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GROWTH THROUGH UNITY



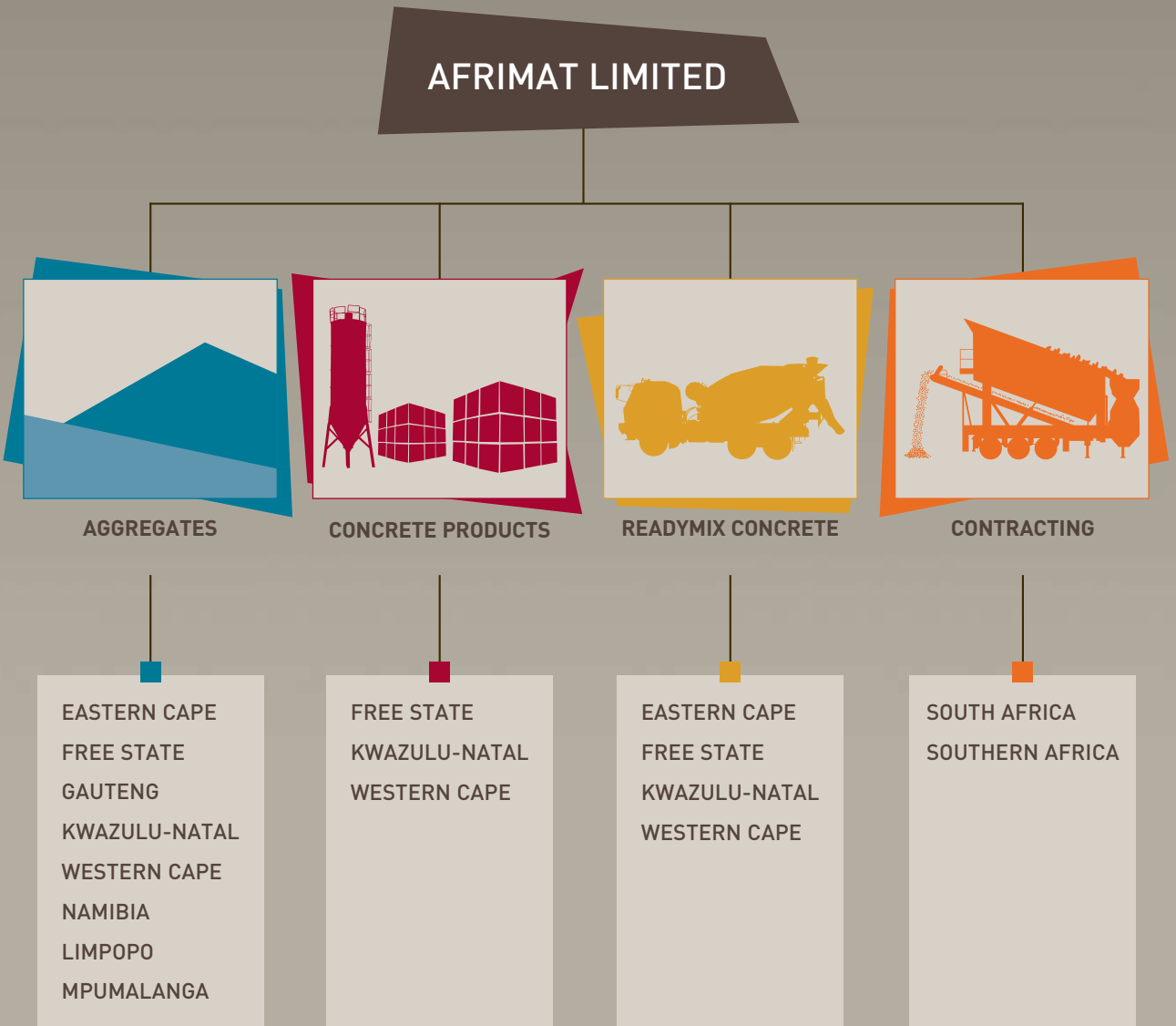
CONTENTS

	PAGE
GROUP STRUCTURE	1
GROUP AT A GLANCE	2
GEOGRAPHICAL FOOTPRINT	3
GROUP SNAPSHOT	4
JOURNEY TO THE PRESENT	4
OUR OPERATIONS	5
REAL TRANSFORMATION FOR SUSTAINABILITY	8
OUR HEALTH & SAFETY POLICY	9
OUR ENVIRONMENTAL MANAGEMENT PROGRAMMES	9



GROUP STRUCTURE

AFRIMAT LIMITED



GROUP AT A GLANCE

VISION

TO BE THE MOST ADMIRED CONSTRUCTION MATERIALS SUPPLY COMPANY IN SOUTHERN AFRICA.

This vision speaks not to arrogance, but to ambition. Being the most admired to Afrimat implies successfully building a core foundation that earns admiration through:

- Efficient and well-managed operations
- Responsible, honest and highly motivated personnel
- Effective and reliable systems
- Healthy finances
- Innovative focused growth and transformation initiatives
- Satisfied stakeholders
- Caring for the people and the planet

VALUES

WE STRIVE TO INTEGRATE VALUES OF TRUST, INTEGRITY, RESPECT, ACCOUNTABILITY, TEAMWORK AND CUSTOMER SATISFACTION INTO EVERY ASPECT OF OUR CULTURE AND OUR PERFORMANCE.



GEOGRAPHICAL FOOTPRINT



AGGREGATES



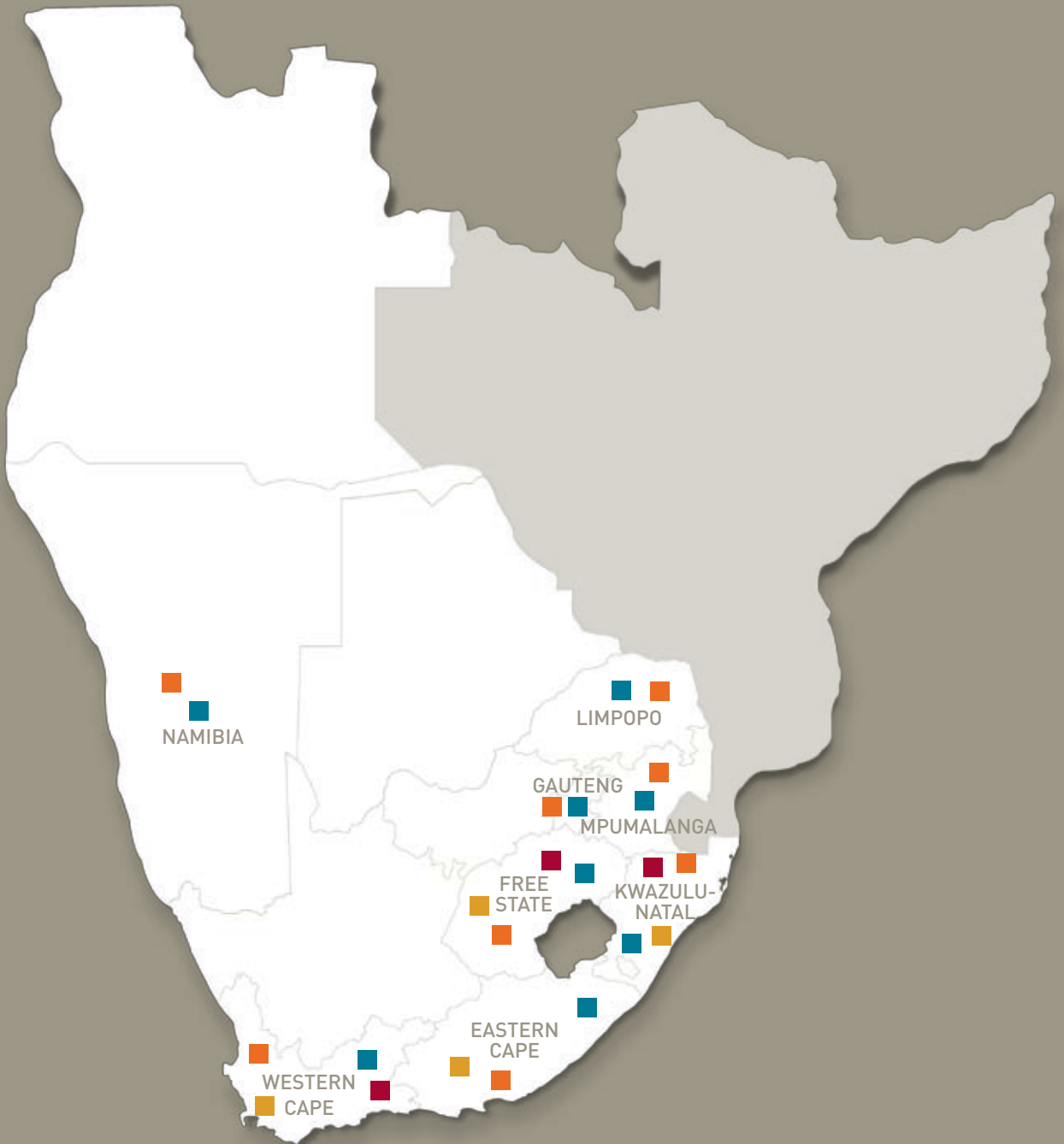
CONCRETE PRODUCTS



READYMIX CONCRETE



CONTRACTING



GROUP SNAPSHOT

A BLACK EMPOWERED CONSTRUCTION MATERIALS MANUFACTURER, AFRIMAT IS LISTED IN THE 'CONSTRUCTION & BUILDING MATERIALS' SECTOR OF THE MAIN BOARD JSE LIMITED.

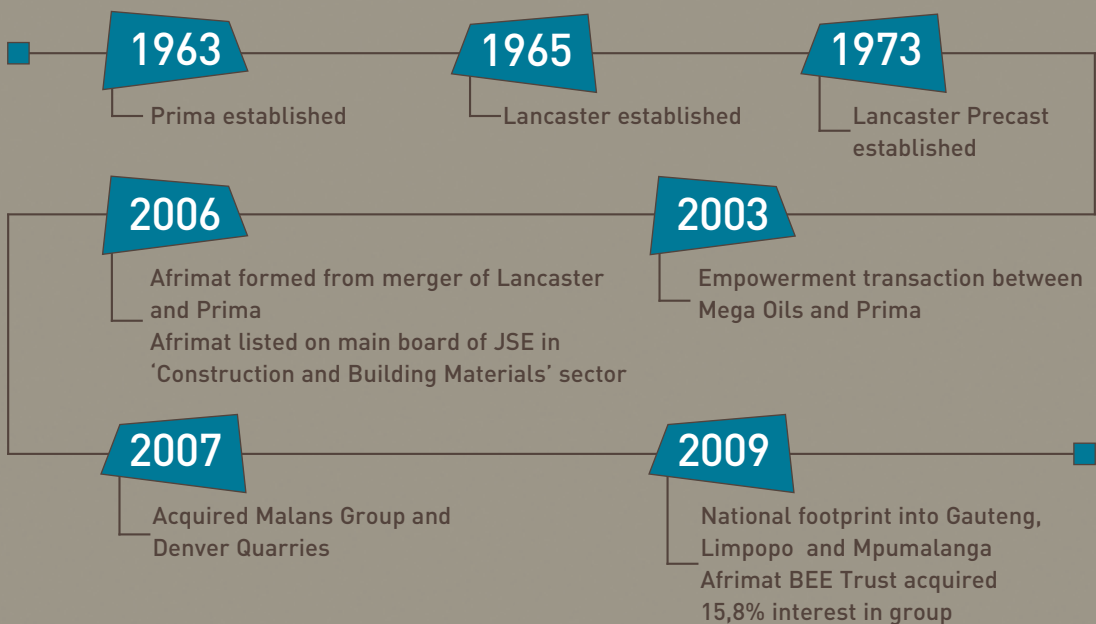
Backed by more than 45 years' experience Afrimat supplies a broad range of construction materials comprising aggregates, concrete products and readymix. The group's growing geographical footprint covers vast sections of urban and rural Southern Africa, supported by a fleet of mobile crushers that offers flexibility even beyond demarcated areas of operation.

As a result, the group's integrated product offering is today distributed across the Western Cape, Eastern Cape, KwaZulu-Natal, Free State, Gauteng, Limpopo, Mpumalanga and Namibia.

Afrimat's flexibility extends further - to project scale - with the group servicing major infrastructure and construction projects for public sector and government owned enterprises through to small private sector contracts. The diverse client base acts as a risk hedge and exposes Afrimat to the full range of construction and related spend in its target regions.

Our consistently low staff turnover has resulted in a deep skills pool. Real transformation, starting with staff and management and extending to community upliftment, is integral to the group's sustainability. In addition environmental conservation is an imperative of our growth strategy.

JOURNEY TO THE PRESENT



OUR OPERATIONS



AGGREGATES

- COMMERCIAL QUARRIES
- SAND MINES
- GRAVEL MINES
- MOBILE CRUSHING
- RECYCLED CONCRETE CRUSHING PLANT
- DRILLING & BLASTING

The division produces aggregates of a wide variety of sizes and technical specifications primarily for large-scale civil engineering and infrastructure projects. Reflecting cohesive vertical integration Afrimat’s proprietary commercial quarries – located in seven of South Africa’s provinces and in Namibia – also supply the majority of raw materials for our Concrete Products and Readymix divisions. Afrimat continually ensures that stone reserves are adequate for the long-term needs of the group.

PRODUCTS

- Stone
- Laterite
- Sand
- Recycled concrete construction waste



All our products are recyclable

SERVICES

- Drilling & Blasting
- Transport & Logistics
- Crushing & Screening
- Earthmoving & Plant Hire

QUALITY ASSURANCE

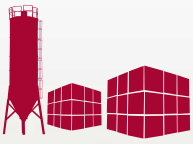
The Quality-at-Source strategy of the Aggregates division is founded on quality assurance being the responsibility of each successive link in the production process. In-process quality control is ensured by constant monitoring and evaluation - a computerised maintenance strategy is employed to ensure absolute reliability and minimum downtime. A zero-tolerance approach is adopted towards defects or deviations from quality standards and specifications.

AGGREGATES

Services include drilling and blasting equipment



OUR OPERATIONS (continued)



CONCRETE PRODUCTS

- CONCRETE BUILDING BLOCKS OF VARIOUS SIZES
- CEMENT BRICKS OF DIFFERENT SHAPES, COLOURS AND SIZES
- CEMENT PAVERS OF DIFFERENT SHAPES, COLOURS AND SIZES
- A VARIETY OF FURTHER PRECAST PRODUCTS

The division operates primarily in KwaZulu-Natal, the Free State and in Worcester in the Western Cape, manufacturing concrete blocks and bricks largely for low-cost housing. Precast factories specifically manufacture concrete bricks, building blocks, brick paving, walling and moulded concrete products, which all carry the SABS seal of approval. Certain factories within the division also supply ready mixed concrete. In line with the group's vertical integration policy 90% of raw materials needs (excluding cement) is sourced from the group's own quarries.



READYMIX

- FIXED AND MOBILE CONCRETE BATCHING PLANTS

The division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants where concrete is batched on demand and then transported to site by concrete mixer trucks. While the mobile concrete batching can be set up in any part of the country the fixed plants are based in Cape Town, Worcester, Vredenburg, Vryheid and Port Elizabeth.



CONCRETE PRODUCTS

Bricks, Blocks, Pavers, etc.
Our products carry the SABS mark.

READYMIX

All products, including Ready Mixed Concrete are tested in our fully equipped laboratories to SABS and SARMA specifications.

Close to 90% of Readymix's raw material needs (excluding cement) is sourced from the group's own quarries. All sales personnel are certified by the Concrete & Cement Institute of South Africa.

QUALITY ASSURANCE

Readymix's batching system meets the standards set by SARMA (South African Readymix Association) in order to deliver the highest quality products. For each project care is taken to ensure that the customer's requirements are met in terms of the specific mix designs, quality assurance and control.



CONTRACTING

- MOBILE CRUSHING
- DRILLING & BLASTING
- MOBILE/ON-SITE READYMIX BATCHING

The Contracting business has the ability to provide contract crushing for any size project in any location as well as mobile/on-site readymix. With a mobile fleet of over 20 crushers and screens and five drill rigs the division is ensured the flexibility to go wherever the work is needed - including extremely remote areas.

PROVEN TRACK RECORD

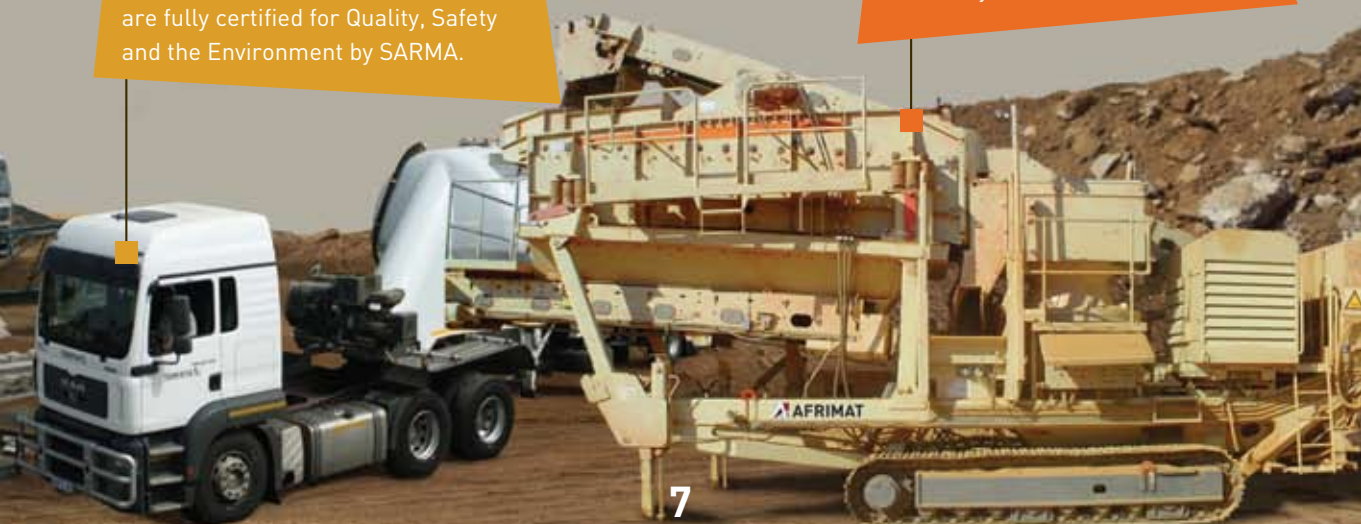
- Concrete aggregate for the Medupi Power Station – **600 000 tonnes**
- G1 base course material for Edwin Construction for the R555 from Ogies to Witbank – **330 000 tonnes**
- Contract drilling & blasting for Roshcon at the Kusile Power Station – **700 000 tonnes**
- Contract drilling & blasting Gauteng Freeways – **600 000 tonnes**
- Bergriver Dam - **500 000 tonnes**
- Sishen South Project - **500 000 tonnes**

READYMIX

Supplied out of 22 plants, all of which are fully certified for Quality, Safety and the Environment by SARMA.

CONTRACTING

With a mobile fleet of over 20 crushers this division ensures flexibility



REAL TRANSFORMATION FOR SUSTAINABILITY

SOCIAL RESPONSIBILITY

SKILLS UPLIFTMENT

THE GROUP PRIORITISES ONGOING TRAINING IN ORDER TO RAISE STANDARDS OF PERFORMANCE AND PRODUCTIVITY, OFFERING INTERNAL COURSES AND USING EXTERNAL SUPPLIERS TO FACILITATE CONTINUOUS DEVELOPMENT OF ITS SKILLS-BASE.

A dedicated internal training division has recently been established with the sole purpose of giving all employees the opportunity of expanding their skills and qualifications.

In line with succession planning candidates have been identified and are receiving personal mentorship in furthering their formal education and operational knowledge. Focus is on the areas of mechanical and civil engineering as well as management where previously disadvantaged candidates have been appointed as Trainee/Assistant Managers as part of two-three year development programmes.

COMMUNITY UPLIFTMENT

Afrimat adopts a broad-based approach to social responsibility and is committed to expenditure in terms of the social and labour plans required by the Department of Mineral Resources. The group therefore undertakes social development responsibilities with each mining licence. Afrimat targets 1% of Profit After Tax of each B-BBEE rated subsidiary for similar projects. The group further financially supports a range of organisations which advance socio-economic circumstances and skills development generally.

DIRECT BLACK OWNERSHIP

AFRIMAT IS A BLACK-EMPOWERED COMPANY WITH DIRECT BLACK OWNERSHIP IN THE GROUP AHEAD OF MINING CHARTER REQUIREMENTS FOR 2014.

Afrimat's major BEE partners comprise Mega Oils (Pty) Limited, a 100% black-owned company with historic ties to the founding companies in the group, and the Afrimat BEE Trust benefiting black Afrimat employees. With our employees in mind, Afrimat widened the pool of eligible participants in the BEE Scheme administered by the Afrimat BEE Trust and established funding mechanisms to assist with share subscriptions under the BEE Scheme.

Currently Afrimat's significant trading subsidiaries all have commendable **B-BBEE ratings**.

OUR HEALTH & SAFETY POLICY

Afrimat prioritises health and safety as key to successful and sustainable operations. Management is primarily responsible for implementing Afrimat's extensive Health & Safety Policy. The implementation is closely monitored and all incidents are tracked on a monthly basis. This underpins the ongoing process of identifying new risks and developing procedures to mitigate these. Management and the group SHE departments conduct regular inspections to identify areas of further improvement while third party audits are conducted by ASPASA and SARMA. HIRA (High risk identification assessments) are implemented for each work process at all operations.

A dedicated Safety Committee is committed to researching new technological advances in order to enhance and maintain a superior safety standard throughout our operations.

All new employees attend health and safety induction programmes while existing employees receive ongoing training to ensure awareness and strict adherence to the Health & Safety Policy.

Further, the group's concern about the HIV/AIDS pandemic threatening South Africa has led to an active HIV/AIDS awareness drive.

OUR ENVIRONMENTAL MANAGEMENT

The group manages its environmental footprint through formal Environmental Management Programmes ("EMP's") in line with local and international regulations and best practice. The EMP's focus on responsible mining, reducing emissions through upgrades to diesel-driven equipment, decreasing noise pollution, recycling product where viable and maintaining all plant at optimum working levels and efficiency. Active programmes to reduce the group's carbon footprint have also recently been introduced.

With Afrimat committed to continually upgrading and improving its EMP's, it has today become well-renowned and respected in the industry in this regard. Further, third party audits by ASPASA, SARMA and external consultants support our environmental conservation and protection efforts and provide added opportunity for refinement of our EMP's.

Environmental progress reports are submitted annually to the Department of Mineral Resources in terms of mining rights requirements. In addition, mine rehabilitation assessments are conducted by external consultants and provisions are raised to meet these future obligations.

