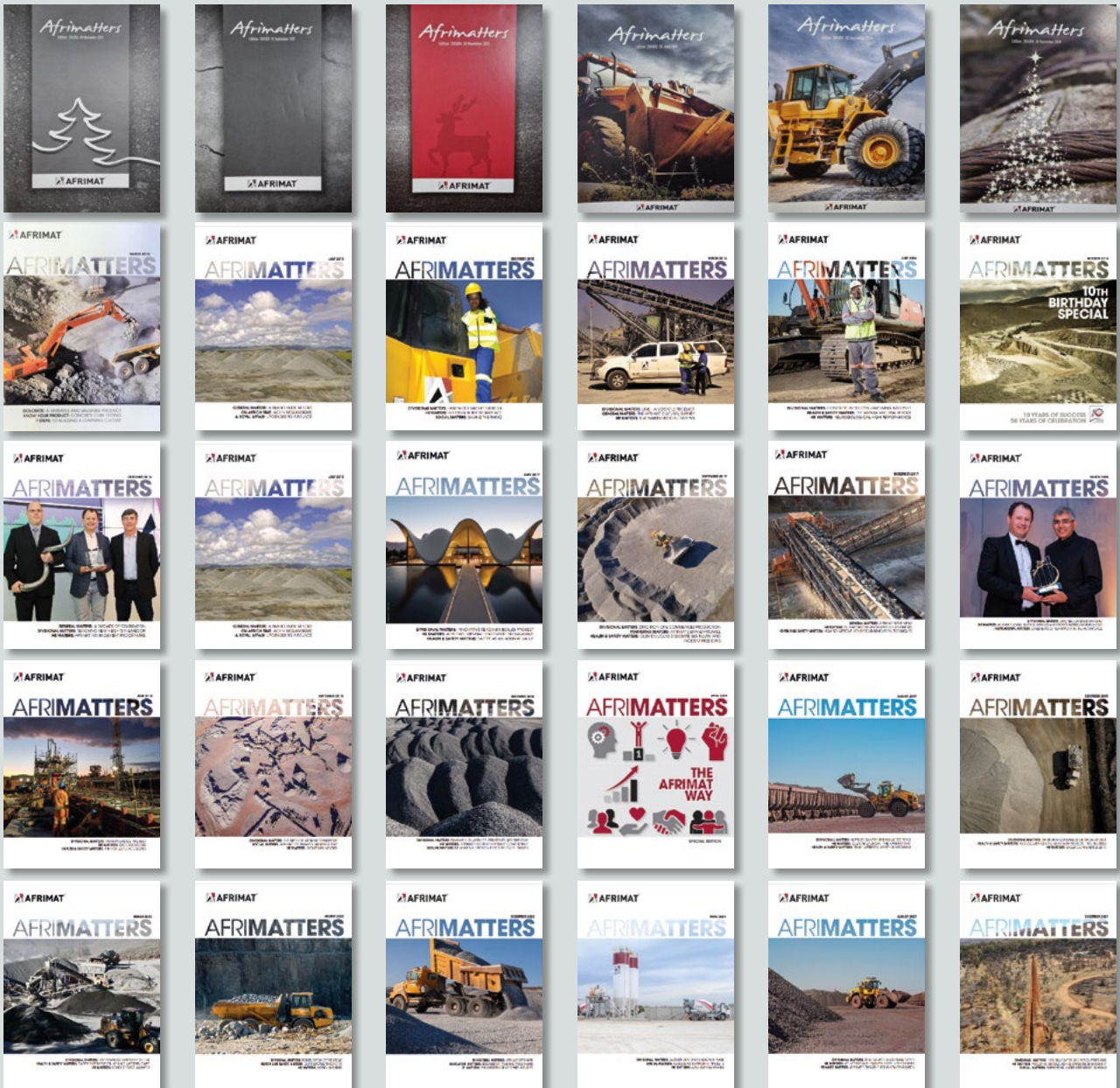


AFRIMATTERS



CELEBRATING 10 YEARS OF AFRIMATTERS
BUSINESS MATTERS: NEW ACQUISITIONS AT GRAVENHAGE, GLENOVER AND AGRI LIME
TECHNOLOGY MATTERS: CYBERSECURITY AND WHY YOU NEED IT



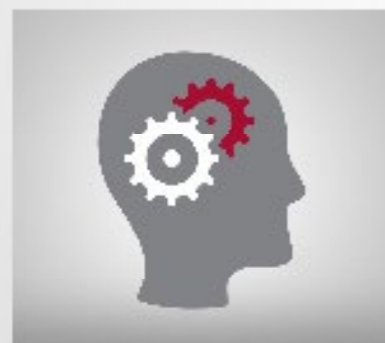
CARING ENVIRONMENT



IMPORTANT RELATIONSHIPS



RESULTS DRIVEN



SKILLS & COMPETENCE



TEAMWORK



EMPOWERING



WINNING ATTITUDE



ENTREPRENEURIAL DRIVE



HUMILITY & BELIEF

AFRIMAT: National Marketing Department

THE AFRIMAT WAY

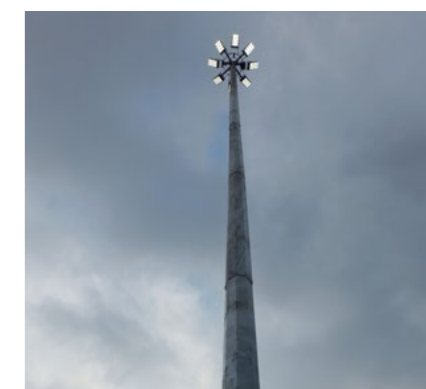
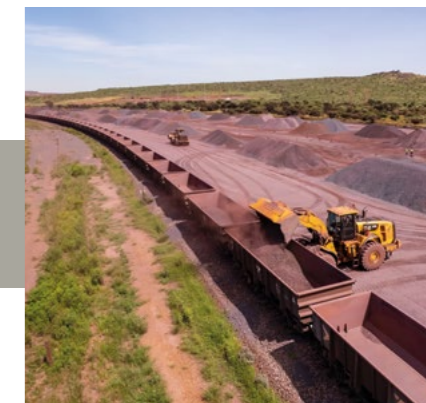
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AFRIMATTERS

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COVID-19 DISCLAIMER: PLEASE NOTE THAT MASKS WERE REMOVED FOR SOME PHOTOS.



The meaning of *Afrimatters*

- The people that make Afrimat a success
- Matters relating to Afrimat
- Everyone at Afrimat and the work that we do, matter

CEO'S MESSAGE

Afrimat and its Afrimatters matter

Soon after the formation of Afrimat Limited 15 years ago, the group's own magazine, known as *Klip-in-die-bos*, was published. It reported on all matters Afrimat and was aimed at sharing information and celebrating success among our stakeholders. In 2012 we changed the name and this year, we celebrate 10 years of Afrimatters.

The term was coined in 2012 by Abe Gordon, a veteran investor and loyal Afrimat supporter. He said that the term could refer to a number of things, including:

1. The people that make Afrimat a success.
2. Matters relating to Afrimat.
3. That everyone at Afrimat and the work that we do matter.

For me, Afrimatters, is a concept that lies close to my heart. Afrimat and its Afrimatters (our staff and their families) matter.

During the past two years, no one was left untouched by the global pandemic, but by taking every day one step at a time, and by doing everything in faith and within an atmosphere of joy and positivity, we were blessed with tremendous successes.

As a business and a team, we've grown in strength, capacity and numbers. One of the reasons is because our culture places emphasis on the fact that our people and our business matter. In spite of all the challenges on a macro level, we are blessed with a fantastic business as well as new opportunities such as Gravenhage, Glenover and Agri Lime.

My hope for this new year is that we will continue to build on our collective successes and work as a team towards our common goal of excellence with integrity, while maintaining a positive and joyful mindset.

Andries van Heerden
CHIEF EXECUTIVE OFFICER



'MY HOPE FOR THIS NEW YEAR IS THAT WE WILL CONTINUE TO BUILD ON OUR COLLECTIVE SUCCESSES AND WORK AS A TEAM TOWARDS OUR COMMON GOAL OF EXCELLENCE WITH INTEGRITY.'

AFRIMAT GROUP

How Afrimatters came about

ABE GORDON – INDEPENDENT SHARE ANALYST, TRADER, INVESTOR AND ENTREPRENEUR

I received a call from Tanya Pretorius towards the end of January 2022, inviting me to write a piece for Afrimatters magazine's 10-year edition.

What a lovely surprise! In 2012, I recommended the use of a term for Afrimat, that could encompass several meanings: (1) referencing the people that contribute to Afrimat's success, (2) referencing matters that relate to Afrimat, and (3) showing that everyone who is a part of Afrimat, and the work they do, matter. And that is how the term Afrimatters came to be.

I have attended most Afrimat investor presentations and AGMs since its listing in 2006. I have immense respect and admiration for Afrimat, a most unique group that is passionate about creative entrepreneurship, growing with joy and the conscious enhancement of all stakeholders, staff and customers.

I have witnessed the group's careful and productive acquisition policy covering quarries, lime, minerals, concrete and bulk commodities. Management has grown in experience and confidence magnificently over the years. From a market perspective, the shares have appreciated 10-fold in 10 years from 500 to 600 cents, to 5 000 to 6 000 cents.

I have been fortunate to receive regular editions of Afrimatters. The informative publications have added immensely to my understanding of the group's culture and the extent to which the group respects staff and their families, and cares about their upliftment and upskilling. So many articles speak of the respect, compassion, admiration and encouragement members have for each other. Afrimat is undoubtedly unique in its celebration of positivity, achievement and joy.

I live in Muizenberg. After Tanya's call, I made my way to the beach and settled down in a deck chair opposite Gary's Surf Shop. I found myself gazing out to sea. I am not so young and soon fell asleep.



'I HAVE IMMENSE RESPECT AND ADMIRATION FOR AFRIMAT, A MOST UNIQUE GROUP THAT IS PASSIONATE ABOUT CREATIVE ENTREPRENEURSHIP, GROWING WITH JOY AND THE CONSCIOUS ENHANCEMENT OF ALL STAKEHOLDERS, STAFF AND CUSTOMERS.'

And so, I dreamt...

WOW! The stronger waves a bit further out attracted Andries van Heerden on his longboard. Standing on his paddleboard nearby is Marthinus von Wielligh holding onto his oar with iron-strong fists urging Andries to take the powerful approaching wave, which Andries rides with great aplomb and then plunges into the water while punching the air with joy. Marthinus turns to Loyiso Dotwana who is clinging to his board a few feet away and says with pride that Andries learns fast and will confidently manage the oncoming waves even if some appear treacherous. Loyiso, always civil, agrees.

Splashing into the surf are Gerhard Odendaal, Anton Barnard and Grant Dreyer on their colourful boards determined to show that they too can take on the bigger waves, while enjoying the attention of their families on the beach.

Human Resource Director Collin Ramukhubathi is arranging bodyboard lessons for staff and his assistants are collecting kids for the waterslide. Lientjie Kuyk is standing on the beach with a large towel and a cellphone for her boss. Carl Malan (semi-retired) and his team are collecting and studying the potential of attractive shells to take back to the office for further attention.

Pieter de Wit, standing with an exam pad in hand, is collecting data on the strength of the figures in the water and considering the change in liquidity with each wave. Analysts are looking at the clouds overhead for signs of changing weather.

I look around and note with interest that nature has provided an abundance of elements – sea, air, sun and earth – providing the potential for all to enjoy in harmony.

Similarly, I think about earth providing the minerals and potential for unlocking and enhancing a better life for all. This is the Afrimat Way – that's what matters.

As I slowly awaken, I gaze out to sea and the surrounding mountains beyond, so protective of the bay – powerful, beautiful and eternal, and a strong reminder of 'In God we trust'.



AFRIMAT SHARED SERVICES

Enter our competition and WIN!

NATASHA HARTLEY & TANYA PRETORIUS – NATIONAL MARKETING DEPARTMENT

WIN A 2-NIGHT STAY!

Afrimatters magazine is turning 10 years old. To celebrate, we are giving away a 2-night stay at a location near you!

Competition details: 25 randomly selected Afrimatters magazines will feature a unique code. Follow the instructions on how to enter below.

Here's a hint: How well do you know our products? Be sure to get your hands on the April, August and December editions and read them from cover to cover to find the unique code hidden inside.

How to enter: WhatsApp the unique code: (example: 123 456 899) with your name, telephone number, location and email address to Natasha Hartley on 084 707 2058.



Disclaimer: Ts&Cs apply | The above prize excludes flights, alcoholic beverages and novelty items.

Competition terms and conditions

- The competition is open to Afrimat employees only.
- Competition closing date: 31 January 2023.
- Only one entry per person is permitted. Additional entries will not be considered.
- Entries not associated with the entrant's name will be disqualified.
- Entries will be considered incomplete and thus disqualified if the entrant does not provide all requested information such as name, telephone number, location and email address.
- The prize will go to the first name selected at random after the closing date. Afrimatters reserves the right to publish the name and/or photograph of the winner.
- Afrimatters reserves the right to redistribute all unclaimed prizes after 30 days.



AFRIMAT CONTRACTING INTERNATIONAL

Offering flexibility within the Afrimat Group

MICHAEL CORBIN, BRIAN COGILL, ANTON COMBRINK, GARETH TOWNSEND AND TANYA PRETORIUS

CONTRACT MINING

Afrimat Contracting International offers full pit-to-port solutions to the mining, construction and quarry industries throughout Southern Africa.

More than 50 years of experience, a track record of delivering exceptional contracting services and the utilisation of the latest technology and equipment ensure operational efficiency and downstream cost savings for our customers.

Our Contract Mining Services division specialises in mine planning, bulk drilling and blasting, load and haul, crushing and screening, beneficiation of products, rehabilitation, rail loadout management and logistics.

CONTRACT CRUSHING AND SCREENING

Afrimat's Contract Crushing and Screening division operates throughout Southern Africa and provides mobile and fixed crushing and screening solutions for the mining, construction and quarry industries.

With our modern fleet of mobile crushers and vast experience in hard rock quarry crushing, we provide road stone, base coarse, sub-base, concrete stone and ballast according to project requirements.

BULK DRILLING AND BLASTING

The Drilling and Blasting division operates a modern fleet of top- and down-the-hole hammer drill rigs and offers a complete professional rock-on-ground service tailored to customer requirements.

Our diverse fleet enables us to drill a wide range of hole sizes (up to 203mm in diameter), while utilising modern blasting software ensures that we meet all required safety standards and deliver end-result customer satisfaction.

We manage and execute all in-house drilling requirements for the Afrimat Group, as well as a diverse customer portfolio of external customers operating in the mining, quarrying and construction industries.

Our qualified, professional and experienced staff make use of the latest technology and a wide range of explosive products in the South African market.

Technology ranges from blasting software that assists in optimising blast designs and the end result, predicting and managing the target PPV outcome, and bench-face profiling and borehole tracking.



'WITH OUR MODERN FLEET OF MOBILE CRUSHERS AND VAST EXPERIENCE IN HARD-ROCK QUARRY CRUSHING, WE PROVIDE ALL ROAD LAYER WORKS, ROAD STONE, CONCRETE STONE AND BALLAST ACCORDING TO PROJECT SPECIFICATION REQUIREMENTS.'

Offering flexibility within the Afrimat Group continued

In conjunction with these technologies, we utilise the latest bulk emulsion products, cartridge explosives, ANFO, and shock tube and electronic initiation systems to tailor products to our customers' requirements.

This division has the capacity to drill and blast up to 5 000 000 benched cubic metres per annum.

COMMERCIAL QUARRIES

The Commercial Quarries division owns several mining permits and mining rights for both short-term project-driven contracts in the construction and infrastructure industries, as well as long-term commercial quarries, mining of natural sand and aggregates in the following areas:

- Lephalale – Kuipersbult Quarry
- Emalahleni – Hartebeesfontein Quarry
- Mbombela – Dingwell Quarry
- Bushbuckridge Quarry

READYMIX CONCRETE

Successfully implementing vertical integration as a key contributor to value creation, Afrimat Contracting International not only sets up project-specific mobile plants, but also owns and operates readymix concrete batching plants, utilised in short-term projects and contracts, and long-term commercial applications in Lephalale, Mbombela, Hazyview, Bushbuckridge and Bela-Bela.

These readymix plants are designed and equipped to supply the full range of standard and pumpable concrete, up to ultra-high-performance concrete with micro or structural fibres.

In addition, we supply our customers with a wide range of optimised project-specific concrete mix designs including:

- Colour pigmented concrete
- Exposed aggregate concrete
- Polished concrete
- Waterproof concrete
- Self-compacting concrete
- Up-to-24-hour retarded mortars, screeds and grouts
- Both lightweight and high-density concrete
- Pervious concrete up to 20Mpa in compressive strength

LOAD-OUT FACILITY

Constructed next to Demaneng Mine in the Northern Cape, Afrimat Contracting International manages and operates a rail load-out facility, giving Afrimat unique access to the Transnet railway network.

'AFRIMAT'S CONTRACT CRUSHING AND SCREENING DIVISION OPERATES THROUGHOUT SOUTHERN AFRICA AND PROVIDES MOBILE AND FIXED CRUSHING AND SCREENING SOLUTIONS FOR THE MINING, CONSTRUCTION, AND QUARRY INDUSTRIES.'





Bushbuckridge Readymix proudly supplying Mapulaneng Hospital

MARTIN KRUGER – MANAGER

In September 2021, Afrimat established a readymix plant in Bushbuckridge to take advantage of projects in the area. The plant is strategically located to service both public and private commercial projects.

Our anchor project is the Mapulaneng Hospital, where Afrimat is supplying readymix concrete to one of the three contractors. If all goes well, we will be supplying concrete for this project until 2024.

Together with the Nelspruit and Hazyview readymix operations, the Bushbuckridge plant gives Afrimat good coverage in the Lowveld region.

Our Bushbuckridge Quarry, located some 10km away from the readymix plant, supplies the 19mm concrete stone we use for our readymix. The quarry also produces 13mm concrete stone, crusher dust and G5 material for projects in the area.

Following the completion of phases 1 and 2 (fencing and palisades), phase 3 of the Mapulaneng Hospital project commenced in 2020. Three contractors – CCB (Afrimat's client), Stefanutti Stocks and Barzani – are working on the project, which is due for completion in the next six years.



What the completed hospital will look like

When completed, the R2.5-billion project will be a state-of-the-art district hospital that will serve Bushbuckridge and its surrounds.

We are proud to be part of a project of this magnitude as it enables us to showcase our versatility and ability to deliver products that meet high specifications.

We are, however, also servicing other public and commercial building projects in the Bushbuckridge area.

We have seen some demand from the commercial building market, but on a small scale. There is opportunity to further grow the market for readymix concrete in the area, especially in the residential housing market where people still mix their own concrete on site, which in many instances lacks the consistency and quality required to ensure the integrity of structures.

Through our involvement in the project, we are contributing to the local economy by renting property from a local businessman who also supplies us with sand. We have also employed people from local communities.



Afrimat's Bushbuckridge Readymix plant

'WE ARE PROUD TO BE PART OF A PROJECT OF THIS MAGNITUDE AS IT ENABLES US TO SHOWCASE OUR VERSATILITY AND ABILITY TO DELIVER PRODUCTS THAT MEET HIGH SPECIFICATIONS.'



Top right to left: Mapulaneng Hospital in Bushbuckridge under construction



BULK COMMODITIES – NKOMATI ANTHRACITE

Mangweni underground project

VAN REENEN JEWASKIEWITZ – UNDERGROUND MINE MANAGER

Between 2008 and 2019, Nkomati Anthracite embarked on a process to start underground mining at Mangweni. In 2008, a box cut was excavated to a depth of 55m allowing access into the coal seam via five portals. Due to various geological and other reasons, mining was later ceased. New owners reopened the mine in 2017 but mining stopped again in 2019 due to geological reasons.

In 2020, Afrimat acquired Nkomati Anthracite and decided to revisit the underground development at Mangweni via new portals into the coal seam. This development commenced in September 2021.

DEVELOPMENT METHODOLOGY

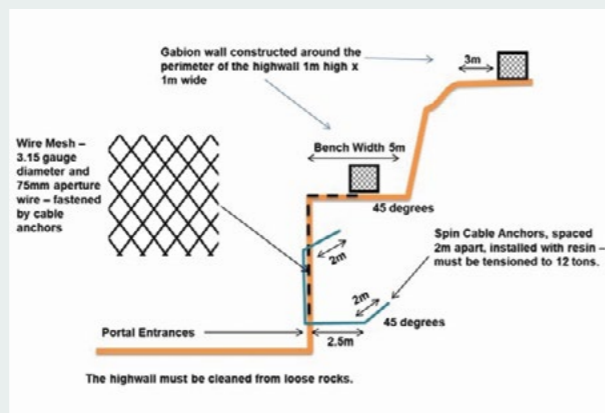
Infrastructure at the new shaft will include:

- Box cutting into the side of the existing ramp at a depth of 30m below original ground level (OGL).
- Creating a highwall suitable for portal development.
- Developing two parallel portals at 8° for 360 metres to intersect the coal seam 85m below OGL.
- Distance apart is 21m – centre to centre.
- First portal to be developed at a width of 7m and a height of 3m to accommodate the conveyor structure and allow access for men and equipment.
- Second portal to be developed at a width of 6m and a height of 3m to accommodate the ventilation requirements.
- Total metres to be developed is 742m.
- Interconnecting roadways between the portals at distances of 40m.
- Establishing water and power reticulation at the shaft.
- Relocating the shift overseer office, lamp room and control room to the shaft.

Completion of the project is planned for the end of August 2022.



Currently there are two portals being developed



'IN 2020, AFRIMAT ACQUIRED NKOMATI ANTHRACITE AND DECIDED TO REVISIT THE UNDERGROUND DEVELOPMENT AT MANGWENI VIA NEW PORTALS INTO THE COAL SEAM.'

EQUIPMENT UTILISED FOR DIFFERENT MINING CYCLES

The following equipment will be utilised during the portal development.

- **Load haul dumpers (LHDs) – face loading**
Articulated loaders with 3.4m³ buckets load the ore in the face and transport it to the surface.
- **1 500CFM compressor situated on surface.**
- **Air at 10 bar piped into the mine to supply the jackhammers, gophers and air pumps.**
- **Jackhammers – face drilling**
Used to drill approximately 60m x 2.2m holes in a pre-designed pattern to achieve the best advance per blast.
- **Gophers – roof support**
Vertical hydraulic drills that drill anything from 1m to 4m holes to install the prescribed roof support.
- **Shotcrete machine**
Used to seal off areas that are friable and need protection from weathering.
- **Various pumps**
Air pumps are used to get rid of nuisance water from the face, while electric 37kw VE pumps are used to supply the mine with water under pressure
- **Ventilation fans**
Currently, a 45kW force fan is installed to supply 15m³/s fresh air to the workings. Currently preparing to install the main fan that has the capacity of 40m³/s.

STAFFING

During portal development, the following will be employed:

- 38 mining staff
- 12 engineering staff
- 6 admin/management staff

Mining and engineering staff work two nine-hour shifts per day, Monday to Friday, one nine-hour shift on Saturdays, while no work takes place on Sundays.

LIFE-OF-MINE

Current life-of-mine is based on measured reserves:

- 6 million tons in situ
- Geological losses @ 15%
- Mining losses @ 10%
- Extraction rate at 51% (bord-and-pillar mining)
- 2.3 million mineable tons
- Production rate per annum @ 240 000 tons
- Life-of-mine 9.5 years

Exploration work will continue in 2022 to establish a further 13.5 million in situ tons.



Commencing with drilling for the first portal



First portal with brow supported



The new highwall ready for portal excavation



Starting the new boxcut



BULK COMMODITIES

EXCO visit to Sishen

On 3 February 2022, our Executive Committee visited Sishen.



From left to right: Hannie Wessels, Andrew Wray, Pierre du Toit, Gerhard Odendaal, Willie Prins, Johan du Plessis, Andries van Heerden, Davin Giles, Collin Ramukhubathi, Andre Smith, Anton Barnard, Johan Pretorius, Mbofho Lalumbe, Japie Fleming, Chris de Vries, Pieter de Wit, Francois Louw, Hannes Cronje and Grant Dreyer

COMPETITION!

DID YOU GET A STICKER? SEE PAGE 5 FOR DETAILS ON WHAT TO DO TO STAND A CHANCE TO WIN A WEEKEND AWAY. IF YOU HAVEN'T RECEIVED A STICKER THIS TIME, DON'T WORRY, MAYBE YOU'LL BE LUCKY WITH THE NEXT ISSUE OF AFRIMATTERS!

COMPETITION



CONSTRUCTION MATERIALS – PIETERMARITZBURG QUARRY

Environmental drive for Pietermaritzburg Quarry

REUBEN PHETLA – QUARRY MANAGER

In line with the Afrimat Way of fostering a caring environment, with zero harm to employees, the community or the environment, the team at Pietermaritzburg Quarry recently embarked on an environmental drive.

The quarry lies in the Mpushini Valley in the middle of a nature conservancy surrounded by smallholdings and pristine flora. Pietermaritzburg Quarry has therefore consistently endeavoured to minimise its impact within this protected environment. This has included concurrent rehabilitation and reduced visual impact.

The ongoing rehabilitation plan includes the maintenance (i.e. removal of alien vegetation) of the old dumps between the main crushing plant and the Lower Mpushini River.

The current rehabilitation effort entails the construction of a noise/visual barrier alongside the northern boundary of the mine to minimise noise and visual impact affecting one of the neighbours.

The dump was constructed using about 55 000 tons of weathered granite that needed to be stripped as part of the mine's short-term plan. The completed dump was hydro-seeded with a blend of indigenous grass to ensure stability and to prevent soil erosion.

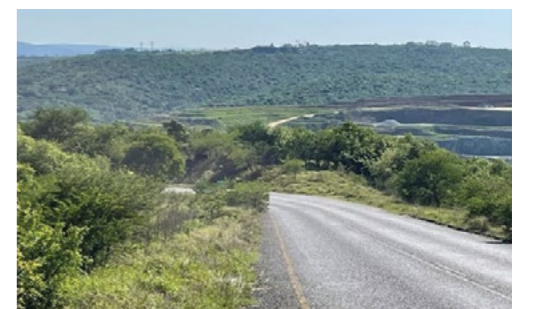
Once the dump was stabilised, 166 trees and shrubs were sourced from a local nursery and transplanted late last year at the beginning of the rainy season. The tree-planting initiative is necessary to restore this area back to its natural state.

Well done to the team!

'THE ONGOING REHABILITATION PLAN INCLUDES THE MAINTENANCE (I.E. REMOVAL OF ALIEN VEGETATION) OF THE OLD DUMPS BETWEEN THE MAIN CRUSHING PLANT AND THE LOWER MPUSHINI RIVER.'



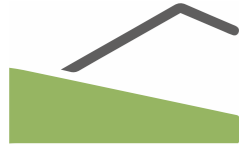
Grassed and revegetated benches, and trees planted



Improving the visual impact



Topsoiling and profiling of dump 2



CONSTRUCTION MATERIALS – AFRIMAT KZN – DUNDEE

Secondary plant upgrades at Dundee

FRANCOIS CHAMBERLAIN – QUARRY MANAGER



Over the past few years, Dundee has experienced an increasing demand in aggregates, which has resulted in the operation constantly battling a low-stock scenario. This also left the operation with little opportunity to change to different modes, thus losing out on potential base-material sales. To try and meet the market demand, the employees had to crush for extended hours, which had a detrimental effect on overtime.

The plant was producing sizes at 90 to 100 tons/h. The main bottleneck on the plant was caused by the

'AFTER STARTUP, WE IMMEDIATELY NOTICED THAT THE SMALL UPGRADE HAD MADE A BIG DIFFERENCE TO THE SCREENING EFFICIENCY!'

Dabmar S1300 double-deck screen that did not screen efficiently, due to the screening and chute setup in and around the screen and CV08. The crusher dust discharge was directly below the screen, which resulted in double handling in the process to stockpile the dust.

After a meeting with our engineering team, plans were drawn up to improve this situation. The project entailed replacing the Dabmar screen with the more efficient Telsmith 5 x 12 double-deck screen (also more cost-effective to maintain), repositioning the CV08,



manufacturing and installing a new crusher dust delivery belt and redesigning all the chutes surrounding the screening area. All the fabrication for the chutes, new conveyor and under-pan was done by the Dundee team on site.

All civil, construction and foundation work started on 10 September 2021 while the plant was still in full production. The plant was then shut down on 2 November and commissioned on 17 November 2021.

After startup, we immediately noticed that the small upgrade had made a big difference to the screening efficiency. The plant is currently producing at 136 tons/h in sizes mode, which makes this small project worth every penny. We're looking forward to exploring the opportunities that the increased productivity will allow us in the market.

'ALL THE FABRICATION FOR THE CHUTES, NEW CONVEYOR AND UNDER-PAN WAS DONE BY THE DUNDEE TEAM ON SITE!'

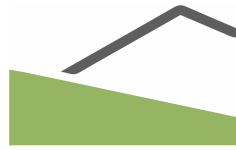
A big thank you to the following colleagues for their persistent hard work and long hours that made this project possible:

Dundee team – for all their hard work and effort in working safely.

Emile Scheepers – for your assistance and sense of humour, which made this project fun and exciting.

Engineering team – for all the help and pointers in making this project possible and ensuring it ran smoothly.

Thank you to everyone involved from the Dundee team. Without your input and help, we would not have been able to do this.



CONSTRUCTION MATERIALS – KZN/FREE STATE OPERATIONS

Team KZN/Free State: Culture champions

JACQUES STOKES – OPERATIONS MANAGER

Due to the vast area our Afrimat KZN operations occupies – from Bethlehem in the west and Scottburgh in the south to Hluhluwe in the north and everything in between – our people sometimes feel ‘forgotten’, due to the extensive distances between sites.

This sense of feeling forgotten was recently raised, after an unavoidable Section 189 restructuring process and a struggling economy, impacted by Covid-19 and the widespread looting that took place last year.

Despite these challenges, the KZN and Free State team is considered by many, especially visitors from across the extended Afrimat family, as the epitome of the Afrimat culture.

As leaders, we are often asked what makes a great team. I would like to quote Steve Jobs: ‘Great things in business are never done by one person, they’re done by a team of people.’

The KZN and Free State team is making this business great, and I would like to salute each member.

They might in some instances be considered brutally honest and even abrasive, but no one can fault them for always living and conducting themselves according to the Afrimat values.

Every challenge, opportunity and task is done within an atmosphere of joy and positivity.



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

OUR VALUES

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

Everything within an atmosphere of joy and positivity

‘THE KZN AND FREE STATE TEAM IS CONSIDERED BY MANY, ESPECIALLY VISITORS FROM ACROSS THE EXTENDED AFRIMAT FAMILY, AS THE EPITOME OF THE AFRIMAT CULTURE.’

Left: Team KZN and Free State – the epitome of the Afrimat culture



CONSTRUCTION MATERIALS – KZN

Maintenance of excavator at the Vryheid workshop

KOBUS POTGIETER – REGIONAL TRANSPORT MANAGER

Our Bethlehem excavator (with more than 15 500 hours of work on the clock) needed urgent mechanical attention, with a specific focus on the undercarriage, hydraulic cylinders, pins and bushes.

Equally important was the structural work that needed to be done on the boom and bucket. After repairs and maintenance were concluded, the machine was repainted and also branded with the Afrimat logo.

General maintenance of all company equipment is key to ensuring success, as it minimises costly breakdowns, and ensures that machinery operates at its top functionality. Furthermore, by ensuring that equipment is properly maintained, the element of surprise in the form of machine failure is eliminated. Regular servicing of equipment and preventative maintenance expands the life of the machine and optimises production in our plants.

Thank you to the team at our Vryheid workshop for assisting with this project.



‘REGULAR SERVICING OF EQUIPMENT AND PREVENTATIVE MAINTENANCE EXPANDS THE LIFE OF THE MACHINE AND OPTIMISES PRODUCTION IN OUR PLANTS.’

Excavator: before and after



CONSTRUCTION MATERIALS

South Cluster – Readymix project updates

COMPILED BY TANYA PRETORIUS

WESTERN CAPE | Wetton Readymix

The Sandpiper development in Hout Bay, Cape Town

Info supplied by: Johan van Niekerk – Sales Consultant WC
 Construction company: LPCON (Linde & Prinsloo Construction)
 Site: The Sandpiper, Hout Bay
 Project duration: August 2021 to August 2022

2 200m³ quality readymix concrete proudly supplied by Afrimat’s readymix operations in Wetton.

The project comprises the construction of three levels of apartments (30 single-story and 6 duplexes) with undercover parking bays.



WORCESTER READYMIX

Wavrenskoon Dam near Tulbagh

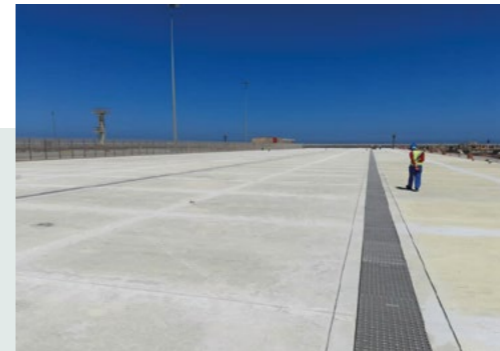
Info supplied by: Riaan Engelbrecht – Sales Consultant
 – Afrimat Concrete Products WC
 Customer: Lulenco Plant Hire
 Project: Wavrenskoon Dam near Tulbagh
 200 cubes of readymix concrete supplied from our Worcester plant.



EASTERN CAPE | Denver Readymix – Gqeberha (PE)

Berths at Port of Ngqura

Info supplied: Lloyd Minter – Sales & Logistics Manager (EC) – Aggregates & Readymix
 Well done to our client Power Construction (Pty) Ltd and well done to our team from Denver in the Eastern Cape for supplying the 14 000m³ of readymix concrete for the surfacing of berths C-100 & C101 at the Port of Ngqura.



Tokai Apartments in Overbaakens

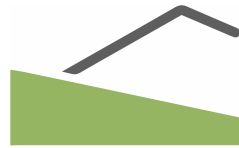
Info supplied by: Russell Rutters – Product Technical Consultant (EC)
 The team from our readymix operations located at Mission Road, Greenbushes (Gqeberha), is supplying readymix concrete to the Tokai Apartments in Overbaakens.
 Readymix concrete supplied: 1 173m³ since November 2021.
 4 000m³ total estimated supply for this project
 Developer: 100 Percent Property Developments (Pty) Ltd



Housing at Kragga Kamma Game Reserve

Info supplied by: Dewaldt Fourie – Sales Representative (EC)
 – Aggregates & Readymix
 Developer: 1 Life Development
 90 houses to be built. Each home takes approximately 45m³ per foundation amounting to 4 050m³ in total.





CONSTRUCTION MATERIALS – AFRIMAT READYMIX CAPE

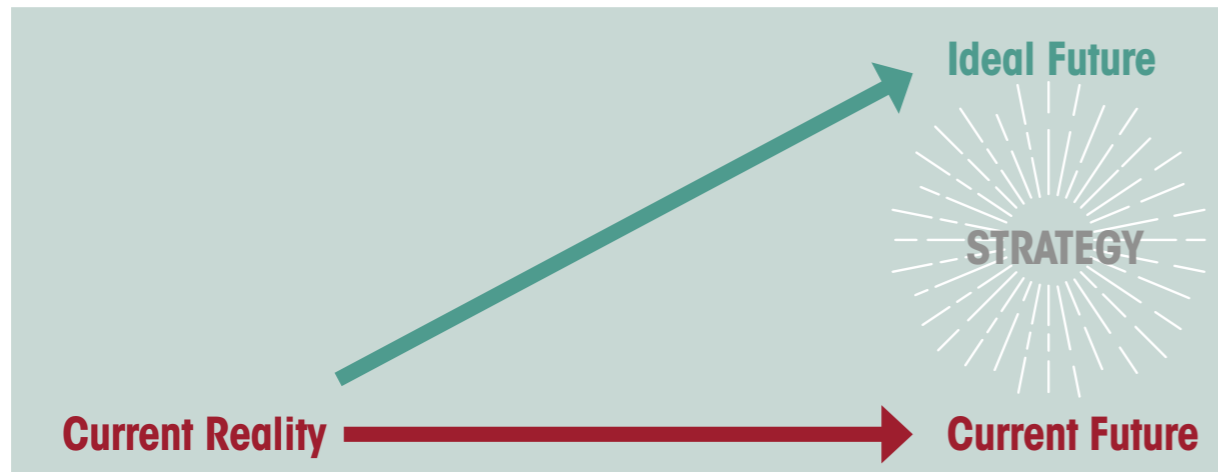
Working towards an Ideal Future

PIETER GROVE – REGIONAL MANAGER

The construction industry in the Western Cape has been very slow during the past year. During the last two years, competition in the readymix industry in Cape Town has increased by another three players to 14.

More competition + less work = competitive pricing = lower profit. This would sound like a lot of doom and gloom if you do not have a strategy.

So, what is the strategy? A wise man once explained it to me in this way:



Readymix plant at Boublok



Wetton Readymix plant

We find ourselves in our Current Reality, and if we continue to do what we are doing now, without a new strategy and relying solely on what the market allows for, we will most certainly end up at our Current Future.

Where we want to be, is to experience growth, which will tie in with our envisioned Ideal Future.

The difference between our Current Future and our Ideal Future is our strategy and the ability to implement and execute that strategy. One of the best practical examples of how Afrimat has moved from a Current Future to an Ideal Future, is with the group's diversification strategy, expansion into Bulk Commodities and the acquisition of Demaneng Mine (iron ore).

Having a better understanding of our vertical integration advantages is therefore part of our strategy at Readymix Western Cape:

- We have an advantage by selling our own products (aggregates and sand) from our aggregate operations to our readymix operations, *but*
- Cost-saving opportunities also extend to our shared resources such as our workshops, people and the property we own or rent.

When we started sketching our Ideal Future, we decided that:

- We always need to be lean enough to be able to endure tough times but always be good enough to deliver quality service and a great product at a high production rate during busy times.
- We wanted to have a standard plant design that will help us lower plant maintenance and improve our preventative maintenance.
- We wanted safer plants that will allow safe silo access that would also improve the stock control of our cement stored in silos.

We identified that property rent and maintenance costs are areas where we can improve and aim to reduce our monthly expenditure.

One such opportunity was at our Worcester Readymix plant, which is situated on rented property.

Moving our readymix plant from the rented property onto the Boublok yard 200m away, which we own,

seemed to be a good option. We identified an area on the Boublok yard where we could set up the readymix operation, but it meant that we would lose block storage space. After having cleared the area for a trial period, we determined that Boublok can in fact operate without this space and we could therefore move our readymix plant onto the site.

Over the years, we have concluded that our wet-batch plants incur high maintenance costs and restrict us with the type of stone the plant can handle due to its overhead bind design.

We decided that we will, in time, start to replace our wet-batch plants with cheaper-to-maintain dry-batch plants. Our old Worcester plant is fairly underutilised in Worcester due to the market size and will be an ideal fit for a replacement of our wet-batch Wetton plant, which is located in a far busier area.

We decided that we will renovate and re-use our old Ceres plant by using our own internal resources in the form of our Worcester Aggregate Operations workshop, erect this renovated plant at the newly identified area in our Boublok yard, which also allows us to construct the plant at the Boublok site whilst operating the old plant.

When the Boublok plant became operational we took down the old Worcester plant, gave it a new coat of paint, and erected it on the Wetton site, replacing the old outdated wet-batch plant.

We are extremely grateful for the progress we made in executing a part of our strategy during the last four months of our 2022 financial year.

We had a couple of surprises along the way, but we managed to overcome them. It has enabled us to live and work the Afrimat Way, where we will be able to improve our results while creating a caring and safe environment. During this process the wonderful skills and competence of our teams were displayed. They delivered an excellent product and result through teamwork, strengthening current and new relationships that left us with a heightened sense of empowerment and winning attitude.

What does your Ideal Future look like, and have you started with your strategy to get you there?

'THE DIFFERENCE BETWEEN OUR CURRENT FUTURE AND OUR IDEAL FUTURE IS OUR STRATEGY AND THE ABILITY TO IMPLEMENT AND EXECUTE THAT STRATEGY.'



CELEBRATING OUR LONG-SERVICE EMPLOYEES

Hanging up my boots at age 90

NORTH CLUSTER

BRUNO PENZHORN – NEW BUSINESS DEVELOPMENT

As happens in life – with the wheels turning – the time has now come for me to take my leave of Afrimat. At the end of April, I will be celebrating my 90th birthday which, I believe, will be an opportune moment to say goodbye.

When I registered my intentions with Davin Giles, our Cluster Head here in the north, he put me under an obligation to share some parting thoughts with my colleagues in this young and vibrant company of ours. I am happy to do so.

Firstly, as an introduction, herewith a summary of my background, training and professional experiences that led to my present association and involvement with Afrimat.

I am an Electrical Engineer by training and qualified with a BSc Degree at Wits University in 1953. From 1954 to 1956 I attended a two-year training course at the works of Brown Boveri & Cie (the BB part of today's ABB) in Baden, Switzerland. This was followed by a 26-year stint at Brown Boveri's subsidiary in South Africa. First as Project Engineer, then Manager of the Electrical Department, and then as MD of the company from 1977 to 1982. Thereafter I joined the Altech Group as MD of Powertech from 1982 to 1987.

In 1987 I joined Eskom for a specific purpose, followed two years later by my appointment as the CEO of Rotek Industries to assist with the commercialisation of the Rotek Group as a private company. I remember the next 13 years as perhaps the most rewarding and fulfilling part of my career until my retirement in 2000 at the age of 68.

During my time as CEO of Rotek Industries, we assisted Eskom in the commercialisation of the clinker ash deposits from its previous generation 'chain-grate-boiler' power stations, which operated from 1920 to 1980. For this project, we teamed up with a brickmaking company called SA Block. By that time SA Block had successfully reclaimed and processed the clinker ash at two of Eskom's decommissioned power stations, namely Simmerpan and Rosherville. Together we created Clinker Supplies as a joint venture and entered a contract with Eskom for the reclamation of clinker ash from the three remaining clinker dumps at the Klip, Vaal and Vierfontein power station sites.

'SPEAK YOUR TRUTH QUIETLY AND CLEARLY; AND LISTEN TO OTHERS, EVEN TO THE DULL AND THE IGNORANT; THEY TOO HAVE THEIR STORY.'

After my retirement from Rotek in 2000, I assisted Karl Pfeffer with the SA Block and Clinker Supplies operations and finally facilitated the sale of SA Block and its 50% shareholding in Clinker Supplies to the newly created and newly listed Afrimat Group.

Thereafter Karl Pfeffer managed the Clinker Group on Afrimat's behalf for a period of two years, after which the controls were taken over by Davin Giles. From the beginning, Afrimat assumed that I had been 'bought' with the company and relied on me to continue with my daily support duties as before.

At the end of last year, Afrimat's competent National Marketing Officer, Tanya Pretorius, and her team produced and distributed the December 2021 Afrimatters issue to everyone in the group.

I was immensely impressed with this bird's-eye view of our company and with what has been achieved over the past 15 years since its formation.

This year I say my farewells to Afrimat, and the people I've worked with over the years.

I leave these parting words with you:

Go placidly amid the noise and the haste and remember what peace there may be in silence.

As far as possible, without surrender, be on good terms with all persons.

Speak your truth quietly and clearly; and listen to others, even to the dull and the ignorant; they too have their story.

Avoid loud and aggressive persons; they are vexatious to the spirit. If you compare yourself with others, you may become vain or bitter, for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans. Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time.

Exercise caution in your business affairs, for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals, and everywhere life is full of heroism.

Be yourself. Especially do not feign affection. Neither be cynical about love; for, in the face of all aridity and disenchantment, it is as perennial as the grass.

Take kindly the counsel of the years, gracefully surrendering the things of youth.

Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with dark imaginings. Many fears are born of fatigue and loneliness.

Beyond a wholesome discipline, be gentle with yourself. You are a child of the universe no less than the trees and the stars; you have a right to be here.

And whether or not it is clear to you, no doubt the universe is unfolding as it should. Therefore, be at peace with God, whatever you conceive Him to be. And whatever your labours and aspirations, in the noisy confusion of life, keep peace in your soul. With all its sham, drudgery, and broken dreams, it is still a beautiful world.

Be cheerful. Strive to be happy.
Poem by Max Ehrmann © 1927



Bruno Penzhorn

Willie Prins (41 years)

BULK COMMODITIES

WILLIE PRINS – LOGISTICS MANAGER – DEMANENG

When I received a call from Tanya Pretorius to share some information about my journey at Afrimat, I laughed and asked her where she would like me to begin! She answered with a simple, 'Let's start at the beginning', and then we both laughed.

In a nutshell: I started on 1 March 1981 at Prima Quarries, where I worked as the Transport Manager at Brewelskloof. I remember the days when we had 6m³ tipper trucks! In 2009, I moved to the Northern Cape where I looked out for potential business opportunities, while also looking at opportunities in Bushbuckridge and Mozambique. By 2016 I moved to Upington and was asked to assist at Demaneng as we ventured into Bulk Commodities. What a journey it has been!

'I REMEMBER THE DAYS WHEN WE HAD 6M³ TIPPER TRUCKS!'



Andries van Heerden and Willie Prins

We thank each of you for your immense contribution to Afrimat



CELEBRATING OUR LONG-SERVICE EMPLOYEES

Construction Materials

WESTERN CAPE AGGREGATES



Riaan Engelbrecht (5 years)



Ramsamy Naidoo (5 years)



Thabo Naine (5 years)

Industrial Minerals

LYTTELTON DOLOMITE



Aubrey Moagi (5 years)
Excavator Operator



David Moagi (30 years)
ADT Operator



Solomon Makamu (15 years)
Plant Operator



Richard Mnisi (10 years)
Weighbridge Supervisor



Kenneth Mokholoana (10 years)
Mobile Crane Operator



Peter Phahlamhlaka (10 years)
General Worker



Ricca Mpebe (10 years)
Weighbridge Operator



Tinny Mphaladi (10 years)
Plant Operator

Construction Materials – KZN & Free State Operations

PIETERMARITZBURG QUARRY



Ntombi Shezi (5 years)
Stores Clerk



Lee-Ann Dimmick (10 years)
Sales Administrator



Leonard Ngcobo (10 years)
Multi-Skilled Operator



Nobuhle Ngcobo (10 years)
Multi-Skilled Operator



Goodness Ngubane (10 years)
ADT Operator

DUNDEE QUARRY



PB Dlamini (25 Years)
Weighbridge Assistant



T Kubheka (15 Years)
FEL Operator



TM Mlambo (10 Years)
Boilermaker Assistant

We thank each of you for your immense contribution to Afrimat

NEW APPOINTMENTS AND PROMOTIONS

We welcome Karen, our new Group Legal Advisor

AFRIMAT LIMITED

PIETER DE WIT – CFO

I am glad to announce the appointment of **Karen Roets** as Group Legal Advisor. She is based at Tyger Valley and reports directly to me.

Karen completed her BCom Law and LLB Degrees at the University of Pretoria and then spent some time in London, where she completed her LLM Degree at the London School of Economics at the University of London.

After returning to South Africa, she was admitted as an attorney but decided to leave practice to join Kumba Resources as in-house counsel. She spent several years working for Kumba Resources, Exxaro, Kumba Iron Ore and Anglo American, and joins Afrimat from Thungela Resources, a coal mining company newly listed on the JSE. She has extensive experience in all aspects of commercial law, focusing on corporate transactions and projects, as well as all legal and regulatory aspects relevant to the mining industry.

Karen recently relocated from Pretoria to Cape Town and is looking forward to enjoying all that Cape Town has to offer. She has two sons, Liam and Yuan.

She is a rugby fanatic (her blood is blue) and enjoys most sports. She loves wine, art, theatre and Netflix. Her motto is to 'live a life of significance' and to make a difference where she can.

Please welcome Karen and support her in all her endeavours.



Karen Roets

Welcome to Carol and Reyhela

AFRIMAT CONTRACTING INTERNATIONAL

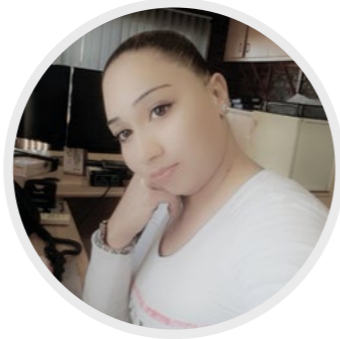
DOROTHY MAHLANGU – HR INTERN

Carol Vorster

ACI welcomes **Carol Vorster** as our new Senior Accountant, based at our Glen Douglas offices. She joined ACI on 3 January 2022. During her career, she has obtained extensive knowledge and experience in Financial Accounting. Carol qualified as an Accountant in 2019 at the University of South Africa. She worked for National Ceramic Industries South Africa from 2012 to 2021. She has a love for IT and enjoys hiking and reading.



Carol Vorster



Reyhela Tiel

Rayhela Tiel

ACI welcomes **Rayhela Tiel** as our new Debtor's Clerk. She joined ACI on 1 February 2022. She previously worked for Diamond Power Specialty. Rayhela enjoys swimming and reading.

Welcome Heinrich

GLEN DOUGLAS DOLOMITE

SONJA KLEYNHANS – SENIOR HR OFFICER

Glen Douglas would like to welcome **Heinrich Maartens** to the Afrimat family. He started at the beginning of January 2022 in the Finance Department as an Accountant. May you have many blessed and successful years with Afrimat.



Heinrich Maartens

Welcome Ruan and Karli

AFRIMAT SHARED SERVICES

SIPHOKAZI KALO – HR AND SUSTAINABILITY INTERN

Ruan Botha

"I have been working in the events industry as a qualified sound and lighting engineer for the past 10 years. The pandemic forced me to re-evaluate a bit and I figured it was time to shift focus and start building my career in IT. I am very excited to have this opportunity at Afrimat. My passion in life is music and most things digital, and I'm a massive fan of F1 and MotoGP."

Karli Mouton

"I was born and raised in Durbanville, which is where I currently reside. In 2018, I completed my post-graduate BAcc Honours Degree at the University of Stellenbosch. In 2019, I started my three-year training contract at PwC Stellenbosch, and at the end of 2021, I qualified as a Chartered Accountant. I'm currently part of the ITBS team, which is different from what I am used to, but I see it as a great opportunity to not only learn about Afrimat but also to gain a better understanding of all the systems used within the business. When I'm not working, I enjoy exercising and reading a good thriller that keeps me guessing until the last page. I look forward to learning from my fellow colleagues and becoming part of the Afrimat family."



Ruan Botha



Karli Mouton

Welcome Wally and Johan

NKOMATI ANTHRACITE AND GLENOVER

SIPHOKAZI KALO – HR AND SUSTAINABILITY INTERN

Wally Hepton

I was born and raised in a small town in the Free State called Senekal. I completed my degree in Mechanical Engineering in Potchefstroom, and I am currently a Junior Engineer at Nkomati Anthracite. My goal is to become a Maintenance Engineer at Afrimat.

Johan Bisschoff

I recently rejoined Afrimat in the capacity of Senior Project Manager at Glenover. For those of you who are not in the know, Glenover is Afrimat's venture into phosphate and related minerals such as vermiculite and rare earths. The Glenover project is situated close to the Botswana border between Thabazimbi and Lephalale (Ellisras). I am married to Gerdie and have four children: three sons (aged 27, 25 and 20) and a daughter (aged 22). I am a qualified Mechanical Engineer and enjoy doing woodworking in my spare time.



Wally Hepton



Johan Bisschoff

NEW APPOINTMENTS AND PROMOTIONS

Welcome Sergio and Henrique and congratulations Mkhululi

AFRIMAT AGGREGATE OPERATIONS – WESTERN CAPE

RAESHA TROMP – HUMAN RESOURCES DEVELOPMENT OFFICER

We would like to welcome **Sergio Smith** and **Henrique Fredericks** to Afrimat. They both started as learners at the Worcester Workshop in 2018. They successfully completed their trade test in 2021 and have been permanently appointed as a Fitter and Turner and Electrician respectively. We would like to congratulate them on their achievement.



Sergio Smith



Henrique Fredericks

We would also like to congratulate **Mkhululi Macingwane** who passed his trade test in 2021 and has been permanently appointed as a Junior Earthmoving Mechanic in the Northern Cape at Afrimat Contracting International (Pty) Ltd.

Congratulations, Thabang, on being appointed as Foreman

GLEN DOUGLAS DOLOMITE

FLORENCE SITHOLE – HR OFFICER

Thabang Ramafikeng started out as a Plant Attendant in 2007 at Glen Douglas. He became Plant Operator in 2009, a position he held for six years before being promoted to Foreman in Plant Production.

In June 2020, Thabang was affected by retrenchments, necessitated due to Covid-19, and resumed his role as a Plant Operator. This was a very difficult time for him, as he felt demotivated and embarrassed, for not being considered a leader anymore. However, he persevered and when the opportunity arose again for him to apply for the Foreman position, he applied and got the job!



Thabang Ramafikeng

Congratulations to Tiisetso on joining SA Block

GLEN DOUGLAS DOLOMITE

FLORENCE SITHOLE – HR OFFICER

Tiisetso Kingsley Monareng started at Glen Douglas on 8 April 2019 on a Boilermaker learnership. He began with on-the-job practical training to find his feet in a working environment.

When he was supposed to start his training at EBDA, Covid-19 reared its head and that made his training very difficult. It was through this time that he said, 'I have wanted and prepared for this opportunity for a long time, and I will not let Covid-19, or any other restrictions, get in the way of the opportunity presented to me.'

Tiisetso weathered the storm of Covid-19 and passed his trade test in January 2022. He will now join SA Block (S&P Workshop) on a permanent basis as a Boilermaker starting on 1 March 2022.



Tiisetso Kingsley Monareng

Welcome Janabi

AFRIMAT VRYHEID

REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Born and bred in Vryheid, Accounting Science graduate **Janabi Essop**, affectionately known as 'Jae', joined Afrimat in January 2022 as an Assistant Accountant. With just over 11 years of experience, Jae's academic aspirations are to complete her Honours Degree/ Postgraduate Diploma in Accounting Sciences in the next few years. Married, and a mother of two (a son and daughter), Jae likens herself to 'the glue that holds a family together, and without which, it falls apart'. She identifies most with our values of trust, respect, integrity and accountability. We welcome and wish Jae all the best in her journey with Afrimat.



Janabi Essop

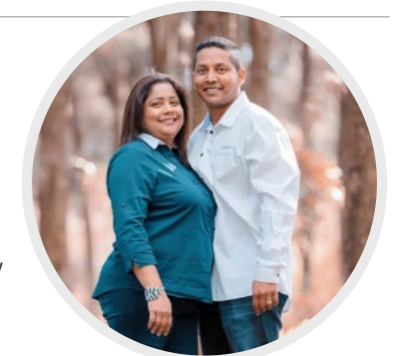
Welcome Jonathan and Lisha

VRYHEID – AFRIMAT CONCRETE PRODUCTS

REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Jonathan Job joined Afrimat in September 2021 as the Vryheid ACP Branch Manager. He has 10 years of experience in the motor industry where he worked mainly in the workshop. Furthermore, Jonathan has extensive experience in the mining industry. Jonathan is married to **Lisha**, who joined the company on 1 February 2022 as a Debtors Clerk. She has extensive experience as an administrator.

Jonathan and Lisha have been married for 16 years and have three children: son Cayd'n (15) and daughters Annabelle (10) and Gealyn (8). Lisha enjoys reading, baking with her children, and doing charity work, whilst Jonathan enjoys working with people, developing others and acquiring new skills. A petrolhead by nature, Jonathan enjoys drag racing and fishing in his spare time. The Job family are rooted in the Christian faith and are grateful to God for opening this door at Afrimat for them.



Jonathan and Lisha Job

Welcome Sipehelele

AFRIMAT NONGOMA – READYMIX CONCRETE

REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Sipehelele Sibiya started his journey at Afrimat on 1 April 2013 as a Laboratory Assistant at the Ulundi Branch. In July 2020, he was transferred to Nongoma to assist the then Supervisor. In February 2022, he was promoted to Batching Supervisor. He is excited about his new role and management wishes him all the best!



Sipehelele Sibiya

Congratulations on your promotion, Willie

AFRIMAT HLUHLUWE

REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Willie Thamsanqa Cana has been promoted from Acting Plantsman to Plantsman for the Hluhluwe Quarry. Management wishes Willie success in his new role.



Willie Thamsanqa Cana

FUN MATTERS COMPETITION WINNERS

Congratulations to the winners of our December competition! Thank you to everyone who entered and joined in on the fun!

Winners were selected by way of a lucky draw.



- From Left to right
- Kids Colouring Competition: **Melika Joubert** (aged 4) - Daughter of Melanie Joubert, Tyger Valley
 - Word Search Competition: **Patric Makade**, Worcester Workshop
 - Adult Colouring Competition: **Bertoline van Wyk**, Palmiet Quarry
 - Sudoku Competition: **Perchel van der Westhuizen**, Dennegeur Quarry

AFRIMAT AGGREGATE OPERATIONS (WC)

Congratulations to the newlyweds!

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

Congratulations to Chanique Buys (Weighbridge Clerk, Stanford Quarry) and William Buys who got married on 30 October 2021. Best wishes on this wonderful journey, as you build your new lives together.



Chanique and William Buys on their special day

COMPETITION

2023 DIARIES DESIGN CHALLENGE

The National Marketing Department is on a quest to discover the hidden creative talents of our staff to design a new front cover for our 2023 Afrimat Diaries. If you consider yourself to be an amateur photographer or painter, have a flair for digital design or love spending your weekends doing DIY or crafts, then this competition is for you!

Your design must depict Afrimat, be artistic, innovative and inspirational (example: #thefutureisbright).

To enter: Participants must send their design to Natasha Hartley, natasha.hartley@afrimat.co.za, before 1 July 2022.

The winning design will be featured on the cover of the 2023 Afrimat Diary. The winning design will also be featured in Afrimatters and announced in MonthlyMatters August 2022 editions. All entries will be featured in the December edition of Afrimatters.



AFRIMAT SHARED SERVICES

Tyger Valley baby shower

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

On 16 February 2022, the Tyger Valley Social Committee held a surprise baby shower for Jason Fredericks (Sales Administrator, Aggregates & Readymix WC). Congratulations to Jason and his wife on the birth of their baby boy.



From left to right: Marlene de Castro, Jason Fredericks, Carmen Charles, Liesl Diedericks and Elsa Smit



Jason opening presents



Treats and spoils for Jason

COMPETITION

2023 DESK CALENDARS COMPETITION FOR KIDS

The National Marketing Department invites Afrikids (kids of our Afrimatters) to be creative by either drawing, colouring and/or painting pictures to be featured as the creative imagery on the 2023 Desk Calendar.

What are we looking for?

- Imagery that depicts either the people or operations of Afrimat
- Imagery must be colourful and original

The National Marketing Department will select the top 12 elements, which will be used as the creative element for each month.

Enter your child's creative element(s): Send their design to Natasha Hartley at natasha.hartley@afrimat.co.za before 1 July 2022. The winning designs will be featured in Afrimatters and announced in MonthlyMatters August 2022 edition. All entries will be featured in the December edition of Afrimatters.



AFRIMAT CONTRACTING INTERNATIONAL

Welcome little ones!

LOUISA ROESTOF – SENIOR HR OFFICER – ACI AND AMSJ

We would like to congratulate the following employees on the birth of their little ones:

Molly Leotlela (Finance) welcomed her son, Andile, on 12 November 2021. *Andile – The strong growth of a family and a great legacy.

Mulalo Mike Baloyi (Mobiles) and his wife, Murunwa Gene Baloyi, welcomed their daughter, Calantha Tsakani, on 28 January 2022.

*Calantha – Beautiful flower.

May your children grow strong, courageous, and always be blessed.



Baby Andile



Baby Calantha

AFRIMAT GROUP

How to separate waste at the source

YANGA BOUT – HEALTH AND SAFETY INTERN (EC) & TANYA PRETORIUS – NATIONAL MARKETING OFFICER

The Health and Safety Department at our Denver operation in the Eastern Cape recently embarked on an educational drive to teach staff the importance of separating waste and how they can do it.

First, a practical game was played instead of just doing the regular toolbox talk.

Making waste separation fun

1. The day prior to the game, the Health and Safety Intern emptied the four different waste bins (tins/cans, paper, plastic, organic/food) and put the waste into a single bag.
2. Additional signage was then added to the top of the bins, explaining exactly which items are to be placed in each bin.
3. The bins were then taken to the meeting point where the toolbox talks take place each morning.
4. The next morning, the team was informed that they will be participating in a practical game about waste separation.
5. The team was grouped into four teams of five to six people, and everyone was given a pair of latex gloves.
6. The four teams were each given a name: Team Tins/Cans, Team Plastic, Team Paper and Team Organics
7. The waste bag containing the mixed waste was then thrown on the ground and each team had 30 seconds to collect the waste relevant to them and discard it in the appropriate bin

Each team did very well and afterwards we had a discussion, emphasising that separating waste need only take a little bit of time and effort each day

An incentive to continue separating waste

The four teams were also given the mandate to take charge of their respective waste items each week.

At the beginning of each week, every team starts with 30 points. The waste bins are checked twice a day and if, for example, there is plastic in Team Paper's bin, they lose two points. At the end of the week, the team with the highest score is rewarded with a 2-litre Coke to incentivise the team effort.

ENSURING OUR WASTE IS DISPOSED OF PROPERLY



Waste for the PAPER bin



Waste for the CAN bin



Sticker depicting types of waste



Waste for the PLASTIC bin

Feedback from some of the team members:



Siboleke Gamalitashoyo (Team Plastic)

The waste-separating initiative is a good one as we are able to assist in the recycling process for members of the community who recycle waste.



Sizwe Tembani (Team Food)

This initiative not only teaches us to separate waste but also to have discipline and be able to replicate what we do here at our homes as well, and teach our children about the importance of separating waste.




Penny Zuzani (Team Paper)

Separating the waste has brought us closer as employees, especially with the tough competition amongst teams. It teaches us to take care of our environment.



Different colour bins indicate what items to dispose of where



COVID-19 VACCINATION AWARENESS DRIVE

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.

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

- **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.



THE VACCINE SAVES LIVES



How to register to get your vaccine

- Visit <https://vaccine.enroll.health.gov.za>
- Dial *134*832# and follow the prompts
- WhatsApp the word REGISTER to 0600 123456



Beware of FAKE NEWS

Trusted sources:

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

Afrimat National Marketing Department

GLEN DOUGLAS DOLOMITE

Celebrating five years LTIFR free

TSHEPO TSOTETSI – SHEQ INTERN

On 8 October 2021, Glen Douglas Dolomite Mine celebrated **five years** with a Lost Time Incident Frequency Rate of 0.00%.



Staff at Glen Douglas celebrating five years LTIFR free! (Some masks were removed for photos)



AFRIMAT SHARED SERVICES

Tyger Valley's Valentine's Day drive for our furry friends

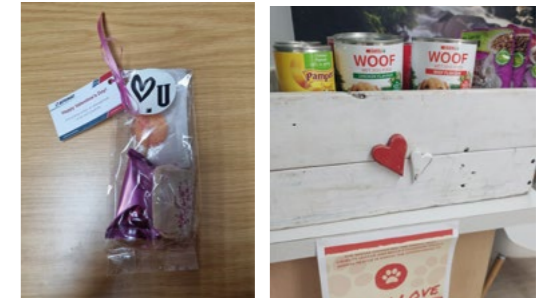
MICHELLE SMIT – OPERATIONAL SYSTEMS ADMINISTRATOR – ITBS

The Social Committee would like to thank everyone for their contribution to the Show Love Project. The donations received exceeded our expectations and made us proud to be part of a company filled with such magnanimous members!

We are excited and proud to deliver the donations to the Animal Anti-Cruelty League and Bella's Guardian Angels Animal Rescue on behalf of Afrimat.

Donations that were received:

- 8 bags of dog food
- 1 bag of cat food
- 4 tubs of dog treats
- 16 big tins of dog food
- 5 small tins of dog food
- 1 big tin of cat food
- 14 small tins of cat food
- 1 big bag of gravy power
- 1 sachet of dog food
- 8 sachets of cat food
- 3 little dog warmers
- 2 x fuzzy blankets
- 5 small chewy rope toys
- 10 dog leashes
- 23 dog harnesses



'THE DONATIONS RECEIVED EXCEEDED OUR EXPECTATIONS AND MADE US PROUD TO BE PART OF A COMPANY FILLED WITH SUCH MAGNANIMOUS MEMBERS!'

The Show Love Project was a great success

AFRIMAT GROUP

Celebrating Valentine's Day

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Afrimat celebrated Valentine's Day with staff dressing up in red and giving out cards and a sweet treat. The team at Nkomati went all out!



Tholakele Masango, Andre Erasmus, Bongane Mdluli, Fikile Ntuli, Elizabeth Shilenge and Ntombi Mkhathshwa



Andre Erasmus aka the Love Guru



Boetie Jewaskiewitz (Underground Mine Manager), Slu Mshali and Angela Mashaba



Gert Buitendach (Mine Manager) and Thembekile Mubi



Willem Hattingh (General Manager) and Experience Mavuso

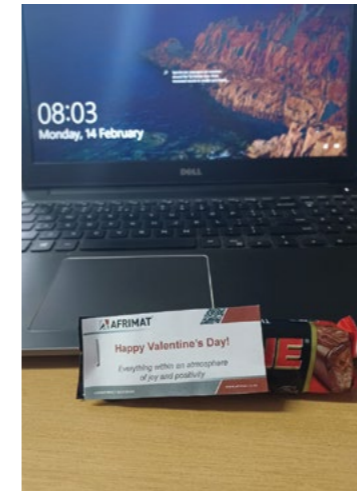


Finance ladies, Gusti Terblance, Ada Stroh, Prischilla Zwane and Cheryl Sterk



Brenda Ngomane, Pritty Mondlane and Christell le Roux

A little something for staff on Valentine's Day



Nkomati



Afrimat Contracting International



Demaneng



Glen Douglas

AFRIMAT VRYHEID QUARRY (KZN)

Valentine's Day hamper winner

CHARL CROUS – REGIONAL MARKETING & SALES MANAGER ZULULAND

Mr Rudolf, a resident of Vryheid for more than 40 years, was our Valentine's Day hamper winner. The hamper consisted of wine, wine glasses, chocolates, champagne and biltong. All our customers who bought products had a chance to win and we selected a winner by lucky draw. Our sales representative, Simon Sibiya, handed the gift hamper to the lucky winner.



Mr Rudolf and Simon Sibiya

AFRIMAT NATIONAL MARKETING DEPARTMENT – TYGER VALLEY

Here's what we really get up to

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

If you think marketing only consists of putting ads in newspapers and chasing 'likes' on social media, think again.

Welcome to the Afrimat National Marketing Department, where everyone at Afrimat (whether you are out in the quarry, on the road selling products, chasing new business, or fulfilling a more office-bound requirement) is our client, in much the same way as our external customers who buy Afrimat products/services are.

Generating quality results for numerous stakeholders through a multitasking, strategically focused approach is our forte – and we remain dedicated to doing this while remaining true to the Afrimat values and conducting our work in an atmosphere of joy and positivity.

The duo behind all things marketing related consists of me, Tanya Pretorius, and Natasha Hartley, and between the two of us, we service Afrimat in the following ways:

'IF YOU THINK MARKETING ONLY CONSISTS OF PUTTING ADS IN NEWSPAPERS AND CHASING 'LIKES' ON SOCIAL MEDIA, THINK AGAIN!'



Tanya

- Lead generation
- Traditional marketing
- Digital marketing
- Digital & social media
- PR & media relations
- Branding (fleet)
- Afrimatters



Natasha

- Branding (stationary)
- Branding (clothing & gifting)
- Brand audits
- Events & conferences
- Customer satisfaction surveys
- Building management (Tyger Valley)
- Afrimatters

Lead generation consists of:

- Identifying projects and tenders near our areas of operation and sharing these with our Business Units timeously so we can submit pricing.

Lead generation → Marketing strategy

Ultimately, we work towards identifying in which (a) sectors and (b) provinces work is upcoming so that we can align our marketing efforts strategically.

Traditional media and marketing

- Local and industry media (print supported by digital)
- Local radio
- Branding of the company fleet, billboards and product packaging

Digital (and social) media and marketing

Managing social media channels (LinkedIn and Twitter) by:

- Consistently monitoring all engagement, and sharing strategic content in line with industry best practice recommended days and times.
- Showcasing the work our teams do on the ground (#ProjectFeatures on Thursdays).
- Sharing vacancy-related information on Tuesdays.
- Working with our Sustainability Department to source and share information on Local Economic Development projects and Social and Labour Plan initiatives.
- Working with our Investor Relations Management Agency to share investor-related content timeously and in line with our investor calendar.
- Managing our website maintenance, SEO, Google, Google Maps by:
 - Ensuring our website is regularly updated and is Search Engine Optimised.
 - Consistently monitoring online mentions of Afrimat (including ratings and comments on Google Maps) and proactively engaging with customers and/or media where required.
 - Ensuring our operations are listed on Google Maps.

Branding

- Stationary (presentation templates, calendars, diaries, business cards, notebooks, pens)
- Corporate clothing (PPE, jackets, caps, cycling wear)
- Corporate gifting (USBs, cooler bags, backpacks, water bottles, flasks, tumbler sets)
- Brand audit (signage at all sites + Vision, Values, Afrimat Way)

Company events and conferences

- Management conference
- Tyger Valley year-end function

Industry Awards

- Where can we nominate projects we have worked on or be a sponsor?

Building management

- Tyger Valley office



RECENT NATIONAL MARKETING & BRANDING INITIATIVES

Branding tailgates of our sales bakkies



Radio campaigns

Listen to our campaigns on Algoa FM, Perron FM & Radio Laeveld here



Print & digital advertising

READYMIX CONCRETE
NELSPRUIT, BUSHBUCKRIDGE & HAZYVIEW

CRUSHER STONE
NELSPRUIT & BUSHBUCKRIDGE

CONTACT US TODAY
013 880 1538

AFRIMAT

CONTACT US TODAY
013 880 1070

BUILDER'S BLEND
Just add water and cement

DIRECT TO PUBLIC
Witbank, Bronkhorstspuit & surrounds

AFRIMAT BELA-BELA
READYMIX CONCRETE
BATCH-PLANT

CONTACT US TODAY
014 880 0318

YOUR LOCAL SUPPLIER OF
QUALITY READYMIX CONCRETE

Address: Buiskop, Plot 42
Bela-Bela

AFRIMAT
www.afrimat.co.za

Afrimat in the news

SA aggregates sector – a tale of two halves

QUARRYING AFRICA, MARCH 2022

The South African aggregates sector was a tale of two halves in 2021, with the first half of the year experiencing a V-shaped recovery and the second a gradual slowdown in volumes. This is the view of Andries van Heerden, CEO of Afrimat, who tells Quarrying Africa that while government's Recovery and Reconstruction Plan has been slow out of the starting blocks, there are however some exciting projects on the horizon.

Having taken the brunt of the hard lockdown in early 2020, the aggregates sector enjoyed what Van Heerden calls a V-shaped recovery during the first half of 2021. "Last year was a tale of two halves. After the 2020 slowdown, we saw a strong recovery during the first half of 2021, with volumes even surpassing the pre-COVID levels at some point. It was a welcome relief for an industry that had been on a downward trajectory since 2017," he says.

Unfortunately, adds Van Heerden, the industry started seeing a gradual slowdown in demand in the second half of 2021. Despite talk of government's economic recovery plans announced in 2020 being centred on infrastructure development for job creation, Van Heerden says not much has happened on the ground. With no meaningful infrastructure projects coming to market, there has been a slow recovery of the country's construction sector, with significant knock-on effects on the quarrying industry and the economy at large.

"There has been a general slowdown of the construction materials industry in the past six to seven months. While it has not necessarily come to a grinding halt, it is nowhere near the envisaged volume levels. We expected a lot better, given government's announcements in 2020 that infrastructure development would be central to resuscitating the economy. Given the circumstances, the industry is making a good living out of the current market conditions," says Van Heerden.

Despite the slow pace of government's infrastructure rollout, Van Heerden says there is reason to be hopeful, with some exciting projects on the cards. According to the South African Institution of Civil Engineering, the South African government announced the rollout of 62 projects at the Sustainable Infrastructure Development Symposium South Africa in 2020. About 33% of these projects are in construction and some have already been completed, with another 20% at various stages of preparation and feasibility.



Afrimat Construction Index recovers further in third quarter of 2021

MODERN QUARRYING, 13 DECEMBER

Afrimat, the JSE-listed open pit mining company providing industrial minerals, bulk commodities and construction materials, has released the findings of the Afrimat Construction Index (ACI) for the third quarter of 2021. The ACI is a composite index of the level of activity within the building and construction sectors compiled by renowned economist Dr Roelof Botha on behalf of Afrimat.



In line with several key indicators of construction activity, the ACI staged a swift recovery from the Covid-19 induced slump that occurred during the second quarter of 2020, increasing by 60% in the very next quarter. Since then, however, progress has been muted, with a year-on-year improvement of 4,5%. It is nevertheless encouraging that the ACI has managed to record a quarter-on-quarter rate of increase of 2,8% when several sectors of the economy were under severe pressure due to the July unrest in parts of KwaZulu-Natal and Gauteng.

Another encouraging feature of the latest ACI is the fact that these sectors have outperformed most others, including the economy as a whole. According to Statistics South Africa data, the country's gross domestic product (GDP) shrank marginally by 0.3% during the third quarter compared to the second quarter. A full recovery from the effects of the pandemic will probably only be realised in 2022, with the current value of the ACI (108,9 index points) still more than 5% shy of the value recorded in the third quarter of 2019.

The stand-out performers during the third quarter of 2021 were Building Material Sales, Hardware Retail Sales, the Volume Of Building Materials Produced, and the Value Of Buildings Completed in the country's larger municipalities.

According to Dr Botha, on-going efforts to rebuild the facilities that were damaged during the July unrest should continue to boost construction-related activity during the four quarter, which, combined with the absence of strict lockdown regulations during these three months, could witness a further recovery in the ACI to very close to its pre-Covid-19 level.

"Construction-related activity is inherently labour intensive and, hopefully, government will not react too harshly to the fourth wave of Covid infections, which does not seem to be as severe as the previous wave in terms of the rate of hospitalisations," says Botha.

"One point of concern is the decision by the South African Reserve Bank to raise interest rates at a time when there is clearly an absence of excessive demand in the economy and when unemployment keeps rising. Private sector credit extension also remains on a downward trajectory, which makes the Reserve Bank's return to more stringent monetary policy quite strange.

"Fortunately, however, the prime overdraft rate at 7,25% is still low by historical standards, which should not deter the construction sector to continue on a growth path during 2022."

Botha points out that only three of the nine constituent indicators that comprise the ACI recorded negative outcomes in the third quarter compared to the second quarter. "The year-on-year performance was even more impressive, with eight of the nine indicators recording positive growth rates."

He says that an interesting feature of the latest building statistics is the increase in the share of alterations and additions, which had averaged 15% in 2019, but increased to more than 20% during 2021, with a new quarterly record high of almost 29% during the third quarter of 2021.

According to property market experts, this phenomenon may become a permanent one, due to the occurrence of "semigration", a term used to describe the migration of South Africans to smaller towns. Houses in these areas are seldom suited for people used to a fast-moving urban environment and usually require substantial renovation, especially in the area of creating a de facto home office.

Botha is confident that the current momentum of recovery in construction can be taken forward into 2022. "Further recovery of the construction sector is on the cards for next year," says Botha, basing this optimism on the presence of a number of growth drivers, including the following:

- The dire need to repair and maintain infrastructure that has fallen behind schedule as a result of the lockdown regulations induced by the pandemic.



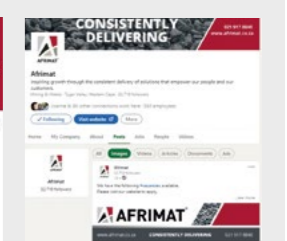
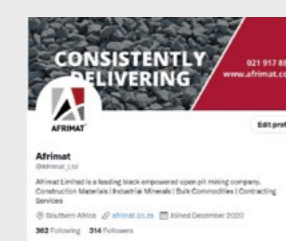
- Promises during the recent municipal elections by all of the largest political parties to improve service delivery throughout the country.
- Renewed business confidence, as reflected by several authoritative indices, including the Reserve Bank's leading business cycle indicator and the Absa/BER Purchasing Managers' Index (PMI) for the manufacturing sector. Both of these indicators recently recorded all-time record highs.
- Addressing infrastructure deficiencies will remain a top priority of the government for many years to come and it was heartening to be informed in November by the new Minister of Finance that an additional 55 projects valued at almost R600 billion have been added to the pipeline of infrastructure projects. In the short term, the sectors for telecommunication, transport and water and sanitation will be prioritised.

Botha also points out that several companies in the construction and materials sector of the JSE continue to record impressive financial results. This JSE sector has outperformed the JSE all share index (Alsi) by a considerable margin during 2021, recording an increase in market capitalisation of 57% between early January and early December. By comparison, the JSE Alsi improved by 12%, albeit from a much higher base.

Afrimat's CEO, Andries van Heerden, remains positive and steadfast in the diversification initiatives undertaken by Afrimat to ensure the business is able to operate at the highs and lows not only of the South African economy, but also of cyclical commodities too.

"Our most recent results show a correlation to the results of this index with our Construction Materials and Industrial Minerals segments returning closer to pre-Covid-19 volumes and margin levels. However, we do remain cautiously optimistic that additional momentum will come to the fore during the course of 2022, driven by the much anticipated infrastructure projects." Van Heerden indicates that post the results announcement a little more activity is being picked up in the Construction Materials businesses, "but it still have some way to go", he adds.

Engage with us on social media



BUSINESS DEVELOPMENT

2022: A year of Implementation, Optimisation and Incubation

CHRIS DE VRIES – HEAD OF GROUP STRATEGY AND BUSINESS DEVELOPMENT

2021 was a busy year in Business Development as we closed three acquisitions: Gravenhage, Glenover and Agri Lime. Could this be a record for one calendar year?



These acquisitions are among the largest individual investments in Afrimat's history and will collectively have a significant impact on Afrimat's continued growth story. Executing the **Implementation** of these three transactions is a key focus for 2022, and it's already great to see the active cooperation between Business Development and the relevant Cluster teams to ensure success.



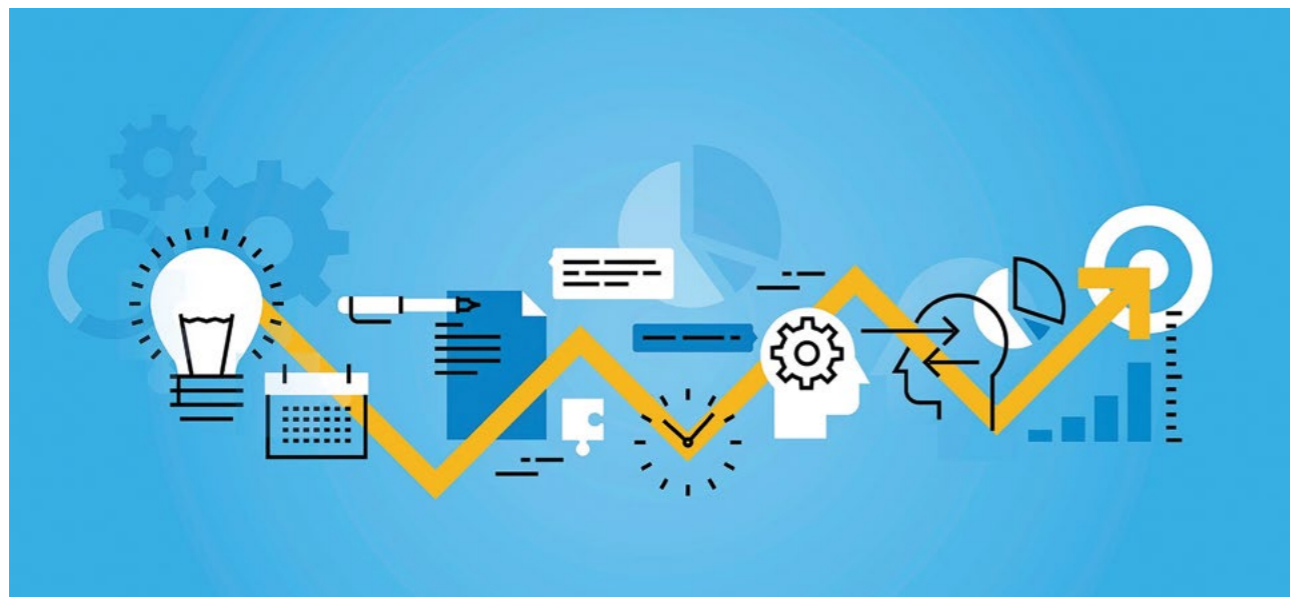
A further key initiative this year will be growth-focused **Optimisation** within our existing businesses. Several opportunities are already being pursued in collaboration with the Clusters and include, among others, increasing market presence for some of our products, optimising logistics solutions, and securing long-term sustainability in some of our businesses.



While the former two strategic platforms will continue to take shape for the next three to five years, we continue to actively **Incubate** acquisition and greenfield opportunities that will ensure that our growth trajectory is maintained well into the future.

I look forward to reporting on progress and successes from these initiatives over the coming months. I would like to take this opportunity to thank my predecessor, Grant Dreyer, for the stellar foundation he set in Business Development over the past few years. It's great to take over a new role with a strong pipeline and forward momentum!

'EXECUTING THE IMPLEMENTATION OF THESE THREE TRANSACTIONS IS A KEY FOCUS FOR 2022, AND IT'S ALREADY GREAT TO SEE THE ACTIVE COOPERATION BETWEEN BUSINESS DEVELOPMENT AND THE RELEVANT CLUSTER TEAMS TO ENSURE SUCCESS.'



PRESS RELEASE

Afrimat adds phosphate and rare earths to an already diversified product offering

Afrimat, a leading open-pit mining company providing industrial minerals, bulk commodities and construction materials, today announced another acquisition, this time in the phosphate and rare earth minerals space, through the acquisition of Glenover Phosphate (Pty) Ltd ("Glenover") for a total purchase consideration of R550 million, consisting of R250 million for the assets and an option, at Afrimat's sole discretion, to purchase 100% of Glenover's shares for R300 million.

According to Afrimat's CEO, Andries van Heerden, Glenover is located 90km northwest of Thabazimbi in the Limpopo Province. 'Current reserves of phosphate, vermiculite and rare earth elements provide for a resource life of more than 20 years. Afrimat will obtain the inventory deposits of historically mined resources and extend the life of project by acquiring the remaining in situ resource.'

Van Heerden added that this acquisition would further expand the group's offerings in line with its diversification strategy. 'The application of these minerals is vast. Phosphates are used in fertilisers, and rare earth elements are used in many applications, one of which is for magnets in electric motors. The international trend towards electric vehicles is expected to be a big demand driver for this application in future. Vermiculite is used in the construction of fire retardant partitioning boards, and in horticulture as a growth medium, as well as in animal feed and other industrial applications.'

He went on to say that Glenover would also expand Afrimat's product portfolio beyond the ferrous metals value chain by providing a multi-commodity product that addresses fundamental needs and trends, including those in the agriculture and food industry, as well as in new technology applications. 'This transaction provides the group with a new platform for growth while at the same time reducing cyclicalities. Phosphate, vermiculite and rare earth minerals will also widen our international geographic market footprint.'

The acquisition further bolsters Afrimat's commitment to the South African economy, enabling job creation, skills transfer and training, food security, social upliftment in surrounding communities, and ensuring South Africa is a player on the world stage for minerals used in future technology applications.



'THE ACQUISITION FURTHER BOLSTERS AFRIMAT'S COMMITMENT TO THE SOUTH AFRICAN ECONOMY, ENABLING JOB CREATION, SKILLS TRANSFER AND TRAINING, FOOD SECURITY, AND SOCIAL UPLIFTMENT IN SURROUNDING COMMUNITIES.'

Commenting on the timing of the transaction, Van Heerden said that Afrimat is currently debt free and is experiencing strong operational cash flow, adding that the Coza Mining (Pty) Ltd ("Jenkins") and Nkomati Anthracite (Pty) Ltd ("Nkomati") projects have been successfully implemented and are providing good additional contributions.

'This, combined with the group's strong execution capacity creates the opportunity for accelerated growth,' he said.

In addition to Glenover, Afrimat is busy with the optimisation and implementation planning of the recently acquired Gravenhage manganese mine. 'This dedicated project team is planning to commence mining operations as soon as all the statutory approvals have been received and the business plan is approved.'

On 12 November 2021, Afrimat also acquired the shares in Agri Lime (Pty) Ltd and associated assets for a purchase consideration of R63 million. Van Heerden said that through acquiring Agri Lime, a feed lime producer, Afrimat's footprint in the agricultural lime market has been strengthened as part of the growth strategy of the Industrial Minerals segment of the business.

He concluded that these exciting developments and new acquisitions were planned in accordance with the group's significant cash generation. 'Afrimat will, as always, ensure that execution on these projects is undertaken with the precision and the cautiousness for which we are known.'

AFRIMAT LIMITED

Behind the scenes at the recording of *The Investor's Chair*

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Towards the end of last year, our CFO, Pieter de Wit, pre-recorded an interview with Ivyn Sambo, a law student and financial education content creator, with the aim of sharing information on what it is like to be the CFO of a company such as Afrimat, why young people should invest in the company and what the future holds for the business.

The interview aired on YouTube on 7 February this year. You can watch the full discussion on YouTube by searching for *The Investor's Chair* Episode 4 or by scanning this QR code with your mobile device.



CFO Pieter de Wit pre-recording an interview with Ivyn Sambo for *The Investor's Chair*

AFRIMAT SHARED SERVICES

Money matters: Making smart financial decisions

MARKETING AND FINANCE TEAM – TYGER VALLEY

Do your research before committing to any financial obligations

Whether you're wanting to buy a home, applying for vehicle finance or wishing to invest, doing your research beforehand will empower you to make the best decision. This includes building an income stream that could help you save money on long-term credit obligations. Ask a colleague, friend or expert if there is anything you don't understand.

Draw up a budget

A budget helps you to assess your lifestyle (wants) and priorities (needs). This will also help you plan better and assist with saving money on the things you don't need. Plan to save: your monthly budget should accommodate putting away a certain amount of money for a rainy day.

Pay off unnecessary financial obligations

Prioritise your monthly obligations and try to pay off as much as you can afford to on expensive monthly

'PLAN TO SAVE: YOUR MONTHLY BUDGET SHOULD ACCOMMODATE PUTTING AWAY A CERTAIN AMOUNT OF MONEY FOR A RAINY DAY.'

obligations (credit cards and store credit) instead of buying unnecessary items with spare cash. This will assist in a better cash flow over the long term.

Remove banking details from online shopping

Online shopping is convenient, making impulse buying extremely easy. By removing your banking details and having to manually input them again, you will give yourself time to think clearly and determine if what you wish to buy is a need or a want.

Try to sell your unwanted items instead of throwing them away

Go through your belongings and assess what you don't need or use anymore and sell the items for cash. There are plenty of online options or WhatsApp groups where you can sell unwanted goods safely.



LYTTELTON DOLOMITE

My experience with Adult Education Training

TINNY MPHALADI – PLANT OPERATOR

My name is Ramadimetja Tinny Mphaladi. I started attending AET classes on 26 October 2017 with Level 1 in Communication. When I began the AET, it was very difficult for me because I did not understand English (both writing and speaking).

The Triple E facilitator, Mr Khumbulani Mpofo, helped us to learn and understand by asking us to read out loud while he listened to us.

I remember reading a book when I was on Level 2 Communication that was about a supervisor and an employee, where the supervisor spoke English and the employee spoke Zulu – there was a lot of misunderstanding between the supervisor and the employee due to miscommunication. I was sure that the story was referring to me.

'I CAN WRITE AND READ IN ENGLISH THANKS TO THE AET CLASSES THAT I AM ATTENDING!'

I took my book to my supervisor, and I read him the story. He listened to me and told me that I would be okay, after a month I will understand English.

My supervisor, Mr Hendrik Pick, motivated me to continue with the classes and to work hard to complete the levels. Now I can write and read in English thanks to the AET classes that I am attending.

I've recently completed Level 4 Communication and I am currently busy with Numeracy Level 4.

I have almost completed AET and I would like to say thank you to the Lyttelton team for the support that they have given us and I would like to say thank you to Hendrik for not giving up on me. Not forgetting Angelique in HR for also giving us all the support we needed.

Thank you again and keep on empowering your employees; it is a great investment.



Tinny with her colleagues (masks removed for photo)

AFRIMAT MANAGEMENT DEVELOPMENT PROGRAMME

Completion of the AMDP

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

On 3 December 2021, **Shaun Coad** successfully completed the Afrimat Management Development Programme (AMDP) and delivered his presentation to the Executive Committee.

Shaun has been with Afrimat for 10 years and implemented much of what he has learned through the programme in his daily tasks. Shaun's motto is 'Tell me and I forget, teach me and I may remember, involve me and I learn.'



'TELL ME AND I FORGET, TEACH ME AND I MAY REMEMBER, INVOLVE ME AND I LEARN!'

Shaun Coad and CEO Andries van Heerden

KZN AGGREGATES

Short course in Human Resources Administration

REGINALD GWALA – HR MANAGER – KZN/FREE STATE

Zelna Brits' journey with Afrimat started in 2013 as an Admin Clerk for the then KZN/FS Central Workshop. She was promoted to Creditors Clerk in 2015 before assuming her current role as HR Administrator in 2018. She enrolled for the short course in HR Administration to learn, improve and grow. She successfully completed her studies at the end of 2021. She says she will implement her new skills when tackling her day-to-day tasks and will share these with the HR team.



'SHE SAYS SHE WILL IMPLEMENT HER NEW SKILLS WHEN TACKLING HER DAY-TO-DAY TASKS AND WILL SHARE THESE WITH THE HR TEAM.'

Zelna Brits

AFRIMAT CONTRACTING INTERNATIONAL

National Diploma in Financial Accounting

FAITH KOSA – JUNIOR HR OFFICER

Afrimat believes in continuously training and developing its employees as this makes a positive contribution to employee performance and engagement. Training and development programmes can help employees build on their strengths, assist employees to identify areas in which they could use additional educational opportunities, equip employees with skills needed in their current role and develop skills that will be beneficial in their future roles.

Miriam Malau joined ACI in 2017 and was promoted in 2019 to Senior Creditors Clerk. Congratulations to Miriam who has now obtained her National Diploma in Financial Accounting

Miriam says: 'I like that Afrimat empowers its employees through education by providing study assistance and bursary opportunities. Despite the challenges that came with the pandemic, I received adequate support and the company accommodated me in such a way that I was able to write my exams at work. I am grateful to Afrimat that I now not only have experience but a qualification as well.'

Miriam is currently pursuing her Bachelor's Degree in Accounting and ACI wishes her the best in her studies!



Miriam Malau

'I LIKE THAT AFRIMAT EMPOWERS ITS EMPLOYEES THROUGH EDUCATION BY PROVIDING STUDY ASSISTANCE AND BURSARY OPPORTUNITIES.'

AFRI-LAB WORCESTER

Congratulations to our Plant Attendants, Peter-John and Renaldo

LIONEL DOWES – MATERIALS TESTER

Peter-John Erasmus and **Renaldo Peerboom** have successfully finished their two-week course at AfriLab Worcester.

Peter-John started working at Stanford Quarry in March 2021 as a General Worker and then as a Plant Attendant. Renaldo Peerboom started working at Stanford Quarry in February 2021 as a General Worker and then as a Plant Attendant.

They are both working in the Aggregates Laboratory where they will do quality control testing for the Quarry Manager.

Lionel Dowes with Renaldo Peerboom and Peter-John Erasmus (masks removed for photo)



LYTTELTON DOLOMITE

Certificate in Total Quality Management

ANGELIQUE STANNARD – HR OFFICER

Congratulations to **Solomon Makamu** (Plant Operator) for successfully completing his Certificate in Total Quality Management.

Solomon says: 'I started working at AfriMat Lyttelton in December 2007 as a Plant Cleaner. In May 2008, I was given an opportunity to learn how to operate a plant and in September I officially became a Plant Operator.'

In 2016 I was given an opportunity to operate the jaw plant and in 2020 AfriMat Lyttelton offered me a bursary to study at Unisa where I registered for a certificate in Total Quality Management and I completed the programme in 2021. I am happy and proud to be part of the AfriMat family and I am looking forward to more opportunities to learn and grow through the guidance of our values and hard work, which I believe are the keys to success. With AfriMat anything is possible.'

Solomon's dedication and drive is truly inspiring. Solomon, from everyone at Lyttelton, congratulations on this wonderful achievement!

We are really proud of you! (AfriMat Lyttelton Management Team)

'I AM HAPPY AND PROUD TO BE PART OF THE AFRIMAT FAMILY AND I AM LOOKING FORWARD TO MORE OPPORTUNITIES TO LEARN AND GROW.'



Solomon Makamu

AFRIMAT GROUP

Sharing a perspective on internet security

IZAK CRAFFORD – GROUP INFORMATION SECURITY OFFICER

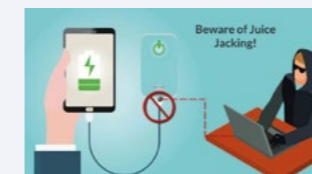
Overview

Technology has exploded in our lifetime, with digital ones and zeros driving every aspect of our lives. Artificial intelligence (AI), machine learning, 5G, quantum computing, the cloud, driverless vehicles and linked gadgets on the internet of things (IoT) are examples of emerging technologies that must be protected from compromise.

In fact, more than a hundred new IoT devices connect to the internet every second. As the danger landscape for cybercrime evolves, we must raise our security awareness.

Cybersecurity is a shared responsibility. To keep the internet safe, we must all do our part:

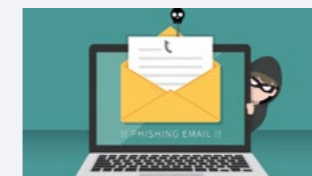
- 1. First, be vigilant!** Criminals rely on social engineering to compromise systems simply because it works. Therefore, we must understand the myriad of social engineering scams.
- 2. Social engineers, also called threat actors,** try to influence behaviour, and human error accounts for nearly all data breaches. The goal of a social engineer is to obtain your trust, then exploit that relationship to coax you into either divulging sensitive information about yourself or another entity and giving them access to your network.



Here are examples of social engineering:

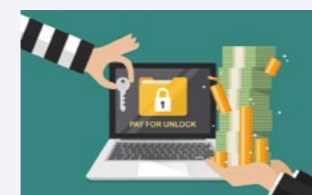
JUICE JACKING

This occurs when public charging stations, like those found at airports, train stations or conference venues, become compromised, and by just plugging in your portable device, that device might become infected with malware.



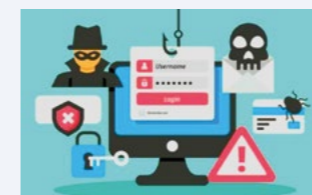
PHISHING

This refers to a weaponized email, masquerading as coming from a reputable source, that lures targeted groups into taking an action – it requires only one victim to be successful



RANSOMWARE

This malware payload prevents access to computer systems and demands a sum of money for you to retrieve the data – email is the predominate attack vector as it takes a single click to circumvent controls.



SPEAR PHISHING, WHALING, CEO FRAUD AND BUSINESS EMAIL COMPROMISE (BEC)

These are fraudulent, weaponized messages that target a specific role or person and are most often financially motivated.

Sharing a perspective on internet security continued

Bait happens. But, when you become a human firewall, you make it harder for an attacker. Simply use common sense and be extra aware whenever something feels even remotely suspicious.

Mobile security

Most of us carry our mobile devices with us all day. We check them constantly and even sleep with them close by since they provide access to information at any time and from any location. They now account for more than half of all internet traffic. Because your portable device may store a lot of sensitive information, it is a particularly appealing target for crooks who want to take advantage.

A variety of vulnerabilities may arise because the data from mobile app activities, such as banking, social networking, emails, calendars, contacts, mobile e-commerce and GPS information, is appealing to fraudsters. For example, vulnerabilities in the technology layers of a mobile device, as well as SMS, MMS, Bluetooth and the synchronization between computers and mobile devices are potential attack vectors that extend the capabilities of malicious actors.

Cybercrime that targets mobile devices can have serious consequences, such as the theft of sensitive information, tracking users and denying them access to their devices. Your smartphone can potentially be used as a launchpad for more lucrative attacks against enterprise systems, social media platforms and cloud services.

1. **Secure your Wi-Fi network** to help reduce threats affecting these vulnerabilities. Wi-Fi stands for wireless fidelity in technical terms, and your wireless router is the main point of entry for cybercriminals to gain access to all your connected devices at home.
2. **Always keep your smart devices safe.** Confirm the name of the network and login methods with the appropriate staff before connecting to any public Wi-Fi hotspot, such as on an airline, in an airport, at a hotel or in a café.
3. **Public hotspots are always a security risk.** To protect against the threat of juice jacking, think twice before using a seemingly convenient charging station at a hotel, airport or train station.
4. **Invest in your own portable charger.** Public charging ports might be loaded with malware that will infect your device and give attackers easy access to all your data. If devices on your network are compromised, someone could be eavesdropping on you, even in your own home on encrypted Wi-Fi.

'WHEN YOU BECOME A HUMAN FIREWALL, YOU MAKE IT HARDER FOR AN ATTACKER.'

We all want to do the right thing.

So, let us develop good travelling habits for protecting our portable devices, such as:

- Avoid joining unknown Wi-Fi networks
- Use Multi-Factor Authentication (MFA)
- Back up your data
- Avoid opening files, clicking links or calling numbers from unsolicited messages
- Change the factory-set default username and password on every device
- Delete all information stored in a device prior to discarding it
- Disable features not currently in use, such as Bluetooth infrared, or Wi-Fi
- Encrypt all sensitive data and communication paths
- Enable screen lock, using a strong password or personal identification number (PIN)
- Follow your company policies and data-handling guidelines
- Maintain up-to-date software and operating systems
- Never leave your portable device open and unattended
- Power down your device or put it in airplane mode prior to storing it
- Set Bluetooth-enabled devices to non-discoverable
- Turn off automatic connections when not in use

Email security

We devote a sizeable portion of our day to dealing with our inboxes. In fact, every day, 300 billion emails are sent around the world. Email is the most common way for malware, including ransomware, to spread.

Attachments are a frequent way for malware to spread. If you receive an email with an attachment from someone you do not know, you should usually avoid opening the attachment.

Because email is still functional, cybercriminals utilise it to launch attacks. They are appealing and credible because the email appears to be a genuine request. It must deceive users to be successful. To protect yourself, be suspicious of any communication that directs you to take an action, no matter how official it appears. Remember to pause and look for clues to determine if it is fake.

When it comes to cybersecurity, knowledge is power and that is why, by taking protective action, you can avoid common traps. Be cyber safe out there!

DINGWELL QUARRY

Dingwell Quarry proudly funds and installs high-mast lights

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

The team from Dingwell Quarry recently provided funding (R800 000) for the purchase and installation of high-mast lights in the communities of Matafeni and Msholozhi as part of its Local Economic Development programme. A local SMME was contracted for the installation.

These two communities were identified by the Mbombela Local Municipality as areas that are in need of additional visibility at night to assist with curbing crime.

Mbombela Local Municipality is committed to providing quality and well-maintained infrastructural services in its municipal area by installing high-mast lights in various villages and townships. The municipality and community, therefore, requested the assistance of Dingwell Quarry in this regard.

The lights were requested to provide visibility at night to curb the increasing crime rate in the area. The communities of Matafeni and Msholozhi were identified by the municipality to be recipients of these high-mast lights.

The project was successfully completed in February 2022, and it was the first LED project for Dingwell Quarry since obtaining its mining right in February 2020.



'THIS WAS THE FIRST LED PROJECT FOR DINGWELL QUARRY SINCE OBTAINING ITS MINING RIGHT IN FEBRUARY 2020.'

High-mast lighting provides extra security

AFRIMAT ULUNDI

Building a library for Maqiyana Primary School

THABANI XABA – SOCIAL AND LABOUR PLAN OFFICER – KZN/FREE STATE

In late 2016, the principal of Maqiyana Primary School in Ulundi, Mrs Phumzile Zungu, approached Afrimat with a request to have a school library built. Her request was supported by letters from the Local Tribal Authority and the then Ward Councillor.

As part of a Local Economic Development project, Afrimat's Ulundi Quarry committed to building the library after receiving approval from the Department of Mineral Resources for the 2019-2023 cycle of their Social and Labour Plan.

The completed library was handed over to the Department of Basic Education on 9 December 2022 and is furnished with tiles, bathroom facilities, and an office for the librarian. Mrs Zungu said, 'The library will enhance scholastic performance, reading and study habits, inspire curiosity and also teach and familiarise learners with the use of library patterns.'

In his handover speech, Ulundi Quarry Manager Mbuso Biyela attributed his own success to his hunger for education. He went on to say that this project builds, restores and strengthens relationships with the communities surrounding the school and Afrimat as a business. KZN/Free State management is grateful to have been able to assist with infrastructure where a generation is being educated and taken care of.

'THE LIBRARY WILL ENHANCE SCHOLASTIC PERFORMANCE, READING AND STUDY HABITS, INSPIRE CURIOSITY AND ALSO TEACH AND FAMILIARISE LEARNERS WITH THE USE OF LIBRARY PATTERNS.'



Top: Furnished and ready for the learners
Above: Quarry Manager Mr Mbuso Biyela, Principal Mrs Phumzile Zungu, Delegate from the Tribal Authority, Circuit Inspector Mr SA Mlambo and Mr Kobus Meyer, Area Manager for KZN Northern Region

DEMANENG IRON ORE

Donation of uniforms to learners of Northern Cape Primary School

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

In an effort to give back to the community, Afrimat Demaneng took part in a back-to-school drive. The mine assisted Northern Cape Primary School in Olifantshoek with school uniforms for 30 learners. We were pleased to take part in this great initiative, and the uniforms were distributed on 18 February 2022.



Northern Cape Primary School teachers and learners



OUR VALUES

- Trust
- Accountability
- Integrity
- Teamwork
- Respect
- Safety
- Customer Satisfaction

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