

DECEMBER 2022

AFRIMATTERS



EVERYTHING 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.

Afrimat National Marketing Department

**CONSISTENTLY
DELIVERING**

www.afrimat.co.za

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AFRIMATTERS

Publisher: Big Blue Media | **Creative Director:** Sam Scarborough
Co-ordinating Editor: Tanya Pretorius | **Managing & Copy Editor:** Wendy Maritz
Contributors: Alison Thomas, Andrew Wray, Andries van Heerden, Anton Barnard, Chris de Vries, Christopher Vermeulen, Cobus Visage, Coleen Mendle, Collin Ramukhubathi, Davin Giles, Esther Teffo, Faith Kosa, Gerhard Odendaal, Grant Dreyer, Ighardt van Lingen, Izak Crafford, Johan du Plessis, Johan van Niekerk, Juandre Kruger, Kalay Naidoo, Keshev Naidoo, Knox Mphogo, Lana van der Heide, Lebogang Siyoba, Letisha van den Berg, Lilita Dabadini, Loren Cupido, Malcolm Knipe, Marie-Louise Myburgh, Martin Kruger, Mathabo Pheme, Michelle Sturrock, Monty Coleman, Mpho Makhalemele, Naledi Mosaku, Natasha Abrahams, Nokulunga Mbonda, Ongeziwe Ndletyana, Pierre du Toit, Pieter de Wit, Promise Seabi, Reabetswe Mokoene, Reginald Gwala, Reuben Phetla, Riaan Engelbrecht, Ruan Smit, Selinah Masehla, Sonja Kleynhans, Stephan Becker, Tanya Pretorius, Tumi Tito, William Makeke, Wreford Hudson, Zanne Meissenheimer
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Afrimat - Employee Wellness Programme

In the spirit of promoting a caring environment, Afrimat launched a group-wide Employee Wellness Program (EWP) called **AfriCare**.

From the 1st of November 2022, all Afrimat employees and their immediate family members have 24-hour access to free counselling services in any of our 11 official languages.

AfriCare gives **Afrimat** employees access to a network of professional counsellors across South Africa offered by an **independent contractor called ICAS**.

Most of the counselling services are offered telephonically and via live text, meaning that **you can access help anytime and from anywhere in South Africa**. Where necessary, face-to-face counseling services can also be arranged.

ICAS offers confidential services, meaning that the information that you share with your ICAS counsellor is kept only between you and the counsellor. Nobody in Afrimat gets access to your counselling information.

What kind of help does ICAS offer?



Counselling:

- Stress
- Depression
- Anxiety
- Relationships
- Trauma
- Substance abuse
- Change



Financial guidance:

- Debt management
- Budget management
- Wills & estate planning
- Saving & investment solutions
- Retirement
- Credit reports
- Insurance
- Home, vehicle & personal finance solutions



Personal development:

- Coping mechanisms
- Access to monthly webinars
- Suggested lifestyle changes
- Access to a wealth of personal development material

Contact ICAS and state **company code: AGS001**

- Toll-Free:** 0800 424 242
- Request a call back:** *134*905#
- Email:** eve@icas.co.za

Help is a phone call away.

Feel free to let us know how you found the ICAS service:
SMS to 083 930 060 888 051 or
Email innocentia.mogotsi@afrimat.co.za.



CEO'S MESSAGE

Our strength lies in our people and our ability to be agile

It is said that life can only be understood backwards, but it must be lived forwards.

Reflecting on the year that has passed, I am thankful not only for the opportunities that we could seize and that await us in the new year, but also for the challenges that we could learn from during 2022.

The Covid-19 pandemic and its effects on our economy are not quite in the rearview mirror yet and given additional strains such as load-shedding and increasing input costs, it remains very challenging to operate a business successfully in South Africa.

However, Afrimat's strength lies in the dedication of its people, consistent teamwork, and our ability to react quickly when good opportunities present themselves.

Despite humble beginnings, our business has been blessed by consistent growth over the past decade and a half, something we can be grateful for collectively.

I believe strongly that a large part of our success is due to Afrimat being a value-driven company, one in which we operate as an interdependent team with shared values, and with leadership actively participating in the growth, not just of our respective business operations, but also of our people.

Thank you to each Afrimatter for your contribution during this past year. It is truly valued.

May all of you have a blessed and happy Christmas break, and enjoy this well-deserved time off with your family and friends.

My hope for the new year is that we, as a team, will continue to build on the success we have achieved and do so within an atmosphere of joy and positivity.

Andries van Heerden
CHIEF EXECUTIVE OFFICER



"MAY ALL OF YOU HAVE A BLESSED AND HAPPY CHRISTMAS BREAK, AND ENJOY THIS WELL-DESERVED TIME OFF WITH YOUR FAMILY AND FRIENDS."



AFRIMAT CONSTRUCTION MATERIALS

Consistently working towards achieving our vision

To unlock and enhance the earth's mineral potential and to contribute towards building a better world

TANYA PRETORIUS – NATIONAL MARKETING OFFICER IN CONJUNCTION WITH THE COMMERCIAL TEAM

BUSHBUCKRIDGE READYMIX

Project: Maviljan Wastewater Treatment Works

MARTIN KRUGER – MANAGER

Afrimat is extremely proud to be involved with the construction of the Maviljan Wastewater Treatment Works in Bushbuckridge, a project that will positively enhance the lives of many people from the surrounding community.

This project also serves as a fantastic opportunity to showcase Afrimat's technical skills and knowledge in readymix concrete by supplying 2 500m³ of readymix concrete to Mfumelelo Business Enterprise (MBE) at the site.

"THIS IS A PROJECT THAT WILL POSITIVELY ENHANCE THE LIVES OF MANY PEOPLE FROM THE SURROUNDING COMMUNITY."



Maviljan Wastewater Treatment Works in Bushbuckridge

BUSHBUCKRIDGE READYMIX

Project: Mapulaneng Hospital

MARTIN KRUGER – MANAGER

Our team from Bushbuckridge has supplied 35 000m³ of readymix concrete for the construction of the Mapulaneng Hospital and is supplying two of the three contractors on site: Clear Choice Builders and MGT Projects.

Well done, team!

"WE'RE SUPPLYING TWO OF THE THREE CONTRACTORS ON SITE. WELL DONE, TEAM!"



Mapulaneng Hospital in Bushbuckridge

NELSPRUIT READYMIX

Project: Supplying concrete to Nelspruit Primary School and Matumi View residential development

JUANDRE KRUGER – AREA SALES MANAGER

Additional classrooms for Nelspruit Primary School

Empirical evidence suggests a direct link between school infrastructure and educational performance. We are therefore proud to supply readymix concrete for the foundations for additional classrooms at Nelspruit Primary School. The Sustainable Development Goals, as defined by the United Nations, require countries to build and upgrade education facilities that are, among others, 'inclusive and effective learning environments for all'.

Well done, team, for supplying 500m³ of readymix concrete, with more slabs to be cast amounting to 620m³.



Nelspruit Primary School

"CONTRIBUTING TO INCLUSIVE AND EFFECTIVE LEARNING ENVIRONMENTS FOR ALL."



Above and below: Matumi View residential development

Matumi View residential development

We supplied 2 100m³ of readymix concrete to this development.



DIVISIONAL MATTERS



AFRIMAT CONSTRUCTION MATERIALS

LEPHALALE READYMIX AND GLENOVER MINE

Project: Successful implementation of vertical integration

KNOX MPHOGO – READYMIX FOREMAN

The successful implementation of vertical integration is a key contributor to value creation in Afrimat. Our Lephale Readymix operation recently supplied 1 000m³ of readymix concrete for construction projects at our Glenover Mine as we ramp up operations.

“THE SUCCESSFUL IMPLEMENTATION OF VERTICAL INTEGRATION IS A KEY CONTRIBUTOR TO VALUE CREATION.”



Above and below: Lephale Readymix supplied concrete for ramp-up operations at Glenover



HAZYVIEW READYMIX

Project: Overcoming challenges as a team

MARTIN KRUGER – MANAGER

Hazyview Readymix is in the final stages of a very difficult contract that involved supplying concrete to a well-known farming group in the Hazyview area. The terrain was very difficult and supplying this project greatly challenging. Team Hazyview managed to overcome quite a few obstacles in order to fulfil the requirements of the project successfully.

“THE TERRAIN WAS VERY DIFFICULT AND SUPPLYING THIS PROJECT GREATLY CHALLENGING.”



Our Hazyview team showing their joy (left to right): Ashale Sambo, Bheki Nzimande and Suzman Mokoena

VRYHEID QUARRY

Project: Development of Vryheid Quarry’s eastern side

MONTY COLEMAN – VRYHEID QUARRY MANAGER

We were always aware of the fact that to develop the quarry, we would have to remove a tremendous amount of overburden on its eastern side and, this year, we reached the point where it had to be done.

Due to rainfall, the quarry filled with water, and we were forced to start removing the overburden, a task that required external help. Between 1 March and 17 September 2022, we moved 228 015 tons of overburden! The overburden was used for rehabilitation work on the southern side benches and building a visual screening dump.

Thanks to management for giving us the go ahead. If we didn’t move the overburden, we wouldn’t have had material to blast in the quarry.

“THE OVERBURDEN WAS USED FOR REHABILITATION WORK ON THE SOUTHERN SIDE BENCHES AND FOR BUILDING A VISUAL SCREENING DUMP.”



Quarry full of rainwater



Overburden stockpile: the visual screening dump

BETHLEHEM QUARRY

Project: Continuous improvement of operations

REUBEN PHETLA – AREA MANAGER – AFRIMAT KZN & FREE STATE (SOUTH)

Recently, our quarry underwent a much-needed makeover. The continuous improvement project is led by Anton Marnewick, who is passionate about all aspects of operational excellence. The project entailed:

- the management of historic oversize in the pit
- general housekeeping of the site
- the refurbishment of the tearoom area for the staff
- an overall improvement to SHE and enhancing staff morale

“THE PROJECT INCLUDED ENHANCING STAFF MORALE.”



Building team spirit on Arbor Day

Other than the physical improvements to the site, the operation also saw a large profit turnaround for the first six months of F2023.

The improved financial performance was achieved due to the installation of the Magotteuax impact crusher, procured for the sole purpose of manufacturing crusher dust, which is in high demand in Bethlehem.



The pit cleaning-up efforts



AFRIMAT CONSTRUCTION MATERIALS

BOUBLOK & WORCESTER READYMIX

Project: Supplying bond pavers for housing projects.
RIAAN ENGELBRECHT – SALES CONSULTANT ACP WESTERN CAPE

Boublok

We love it when form, function, design and quality come together. Well done to the Boublok team for recently supplying 20 250 of our charcoal and tan 50mm bond pavers to a private customer in Altona, Worcester, for two housing projects.



A successful paving project for Boublok

“WE LOVE IT WHEN FORM, FUNCTION, DESIGN AND QUALITY COME TOGETHER.”

Worcester Reservoir

Investing in water and associated infrastructure is crucial. Our team from Worcester Readymix is therefore proud to supply 3 500m³ of readymix concrete for the construction of the new 20ML reservoir in Worcester. Murray & Dickson Construction is the contractor on this project.

“INVESTING IN WATER AND ASSOCIATED INFRASTRUCTURE IS CRUCIAL.”



Afrimat Worcester Readymix is supplying concrete for the Worcester Reservoir

LEBOWAKGOMO OPERATION (POLOKWANE)

Project: Successful Open Day for our new operation

COBUS VISAGE – SALES MANAGER

On 5 August, our Lebowakgomo Operation held an Open Day. The purpose was to invite customers to our new site for a meet and greet. It was a great opportunity to showcase what material we had in stock and for customers to be able to physically examine the stock and take samples away with them for testing.

We also opened our weighbridge and were able to load out material purchased by new customers on the day. We were also fortunate to acquire new customers based on the word-of-mouth recommendations from customers who attended the Open Day.

Each customer was welcomed with a boerewors roll and a beverage and departed with an Afrimat-branded cap and a copy of the latest Afrimatters. Thank you to Natasha and Tanya for organising the invites and the caps.

“IT WAS A GREAT OPPORTUNITY TO SHOWCASE WHAT MATERIAL WE HAD IN STOCK.”



From left: Mashudu Mathelemusa, Cobus Visage, Klaas Bapela, Justice Mathonsi, Frans Makadikwa, John Gunter, Reuben Kubjane, Tankiso Thelele, Silas Phala and George Makhubela

STELLENBOSCH READYMIX

Project: Foundations and floors at Wemmershoek Sawmill pack shed and offices

JOHAN VAN NIEKERK – SALES CONSULTANT WESTERN CAPE

Our team from Stellenbosch is extremely proud to have supplied 5 800m³ of readymix concrete for the foundation and floor of Wemmershoek Sawmill’s pack shed and offices in Stellenbosch.

Well done to the team for their commitment to consistently deliver quality concrete to another successful construction project, led by Stabilid Cape (contractor).

“WELL DONE TO THE TEAM FOR THEIR COMMITMENT TO CONSISTENTLY DELIVER QUALITY CONCRETE TO ANOTHER SUCCESSFUL CONSTRUCTION PROJECT.”



Wemmershoek Sawmill’s pack shed



AFRIMAT IRON ORE – JENKINS MINE

Journey of a young mining giant

PROMISE SEABI – ASSISTANT ACCOUNTANT

Jenkins Mine will celebrate 17 months of mining in November 2022. During June and July 2021, approximately 70 000 tons of material was extracted through a process called free digging (material extracted without blasting), which saved the company on blasting costs. In June 2021, the mine also made its first sale.

Production

A more cost-effective hybrid method of extracting materials has since been adopted by the mine, where blasting and free-digging methods are used to optimise resources.

Safety

Safety is key, and on 10 September 2022, we celebrated 365 days without any incidents (LTIFR = 0).

People

We believe that it is important to take care of our staff and recognise excellence. For this reason, we award special recognition certificates for the best operators every month.

AVA

AVA is a data-driven mine-management software system that enables the team to optimise the management of their operations. Jenkins was identified as the most efficient mine currently using the system in comparison to, among others, international competitors.

Well done to team Jenkins for embodying the Afrimat Way!

“WE BELIEVE THAT IT IS IMPORTANT TO TAKE CARE OF OUR STAFF AND RECOGNISE EXCELLENCE. FOR THIS REASON, WE AWARD SPECIAL RECOGNITION CERTIFICATES FOR THE BEST OPERATORS EVERY MONTH.”



Certificates awarded during August to 'The Best Operators in the Seat'. Left to right: Koos Mothapo, Tshepo Seolwane and Pietman Witbooi



Mine Manager Japie Fleming and Andries Molehe



Japie and Tshiamo Mogoiba



Japie and Nicholas Gushana



Japie and James Melk



Left to right: Edward Molomo, Malcolm Erasmus and Mining Foremen Thato Mojela



Japie and Frans Mere



Japie and Cambell Vister



Japie and Team Leader Reginald Moeng



Japie and Awonke Magadla



AFRIMAT NKOMATI ANTHRACITE

Afrimat's Nkomati Anthracite mine proudly opens R2.5million community hall in Madadeni

ESTHER TEFFO – GROUP SOCIAL AND LABOUR PLAN MANAGER & TANYA PRETORIUS – NATIONAL MARKETING OFFICER

In July, Afrimat's Nkomati Anthracite mine in Mpumalanga officially opened the Mawewe Community Hall in Madadeni, in partnership with the Tribal Authority, Nkomazi Local Municipality and the Department of Mineral Resources and Energy.

After a long-overdue commitment by the previous owners of the mine, Nkomati Anthracite committed over R2.5 million to fund the construction of a brick-and-mortar community hall as part of its Local Economic Development (LED) projects.

This is the first of three LED projects which the mine has committed to that will address fundamental needs specifically identified by the community.

Another community hall of R2.5 million will be constructed in the village of Skhwahlane, and was earmarked for completion by November 2022. By 2024, a total upgrade and an additional wing will be constructed at the Steenbok Clinic in Mangweni, also to the value of R2.5 million.

The community halls, which can accommodate up to 250 people, will serve as venues for training and development initiatives, traditional events, and formal community meetings.

Construction of the Mawewe Community Hall commenced on 17 January 2022 and was completed by June 2022.

Nineteen people were hired from the local community, as well as five local SMMEs.

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

It has been a privilege to partner with key stakeholders to positively contribute to the Madadeni community.



"THE COMMUNITY HALLS, WHICH CAN ACCOMMODATE UP TO 250 PEOPLE, WILL SERVE AS VENUES FOR TRAINING AND DEVELOPMENT INITIATIVES, TRADITIONAL EVENTS, AND FORMAL COMMUNITY MEETINGS."



CAPE LIME ROBERTSON

Buitentekloof Cellar: a case study for Ikalika Paint

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

Ikalika Paint has been developed as the next chapter in the proud history of Ikalika Whitewash.

We have served many markets since the 1940s. As the market advanced into more modern products, we decided to develop a modern lime-based paint.

We used Buitentekloof Cellar in Robertson as a case study to analyse the performance of the paint over time, as the cellar's exterior walls are exposed to direct sunlight, wind and rain.

The paint retains the properties that Ikalika Whitewash was known for:

- it remains breathable
- it has anti-bacterial and anti-mould properties
- it's waterproof
- it prevents rust
- it is a fire retardant



Above and right: During the painting process



Above and below: Before painting commenced



The painting process is complete



INDUSTRIAL MINERALS: MARBLE HALL MINE (LIMPOPO)

All hands on deck to keep the Marble Hall ship afloat

RUAN SMIT – MINE MANAGER, MICHELLE STURROCK – SUPPORT SALES ADMINISTRATOR & IGHARDT VAN LINGEN – SENIOR SAFETY OFFICER

The commitment and consistent teamwork from the entire operation resulted in a very good performance over the past year and I am proud to be part of this exceptional team and our success story.

Achieving the dream: sales surpassing 85 000 tons p/m
It has always been a dream for the Marble Hall team to sell upwards of 85 000 tons per month. In August 2022, the team managed to sell 92 290 tons, despite difficult times and the impact of load-shedding.

Safety first
By keeping our team accountable for their daily duties, we have achieved 1 231 days without accident. We are also proud to share the 95.65% rating from the ASPASA ISHE audit.

“BY KEEPING OUR TEAM ACCOUNTABLE FOR THEIR DAILY DUTIES, WE HAVE ACHIEVED 1 231 DAYS WITHOUT ACCIDENT.”



Building a culture of safety

- 1. Visible and felt leadership:** Managers, supervisors and safety personnel are visible in the workplace, and are always ready to deal with any issues that may arise.
- 2. Identifying and preventing health and safety issues:** We achieve this through pro-active inspections.
- 3. Leaders conduct more planned task observations:** This is a great tool for on-the-job training. It assists with identification of shortcomings and training needs in the workplace.
- 4. Near-miss reporting and toolbox talks:** We report on quality near-misses to identify dangerous trends in the workplace. Possible hazards and risks are avoided through communication via toolbox talks. The employee on the ground uses this tool as a platform where they can formally report issues in the workplace. What our people have to say matters to us! Our success comes from the people after all.
- 5. Monitor visible dust:** We work together to reduce and where possible, eliminate, dust.
- 6. Unsafe acts or conditions:** We encourage employees to stop any unsafe work or enter any unsafe areas through training and communication.
- 7. Awareness:** We keep notice boards up to date in the workplace, and hold new and exciting toolbox talks daily.
- 8. Training:** We hold specific training for different job descriptions. Our training and inductions are site-specific and conducted at the start of every year and as required thereafter.
- 9. Emergency preparedness:** Regular emergency evacuation drills and detailed training on our emergency procedures are performed.
- 10. Teamwork:** Teamwork definitely makes the dream work!



Olga Ndaba



Selinah Masehla



Mmathapelo Malapane



Mercy Diale and Ruanet van der Westhuizen

Keeping calm in the storm

One thing is for sure: throw us into the deep end and we will come up with a way to keep swimming and get back on that boat of life.

As a team, we turn limestone into success. The Afrimat Values guide us on how to weather the storms, and enable us to at look at the bigger picture.

Without all hands on deck, including the Maintenance and Mechanical crews, Plant and Weighbridge Operators, Production teams, Operations teams, Health and Safety and HR departments, the Admin Hub and the Sales Team – under the guidance of our Captain, Ruan Smit – our boat would not stay afloat.



Nolikie Makgwale



Michelle Sturrock

“AS A TEAM, WE TURN LIMESTONE INTO SUCCESS. THE AFRIMAT VALUES GUIDE US ON HOW TO WEATHER THE STORMS, AND ENABLE US TO LOOK AT THE BIGGER PICTURE.”

A special thanks from Ruan Smit to the ladies on the administration front:
Olga Ndaba – Admin Assistant
Olga is our happy face. Always smiling and keeping our customers happy.
Nolikie Makgwale – Finance and admin newbie
Nolikie’s ambition and willingness to assist make us proud.
Mercy Diale – Admin Assistant Learnership
Mercy’s willingness to learn inspires the entire Marble Hall team.
Ruanet van der Westhuizen – Debtors
Ruanet ensures the money is in the bank.
Mmathapelo Malapane – Creditors
Mmathapelo’s focus motivates her team.
Selinah Masehla – Junior HR Officer
Selinah’s smile keeps our employees positive.
Michelle Sturrock – Support Sales Administrator
Michelle ensures cash sales are made and customers are happy.



INDUSTRIAL MINERALS: AFRIMAT LYTTTELTON DOLOMITE (CENTURION)

Ensuring quality-at-source: North Cluster's civil testing laboratory

CHRISTOPHER VERMEULEN – LABORATORY MANAGER

The Quality-At-Source Strategy of the Aggregates Division is founded on quality assurance being the responsibility of each successive link in the production process. In-process quality control is ensured by constant monitoring and evaluation and a computerised maintenance strategy is employed to ensure accuracy, reliability and minimum downtime.

A zero-tolerance approach is adopted towards defects or deviations from quality standards and specifications. Afrimat's vision is to be globally respected for excellence in unlocking and enhancing the earth's mineral potential to build a better world.

For this purpose, the North Cluster has built a well-equipped civil testing laboratory.

"AFRIMAT'S VISION IS TO BE GLOBALLY RESPECTED FOR EXCELLENCE IN UNLOCKING AND ENHANCING THE EARTH'S MINERAL POTENTIAL TO BUILD A BETTER WORLD."

The laboratory functions as a process control unit and an early warning system alerting us to any deviations from specification that can then be identified and managed.

To ensure staff are competent, training will be conducted at the laboratory covering the following:

1. Introduction to materials
2. Sampling
3. Testing of material
4. Analysis and interpretation of all test results

Any non-conformances will be identified and rectified. We aim to make sure we embody the Afrimat Values by keeping our customers satisfied by supplying quality and in-spec products.



"WE AIM TO MAKE SURE WE EMBODY THE AFRIMAT VALUES BY KEEPING OUR CUSTOMERS SATISFIED BY SUPPLYING QUALITY AND IN-SPEC PRODUCTS."

Left to right: Daniel Malepe, Tinny Mphaladi, Tshepo Mphahlele and Christopher Vermeulen



Lyttelton Lab A



Lyttelton Lab B



CAPE LIME – LANGVLEI (ROBERTSON)

Plant Upgrade (Phase 2): Primary crushing and screening plant

STEPHAN BECKER – MANAGER

I am very proud of what we have achieved at Cape Lime Langvlei this year. By April 2022, we completed Phase 1 (the agricultural plant) of building our new primary plant.

Upon the completion of Phase 1, the engineering team began the construction of Phase 2: the primary crushing and screening plant. This part of the plant was designed to tie into the old layout that still made use of the jaw crusher (25x36), cone crusher (36-7s), and original VSI (T7 Oremaster).

All the conveyors and screen structures were newly designed and constructed. The new plant layout consists of two screen towers, nine conveyors and various chutes that enable us to manually decide what products can be produced, how much gets produced, and how much of the product stream we can send to the agricultural lime plant for further processing to achieve the stringent specification: 100% passing 1.7mm and 50% passing 250 micron.

“WE CAN SAY, WITH CONFIDENCE, THAT WE ACHIEVED 90% OF WHAT WE SET OUT TO ACHIEVE AND IT WAS DONE WITHIN 125 DAYS FROM START TO COMPLETION.”

Previous challenges

The old way of screening of products was very inefficient, and we were unable to meet the standard 20mm, 10mm, and crusher dust specification. We also had a very flakey material as only the crusher dust or G5 material was processed through the original VSI. The old screens did not have enough open area and we were challenged with a high material pegging rate.

Fortunately, this is not the case with the new plant and screens that were installed. We have been able to add to the open area and have improved the screening efficiency tremendously by understanding and ensuring that the correct machines were installed for this application.

Achieving our goal

We can say, with confidence, that we achieved 90% of what we set out to achieve and it was done within 125 days from start to completion. It is worth mentioning that all the manufacturing was done in Pretoria, which added to the challenge, but it was well managed by the Afrimat Projects Engineering team.

I would like to take this opportunity to thank the following people who assisted in making the project a possibility and success:

- A Wray and F Landsberg for supporting us at Langvlei throughout the whole process.
- The Engineering Projects and Maintenance teams, consisting of R Hurn, F Louw, L van der Walt, C Boshoff, R Knoetze and A van Schalkwyk, who met the deliverables within the scope of work, budget challenges and the time constraints they were faced with.



Langvlei Quarry

- Andra Manufacturing, especially the site construction team, managed by J Kruger under the lead of A Archibald, for the effort they made to complete the construction without any LTIs or major incidents.
- NC Power and Megadrive for their continued excellence in service delivery and expertise in their field of EC&I.
- Andries van Heerden for trusting us in our endeavors to secure the future of Langvlei.
- The team at Langvlei that assisted the Engineering team before handing over from them. They really pulled together and made the transition from the old plant to the new plant a possibility with minimum impact on our overall efficiencies.



Langvlei team (from left to right): Mfundo Silinga, Michael Stieger, Mkhuselel Booi, W Pienaar, Wilfred Simons, Stephen Bauer, Bernardus Willemse, Tshogofatsu Ramoshaba, Ray Brown and Deon Daniels



From left to right: Robert Hurn, Stephan Becker, Sivuyile Swakamisa, Francois Louw, Lukhanyo Nkamane, Ludwig van der Walt and Zwelinzima Betana



GLENOVER

An exciting new platform for growth

GRANT DREYER – MD – FUTURE MATERIALS & METALS

Overview

Glenover is an exciting new platform for growth. It augments Afrimat’s diversification strategy and is aligned with current and future global trends through the mining and beneficiation of phosphates for fertilizer production, addressing food security concerns, and mining rare-earth elements for the advancement of technology, particularly in the applications required for global decarbonisation.

Glenover Mine is located in Steenbokpan, 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’s interest in Glenover is as a result of its being a significant resource that contains high-value commodities and, with good market dynamics, will expand our product offering.

Glenover will reduce Afrimat’s exposure to the ferroalloys market by its provision of several products to various sectors and jurisdictions which will, as a result, further reduce the group’s cyclicalities (associated with concentrated exposure to a sector). It will also reduce our dependency on Transnet, thus enhancing our earnings and hedging our currency risk by earning foreign currency.



It is important that the market dynamics for Glenover’s products are strong over the long run, in terms of both demand and supply, which provide a solid underpin for prices going forward (i.e. 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 the future and the barriers to enter the supply side are very high.

Project status

Apart from the general site establishment, Glenover is essentially five separate projects split into two phases:

Phase 1: Includes all operations that will be conducted on-site in Steenbokpan and will focus on the following three projects:

- a. High-grade phosphate operations for the agriculture sector.
- b. Single super-phosphate production for the agriculture sector.
- c. Vermiculite for various applications and sectors including horticulture and industrial (fire-retardant plaster boards).

Phase 2: Includes operations that will be conducted offsite and will focus on the following two projects:

- a. Nitrophosphate to produce fertilizer for the agriculture sector.
- b. Rare-earth elements for various technological applications (such as high-strength permanent magnets that are utilised in electric vehicles and wind turbines) and industrial applications such as high-strength alloys.

There have been various challenges, which were unfortunate, but in the six months since Afrimat has taken over the site, the team managed to start up the operation, conduct test work and make a positive contribution to the bottom line – this accomplishment is a reflection of the team’s commitment, the Afrimat Way and the support culture the group has built over time.

Lab scale test work and pilot plant test work thus far have yielded positive results and we are very excited about what we are seeing.

The team has shown tremendous commitment and the results are evident. We look forward to the future and the exciting potential of Glenover.

Thank you to the Glenover team and to the various people within Afrimat who have supported us.



“THERE HAVE BEEN VARIOUS CHALLENGES, WHICH WERE UNFORTUNATE, BUT IN THE SIX MONTHS SINCE AFRIMAT HAS TAKEN OVER THE SITE, THE TEAM MANAGED TO START UP THE OPERATION, CONDUCT TEST WORK AND MAKE A POSITIVE CONTRIBUTION TO THE BOTTOM LINE – THIS ACCOMPLISHMENT IS A REFLECTION OF THE TEAM’S COMMITMENT, THE AFRIMAT WAY AND THE SUPPORT CULTURE THE GROUP HAS BUILT OVER TIME.”



The team has made considerable progress during this time, establishing infrastructure and utilities on site, building the operational team, establishing community and stakeholder relations and commissioning operations.

Insights from Afri-Kidz: What do you think your parents do at work?

ARIMAT GROUP

MPHO MAKHALEMELE – ORGANISATIONAL DEVELOPMENT ASSISTANT

Masego Lawrindah Mogula, age 4: 'Mama works as a truck controller.'

Parent: Mmasello Johanna Mogula, Weighbridge Clerk (Marble Hall)

Chris-Will Beukes, age 5: 'She signs off work, she works in Cape Lime, she does all the work that she must do, she works with people, and she writes, draws, and stuff. And she gets money so that I can also get money.'

Parent: Semonia Beukes, Reception and HR Administrative Clerk (Cape Lime, Vredendal)

Chloe Wiles, age 5: 'She sits in front of her laptop the whole day and talks on the phone to lots of people.'

Parent: Tracey Wiles, Regional Sales/Admin Co-ordinator (KZN/Free State)

Melika Joubert, age 5: 'When she is at work, she buys cement [concrete] to build houses, and then people pay so she can build even higher, and she puts letters [invoices] in envelopes so people can give her money.'

Melika's school had its Career Day on 15 September, and she decided she wanted to go as a builder because her mommy 'builds houses'. Between all the doctors, policemen and firefighters, she was the only builder in her school! She was the cutest builder on site!

Parent: Melanie Joubert, Creditors and Invoicing Administrator (Readymix, WC)

Brian Kamogelo Madiba, age 8: 'She works in a mine and loads materials in trucks.'

Parent: Johanna Madiba, Tank Loader and Mill Operator (Marble Hall)

Lesego Makgwale, age 8: 'My mother is a seller. She sells stones.'

Parent: Nolikie Makgwale, Weighbridge Clerk (Marble Hall)

Amelia van der Heide, age 8: Amelia thinks we build houses the whole day because I always show her our Readymix trucks when I see them on the road. When she gets in the car to buckle up, she always says, 'Safety first!' So, I do believe that some of my work is rubbing off on her!

Parent: Lana van der Heide, Safety Officer (Readymix)

Lesedi Mocheta, age 10: 'Mom advertises work for Afrimat. She also launches campaigns.'

Parent: Florence Mocheta, HRD Officer (Glen Douglas, SA Block, Clinker Supplies)



Masego Lawrindah Mogula



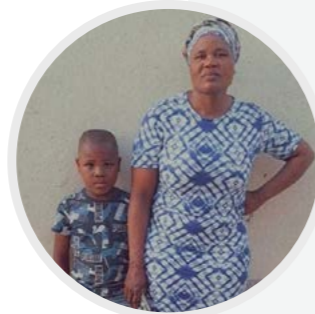
Chris-Will Beukes



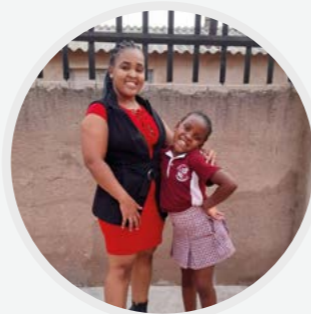
Chloe Wiles



Melika Joubert



Brian Kamogelo Madiba



Lesego Makgwale



Amelia van der Heide



Lesedi Mocheta

Inspiring our youth: From General Worker to Mine Manager

MARBLE HALL MINE

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

Afrimat Marble Hall honoured an invitation from Ephraim Mogale Local Municipality to attend a youth information sharing day during this year's Youth Month. The idea was to inspire the local youth as well as share information about the opportunities available to them.

Marble Hall Mine Manager Ruan Smit shared his 16-year journey with Afrimat: how he started out as a General Worker and worked himself up to his current position as Mine Manager.



Ruan Smit

Afrimatter Dries Burger receives Lion of the Year Award

AFRIMAT AGGREGATE OPERATIONS, WORCESTER

ALISON THOMAS – HR ADMINISTRATOR

The Lions Club of Worcester, the third oldest in South Africa, is a charitable organisation dedicated to good governance and citizenship principles.

The club has 28 active members who take an interest in the community's civic, cultural, social and moral wellbeing.

In the words of Petrus Carstens, 64th President of the Lions Club of Worcester: 'We're honoured to have Andries as a club member and to give him this award. The Lion of the Year Award is a privilege and honour for any member, and is awarded at the discretion of the Club President. Lion Andries Burger received this award due to his generous and exemplary contribution to the community and his willingness to aid persons and organisations in need. He went over and above what is expected from Lions. He has a kind heart and a desire to serve our community.'



Petrus Carstens and Dries Burger

COMPETITION

DID YOU GET A STICKER? SEE PAGE 48 FOR DETAILS ON WHAT TO DO TO STAND A CHANCE TO WIN A WEEKEND AWAY.

COMPETITION

INTERNSHIPS

Welcome to our new interns!

AFRIMAT IRON ORE

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

AIO would like to say a warm welcome to our two new Interns. We wish them all the best in their journey with Afrimat.

We asked them to tell us more about themselves.

Thuto Liphaphang: 'I completed a BSc in Applied Geology from the University of the Western Cape in 2019 and a BSc Honours in Geology from the University of Johannesburg in 2020. I joined the Afrimat Iron Ore team in April 2022.'

Kgaugelo Malekane: 'I started in May 2022 as a Metallurgy Intern at Demaneng. I am currently busy with a National Diploma at TUT in Metallurgy.'

We'd also like to congratulate **Nana Phungula** on completing her internship and being absorbed into the business. Nana started at Demaneng in January 2021 as a Chemical Engineering Intern and in July 2022 became a Plant Operator in the Ore Processing Department.

CAPE LIME LANGVLEI (ROBERTSON)

ONGEZIWE NDLETYANA – SHE INTERN

Jannezene Tieras. 'I finished my academic year in 2020 and had to do my in-service training programme in 2021 in order to complete my Diploma in Analytical Chemistry at the Cape Peninsula University of Technology. I started working at Cape Lime Langvlei as an In-service Trainee in 2021. Upon the completion of my Diploma, I joined Cape Lime Langvlei as a new Analytical Chemistry Intern.'

Ongeziwe Ndletyana. 'I joined Afrimat as the Safety, Health and Environmental Intern based at Cape Lime Langvlei in November 2021. I completed my National Diploma in 2018 and BTech in Environmental Management in 2019, and my Masters in Environmental Health in 2022 at the Cape Peninsula University of Technology.'



Thuto Liphaphang



Kgaugelo Malekane



Nana Phungula



Jannezene Tieras



Ongeziwe Ndletyana

CAPE LIME VREDENDAL

SEMONIA BEUKES – RECEPTION AND ADMINISTRATIVE CLERK

Sinenhlanhla Mahlasela. 'I was born and raised in Durban and completed my BCom Honours HRM Degree at the University of KwaZulu-Natal. I joined Cape Lime as the People Management Intern on 15 September 2022.'



Sinenhlanhla Mahlasela

AFRIMAT SHARED SERVICES

LOREN CUPIDO – HUMAN RESOURCES OFFICER

Mpho Selala. 'I recently joined Afrimat at the Lyttelton Dolomite Mine as an IT Intern, after completing my studies in Information Technology at Damelin, Menlyn.'



Mpho Selala

NEW APPOINTMENTS & PROMOTIONS

Welcome to the Afrimat family!

AFRIMAT MINING SERVICES

FAITH KOSA – JUNIOR HR OFFICER

Alaija Ndwakhulu

Alaija joins us as our new Mechanical Assistant. He previously worked as a Process Controller at PFG Building Glass for seven years but resigned to pursue his career in engineering. Alaija is no stranger to Afrimat. In 2020 he was employed at Lyttelton Dolomite Mine as a Diesel Mechanic Apprentice.

Nickie Botes

Nickie joins us as the Junior Blaster at Jenkins. He has nine years blasting experience and is a qualified Blaster.



Alaija Ndwakhulu



Nickie Botes

AFRIMAT KZN AND FREE STATE REGIONS

REGINALD GWALA – HR MANAGER

Dylan Mickleburgh

Dylan joins us as Branch Manager for Hluhluwe and Mkuze ACP Branches.

Gerda Strydom

Gerda joins us as a Debtors Clerk for Afrimat KZN ACP.

Makhosazane Goodness Ntusi

Makhosazane joins us as Admin Assistant for Ulundi Quarry.

Hannes Lombard

Hannes joins us as Quarry Manager for Dundee.

Jabulani Nkwanyana

Jabulani joins us as a Truck Driver for the KZN/ Free State operations.



Dylan Mickleburgh



Gerda Strydom



Makhosazane Goodness Ntusi



Hannes Lombard



Jabulani Nkwanyana

NEW APPOINTMENTS & PROMOTIONS

Welcome to the Afrimat family!

AFRIMAT SHARED SERVICES AND AFRIMAT MANAGEMENT SERVICES

LOREN CUPIDO – HUMAN RESOURCES OFFICER

Anja Barnard Smit

Anja joins us as Assistant Company Secretary, based at Tyger Valley and reporting to Catharine Burger. She completed her BCom Law and LLB degrees at the University of Stellenbosch. She is also an admitted attorney of the High Court of South Africa.



Anja Barnard Smit



Boitumelo Makgala

Boitumelo Makgala

Boitumelo joins us as the new Social and Labour Plan Regional Officer, based at Lyttleton, reporting to Esther Teffo.

Jacques Ackermann

Jacques joins us as the new BI Manager, based at Tyger Valley and reporting to Johan du Plessis. Jacques completed his BCom ITM Degree (cum laude) at Mancosa while also working full time.



Jacques Ackermann



Tracey Sadie

Tracey Sadie

Tracey joined us at the Tyger Valley office, assisting Natasha Visser in the Finance Department and reporting to Conrad Muller.

Sydney Sehata

Sydney joins us as IT Support Technician, based at Marble Hall and reporting to Christopher Johnstone. He has extensive work experience in IT (hardware, software and networking).



Sydney Sehata

NEW APPOINTMENTS & PROMOTIONS

Welcome to the Afrimat family!

AFRIMAT AGGREGATE OPERATIONS WC

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

Ethan Stevens joins us as Junior People Management Officer for AAO, Readymix and Boublok divisions. He is based at Tyger Valley and will be reporting to Brenda Slattery.



Ethan Stevens

SAFETY, HEALTH AND ENVIRONMENT

LETISHA VAN DEN BERG – GROUP SAFETY HEALTH AND ENVIRONMENTAL MANAGER

Rose Sebelebele

'I recently joined Afrimat as the new Sustainability Document Controller based at Lyttleton Dolomite. I have a degree in Business Administration Management from Mancosa and I am currently studying for a post-graduate degree in Risk Assessment.'



Rose Sebelebele



Zanne Meissenheimer

Zanne Meissenheimer

'I have worked in administration in various industries for the past seven years. In 2019 the opportunity arose to join Afrimat, where "team" became "family". I was part of the Logistics Department and am now a Travel Assistant in the Sustainability Department.'

AFRIMAT LEBOWAKGOMO OPERATION

COBUS VISAGE – SALES MANAGER

Rosinah Lelane is based at our Lebowakgomo operation and is responsible for internal sales and the weighbridge.



Rosinah Lelane

NEW APPOINTMENTS & PROMOTIONS

Welcome to the Afrimat family!

CAPE LIME LANGVLEI (ROBERTSON)

ONGEZIWE NDLETYANA – SHE INTERN

Tshegofatso Ramashaba joins us as our new Boilermaker. He completed his apprenticeship at the EBDA Training Centre, where he qualified as Boilermaker (section 26D) and thereafter joined Afrimat Marble Hall in 2016 as a Junior Boilermaker.

Avelile Falakhe joins us as our new Kiln Operator.

Ecki Hebert Spoerer joins us as a Mechanic.

Morné van de Walt joins us as Shift Supervisor.

Shaun Windvoél joined us as General Worker, and in August 2022 he was appointed as the Hydrator Operator.

Andre Pietersen joined us in 2020 on a fixed-term contract as the Workshop Assistant and was permanently appointed in August 2022.

Cingumzi Gagela joins us as the new Driver.

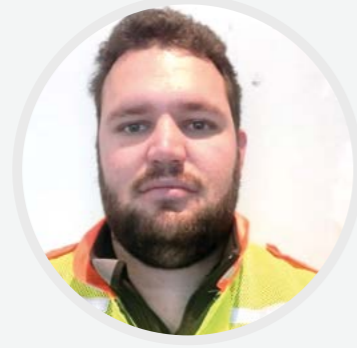
Manfred Maarnam joined us in November 2020 as a General Worker in the Production Department. On 1 March 2022 he was permanently appointed as the Kiln Operator.



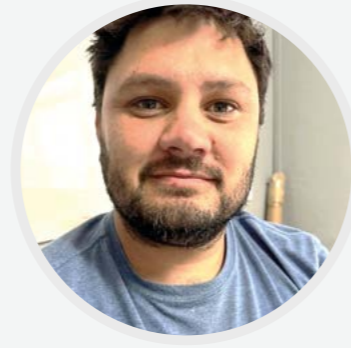
Tshegofatso Ramashaba



Avelile Falakhe



Ecki Hebert Spoerer



Morné van de Walt



Shaun Windvoél



Andre Pietersen



Cingumzi Gagela



Manfred Maarnam

NEW APPOINTMENTS & PROMOTIONS

Welcome to the Afrimat family!

MARBLE HALL

SELINAH MASEHLA – JUNIOR HR OFFICER

Emil Bianchina: 'I joined Afrimat in May 2022 as Plant Cleaner and was promoted to Bag Packer shortly thereafter.'

Ruanet van Westhuizen: Joined Afrimat in August 2022 as a Debtors Clerk.

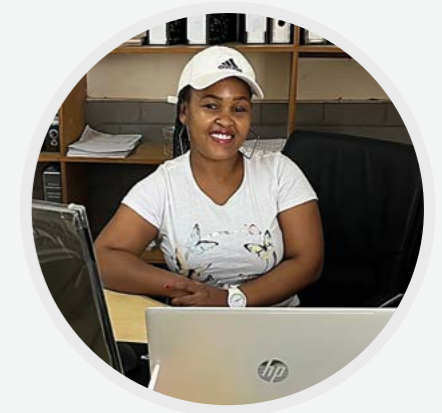
Welcome to **Nolokie Makgwale**, who recently joined the financing/admin team.



Emil Bianchina



Ruanet van Westhuizen



Nolokie Makgwale

GLEN DOUGLAS, SA BLOCK AND CLINKER SUPPLIES

SONJA KLEYNHANS – SENIOR PEOPLE MANAGEMENT PRACTITIONER

The following employees joined the Afrimat Family in 2022 and we would like to welcome them:

Heinrich Maartens joined the Glen Douglas team as an Accountant.

Michelle Spies was appointed as a Receptionist and joined the SA Block team.

Forget Machaba was appointed as a Welder at Dingwell (Afrimat Contracting International).

We wish you all the best for your future careers and many fruitful years with Afrimat.



Heinrich Maartens



Michelle Spies



Forget Machaba

NEW APPOINTMENTS & PROMOTIONS

Changes within the North Cluster

NORTH CLUSTER

SONJA KLEYNHANS – SENIOR PEOPLE MANAGEMENT PRACTITIONER – GLEN DOUGLAS, SA BLOCK AND CLINKER SUPPLIES

Afrimat has always been committed to the growth and development of its people, as well as rewarding and acknowledging their hard work and dedication. The changes and promotions that took place within the North Cluster are a testament to this.

Marina Gricius relocated from KZN to fulfill the role of SHE Officer at Glen Douglas.

Jabu Motha relocated from KZN to fulfill the role of Mining Engineer at Glen Douglas.

Tshifhiwa Rammela, previous SHE Officer at Glen Douglas, relocated to KZN to fulfill the role of Quarry Manager at Scottburgh.

John Rees is now based at Lyttelton Dolomite as Financial Manager.

Theo Ferreira took over the role of Mine Manager at Glen Douglas, after previously fulfilling the role of Resident Engineer.

Ilse Grimbeek was promoted to HR Manager Northern Cluster, thus expanding her portfolio.

Karonien Pretorius relocated to Glen Douglas to fulfill the role of Financial Manager of the Northern Cluster.

Jacques Stokes, Operations Manager KZN, relocated to Glen Douglas to expand his portfolio to Operations Manager: KZN, Clinker, SA Block and Glen Douglas.

Izette Kruger was appointed as the new Financial Manager for the KZN Region.

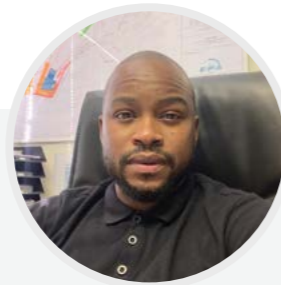
Jaco Cokart was promoted to National Technical Manager.

Grant Cupido's portfolio expanded to Operational Manager for Lyttelton, Silica and Hartebeesfontein.

Justin Hudson was promoted and relocated to fulfill the role of Quarry Manager for Hartebeesfontein and Silica.



Marina Gricius



Jabu Motha



Tshifhiwa Rammela



John Rees



Theo Ferreira



Ilse Grimbeek



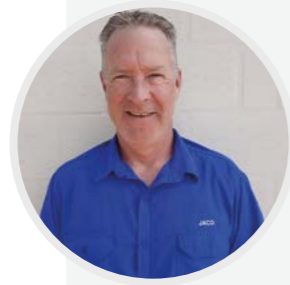
Karonien Pretorius



Jacques Stokes



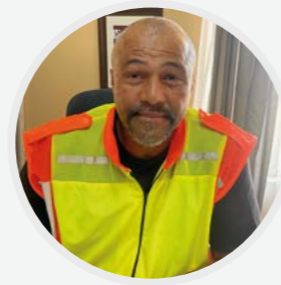
Izette Kruger



Jaco Cokart



Grant Cupido



Justin Hudson

LONG SERVICE

Thank you for 35 years, Henry Masuku!

SA BLOCK

WILLIAM MAKEKE – FRIEND AND COLLEAGUE FOR 35 YEARS

35 years

Henry Masuku started his journey with SA Block in 1987 as a Mould Assistant. After two years, he was promoted to another department as a Mould Surface Grinder. He fulfilled this position until his retirement in August 2022. His colleagues describe him as loving, kind, neat and tidy. He was a team player and shared the objective to help to make SA Block successful in any way he could. Despite the challenges brought by Covid-19 and his health, he still made a success of his job. Farewell, Mr Henry Masuku, we thank you for your friendship and service to SA Block. You will be missed!



Henry Masuku (left) with long-time friend William Makeke

Long-service recognition

CAPE LIME LANGVLEI (ROBERTSON)

ONGEZIWE NDLETYANA – SHE INTERN

30 years

Arnold Arnoldus. 'I have just completed 30 years of continuous service with Cape Lime Langvlei. I joined the company in 1992 as a Packer and now I am a Shift Supervisor.'

Thank you to Arnold Arnoldus for 30 years of dedicated service. We wish him the best and continued success.



Fred De Koker



Arnold Arnoldus

10 years

Fred De Koker. Thank you to Fred De Koker for 10 years of dedicated service! We wish you prosperity for many more years at Afrimat.

Long-service recognition

AFRIMAT IRON ORE

COLEEN MENDLE – HR ADMINISTRATOR

10 years

Blanche Coad. 'I started working for ACI Glen Douglas as a Creditors Clerk in 2012 and transferred to the Northern Cape as an Accountant at Afrimat Iron Ore in November 2022. I'm celebrating 10 years of working for Afrimat.'



Blanche Coad



Elizabeth Dehuis

LONG SERVICE Recognising dedication

AFRIMAT AGGREGATES KZN

REGINALD GWALA – HR MANAGER: KZN/FREE STATE REGION

We would like to give special recognition to the following colleagues for their high performance and considerable service to Afrimat.

Lungisani Moses Mbhele, Scottburgh Quarry
Lungisani joined our quarry in Scottburgh in 2004 as an Assistant Boilermaker before his promotion in 2011 to his current role as Plant Operator.

He identifies with all the Afrimat Values, with respect and safety being his favourites. He believes that these values have created an impact within and outside his workplace.

Michael Fynn, Scottburgh Quarry
Michael joined our quarry in 1999 as a Truck Driver. He also operates the dumper machine as well as the water cart truck when needed. His work ethic is rooted in respect, which enables him to resolve conflict.

Mjikelwa Mkhungu, Scottburgh Quarry
Mjikelwa joined the Scottburgh Quarry on 22 February 1997 as a Front-End Loader Operator and is currently employed as a Multi-Skilled Operator.

Phumlani Mchunu, Dundee Quarry
Phumlani joined Afrimat Aggregates KZN in 2017 as an Intern at the Vryheid Central Workshop servicing, inter alia, earthmoving equipment. He briefly worked at the Ladysmith ACP Branch before moving to our quarry in Dundee.

Sivikele Nene, Vryheid
Sivikele joined Afrimat Concrete Products in May 2010 as an Electrical Intern. In January 2014, he was appointed as an Electrician servicing sites in KwaZulu-Natal.



Lungisani Moses Mbhele



Michael Fynn



Mjikelwa Mkhungu



Phumlani Mchunu



Sivikele Nene

LEARNING, TRAINING & DEVELOPMENT Success stories from our Adult Based Education Training

MARBLE HALL

SELINAH MASEHLA – JUNIOR HR OFFICER

Troy Makgopa

'I joined Afrimat in March 2022 as a Production Technology Learner under the supervision of Thabo Matlou. I have proudly received my National Certificate: Production Technology NQF Level 2. All thanks to Afrimat Marble Hall Mine.'

Linky Matlala

'I started my journey with Afrimat as a Production Technology Learner in March 2022. Through daily toolbox meetings, I learnt that safety is important, not only for me but also for my co-workers. I have achieved the National Certificate: Production Technology NQF Level 2. Thank you, Afrimat Marble Hall Mine, for this great opportunity.'

Peter Malope

'I joined Afrimat on 31 October 2003 as an ADT Operator. I did not give education much thought initially, until I was given the opportunity to learn through ABET. I have improved in speaking and writing English, and I am looking forward to passing all levels ahead. I proudly completed my Communication in English – ABET Level 3 at age 48. Thank you, Afrimat, for offering me the opportunity to learn, regardless of my age.'

Mncedisi Goodman Maze

'I started working at Afrimat on 26 March 2015. I am an ADT Operator. I'm happy to say at age 42 that I successfully completed Communication in English – ABET Level 1 Basic. English was not easy for me to learn.'

Phillimon Mabogoane

'I joined Afrimat in 2015 and currently work as an Engineering Aide. At age 46 I have successfully completed Communication in English – ABET Level 4 and Numeracy Level 4 in English. Afrimat allowed me to grow personally and through education. Self-belief and hard work will always earn you success. I really appreciate the opportunity Afrimat offered me.'



Troy Makgopa



Linky Matlala



Peter Malope



Mncedisi Goodman Maze



Phillimon Mabogoane

LEARNING, TRAINING & DEVELOPMENT

Learning and development going into 2023

AFRIMAT SHARED SERVICES

WREFORD HUDSON – SENIOR HRD OFFICER

The continued growth and development of our employees will always remain a priority to the company, a sentiment we are proud to express in the Afrimat Way.

This year saw a further broadening of our internal programme offering as we developed a new Afrimat Supervisory Development Programme (ASDP) to hone

the people management skills of our supervisors. We also managed to update several of the Afrimat Management Development Programmes (AMDP) and were able to identify our own internal facilitators for each of these modules.

Our internal courses are available to all Afrimatters who wish to attend (when nominated by their managers)



AMDP Learning Modules



and be a part of the learning and development journey within Afrimat.

Our Learnership and Graduate Development (Internship) programmes also enjoyed another successful year, with more than 80 individuals benefitting from these programmes.

Looking forward to 2023

1) E-learning and micro-learning

The Learning and Development Department is working hard to roll out our electronic learning platform (e-learning) as well as several micro-learning courses. Both formats will allow our employees to attend courses on-line with some form of in-person contact.

2) Afrimat Leadership Development Programme

We will also launch a newly designed Afrimat Leadership Development Programme (ALDP) that will replace the successful Afrilead course.

3) Technical training

With Afrimat expanding and the creation of two divisions, namely Mining and Construction Materials, the L&D Department will engage with key role players in these divisions to further enhance the technical skills and competence of our employees. We will achieve this by staying abreast of the latest developments in the various technical disciplines with a view to upskilling and re-skilling our employees in line with the current and future needs of the business.

4) Continuation of internal courses

The new year will see a continuation of all our internal programmes. All of the following will be available and presented in the new year:

- AMDP M1: Supply and Control of Construction Materials
- AMDP M2: Mine Management
- AMDP M3: Plant & Equipment Maintenance
- AMDP M4: Sales & Marketing
- AMDP M5: Sustainability & HR
- AMDP M6: Finance for non-financial Managers
- AMDP M7: Principles of Project Management
- Mentorship training (both for mentor and mentee)
- Afrimat Supervisory Development Programme
- Afrimat Leadership Development Programme

If there is one thing that the L&D Department would like you to take into the new year, it is what our former President Nelson Mandela said: 'Education is the most powerful weapon that you can use to change the world.'

Artisan Training Institute nominates an Afrimatter for the 2022 Annual Learner Award in the ARPL Diesel Mechanic category

AFRIMAT KZN AND FREE STATE REGIONS

REGINALD GWALA – HR MANAGER

Melusi Ngema, an employee based at the Vryheid Central Workshop, started as an Artisan Recognition of Prior Learning (ARPL) Phase One Learner in Diesel Mechanics at the Artisan Training Institute (ATI) in July this year. In recognition of his excellent performance and commitment to his studies, ATI has nominated Melusi for the 2022 Annual Learner Award in the ARPL Diesel Mechanic category. Well done, Melusi, and keep up the good work!



Melusi Ngema

LEARNING, TRAINING & DEVELOPMENT

HR Officers receive BCom Degree in HR Management

MARBLE HALL

LEBOGANG SIYOBA – HR MANAGER – INDUSTRIAL MINERALS

Congratulations to **Selinah Masehla**, our Junior HR Officer, for achieving her BCom Degree in Human Resources Management.



Selinah Masehla

Congratulations on successfully completing your AET

AFRIMAT LYTTTELTON DOLOMITE (CENTURION)

REABETSWE MOKOENE – HR INTERN – AFRIMAT LYTTTELTON

Congratulations to **Suzan Ramokgopa** and **Tinny Mphaladi** for completing their Level 4 in AET 2022.

They started their learning journey in 2017 and we hope that they will continue to soar to greater heights and achieve even more.



Suzan Ramokgopa



Tinny Mphaladi

From ADT Operator to qualified Fitter

AFRIMAT LYTTTELTON DOLOMITE (CENTURION)

REABETSWE MOKOENE – HR INTERN – AFRIMAT LYTTTELTON

Siphamandla Mkize applied for an internal learnership in fitting in 2019 and qualified in August 2022. Siphamandla gives credit to the one-on-one he had with **Angelique Stannard**, saying the HR department helped him see that there are a lot of learning opportunities in the company. Everybody at Lyttelton is extremely proud of your efforts and your achievement!



Siphamandla Mkize

Improving numeracy and communication skills through Adult Education Training

AFRIMAT IRON ORE – DEMANENG MINE

COLEEN MENDLE – HR ADMINISTRATOR

Kealeboga Joyce Bosiami

'I started working at Afrimat Iron Ore (Demaneng) as a Weighbridge Operator in April 2008. In February 2022, the company gave me the opportunity to develop myself through AET to improve my numeracy and communication skills. I have successfully obtained my Level 1 Certificate and am now doing Level 2. My gratitude to the company for granting me the opportunity.'



Kealeboga Joyce Bosiami

Denneguer Quarry giving back with its Social and Labour Plan commitment

AFRIMAT AGGREGATE OPERATIONS

NOKULUNGA MBONDA – SLP OFFICER – WESTERN/EASTERN CAPE

On 4 September 2022, Afrimat Aggregates Operations' Denneguer Quarry started the Community Adult Education and Training (AET) programme at the Drakenstein Association for Persons living with Disabilities (APD) in Semonidium, Paarl.

Ten local youth started the classes in AET Level 2 and completed it on 20 October 2022. The initiative is a partnership between Afrimat Aggregates Operations, Media Works and Drakenstein APD whose aim is to empower the beneficiaries through literacy in order for them to achieve social integration and independence.



Ten local youth started the classes in AET Level 2 and completed it on 20 October 2022

Successful completion of ASDP

AFRIMAT LYTTTELTON DOLOMITE (CENTURION)

SENIOR HR OFFICER – AFRIMAT LYTTTELTON & AFRIMAT SILICA

Well done to the following Lyttelton colleagues for successfully completing the Afrimat Supervisory Development Programme:

- Christo Raath
- Leonard Ratsethaixa
- Mathew Modimola
- Thomas Ledwaba
- Simon Mahlangu



Christo Raath



Leonard Ratsethaixa



Mathew Modimola



Thomas Ledwaba



Simon Mahlangu

NEWBORNS

Congratulations on your bundles of joy

AFRIMAT GROUP

VARIOUS HR DEPARTMENTS

MARBLE HALL

Zodwa Olga Ndaba, Admin Assistant, gave birth to Unathi Hope Ndaba.

Dimakatso Maria Matje gave birth to baby Theto Matje.

David Xitshembiso Makamu became father to Engetelo Miracle Makamu.



Zodwa and Unathi



Dimakatso and Theto



David and Engetelo

AFRIMAT AGGREGATE OPERATIONS AND READYMIX CAPE

Congratulation to:

Aubinique and Jason Adonis (Worcester Office), whose daughter, Aubinay-Skye Adonis, was born on 9 June 2022 weighing 3kg.

Buntu and Lucy Balintulo (De Kop Quarry), whose son, Ngqiqi Balintulo, was born on 19 July 2022 weighing 3.9kg.

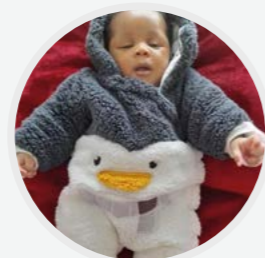
Clinton Muller (Kliprug Quarry), whose son, Jayton Faro, was born on 19 June 2022 weighing 3.9kg.

Nico and Beranice Lawens (Hermanus Readymix Plant), whose son, Nathan Lawens, was born on 11 August 2022 weighing 3.6kg.

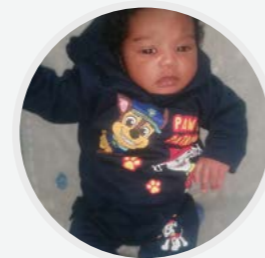
Perchel-Lee and Jillian (Afri-Lab), whose daughter, Priyah Lily-Jane, was born on 13 July 2022 weighing 3.2kg.



Aubinay-Skye Adonis



Ngqiqi Balintulo



Jayton Faro

LYTTELTON DOLOMITE

Congratulations to **Christopher Vermeulen**, Lab Manager Afrimat Lyttelton, whose daughter, Akeelah Lumé Vermeulen, was born on 4 July 2022, weighing 3.5kg.

Congratulations to **Patience Hlongwane**, Assistant Accountant, on the birth of her baby, Tumelo Mphoentle Hlongwane.



Nathan Lawens



Priyah Lily-Jane



Akeelah Lumé Vermeulen

AFRIMAT CLINKER SUPPLIES AND GLEN DOUGLAS DOLOMITE

Lizanne Buitendag, Accountant at Clinker Supplies, and her husband, Jaco, welcomed their baby daughter, Mieke, on 8 August 2022.

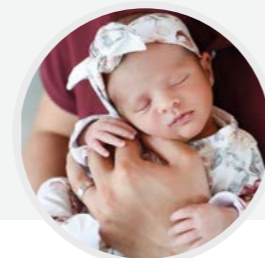
Heinrich Maartens, Accountant at Glen Douglas, and his wife, Charné, welcomed their baby daughter, Luvé, on 3 September 2022.



Patience and baby Tumelo



Lizanne and Mieke



Luvé Maartens

AFRIMAT DENVER QUARRY

Embracing diversity and inclusion

LETISHA VAN DEN BERG – GROUP SHEQ MANAGER

Diversity and inclusion play a vital role in the Afrimat Way, and the staff at our Denver Quarry in Gqeberha (PE) really embrace this.

Lindile Blackie, Lab Technician and Health and Safety Representative, is happy to be teaching **Amanda Qoko** all there is to know about the technical laboratory testing of aggregates.

When we asked Amanda if she enjoys the mining industry, she replied, 'It is hectic. I have to do hard manual labour, but I enjoy the lab job the most and the jaw crusher operator job second best.'

Denver is giving Amanda exposure to the lab, and jaw crusher and bin operations.

Bin Operator **Graham van Sensei** was very proud of his new work container and demonstrated in detail the process of the new hydraulic bin system.

Graham was also very impressed with **Nomangezi Zuzani**, the Articulated Dump Truck Operator. She is a newcomer to Denver, and he showed her only once how to load the bins. She then found markers for herself, and he showed us how accurately she parks under the different bins. They also developed hand signaling to indicate at which bin she must park for loading.



Nomangezi Zuzani (left) and Graham van Sensei

Denver Quarry has really embraced making space for women in mining and the existing male employees are going out of their way to teach these ladies everything they know. Mining is not one of the most popular career destinations for women in general but with men mentoring and coaching in a positive manner like the Denver Quarry team is doing, one can only fall in love with this industry.

“DENVER QUARRY HAS REALLY EMBRACED MAKING SPACE FOR WOMEN IN MINING AND THE EXISTING MALE EMPLOYEES ARE GOING OUT OF THEIR WAY TO TEACH THESE LADIES EVERYTHING THEY KNOW.”

Left to right: Yanga Bout, Letisha van den Berg, Mogamat Bailey and Sesethu Mashiga





AFRIMAT[®]

Breast Cancer Awareness

1 in every 28 South African women are impacted by breast cancer.

While these stats are alarming, it's important to note that with early detection and innovative treatment options, more women are surviving the disease.

Facts

- Many women under 40 are diagnosed with breast cancer
- Being overweight and having low levels of physical activity adds to breast cancer risk
- Alcohol and tobacco use increases the risk of breast cancer
- All women are at risk, but family history increases the risk
- Women who have never had children or only had them after 30, have increased risk of breast cancer

Early detection saves lives

- Do monthly breast self-examinations
- Go for regular screenings at CANSA Care Centres
- Symptom-free women aged 40-54 should get mammograms every year
- Women 55 and older should change to every two years

0800 22 6622 Toll Free
 072 197 9305 English and Afrikaans
 071 867 3530 Xhosa, Zulu, Sotho and Siswati



Website: www.cansa.org.za | Email: info@cansa.org.za

HEALTH & SAFETY MATTERS

AFRIMAT LYTTTELTON

Afrimat Values ensure Lyttelton Showplace Recognition

MARIE-LOUISE MYBURGH – SHE ADMINISTRATOR

Afrimat's Lyttelton Dolomite Mine in Centurion was awarded Showplace Recognition by ASPASA for their ISHE Safety Audit. How we incorporate Afrimat Values into safety practices:



- **TRUST**
ensures a safe workplace.



- **ACCOUNTABILITY**
takes care of day-to-day responsibilities, in a safe manner.



- **INTEGRITY**
ensures high-quality work, while staying safe.



- **TEAMWORK**
ensures good results with clean and safe work areas.



- **RESPECT**
ensures good and safe working relationships.



- **SAFETY**
means every person returns to their families at the end of the day.



Afrimat's Lyttelton Dolomite Mine in Centurion was awarded Showplace Recognition by ASPASA for their ISHE Safety Audit

Prostate Cancer Awareness

South African men have **1 in 24** lifetime risk of prostate cancer

The top cancers affecting South African men

- Prostate Cancer
- Kaposi Sarcoma (type of skin cancer)
- Lung Cancer
- Colorectal Cancer
- Testicular Cancer
- Penile Cancer
- Anal Cancer

How to reduce your cancer risk

- Go for regular cancer screenings
- Make smart food choices
- Exercise regularly
- Do not smoke
- Avoid alcohol
- Drink enough clean, safe water

CANCER SCREENINGS

CANSA offers a wide range of screenings for men:

- Prostate Specific Antigen (PSA) test - finger-prick blood test
- Education on testicular self-examination
- Colorectal cancer screening
- FotoFinder screening - detecting skin cancer

0800 22 6622 Toll Free

072 197 9305 English and Afrikaans

071 867 3530 Xhosa, Zulu, Sotho and Siswati



Website: www.cansa.org.za | Email: info@cansa.org.za

SOCIAL MATTERS

AFRIMAT IRON ORE – DEMANENG MINE

Celebrating Women's Day

TUMI TITO – ASSISTANT ACCOUNTANT

In celebration of Women's Day, the team at AIO went all out to make the ladies feel valued and appreciated.

A small function was held on 5 August when all of the Demaneng Mine ladies came together and were addressed by Connie Boshomane (Lab Manager), who encouraged everyone to strive for greatness, and then Sister Ethan (Onsite Nurse) gave a brief overview of issues relating to women's health. The items discussed form part of the six pillars identified by the Women in Mining Committee, which aims to promote health, safety and development of women in mining.

On a lighter note, Sister Ethan also showed the ladies how to do their make-up for different occasions. After all the formalities, the ladies received goody bags and went on to enjoy a delicious meal. Three lucky ladies also won shopping vouchers.

The day's events were thoroughly enjoyed by everyone who attended.

**"LAB MANAGER
CONNIE
BOSHOMANE
ENCOURAGED
EVERYONE TO
STRIVE FOR
GREATNESS."**



AFRIMAT KZN AND FREE STATE REGIONS

Spring has sprung!

LILITHA DABADINI – HUMAN RESOURCES OFFICER

When spring has sprung, KwaZulu-Natal and Free State Region has fun! How could we ever miss out on an opportunity to be colourful and bloom with the new season?



The KZN team. Front, left-right: Angela, Lilitha, Mbali, Lisha, Anushka, Bianca, Janabi, Amanda, Sizolwenkosi, Regginald and Pieter. Back, left-right: Kobus, Kobus, Jacques, Izette, Gerda, Monia and Brian

GLEN DOUGLAS DOLOMITE, LYTTTELTON DOLOMITE, SA BLOCK & CLINKER SUPPLIES

KALAY NAIDOO – KEY ACCOUNTS MANAGER

When spring sprung in Gauteng, the sales team thought it was a good time to not just welcome the new season in style, but also do a bit of teambuilding. Everything in an atmosphere of joy and positivity.



Gauteng team. Left to right: Cobus Visage, Kalay Naidoo, Arenda de Braal, Magda de Bruyn and Alina Molaba

AFRIMAT SAFETY, HEALTH AND ENVIRONMENT

Tiny Toes Baby Bag Project

ZANNE MEISSENHEIMER – TRAVEL ASSISTANT

We had the wonderful opportunity to be part of a lovely cause, The Tiny Toes Baby Bag Project, an initiative by the NGOs Unchain our Children and Care & Protect.

It tied in so well with August being Women's Month and July's Mandela Day.

A huge thanks goes out to our fellow Gauteng Afrimatters who opened their hearts and contributed to this great cause. We were able to raise R1 850 and filled six bags to the brim with baby products and clothes.

Thank you, Letisha van den Berg (Group Safety Health and Environmental Manager), for making us aware of this wonderful cause.



Bags filled to the brim with donations



Zanne Meissenheimer and Letisha van den Berg

"A HUGE THANKS GOES OUT TO OUR FELLOW GAUTENG AFRIMATTERS WHO OPENED THEIR HEARTS AND CONTRIBUTED TO THIS GREAT CAUSE."

TYGER VALLEY

Dressing up for a good cause: Casual Day 2022 for persons with disabilities

TANYA PRETORIUS - NATIONAL MARKETING OFFICER

In support of the Paarl School Development Foundation, we bought Casual Day stickers and asked our Tyger Valley Office staff to take part in Casual Day 2022. We challenged the various teams to work together in groups and dress up to represent #celebrateSA. The winning team (Team Africa) got a free lunch to enjoy at their convenience.



Team Kaapse Klippe: Jeffrey Mtiyedwa, Ricus van Heerden, Nicole Jarvis, Crystal Grosch, Theresa October, Thozama Tyekana, Robyne Hill, Tanya Pretorius and Natasha Hartley



Team Safari: Catharine Burger, Marlene Botha, Karen Roets, Tanja Binneman, Anja Barnard-Smith, Kim Cloete and Renee Botha



Team Africa: Back: Cynthia Saul, Monica McGregor, Catherine Klein, Siyanda Rayi, Helen Williams, Fezeka Galada, Adele de Villiers and Ungere Wassung. Front: Melanie Joubert, Annalie Greyling and Tarien Labuschagne

CAPE LIME VREDENDAL

SEMONIA BEUKES – HR ADMIN



Casual Day at Cape Lime. Back: Mathabo PHEME, Irma Hayes, Alet Kotze, Lidia Van Eeden, Connie Pool and FD Visser. Middle: Sheelah Links, Maria Joseph and Semonia Beukes. Front: Natasha Mouton and Niel van Brakel



Piet Pieter and Johnecia Engelbrecht

AFRIMAT AGGREGATE OPERATIONS

Karoo to Coast Mountain Bike Challenge

MALCOLM KNIPE – SALES MANAGER – WESTERN CAPE AGGREGATES

On Saturday, 24 September, six cyclists from Afrimat travelled to Uniondale to take part in the annual Karoo to Coast Mountain Bike Challenge.

The arduous 100km route takes participants from Uniondale along Prince Alfred Pass, which is characterised by gravel roads and flanked by steep inclines, all the way to the finish in Knysna. The total elevation gain is 1 560m with 1 800m of descent.

For Bossie Muller, Pieter Grove, Ricus van Heerden, Trevor Watts and Chris de Vries, it was their first K2C. I have completed three before.

After registering at the Uniondale Showgrounds and carbo-loading with bolognaise and a few ales, it was off to our accommodation, the local NG Church Hall, for an early night and to prepare for the next day's ride.

The first group of cyclists started at 7.30am on a chilly, overcast Karoo morning.

About 5km outside Uniondale, you get the first taste of what lies ahead for the next 95km in the form of a steep uphill called 'Ou Wapad'. After that, it's a long, hard battle consisting of neverending uphill and some long downhills to the finish in Knysna.

Ricus was the first Afrimat cyclist home in a good time of four hours and 22 minutes, followed by the rest of the crew.

I sat in the saddle for over eight hours, but I finished.

Congratulations to all the Afrimat cyclists who entered and finished.

We now have more respect for the Prince Alfred Pass.

"ABOUT 5KM OUTSIDE UNIONDALE, YOU GET THE FIRST TASTE OF WHAT LIES AHEAD FOR THE NEXT 95KM IN THE FORM OF A STEEP UPHILL CALLED 'OU WAPAD'."



Chris de Vries



The intrepid cyclists: Chris, Malcolm, Ricus, Pieter, Trevor and Bossie

"RICUS WAS THE FIRST AFRIMAT CYCLIST HOME IN A GOOD TIME OF FOUR HOURS AND 22 MINUTES."



Malcolm Knipe



Ricus van Heerden



Bossie Muller



Pieter Grove

YOU CAN WIN A 2-NIGHT STAY!

Afrimat National Marketing Department

In celebration of Afrimatters Magazine's 10 year anniversary, 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.

How to enter:

- Read the magazine cover to cover and look out for the unique code that might be hidden inside.
- 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: T's&C's 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.

GIVEAWAY

ENTER TO WIN!

MARKETING MATTERS

AFRIMAT SHARED SERVICES

Diary competition winner

TANYA PRETORIUS – NATIONAL MARKETING OFFICER



Congratulations to Marie-Louise Myburgh (SHE Administrator, Lyttelton) for winning the 2023 Diary Cover Design competition



Winner of our Who is the Superwoman in Your Team? competition

Congratulations to our Superwoman, **Letisha van den Berg!**

'The reason why I feel that Letisha is such an inspirational leader is that she is a very strong advocate for behavioural safety and leading by example. As a woman working in an industry that is very male dominated, she has shown us that with hard work and dedication a woman can hold her own in this business. She always takes time to connect with everyone on a personal basis and can encourage you to do better even when you are feeling that you are failing. In short, I can honestly say that since she started working for Afrimat, she has really united us as a team and implemented systems that have made safety much more visible. We have a clear understanding of what our goals are as a team and what we need to do to achieve them.'

Lana van der Heide, SHEQ Department, Afrimat Readymix

"LETISHA IS A VERY STRONG ADVOCATE FOR BEHAVIOURAL SAFETY AND LEADING BY EXAMPLE."



Featured on our cover

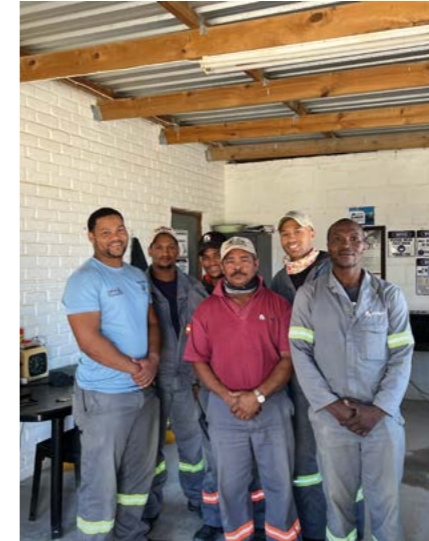
We've showcased photos of recent site visits from the following colleagues:



Thomas Tomeng: De Kop Quarry



Denvir Peerboom: Stanford Quarry



Driefontein Quarry. Left to right: Arno Fortuin, Simoney Edon, Renaldo Peerboom, Dan Phaff, Ricardo Benjamin and Nicolas Sibizo



Sharief Jacobs: Boublok



Mxolisi (Zulu) Tikwana: Killarney Readymix

AFRIMAT CYBERSECURITY

YOU keep our data safe

IZAK CRAFFORD – GROUP INFORMATION SECURITY OFFICER

2022 has been a rough year for cybersecurity experts. With the likes of American Airlines, Uber, U-Haul, Cisco, Twitter, Marriott Hotels, Capital One and even Microsoft falling victim to hackers, it seems as if no one – from the mom-and-pop startup to the Goliaths of the business world – is safe.

Afrimat has taken note of the increasing threat landscape and, this year alone, we implemented a Secure Environment Action Plan, piloted a Secure Network Strategy, and we made a vast number of changes to our back-up systems and disaster recovery in order to fortify ourselves against external attacks. We also executed a successful disaster simulation for the first time in Afrimat history.

Additionally, we moved our production environment to a different data centre, furthering our security and compliance with international data-centre standards.

Meanwhile, on the frontline, we successfully stopped three different ransomware attempts, and more viruses than ever before.

We discovered that 70% of our attack surface is from external USB devices, meaning that we are planning to disable the use of these devices (with some exceptions) early in 2023.

Luckily for us, with the successful implementation of Office 365 this year, we have a multitude of alternative ways for Afrimatters to share data, both internally and with our business partners and clients.

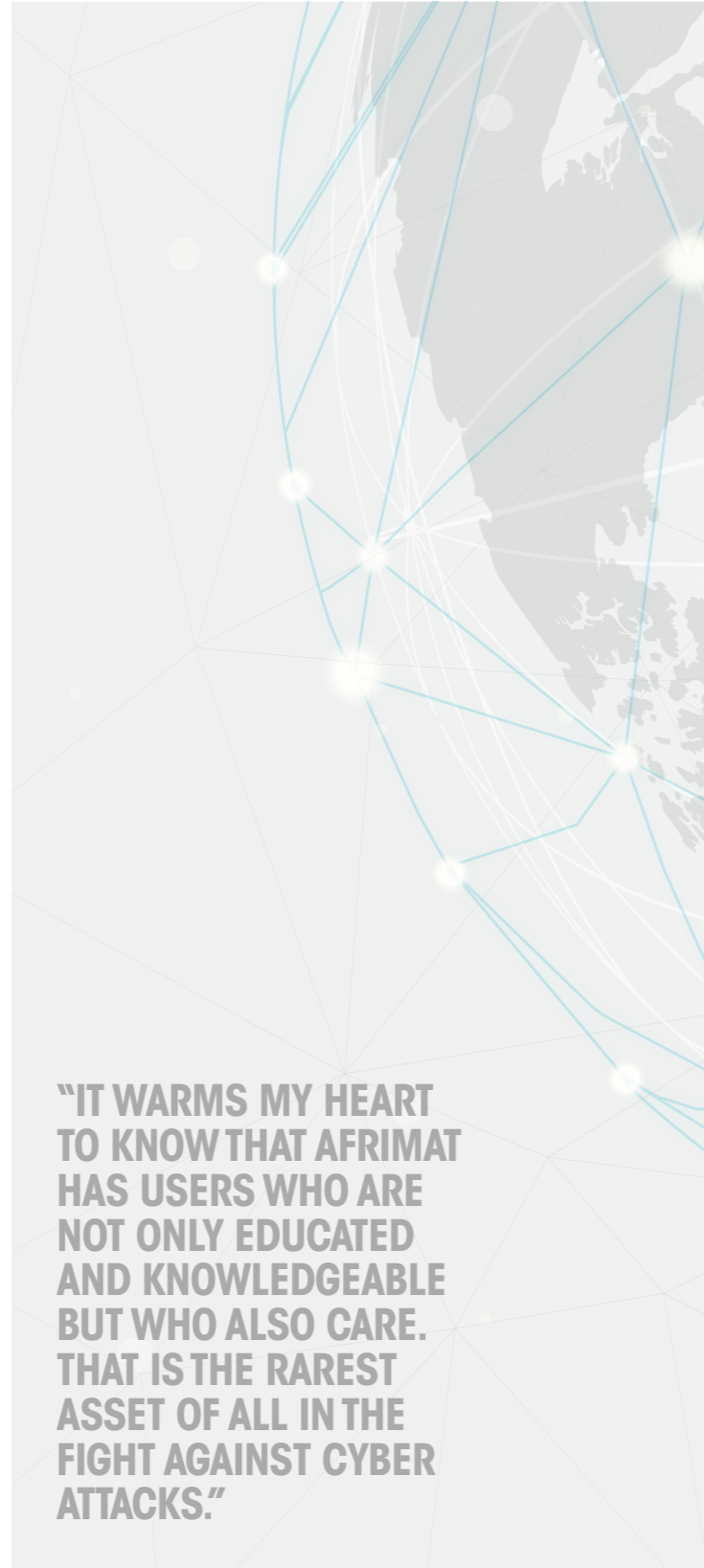
I'd like to take the opportunity to thank every employee of Afrimat for your support on our journey to keep Afrimat and its data safe.

The reality of the matter is that even though there are considerable efforts made in terms of security software, audits, capital expenses and partnership with cybersecurity experts, etc., the fact is that no matter how much you do to secure your environment, a recent IBM study found that 95% of cybersecurity breaches result from human error.

Because of this, it is you who keeps our data safe.

I am grateful for every mail or phone call I receive asking, 'Is this mail safe?' or 'Can you confirm this attachment is safe?' or informing me that a link looks suspicious.

It warms my heart to know that Afrimat has users who are not only educated and knowledgeable but who also care. That is the rarest asset of all in the fight against cyber attacks.



"IT WARMS MY HEART TO KNOW THAT AFRIMAT HAS USERS WHO ARE NOT ONLY EDUCATED AND KNOWLEDGEABLE BUT WHO ALSO CARE. THAT IS THE RAREST ASSET OF ALL IN THE FIGHT AGAINST CYBER ATTACKS."

CAPE LIME, VREDENDAL

National Arbor Week awareness drive at Kleinrivier Primary School

MATHABO PHEME – SHE OFFICER

To celebrate National Arbor Week (30 August to 5 September 2022), Cape Lime Vredendal donated eight indigenous *Trichilia Dregeana* (commonly known as forest Natal mahogany) trees to Kleinrivier Primary School.

These fast-growing, evergreen trees were planted in a straight line along the boundary of the school's sports field to provide a shaded area for viewing sports activities.

The learners were very excited to share their knowledge of the benefits of trees and a few learners also took the initiative to plant the trees themselves.

Operations Manager Natasha Mouton rewarded each learner with a bar of chocolate for participating in answering her questions about trees and the environment.

"THE LEARNERS WERE VERY EXCITED TO SHARE THEIR KNOWLEDGE OF THE BENEFITS OF TREES AND A FEW LEARNERS ALSO TOOK THE INITIATIVE TO PLANT THE TREES THEMSELVES."



Back, from left to right: Frederick Visser, Kobus Barnard, Francois de Villiers and Mathabo PHEME. Front, from left to right: Charnell Titus, Johnnecia Engelbrecht, Maria Joseph, Semonia Beukes and Sheelah Links
Photo credit: Natasha Mouton

SMALBLAAR QUARRY / AFRIMAT AGGREGATES OPERATIONS / CONSTRUCTION MATERIALS

Material donation to Rawsonville Police Station

NOKULUNGA MBONDA – SLP OFFICER WESTERN/EASTERN CAPE

On 28 July 2022, Smalblaar Quarry donated crusher dust to fill the courtyard at Rawsonville Police Station.

The initiative is part of Afrimat Aggregates Operation's 2022 donations, aimed at assisting local grassroots initiatives with meeting their urgent and immediate needs.



Rawsonville Police Station courtyard

AFRIMAT IRON ORE

Mandela Day Initiative

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN OFFICER

Every year, on 18 July, Mandela Day is observed worldwide. The premise of the day is to give 67 minutes of your time to do something positive for the community and make a difference.

We split into four groups. Three teams went to primary schools (Maikailelo Primary, Deben Primary and Sishen Primary schools) where we handed out jerseys and interacted with the teachers and students. One team visited the Olifantshoek Old Age Home where they painted one of the rooms and donated chairs.



“THE PREMISE OF MANDELA DAY IS TO GIVE 67 MINUTES OF YOUR TIME TO DO SOMETHING POSITIVE FOR THE COMMUNITY AND MAKE A DIFFERENCE.”

Left to right: Thuto Liphaphang, Naledi Mosaku, Katarien Deyssel, Shaheeda Coetzee, Coleen Mendle, Johana Jimi and Cat Steyn visited Olifantshoek Old Age Home

GERHARD ODENDAAL

COO: MINING

The year 2022 was completely different to what we’d hoped for or expected – good and bad.

Exciting events that energised the Mining Division were the start-up of the Glenover project, acquiring Agri Lime, and developing Jenkins Mine to be fully operational. We are also investing much of our time and effort in ensuring and optimising results, such as the incline-shaft project for underground mine sections at Nkomati, the new Agri Lime plant at Langvlei, and the Jenkins crushing plant, to name a few.

Disappointments will always be part of the lucky packet and, in this case, the sunken efforts in acquiring the Gravenhage Mine are still fresh in our memories.

Some legal issues burden and tie us to unfortunate historic events. Yet these are the hard yards where we hone our skills, and we should be thankful for the valuable experience we gain from some of our greatest disappointments.

While the whole world is mostly treading water in uncertain times and remains lacklustre regarding investment in large projects, it affords us the opportunity for introspection and to reconsider our own best practices and re-engineer our operations with lowest-cost production and efficiency drives.

Between technology and focused management, we have reaped the early fruits of some of our optimisation projects in bulk mining. Our powder remains dry in these times of uncertainty and AFT is in a preferential position to pounce on any good opportunity should it present itself.

I wish everyone health and prosperity and a blessed festive season. Let us be the best version of ourselves and pay forward the blessings we have become so accustomed to.



“BETWEEN TECHNOLOGY AND FOCUSED MANAGEMENT, WE HAVE REAPED THE EARLY FRUITS OF SOME OF OUR OPTIMISATION PROJECTS IN BULK MINING.”

AFRIMAT IRON ORE – DEMANENG MINE

Ribbon Cutting at Nomzamo High School, Strand

NOKULUNGA MBONDA – SLP OFFICER – WESTERN/EASTERN CAPE

On 25 July 2022, Afrimat Bulk Commodities visited Nomzamo High School in Strand, Western Cape, to cut the ribbon for a borehole project implemented between March and July 2022.

The project was a partnership between Afrimat Bulk Commodities and Strong Schools to improve the quality of education in under-resourced schools in South Africa.

The lack of water for ablution facilities was a major hindrance to having full classes running at Nomzamo High School and had resulted in an increasing dropout rate and poor academic performance from 2018.

Having the borehole constructed has not only kept the learners at school but also led to the development of an urban agricultural project at the school.

“HAVING THE BOREHOLE CONSTRUCTED HAS NOT ONLY KEPT THE LEARNERS AT SCHOOL BUT ALSO LED TO THE DEVELOPMENT OF AN URBAN AGRICULTURAL PROJECT AT THE SCHOOL.”



The borehole project at Nomzamo High School



PIETER DE WIT

CHIEF FINANCIAL OFFICER

My colleagues, we are blessed that Afrimat continues to perform well in spite of the current difficult economic environment as well as in the aftermath of the Covid-19 pandemic.

Afrimat’s exceptional performance could not have been possible without the contribution and hard work from each one of us. Despite all the challenges, we have managed to grow, improve, and build a stronger company.

Even though some opportunities might not have been realised, we have ample opportunity to grow Afrimat further. I remain excited about Afrimat’s future and the role we play in making a difference. Thank you to everyone for your role in building an exceptional company.

“I REMAIN EXCITED ABOUT AFRIMAT’S FUTURE AND THE ROLE WE PLAY IN MAKING A DIFFERENCE.”

COLLIN RAMUKHUBATHI

EXECUTIVE DIRECTOR

I would like to wish you and your loved ones the blessings of the season: peace, hope, joy and love. May you enjoy some well-deserved rest over the festive season, and may success embrace you in 2023.

Despite the many challenges we faced during 2022, we are still blessed at Afrimat.

We continue looking for opportunities, pulling up our sleeves, and getting to work. Afrimat is a picture of what our nation could be: people in the right seats and adding value where they are.

I can confidently say, because of the Afrimat Way (our culture), we were able to navigate this difficult year. With employees like you, we were able to continue to create an environment of joy and positivity. We have seen the continued decrease of absenteeism and staff turnover. We are happy we were able to settle wages without any labour unrest, as we strive to create a collaborative relationship with our stakeholders, and the union is no exception.

The safety and health of our people remain important to us. Unfortunately, in August 2022, we experienced our worst month with four injuries on duty. Safety is not only the responsibility of the health and safety team but also the responsibility of every single Afrimatter.

Our operations continue improving on both the ASPASA SHE and About Face audits. The audits assist us to keep our fingers on the pulse and improve our health, safety and environmental compliance.

Afrimat has embarked on a journey to reduce our carbon emissions. We are building our first renewable energy plant at Glen Douglas, and after that, we are going to roll it out throughout the group.

Through the challenging economic times, we can still create meaningful jobs as the group expands into different areas and commodities. In addition to employment opportunities, either directly by our operations or through contractors or our social and labour plans, we impact local and labour communities through training programmes, local economic development projects and empowering local SMMEs.

Developing our people is an integral part of who we are, and it is evident across the group. The successful introduction of the Afrimat Supervisory Programme is testament to this. The programme is aimed at training supervisors in our company. We have seen more people going through the Afrimat Management Development Programme this year. Through all the training initiatives, we can empower our people.

A big thank you to every single Afrimatter for contributing to the success of Afrimat. Please take this time to rest and spend time with your loved ones. If you are travelling, please be safe on the roads. Come back refreshed and ready to take on the New Year.



"AFRIMAT IS A PICTURE OF WHAT OUR NATION COULD BE: PEOPLE IN THE RIGHT SEATS AND ADDING VALUE WHERE THEY ARE."

ANDREW WRAY

MD: INDUSTRIAL MINERALS

2022 saw Afrimat Industrial Minerals tackle its first new acquisition and integration since that of Cape Lime in 2016. The Agri Lime business officially became part of the cluster on 1 June 2022, having assumed operational control on 1 March 2022.

What ensued after our arrival on site can be described as nothing short of a full-blown turnaround: the operations were in a state of utter disrepair, the mobile plant was lying defunct, maintenance was absent, and breakdowns were the order of the day. There was zero safety culture to speak of and not a decent (or full) set of personal protective equipment (PPE) in sight.

We quickly installed an Afrimat team to tackle the issues head on. We faced several challenges, including two serious safety incidents, a mine stoppage by disgruntled local community members, a massive failure on the primary plant, and having to build trust with a very concerned and vulnerable workforce.

With this said, we reported our first profits in August 2022, just six months after assuming operational control, and have subsequently commenced with a plant upgrade and drier addition.

The employees have now all been absorbed into the Industrial Minerals stable, and the existing management team has committed itself to be a critical part of the turnaround process.

This year we developed new products, entered new markets, and welcomed more new people to our growing core team, each with plenty of energy to throw at the new year.

But, of course, before all of that, it is time to slow things down, focus on the ones that help us to do what we do: our loved ones. Most importantly, be safe over the year-end break.

I'd like to thank each member of my team for their massive contribution this year and thank Afrimat for allowing us to do what we love in an environment of joy and positivity.

"THIS YEAR WE DEVELOPED NEW PRODUCTS, ENTERED NEW MARKETS, AND WELCOMED MORE NEW PEOPLE TO OUR GROWING CORE TEAM, EACH WITH PLENTY OF ENERGY TO THROW AT THE NEW YEAR."



JOHAN DU PLESSIS

GM: TECHNOLOGY SYSTEMS CLUSTER

Last year I wrote, 'Do not take anything for granted.' I couldn't have imagined how true those words would be for Afrimat and I am sure everyone can relate, myself included.

For the Technology Cluster, it was another year of growth and success as the different disciplines combined forces to unlock the full potential of their strengths.

It is here where I remind myself of what Albert Einstein once said: 'I believe in one thing – that only a life lived for others is a life worth living.' It is when we see servant leadership in action that great things are achieved.

We welcomed a few new faces to the team and look forward to seeing the benefit of their contribution. Next year will bring its own challenges; let's concentrate on finishing strong and set a new standard to build on.

From the Technology Cluster, I wish you all the best for the festive season, and may God bless you all and encourage you to make a difference in someone else's life. Enjoy the time with your families, come back safe, and do not take anything for granted!

"NEXT YEAR WILL BRING ITS OWN CHALLENGES; LET'S CONCENTRATE ON FINISHING STRONG AND SET A NEW STANDARD TO BUILD ON."



CHRIS DE VRIES

HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY

For Business Development, 2022 was a year of transition. We started the year with a large part of the previous team migrating to form the new Future Metals and Materials Cluster, with only Joanne Giles and me left.

Since then, we've welcomed well-known Afrimatter Ricus van Heerden to our team and newcomers Chemical Engineer JD Visser and Geologist Philip Mostert. Fellow newcomers Karen Roets (legal) and Gerhard Hoffman (metallurgy), although not formally on our team, also work closely with us. The addition of these team members has brought with it valuable new skills and insights.

Then there is our own Afrimat legend, Carl Malan. In August we celebrated Carl's 40 years of loyal service at Afrimat. Carl has this year 'transitioned to lighter duty', but as always, he is still very much on the hunt for good deals.

At the start of the year, we set our sights on three key themes: implementation, optimisation and incubation.

I can happily report that we've had positive contributions to the implementation of key growth and optimisation initiatives across various clusters, including the Agri Lime integration, the Glen Douglas beneficiation strategy, the iron ore contaminant and product optimisation plan, Nkomati's life-of-mine plan, the Construction Materials logistics optimisation, green cement, etc. We've continued to incubate new opportunities across various clusters, materials and jurisdictions.

Currently, the Business Development team is involved in and/or assessing more than 30 different growth projects, opportunities, and prospects, from small optimisation projects to large potential acquisitions. Some of these have already positively contributed to Afrimat's earnings in 2022 and we look forward to bringing further significant impact in 2023 and beyond.

"I CAN HAPPILY REPORT THAT WE'VE HAD POSITIVE CONTRIBUTIONS TO THE IMPLEMENTATION OF KEY GROWTH AND OPTIMISATION INITIATIVES ACROSS VARIOUS CLUSTERS."

DAVIN GILES

COO CONSTRUCTION MATERIALS

This year has certainly flashed by faster than expected. Tanya is chasing me for my Christmas message which is late; yet it feels strange writing this in October when we only have two months of the year left.

The only constant is change. Change is inevitable and allows us more opportunities to improve our quality of life. It allows us to move forward in life and experience new and exciting things.

Despite the challenging economic conditions and impact of load-shedding, we added new operations to the Construction Materials Division and made several staff changes within the North Cluster, with the aim of enhancing our efficiencies and accelerating our profit contribution to the group.

The growth of the Construction Materials Division has commenced in earnest. I had the privilege of attending the Strategy and Exco Meeting recently and feel more energised than ever. The opportunities for not only the Construction Materials Division, but also for Afrimat are staggering, and will ensure our continued growth for many years to come.

As a business we want to be ethical and successful while working in an environment where others may fail. We want to have the intellectual courage within this environment of adversity, to remain grounded in our values, and give purpose and meaning to our work so that it impacts our bottom line in a positive way.

Afrimat's results last year were fantastic compared with what we have seen this year; nevertheless, this year will end financially better than two years ago.

While our continued improvement mindset is a great part of our culture, let's also take some time to understand how well we are actually doing under the current circumstances and challenges. We need to stop being so hard on ourselves and be proud of what we have managed to bring to book this year.

We have achieved these successes by working together the Afrimat Way, as a dedicated team, and as much as possible, within an atmosphere of joy and positivity.

Thank you for all that you give and do on a daily basis. I am really looking forward to 2023, working with this amazing team, and the accompanying growth we will experience. As we enter the festive period, I urge you to make the most of the time. Work through those items on your bucket list and do the one thing that you have always thought about. Enjoy the time with your family and friends, rest well and get ready for 2023. It's going to be a great one. Wishing you a very Merry Christmas and a prosperous 2023.



"CHANGE IS INEVITABLE AND ALLOWS US MORE OPPORTUNITIES TO IMPROVE OUR QUALITY OF LIFE. IT ALLOWS US TO MOVE FORWARD IN LIFE AND EXPERIENCE NEW AND EXCITING THINGS."



ANTON BARNARD

MD SOUTH CLUSTER

I want to thank you for your continued commitment and effort. Every one of us has an important role to play in the work ahead and I'm confident that together we will achieve great things.

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

On behalf of Afrimat, please allow me to extend my personal and genuine appreciation to each and every one of you for your valuable contributions. Working with you this past year has been a pleasure and I am privileged to lead such an amazing team. Our business environment is continuously changing, and staying ahead of change will remain a high priority for us as a team. I believe with a team that believes anything is possible, we will carry this momentum forward into the new financial year.

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

2023 is set to be another exciting year for us. We can look forward to working together as a team, to deliver our best to ensure an outstanding customer experience and overall business excellence.

We received so many blessings this year and I thank the Lord for all his grace upon us, I wish you a Merry Christmas and a Happy New Year!

"EVERY ONE OF US HAS AN IMPORTANT ROLE TO PLAY ... AND I'M CONFIDENT THAT TOGETHER WE WILL ACHIEVE GREAT THINGS."

GRANT DREYER

CLUSTER HEAD: FUTURE MATERIALS AND METALS

A year ago the Future Materials and Metals Cluster, which includes both the Glenover and Afrimat Hemp businesses, was formed.

It has been both an exciting and challenging period for both businesses, which is to be expected in a start-up or 'greenfield' environment. The teams have been focused on meticulously executing their respective plans and strategically positioning the operations to maximise value.

We were reminded that a culture of success, organisation-wide teamwork, accountability and resilience is required to pursue new frontiers and to be world class.

Glenover (which ultimately is five projects in one) is an exciting growth platform that will reduce Afrimat's exposure to the ferroalloys market by providing a very unique multi-commodity product portfolio that will serve various sectors and, importantly, address major global trends relating to food security, the production of fertilisers, and technological advancements.

The market for the products produced is characterised by strong long-term thematic tailwinds, which presents significant opportunity to optimise the current business case and potential scalability of the operations, providing Afrimat with long-term diversified and sustainable earnings.

On the hemp side, the team has been pioneering the development of the industrial hemp sector locally and across the border into Mozambique.

A major milestone is the Agrément Certification that was awarded to the business for its hempcrete building system. This not only adds to our credibility in the product but will enable Afrimat Hemp to supply to the wider general construction market regulated by the National Home Builders Registration Council (NHBC).

The farming operation at Vredendal was prepped and the first industrial hemp seed was planted in October. Various other strategic partnerships for supply and offtake have been established and we are excited about the potential of these businesses in various sectors.

I would like to acknowledge and thank everyone who has played their part in executing the various projects, including all the support we have received from the rest of the Afrimat team – the commitment and resilience have been exemplary. The success will be due to your dedication and, as a team, we will celebrate the success for many years to come.



"I WOULD LIKE TO ACKNOWLEDGE AND THANK EVERYONE WHO HAS PLAYED THEIR PART IN EXECUTING THE VARIOUS PROJECTS."



PIERRE DU TOIT

MANAGING DIRECTOR: AFRIMAT MINING SERVICES

Wow! What an awesome year! Yes, there are a lot of negativities in our country. Corruption, loadshedding and a lack of basic infrastructure maintenance add to the challenges businesses already need to deal with. These challenges will not disappear overnight.

However, looking at the positives, we have much to be thankful for.

We as Afrimatters have a choice to be negative or positive about the current reality in South Africa, but by being negative and constantly complaining, we subconsciously have a negative impact on our fellow employees at work and our loved ones at home.

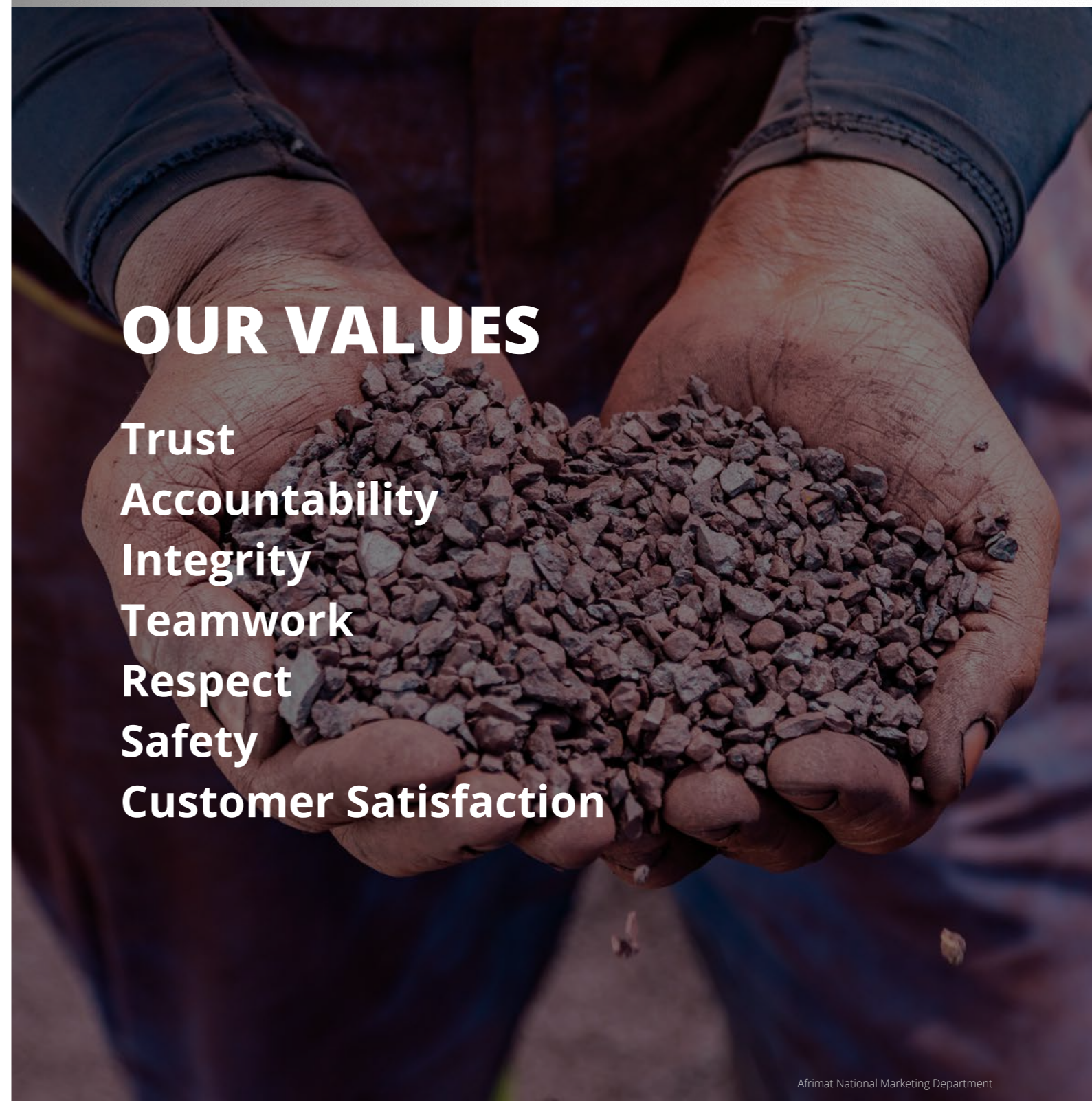
We are blessed in our work.

The business has done exceptionally well. We had our challenges, but not once did I see any of my fellow Afrimatters without a smile on their face. I will remain positive!

I thank all our employees for their commitment and hard work and for contributing towards the success of our business.

Enjoy the well-deserved rest and time with your families this festive season. We look forward to an exciting new year with lots of new opportunities.

"WE HAD OUR CHALLENGES, BUT NOT ONCE DID I SEE ANY OF MY FELLOW AFRIMATTERS WITHOUT A SMILE ON THEIR FACE."



OUR VALUES

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

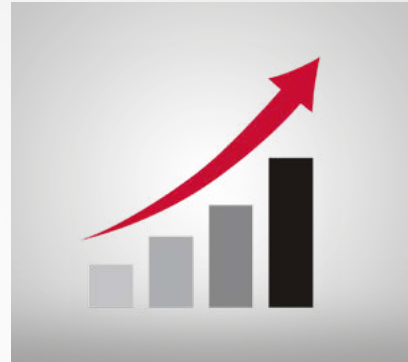
Afrimat National Marketing Department



CARING ENVIRONMENT



IMPORTANT RELATIONSHIPS



RESULTS DRIVEN



SKILLS & COMPETENCE



TEAMWORK



EMPOWERING



WINNING ATTITUDE



ENTREPRENEURIAL DRIVE



HUMILITY & BELIEF