: my family, friends (both human and furry ones) and colleagues.

None of us knows how long we have on this earth. Being confronted by the concept of 'time left' makes one think... Would you live differently? Would you climb that mountain or travel to that destination you've only ever dreamed about?

Life is made up of hundreds of small, happy moments, and it is how you spend every second of them that matters.

Don't regret the things you have done. Regret those you have not yet done.

I am part of a very close, tight-knit team at Afrimat and I want to thank my colleagues for being such a special part of my life!

Bring it on, 2022! I am not scared of you!



Top right: My sales family, Alina and Kalay from SA Block and Glen Douglas on Heritage Day



Right: My weighbridge family at SA Block on Heritage Day

Below: My family on my daughter's 21st Birthday

(Masks were removed for photo purposes)



Encouraging employees to study further

CONSTRUCTION MATERIALS ULUNDI, KZN

REGINALD GWALA – HR MANAGER

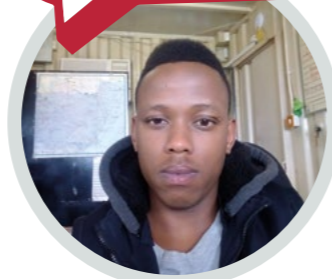
Phumlani Khumalo from Ulundi in the Zululand region of KwaZulu-Natal graduated from the Durban University of Technology with a Diploma in Public Relations Management and Marketing in 2016. He joined the Afrimat family on 1 March 2021 as Sales Admin Coordinator on a fixed-term contract at the Mkuze ACP branch.

Prior to joining the company, Phumlani worked in the retail sector for two years. His confidence, customer-care and communication skills, and his ability to accept and learn from criticism have grown since joining the company, and he attributes this to management support and a flexible mentorship programme.

The learning culture in Afrimat has encouraged him to further his studies in 2022, and he will be enrolling for a BTech Degree in Communication Studies.

Phumlani says, 'The atmosphere of joy and positivity at the Mkuze site allows the employees to consistently deliver.'

'THE ATMOSPHERE OF JOY AND POSITIVITY AT THE MKUZE SITE ALLOWS THE EMPLOYEES TO CONSISTENTLY DELIVER.'



Phumlani Khumalo

Team Mkuze identifies with Afrimat Values

CONSTRUCTION MATERIALS MKUZE, KZN

REGINALD GWALA – HR MANAGER

The team at the Mkuze ACP Branch is happy to be employed by Afrimat because the company affords them an opportunity to learn and grow within the organisation. Regarding Afrimat's values, they identify with respect the most as they firmly believe that mutual respect is the foundation for building strong and healthy work relationships. Sifiso Gina, the Site Shop Steward says, 'This was evident when Kim Mzimela joined the Mkuze ACP team as our Plantswoman in March. This is the first time we're being led by a female at Mkuze, and she has been received with love and respect.'

The team thanks the company for providing a healthy and safe working environment, for building new changerooms and showers, and providing regular updates on Covid-19.

'THIS IS THE FIRST TIME WE'RE BEING LED BY A FEMALE AT MKUZE, AND KIM MZIMELA HAS BEEN RECEIVED WITH LOVE AND RESPECT.'



Back row, from left to right: N Mavuso, SV Mntungwa, FT Fakude, M Mthombeni, PM Ngwenya, JT Fakude, SE Gina. Front row, from left to right: JG Myeni, S Nyandeni, N Tembe, SM Mthethwa, PM Khumalo, LM Myeni

Paying it forward

CONSTRUCTION MATERIALS QWAQWA, FREE STATE

REGINALD GWALA – HR MANAGER

Affectionately known as Rasta, Sibusiso Joseph Masuku, joined Afrimat's Maritzburg Quarry in 2007 from H&I Building Construction, as a General Worker operating the Jaw Machine before being moved to operate the mobile plant.

In 2008, he was transferred with the mobile plant to our Quarry in QwaQwa, Free State.

In 2009, then based at Ulundi, Rasta learnt how to operate the excavator. Soon after, he was transferred to Hluhluwe where he is currently based as a Multi-Skilled Operator.

Passionate about his work and a leader in his own right, Rasta mentors young operators on site about the safety aspects of being an operator and other work-related tasks, as he believes that this is key to their success in years to come.

Rasta attributes his success at Afrimat to hard work, dedication and loyalty. In his spare time, he enjoys watching live soccer as he is an avid Orlando Pirates, Ezimnyama Ngenkani, supporter.



'Rasta' Masuku

ACI investing in skills development

AFRIMAT CONTRACTING INTERNATIONAL

LERATO KWETEPE – HRD INTERN

One of the Afrimat Way values is skills and competence. At Afrimat Contracting International, we believe in empowering and enhancing the skills of our employees while ensuring that we adhere to the Social Labour Plan (SLP) commitments. ACI held several training programmes this year, and all of our employees proved competent and qualified to operate the machines. Well done to them!



Arnold Ledwaba



Mandla Buda

Congratulations to the following employees for passing their AET exams. We wish them all the best with their final exams.

Dingwell Quarry

Elija Malumane Communication Level 3
Vusi Madonsela Communication Level 1
Tsepo Maseko Communication Level 1

ACI

Wiseman Mathonsi Communication Level 4

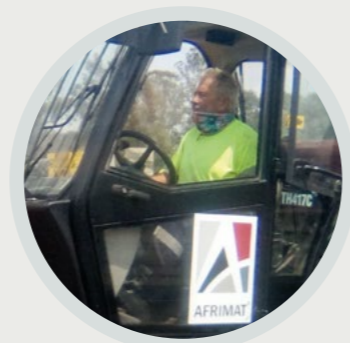
Congratulations to **Rethabile Makgareetse** for obtaining his Trade Test Certificate as a Heavy Equipment Mechanic.

Congratulations to ACI's operators

Arnold Ledwaba (Jaw Crusher Operator)
Mandla Buda (Learner)
Samuel Esterhuizen (Machine Operator)
Stephanus Hattingh (Senior Boiler Maker)
Tidima Mashasha (Machine Operator)



Samuel Esterhuizen



Stephanus Hattingh



Tidima Mashasha



Forklift training at ACI

Welcome (back), O'Ryan Samuels

CONSTRUCTION MATERIALS WORCESTER WORKSHOP

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

We would like to welcome O'Ryan Samuels back to Afrimat. He re-joined Afrimat on 1 July 2021 as a Diesel Mechanic based at the Worcester workshop reporting to Jorrie Jordaan. O'Ryan started his journey with Afrimat in 2017 as a Diesel Mechanic Learner and is now qualified as a Diesel Mechanic. We are happy to have him back and hope he has the best time at Afrimat.



O'Ryan Samuels

Taking an innovative approach

AFRIMAT HEAD OFFICE, TYGER VALLEY

MPHO MAKHALEMELE – ORGANISATIONAL DEVELOPMENT ASSISTANT – HUMAN RESOURCES

Group Tribologist Colin Nieuwoudt has made an impactful discovery that will contribute to both the engineering community and the general public.

Tribology consists of a number of fields and areas of focus, both in study and application. Generating problem-solving processes in this line of work can be tricky, but despite all the complex concepts and interdisciplinary challenges, Colin Nieuwoudt managed to develop an innovative way of using magnets to reduce oil contamination in the lubrication systems of cone crushers.

This innovation has helped Afrimat to reduce costs and maintain and operate lubrication systems more efficiently. In addition, Colin's contribution has assisted the tribology community to better navigate key and grand challenges within the practice.

Due to this remarkable and innovative discovery, the South African Institute of Tribology awarded Colin with the Best Technical Achievement Award.



Colin Nieuwoudt

'COLIN'S CONTRIBUTION HAS ASSISTED THE TRIBOLOGY COMMUNITY TO BETTER NAVIGATE KEY AND GRAND CHALLENGES WITHIN THE PRACTICE.'

Celebrating 10 years at Cape Lime

INDUSTRIAL MINERALS VREDENDAL

SEMOMIA BEUKES – ADMIN: RECEPTIONIST & HR

Piet Pieters

Congratulations to Piet Pieters, our Shift Supervisor, for completing 10 years of continuous service with Cape Lime. Piet joined the company as a Plant Operator on 1 September 2011.

Michael Cupido

Congratulations to Michael Cupido, our Process Controller Operator, for completing 10 years of continuous service with Cape Lime Vredendal. Michael joined the company as a Plant Operator in September 2011.



Piet Pieters



Michael Cupido

ACI focusing on culture and employee engagement

AFRIMAT CONTRACTING INTERNATIONAL

LOUISA ROESTOF – SENIOR HR OFFICER

The Afrimat Way was introduced to us in April 2019 and, since then, I am sure we can agree that many things have changed in our lives as well as the world.

During this time so many pressures, uncertainties and negativity surrounded us, but we still kept our chins up and fought our way through in an atmosphere of joy and positivity, and with each other's support.

During our HR planning for 2021, our team realised we needed to revisit the importance of our Vision, Values and The Afrimat Way. We needed to remind ourselves and our colleagues that each of us has a place of importance within our respective teams, business units and families.

We started with small projects that could add value and nurture inclusion. We printed new employee cards for our staff, which included a photo to remind us of each other's smiles that would normally beam back at us and which are now hidden behind masks. On the back of the employee cards, we added The Afrimat Way on a sticker to help us lead by example and be reminded of the way we do things.

We are busy placing new boards on containers, breakrooms and caucus spaces containing our Vision, Values and The Afrimat Way, to make sure we are reminded daily of their importance and how they impact our work and colleagues, and how we all need to model the way for each other.

Each employee receives a phone call or SMS on their birthday with wishes for the year ahead. We make random calls to employees to check in on how they are doing and to receive customer feedback to ensure we support them where possible.

A quarterly ACI Internal Newsletter was created, where we share information on any questions asked, changes that have occurred, practical information on pay slips, and current information like Covid-19 awareness and mental health issues.

On our site visits, we focus on employee engagement, understanding the work and how it is done, the challenges that are faced and how we can assist with improving conditions or PPE to ensure an optimal working environment.

We are still busy with many other initiatives aimed at adding value and we look forward to many more engagements with our colleagues in the new year.



Above: New employee check-in cards
Below: Signage reflecting Afrimat's Value, Vision and The Afrimat Way



'WE STARTED WITH SMALL PROJECTS THAT COULD ADD VALUE AND NURTURE INCLUSION.'

Afrimatter wins annual Tigerfish Bonanza

KZN – NORTH CLUSTER

KOBUS MEYER – AREA MANAGER – KZN & FREE STATE REGION

The annual Tigerfish Bonanza was held over the weekend of 24 and 25 September at the Jozini Dam in Northern KwaZulu-Natal. This was the first time since the Covid-19 outbreak that this prestigious event has taken place. Entries were limited to 135 boats and a little less than 400 anglers. The Sodwana Ski Boat Club hosted and organised the event, and on the 23rd, teams arrived at the club's camping grounds. I entered this well organised competition with my twin sons, Roelof and Johan, as crew. My eldest son, Pieter, also participated with his own boat and crew.

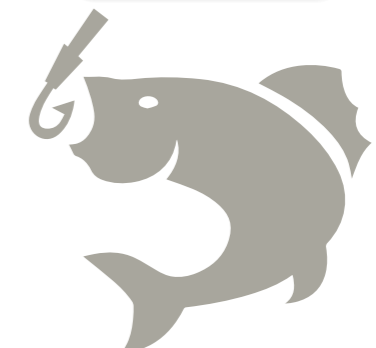
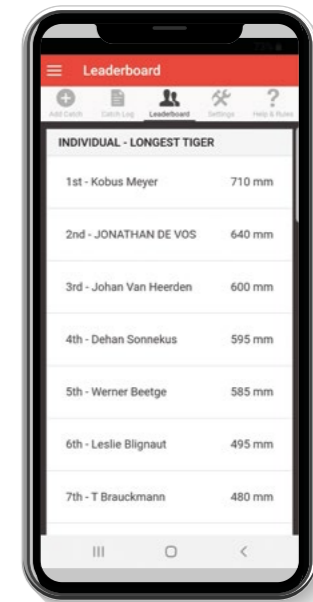
It's a catch-and-release event, and this year the organisers made use of interesting technology. Each angler had to download the 'LeftSwim' app on their mobile phones and every boat was issued with a measurement carpet. Once an angler registered on the system, the app could be used to capture an image of the fish on the tape with the boat number token displayed on the fish. The image was then submitted and, once accepted by the marshals, green-ticked as entered into the competition. In this way the fish could be released again in a short time, ensuring its survival.

It was a challenging competition, but we managed to land a beautiful tigerfish measuring 710mm in length, which put us at the top of the leaderboard. It was an absolute privilege to share this special event my three sons.

'IT WAS AN ABSOLUTE PRIVILEGE TO SHARE THIS SPECIAL EVENT WITH MY THREE SONS.'



Top: Kobus Meyer with his winning catch
Right: The winning log
Below: Kobus with his twin sons, Roelof and Johan





Our Way

Caring Environment

- Family
- Caring for people
- Growing people
- Treating people as equals
- Commitment
- Embrace diversity
- See people as people, not an object
- Zero harm to employees, the community and the environment
- Community Development

Results Driven

- Profitability
- Non-bureaucratic, not a corporate company
- Big vision and stretching goals
- Healthy Finances
- Effective and reliable systems

Skills & Competence

- Right people in the right place
- Ownership and responsibility
- Learning culture
- In-depth knowledge of legislation and requirements

Entrepreneurial Drive

- Innovation and creativity
- See opportunity and pursuing them
- Agility and flexibility
- Calculated risk taking

Humility & Belief

- Trust in God
- Psalms 127
- Acknowledge mistakes
- Servant leadership
- Confidence with modesty

Important Relationships

- Delighted and satisfied customers
- Customer centric
- Cooperative and collaborative
- Respect for stakeholders
- Integrity
- Transparency
- Ethical
- Brutal honesty

Teamwork

- Inspire a shared vision
- Interdependence
- Imperfect unity
- Trust and accountability
- Motivated personnel
- Communication and feedback
- Sharing
- Respect

Empowering

- Support across boundaries
- Finding talent in unusual places
- Modelling the way
- Celebrate small successes
- Recognition

Winning Attitude

- Tenacity
- Fighting spirit
- Outside of comfort zone, not in panic zone
- Perseverance and determination
- Stretching each other
- Healthy competition
- Passionate

HEALTH & SAFETY MATTERS

AFRIMAT GROUP

Covid-19 update

LETISHA VAN DEN BERG – GROUP SAFETY, HEALTH AND ENVIRONMENTAL MANAGER

The third wave of Covid-19 hit Afrimat at the beginning of May and declined by September, resulting in 148 days when the Group was severely affected.

The graph shows that with the first and second waves, there was a sharp peak and sharp decline. The third wave had lower peaks but took place over a longer period of time.

Covid-19 wave comparisons

It is interesting to note that the total cases for persons under investigation (PUIs) was lower during the third wave than during the first two waves, but the number of positive Covid-19 cases was three times more.

Managing a difficult situation The Afrimat Way

The Delta variant, being the most contagious so far, definitely had a more serious and negative impact, and severely impacted our operations. Our managers really had to draw on all the Afrimat magic (teamwork, humility, ensuring a caring environment, having a winning attitude and remaining results-driven) to ensure no operation came to a complete standstill during this time. Please take a moment to recognise the positive impact they – and you – have made during this time.

Counting our blessings

We are blessed in the sense that we saw a lower fatality rate during the third wave than during the first two. We remain thankful for every Afrimatter who is still part of our family.

Condolences

We extend our sincerest condolences to the Afrimatters and their families who have experienced loss during this time.

The way forward: Getting vaccinated

The main aim is to ensure all Afrimatters are vaccinated and I invite you to contact your HR Department, Manager, Supervisor, SHE team or medical support staff to answer any questions you may have regarding the vaccine.

I also invite you to share your views on the vaccination process via the SMS line or directly with the people mentioned above.

We will only return to some form of the 'old normal' if we consistently follow Covid-19 protocols and ensure we are fully vaccinated.

Note: You can still contract the virus even if you are fully vaccinated, but your symptoms will be less severe.

Does the COVID-19 vaccine have side-effects?

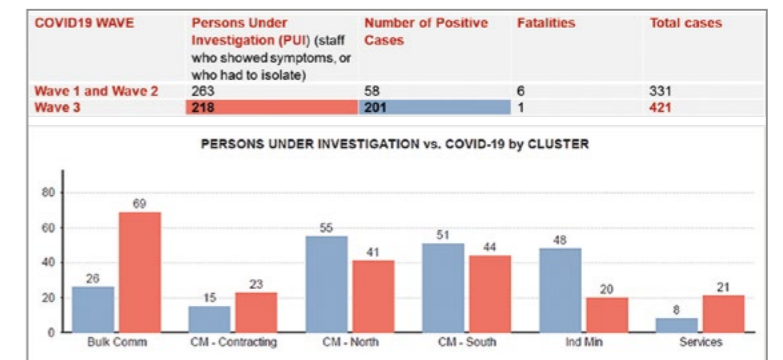
As with all medicines, side effects can occur after getting a COVID-19 vaccine. However, these side effects are transient (24-48 hours), and serious side effects (allergic reactions) are exceedingly rare. The fact is: The risk of the disease by far outweighs the risks of the COVID-19 vaccines.

Why are Vaccines important?

- To prevent morbidity & mortality
- To achieve herd immunity & prevent ongoing transmission

When a person gets vaccinated against a disease, their risk of infection is also reduced.

#VaccineRolloutStrategySA



Persons under investigation vs Covid-19 by cluster

Everything within an atmosphere of joy and positivity

SA BLOCK

SA Block vaccination drive

GERALDINE COOPER – HR OFFICER

In October, we held a vaccination drive for SA Block. Initially, when we informed staff that they could sign up to receive the vaccine, only 60 employees did so. However, when word spread that 60 employees had put their names on the list, many more came to my office with requests to also sign up. In the end, 130 employees received their Johnson & Johnson job, taking our original percentage of 11.6% to 76.35% of our employees being fully vaccinated!

Some feedback from staff:

'I got my vaccine on 5 October. Initially I had my doubts and I was scared, but it felt like any other injection. The nurses told us not to take any medication for that day. My side effects started later that day. I had a headache and felt dizzy for about three days,

'THE IDEA TO INVITE THE NURSES TO OUR WORKPLACE WAS BRILLIANT AS WE DIDN'T HAVE TO USE OUR LEAVE DAYS.'



after which I was fine. I would like to say thank you to our management for organising that for us. We really appreciate it.' Precious Myeni (Weighbridge Clerk)

'The idea to invite the nurses to our workplace was brilliant as we didn't have to use our leave days. It really helped with our production not being affected and us not being absent from work. The actual injection was not that bad; however, the after-effects were not good on some of us, making it hard to cope with our duties the following day. We should probably have done it on a Friday, so we could rest and let our bodies deal with the side effects at home. Nonetheless, we are thankful to our SA Block management for putting our health and safety first.' Lerato Mashiloane (Diesel Clerk)



Staff after receiving their vaccination (Masks were removed for photo purposes)

NKOMATI ANTHRACITE

Supporting the national vaccination drive

INNOCENT SITHOLE – HR OFFICER

Delegates from the Department of Health, Ehlanzeni District and Nkomazi Local Municipality led by delegates from the Office of the Presidency visited Nkomati Anthracite for a second national vaccination drive on 23 September 2021, to encourage our employees aged 18 and older to get vaccinated and protect themselves and their families from Covid-19.

They first came in August this year for employees aged 35 and older, of which 55 people in this group were vaccinated, including employees, sub-contractors and community leaders.

Our General Manager, Willem Hattingh, welcomed MEC Sasekani Manzini and delegates from Nkomazi

'IN TOTAL 113 PEOPLE WERE VACCINATED, INCLUDING A NUMBER OF SUB-CONTRACTORS.'



Local Municipality, the Office of the Presidency and SAPS, as well as ward councillors, and the MMC for Community Services, and delivered a brief company profile and our current status regarding employees who are already vaccinated.

The MEC and the delegates were taken on a site tour of the lab before she addressed the workforce to encourage them to get vaccinated.

We appreciate the HR team for assisting in preparing and setting the stage for this event and ensuring the smooth running of the whole process.

In total 113 people were vaccinated, including a number of sub-contractors.



Employees getting vaccinated

AFRIMAT DEMANENG MINE

Demaneng committed to achieving goals safely

KATARIEN DEYSEL – MINE MANAGER

During the first quarter of 2021, our final product tonnes were below budget as a result of rain delays and wet plant material. For the second quarter and the first month of the third quarter, final product tonnes exceeded budget, with July 2021 reflecting the best ever final product tonnes produced (92 346 tonnes) since business rescue.

Covid-19 protocols remain a focus and a good overall safety performance was hindered with an LTI (lost time injury) in September 2021. Despite some safety setbacks, the Demaneng team remains committed to achieving our targets safely and effectively.

It is important for all Demaneng employees to remain focused on the importance of working safely while achieving operational goals. Demaneng continued with safety initiatives, especially during the last part of 2021, to build and promote positive morale among everyone at the mine.

Management and employee teams remain committed to achieving high standards of healthy relationships, safety and production, and ensuring the effective running and sustainability of Demaneng Mine's operations. One-on-one discussions by managers and supervisors contributed to improved relationships, teamwork and trust in general.

Healthy employee relations are key, and stable relationships were maintained throughout the year, contributing to positive and motivated staff, who continue to strive towards value-adding contributions to ensure the success of the business.

From Afrimat Demaneng, we wish all Afrimatters and service providers a blessed Christmas and a very safe and prosperous 2022. May God protect and bless Afrimat and all its people.



Safety first: our staff sporting PPE

'IT IS IMPORTANT FOR ALL DEMANENG EMPLOYEES TO REMAIN FOCUSED ON THE IMPORTANCE OF WORKING SAFELY WHILE ACHIEVING OPERATIONAL GOALS.'



Demaneng Mine by night

COVID-19 VACCINATION AWARENESS



The vaccine saves lives!

Is it safe to get the COVID-19 vaccine?

Yes.

Before receiving authorisation from the World Health Organization (WHO) and the South African Health Products Regulatory Authority (SAHPRA), COVID-19 vaccines undergo rigorous testing in clinical trials to prove that they meet internationally agreed standards for safety and efficacy.

Scan this code with a smartphone to read more



SCAN ME

How do vaccines work and how does it help to keep me safe?



SCAN ME

- Vaccines contain weakened or inactive parts of a virus that trigger an immune response within the body.
- This weakened version will not cause the disease in the person receiving the vaccine, but it will prompt their immune system to respond as it would have on its first reaction to the actual virus.
- Some vaccines require multiple doses. This is sometimes needed to allow for the production of long-lived antibodies and the development of memory cells.
- In this way, the body is trained to fight the specific disease-causing organism, building up the memory of the pathogen so as to rapidly fight it if and when exposed in the future.



SCAN ME

COVID-19 vaccine MYTHS vs scientific FACT

MYTH: The COVID-19 vaccines will alter my DNA.

TRUTH: Having a COVID-19 vaccine will NOT alter your DNA.

COVID-19 vaccines rely on and use messenger RNA (mRNA), which has a piece of the genetic code that does not in any way alter the DNA in our cells. mRNA is fragile and quickly degrades once inside our body. Our cells break down and get rid of the mRNA soon after it is finished using the instructions.

MYTH: The COVID-19 vaccine will give me COVID-19.

TRUTH: A COVID-19 vaccine does not contain any of the live virus that causes COVID-19 so it CANNOT give you COVID-19.

MYTH: The COVID-19 vaccine will make the injected arm magnetic.

TRUTH: This is FALSE. COVID-19 vaccines do not contain ingredients that can produce an electromagnetic field at the site of your injection. Objects could potentially stick to the oils or sweat on your skin, but nothing more.

MYTH: I don't need the COVID-19 vaccine if I have already had COVID-19.

TRUTH: If you have recovered from COVID-19, your body will have produced antibodies against the disease. However, you could still contract the disease again. Getting the vaccine even if you have already had COVID-19 is the only way to maintain your immune response for longer than natural immunity lasts for. The vaccine also stimulates your immune system to fight COVID-19 more effectively than the infection.

Afrimat National Marketing Department

Beware of FAKE NEWS

Trusted sources:

World Health Organisation (www.who.int) & SA Corona Virus Portal (www.sacoronavirus.co.za)

SA BLOCK

SA Block: We planted our roots, just like our new olive tree

GERALDINE COOPER – HR OFFICER/SITE ADMINISTRATOR

On 1 September, the team celebrated Spring Day by planting a wild olive tree (indigenous to South Africa) at SA Block, and like this tree, the team is also new to the site.

In past years SA Block has experienced a difficult 'winter' season: from the tough economic crunch, section 189s to bitter-sweet goodbyes and the loss of legends. But this gave rise to the birth of a fresh era for us in the form of a new supervisory team, who, like this tree, had to learn to adapt to new soil, the elements and the dust we complain about daily but secretly love!

The team

Dirk Swanepoel (Maintenance Supervisor) took the baton from the late Joe Boyle, who is and will always be dearly missed. Dirk is quirky, his work ethic a rare commodity, and his attention to detail and passion for 'everything in its place' is to be commended.

David Makhubu (Production Supervisor), who has taken over from the late Moses Shabalala, gives off a very rough exterior but is a softie if ever I've met one. David was flung into the deep end but he has shown great strength with how he has handled the challenge that was set for him.

John Flannagan (Auto Workshop Supervisor) is our encourager, someone who always uplifts the team with kind words and a pat on the back to say 'you're doing well, keep going'. He has a heart of gold and has a beautiful down-to-earth soul. Uncle John is a softie but definitely not a pushover.

Sihle Monyebane (Electrical Supervisor) is confident and savvy with a comeback for everything, but he is anything but a hothead. He is the youngest member of the team but not lacking in wisdom, ambition and follow-through. His easy-going nature has made him a genuine shoulder to lean on for many.

Ren Swanepoel (Manager) is unlike most managers I've come across. Ren is personable and approachable, yet his passion for discipline and correctness keeps the site and his team in check at all times. There's nothing worse than having a tyrant ruling over you, and luckily that's not Ren. He is a trooper.

We can't forget our weighbridge staff, represented in the photo by Anna Mantsi (Weighbridge Clerk), who form an integral part of our business. They are the first and most critical point of contact between sales and our clients, and we value them for that.

Others who are an integral part of our business's success are:

- The cart and dry trolley operators whose personalities shine through in the smiles on their faces or the serious expressions they wear when pushing targets.
- The parcelling ladies, whose strength and beauty are remarkable and inspiring.
- The block machine operators who are hidden from view but form a huge part of the heartbeat of the business.
- The truck drivers, who keep aggregate bins full like veins and arteries carry blood to the body.
- The maintenance and electrical guys who are the white blood cells that keep the plant up and running and healthy.

Like this beautiful wild olive tree, each person has 'planted roots' here. SA Block is our home away from home, filled with kind smiles, genuine laughter and honest hard labour. Like this tree, we need to brave the elements, but with the right soil, sunlight and water, we make strong bricks – and people – at SA Block (Pty) Ltd.

'THE TEAM CELEBRATED SPRING DAY BY PLANTING A WILD OLIVE TREE AT SA BLOCK, AND LIKE THIS TREE, THE TEAM IS ALSO NEW TO THE SITE.'



Left to right: Dirk Swanepoel (Maintenance Supervisor), David Makhubu (Production Supervisor), John Flannagan (Auto Workshop Supervisor), Sihle Monyebane (Electrical Supervisor), Ren Swanepoel (Manager) and Geraldine Cooper (HR Officer) and Anna Mantsi (Weighbridge Clerk)



Geraldine Cooper HR Officer/ Site Administrator and Anna Mantsi (Weighbridge Clerk)



DEMANENG MINE AND HEAD OFFICE: TYGER VALLEY

Making meaningful contributions toward education

RENIER VAN COLLER – GROUP HR MANAGER – OPERATIONS & TANYA PRETORIUS – NATIONAL MARKETING OFFICER

At Afrimat, we believe that our culture is an important component of our success, making it a company where people want to work.

Ensuring a shared and unified culture across Afrimat is of crucial importance and a critical enabler of our success and sustainability.

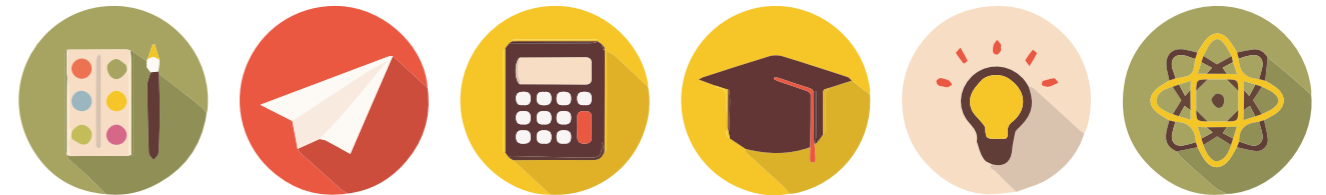
Because we are genuinely passionate about South Africa, Afrimat believes in creating value, not only for its shareholders but also for people in the communities where it operates. This is done through the expenditure of funds we have committed towards our Social and Labour Plans, and Supplier Enterprise Development initiatives.

We are therefore very proud to have been able to make a meaningful contribution to Dr GJ Joubert Primary – with the aim of

Right: Martin Leukes (Principal), Dr Henk Punt (SSCC Director), Charles Terhoeven (Complete Office Solutions), Renier van Coller (Afrimat Group HR Manager), Lumka Mbonda (Afrimat Social Labour Plan Officer), Trudie Schoeman (SSCC) and Marguerite Wahl (SSCC Director)



'SUPPORTING EDUCATION REMAINS A FOCAL POINT FOR THE GROUP AND, THROUGH THE YEARS, WE HAVE SEEN ITS SUCCESSFUL IMPACT ACROSS OUR GEOGRAPHICAL FOOTPRINT.'



facilitating sustainable change in under-resourced schools and building stronger schools from the inside-out – which aligns with the mission of Strong Schools whom we partnered with for this initiative.

Our Bulk Commodities Division made the donation (of R50 000) towards white boards and other projects and also allocated funds (R10 000) for life skills programmes for teachers and learners. On 30 September we attended the official handover at the school.

Supporting education remains a focal point for the group and through the years, we have seen its successful impact across our geographical footprint.

We hope that through our donation, we not only contribute towards enhancing the teaching process for the educators, but also enhance the learning experience of the students.

Right: A classroom at Dr GJ Joubert Primary



AFRIMAT CONTRACTING INTERNATIONAL

ACI celebrates Heritage Day

DOROTHY MAHLANGU – HR INTERN

Heritage Day is the day when we recognise and celebrate the cultural diversity in our country. At ACI we took the opportunity to celebrate our Rainbow Nation. Staff took part by wearing traditional attire and we held a braai. Everyone was filled with excitement and looked beautiful.

Cultures that were represented included Basotho, Tsonga, Voortrekker, Ndebele and Swati.

We also found out interesting facts about the cultures that were represented on the day.

Basotho: When a woman gives birth to a girl child as a firstborn, the relatives and friends soak the father in water. If the firstborn is a boy, the father is beaten with a stick.

Tsonga: If a husband has not finished paying Lobola for his wife and she passes away, he will be obliged to finish paying Lobola before he lays his wife to rest.

Voortrekker: Folk dance is a traditional Afrikaans dance that is usually performed at social gatherings to bring people together. The most famous traditional Afrikaans dishes are potjiekos, bobotie, milk tart and koeksisters.

Ndebele: A bride must stay with her in-laws a week before they pay lobola. The day before they take her back to her family home to pay lobola, her in-laws perform a ceremony and give her a special name.

Swati: According to Swati culture, consuming fish is taboo. Consumption of eggs and dairy by females is also taboo. There are also clan-specific taboos relating to particular birds and wild animals.



From left: Bruce Moolman (Senior Buyer), Susan Viljoen (Buyer Assistance) and Thabiso Ngobeni (Senior Diesel Clerk) (Masks removed for photo purposes)



From left: Vernon Strauss (Health and Safety Officer), Bruce Moolman (Senior Buyer), Susan Viljoen (Buyer Assistance), Mirriam Malai (Senior Creditor Clerk), Thabiso Ngobeni (Senior Diesel Clerk), Dorothy Mahlangu (HR Intern) and Faith Kosa (Junior HR Officer) (Masks removed for photo purposes)



From left: Faith Kosa (Junior HR Officer) and Mirriam Malai (Senior Creditor Clerk) (Masks were removed for photo purposes)

GLEN DOUGLAS DOLOMITE

Glen Douglas celebrates Heritage Day

SONJA KLEYNHANS – SENIOR HR OFFICER

As is the custom at Glen Douglas, we celebrate Heritage Day every year, and this year was no different. All employees were invited to dress up in either their traditional clothes or colours on Thursday, 23 September 2021.

Many employees participated in this fun dress-up day, but unfortunately not everyone can win the best-dressed prize. Among all the employees who participated, the top seven best dressed were selected. The rest of the employees then had to vote for their favourites and the employee with the most votes won the best-dressed prize.

The participants dressed in the following traditional clothing:

Kalay Naidoo – Indian

Alina Molaba – Zulu

Radeema Riley – Indian

Magda de Bruyn – Voortrekker

Nondumiso Xaba – Zulu

Junior Mazibuko – Zulu

Reginah Sebolai – Tswana



Radeema Riley, in her beautiful light-blue Indian sari, won the best-dressed prize, and Magda de Bruyn, in her Voortrekker attire, was chosen as the runner-up. Thank you to each employee who celebrated Heritage Day. I leave you with Nelson Mandela's words: 'Our rich and varied cultural heritage has a profound power to help build our nation.'

Overall it was a nice event and all the women received a small gift in celebration of Women's Day.



From left: Kalay Naidoo, Alina Molaba, Radeema Riley (best dressed), Magda de Bruyn (runner up – best dressed), Nondumiso Xaba, Junior Mazibuko and Reginah Sebolai

SA BLOCK

Heritage Day: SA Block hosts lunch for team

REN SWANEPOEL - MANAGER

On 23 September, the team at SA Block celebrated Heritage Day by hosting a lunch consisting of traditional Zulu, Swati, Pedi, Sotho and Afrikaner dishes.

Well done to the weighbridge team for coming up with this great initiative! The team was treated to the following traditional dishes, which everyone enjoyed:

Zulu: Uphuthu and amasi

Swati: Ikhabishi and mogodu (usu)

Pedi: Pap (ting)

Sotho: Dombolo, African mash potato and traditional cooked chicken

Afrikaner: Boerewors roll and sauce

The team also dressed up in traditional attire (masks removed for photos).



Far left: Geraldine Cooper and Sinethemba Ndamase
Left: Geraldine Cooper and Phumzile Zwane



Above, from left: Lerato Mashiloane, Precious Myeni, Hannes Nagel, Annah Mantsi and Gloria Masondo



Far left: Lerato Moleli and Geraldine Cooper

Left: David Makhubu and Ntombizanele Manzana

LYTTELTON DOLOMITE: MARBLE HALL MINE

Casual Day fun

ANGELIQUE STANNARD – HR OFFICER

Lyttelton Centurion celebrated Casual Day for People with Disabilities on 3 September 2021. The theme was 'Courage and Kindness'. We urged the employees to dress in purple or something that makes them feel brave. The employees chose the winners by cheering for their favourites:

Winner: William Kubayi

Runner-up: Sizwe Mdlletshe

3rd place: Rina Wiehman

4th place: Deogracious Maletswa, Loraine Maja, Nomsa Maseko and Tinny Mphaladi

We also had a lucky draw where names were picked out of a hat. The lucky-draw winners were Richard Mathebula and Deogracious Maletswa. We wish to thank every single employee for participating.



Clockwise from top left: Winner William Kubayi; Davin Giles; Cecile Cilliers; (from left) Runner-up Sizwe Mdlletshe, 3rd place Rina Wiehman and 4th places Deogracious Maletswa, Loraine Maja, Nomsa Maseko and Tinny Mphaladi; (from left) Natasha Delpoit, Patience Hlongwane, Poppy Gaarekwe and Betty Hlongwane; Lucky-draw winners Richard Mathebula and Deogracious Maletswa (Masks were removed for photo purposes)

AFRIMAT HEAD OFFICE – TYGER VALLEY

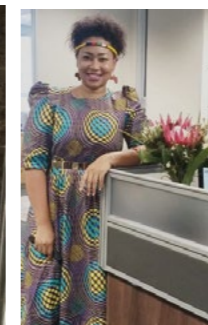
Casual Day fun at Tyger Valley

NATASHA HARTLEY – EXECUTIVE ASSISTANT

Our Tyger Valley office combined Spring Day and Casual Day and celebrated them with a flowery twist on Friday, 3 September. In support of Casual Day, all staff dressed up to the theme of 'Courage and Kindness' inspired by Disney 'royalty'. Staff also participated in a spring-clean stationery drive and donated excess stationery to a charity organisation selected by the winner of the best-dressed 'prince' or 'princess'. The initiative was geared towards cleaning our workstations.

Marlene Botha was crowned the winner and, the kind-hearted princess that she is, she donated her winnings to a school chosen by our African princess, Nicole Jarvis. Everything was done in true Afrimat style – within an atmosphere of joy and positivity.

'IN SUPPORT OF CASUAL DAY, ALL STAFF DRESSED UP TO THE THEME OF COURAGE AND KINDNESS'



Top: The group of Head Office ladies who participated
Above: Nicole Jarvis
Left: Marlene Botha

AFRIMAT WORCESTER

Behind bars for a good cause

DRIES BURGER – SWITCHBOARD OPERATOR

On Friday, 1 October, 19 people participated in the Association for the Sensory Disabled's (ASD) Jailbreak Project. This year, R80 000 was raised.

The 19 participants were 'taken into custody' by safety members of Capital Security and put behind bars at the Worcester Lions Club. A cell was installed especially for the event, with members of the correctional services manning the cell. Participants then had to raise funds to post 'bail'.

This initiative was first started in 2003 by Theresa Robberts who with Collette and Kenneth Kelley are the founding members of ASD in Tulbagh Street, Worcester. This year, the event was streamed on WOES-TV via YouTube and Facebook.

Participants this year: Dries Burger (Afrimat), Maré Bezuidenhout (Nuy Winery), Dori-Anne Martin (Worcester Primary), Philip Viljoen (Intégro), Jaco van Dyk and Hamilton Wessels (Woes-TV), Riaan Harmse and Zandre Harmse (Jan Bom Braai), Jurie Matthee (Worcester Plaatmetaal), Martin Klopper (MK Financial Services), Martin Oberholzer (Buco Worcester), Hester de Wet (Willow Creek Olive Estate), Lionel Holm (Golden Valley Casino), Michael Moore (Tony's Truck Centre), Elzaan Zeeman (Witels-verhuring), Duane Philips (MBA Greater Boland) and Chantel van Zyl (Re-Max Infinity). Two participants from the muni-cipality were unfortunately in isolation due to Covid-19.

I, in my capacity as Chairman of the committee, and Nicolette Labuschagne (Manager at ASD) would like to thank everyone who participated, Capital Security, Golden Valley Casino, WOES TV and Worcester Correctional Services for making the event possible, and Worcester Lions Club, Orbit Boland and Tiger Wheel & Tyre for their donations.



Jaco van Dyk (WOES TV Presenter) and Dries Burger



Dries Burger behind bars for the Jailbreak Project

AFRIMAT MARBLE HALL MINE

Women's Day Celebration at Marble Hall Mine

LEBOGANG SIYOBA – HR MANAGER

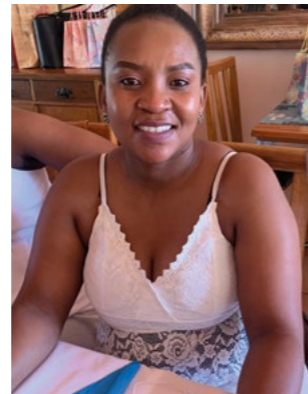
In celebration of Women's Day, Afrimat Marble Hall Mine Manager Ruan Smit treated all the women from the office to a three-course lunch at one of the local restaurants. To say we were excited is an understatement. In true female style, we had a themed dress code of 'All White' for the occasion. The mine manager's message for the day was to encourage the women to never doubt themselves at work, never to compare themselves with their male counterparts, and to always remember that they are special to Afrimat.



Noilikie Makgwale



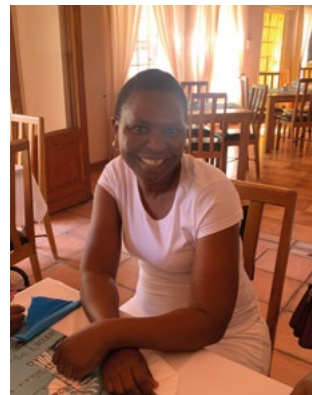
Margaret Ntuli



Masello Mogula



Olga Ndaba



Angelina Serudu



Felecity Masiavhula



Johanna Madiba



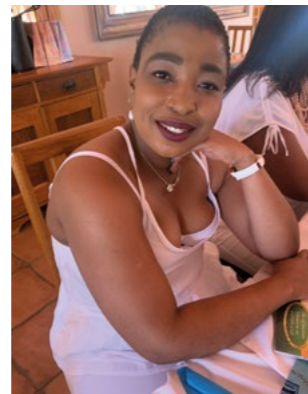
Ruan Smit



Lebogang Siyoba



Lucia Mashiloane



Mapule Tladi



Selina Masehla

AFRIMAT DEMANENG MINE

Women's Day: Focusing on Mental Health

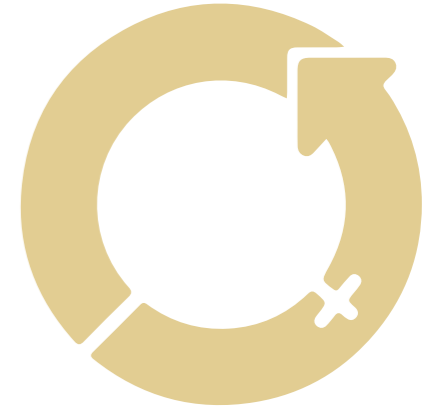
NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

As part of Women's Day, Demaneng decided to celebrate the women on the mine by having a small gathering on 10 August, observing all social-distancing measures and Covid-19 protocols.

Thirty-seven out of the 58 women on site attended (some were on shift and were not able to join us). Last year this time there were only 24 women working on the mine.

The initiative was to celebrate the women on site as well as raise awareness about mental health issues. Sister Ethan Engelbrecht from Kalahari Med give an insightful talk on the subject.

It was also an initiative to discuss Women in Mining (WIM). By ways of nomination and voting, a new WIM structure was established at Demaneng, with Slindile Mamba elected as the Chairperson and Blanche Coad as Vice-Chairperson.



'THE INITIATIVE WAS TO CELEBRATE THE WOMEN ON SITE AS WELL AS RAISE AWARENESS ABOUT MENTAL HEALTH ISSUES.'



Above: Celebrating Women's Day at Demaneng
Right: Goodie bags filled with treats for the ladies



AFRIMAT GROUP

Targeting cash customers through Google Ads

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

A trusted Business-2-Business approach

Afrimat has a strong business-to-business strategy and focus, with long-standing customers and a trusted reputation for consistently delivering quality products and services.

Something new: Targeting the cash customer

The business has grown significantly over the past few years and, similar to our diversified business strategy, the National Marketing Department is also diversifying its approach to sales and marketing by implementing tools that allow us to also target cash customers directly.

Adapting our marketing efforts

As a result, we are undertaking campaigns and embarking on marketing efforts that are focused locally with a direct impact (eg. operation-specific promotions and cash-sales incentives), as well as implementing targeted digital campaigns that we are trialling via Google Ads for selected business operations.

Hello, Google Ads

Google Ads allows businesses to reach anyone who uses Google to search for information, products and services online.

How does Google Ads work?

- Through Google Ads, you pay to have a Google Ad for your business displayed to customers who search for relevant terms (keywords) on Google Search and Maps. Google Ads is a key digital marketing tool for any business that is looking to get meaningful ad copy in front of its target audience.
- Through Google Ads, you pay only for actual, measurable results, such as website clicks and business calls. This structure is known as a pay-per-click (PPC) campaign.
- You can set a monthly Google Ads campaign ad-spend cap that Google will automatically follow, and you can choose your target audience.

Insights gained from using Google Ads for Afrimat

1. A large pool of potential customers is searching on Google for the products and services we offer.
2. Our competitors are consistently utilising Google Ads.
3. We can build a database of potential cash customers from the data generated with each campaign.

'GOOGLE ADS ALLOWS BUSINESSES TO REACH ANYONE WHO USES GOOGLE TO SEARCH FOR INFORMATION, PRODUCTS AND SERVICES ONLINE.'

Success story

On Sunday, 5 September 2021, a customer phoned Bevin Cornelius (Commercial Manager, WC) after seeing our Google Ad. Bevin assisted with a quote, gave the customer a follow-up call first thing on Monday morning and the customer's readymix order was delivered on Tuesday, with the driver confirming with the customer that the delivery was made.

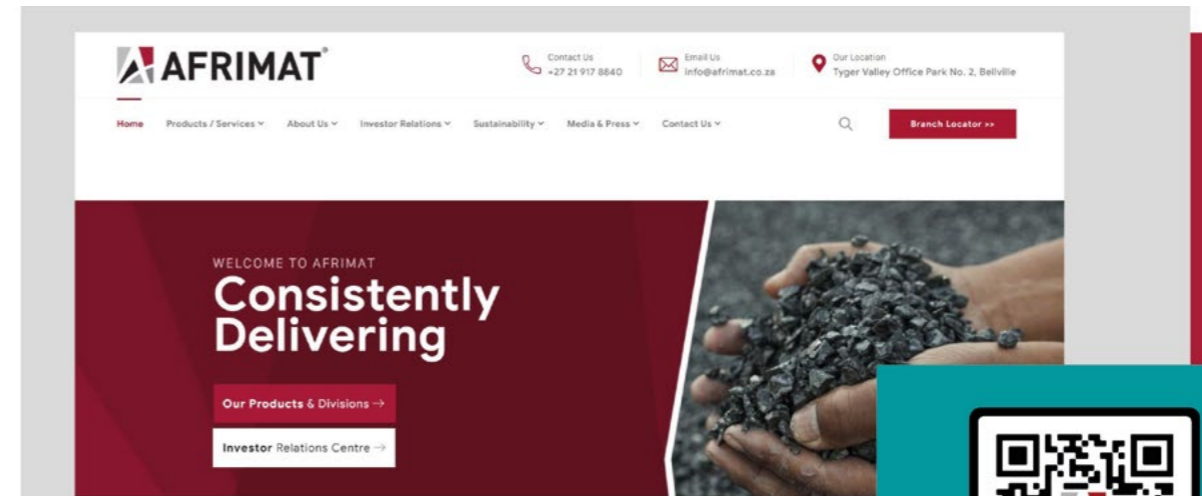
The customer was so impressed with our service that she sent an email to the sales team, thanking them and agreeing to tell other people about our service. This is exactly the type of success we are aiming for through our Google Ad campaigns.



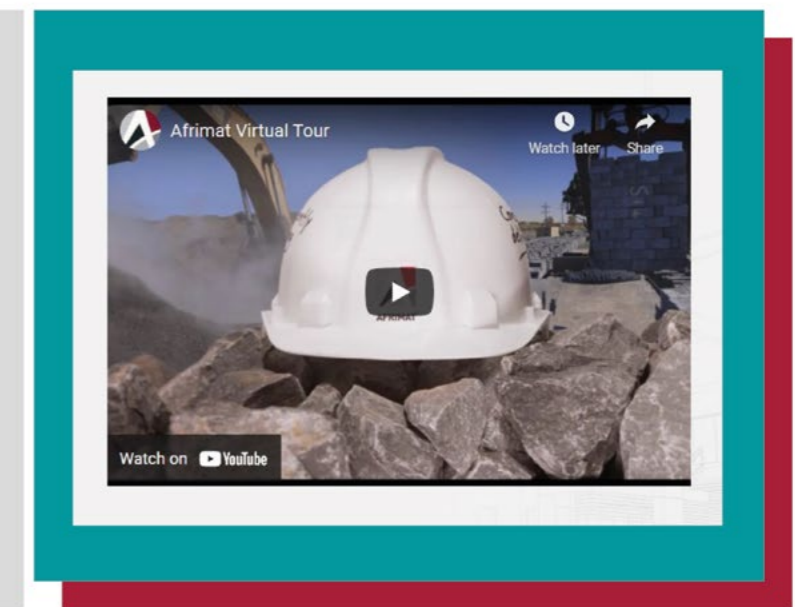
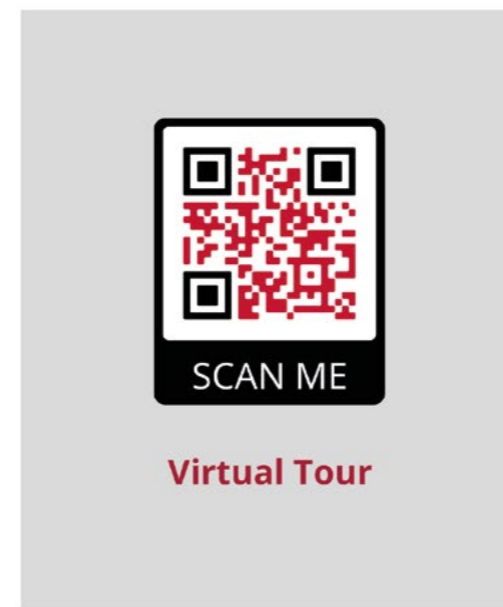
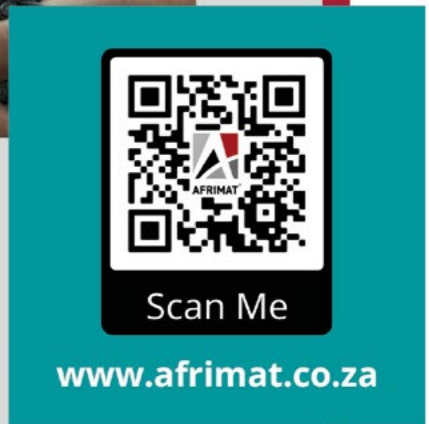
AFRIMAT GROUP

Have a look! The new Afrimat website and Virtual Tour!

TANYA PRETORIUS – NATIONAL MARKETING OFFICER



- Learn more about our divisions and numerous product offerings.
- Stay up to date with the latest Afrimat news.
- Know of someone in need of a bursary, internship or new position? Keep an eye on our careers portal.



BUSINESS DEVELOPMENT

Leveraging opportunities for Afrimat

GRANT DREYER – HEAD OF BUSINESS DEVELOPMENT & STRATEGY

Over the course of the last year, the Business Development team has been busy executing the opportunities within our pipeline, optimising the transactions recently concluded and identifying exciting new growth platforms for the group.

We are fortunate to work alongside many operational teams within Afrimat that demonstrate the operational excellence and world-class execution capability on which we have always prided ourselves. It is the capability and exceptional teamwork of the many functions within our group that enable the unlocking of value from the opportunities identified.

Executing opportunities

In May 2021, we concluded binding sales agreements with Aquila Resources, an Australian based entity owned by Baosteel (a Chinese state-owned enterprise), the largest producer of steel in the world, to acquire the Gravenhage manganese mine for approximately US\$45 million (approx. R675 million). Gravenhage is a 20+ year life-of-mine manganese operation, targeting approximately 1.5 million tons of manganese per annum.

The transaction has been approved by the Competition Commission and the Chinese State Authorities. The remaining conditions are the granting of a Water Use License and the successful transfer of the mining right to Afrimat. We are confident that this will be achieved early in the new year and that operations will be initiated shortly after, with first product volumes being expected in the second quarter of 2023.

Gravenhage will form part of the Bulk Commodities cluster under the leadership of Gerhard Odendaal. Chris de Vries has been appointed Project Director anchoring the project implementation plan and business case optimisation. A project team and steering committee have been established to ensure that we extract maximum value from the resource in the most efficient and effective manner, whilst ensuring we have appropriately mitigated the identified risks.

Gravenhage is an exciting project due to its size, inherently good-quality ore and strong demand fundamentals, and will provide Afrimat with long-term foreign-currency earnings, further expanding our Northern Cape footprint and diversification strategy.

Optimising transactions

In terms of optimising recently concluded transactions, the first relates to the Unicorn Capital Partners transaction that has allowed Afrimat to become the owner of the Nkomati Anthracite Mine. This was concluded in November 2020. The operational team has made incredible progress after suffering numerous setbacks, demonstrating tenacity and lionheartedness. Well done to all involved from the conclusion and implementation of a very complex transaction, involving a business rescue process and a complete restructuring of the business, through to operational execution, especially under very difficult circumstances. It is estimated that Nkomati will deliver approximately 250 000 saleable tons in the financial year

ending 28 February 2022 and will ramp up sales to +540 thousand per annum in the years following.

Secondly, the Jenkins Mine, which was part of the Coza transaction, concluded in August 2020, and was established in record time by Hannes Cronje's team. It came into production this year supplying iron ore to Arcelor-Mittal – currently in ramp-up phase but targeting 1.25m tons per annum.

We are further focusing on optimising logistics solutions in the Northern Cape, evaluating further growth and assessing expansion opportunities for the construction materials cluster.

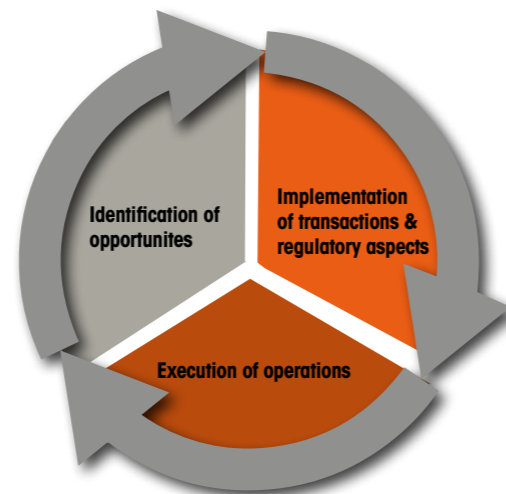
Identifying new growth platforms

In assessing new opportunities, we find commodities that are constrained on the supply side and that have good demand fundamentals over the long term very attractive.

The team has identified some very exciting opportunities that could position Afrimat for growth relating to two major global trends, namely the advancement of technology and the growing concern around food insecurity. In addition, the evaluation of technology used to beneficiate and process material has yielded some exciting results and we hope to share this in more detail soon.

We are excited about what the future holds and the opportunities available. These require that we continuously scan the environment within which we operate and understand what we are capable of doing. We remain prudent in our investment decisions, ensuring we consider the group's current position, financially and strategically, and ensure our investments are able to generate sustainable value through the capital cycle.

Thank you to everyone who played a role in enabling the identification of these opportunities, the implementation of the transactions and regulatory aspects and, finally, the execution of the operations.



Highlights

Operating profit up **65,0%** to R582,8 million

Headline earnings per share ('HEPS') up **60,5%** to 295,1 cents

Interim dividend per share of **58,0 cents**

Operating profit margin **24,1%**

Net cash from operating activities of **R806,5 million**

Strong balance sheet with net cash position

**DIVERSIFICATION
DRIVING GROWTH**

Unaudited condensed consolidated interim financial results

for the six months ended 31 August 2021



AFRIMAT MANAGEMENT SERVICES

Introducing our new Group Financial Manager

LOREN ABRAHAMS – HR OFFICER

Welcome to Dirk Kotze, our new Group Financial Manager! We asked Dirk to tell us more about himself.

Tell us about your qualifications and experience? I'm a qualified CA(SA) and studied an MBA through the University of Stellenbosch. I did my articles and worked at Shoprite Checkers before starting my own business. I went back into finance in 2014 and looked after the Africa businesses of Oxford University Press until 2020.

What are your hobbies and interests? I'm a tennis fanatic and love the occasional game of golf. I also enjoy movies and TV series way more than I should!

Why did you choose Afrimat? Afrimat is a growing entrepreneurial company without the corporate noise, and I love that! There is plenty of opportunity for the company to grow. Afrimat also offers its employees the opportunity to grow, which I think is wonderful.

What excites you about your new role? Every day is a new day with a new challenge. Never a dull moment. I get to work with amazing, driven and motivated people on a range of projects.

Does the job come with challenges? For sure, and that's why I'm here every day!

Favourite quote: 'Learning is the only thing the mind never exhausts, never fears, and never regrets.' Leonardo Da Vinci



'AFRIMAT IS A GROWING ENTREPRENEURIAL COMPANY WITHOUT THE CORPORATE NOISE, AND I LOVE THAT!'

AFRIMAT LIMITED

Afrimat's Corporate Financial Manager reaches Top 5 at Rising Star Awards

PIETER DE WIT – CHIEF FINANCIAL OFFICER

Congratulations to Mariette Swart, our Corporate Financial Manager, for reaching the Top 5 at this year's Accenture Rising Star Awards.

We are exceptionally proud of you!

The Rising Star Programme was established for the purposes of recognising, celebrating and connecting talented people who have a capacity for achievement and success. The qualities that elevate Rising Stars to the top go beyond performance and technical excellence. Rising Stars are polished, brilliant individuals with tremendous promise and great talent who excel for reasons that go far beyond their technical abilities alone. (awards.risingstar.co.za/)

'THE QUALITIES THAT ELEVATE RISING STARS TO THE TOP GO BEYOND PERFORMANCE AND TECHNICAL EXCELLENCE.'



MONEY MATTERS

Make your money work for you

What can I do to make financially smart decisions?

- Plan a budget
- Stick to my budget
- Never spend more than I have
- Take my time when considering big purchases
- Don't let my emotions influence my spending
- Try to save a bit of my income every month
- Plan for a rainy day
- Plan for my retirement
- Get advice when I need it

- When you actively try to **save your money**, your money will work for you. **Be the boss of your finances.**
- When you actively **spend more than you have** - resulting in having to **borrow money** - then **your money is the boss of you.**

Beware of Loan Sharks

5 things to think about before signing for a loan:

How will borrowing this money now affect my finances in the future?

- You must be certain you can afford to repay the loan, perhaps in addition to other debt you already have.

What do I need the money for?

- Be sure you are not making the decision to borrow money to satisfy a whim.

Is the purchase necessary now?

- Be honest about whether what you want to use the money for, is not something that can wait until you have saved enough money for it. Do you really need a loan?

Can I afford this loan?

- Do not let your heart rule your head when answering this question. If you cannot meet your repayments at the interest rate agreed upon, these purchases could turn your life into a financial nightmare.

Am I dealing with reputable companies?

- Be especially careful of money lenders. When you borrow money, you have to disclose sensitive information. Many money lending scams are fronts for identity theft. Not all online platforms can guarantee the security of your information either. Always do your homework and ensure that whomever you are dealing with is reputable.

5 signs you are dealing with a dodgy money lender:

- There is a limited or non-existent paper trail – no contract or record of payments.
- What you signed for is not what you get. You may suddenly find the loan amount or interest rate has increased.
- If they want your passport or bank card as security. **This is illegal**
- They refuse to allow you to settle your debt.
- They resort to intimidation and threats.

Contact your HR Manager if you are struggling with debt

Afrimat National Marketing Department

AFRIMAT AGGREGATES KZN

Afrimat Aggregates KZN invests in identifying talent

REGINALD GWALA – HR MANAGER
TANYA PRETORIUS – NATIONAL MARKETING OFFICER

The Msinga Local Municipality hosted its Career Development Expo at the Pomeroy Sports Complex on Wednesday, 22 September 2021. Afrimat Aggregates KZN participated in this Department of Mineral Resources and Energy (DMRE) initiative by sharing information on the numerous skills development programmes we offer, including learnerships, internships and bursary opportunities.

Nicola Lotz, the company's HRD Officer, explained that it is through these programmes that we are able to identify, develop and enhance skills, using the base of critical skills identified by the Mining Qualifications Authority (MQA).

Furthermore, Afrimat identifies and develops talent from within the company and surrounding communities through various programmes, which include education, mining skills-related training and through mentoring of empowerment groups.

The Youth Coordinator at Msinga Local Municipality, Mrs Nompumelelo Mkhwanazi, extended the council's gratitude to Afrimat for being 'an integral part of the Career Development Expo 2021. We witnessed the youth of Msinga gathering much needed information at the Afrimat desk.'

'AFRIMAT IDENTIFIES AND DEVELOPS TALENT FROM WITHIN THE COMPANY AND SURROUNDING COMMUNITIES THROUGH VARIOUS PROGRAMMES'



Afrimat participated in the Msinga Local Municipality's Career Development Expo

CAPE LIME ROBERTSON

Basic training and development at Cape Lime Robertson

LINELL ADAMS – ADMIN CLERK

We value the training and development of our employees, because we believe that it is crucial to ensuring the success of our business. Employees were nominated to receive SHE Rep and first aid training. All Langvlei employees also received basic firefighting training.



Langvlei employees received basic firefighting training

CAPE LIME VREDENDAL

Women in Mining Programme at Cape Lime Vredendal

SEMONIA BEUKES – ADMIN: RECEPTIONIST & HR

Cape Lime started the Women in Mining Programme in 2020 and contracted four ladies on the first programme. From 2020's programme, Annastacia Kakuru, was appointed as the first female Earth Moving Equipment Operator at Vredendal. Congratulations!

The second intake of four ladies commenced in March 2021. Of this intake, three ladies, Auderne Cloete, Johnnecia Engelbrecht and Angelica Horns, successfully completed their training and were appointed as Mining Operators.



From left: Annastacia Kakuru, Auderne Cloete and Angelica Horns (Masks were removed for photo purposes)



Johnnecia Engelbrecht

HLUHLUWE QUARRY

Acting Plant Supervisor successfully passes Trade Test

REGINALD GWALA – HR MANAGER

Acting Plantsman at the Hluhluwe Quarry, Willie Thamsanqa Cana, started his journey with Afrimat in 2006 as a Truck Driver at the Vryheid Quarry. He was transferred to Hluhluwe at the beginning of 2007, where his Manager, Marius Kruger, saw his potential and encouraged him to upskill himself. Marius would go on to mentor him throughout his Mechanical Fitter journey, which started in 2016.

Willie was delighted to pass his Trade Test at the beginning of 2021, and is grateful to the Hluhluwe team, whom he leaned – and continues to lean – on for support. Importantly, Willie is grateful to his wife, MaMthembu, and the couple's three daughters who are a positive motivating force in his life, helping to drive his success. Willie's humble background, growing up at Mvuzini Area, 45km outside Vryheid, has taught him focus, belief and endurance.

'WILLIE IS GRATEFUL TO HIS WIFE AND THREE DAUGHTERS WHO ARE A POSITIVE MOTIVATING FORCE IN HIS LIFE!'



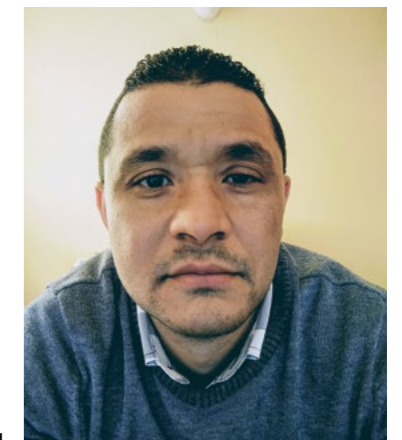
Willie Thamsanqa Cana

CAPE LIME VREDENDAL

You are never too old to try something new

SEMONIA BEUKES – ADMIN: RECEPTIONIST & HR

Congratulations to Elmar Africa who completed his Electrician Apprenticeship at Cape Lime Robertson on September 2021. Elmar started his career as a Learnership Electrician in 2017 at Cape Lime Robertson and is now at Vredendal. He shares the following message: 'You are never too old to tackle something new. I completed my electrical career 16 years after finishing my studies in 2005.'



Elmar Africa

Note: Masks removed for photos

AFRIMAT HEAD OFFICE

Shared Services: Training & development highlights of the year

WREFORD HUDSON: SENIOR HRD OFFICER

Mentorship

A mentor is not someone who walks ahead of us and tells us how they did it. A mentor is someone who walks alongside us to guide us in what we can do.

This was the message we wanted to convey to all of the employees who attended the re-launch of the Afrimat Mentorship Programme in 2021. Training was done throughout the group in order to develop both our mentors and mentees and get the relationships going. Since March this year, we have been able to train 84 mentors notwithstanding the challenges Covid-19 presented.

As our CEO, Andries van Heerden, says, 'A mentor is someone who can be very influential in your career,' and we urge our employees to participate in our new Mentorship Programme.

Afrilead

As you all know, Afrilead is our own internal Leadership Development Programme and we were delighted to have been able to re-start the revised programme as no training could take place in 2020.

During last year we decided to redesign the programme so that it aligns with Our Way as well as with international trends. During the year, 36 employees completed the programme from the various Afrimat Business Units.

Afrimat Management Development Programme (AMDP)

This year was officially the first year in which all seven modules of the Afrimat Management Development Programme (AMDP) were presented. The initial objective of the programme was to develop our Mine and Quarry Managers, and although that is still the objective, the programme has since evolved and employees are able to attend elective modules as per their development needs.

During the year, 64 employees completed at least one of the seven AMDP modules. In order to successfully complete the AMDP, employees have to complete a case study based on the seven modules and present their findings to a panel consisting of senior management. The first presentations are scheduled for December 2021.

Learnerships & Internships

Developing the youth of the company is always a priority and it was another successful year in terms of our learnership and internship programmes. We currently have 40 learners in our Learnership Programme. We also had 10 learners who traded and, of the 10, we were able to permanently employ six during the year.

Our Internship Programmes have also evolved – all types of internships have a set programme that needs to be followed with progress presentations taking place every six months. Currently we have 43 interns ranging from technical to administrative. We were able to permanently employ eight interns who completed their programmes.

Study Assistance and Adult Education and Training (AET)

In order to be competitive in the industry, it is important that our employees are literate, competent and abreast of the latest trends. In Afrimat we believe that the development of our own employees plays a crucial role in ensuring successful growth.

During the year we had several employees participating in our Adult Education and Training (AET) programme in order to get their literacy level up to Grade 9. Throughout the group, a total of 158 employees enrolled in the AET programme.

As part of our Strategic Training we were able to assist 47 employees through our Study Assistance Programme in order for them to further their education.

Afrimat Supervisory Development Programme

In September we were delighted to officially kick-start our Afrimat Supervisory Development Programme (ASDP). The programme has been designed to upskill our supervisors and give them the necessary skills and competencies in order to excel in their roles as supervisors and team leaders.

The programme consists of several practical and theoretical training modules, ranging from leadership to technical skills training such as welding, rigging and slinging. Employees who have been nominated will complete the programme over two years with quarterly progress assessments.

'DEVELOPING THE YOUTH OF THE COMPANY IS ALWAYS A PRIORITY AND IT WAS ANOTHER SUCCESSFUL YEAR IN TERMS OF OUR LEARNERSHIP AND INTERNSHIP PROGRAMMES.'



Above: Participants in the Afrilead programme



Participants in the Mentorship Programme



Anton Barnard



Bevin Cornelius



Brenda Slatery



Jeff Hoffman



Lloyd Minter



Pieter Grove



Rubin Bebe



South Cluster tea



Wilhelm Nel



Adele de Villiers



AFRIMAT MARBLE HALL MINE

Developing our employees The Afrimat Way

LEBOGANG SIYOBA – HR MANAGER & SELINAH MASEHLA – HR TRAINEE

At Afrimat Marble Hall, we are passionate and deliberate about living The Afrimat Way and key elements such as 'Skills and Competence', 'Empowering' and 'Caring Environment' form part of our day-to-day operations.

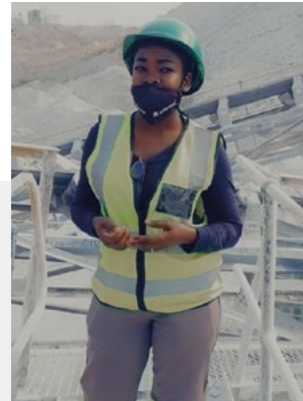
We believe in developing the skills and competence of our employees to ensure maximum performance in their daily duties and for them to excel in their careers.

We asked the following employees to tell us about their journey at Afrimat and share tips and secrets to their success:



I started my journey with Afrimat in 2009 in Centurion where I was employed as an Assistant Fitter. In 2013, I was promoted to work as a Boilermaker Assistant. I worked for two years and that's when my hard work and dedication paid off. In 2015, I was given the opportunity to take part in a learning and training programme. Afrimat registered me for the required courses and learnerships and I obtained my Boilermaker Trade Test with EBDA in 2018. During my journey, I was offered the opportunity to work at Marble Hall for six months as a Junior Boilermaker. After this period of time, I was supposed to go back to Centurion but Afrimat was impressed with my work ethic and appointed me as a Junior Boilermaker permanently. In 2021, I was further blessed and was promoted to Boilermaker. Afrimat is not just a company, but a roof under which I've grown for both myself and my family.'

David Makamu, Boilermaker



'I joined Afrimat Marble Hall in March 2016 as an Admin Assistant. I learnt more about administration duties and got a chance to visit the Marble Hall Plants for exposure. What I love most about Afrimat is that they allow employees to grow in various ways, including training, learnership programmes, portable skills, bursary programme, etc. I applied for a bursary to study a BCom in HR, which fortunately was approved. I would like to take this opportunity to thank Afrimat for taking me to school. I chose Human Resources Management as a career path and I believe I will succeed and grow with Afrimat. I'm currently working as an HR Trainee under the mentorship of Lebogang Siyoba. So far, so great!'

Selinah Masehla, HR Trainee



'I joined Afrimat on 13 May 2019 as an Apprentice Fitter Learner and completed my trade test on 15 June 2021 at the EBDA training center. On 1 August 2021, I was offered a job opportunity as a Junior Fitter. I am very grateful for the opportunity that Afrimat offered me. I was not certain of my future when I was doing the training but, because I was placed at the right company, I am now permanent. I would like to encourage other students to travel their path with a positive mindset.'

Thabo Madisha, Junior Fitter



'I joined Afrimat Marble Hall in 2017 as a Boilermaker Apprentice. The training was for three years, but I made it in two-and-half years and qualified as a Boilermaker in 2019. In 2020, I was appointed as Boilermaker Aide. My former supervisor, Norman Miriyoni, gave me a chance to explore this field. During his absence at work, I did my work perfectly. That's when Afrimat saw the potential in me and appointed me as a Junior Boilermaker in July 2021. I would like to take this opportunity to thank Afrimat for the opportunity, because I couldn't be where I am today by myself. I am looking forward to growing with the company.'

Tumelo Maifo, Junior Boilermaker



'I joined Afrimat in March 2019 as a Finance Intern under the supervision of Cecile Cilliers. My journey at Afrimat was good and it was worth it because I learned a lot from my colleagues in the Finance Department. I did my two-year Internship Programme and I was fortunate enough to be appointed as an Invoice Administrator at Marble Hall in May 2021. Afrimat is a company that offers graduates an excellent learning opportunity in the mining industry, and the programme is very helpful for graduates seeking to be accountable and work within a team. I thank Afrimat for giving me the opportunity to go through the Internship Programme. I am grateful for the support I have received from every colleague who has made this journey a worthy one. Through this exposure I'm proud to call myself a product of Afrimat.'

Mmathapelo Malapane, Invoice Administrator



'I started at Afrimat Marble Hall Mine as an Electrical Learner through EBDA (Ergo Business Development Academy). In 2016, I qualified as an Electrician. I applied for a Plant Operator post in August 2017 and worked for three months. I was then appointed as a Team Leader in the Production Department at Marble Hall. In October 2019, I was appointed as a Junior Electrician and in July 2021, I was promoted to Electrician. Through my journey at Afrimat, I would say hard work is the key to great achievement.'

Nkululeko Mtshweni, Electrician



'I started working at Afrimat in February 2015 as a Mobile Crusher Operator. In June 2016, I was appointed as Plant Operator and, as I was new to the position, I had much to learn from my colleagues who taught me the importance of a checklist, break-downs and the lockout procedure. In June 2021, I was promoted to work as an Engineering Aide, but due to Covid-19 cases that affected Afrimat and the world at large, I only started on 2 August 2021. It is a privilege to be part of the Afrimat team and I wish to grab every opportunity given to me with both hands.'

Phillimon Mabogoane, Engineering Aide



I started working at Afrimat Marble Hall in 2017 as a Cleaner. It was a temporary position for three months, after which I was offered a permanent cleaning position. In April 2018, I was offered an opportunity to learn how to use the Winbridge System at the Weighbridge for 12 months. I was also offered the opportunity to learn admin duties including capturing of KPIs. In April 2021, I was promoted from Cleaner to Admin Assistant. Everything changed. I went from zero to hero for my family and my two beautiful girls. Working at Afrimat showed me that with God everything is possible. I also learnt that respect and trust will take you far. I am happy and proud to be part of the Afrimat family. I look forward to more changes and opportunities in my life. Power to the Afrimat family.'

Olga Ndaba, Admin Assistant

'I WOULD LIKE TO TAKE THIS OPPORTUNITY TO THANK AFRIMAT FOR TAKING ME TO SCHOOL. I CHOSE HUMAN RESOURCES MANAGEMENT AS A CAREER PATH AND I BELIEVE I WILL SUCCEED AND GROW WITH AFRIMAT.'
SELINAH MASEHLA, HR TRAINEE

My journey with Afrimat started in 2015 as a Cleaner. After a year I was promoted to Weighbridge Clerk. In November 2020, I applied for a bursary and I was granted the opportunity to study General Administration. All thanks to Afrimat for giving me the opportunity and having faith in me. I am happy to be part of the team and I am willing to grow more. I want to encourage other colleagues to be patient and faithful – Afrimat can take them places. Afrimat is here for all of us.'

Mapule Tladi, Weighbridge Clerk

TECHNOLOGY CLUSTER

Afrimat Smart Box

RUAN KNOETZE – EC&I ENGINEER

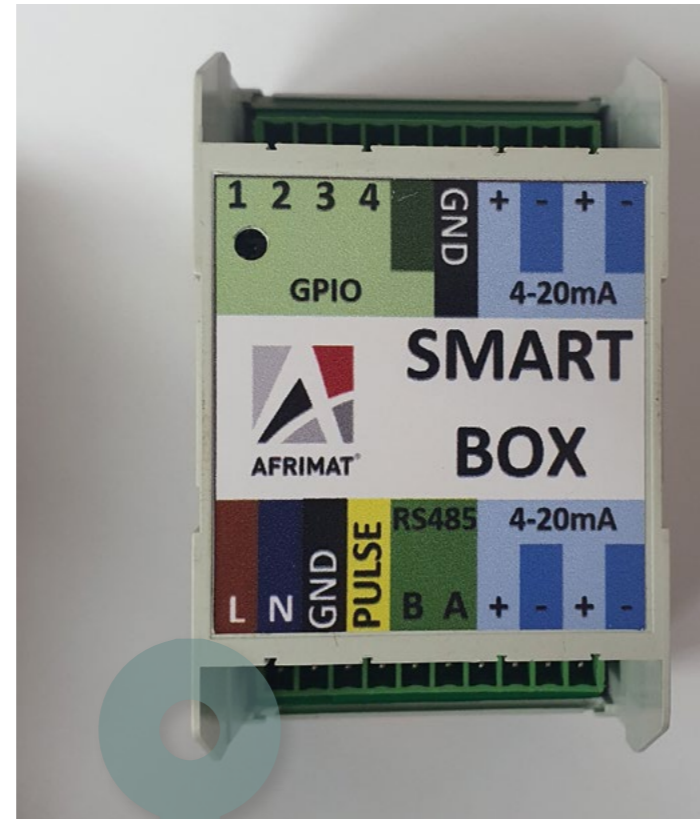
I've recently developed a hardware solution, the Afrimat Smart Box, to improve the capturing, visibility and usability of production and equipment data. Currently, there are only third-party smart-box options available on the market, and I saw an opportunity for Afrimat to have one developed internally.

The Afrimat Smart Box is a device that collects and displays data from sensors such as belt scales and temperature probes from any location.

I created a prototype, which is currently being used at Lyttelton Dolomite, that captures data from the belt scale and displays it on a real-time dashboard. Information is available in real-time and trends are stored to allow for thorough analysis.

'INFORMATION IS AVAILABLE IN REAL TIME AND TRENDS ARE STORED TO ALLOW FOR THOROUGH ANALYSIS.'

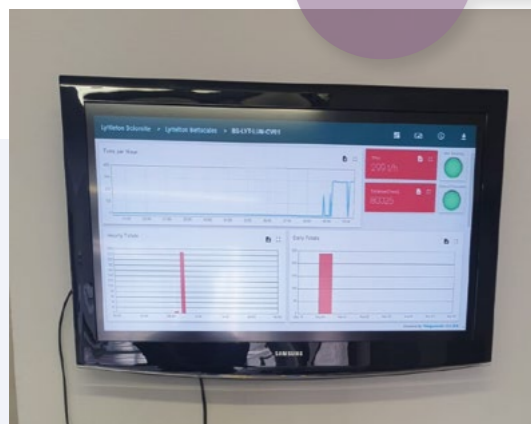
At a hardware price of less than R5 000 per unit, this is significantly more affordable than the third-party products available. It's hoped that this technology can be employed in Afrimat to enable production teams to use their data to make better decisions in order to improve the profitability of their BUs.



Afrimat Smart Box



Inside the Afrimat Smart Box device



The real-time display

TECHNOLOGY CLUSTER

Data transformation initiatives

SUE FOURIE – BI MANAGER

'How do you eat an elephant?'

'One bite at a time' is a great approach, but in practice, you often find yourself taking tiny nibbles out of several portions at a time. So, we took a page from St Francis of Assisi instead: 'Start by doing the necessary; then do what's possible; and suddenly you are doing the impossible.'

1. Afrimat Data Transformation Project

The purpose of this project is to streamline a complex reporting system so that there is less downtime, more productivity and everyone who uses it is on the same page.

To date, we have transformed 507 SQL tables for inclusion in the Qlikview 'data lake'.

Data Transformation Project			
Masterfile Tables	Duration of Download from Databases	Fact Tables	Totals
0:15	AccPac	2:30	2:45
0:01	Batchcon	0:01	0:02
0:01	Winbridge	0:04	0:05
0:01	Winbridge POS	0:01	0:02
0:01	CRM	0:01	0:02
18 Minutes	Total Time	2 Hours 37 Minutes	2 Hours 55 Minutes

The initial download of the raw QVD data was sizeable, starting from the date Sage 300 came into operation and took just under three hours to update. We aim to reduce rebuilds to incremental loads, which will reduce the download time.

Data Transformation Project			
Masterfile Tables	Tables Downloaded and Transformed	Fact Tables	Totals
10	Accounts Payable	20	30
10	Accounts Receivable	32	42
56	Batchcon	51	107
8	Common Services		8
18	CRM	32	50
12	General Ledger	17	29
25	Inventory	45	70
4	Order Entry	17	21
18	Service Manager	28	47
2	Purchasing	19	21
3	Tax Services		3
15	Winbridge	11	26
15	Winbridge POS	8	23
196	Sub Total	281	477
	Extra Transformation	30	30
	Grand Total	311	507

In September 2021, we started using the Transformed QVDs to build Qlikview models. We are currently working on the Business Performance model and an updated Maintenance model using the transformed data.

2. Activity Costing Project

At the end of 2020, we received a request to standardise certain activities and sub-activities across all the companies to facilitate benchmarking between different companies and operations. After many meetings with relevant stakeholders, we agreed upon a standard list of activities and sub-activities. In April 2021, the ITBS team spent a weekend changing the General Ledger accounts of 57 companies to conform to the new standards. After these changes, the Activity Costing reports were built in Qlikview and are now available for use.

3. Batchcon Project

In 2021, Readymix Western Cape requested our help to create automated monthly Plant and Subcontractor Reports. These reports include total cubes produced, raw material usage and variances, delivery costs and revenue and other detailed breakdowns. We completed this project in September 2021, and the reports are available for all Afrimat Readymix companies.

4. Plant Efficiency & Plant Dashboard

Together with the Engineering Department, we decided to revamp the layout of the Plant Efficiency model. While all the information was there, you couldn't see what figures were used in the various calculations. Consequently, there were numerous queries on the sums and distrust in the data presented. We then created a new summary page that reflect all the numbers to be monitored with detailed sheets to show the calculations for easy referencing.

5. KPI Reports for ACI Drill Rigs and Plant Dashboard

In addition to the fixed plant KPIs, we were involved in developing the KPI reports for the drill rigs used by Afrimat Contracting International (ACI). The roll-out took place during the year and these reports are now used to assist ACI with managing the performance of the drill rigs across Afrimat.

At the request of Engineering, we also assisted in creating a Plant Dashboard. This Qlikview model gives a quick overview of the production, time usage and downtime for the previous day, the last seven days and the last 30 days per site, with the ability to drill down to the daily detail if required.

Looking forward to 2022

The next phase of the data transformation initiatives is to convert all the existing models to read from the transformed QVDs, which will improve the server performance and turnaround times even more.

Our focus will be on creating models and reports that will be easy to use while still giving all the required information.

In addition, we will focus on training to assist users in understanding the wealth of data available to them. In doing so, we hope to create an environment where accurate information is easily accessible to all for improved decision-making.

TECHNOLOGY CLUSTER

Effective business systems

MALCOLM ADDISON – BUSINESS SYSTEMS MANAGER

Every facet of our business – the quarry, the workshop, the sales or administration office – is part of a system that can be managed or improved upon by applying correct principles. And when we apply these defined principles and practices to the systems and processes that deliver value to our customers, we're creating what is referred to as a 'business system'.

Creating effective business systems often unifies the problem-solving and decision-making departments of an organisation. Our business systems also encompass how we lead our people and connect them to the operational strategy.

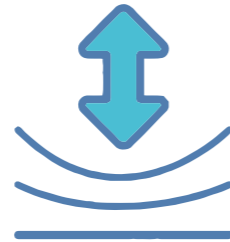


Improving top-line performance: Part of the business system is the development and implementation of strategy creation, business processes and strategic planning throughout an organisation. Those foundational elements lead to a much more insightful way to investigate and grow top-line revenue. In short, a business system takes care of your future. It ensures you meet your customers' expectations and improve your brand, which are key to growing a healthy business.

If you use a systematic approach, your organisation will have constant information on areas that need to be improved and you will begin to understand the unmet needs of customers.

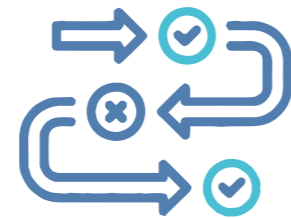
Meeting customers' expectations: If you use a systematic approach, your organisation will analyse, measure, compare and test all the possibilities of what your customers want and don't want. You will have constant information on areas that need to be improved and, even more importantly, you will begin to understand the unmet needs of customers. A business system is key to improving the brand that the organisation projects to your community, including its customers, employees and suppliers.

'BUSINESS SYSTEMS ARE DESIGNED TO CONNECT AN ORGANISATION'S SYSTEMS AND PROCESSES – THE ESSENTIAL BUILDING BLOCKS OF ANY COMPANY – TOGETHER FOR THE PURPOSES OF ACHIEVING A BUSINESS STRATEGY.'



Consistent results: Whether you're considering safety, quality or getting the job done in a timely manner, a business system is designed to give you effective, efficient and repeatable results. In short, the business system gives you a 'process to fix your processes'.

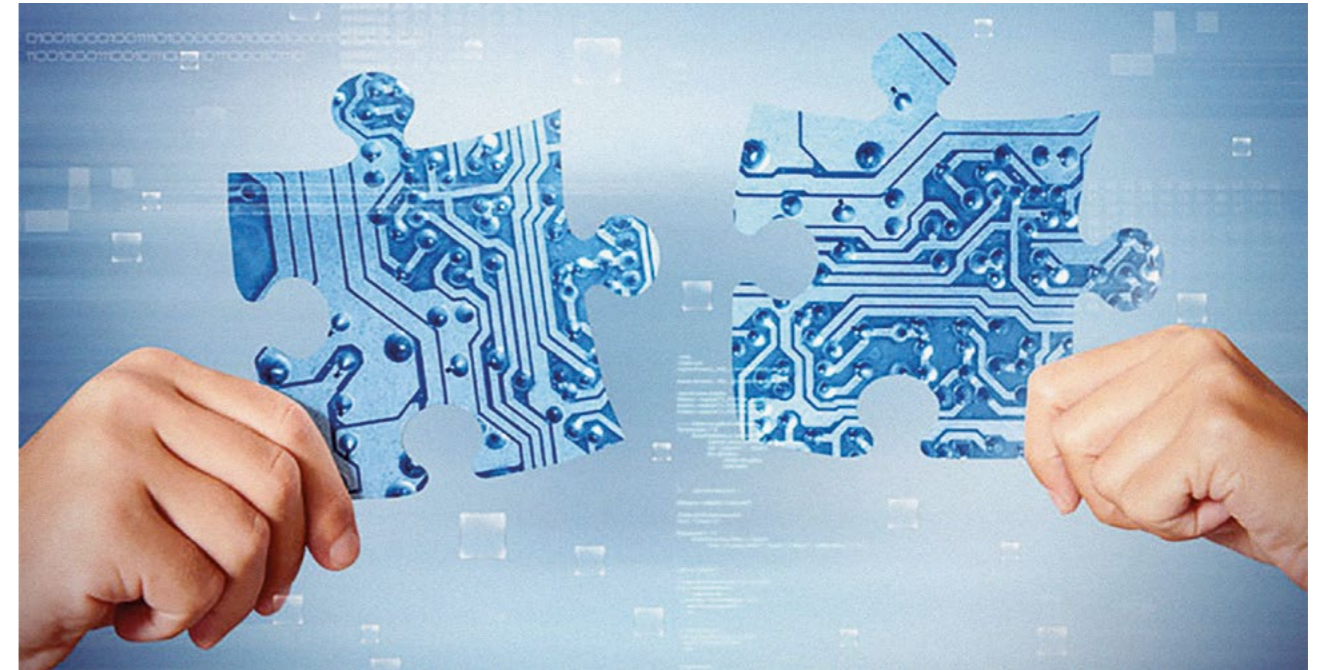
Employee engagement: The goal of the system is to enable proper education and opportunities for all employees so they can complete their work more efficiently and effectively. It also seeks to harness ideas and creativity and, in the process, increase personal engagement. Additionally, having the system in place allows you to quickly integrate new hires, and makes it easy for them to see their role within the organisation and bring forth new ideas.



Reduce cost and increase profits: It's been proven time after time that the implementation of a sound business system helps reduce costs, as will many things, but a business system is intended to reduce costs without taking the shortcuts that often lead to an erosion of profitability due to the need to lower quality expectations or service levels.

'A business system is a combination of policies, personnel, equipment and computer facilities that coordinate the activities of a business organisation.'

Business systems decide how data must be handled and methodically processed. They also control the procedures of the processed data and the results to be displayed.



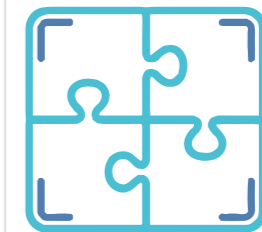
For example, a system may automatically order parts for an inventory, monitor future corporate profits or post credit card sales to the online customer accounts. The overall nature of the business system will reflect the efficiency of its designers.



The objectives of business system are:

1. To meet the needs of the user and customer.
2. To cut down the operating costs and increase savings.
3. To smooth the flow of data through various levels of the organisation.
4. To speed up the execution of results with the reliable data available in a system.
5. To handle data efficiently and provide timely information to management.
6. To establish the most desirable distribution of data, services and equipment throughout the organisation.
7. To define a proper method of handling business activities.
8. To eliminate duplicated, conflicting and unnecessary services.

'A BUSINESS SYSTEM IS A COMBINATION OF POLICIES, PERSONNEL, EQUIPMENT AND COMPUTER FACILITIES THAT COORDINATE THE ACTIVITIES OF A BUSINESS ORGANISATION.'



There are four basic elements to the systems model: output, process, input and feedback. Process represents the operations that occur to transform the inputs to the desired outputs.

Summary

By focusing on the four key elements while considering the points above, you'll be well on your way to designing a cost-effective, practical systems-management infrastructure.

The Harris Kern Enterprise Computing Institute is a consortium of publications (books, reference guides, tools and articles) developed through a unique conglomerate of leading industry experts responsible for the design and implementation of world-class IT organisations.

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PIERRE DU TOIT

MD: Afrimat Contracting International

2021! Wow, what a year for ACI! I sit back and think of what we have accomplished as a team. We have all contributed towards the success of the business and done so in very difficult market conditions and trying times. We started with our journey to grow our business in Contract Mining, expanding our Mobile Crushing and Drilling and Blasting Divisions and assisting Jenkins with their start-up operations, drilling and blasting and crushing the first iron ore for the mine.

We successfully relocated our fixed plant from Kuipersbult to Dingwell. Exceptional craftsmanship and engineering skills inhouse in ACI resulted in a state-of-the-art fixed plant assisting us to produce (at lower costs and better efficiencies) a wider product range for our clients. We also successfully started up two readymix plants: Bela Bela and Bushbuckridge. These are only a few of our exceptional achievements this year.

With all achievements come challenges, some more trying than others. I think of the hardship of the terror attacks in Mozambique and the difficult times our employees and their families went through during this terrible time.

I thank all our employees for the commitment and hard work that contributed towards the successes of our business. Enjoy the well-deserved rest and time with your families this festive season. I'm looking forward to another exciting year filled with opportunities.



'WITH ALL ACHIEVEMENTS COME CHALLENGES, SOME MORE TRYING THAN OTHERS. I THINK OF THE HARDSHIP OF THE TERROR ATTACKS IN MOZAMBIQUE AND THE DIFFICULT TIMES OUR EMPLOYEES AND THEIR FAMILIES WENT THROUGH DURING THIS TERRIBLE TIME.'

GERHARD ODENDAAL

MD: Bulk Commodities

Time flies when you're having fun! In Bulk Commodities this statement can either be regarded as irony, or refer to advancing age or reality – you choose.

But when I reflect on the past year for the Bulk Commodities Division, the combined sum of the tumultuous events can indeed be considered fun.

The roller-coaster ride of iron-ore prices, starting up our latest greenfields flagship operation at Jenkins, dealing with the after-effects of Cyclone Eloise, ramping up our production at a mini pit and buying a macro manganese mine would suggest more than a hint of reality.

These are exciting times for Afrimat. The commodity operations are firing on all cylinders and have thus far yielded substantial returns in terms of growth, opportunity creation and economic health. We remain grateful to the quality of support we have received from our management services in our mission to create value. We are truly blessed with the commitment of the staff at our operations who make a difference at the coal face (or iron face) daily, and we are inspired by the support and trust that is placed in us by the directorship. Then, last, but certainly not least, we value the way our families and loved ones endure and support us during these good and sometimes bad spells.

While we are having fun replicating previous successes and chasing new achievements, where we previously suffered, we must recognise the time of the year we are entering. The festive season brings a unique set of challenges where we have to keep focussed on bread-and-butter issues while we taper down.

Many of us are lucky enough to take a short break during the upcoming festive season, but I would like to ask that we keep our colleagues who remain to manage operations during this time in our prayers. May all of Afrimat's colleagues have a blessed and safe festive season and may we all be spared for a safe return in the new year.

The outlook for our projects in the new year appears to be as exciting as what we have become used to – therefore I predict that we are in for yet another year where time will be flying.



GRANT DREYER

Head: Business Development & Strategy

As we get ready to take some well-deserved time off with our loved ones, it is vital to reflect on the last two years, which have dramatically changed the world we live in. Uncertainty has definitely dominated global headlines and as we head off into the festive season, it's time to reflect on what we have all been through, not only in terms of how events have impacted us but also how we reacted, rising to them meet it head-on.

From my perspective, The Afrimat Way and the values we use to guide our decisions shone like a beacon of hope to many people internally and externally and is testament to a culture we can be grateful for. As an organisation, we are blessed, as our strategy and positioning have proven resilient over the last two years.

It's also this strategy that has enabled us to secure some very exciting projects, which will contribute meaningfully and sustainably to many stakeholders over the long term, changing people's lives for the better. In addition, we are fortunate to have so many talented people who are working hard to execute, optimise and identify new platforms of growth for the business, as part of our team.

The Coza iron-ore transaction has been concluded and the Bulk Commodities team has wasted no time in extracting the value we identified, a testament to the tremendous execution capability of the team. Coza has already successfully been delivering additional iron-ore volumes to ArcelorMittal SA under a long-term supply agreement, and we look forward to its growing contribution to the group. In addition, we concluded a transaction with Aquila Resources (ultimately Baosteel, the largest producer of steel in the world and Chinese state-owned enterprise) to acquire the Gravenhage manganese deposit, a large manganese ore body in the Kalahari manganese field. The team is currently busy with the business case optimisation and is making good progress on the implementation plan.

We are not immune to global macroeconomic or political changes, but we can choose how we position the business and how we react to changes, and we can choose to rise to the occasion.

It's important to recognise everyone who played their part, including the loved ones who provided support during these globally uncertain times, appreciate them and take the time to say thank you. Enjoy the time off with your families and keep safe over the festive season!

PIETER DE WIT

Chief Financial Officer

My colleagues, living and operating in the uncertainty that was created by the Covid-19 pandemic has become the norm. We at Afrimat are blessed that the company is doing well. This would not have been possible without the hard work, dedication and commitment of each one of us.

Despite all the challenges, we have managed to grow, improve and build a stronger Afrimat. Where many people use Covid-19 as an excuse not to perform, the team at Afrimat worked together and delivered an exceptional performance. Thank you to everyone for your role in making 2021 another successful year.

I would like to wish you and your loved ones the blessings of the season: peace, hope, joy, and love. May the new year be one of reaching your goals, achieving the milestones in your life, and may success embrace you in 2022.

'WE AT AFRIMAT ARE BLESSED THAT THE COMPANY IS DOING WELL. THIS WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE HARD WORK, DEDICATION AND COMMITMENT OF EACH ONE OF US.'



COLLIN RAMUKHUBATHI

Executive Director: HR and Sustainability

We have come to the end of another year. It feels like just yesterday I was writing my 2020 message. What unprecedented times we have found ourselves living in. I am glad to be part of a team where people rally behind one other, where we roll up our sleeves, and get the job done. As we rebuild our economy and nation, Davin's words about finding ways to share The Afrimat Way with the rest of the country and showing them how to build something great, within the atmosphere of joy and positivity, echo in my head. In this tough economic climate, we should never take for granted how incredibly blessed we are.

Our culture remains a pivotal thread in how we operate our business. As custodians, we must continue embodying our culture and by doing so, people around us will get to experience The Afrimat Way. We have seen great progress with our LTIFR through regional interventions backed by the cluster heads and their teams, in partnership with the health and safety team and organisational development. We need to continue rallying together and ensuring we create a safe working environment. As the Department of Health ramps up the implementation of Covid-19 vaccinations across the country, we urge our people to be vaccinated so we can play our part in reaching herd immunity.

The group's overall compliance level continues to improve. We continuously strive to build and nurture relationships with our different stakeholders. Through collaboration, we ensure our sites comply with all the legal requirements and mining rights licence conditions. Through our local economic development projects, we continue creating value in our communities. Our country is faced with various challenges and this year it was especially so. We have seen Covid-19 continuing to cause havoc, and many of us have lost people close to us. We also saw the unrest that destroyed businesses in KwaZulu-Natal and some parts of Gauteng. I believe that there is still hope for our beautiful country; let us all stay positive and continue to play a role in our communities and be the change we want to see.

Developing our people remains a pivotal part of ensuring we have the right individuals in the right seats. Through our various training programmes, we seek to match the organisation's available (current) talents to its needed (future) talent.

A big thank you to everyone who continually gives their best to contribute to the success of Afrimat. I would like to wish you a Merry Christmas. Take this opportunity to spend time with family, and rest and recharge. For all those travelling, please be safe on the road. May God bless you all.

'I BELIEVE THAT THERE IS STILL HOPE FOR OUR BEAUTIFUL COUNTRY; LET US ALL STAY POSITIVE AND CONTINUE TO PLAY A ROLE IN OUR COMMUNITIES AND BE THE CHANGE WE WANT TO SEE.'

ANDREW WRAY

MD: Industrial Minerals

The reality of 2021 was that the pandemic brought much in the way of change, but little in the way of holidays.

We are preparing for our second year-end break since Covid-19 first reared its head, and the imminent start of the fourth wave. Many of us have now protected ourselves and our families by way of vaccination, and many more of us are grappling with this massive decision. I personally embraced the notion of getting the 'jab', and although it is a deeply personal call, I really feel proud to have taken the leap, and I am equally proud of the heroes in our business who have done the same to protect themselves and their families.

The holidays should be a time spent with loved ones, and every step we take towards eliminating this pandemic is a step towards normalcy.

As for the year in review, we were blessed in the Industrial Minerals Cluster with recovery back to pre-Covid-19 levels in most of our markets, and we remain optimistic about the opportunities that lie ahead of us. We went through the split of our north operations, incorporating the last of our construction materials businesses into the North Cluster, and both parts of the business have fared positively post-split. Each has a renewed energy and improved focus.

We moved people around, saw some people move on, and even welcomed new people to our growing team. We have two projects nearing execution, a revitalised core team, and plenty of energy to throw at the new year.

But before we get there, it's time to slow things down, and focus on those who drive us to do what we do, our loved ones, and be safe over the year-end break. In light of this, I want to thank each member of my team for their massive contribution this year, and thank Afrimat for allowing us to do what we love in an environment of joy and positivity.

'THE HOLIDAYS SHOULD BE A TIME SPENT WITH LOVED ONES, AND EVERY STEP WE TAKE TOWARDS ELIMINATING THIS PANDEMIC IS A STEP TOWARDS NORMALCY.'



DAVIN GILES

MD: North Cluster

One of the many motivational quotes on my phone reads: 'Train your mind to see the good in everything. Positivity is a choice. The happiness of your life depends on the quality of your thoughts.'

Over the course of this year, I've had to remind not only myself, but also family and colleagues of these very words many times. Covid-19 and the various lockdowns continued through 2021 and this, without doubt, has changed the very way we live, think and behave. Nevertheless, we are both resilient and resourceful and when others are complaining, we continue to seek out opportunities.

Despite the challenging economic conditions that we all operate in, our businesses have managed to settle down and consolidate, focusing on the growth areas and, at many operations, setting new daily and monthly records.

We have seen the end of the Vaal Clinker operation, and the start of the EMD Clinker operation. Lyttelton and Silica joined the North Cluster this year and we have seen both businesses operating positively – a result of the changes and upgrades previously implemented.

Glen Douglas has improved profitability at lower volumes and we have seen the KZN Aggregates operations continue their upward growth.

There's so much to be proud of, proof once again that we tackle the various challenges in true Afrimat spirit.

These trends will continue into 2022 as the new projects we're working on commence. We are truly living in exciting times.

Despite the ongoing blessings we receive and the excitement that we experience, the pressure of two difficult years has added further stress to us personally. The festive break will commence soon and I would ask that you really make the most of it. Cross off another one of those bucket-list items and really enjoy the company of those you choose to spend your time with.

We expect the fourth Covid-19 wave soon. Please make sure that you and your loved ones are vaccinated, to reduce not only your risk but also those around you.

My personal thanks to all of you for making this yet another great year. I am privileged to be working with the best of the best.

Enjoy the break from work and the time with friends and family, and stay safe.

Wishing you a very Merry Christmas and a prosperous 2022.

'THERE'S SO MUCH TO BE PROUD OF, PROOF ONCE AGAIN THAT WE TACKLE THE VARIOUS CHALLENGES IN TRUE AFRIMAT SPIRIT.'

END-OF-YEAR MATTERS

ANTON BARNARD

MD: South Cluster

Dear colleagues, if we cast our minds back and reflect not only upon this year but also the previous year, most of us were in some way affected by the devastating effects of the Covid-19 pandemic.

Whilst some of us tested positive and had to endure the sickness and recovery, we also lost loved ones and colleagues to this virus.

As Afrimatters we can be proud about how we stood together and continued with our quest of servicing our customers well and looking after one another, not only at the workplace but also in our communities at large.

Business conditions remained difficult but, in true Afrimat Way, we did what we do best, excelling in the challenges at hand. Our cluster is well positioned to take advantage of the many opportunities that will come through various initiatives. With our extensive geographical footprint of operations we can secure work and service our customers well.

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

I wish to thank the entire team for their commitment, hard work and for embracing this change. Thank you for all the extra effort and time that you have given without being asked to do so. Thank you to everyone for the long hours and positivity that you have exhibited during this year.

Please extend my gratitude to your families for the support that they have given you during this year.

You deserve the well-earned break that is about to commence. Please enjoy the time that you will spend with your loved ones and be safe if you travel. To those who have lost loved ones this year, my thoughts and prayers go out to you.

Please come back with your batteries fully charged for the remainder of our financial year.

We received so many blessings this year and I thank the Lord for all his grace upon us. I wish you and your family a blessed Christmas and best wishes for 2022!

'For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future.'

Jeremiah 29:11



'I WISH TO THANK THE ENTIRE TEAM FOR THEIR COMMITMENT, HARD WORK AND FOR EMBRACING THIS CHANGE.'



JOHAN DU PLESSIS

General Manager: Technology Systems Cluster

It's that time again when we look back on a year gone by, and with it, reflect on our learnings. This past year taught us not to take anything for granted. It has also taught me that we must adapt our way of thinking, to find innovative solutions to our problems.

We are also optimistic about what the new year will bring. 'Imagination is everything. It is the preview of life's coming attractions,' Albert Einstein said.

For the Technology Cluster it was a year of growth and shared successes. Successes made possible through teams who align their synergies to make Afrimat work.

I would like to thank the Afrimat team, and specifically the Technology and Systems Cluster teams for their positive contribution to making this year memorable.

From the Technology Cluster, I wish you all the best for the festive season and leave you with this quote from Francis of Assisi: 'Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible.' Then, and only then, you will experience what Andrew Hepburn meant: 'Nothing is impossible, the word itself says "I'm possible"!'

God bless!

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

HOLIDAY FUN MATTERS

We've got some great activities for you and your children to enjoy during the holidays. Some are relaxing and some will flex your brain cells! Stand a chance to win great prizes too. Enjoy!



Fun with numbers Sudoku competition

						8		6
4		5	6	9			1	
		9			2	4		
5					3		8	
		7	8		9	6		
	9		2					3
		4	7			1		
	6			4	1	7		8
7		3						

HOW TO ENTER: Send a photo of you holding your completed sudoku puzzle to tanya.pretorius@afrimat.co.za by 1 February 2022 and stand a chance to win a prize!

Word search competition



I	S	H	U	M	I	L	I	T	Y	&	B	E	L	I	E	F	A	S	D	F	E	B	N	A	Y
M	M	N	B	V	C	X	A	S	D	F	G	H	J	K	R	T	Y	U	I	O	L	P	A	G	X
P	C	U	S	T	O	M	E	R	S	A	T	I	S	F	A	C	T	I	O	N	F	V	E	G	E
O	A	V	R	R	E	A	D	Y	M	I	X	C	O	N	C	R	E	T	E	F	R	F	R	R	N
R	S	R	N	U	A	S	C	G	T	Y	U	J	I	K	I	O	L	K	I	R	T	R	F	E	T
T	D	T	H	S	C	D	F	A	C	C	O	U	N	T	A	B	I	L	I	T	Y	D	R	G	R
A	F	Y	S	T	O	N	E	M	N	T	Y	U	D	A	S	E	M	N	E	R	G	S	E	A	E
N	T	B	R	T	Y	J	U	I	K	I	O	U	V	C	D	E	E	D	F	D	E	S	T	P	
T	Y	C	E	R	T	E	F	B	R	I	C	K	S	F	R	T	G	Q	B	G	W	U	U	E	R
R	U	B	G	Y	M	M	R	A	S	D	R	H	T	E	A	M	W	O	R	K	R	K	L	S	E
E	I	U	H	T	J	P	F	N	T	R	E	D	R	N	H	T	F	R	F	D	N	I	T	M	N
L	O	L	Y	R	C	O	N	T	R	A	C	T	I	N	G	S	E	R	V	I	C	E	S	H	E
A	Q	K	T	E	U	W	A	S	R	F	O	U	A	I	R	F	M	G	K	E	P	E	D	T	U
T	W	C	R	G	R	E	A	G	H	E	R	T	L	N	H	R	T	K	O	L	O	R	R	R	R
I	C	O	N	S	T	R	U	C	T	I	O	N	M	A	T	E	R	I	A	L	S	T	I	W	I
O	E	M	S	D	F	I	O	F	E	N	F	A	I	L	K	J	H	G	F	E	A	G	V	E	A
N	R	M	E	R	F	N	I	R	R	T	R	R	N	E	R	T	G	T	H	U	F	F	E	R	L
S	T	O	C	D	J	G	U	Y	G	E	T	F	E	W	E	R	V	F	G	H	E	V	N	F	D
H	Y	D	T	R	H	C	N	B	F	G	G	T	R	E	S	P	E	C	T	N	T	Z	E	Y	R
I	G	I	H	F	R	W	T	D	D	R	Y	P	A	V	E	R	S	A	W	E	Y	Z	C	T	I
P	H	T	J	Y	T	E	G	M	S	I	I	H	L	Q	S	C	F	G	T	Y	U	K	V	T	V
S	J	I	U	J	P	A	B	K	A	T	O	U	S	W	T	E	A	M	W	O	R	K	S	A	E
S	K	E	K	I	O	Q	F	L	E	Y	W	E	R	F	G	B	N	H	J	K	M	I	O	L	U
Z	L	S	K	I	L	S	&	C	O	M	P	E	T	E	N	C	E	F	F	F	V	J	B	K	
C	A	R	T	W	I	N	N	I	N	G	A	T	T	I	T	U	D	E	S	E	D	R	H	Y	U
C	A	R	I	N	G	E	N	V	I	R	O	N	M	E	N	T	D	F	G	Y	H	J	U	K	L
R	T	Y	Q	W	F	G	V	N	M	J	H	T	I	K	L	A	W	B	L	O	C	K	S	G	H

AFRIMAT VALUES

- TRUST
- ACCOUNTABILITY
- INTEGRITY
- TEAMWORK
- RESPECT
- SAFETY
- CUSTOMER SATISFACTION

THE AFRIMAT WAY

- RESULTS DRIVEN
- CARING ENVIRONMENT
- EMPOWERING
- ENTREPRENEURIAL DRIVE
- HUMILITY & BELIEF
- IMPORTANT RELATIONSHIPS
- SKILLS & COMPETENCE
- TEAMWORK
- WINNING ATTITUDE

AFRIMAT PRODUCTS

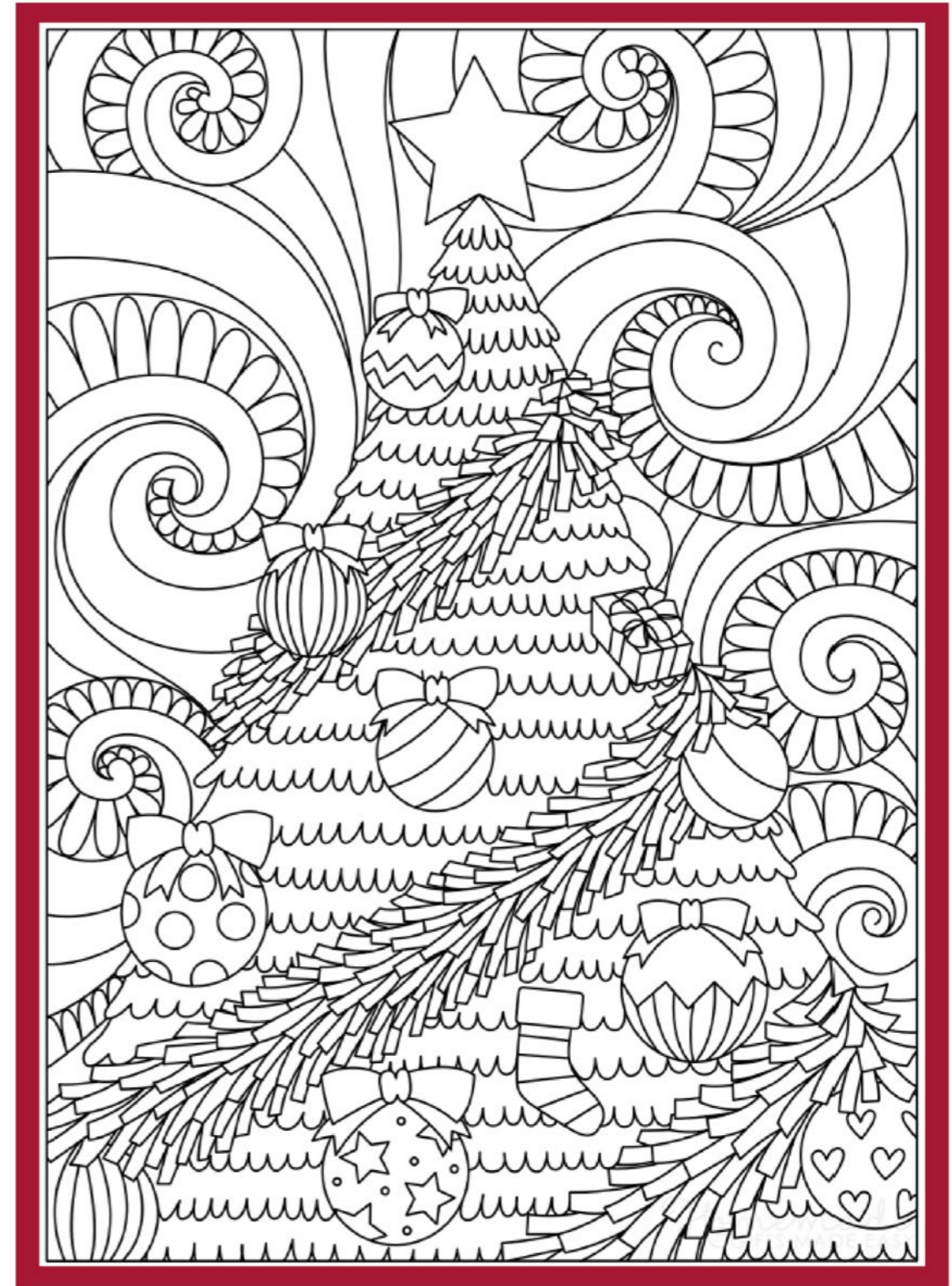
- STONE
- AGGREGATES
- READYMIX CONCRETE
- BRICKS
- BLOCKS
- PAVERS
- LIME

AFRIMAT DIVISIONS

- CONSTRUCTION MATERIALS
- INDUSTRIAL MINERALS
- BULK COMMODITIES
- CONTRACTING SERVICES

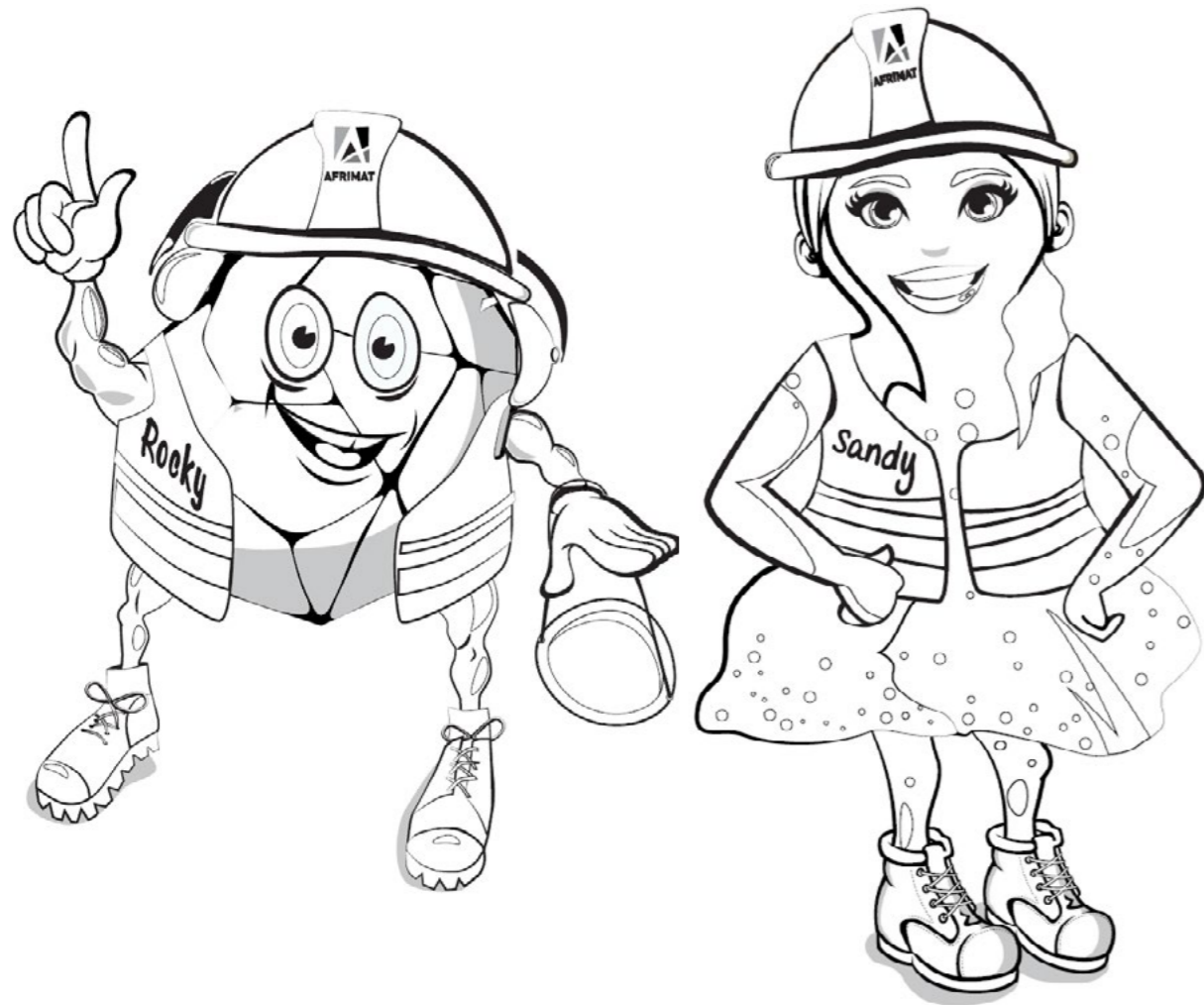
HOW TO ENTER: Send a photo of you holding your completed word search to tanya.pretorius@afrimat.co.za by 1 February 2022 and stand a chance to win a prize!

Adult colouring competition



HOW TO ENTER: Send a photo of you holding your coloured-in picture to tanya.pretorius@afrimat.co.za by 1 February 2022 and stand a chance to win a prize!

Colouring Competition For the kids



HOW TO ENTER: Send a photo of you holding your child's coloured-in picture to tanya.pretorius@afrimat.co.za by 1 February 2022 and stand a chance to win a prize!

AFRIMAT. Because peace of mind is what you are looking for.



Inspiring growth through the consistent delivery of solutions that empower us all.

Afrimat Limited is a leading black empowered open pit mining company that has established a strong foothold in the construction industry. With divisions including the supply of a broad range of construction materials, industrial minerals, bulk commodities such as iron ore as well as flexible and professional contracting services, Afrimat provides services for major infrastructure and construction projects for the public sector as well as smaller private sector contracts. Afrimat guarantees superior quality, durability and a consistently high level of service.

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



Values

Trust
Accountability
Integrity
Teamwork
Respect
Safety
Customer Satisfaction



Consistently Delivering

Everything within an atmosphere of joy and positivity