

DECEMBER 2016

AFRIMATTERS



GENERAL MATTERS: A DECADE OF CELEBRATION
DIVISIONAL MATTERS: REACHING NEW HEIGHTS IN LIMECOR
HR MATTERS: AFRIMAT MANAGEMENT PROGRAMME



Some companies reach milestones. Afrimat builds them.



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

Celebrating a decade spent building value on the JSE.

10 years ago Afrimat Limited listed on the JSE Limited. Since then, with 50 years in business behind it, the black empowered open pit mining operation has traded strongly by building value through strength. Diversifying and expanding into Africa. Winning major infrastructure and

construction projects in both the public and private sector. Through its activities in aggregates, industrial minerals and concrete products the company continues to build new milestones for itself. Cementing its position as a true asset to the African resources industry.



Tel +27 21 917 8840
 Fax +27 21 914 1174
 info@afrimat.co.za
 www.afrimat.co.za

maibx



'OUR DREAM IS TO BE THE MOST RESPECTED MATERIALS SUPPLIER IN AFRICA.'

AFRIMAT'S 10TH YEAR

The year 2016 was Afrimat's tenth year of existence and we celebrated 10 years of being listed on the JSE in November. In November we also published the mid-year results for this financial year, reporting 25.3% growth in headline earnings per share compared with the same period last year – reflecting another year of exceptional blessing. During this year, we also expanded our family. Cape Lime joined the team early in the year, Bethlehem Quarry followed thereafter and we recently announced our entry into the iron ore industry with the addition of Diro. We will shortly be welcoming African Rainbow Capital as our biggest individual shareholder. It was a busy year, bringing exciting new opportunities. The Sunday Times Top 100 Companies Award ceremony took place early in November and Afrimat was awarded fourth place. This was the third year in a row that Afrimat was amongst the top 10 in this prestigious award. Our dream is to be the most respected materials supplier in Africa. We strive to achieve this with highly motivated and competent personnel, well-managed operations, good systems, delighted customers, healthy finances, responsible practices and by being innovative and creative. This dream underpins our reputation for successful execution. Looking back at the year I have once again come under the impression of the quality of our people and their commitment to make this vision of ours come true. I am humbled by the sacrifices many of our people make in order for Afrimat to be successful and I am truly grateful for each team member's contribution. With the holiday season upon us, my wish for each member of the Afrimat family is that you will be blessed with a peaceful and safe holiday period. May you experience the true meaning of Christmas.

**Andries van Heerden
 CHIEF EXECUTIVE OFFICER**

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AFRIMATTERS
Publishing Editor in Chief: Big Blue Media.
Creative Director: Sam Scarborough.
Co-ordinating Editor: Lizanne Olivier.
Copy Editor: Jackie Fermo
Contributors: (Front to back) Hylton Hale, Trevor Shelley, Michelle Sturrock, Dicky Carstens, Derek Fraser, Andre Kruger, Pierre du Toit, Reginald Gwala, Lizanne Olivier, Mamus Dreyer, Angelique Stannard, Shadi Mnisi, Mareli Mosca, Chantel Viljoen, Dr Pieter H Barnard, Dries Burger, Cheryl Robertson, Ingrid Hale, Juanita Davids, Anton Barnard, Anton Gerber, Billy Paton, Collin Ramukhubathi, Davin Giles, Gerhard Odendaal, Gerhard Terblanche, Gert Coffee, Johan Bisschoff, Louis Loubser, Marlo Janse van Rensburg, Pieter de Wit, Willem Hattingh, Dr Jan van Heerden
Printers: Paarl Media

GENERAL MATTERS

A DECADE OF CELEBRATION

BY HYLTON HALE, GROUP MARKETING AND BRAND MANAGER

AFRIMAT celebrated 10 years listed on the stock exchange at the JSE. Our CEO, **Andries van Heerden**, opened the day's trade with the symbolic blowing of the Kudu horn.

Investors, media, AFRIMAT board members and some of our management staff enjoyed the opportunity to have the JSE as our host for the occasion. The proceedings began with a warm welcome from Chris Sturgess, Commodities and Key Client Management Director at the JSE, followed by a short presentation by Andries who recapped our challenges and successes over the past 10 years. The formalities ended with a short address from Andrew Ramotlou (JSE), a JSE TMS trading specialist, who gave a quick guide on how the trading screen works.

With an enthusiastic 10-second countdown by all our guests, Andries gave the kudu horn a mighty blow to open the day's trade.



Andries van Heerden and Chris Sturgess (JSE)



Andries van Heerden



Andries van Heerden and Pieter de Wit blow the kudu horn to open the day's trade



Afrimat board of directors from left to right Francois du Toit, Hennie van Wyk, Gert Coffee, Pieter de Wit, Andries van Heerden, Matie von Wielligh, Jacobus van der Merwe, Phuti Tsukudu, Loyiso Dotwana.



Matie von Wielligh, Clive Kingsley, Hylton Hale, Pieter Veldtman, Louis Loubser



Andrew Ramotlou (JSE)



André Smith, Pieter de Wit, Mariëtte Swart



Pieter de Wit, Andries and Matie von Wielligh



10 year JSE trophy



Anton Gerber, Natalia von Wielligh, Derick van der Merwe, Annelie van der Merwe



Andries and Maryke van Heerden



Johan du Plessis, Louis Loubser, Anton Gerber, Davin Giles, Gert Coffee, Pieter de Wit, Andries van Heerden, Hylton Hale, Willem Hattingh



Andries van Heerden, Matie von Wielligh



Akshar Sewkuran (JSE)



The JSE building



Hennie van Wyk and Hylton Hale

GENERAL MATTERS

10 YEARS OF SUCCESS EQUALS TOP RANKINGS

Afrimat has been ranked number 4 in the Sunday Times Top 100 Companies.
CEO, Andries van Heerden attended the awards ceremony in Jhb on 4 November to receive the award.

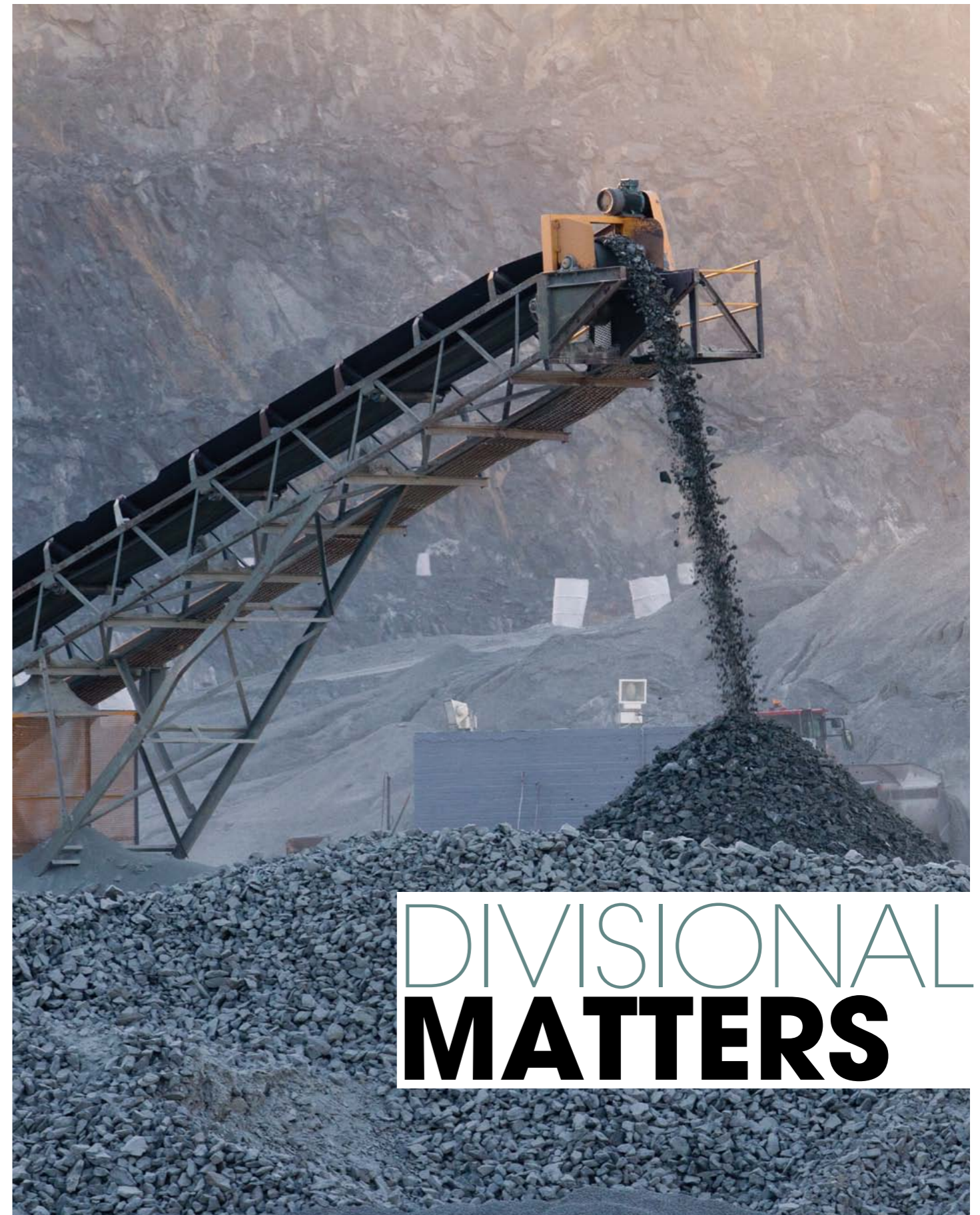
The Sunday Times Top 100 Companies tracks the best-performing businesses on the JSE, acknowledging those with the highest shareholder returns over the past five years. Bongani Siqoko, editor of the Sunday Times says, "this year's Top 100 Companies rankings prove two things - that no single sector of the JSE has outperformed another over the last five years, and that greater-than-usual volatility has become the new normal. Investors have had to be on their toes in choosing stocks that will outperform within each industry, but in general performance on the JSE seems to have gone back to primary roots, with companies that service basic demands - like housing, schooling and infrastructure - making their way to the head of the pack." Dr Johann Rupert, chairman of Swiss-based luxury-goods company Richemont and South Africa-based Remgro accepted the Sunday Times Top 100 Companies Lifetime Achievement Award in recognition of his contribution to the country's economy. Dr Rupert says his success has been achieved with leadership that understands the value of creating a culture and tone that resonates with employees and customers, and is set right at the top in the head office. He says: "If you set the right culture for an organisation, then the loyalty that must go both ways can set in."

Previous winners of the Sunday Times Top 100 Companies Lifetime Achievement Award include Dr Christo Wiese, Bobby Godsell, Brian Joffe, Nelson Mandela, Allan Gray, Stephen Koseff, Richard Maponya, Bill Venter, Nthato Motlana, Donald Gordon, Sam Motsuenyane, Koos Bekker, Raymond Ackerman and Anton Rupert. This year, CalgroM3 Holdings (Pty) Ltd received the Sunday Times Top Company accolade, edging last year's winner, Fortress Income Fund Limited into second place. Curro Holdings placed third. Calgro M3 (JSE: CGR) is a property developer specialising in integrated developments aimed at the entry-level consumer. The company's performance in the Sunday Times Top 100 Companies over the past 5 years shows that an initial investment of R10,000 in 2011 has achieved a value of R150,000 in 2016.

The opening value of the share in 2011 was 120 cents, with a closing value of 1800 cents in 2016, and compound annual growth of 71.88%. The Sunday Times Royal Companies are those which have placed in the top twenty positions of the Sunday Times Top 100 Companies for three consecutive years.

In 2016, the companies that have maintained consistency include Coronation Fund Managers, EOH Holdings Limited, Naspers Limited, Mondi Group, New Europe Property Investments PLC and Afrimat Limited. The Sunday Times Top 100 Companies Awards were presented in association with Johnnie Walker. The event was MC'd by Nik Rabinowitz, and included a performance by Johnnie Walker brand ambassador Joy Walker, and Lira. Full results of the Sunday Times Top 100 Companies appeared in the 13 November 2016 edition of the Sunday Times newspaper. - www.sundaytimes.co.za

'THE SUNDAY TIMES TOP 100 COMPANIES AWARD RECOGNIZES COMPANIES THAT HAVE CREATED GOOD RETURNS FOR THEIR SHAREHOLDERS. BEING 4TH THIS YEAR AND AMONGST THE TOP 10 FOR THE THIRD YEAR IN A ROW IS RECOGNITION FOR THE COMMITMENT OF THE ENTIRE AFRIMAT TEAM.' **AFRIMAT CEO, ANDRIES VAN HEERDEN**



DIVISIONAL MATTERS



TREVOR SHELLEY, DRAUGHTSMAN, AND MICHELLE STURROCK, LIMECOR ADMINISTRATOR

REACHING NEW HEIGHTS IN LIMECOR

Limecor was established with the objective to effectively distribute and market all the industrial mineral and lime resources from our various operations. Our agricultural lime strategy is to emphasise the value of calcium and magnesium in obtaining maximum crop yield. The production of limestone and lime for agricultural purposes has increased from about 40,000 tons per year in 1950 to a present day level of 1.6 million tons per year. The wider application of scientific farming methods has contributed materially to this increased consumption.

By far the largest application is for liming of soils, and in South Africa it is customary to use limestone in a finely ground form. The commonly used term 'agricultural lime' refers almost invariably to finely ground limestone (Aglime 0-1.70mm). Unslaked lime or hydrated lime can be used when rapid soil neutralisation is required, but these are more difficult to handle and more expensive. Most plants and crops grow best under neutral to slightly acid conditions. Judicious liming to adjust the pH level of acid soils to the range of 6ph to 7ph will render them more fertile and productive.

With Limecor's focus on supplying comprehensive agricultural lime, we need to make sure that we have the ability to produce the requested volumes at the promised standard. This is why Afrimat (Infrasors) has spent the time and energy to upgrade the Marble Hall Mine over the last two years.

In 2014 the first upgrade started in the plant by increasing the I.S.P (Intermediate stockpile); adding a new tunnel feeder; a 1010Apk horizontal crusher and a sizing screen.

In January 2015, the second upgrade included: installing a new VSI crusher; a HI-frequency screen and a chip silo feed stockpiling conveyor.

The new addition to the plant enabled the plant to produce fines, and to shape the product to be supplied to the end user.

In September 2015, the third stage was planned to enable us to manufacture Ag lime (0-1.70mm) and Filler (1.70-4mm), and by the end of December 2015 the second high frequency screen, over land conveyor and new stacking conveyor were installed.

The new addition to the Marble Hall plant was designed in such a way that the new section did not affect any of its main selling products, which are the Sinter (0-4mm) and Mill products. With changeover of the flopper gate, or the setting of 50/50 at Y-Chute, and pressing the starting switch, the plant is able to send product to the stacking conveyor. The new high frequency enables us to produce high quality Ag lime(0-1.70mm) and Filler (1.70-4mm). Once the filler stockpile has made its tons, we can swing over the filler conveyor and add extra tons to the Sinter product or bypass the new section completely and only make Sinter once the Ag lime and filler have reached their tons.

In 2016, sales growth increased the demand of stock available, and forced us to build bigger stockpiles so that we have enough product available for the seasonal demand.

Greetings

2016 was a great success, due to the hard workmanship and values installed within the company. We hope to reach new heights in the lime industry with an effective sales grip in the market, and excellent customer service. May you all have a pleasant break and safe holiday, we look forward to seeing you all again in 2017. – *Dicky Carstens, Limecor*



DIVISIONAL MATTERS

BETHLEHEM DEREK FRASER, MARKETING MANAGER, FREESTATE AND KZN

AFRIMAT ACQUIRES BETHLEHEM QUARRY

Afrimat is pleased to announce its latest acquisition: Bethlehem Quarry in the Free State. The quarry has been around since the 1950's and is situated on 65 ha just outside Bethlehem on the Fouriesburg road (R26), with a beautiful view of the Maluti Mountains. The operation employs 28 people and we are proud to note that most of them have been employed for longer than 12 years. The remaining life of the mine is calculated to be a fair 20 years at current production rates.

The quarry supplies a range of crushed products to a number of contractors in and around the area.

The aggregates produced are used in road and rail construction, and for use in concrete as well as brick and block manufacturing.

There is a Readymix concrete plant based at the operation, providing concrete for the various construction requirements in the area.



The Bethlehem Quarry team.

AFRIMAT CONCRETE PRODUCTS ANDRE KRUGER, PLANT MANAGER(HARRISMITH) – CONCRETE PRODUCTS

AFRIMAT CONCRETE PRODUCTS HARRISMITH SE VORDERING OP N5 BY WILGERIVIER BRUG.

Die kontrak is drie jaar lank, dit bestaan uit twee kompleet nuwe brûe; die een is 'n nuwe interseksie by Wilgepark woonbuurt, die ander is 'n nuwe dubbelbaan brug oor die Wilge rivier wat 'n enkel staal brug gaan vervang. Die ou bruggie is 'n monument en mag nie af gebreek word nie.

Dan is daar die bestaande brug oor Nuwejaar spruit wat verbreed word na 'n vierbaan brug, die brug oor die Wilgerivier word ook verbreed na 'n vierbaan brug. Die treinbrug word ook verbreed na 'n vierbaan brug, asook twee groot stormwater "culverts". Afrimat is die trotse verskaffers van ± 10 000m³ beton.



HR MATTERS

HR MATTERS



CONGRATULATIONS

Congratulations to Sonja Kleynhans (Glen Douglas HR Officer) and Duard who had their baby girl, Luané, born 30 August 2016 at 01:00. We are sure she will bring you lots of happiness!



NEW APPOINTMENT

Brian Cogill joined ACI on 1 May 2016 as ACI's Drill and Blast Technician. ACI take great pleasure in announcing the appointment of Brian as the new Drill and Blast Manager for the group. His area of responsibility is all internal drilling and blasting for Afrimat as well as external contract work. Brian brings a lot of energy to Afrimat and together with his expertise and integrity, he is going to make a positive contribution to the company's success. We wish him all the best in his new role as Drilling and Blasting Manager.

Ten quick facts about Brian.

1. **Previous work experience:** Family Construction business (Government RDP Housing), Basil Read Drilling and Blasting.
 2. **Born:** 29 June 1982
 3. **Married:** Yes
 4. **Wife's name:** Tamaryn
 5. **Children:** 2 daughters, 8 and 2 years old
 6. **Hobbies:** Golf, squash, action soccer
 7. **Favourite music:** All types of music
 8. **Favourite movie:** Man on fire
 9. **Favourite TV program:** Homeland
 10. **Favourite food:** Braai
- Pierre du Toit, Director, Afrimat Contracting International

SUCCESSFUL COMPLETION OF THE TRADE TEST

Congratulations to **Njabulo Sibisi** and **Bhekinkosi Made**, both learners employed at Afrimat Aggregates (KZN) (Pty) Limited, who successfully completed their trade tests as Diesel Mechanics.

– Reginald Gwala HR Manager KZN/Freestate Region



Njabulo is congratulated by his colleague Johann Bekker and Waldo Meyer, Workshop Manager.



Bhekinkosi is congratulated by his colleague Johann Bekker and Waldo Meyer, Workshop Manager



JOHN & ANSA LE ROUX

John started with Lancaster Quarries in September 1994, at the age of 19, as a clerk. Under the mentorship of Des and Gordon Warde he grew his knowledge and experience of the company. In 2003 he was promoted to Admin/System Manager. In January 2008 a new Financial Manager by the name of Ansa Meiring was imported from Klerksdorp, and John only took 11 days after dating her to pop the question. Wedding bells rang in August 2008 and in September 2010 they were blessed with a beautiful little boy, Gerald. In 2016 John extended his knowledge to Projects, and Ansa took over the financial reins of Afrimat Concrete Products.

"It was such a privilege to work and learn in the Afrimat team. We have seen how the company has grown over the past 9 years. We worked with exceptional leaders like Andries van Heerden, Pieter de Wet, Pieter de Wit and more recently, Marlo Janse van Rensburg. We have learned so much from all of them.

The managers and staff are all unique people with their own strengths and abilities, and they all had an influence in our development over the years.

We are excited to start a new chapter of our lives in Tasmania, but it is not without sadness. We will miss the Afrimat family. Hopefully Afrimat will expand to Australia and we will be able to work for Afrimat again.

We wish Andries and the board of director's great success for the future of Afrimat." John, Ansa & Gerald.

TRAINING

The following employees attended Mark Berger's "Street Smart Selling Skills" two-day course on the 29th and 30th of August at our Glen Douglas offices.

- > Eulette du Plessis
- > Richard Mnisi
- > John Maphalala
- > Fumane Naledi
- > Candice Bezuidenhout
- > Idah Thamane
- > Piet Swartz

This powerful, practical 2-day sales course covers the following key steps to selling professionally:

Module 1:

How to think and behave like a true professional

Module 2:

Understand and use the psychology of selling

Module 3:

Personal preparation and product Knowledge

Module 4:

Get a handle on the science of selling

Module 5:

Improve your time management and productivity by working smarter

Module 6:

Develop your street smart sales communication skills

Module 7:

How to identify, approach and qualify new customers

Module 8:

How to negotiate effectively and close more deals.

Mark Berger is the CEO of Mark Berger Training, a Cape Town based organisation specialising in unlocking human potential. Founded in 1996, the primary focus of MBT is to assist clients in achieving sustained behavioural change.

Mark utilises his extensive business experience and proven training programmes to improve the three key P's: People, Productivity and Profit.

His approach to training is practical and holistic, in that it encompasses a balance of solid theory and practical role playing exercises to ensure immediate skills transfer.

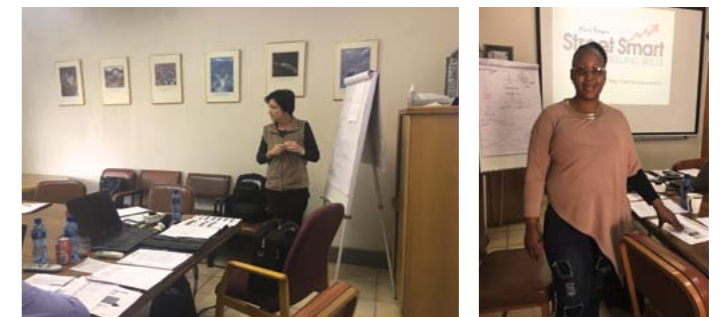
– Lizanne Olivier, Brand and Marketing Coordinator



Left: Mark Berger and Piet Swartz
Below: Training in progress



Above left: Candice Bezuidenhout and Fumane Naledi. Above middle: Richard Mnisi and John Maphalala. Above right: Eulette du Plessis.



Above left: Eulette du Plessis. Above right: Idah Thamane

HR MATTERS

AFRIMAT MANAGEMENT DEVELOPMENT PROGRAMME (AMDP)

Background: Afrimat, through the CEO's intervention, has placed high priority on the further development of all Afrimat operational production staff. The two categories presently identified for this development intervention are that of Quarry Manager and Quarry Foreman, the latter is often referred to in Afrimat as Plants-man, Quarry/Crusher Foreman and Junior Quarry Manager.

Long term outcome: Having a comprehensive and fully developed management development programme known as Afrimat Management Development Programme for production staff (AMDP).

Curriculum: The course content will be based firstly on providing learnership in best practices coupled with skills transfer, and secondly providing comprehensive training theory and support documentation suitable for future referral.

All incumbents will be tested to assure that development goals are reached. The purpose of conducting an evaluation test is solely aimed at establishing participant's knowledge on the subject. Outcome assessment will be done in confidentiality by nominated managers or a moderating panel together with the participant for the sole purpose of establishing if further development of the individual is required.

Training, coaching and mentorship will form an integral part of the scheme in the short, medium and long term.

- Training is the process of the physical learning of methods and technical skills needed to do a particular job.
- Coaching is an extension of traditional training methods to include a focus on the following:
 1. Determination of an individual's needs and accomplishments
 2. Close observation
 3. Impartial and non-judgmental feedback on performance
- Mentorship is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

AMDP Modules:

Eight modules were identified as part of this comprehensive training programme:

1. Supply and control of construction materials
2. Mine management
3. Plant, equipment and maintenance management
4. Sales and financial management
5. Corporate sustainability
6. Human Resources
7. Marketing and client relationship
8. Project management for site establishment, plant erection and modifications



Marnus Dreyer hands the first training manual over to Andries van Heerden.

Training strategy: The aim is to complete the AMDP training over a period of 36 months. To ensure that the participants experience a lasting learning experience, regular review of the completed modules are in the development process.

During 2016, Module 1 (Supply and control of construction materials) was successfully presented to the following Business Units:

- September 2016 (Western & Eastern Cape)
- October 2016 (Gauteng)
- November 2016 (KZN/ OFS)

The planned training for 2017 is as follows:

Module 1: (Supply and control of construction materials) for Foreman/Plantsman

- February 2017 (Western & Eastern Cape)
- March 2017 (Gauteng & KZN/OFS)

Module 2: (Mine management) for Quarry Managers

- May 2017 (Western Cape)
- June 2017 (KZN/OFS)
- July 2017 (Gauteng)
- August 2017 (Eastern Cape)

Module 3: (Plant, equipment and maintenance management) for Quarry Managers

- August 2017 (KZN/OFS)
- September 2017 (Gauteng, Western & Eastern Cape)

Conclusion: The success of the AMDP program relies on support and enthusiastic participation. Based on the feedback and comments received after the completion of Module 1, it is quite evident that we are on the right track.

The contribution of various role players, regarding development and presentation, in making this program a success, is highly appreciated. Let us continue with dedication and commitment on this journey and thereby assist our operational production staff in the important roles they play towards a sustainable and profitable business. – *Marnus Dreyer (Group Manager: Human Resource Development)*

MOVEMBER

November is an annual event promoting the growth of a mustache during the month of November to raise awareness of various cancers such as prostate cancer. Afrimat Boublok and Afrimat Readymix showed their support by making a financial contribution to the cause and adding moustaches to their vehicles.



Afrimat Boublok and Afrimat Readymox Western Cape supports Movember

CONGRATULATIONS

Congratulations to Justice Tshivule from Lyttelton Dolomite Centurion and Ronald Matumba from Delf Sand on the successful completion of your Open Cast Blasting Assessment. With weeks of preparations, and a full week of assessments, the result showed that hard work really pays off. We are proud of you! You deserve this. From a very proud Infrasons Family. – *Angelique Stannard – Business Administrator Infrasons Holdings*



Justice Tshivule and Ronald Matumba with blasting assessor.

NEWLY QUALIFIED BOILERMAKER ALERT

Thabo Fadana is our most recently qualified boilermaker. We would like to congratulate him on this great achievement and milestone in his career. Thabo started working at Afrimat Contracting International in 2011 as a general worker, with a curiosity in boiler making. His love for the trade was soon noticed by Ignatius Ferreira who recommended him for a learnership, and the rest is history! We hope your acquired skills will help you to contribute greatly to your working unit and the company at large.

– *Shadi Mnisi Human Resources Development Learner, Afrimat Contracting International*

ADULT EDUCATION AND TRAINING

Afrimat Contracting International would like to congratulate the Adult Education and Training employees from the Hartebeesfontein and Kuipersbult quarries for completing their communication levels. Both groups started attending classes in 2015 as part of the Social and Labour Plan commitment, through a partnership between ACI, the Mining Qualifications Authority and Triple E academy. Their hard work and perseverance is commended and we hope they enjoy their newly acquired skills as an improvement to their daily communication and their lives as a whole. May your continuous accomplishments be an inspiration to others.

– *Shadi Mnisi Human Resources Development Learner, Afrimat Contracting International*



The Adult Education and Training graduates from our Kuipersbult quarry.



The Adult Education and Training graduates from our Hartebeesfontein quarry.



Thabo Fadana who passed his boilermaking trade test this year. He is with Stephanus Hattingh who was his mentor for the duration of the learnership

HR MATTERS

AFRIMAT LANGUAGE EXCHANGE

Want to learn how to speak basic **Xhosa**?
Want to learn how to speak basic **Afrikaans**?

The team at Afrimat Head Office has started an initiative to learn each other's languages. We get together on a weekly basis, and with study guides specially designed for Afrimat, we exchange words, terms, common phrases and most importantly context and the correct pronunciation. Is it difficult? For sure, but it connects people and open minds and worlds to bigger and deeper dimensions, and new friendships are formed.

If you are interested in a Language Exchange project in your region, contact your regional HR Manager and we can assist you in gathering the correct resources and get you started.
– Mareli Mosca, Human Resource Support Officer



The language exchange team at Afrimat Tyger Valley

What languages are the hardest languages to learn?

A look at which languages are easiest and most difficult for English speakers to pick up

Easy	Number of native speakers, in millions	Number of native speakers, in millions	Number of native speakers, in millions
Languages closely related to English	To achieve language proficiency...	To achieve language proficiency...	To achieve language proficiency...
	44 weeks	44 weeks	44 weeks
	1,110 class hours	1,110 class hours	1,110 class hours
Spanish Español 325m	Italian Italiano 61.8m	Swedish Svenska 8.3m	
Portuguese Português 178m	Romanian Română 23.4m	Afrikaans Afrikaans 4.9m	
French Français 67.8m	Dutch Nederlands 21.7m	Norwegian Norsk 4.6m	

Medium	Number of native speakers, in millions	Number of native speakers, in millions	Number of native speakers, in millions
Languages closely related to English	To achieve language proficiency...	To achieve language proficiency...	To achieve language proficiency...
	23-34 weeks	23-34 weeks	23-34 weeks
	575-600 class hours	575-600 class hours	575-600 class hours
Hindi 182m	Polish 40m	Greek 13.1m	
Russian 144m	Thai 20.4m	Hebrew 5.3m	
Turkish 58.5m	Serbian 16.4m	Finnish 5m	

TRAINING OVERVIEW: INFRASORS HOLDINGS

Since the appointment of a dedicated sustainability team in 2014, Infrasors has gone from strength to strength in the training department. With a backlog on almost all areas of the SLP, the team took it in their stride and put in a ground-breaking effort not only to catch up on the backlogs, but also to keep up to date in most areas.

	2014		2015		2016	
	Amount	Trainees	Amount	Trainees	Amount	Trainees
AET	R 145,871	11	R 196,607	26	R 162,263	
LEARNERSHIPS	R 416,237	2	R 524,018	4	R 486,690	
INTERNSHIPS	R 422,509	4	R 136,400	2	R 13,657	
BURSARIES	R 142,324	2	R 193,012	2	R 462,713	
PORTABLE SKILLS	R 14,950	23			R 8,200	
CORE BUSINESS	R 194,353	111	R 641,375	163	R 317,913	
TOTAL	R 1,336,243	153	R 1,691,411	197	R 1,451,436	

Lyttelton Dolomite Centurion Mine's SLP started in 2012 with a backlog as large as the committed amount for 2014. Things turned around when the sustainability team not only spent the backlog amount, but also the committed amount for 2014.

Two years later things are still going strong. One of the highlights of this year was definitely Lyttelton awarding bursaries to four young bright University of Pretoria students, who are studying either Mining Engineering or Mechanical Engineering.

	2014		2015		2016	
	Amount	Trainees	Amount	Trainees	Amount	Trainees
AET	R 79,745	9	R 63,183	9	R 4,190	
LEARNERSHIPS	R 413,469	3	R 23,490	1	R 84,060	
INTERNSHIPS	R 186,974	3	R 118,500	2	R 76,500	
BURSARIES	R 20,000	2	R 18,850	1	R 216,465	
PORTABLE SKILLS			R 3,480	2		
CORE BUSINESS	R 53,266	34	R 72,736	28	R 324,081	
TOTAL	R 753,454	51	R 300,239	43	R 705,295	

Our Lyttelton Dolomite Marble Hall Mine's SLP only started in 2014, and with no backlog to worry about things took off on a clean slate. At Marble Hall this year we embarked on an exciting new type of learnership, specially designed for our specific needs in production. The learner will be spending time at numerous Afrimat sites in the country, being mentored by some of the best in the industry.

	2014		2015		2016	
	Amount	Trainees	Amount	Trainees	Amount	Trainees
AET	R 165,277	20	R 133,536	9	R 43,576	
LEARNERSHIPS					R 118,556	
INTERNSHIPS	R 272,700	3	R 215,000	2	R 39,000	
BURSARIES	R 22,937	3	R 14,098	2	R 50,000	
PORTABLE SKILLS	R 46,800	22			R 15,600	
CORE BUSINESS	R 32,802	26	R 56,362	14	R 144,264	
TOTAL	R 540,516	74	R 418,996	27	R 410,996	

With Delf Sand's first SLP ending in 2013 and practically no training done, it left the team with a large backlog. In 2014 things turned around for Delf Sand, and the backlogs were addressed and the total committed amount for the year 2014 was reached in record time.

Delf has run two very successful Adult Education and Training (AET) community projects with the assistance and facilitation of Triple E.

	Infrasors		
	2014	2015	2016
Amount	R 68,140	R 163,742	R 55,270
Trainees	4	42	13

Apart from the above highlights, Infrasors also embarked on a value roll-out this past year. We made use of Talk2Us, a consulting company that specialises in communication and leadership. Together we created two exciting training interventions for each mine, which highlight Afrimat's values. These interventions not only gave the employees a chance to voice their opinions about the values, but it also served as a teambuilding exercise with some fun games which were enjoyed by all.

Due to a great effort from the Infrasors team, the involvement of all relevant stakeholders and the leadership of the National Union of Mineworkers (NUM), Infrasors as a group spent close to R8 million on just under 900 trainees over the last three years. A feat we are very proud of, but we are even more proud of every person who has chosen to shape their own destiny and improve their chance at success. We sincerely thank all employees that have taken the next step to fulfilling a purpose-driven life and creating a better future for themselves and their loved ones.

"There is no passion to be found in settling for a life less than the one we are capable of living. It always seems impossible until it is done". Nelson Mandela 1918 - 2013.

– Chantel Viljoen, HRD Officer - Infrasors Holdings Limited



Above: Andries Chego, Bursary student for Lyttelton Dolomite Centurion. Above right: Delf Sand employees with their certificates. Photo taken by Chantel Viljoen. Right: Some of the AET Community Project learners in Tembisa.



HR MATTERS

ACHIEVING EXCELLENCE THROUGH COLLABORATION

MARELI MOSCA – HUMAN RESOURCE SUPPORT OFFICER.

Collaboration can sometimes be mistaken for a one-time, project-oriented activity, but collaboration is actually a way of living, an everyday constant that makes a company exceptional.

Collaboration can be defined as the action of working with someone to produce something. Within Afrimat the "someone" will be all employees and stakeholders of Afrimat; and the "something" refers to the Afrimat Vision.

So, if we could write a definition for Afrimat-collaboration it will look like this:

Collaboration in the work place

Let the Afrimat Values guide your thoughts



Team Work

We collaborate through exceptional **Team Work** by knowing each other's strengths and understanding how everyone could add value in their unique way.



Customer Satisfaction

Always remember that every person you deal with in Afrimat and outside is in one way or another your customer. Across all Afrimat regions, businesses and departments we serve one another up to the point of true **Customer satisfaction**, going that extra mile for everyone we come in contact with.



Integrity

By always being transparent, just, honest and reliable, we show **Integrity**, which leads to Trust, which leads to your fellow Afrimatter's feeling positive about collaborating with you.



Accountability

Collaboration should at no point be seen as a way of passing your responsibilities to others. By taking **accountability** for our activities and accepting our responsibilities, we show our co-workers that we are accountable and within this collaboration we also hold each other accountable.



Respect

Treat each other with Dignity, hereby we are not only showing **Respect**, but will also earn the respect of others. By valuing **Safety**, we go the extra mile to ensure a safe work environment for everyone where flawless collaboration can take place.



"The action of every Afrimat employee working together to reach the Afrimat Vision."

Remember, "Unity is strength... when there is collaboration, wonderful things can be achieved." – Mattie J.T. Stepanek
Afrimat is growing, and the only way we will be able to keep this company great is to deliberately break down our walls, cross the barriers, get out of our silos and stand in union.

With our Core values as our guide, we can better ourselves daily and collaborate by celebrating each other and sharing our skills and knowledge to ensure we reach our Afrimat Vision: To be the most respected construction materials and industrial minerals supplier in Africa.

WHAT IS THE ONE THING YOU NEED TO KNOW ABOUT BEING A GREAT MANAGER?

DR PIETER H BARNARD, GALLUP CERTIFIED STRENGTHS COACH

To get the best performance from your people, you have to be able to execute a number of different roles very well. You have to be able to select people effectively. You have to set expectations by clearly defining the outcomes you want. You have to motivate people by focusing on their strengths and managing their weaknesses. And, as they challenge you to help them grow, you have to learn how to steer them towards roles that truly fit them, rather than simply promoting them up the corporate ladder.

Each of these roles involves significant subtlety and complexity. But, without denying this complexity, is there one deep insight that underpins all of these roles and that all great managers keep in the top of their minds?

All great managers excel at doing one thing with their people: They all excel at turning one's talent into performance. This, in all its simplicity, is the role of great managers. Great managers are catalysts, and this analogy still holds. At their best, great managers speed up the reaction between employee's talents and the company's goals.

The catalyst role describes what great managers do. It tells us nothing about how they do it.

So, how do they do it? How do great managers release the potential energy of their people? How do they select a person, set expectations, motivate and develop each and every one of their employees?

When it comes to a manager's four core activities, conventional wisdom is "digging in the wrong place." Its advice is close, very close. But when you look through the eyes of great managers you realise that each element ever so slightly, but so significantly, misses the mark. Conventional wisdom encourages you to:

1. Select a person based on his experience, intelligence and determination.
2. Set expectations by defining the right steps.
3. Motivate the person by helping him identify and overcome his weaknesses.
4. Develop the person by helping him learn and get promoted.

On the surface there seems to be nothing wrong with this advice. In fact, many managers and many companies follow it devoutly. But, you cannot build a great team simply by selecting people based on their experience, intelligence and determination. Defining the right steps and fixing people's weaknesses are not the most effective ways to generate sustained performance. And preparing someone for the next rung on the ladder completely misses the essence of development.

Remember the revolutionary insight, common to great managers:

- > People don't change that much.
- > Don't waste time trying to put in what was left out.
- > Try to draw out what was left in.
- > That is hard enough.

If you apply their insight to the core activities of the catalyst role, this is what you see:

1. When selecting someone, they select for talent, not simply experience, intelligence, or determination.
2. When setting expectations, they define the right outcomes, not the right steps.
3. When motivating someone, they focus on strengths, not on weaknesses
4. When developing someone, they find the right fit, not simply the next rung on the ladder.

The chief responsibility of a great manager is not to enforce quality, or to ensure customer service, or to set standards, or to build high-performance teams. Each of these is a valuable outcome, and many great managers may well use these outcomes to measure their success. But, these outcomes are the end result, not the starting point. The starting point is each employee's talents. The challenge: to figure out the best way to transform these talents into performance. This is the job of the great manager.

'YOU HAVE TO MOTIVATE PEOPLE BY FOCUSING ON THEIR STRENGTHS AND MANAGING THEIR WEAKNESSES.'

MY EYES, COMPANION AND FRIEND

DRIES BURGER, WORCESTER

Dries, who works at our Worcester branch, recently received a new guide dog and the story below is about his retired guide dog, Khula, his new dog, Zeeva and how guide dogs are trained.

Sadly, Khula, my guide dog had to retire at a young age. He was going blind himself and unfortunately I could not lead him, because he had to lead me.

I applied for a new dog, and in October I went for training for her. Her name is Zeeva. She is a Golden Retriever/Labrador cross. She is very dear and very quiet. Her work is unbelievable.

Unfortunately, I could not keep Khula too, and I sent him to live with a family in Hout Bay. It was very sad for me, but in the letter that follows you will see it had a happy ending.

Hi Dries,

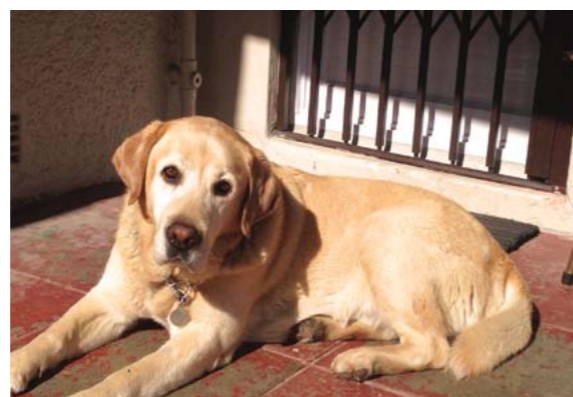
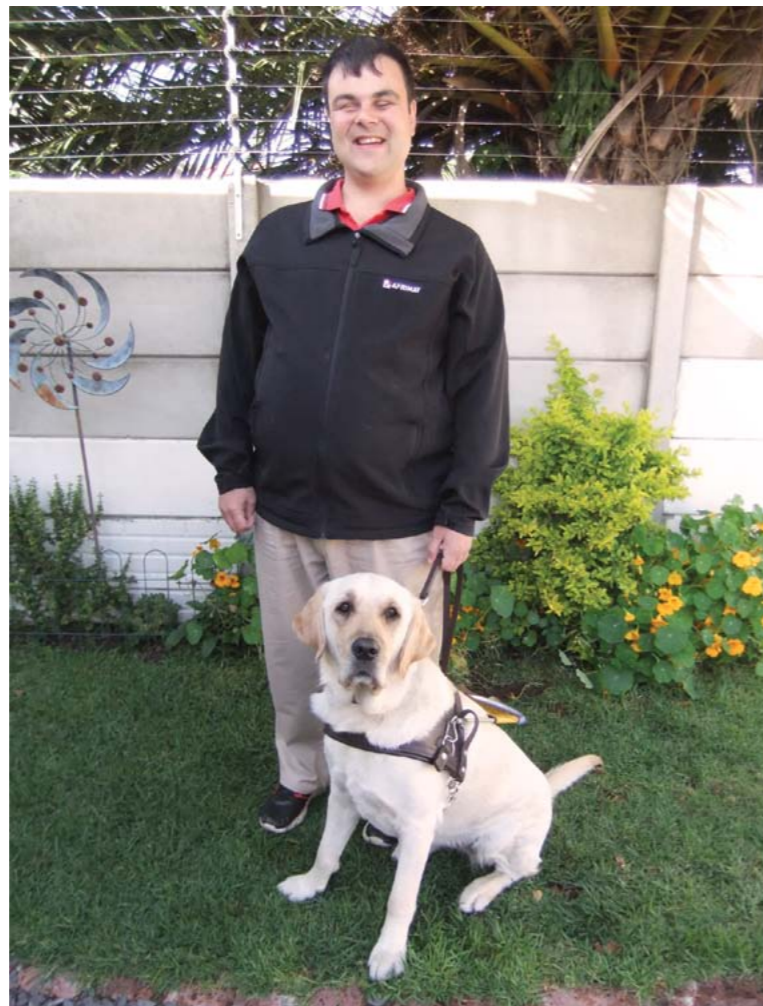
We are thrilled to have Khula and he has fitted in so well, it's as though he has been here forever. We have a Chesapeake Bay Retriever who is also going blind so now we have both dogs who will need guidance. We have installed powerful floodlights in the garden so that the dogs can go out at night.

Khula thinks he is a puppy, all he wants to do is play with the other dogs, chew things up and eat as much as he can. I have always had a Labrador and know how they love their food, but never had one that is so obsessed with eating. I think if we allowed him, he would eat all day.

He is the most beautiful dog and extremely affectionate, we can't stop hugging and kissing him. He seems extremely happy, loves his walks and is so laid back and relaxed. We are very fortunate to have him.

I haven't as yet taken any photos of him but as soon as I do I will send them to you. Thank you for letting him come to us, he has completed our family.

Regards
Pat Gale



Above: Dries Burger and Zeeva.
Left: Khula who retired this year

What training does a guide dog go through?

Information supplied by Cheryl Robertson from Guide-Dogs Association South Africa

The Guide-Dog Association of South Africa breeds their own puppies from dogs that have been x-rayed, eye-tested and health checked to ensure that they are healthy to become guide dogs. They must also have the right temperament to be a guide dog. The Association uses Labradors, Golden Retrievers, a Labrador and Golden Retriever Cross and German Shepherds.

The puppies are born and bred at the Association's main centre in Johannesburg. When the puppies are eight weeks old they are placed in volunteer's homes called 'puppy raisers.' The aim of the puppy raising scheme is to socialise the puppy and give it a normal puppyhood. The volunteers house train the puppy, take it for drives in their cars, get them used to other dogs, animals and children. They take them to shopping centres and teach them to walk on a lead, and expose them to normal things in the environment like shopping trolleys, vacuum cleaners, lawn mowers and hairdryers. They also get taught basic obedience. They are monitored and receive lessons to ensure that they are well adjusted and calm dogs.

When the puppy is about a year old it starts its formal training with the Association. The beginning of their training is done in quiet areas so that the dog and trainer can bond. As their confidence grows they are taken into busier and busier areas, so eventually the dogs will be able to work in environments like Wynberg main road with lots of traffic and busy pavements. The dogs are taught to walk in a straight line, to avoid obstacles and to stop at road crossings and at any steps. They are taught different commands like Forward, Left, Right and Back. When the dogs are working well they put the leather part of the harness on them. When they are comfortable with this, they attach the handle. By this stage the dog is working like a real guide dog. Each trainer will work their dogs under blindfold to ensure that their dogs are safe and working properly.

For a person to apply for a guide dog they must be legally blind, over 18 years old and have a need and be able to look after a dog. Each person is interviewed by an instructor to assess the person's ability to control a dog, their walking speed, where they are going to work

'THE DOGS ARE TAUGHT TO WALK IN A STRAIGHT LINE, TO AVOID OBSTACLES AND TO STOP AT ROAD CROSSINGS AND AT ANY STEPS.'

the dog, and what public transport they are going to use, if any. They are given information on the advantages and disadvantages of guide dog and dog ownership. If the person is accepted for class they will be called about a month before the class starts.

The class training simulates the dog's training. They start in quiet areas where the trainer controls the dog with their own lead to ensure that both the dog and the person are comfortable and to avoid mistakes. As their confidence grows they go to busier and busier areas. They catch the train to teach the person how to and where to position the dog once on the train. The person gets lectures in what to feed their dog, how to groom and bath their dog, how dogs understand human language and how they relate to humans. The class is two weeks long and the person stays at the centre. They go for about two walks a day to practice with the dog.

After the class is finished, the person and the dog go home and aftercare begins. This period is about two weeks. The trainer will go to the person's home to help teach the dog the routes that the person will be doing, such as going to work, church, shops and friend's houses etc. When the person and the dog are comfortable the trainer will leave them.

The person then keeps in contact with the Guide-Dog Association of South Africa through reports. If they have a problem, they can contact them at anytime.

A guide dog works until they are about 10 years old. The dog then retires. The person can either keep their dog as a pet or they will find a loving home for it. Before the dog retires the person will be placed back on the waiting list so that they can find another suitable dog for them. The matching is very important between the dog and the blind person. The dogs have many different personalities just like people do and will also walk at a variety of speeds. So they will match a fast dog to a person that walks at a fast pace, for example.

The cost of training a guide dog is about R80 000, that is from the birth of the puppy until the blind person goes home with his new dog. The person who gets the dog, only pays R205 of which R200 is for the accommodation during the two weeks of training and R5 for the dog.

HR SPORT MATTERS

HYLTON HALE AND HIS CREW'S CAPE 2 RIO VICTORY QUEST

INGRID HALE

The Cape 2 Rio yacht race is to South African yachting what the Cape Epic is to mountain biking; the Comrades Marathon to road running; the Midmar Mile to swimming. It is the iconic test for South African sailors, the race by which yachtsmen and women measure themselves. It's a significant challenge.

The next edition of the event starts on the 1st of January 2017 and it will take competitors from Cape Town to Rio, almost 6000km across the Atlantic Ocean. The record of 10 days, 11 hours, 29 minutes and 57 seconds is held by Italian Giovanni Soldini and his crew on the Volvo 70 Maserati. That's a long time to be in race mode. Among many things, it requires experienced minds, physically fit bodies, reliable equipment, trusted gear, huge commitment and significant preparation and planning.

The Cape 2 Rio yacht race is not an annual event, which makes it an even more significant race for yachtsmen. There have been 12 editions since the inaugural race in 1971 and the event attracts all of South Africa's finest along with many international crews. The 2017 race has attracted teams from Australia, Argentina, Germany, India, Angola, USA, Brazil and Italy. Winning the race is a truly big deal. The race receives extensive media exposure, beyond sailing circles, and just finishing the demanding race gives yachtsmen and women a significant sense of achievement.

The South African yacht Vulcan, skippered by Afrimat's Group Marketing Manager Hylton Hale, is the local favourite to take the win on handicap. She is one of 25 entries so far. The racing yacht is a modified GP 42 mono-hull and will have a crew of eight for this race. The yacht underwent an extensive conversion and overhaul, from an inshore boat to an offshore boat, during the winter months, and the crew have been training non-stop.

Part of the crew's preparation is a change in diet to ensure they're more reliant on nutrient-rich, satiating natural fats. This will help them with long-term focus and lower the risk of energy dips, which can affect performance. The Noakes Foundation, together with Pathcare Laboratories, tested the crew in July and has developed appropriate diets for each crew member to ensure he or

she is optimally nourished based on the low-carb, high-fat principles. It is estimated that the crew will burn between 7 000 and 8 000 calories per day, due to their metabolism never slowing down as a result of the vigorous watch system.

The Vulcan crew is supported by Helly Hansen, the world's leading all-weather sportswear brand.

Vulcan is a true South African story. Designed by South African Shaun Carkeek (designer of VOR boats Puma's Ill Mostro and New Zealand's Camper), she has been campaigned in SA by Hylton Hale and Johnny Cullem with a local crew of 14 since 2012. This team regularly competes on the South African racing circuit. Five sailors were selected from the core crew to sail in the Cape 2 Rio race based on their skill set. Francois Kuttel, who won the double-handed division with his brother Adrian in the 2014 edition of the Rio race, has joined the Vulcan team as co-skipper.



Two internationally based sailors, South African Shaun Pammenter (navigator) and American, Sarah Niederswiecki-Mecoy (bowman) have also joined the team.

The Vulcan team has won three South African national titles and the Mykonos Offshore race on two occasions. Recent successes include an overall and class win of the newly revamped Mossel Bay Offshore Race, and breaking the eleven year old Harken Round Robben Island Race record in a time of 1 hour, 46 minutes and 57 seconds.

Hylton Hale:

Hylton started sailing keelboats in the early 90's and stepped onto the competitive racing circuit in 2007 when he bought the Pacer 42 Unleashed. In 2012, the Vulcan sailing team Programme was launched with the GP42 Vulcan. Backed by a talented and energetic bunch of sailors, Hylton and his team have won many regattas including three IRC SA Championships; two Mykonos Offshore races; the Mossel Bay Offshore Race and various club championships. He was awarded the accolade of the Royal Cape Yacht Club's Sailor of the Year and he has received his national and provincial colours for sailing numerous times. He has also competed abroad in the Rolex Maxi World Cup; the Carribean 600; the UK Rolex Commodore's Cup and the Rolex Commodores Invitational Cup hosted by the New York Yacht Club.

Some facts about the race:

- > This is the only African major offshore race.
- > The race was first sailed in 1971 with 69 boats competing, including world-famous skipper Sir Robin Knox Jonson who was the first person to sail solo non-stop around the globe.
- The 2014 Race received a total of R217-million worth of local and international media exposure.
- The official Cape 2 Rio website received 10.8-million hits and 100 000 unique visitors during the period of November 2014 to February 2015.
- The official race Facebook page received 1.8-million hits.
- 3.2-billion potential viewers.
- The start will be televised live on SuperSport.
- Websites from more than 12 countries carried over 331 on-line race references.
- The 2014 Cape 2 Rio Race generated 141 print articles, 261 broadcasts through radio and television and 105 online mentions.

Follow Hylton Hale and the Vulcan sailing team in the Cape 2 Rio yacht race on Facebook (Vulcan sailing and the Cape @ Rio yacht race) and @vulcansailing_cape2rio on instagram.

Each competitor will have a satellite tracker on board, to follow our team's progress and news go to <http://cape2rio2017.com/>

HR SPORT MATTERS

WINE 2 WHALES REPORT JUANITA DAVIDS, BUSINESS SYSTEMS SUPPORT MANAGER, ITBS

The route for this challenging mountain bike race was slightly longer than the previous one, and included more technical single tracks with spectacular views. Riding for three days over 212.70km, with a total elevation of 4286m, is a mountain biker's paradise. Not to mention the single tracks, long drop offs and steep descents!

Our team was called the Afrimeisters, made up of Meike and Juanita. Most riders called us the Afrimat Ladies - I think it could have been our bubbly personalities, or most likely, the way we made the Afrimat logo look so good on us!

Day 1 (72Km):

The race started off at Lourensford Wine farm with a breakfast feast. On the journey over Sir Lowry's Pass, a compulsory portage was unavoidable, and many riders had takkies in their backpacks to make the walk easier than walking in their cycling cleats. After Sir Lowry's Pass we had some awesome single track, a bit technical here and there, but enjoyable. We arrived at our home for the next two nights, Paul Cluver Wine Estate (Grabouw), smiling at a job well done for day 1. Our accommodation was a little yellow tent with a mattress. Our dining area was huge, and dinner was a spread fit for a queen. We also had portable showers with hot water. The race village was filled with a buzz as everyone shared their war stories from the day.

Day 2 (66,4km):

At 5am the buzz started again. At that time we knew it was going to be a hot day. The first group started at 7:00. Most of the route was single track involving steep downs, drop-offs, hanging and built bridges, structures and berms. It was a day for technical junkies. As we at Afrimat are all about customer satisfaction, the Afrimeisters served some riders watermelon at the tables, then got back on the track again. After the day's ride I took advantage of the ice baths. This helps with recovery. I can tell you that the initial feeling is icy, but it soon becomes soothing. Then off to a warm shower and a Spur burger, the rest of the time was about relaxing and hearing all the war stories. We had a great dinner followed by "geselligheid" and off to bed - it was another day well done.



'THE RACE VILLAGE WAS FILLED WITH A BUZZ. EVERYONE SHARED THEIR WAR STORIES FROM THE DAY.'

Day 3 (74,3km):

Now we had to leave our little yellow homes, pack up our bags, enjoy our last buffet breakfast and get off to the start line. The journey from Grabouw to Onrus had a fair share of single track and jeep track. What I enjoyed mostly about this day (besides the finish), was the ride along the side of Houwhoek Pass. The views are very picturesque, if you are able to look, as the road is about 4km down with loose terrain that requires a bit of concentration. Riding through Botriver brought a tear to my eye, and made me appreciate all the luxuries I have in life. The children of Botriver Primary School, a donation recipient of Wine 2 Whales, assisted at the water point



Meike and Juanita

and guided the riders through the "Dorp". It is great to see the impact of our support. Then through Onrus, and finally, the finish line! A complete sense of accomplishment. A longer and more challenging route than before, but we completed the race three hours faster!

When I look back, the route was about human lives and overcoming obstacles. Many children from Delta Primary face huge difficulties. Each time I approached a technical section, I wondered if I was going to allow it to get the better of me, or ride it into victory. But these children do not have the tools or the self-confidence to deal with their obstacles. This is why the Afrimeisters took on the race. Afrimat sponsored 43 children from

Delta Primary School to attend a Teach One to Lead One (T1L1) course. They were taught the basic principles of self-worth, respect, trust and integrity. Knowing that these children were going to receive training to overcome their challenges, made it easier for the Afrimeisters to face new and challenging obstacles over the three days. Thank you Delta Primary Scholars for your inspiration!

HOLIDAY WISHES



END OF YEAR MATTERS

Afrimat Management round up a busy 2016



Dear Colleagues,
This year has come and gone at an exceptional pace, perhaps faster than previous years. As we look back there were, yet again, so many accomplishments and achievements that were a direct result of exceptional teamwork and commitment by all the teams in our regions.

I wish to thank the entire team for their exceptional commitment and hard work. Thank you for all the extra effort and time

that you have given without being asked to do so. I honestly believe that this is what sets us apart from our competitors. I am very proud of the exceptional results that have been achieved, and the customer commitment that you showed during this year.

We've come through a year that was filled with both challenges and victories. How reassuring it has been to know that we can count on all of you, regardless of what we face. 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 be part of this team.

During this year our safety performance came under pressure with our DIFR exceeding acceptable levels. As a team, you accepted the shortcomings and focussed on measures to improve our safety performance. I am confident that we have learned from this and with a continuous improvement mind-set we will bring the DIFR back in line in the months to come.

Our business is set to produce a strong set of results for this financial year end. I believe with a team like yourselves, that believe anything is possible, we will carry this momentum forward in the following financial year.

Please extend my gratitude to your loved ones for the support that they have given you and 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.

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!

Anton Barnard, Operations Executive

'I BELIEVE WITH A TEAM LIKE YOURSELVES, THAT BELIEVE ANYTHING IS POSSIBLE, WE WILL CARRY THIS MOMENTUM FORWARD IN THE FOLLOWING FINANCIAL YEAR.'



2016 - came and went. This year, Afrimat was again blessed with great performance in a very complex economy. The year saw Afrimat take 4th place in the Sunday Times Top 100 of SA Companies, based upon the compound growth of our share price and dividends. Afrimat is one of only six SA Companies who made it to the top-20 for three continuous years.

Those of our employees who had the opportunity in 2009-2013 to become participants of the BEE Trust has derived benefit out of this growth through the sale of their rights (shares) to our new BEE partner, African Rainbow Company.

Our corporate family has grown with the inclusion of CAPE LIME (with operations in Vredendal and Robertson) in March, increasing Afrimat's involvement in the Lime business.

With great performance comes great risks and even greater responsibilities:

- > We cannot become complacent - one bad decision can destroy the company, while good decisions can accelerate our performance to new levels
- > We have to remain humble - arrogance is the downfall of giants (read all about it in the fall of Goliath)
- > We have to remain Entrepreneurial - seek out business opportunities, manage costs to the level where there is no fat
- > We have to remain anchored in our foundation (read the article on Psalm 127 in this issue)
- > We have to live our values
- > We have to cherish life. Enjoy your children, and (those who qualify) your grandchildren - they are our future
- > We have to strive to leave a legacy for the next generations to work on
- > We have to create a future for the next generations of South Africans - free of political polarisation, and focussing on mutual appreciation and merit

With (almost) all of the hard work of 2016 behind us, let us take a deserved rest. Enjoy your families, and enjoy the Christmas season.

Come back fit, healthy and well rested - 2017 is waiting for no-one...

Anton Gerber- Group Human Resource manager

END OF YEAR MATTERS



2016 is proving to be the best year in the history of Readymix Cape, with estimated sales of 200 000m³. These figures can be partly attributed to two factors: a general increase in construction work in the Western Cape, combined with a healthy volume from our mobile contracts. Even though the market has shown an upward trend, pricing still remains very competitive in both the concrete and block industries. However, in spite of this,

we have been able to maintain higher than average prices through good sales and service initiatives.

Boublok became a welcome addition to the concrete division earlier last year and, like Readymix, has had some challenging years in the past. However, a change of management alongside a new-found team spirit has seen a constant improvement in both sales and profitability. I believe this will continue well into the future.

Although our strategies at both Readymix and Boublok have been successful, this certainly wouldn't have been possible without the hard work, dedication and commitment of all our people. Therefore, on behalf of the management team, I would like to take this opportunity to thank each and every one of you for a job VERY well done.

Looking forward to 2017, our order book already looks very promising and with the continued support of the staff at both divisions, I have no doubt the year ahead will be an even better one than 2016.

In closing, I would like to wish you all a safe and well-deserved break. On behalf of myself and the whole of the Afrimat Management team, we wish you and your family a blessed Christmas and a prosperous New Year.

Sincerely

Billy Paton, MD Readymix & Boublok

'LOOKING FORWARD TO 2017, OUR ORDER BOOK ALREADY LOOKS VERY PROMISING AND WITH THE CONTINUED SUPPORT OF THE STAFF AT BOTH DIVISIONS, I HAVE NO DOUBT THE YEAR AHEAD WILL BE AN EVEN BETTER ONE THAN 2016.'



It is that time of the year again when we wish each other a Merry Christmas and a Happy New Year.

Before I do that let me reflect on 2016. There is too much to be grateful for but I will keep it to these few items.

From the sustainability point of view, we have seen Afrimat adding more operations to its portfolio. Afrimat still continues to improve on the compliance level on the mining charter and social and labour plans.

Afrimat operations have continued to improve in the ASPASA ABOUT FACE environmental audits, ASPASA ISHE audits and SARMA SHE audits. This could have not been achieved without the contribution of the different operations' employees and the support of the sustainability teams in different regions. Thank you all for all of your contributions.

On a sad note, we have seen our DIFR going above 1 again, with three incidents that led to serious injuries. I wish those employees involved who are still off work, a speedy recovery. I believe with all the corrective measures that we have taken, we will reduce the number of incidents again and go for zero harm.

The team continues to keep the 120 plus operations, which are spread all over the country, running with limited resources and manpower.

On that note, I would like to thank all the sustainability employees for the hard work that they have put into this company. I know that sometimes the hard work behind the scenes goes unnoticed, and it can be challenging when you are dealing with tough authorities. I would like to say that you are engines that keep the gates of all Afrimat operations open, and I am proud of you all!

I wish you and your families a Merry Christmas and a Happy New Year. I pray for protection of you all, especially those who will be travelling. I look forward to an exciting and challenging 2017 and I believe with the team that we have in place, we can face any challenge.

God Bless

Collin Ramukhubathi, Group Manager, Mineral Resources & Compliance, Sustainability



Another tough year is coming to an end.

My mother used to tell me "when things are tough you build your character". Well I think this year has built sufficient character, further solidifying an already strong team. Looking at the excellent results posted, provides proof of this.

We have made good progress this year regarding improving the sustainability of our business: we have seen sales volumes grow at Vierfontein; our EIA application for Witbank has been submitted; numerous alternative aggregates are being tested and tomorrow I will be attending the site inspection for the Sasol Secunda RFQ.

Our new year will bring further challenges and opportunities, and I believe it will be the year where we "cement" our new plans to grow this business further.

I would once again like to thank ALL of our staff and employees for their incredible input and commitment this year, and ask that you please enjoy the last few days of this year to the fullest.

Make the most of your well-deserved rest, and spend some quality time with those close to you. Most of all, keep safe as we need you all back next year to continue this journey together.

I leave you with this quote from Ada V. Hendricks: "May you have the gladness of Christmas which is hope; the spirit of Christmas which is peace; the heart of Christmas which is love".

Wishing you all a very blessed time over the festive season.

Davin Giles, MD SA Block & Clinker



2016 was voorwaar 'n jaar van groot uitdagings en unieke geleenthede vir Afrimat en ACI. 'n Onseker mark omgewing het gesorg dat die kontrakte divisies op hul skerp kant moes bedryf en geleenthede op kort kennisgewing bestuur. Die strategie om meerendeels die interne divisies van AFT te ondersteun het sekerlik vrugte gelewer en die resultate is sigbaar in die divisie se positiewe mark prestasies.

In die nuutste ondernemings het ons met sukses die Nelspruit aanleg van die grond af gekry en ons teikenprestasies behaal. ARI was suksesvol van stapel gestuur en met die energieke insette van die klein projekspan

het die besigheidseleentheid reeds positiewe resultate behaal in AFT se strategie om in die Mpumalanga mark uit te brei. Mozambiek het hulle portfolio van dienste suksesvol uitgebrei na steen en blok vervaardiging sowel as 'n vennootskap in Readymix beton in afwagting vir die groot LNG projekte.

On the traditional operations, great effort and interim successes were achieved by installing a suitable maintenance strategy in ACI. Many miles were travelled between the projects, and they are showing positive results. We are grateful to the maintenance managers, and the sites, for this positive trend. This process is by no means complete and much more of the same will be expanded in the next year. These are among some of the challenges that ACI face daily. The mobile crushing department excelled in their contribution, not only regarding maintenance, but also in delivering a significant input towards the current financial contributions.

Uncertain as to whether ACI, being the tip of the spear of the business development department, is a good or bad thing, this association affords us the opportunity to never enjoy a dull moment. The same is on the cards for the new year where exciting and tangible opportunities are already knocking on AFT's doors. Iron ore mining, mineral selection technology and other SADEC regions are among these new concepts and ACI remains ready to assist when execution and rapid response is required.

None of this could be or will be achieved without an excellent staff compliment. Mostly the operation teams attract attention but least we forget the pillars of operations supplied by its support crews. The workers of ACI are special people with special qualities and attributes that qualify them to be part of this organisation. As is normal, staff changes are also part of our organisation. This is to be expected in such a dynamic environment, but we are blessed that the standard core of workers remain and contribute to the prosperity of our company. We once again pride ourselves on the successful appointment of suitable new entrants to our organisation. Our gratitude and season's wishes go to all the ACI, ARI and Mozambique staff members for their dedication and commitment shown during the year.

To our colleagues in the other business units we wish a peaceful and prosperous Christmas season and rest period before we combine forces and face the challenges of the new year. All that now remains are safe journeys and everybody's return in good health.

Gerhard Odendaal, MD Afrimat Contracting International

END OF YEAR MATTERS



It has been a year of change for Cape Lime and its employees. The integration into the Afrimat group is picking up speed and a fair amount of hard work and even more changes are lying ahead of us. The uncertainty with the take-over is behind us, and we can now focus on the roles we must fulfil within the organisation. Change is not necessarily a bad thing, as has been proven by the friendly reception by the hundreds of new colleagues that crossed our paths thus far.

We are already focused on the bigger picture and can clearly see the advantages that will stem from the resources and systems available from within the group. We are looking forward to be able to break into new markets as a result of the larger support system behind our quality products.

We want to thank each and every Afrimatter who welcomed us, and helped us to make the transition as smooth as possible. A special word of thanks must also be extended to every Cape Limer who persisted with their loyal service towards the company throughout the times of change.

To everybody who is part of this dynamic group of people I wish a peaceful and blessed Christmas period, and trust that 2017 will be a year of fulfilment for all.

Gerhard Terblanche, MD Cape Lime

'WE ARE LOOKING FORWARD TO BE ABLE TO BREAK INTO NEW MARKETS AS A RESULT OF THE LARGER SUPPORT SYSTEM BEHIND OUR QUALITY PRODUCTS.'



'THE FUTURE IS JUST AS EXCITING, WITH NEW PROJECTS COMING ON LINE AND NEW FIELDS BEING EXPLORED.'

It feels like only yesterday when it was announced that some of the smaller crushing and quarrying companies were getting together to list on the JSE under the name of Afrimat.

The fact is, that was ten years ago, and if we think about what happened during these ten years, it is just phenomenal what was achieved. We lived up to our Vision to become "the most respected materials and industrial minerals supplier in Southern Africa". This is because the foundation we built on is Psalm 127 and we have received many blessings.

The future is just as exciting, with new projects coming on line and new fields being explored. Thanks to the fantastic team of Afrimat people we are overly confident in what lies ahead, and I believe that "you ain't seen nothing yet".

Thank you for all the hard work and commitment and sacrifices made by your families.

Have a wonderful and blessed Christmas time, enjoy your family and friends, travel safely and come back refreshed so that we can face the challenges that the new year shall bring.

Gert Coffee, Head of Operational Efficiency



It is hard to believe that 2016 was the year to celebrate 10 years of being listed on the Johannesburg Stock Exchange. The time has certainly flown and I suppose as they say "the more fun you are having the faster the time flies". Afrimat certainly lives by that ethos of doing everything within an atmosphere of joy and positivity. From a marketing point of view, it is pleasing to see continued improvement and awareness when it comes to showcasing our Afrimat brand - let's use 2017 to take our brand to a higher level of excellence.

Thank you to all those quarry and operational managers, who along with your staff have put in a concerted effort in improving the brand awareness at our operations.

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

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

Hylton Hale, Group Marketing and Brand Manager

'THANK YOU TO ALL THOSE QUARRY AND OPERATIONAL MANAGERS, WHO ALONG WITH YOUR STAFF HAVE PUT IN A CONCERTED EFFORT IN IMPROVING THE BRAND AWARENESS AT OUR OPERATIONS.'



It has been quite a busy year for the engineering team and we are thankful for the upcoming December break! Engineering contributes mainly to three areas of our business: Continuous Improvement (CI), Capital Projects and Physical Asset Management (PAM).

Continuous Improvement is, in essence, about decisions. It is about helping people to make the right decisions by giving them real-time access to reliable and user-friendly information. The target audience of our CI effort is the entire spectrum of role players in the Afrimat value chain, from plant operators to senior

managers. We have worked with the rest of the business to refine the existing KPI tracking tool for aggregate plants, whilst developing exciting new KPI tracking tools for our yellow fleets and block plants. With the renewed focus on efficiency improvement, business potential realisation and profitability, I believe the work that the broader team has done during 2016 is going to stand Afrimat and its stakeholders in good stead for the coming years.

Capital Projects is all about solutions. Every project aims to resolve an operational problem or alleviate an operational constraint through designing and implementing a cost-effective solution. We have successfully completed a number of projects this year such as the Glen Douglas Super Sand upgrade, various upgrades at Marblehall, the Delf Plaster Sand upgrade and the Lyttelton Phase 1 and Phase 2 upgrades. Projects currently underway, and scheduled for completion in 2017, include the Brewelskloof upgrade, construction of the Ladysmith Crushing Plant, the Marblehall Sinter Optimisation project and the Glen Douglas Sinter Tunnel upgrade. We also have an exciting pipeline of prospects that may develop into projects at some future date.

Physical Asset Management is at its core about culture. We need to establish a pro-active maintenance culture in Afrimat. This is required to optimise asset performance whilst minimising asset-related cost and risk. Being pro-active means we anticipate and resolve issues before they manifest as breakdowns. A breakdown is always bad news and it always impacts negatively on plant performance and profitability. We must also strive to do the bulk of our maintenance work in a planned fashion, meaning that there is foresight and proper planning before a task is executed. This ensures a proper job, minimum downtime and optimised repair cost.

Our own data is showing that the benefit of a properly planned maintenance effort is significantly improved plant reliability. A reliable plant yields improved plant throughput and (yes, you guessed it!) improved plant profitability.

I want to thank each and every person who has made a contribution, in any way whatsoever, to any of the above focus areas. Your contribution is recognised and valued. It is great to look back on an eventful year full of great achievements.

Wishing you a blessed Christmas, a well-deserved rest and an even better 2017! May Christ's sacrifice on the cross be your deliverance and may God's grace be your guiding light over the festive season and beyond.

Love and laugh a lot, drive safely, spend wisely and drink responsibly!

Johan Bisschoff, on behalf of the Afrimat Engineering Team.

Johan Bisschoff, General Manager Engineering

END OF YEAR MATTERS



'LET'S KEEP WORKING TOGETHER AS A TEAM – FACE OUR CHALLENGES AS A TEAM, REAP THE FRUITS OF OUR ACHIEVEMENTS AS A TEAM AND MAY WE ULTIMATELY REACH THE TARGETS WE SET WITH HUMILITY.'

As I sit down to write this message, it is unreal for me to think that yet another year has passed us by. For many of us, this feeling is often overwhelming as we start to review our achievements versus our New Year resolutions from a personal as well as a career point of view. I would like Infrasors to take courage from the fact that the past year has been challenging, yet we have a good story to tell as a team.

We started the first half of this year on the back foot as a business. The loss of two major clients had a negative impact on our financials, in an already restrained market. In the process, we had to make tough decisions to ensure our sustainability into the future. We had to downsize our team, and I must say business restructuring is one of the worst things about my job.

In the last quarter we have seen a significant turnaround in the business, and this can only be attributed to the team's dedication and hard work. We are slowly achieving our performance targets and I am confident that we will continue on this path well into 2017. Let's continue to work hard and showcase our values.

"When you plan and prepare carefully, you can legitimately expect to have success in your efforts. When you recognize and develop the winning qualities that you were born with, the winner you were born to be emerges... Bottom line: expect success and you can achieve it!"

- Zig Ziglar: Achieving Success by Expecting Success

I would like to thank the team for believing in themselves (and in the company) to get through this challenging period. I would also like to thank Afrimat for not giving up on us and for all the support we received. We want to say thank you and congratulations for all six of our ASPASA audit results; showplace for all three of our Environmental audits and a massive improvement in the Health and Safety culture that we are aspiring to entrench in our business. Experiencing the total commitment of our team's dedication is extremely humbling, and having turned the tide I cannot help but be grateful for the plans the Lord has for us as a company.

"For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you Hope and a Future."
- Jeremiah 29:11

Let's keep working together as a team – face our challenges as a team, reap the fruits of our achievements as a team and may we ultimately reach the targets we set with humility.

As we prepare for our annual shutdown, I would like to wish you Happy Holidays with your family, friends and loved ones. I encourage you to use this time to rest, reconnect and reflect on what you want to achieve in the New Year. Safe travels to your holiday destinations and for those who will not be travelling, rest well and be safe.

May God's winds of positivity, happiness and goodwill come your way during this festive season and in 2017... Merry Christmas!!

Louis Loubser, MD Infrasors



If we look back at 2016, especially at the beginning, we knew we had to be very creative and positive to reach our targets. The uncertainty around Transnet sales and the effect of the elections on the building of low-cost houses were two of our main concerns. The whole team embraced these challenges by looking at every opportunity available for a new or repeat sale while managing the production costs. This helped us to increase our sales tonnes in aggregates, increase sale volumes in units of our blocks and grow volumes in our ready-mix operations on a year-on-year basis.

During the year we welcomed new members to our different businesses that had an immediate impact on our way of doing business. Their energy and expertise helped in the drive for increased efficiencies and growth. Bethlehem Quarry joined as a team member in October and we expect great contributions from them in 2017. The new Ladysmith Quarry will be in full production from January 2017. Expectations are high for a good 2017 in our Readymix operations and another year of increased sales in block units.

I would like to thank all my team members for their positive attitude and contributions they made in 2016. You guys definitely deserve a good break. Please look after yourselves and enjoy quality time with your families and friends.

Ngifisa ukunibonga nonke ngokubamba kwenu iqhaza elibonakalayo ngonyaka ka 2016. Kubalulekile ukuthi nihlabe ikhefu ngokusebenza kwenu okuhle. Nginifisela ukungcebeleka okuphephile nemindeni kanye nabangani benu.

Thank you very much/Baie dankie/Ngiyabonga kakhulu!

Marlo Janse van Rensburg – Regional Director, KZN and Freestate.



As the 2016 year draws to a close I am reflecting on what we have achieved in Afrimat in 2016 from a financial perspective. We started the year with a finance meeting, which was attended by all the financial managers of the different businesses. In this meeting we set the finance vision and targets for the year. Some of the successes were the change in month-end, the elimination of various Excel spreadsheets, the introduction of an automated operational income statement and we managed to move the reporting date to within 10 business days after month end.

Apart from the normal monthly and bi-annual financial reporting we were also busy with the integration of Cape Lime, the Diro, African Rainbow Capital and the Bethlehem Quarry transactions. We also managed to finalise the sale of the preference shares in Afrimat Empowerment Investments to Standard Bank.

After a busy and full year please enjoy a well-earned break, enjoy the time with your loved ones and family and friends and come back refreshed and ready for 2017. Have a blessed Christmas and all the best for the new year.

Pieter de Wit, FD



2016 was an extremely busy and very productive year at Glen Douglas. We had a quiet year in terms of Capital projects and the only major project that was completed was the Pre-Screening on the Super Sand plant. The project was completed on time and in budget and delivered more than the initial anticipated results. True to the theme of Afrimat during 2016, "Forward to basics", everybody at Glen Douglas focused on the basics of their respective roles. A big effort was put in by all Glen Douglas employees to ensure that we get the optimal performance out of

the operation as a whole. We also spend a lot of time and energy ensuring better interaction between the various departments on site. The efforts paid off and we produced results that we all can be truly proud of. I would like to thank all employees of Glen Douglas for the contributions during 2016. I wish that everybody enjoys the Christmas break and comes back in the new year refreshed and full of energy in order for us to make 2017 an even better year.

Willem Hattingh, Mine Manager, Glen Douglas

'TRUE TO THE THEME OF AFRIMAT DURING 2016, "FORWARD TO BASICS", EVERYBODY AT GLEN DOUGLAS FOCUSED ON THE BASICS OF THEIR RESPECTIVE ROLES.'

INSPIRATIONAL MATTERS

AFRIMAT AND PSALM 127

DEUR DR. JAN VAN HEERDEN, CORPORATE CONSULTANT, BUSINESS STRATEGY

Background:

"A Pilgrims' song" is a "song of the steps" in the original Hebrew language. When the Israelites went to Jerusalem to worship, they sang the song whilst climbing the steps of the temple. On each step, a new line:

Step 1:

On the first step they sang:

"Except the Lord build the house, they labour in vain that build it"

In vain also all the achievements that we pursue or attain with so much effort. Without God it comes to nothing; it is just a chasing after the wind, each achievement is meaningless, idle, empty.

But when God puts His blessing hand on your work, you get lasting value. Your handiwork rises above yourself, then it has everlasting, eternal value.

Step 2:

On the second step they sang:

"Except the Lord keep the city, the watchman waketh but in vain"

Think about your life, but also about Afrimat and evaluate all the precautions you/we take to protect Afrimat. Take care not to take all kinds of precautions in your delusion of your own grandeur, instead of trusting God. Solomon started taking all kinds of precautions in his idea of his own grandeur because he started to feel unchallengeable and eventually he was seduced to be unfaithful to God.

In 1 Kings Vers 11: God tells Solomon "I will most certainly tear the kingdom away from you."

Step 3:

On the third step they sang:

"It is in vain for you to rise up early, to sit up late, to eat the bread of sorrows"

Many hours of hard work will be in vain when we want to do it in our own strength. Psalm 127 teaches us to rely on God every day in our work.

Step 4:

On the fourth step they sang:

"For so He giveth His beloved sleep."

After working hard the whole day, you can go to bed with peace in your heart – without worrying about success or not. You can be assured: I work, but God provides!

Step 5:

On the fifth step they sang:

"Look, children are a heritage of the Lord; and the fruit of the womb is his reward."

This is about the family in my house: parents and children. But read together with this:

"As arrows are in the hand of a mighty man; so are children of the youth. Happy is the man that hath his quiver full of them; they shall not be ashamed, but they shall speak with the enemies in the gate." Ps 127.5.

The city gate was where the Israelites sorted out their differences between themselves. When you arrive at the city gate all on your own and had to defend for yourself against your enemy, your chances were minimal. But when a man came with a number of robust sons behind him, his enemy thought twice before starting a fight.

When we think about our children, we think:

Care, protection, patience, tolerance and when necessary, even discipline, especially because we care.

When we look at "They shall speak with the enemies in the gate" it is about negotiation from a position of "strength". From our own corner, the elements in the two parts can be seen as a description about how we should handle each other, but also about what is necessary when we have to negotiate.

(The last paragraph is the conclusion of J.H.P van Heerden. Prof G Jordaan's application is primarily about the parent-child relationship)

Top of the steps

And so we get to the top of the steps. And we realise to have come to this point, would have been impossible in our own strength. If the Lord did not bring us to this point, our attempts would have been in vain.

Source: Jordaan G (Professor), *Met Christus op pad na God se heilgdom, Teologiese Skool Potchefstroom*



Die natuurlike manier
van vooruitgang

Straatadres: Lyttelton Dolomietmyn, Bothalaan
Lyttelton Suid-Afrika

Posadres: Posbus 14014, Lyttelton, 0140

LimeCor 'n filiaal van Afrimat Bpk.

Kontak ons by: 079 107 LIME | 079 107 5463 | info@limecor.co.za | www.limecor.co.za



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