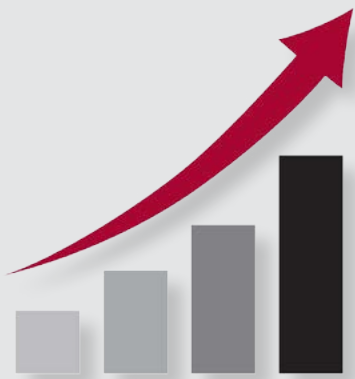
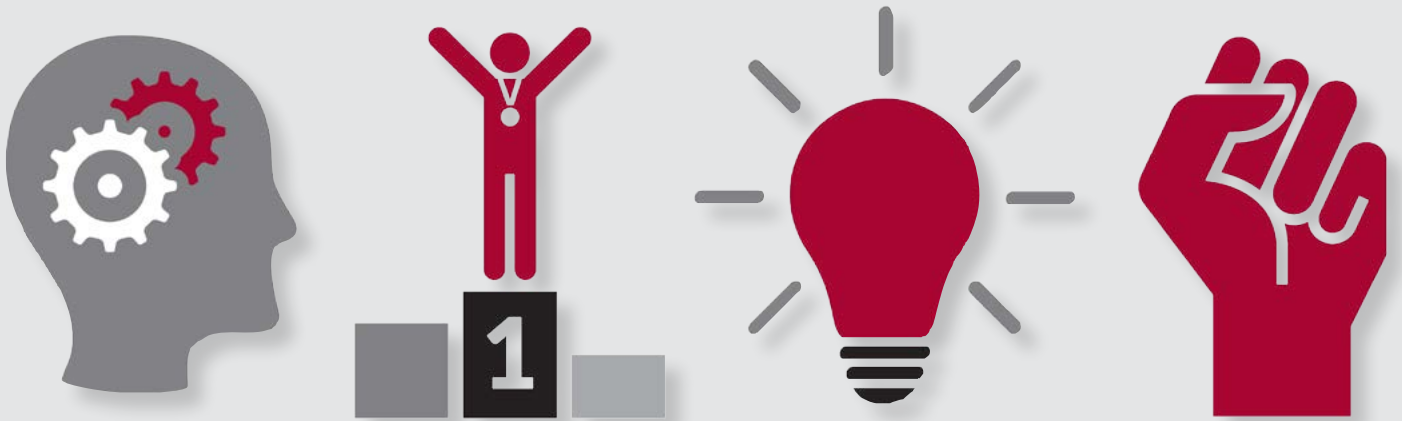


AFRIMATTERS



**THE
AFRIMAT
WAY**





**CONSISTENCY.
IT'S WHAT
WE'RE MADE OF.**



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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

Concrete Based Products include bricks, blocks and readymix. The Concrete Products Division operates primarily in Gauteng, KwaZulu-Natal, the Free State and in the Western Cape, manufacturing concrete blocks and bricks. The precast factories manufacture precast walling and moulded concrete products of which the majority carry the SABS seal of approval.

The Readymix 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 the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. All sales personnel are certified by the Concrete and Cement Institute of South Africa. The Concrete Based Products Division is part of Afrimat Limited, a leading black empowered open pit mining company.

CONTENTS

CEO'S MESSAGE	03
INTRODUCTION	04
AFRIMAT'S VISION	05
CARING ENVIRONMENT	07
RESULTS DRIVEN	15
SKILLS & COMPETENCE	19
ENTREPRENEURIAL DRIVE	26
HUMILITY & BELIEF	28
IMPORTANT RELATIONSHIPS	33
TEAMWORK	39
EMPOWERING	43
WINNING ATTITUDE	51



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OUR WAY



CARING ENVIRONMENT

- › Family
- › Caring for people
- › Growing people
- › Treating everyone as equals
- › Atmosphere of joy and positivity
- › Commitment
- › Embrace diversity
- › See people as people not an object
- › Zero harm to employees, the community and the environment
- › Community development



IMPORTANT RELATIONSHIPS

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



TEAMWORK

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



RESULTS DRIVEN

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



SKILLS AND COMPETENCE

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



EMPOWERING

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



ENTREPRENEURIAL DRIVE

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



WINNING ATTITUDE

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



HUMILITY AND BELIEF

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

CEO'S MESSAGE



Living our shared values

I believe that Afrimat's culture is an important component of its success, making it a company where good people want to work.

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

Culture emerges naturally over time from the interactions between people, processes and the stories we tell.

This Afrimatters edition tells these stories and celebrates the Afrimat way. It celebrates and explores the values we strive for and showcases success stories of truly living our shared values.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

'ENSURING A SHARED AND UNIFIED CULTURE ACROSS AFRIMAT IS OF CRUCIAL IMPORTANCE AND A CRITICAL ENABLER OF OUR SUCCESS AND SUSTAINABILITY.'

'EVERYTHING WITHIN AN ATMOSPHERE OF JOY AND POSITIVITY'

Andries van Heerden

The Afrimat culture journey - all aboard!

MARELI MOSCA – HR ORGANISATIONAL DEVELOPMENT

Dear Afrimatter

You are invited on a never-ending journey. This journey is one big adventure and can only keep moving if we have no passengers. No Passengers? Yes, absolutely no passengers. On this journey we need everyone aboard to be active participants. You are journey ambassadors - excited to be part of the adventure, to take ownership and to work hard to keep the engine alive by living and celebrating Afrimat's culture.

Culture is the shared beliefs and values which guide our thinking and behaviour styles. In other words, it refers to "how we do things around here" – The Afrimat Way.

On our journey Afrimat has long passed the "poster pitstop" where culture is written only on beautiful posters hanging silently against the walls. We have long passed the "not-my-job station" where everyone thinks that culture is only the responsibility of HR and management.

'CULTURE IS THE SHARED BELIEFS AND VALUES WHICH GUIDE OUR THINKING AND BEHAVIOUR STYLES. IN OTHER WORDS, IT REFERS TO "HOW WE DO THINGS AROUND HERE" – THE AFRIMAT WAY.'

On our Afrimat culture journey we need everyone to take accountability and make the journey their own. We need to know what our shared beliefs and values are in order for us to stay aligned and to live these values.

This Afrimatters edition is dedicated to The Afrimat Way which is our desired culture – it's our direction and aim. With the Afrimat vision as our compass, the Afrimat Way as our operating system and our values as our fuel we will have a splendid journey together - all within the atmosphere of joy and positivity.

The Afrimat vision

ANDRIES VAN HEERDEN - CEO

Launching Afrimat in 2006, it was our dream to create a truly unique company that would be successful on an international scale. This dream was turned into a vision statement during the management conference of September 2007.

We stated that we wanted to be the most respected company in our industry and we wanted to be excellent in terms of our people, our operations, our systems, the way we interact with all our stakeholders, the environment and we wanted to be innovative. This vision statement meant a lot to us as the founders, but in honesty it did not create a vivid picture of our ideal future in the minds of people who saw it for the first time.

After receiving feedback from different sources that our vision statement had to be refreshed, the mancom set out to find a better way to express our shared dream.

It had to be less limiting in terms of industry and location and it had to convey our drive for excellence and our desire to be respected on a global scale, but also convey our desire to be a good corporate citizen, making a positive impact wherever we go.

OUR VISION

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





CONSISTENCY.
IT'S WHAT
WE'RE MADE OF.



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

- Aggregates 
- Concrete Based Products 
- Industrial Minerals 
- Contracting International 
- Commodities 

Inspiring growth through consistent delivery of solutions that empower our people and our customers.

The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, laterite and sand mainly for large-scale civil engineering and infrastructure projects. The Aggregates Division is located in eight of South Africa's provinces.

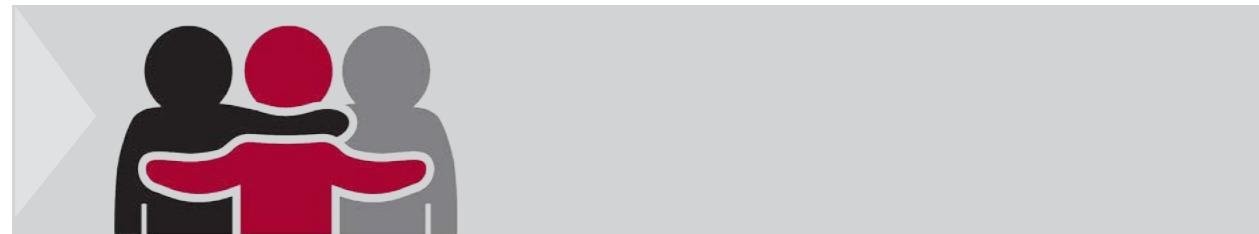
The Readymix Division supplies concrete primarily to large-scale civil engineering and infrastructure projects through fixed and mobile readymix plants, where concrete is batched on demand and then transported to site by concrete mixer trucks. Concrete Based Products include bricks, blocks and readymix. Close to 90% of the division's raw material needs (excluding cement) are sourced from the group's own quarries. While the mobile concrete batching can be set up in any part of the country, the fixed plants are based in the Western Cape, KwaZulu-Natal, Free State and Mpumalanga.

The Aggregates Division and the Concrete Based Products Division are part of Afrimat Limited, a leading black empowered open pit mining company.



CARING ENVIRONMENT

- FAMILY
- CARING FOR PEOPLE
- GROWING PEOPLE
- TREATING EVERYONE AS EQUALS
- ATMOSPHERE OF JOY AND POSITIVITY
- COMMITMENT
- EMBRACE DIVERSITY
- SEE PEOPLE AS PEOPLE NOT AN OBJECT
- ZERO HARM TO EMPLOYEES, THE COMMUNITY & ENVIRONMENT
- COMMUNITY DEVELOPMENT



ZERO HARM TO EMPLOYEES, THE COMMUNITY AND ENVIRONMENT

The growing environmental culture in Afrimat

LOUIS DE WET – INFRASORS

I started my journey in the Afrimat family in 2012. I was tasked to start up an environmental service to assist our operations around the country. We were a small team in Sustainability back then headed up by Marlo Janse van Rensburg and the SHE department by Monty Coleman. The aim was to try and take this monster, called 'the Environment' and the NEMA legislation pertaining to it, and turn it into a workable, everyday task that need not be feared.

At first, going around to all the sites with Monty, it seemed like an impossible task as there was little knowledge on how to deal with this legislation on a practical basis. As we built relationships with the DMR we also realised that they were as much in the dark as we were.

As the years passed, we learned a lot through trial and error. I remember when Gerhard Odendaal and myself were in a telecom with environmental consultants for the Cookhouse Wind Farm project, totally out of our depth but winning the fight at the end regarding the relationship we had with the DMR and the practical solutions that we could put forward for a drainage channel.

That day it dawned on us that the law is interpreted in many different ways which is sometimes not possible or practical to do. The DMR and other departments also wanted to be practical in their approach to environmental management and that working together with them would be key going forward. From there we built an even stronger relationship between Afrimat and the DMR in the regions

'ALL OF THE KNOWLEDGE AND EXPERIENCE ACCUMULATED BY EVERYONE IN AFRIMAT BROUGHT THE ENVIRONMENTAL MANAGEMENT TO A POINT WHERE IT TURNED INTO A CULTURE, TO THE WAY WE DO THINGS RATHER THAN JUST COMPLYING OR MERELY BEING AWARE OF REQUIREMENTS.'

we operated in at that stage and we continued to learn together with the authorities.

The ASPASA About Face audit also made us realise that we had a lot to learn on the compliance side - we were open to heavy fines and our licences could be taken away as we had to amend our procedures and policies to keep up with changing legislation. We also had to train everyone on this. These audits were a team effort and over six years our average score for the group increased from 87% to a showplace average of 96%. Everyone, from operations to sustainability, learned so much from these audits and also from Alan Cluett on the day-to-day environmental management of their mines.

All of the knowledge and experience accumulated by everyone in Afrimat brought the environmental management to a point where it turned into a culture, to the way we do things rather than just complying or merely being aware of requirements. Today, the environment is being considered as a key element in all of Afrimat's projects from planning to closure.

In 2017, Tali Tshikhovhokhovho took over the environmental hot seat addressing new challenges in legislation changes and taking on new projects in this ever-changing field. I am confident that with the great leadership we have in Afrimat and the fact that they saw the need to have the environment imprinted as a culture in the company, Afrimat will stay a leader of environmental management in our industry for years to come.

CARING FOR PEOPLE

Boublok, Altona housing project

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER - CONCRETE PRODUCTS/READYMIX

Boublok was delivering 50mm bond paving to a doctor's house in Worcester. I was on the site taking pictures and assisting with figuring out where we should stack the paving for our client, when suddenly a lady came out of the house in distress. The house was still under construction and she had cut her finger badly on a sink the contractor had installed. Luckily, I had a medical kit in my car and was able to assist her immediately by disinfecting the cut and bandaging the finger after which she was, ironically, off to the doctor for stitches... The Boland team will always help where they can by giving advice, training or giving an extra hand. We commit ourselves to our clients. Consistently delivering.

COMMUNITY DEVELOPMENT

Afrimat builds a better world

MARELI MOSCA – HR ORGANISATIONAL DEVELOPMENT

Afrimat is committed to delivering sustainable growth and wealth creation for shareholders and at the same time protecting the environment and enhancing the quality of life of its employees and empowering communities affected by its operations.

As such the company's vision, mission, values and strategic objectives are integrated into policies, procedures, decision-making processes and operations, with sustainability as the ultimate objective.

'WE BELIEVE IN CREATING VALUE FOR PEOPLE IN THE COMMUNITIES WHERE WE OPERATE.'

We believe in creating value for people in the communities where we operate. Afrimat adopts a broad-based approach to social responsibility and is committed to expenditure and action in terms of the social and labour plans required by the Department of Minerals and Energy for the Mining and Aggregates division.

This is done with the support of relevant stakeholders in the mining areas such as local municipalities, traditional leaders, the department of education, employees and other local businesses.

Currently, Afrimat's Social and Labour Plans (SLP) are committed to 38 local economic development (LED) projects nationally. Accordingly, the group undertakes related social development responsibilities with each mining licence such as the establishment of community centres, school facilities, vegetable gardens, salaries of math teachers and infrastructure including roads and drainage.

Adding to the extensive social development programmes in the regions in which the group operates, Afrimat also supports a range of organisations which advance socio-economic circumstances and skills development.

FUN FACTS

- > There are 38 mining rights across the country and 38 Social and Labour Plans (SLP).
- > Through the SLPs, the group has 38 local economic development (LED) projects nationally. New LED projects are identified every five years, when the SLPs are renewed.
- > An amount of R 20 660 373 has been spent on LED projects across the country from March 2007 to February 2019.
- > Afrimat's geographic footprint allows for a bigger socio-economic impact in communities in which the company operates across the country.
- > We achieve positive impact in communities not only through LED projects but also through learnerships, bursaries, internships and jobs created through local small, medium and micro enterprises supported and mentored across the country.

SNAPSHOT OF LOCAL ECONOMIC DEVELOPMENT PROJECTS THROUGH THE YEARS

- > Youth skills development/ job creation
- > Trackless Mobile Machines (TMM) training for over 80 unemployed youth
- > Funding for retail/chain store training for over 100 unemployed youth - in partnership with 68 retail stores
- > Over 200 unemployed youth trained in code 10/14 drivers' licenses
- > Over 40 jobs created through SMMEs in local communities

EDUCATION

- > Funding for a Maths teacher (10 years)
- > Top student awards programme (10 years)
- > Maths and Science programmes in 6 schools across the country (5 years)
- > School/toy library (1)

INFRASTRUCTURE

- > Early childhood development centres (3)
- > Multi-purpose centres (1)
- > Centre for disabled children (1)
- > Over 40 classrooms built
- > 10 market stalls for local SMMEs
- > 1 economic hub for local SMMEs
- > Supplying water to several communities



GrohSommBosh-Center where Afrimat funded a new wing and donated various equipment





ZERO HARM TO EMPLOYEES, THE COMMUNITY AND ENVIRONMENT

Safety is not just a workplace item

LETISHA VAN DEN BERG – HEALTH AND SAFETY

Early in January 2019 our family went for a Saturday morning breakfast. This is something we do to relax - it is our family hobby to find good coffee, good food and places where we can close off the week and communicate freely.

After breakfast we went to a hardware store to find a gazebo. My husband went around the corner to the next aisle. The next moment, my daughter started choking - she could not talk or breathe. She is nine years old, it is not something you expect to happen at that age.

Immediately my first aid training kicked in. I asked her what was wrong and she pointed at her throat. At that point I did not realise what was blocking her airway. By that time, she was turning blue around her mouth. I started the Heimlich manoeuvre.

A stranger in the same aisle came to assist. By the third attempt of Heimlich we managed to get the object out of her throat. It was the square sweet she got from the restaurant that accidentally slipped into her airway.

Another stranger came and handed us wet wipes and gave us a comforting pat on the back. My poor husband returned to find chaos with confusion on his face - his daughter in tears and mom pale with strangers surrounding us. There are amazing Samaritans out there.

In a situation like that there is no time to waste. If you do not know how to assist someone who is choking

it can be fatal. Also, when it happens to someone that close to you, staying calm is the hardest part.

Keeping yourself and your family members safe is a natural deed that you do. Why then is it different at work? Why does safety become a burden at work? Why is it seen as an addition to your daily task? Your work colleagues are your work family. Keep them safe too.

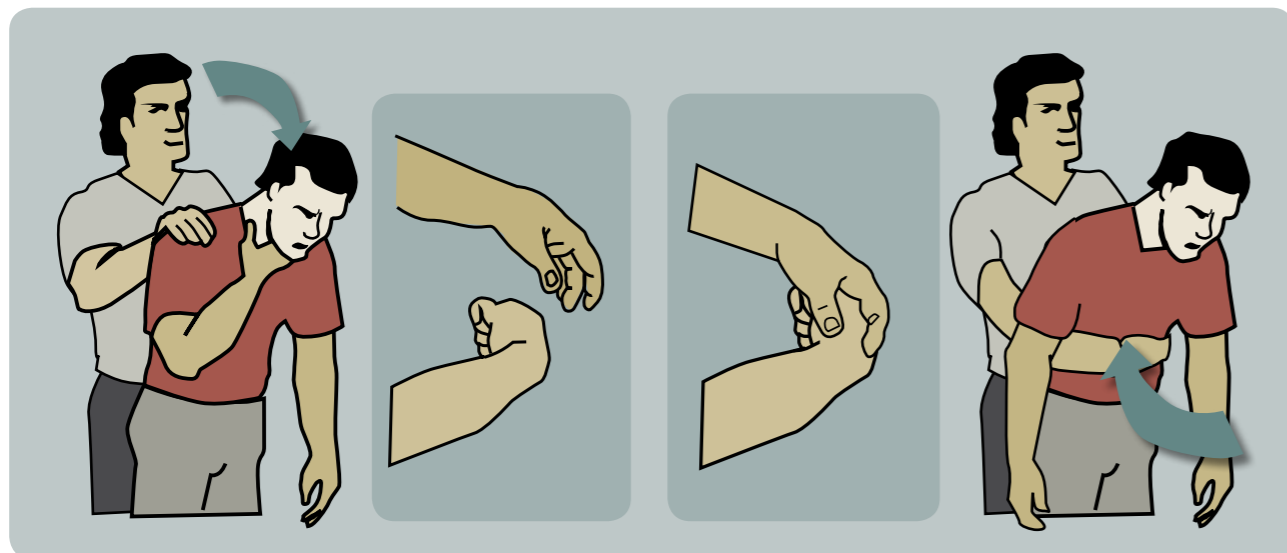
Preparing yourself with the right knowledge and safety tools is important. The company ensures you have the correct training and tools. All training provided at work can be utilised at home. Start applying safety everywhere. Rather be unpopular than injured or worse....

'IN A SITUATION LIKE THAT THERE IS NO TIME TO WASTE. IF YOU DO NOT KNOW HOW TO ASSIST SOMEONE WHO IS CHOKING IT CAN BE FATAL.'

Abdominal Thrusts (The Heimlich Manoeuvre)

1. Stand behind the person with your arms around their waist
2. Make a fist with one hand and position it slightly above the person's navel
3. Grasp the fist with the other hand pressing into the abdomen with quick hard upward thrusts.

Perform five abdominal thrusts



CARING FOR PEOPLE

Worcester lab cares

NATASHA ABRAHAMS - TRAINING AND DEVELOPMENT COORDINATOR

The month of February is National Cancer Awareness and Prevention Month, and many of us have family members or friends who have passed or were affected by cancer. In South Africa, some of the most common cancers are lung cancer, skin cancer and breast cancer:

Lung cancer is one of the leading causes of death amongst South African men - it is the leading cause of death as it is often spread throughout the body before it is detected. An interesting fact about those suffering from lung cancer due to cigarettes is that the smoke from the burning end of the cigarette has more poisons than the smoke inhaled by the smoker - therefore second-hand-smokers are also at risk.

Skin cancer is one of the most common cancers in South Africa with about 2 000 reported cases every year and 700 deaths. South Africa has the second highest incident of skin cancer in the world after Australia. The good news is that skin cancer can be prevented by respecting the sun and being sunsmart - this will assist in reducing the high incidence of skin cancer in the country.

Breast cancer is the most common cancer in women throughout the world, and women are urged to empower



Worcester lab team, left to right: Desmond Hendricks, Lionel Doves, Christopher Vermeulen, Ferguson Hendricks and Charlton Lottering

'WE WOULD LIKE TO ACKNOWLEDGE A BRAVE GROUP OF AFRIMATTERS, NAMELY THE WORCESTER LAB TEAM, WHO AFTER WITNESSING MEMBERS IN THEIR OWN FAMILIES PASSING ON FROM CANCER, DECIDED TO BRING AWARENESS TO THE TOPIC BY MAKING THE BOLD MOVE OF SHAVING EACH OTHER'S HAIR ON THE 20TH OF FEBRUARY 2019.'

themselves with knowledge regarding recognising the warning signs. Women are also encouraged to do annual check-ups and cancer screening for early detection, as symptoms are not always present until the cancer has spread.

We would like to acknowledge a brave group of Afrimatters, namely the Worcester lab team, who after witnessing members in their own families passing on from cancer, decided to bring awareness to the topic by making the bold move of shaving each other's hair on the 20 of February 2019.

This demonstrates a deep care and reverence for family and friends that have passed on. It also encourages us to be aware of the signs and symptoms of this life-threatening disease and to think of those families and friends who have lost a loved one to it.

ATMOSPHERE OF JOY AND POSITIVITY

Joy and positivity in action

GERT COFFEE – NON-EXECUTIVE DIRECTOR

This morning, returning from taking Kate - the family dog - for her morning stroll I heard Coenie and Keenan laughing on the patio where they were busy sealing the natural stone. Twenty-eight years ago, Coenie gave up a secure job to become a full-time handyman. He has immense pride in his job and it is a pleasure to have him on our premises. Keenan is his young assistant, full of life, keen to learn with a positive attitude.

Their laughter was one of people having fun and their whole attitude and work ethic reflects that they were getting the work done in a spirit of joy and positivity. You must remember that you only summon a handyman to come and help you if you have a problem that must be solved on your behalf. You can say that Coenie and Keenan go from problem to problem because the client does not have the time or knowledge to solve it. The client is also willing to pay a premium if the work is done professionally and in a spirit of joy and positivity.

Through decades I had the privilege to work for different

companies and we went through good and bad times. Sometimes so bad that your salary was not secured at the end of the month. But I can vouch for the fact that we came through the difficult times because we faced the problems head-on in a positive way and always with joy.

I can name the businesses which did not have that attitude, they are no longer in existence. I also found that such an attitude keeps you humble through times when the going is good and prevents arrogance.

Joy and positivity does not mean to make frivolous jokes and pretend to be happy, it is an attitude that your team, your colleagues, your clients and your suppliers can sense is genuine. It is in the way you greet them, how you talk to them, how you listen to them, how you treat them and how you address the day-to-day tasks and problems.

So, let's face facts, you spend most of the time that you are awake at work. Make it a good space for you and the people around you by getting things done in a spirit of joy and positivity. It is addictive and it works!

'MAKE IT A GOOD SPACE FOR YOU AND THE PEOPLE AROUND YOU BY GETTING THINGS DONE IN A SPIRIT OF JOY AND POSITIVITY. IT IS ADDICTIVE AND IT WORKS!'



NEW APPOINTMENTS – AFRIMAT FAMILY

Afrimat Readymix would like to welcome the following new employees:

> **Bianca Pietersen** | Job Title: Junior Weighbridge Clerk
Location: Kliprug Quarry

> **Carlin September** | Job Title: Weighbridge Clerk
Location: Kliprug Quarry

> **Abbey-Gail Soekers** | Job Title: General Worker
Location: AAO - Cape Lime Sandmine

> **Darren Van Der Vent** | Job Title: Lab Assistant
Location: Killarney Gardens Lab

> **Ntsikayethu Ntshakaza** | Job Title: Cube Crushing Operator
Location: Killarney Gardens Lab

> **Emihle Cweya** | Job Title: Concrete Technology Intern
Location: Killarney Gardens Laboratory

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER – AFRIMAT READYMIX – CAPE



Bianca Pietersen



Carlin September



Abbey-Gail Soekers



Darren Van Der Vent



Emihle Cweya



Lilitha Dabadini



Toinette Herbst



Conrad Muller



Jacques Stokes



Debbie-Derby Lewis



Hugo Du Rand



Lebogang Mathabathe



Michael Botha



Samuel Bessa

We are happy to see that the Afrimat family is growing, please join us in welcoming our new members:

> **Lilitha Dabadini** was appointed as the new HR Intern for AMS & ASS located at Tygervalley Head Office.

> **Toinette Herbst** is welcome to the Afrimat family - she has been appointed as one of the Payroll Administrators located at Tygervalley Head Office.

> **Conrad Muller** was appointed as the Financial Accountant for Afrimat Management Services in November 2018.

> **Jacques Stokes** was appointed Operations Manager KZN and Free State.

> **Debbie-Derby Lewis** has been appointed as our Qlik Specialist, located at Tygervalley Head Office. We are happy to welcome you to the Afrimat Family.

> **Hugo Du Rand** is welcomed to the new Group Procurement Manager for Shared Services. Hugo is based at Glen Douglas. Welcome Hugo!

> **Lebogang Mathabathe** is the new Human Resources Manager for Infrasons and Delf. Welcome to the Afrimat family Lebo!

> **Michael Botha** was appointed as the Finance Manager at Demaneng on 1 October 2018. We are delighted to have you on board, we hope and trust that this is the beginning of a great journey!

> **Samuel Bessa** is an Electrical Engineer based at Lyttelton. He started his journey with Afrimat on 1 November 2018.

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR AND LILITHA DABADINI – HR INTERN

NEW APPOINTMENTS – AFRIMAT FAMILY

> Lungile Gumede as the Plants Lady, Pietermaritzburg

Pietermaritzburg Quarry has appointed Lungile Gumede as the Plants Lady, effective 14th January 2019. Lungile is a focused, energetic and bubbly emerging leader, who has already proven to be a powerful leader. Lungile joined Afrimat as a Graduate Intern in March 2017. She obtained her diploma in Mechanical Engineering from Mangosuthu University of Technology and she recently completed her Bachelor of Technology degree in Mechanical Engineering at UNISA. Her next focus is to complete the Government Certificate of Competency (GCC) Mines & Works. She is proud to be one of the first Plants Women in the AAKZN business, and she is motivated to do well in her career. As the Afrimat family, we would like to wish her success in her future endeavours.

REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE STATE

> Thembelihle Kim Mzimela, Plants Lady at Hluhluwe

Afrimat Aggregates (KZN) (PTY) Limited has set a new record with the appointment of Thembelihle Mzimela, known as Kim, as the new Plants Woman at the Hluhluwe Quarry, effective 14th January 2019. This is a new record in the history of AAKZN to have a female Plants Woman. Kim joined Afrimat as a Graduate Intern in March 2017. She has worked hard and made a significant contribution to the business. She obtained her Diploma in Mechanical Engineering from Mangosuthu University of Technology and she recently obtained her Bachelor of Technology degree in Mechanical Engineering from UNISA.

Kim is an avid reader of novels and enjoys keeping fit and healthy. We wish her success in her career with Afrimat and look forward to her contribution.

REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE STATE

> Nicola Lotz, Human Resources Development Officer

Nicola Lotz joined the Afrimat KZN Free State Region on the 14th of January 2019, as the Human Resources Development Officer. She was previously a Capacity Development Officer for SAPPI Forests, KZN. Nicola studied Marketing at the IMM Graduate School. Nicola has a keen interest in current affairs and loves to read, travel and cook. She also enjoys her outdoor activities. She played hockey and athletics for the KZN midlands team, and is a talented hair dresser and fashion designer. We would like to wish her a fruitful career with us and look forward to her contribution to the business.

> Mthobisi Mathunjwa, new Finance Intern

Mthobisi Mathunjwa joined the Free State/KZN Region as a Finance Intern on the 14th January 2019. He is a recipient of the Afrimat Bursary Fund. Mthobisi completed his undergraduate studies in Cost and Management Accounting at the Durban University of Technology in 2018 and he will be completing his B-Tech in Management Accounting in March 2019. Mthobisi enjoys playing golf and soccer in his spare time, and he is passionate about inspiring youth.

REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE STATE

PERSONNEL CHANGES

Ruan Smit, currently at SA Block is appointed as mine Manager at Marble Hall Mine.

Ren Swanepoel, previously from Arimat Concrete Products in KwaZulu-Natal is transferred to SA Block as Production Manager.

Piet Ackerman, previously the Mine Manager at Lyttelton Dolomite in Centurion takes over as Regional Manager in KwaZulu-Natal.

Grant Cupido re-joins Afrimat as Mine Manager at Lyttelton Dolomite in Centurion.

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR AND LILITHA DABADINI – HR INTERN

Kurden Fielies who is based at Palmiet Quarry was promoted from Office Cleaner to Junior Weighbridge Clerk as of 01 December 2018. Congratulations Kurden! Wishing you much success in your career and responsibilities.

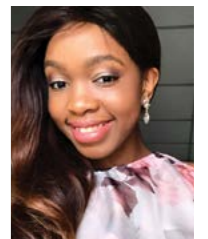
CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER – AFRIMAT READYMIX – CAPE



Lungile Gumede



Kim Mzimela



Nicola Lotz



Mthobisi Mathunjwa



Ruan Smit



Ren Swanepoel



Kurden Fielies



Piet Ackerman



Grant Cupido



CARING ENVIRONMENT

WEDDING BELLS – AFRIMAT FAMILY

ACI would like to congratulate the following couples who said their I do's in 2018.

We wish them all a lifetime of love and happiness in their marriages.

> **Sibusiso Ndlovu (Learner Boilermaker)** and his partner Thobeka Ndlela got married

traditionally on the 30th September 2018 in KwaZulu-Natal

> **Blanche Scriven, now Blanche Coad (Assistant Accountant)** and Rickus Coad (Blaster) celebrated their wedding on the 6th October 2018

> **Patricia Mokoena, now Musisinyane (Maintenance Data Capturer)** got married to Prince Musisinyane on the 8th December 2018 in a two-day wedding in Sasolburg and Musina, Limpopo

> **Raymond Mashabela (Driver)** tied the knot with Khomotjo Thobejane on the 16th December 2018 in Limpopo

> **Raymond Mashabela (Driver)** tied the knot with Khomotjo Thobejane on the 16th December 2018 in Limpopo

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER – AFRIMAT READYMIX – CAPE



Blanche and Rickus Coad



Patricia and Prince Musisinyane



Sibusiso and Thobeka Ndlovu



Raymond and Khomotjo Mashabela

NEWBORNS – AFRIMAT FAMILY

> A big congratulations to **Sonja Kleynhans** (HR Officer at Glen Douglas) on the birth of her beautiful baby Eska. Wishing you lots of blessings and happiness!

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR

> To the proud parents **Jonathan Hofmeester** (Mechanic – Palmiet Quarry) and Kurden Fielies (Junior Weighbridge Clerk – Palmiet), wishing you congratulations on the birth of your daughter Jodene Hofmeester who was born in the 6th June 2018.

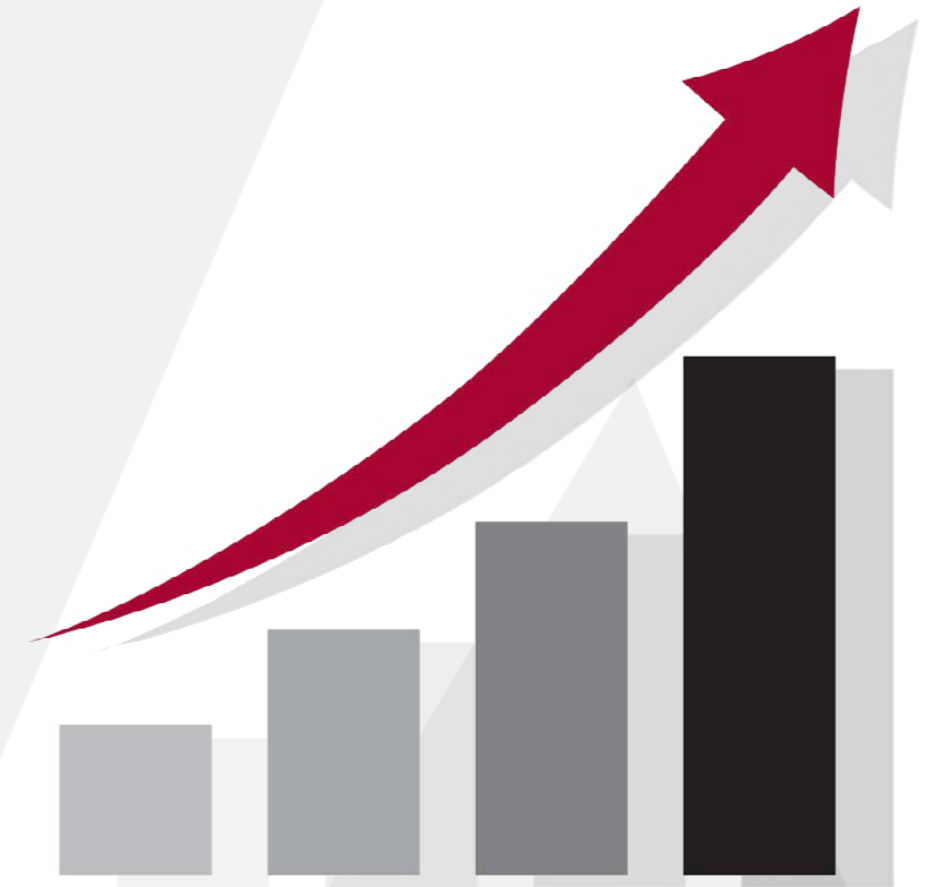
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Eska Kleynhans

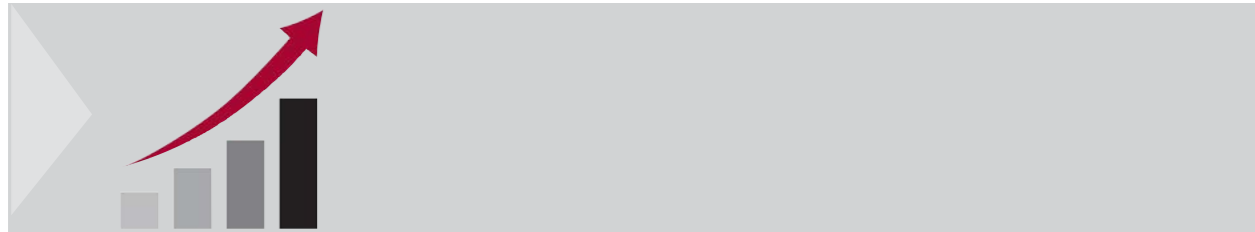


Hofmeester Family



RESULTS DRIVEN

PROFITABILITY
NON BUREAUCRATIC, NOT A CORPORATE COMPANY
BIG VISION & STRETCHING GOALS
HEALTHY FINANCES
EFFECTIVE AND RELIABLE SYSTEMS



HEALTHY FINANCES

ADAPT OR DIE: The Role of Modern Finance in Supporting and Advancing the Business

PIETER DE WIT - CFO - AFRIMAT

I recently participated in a podcast, and one of the first questions I was asked was: "Finance is not just the rating and reporting of history. It's a future-focused job. How do you look ahead rather than backwards, and work alongside the business as a partner?"

My answer was this: "We are no longer a bunch of accountants hidden in a back room somewhere, recording transactions and reporting historical financial figures. We are a strategic business partner, fully involved in setting the direction of the organisation."

But how do we practically achieve this? This spurred me into writing this piece to share my thoughts on this complex issue.

As background, before I was appointed CFO of Afrimat, I took on an operational role, heading up the group's KZN and Free State businesses. Only then did I fully realise the importance of having a financial background or the support of a good financial manager – pretty much every decision you make has a financial implication. It is at this level that Finance can play a vital role and influence the business as a strategic advisor – by helping senior executives understand the cost implications of their choices, you help them make informed decisions.

Another essential component of being a trusted business advisor is that the Finance function must cover a broad range of management information – it can no longer be responsible for simply the income statement and balance sheet. The drivers behind any material income and expense item should also be fully understood. Here's a good example: It's of very little value to our

'THE DAYS WHERE A FINANCE PROFESSIONAL ONLY NEEDED ACCOUNTING, FINANCIAL AND ANALYTICAL SKILLS HAVE LONG GONE.'

business to report an increase in fuel expenses year-on-year without supplying information in respect of what caused the increase, i.e. primarily the fuel price and consumption. Whilst it's fairly easy to provide management information on the fuel price increase, consumption is altogether more complex. Appropriate systems and controls are now in place to ensure we manage both how fuel is delivered as well as how it's dispatched. The fuel consumption for each vehicle is also monitored to manage overall fuel consumption effectively. It's this level of detail and the collection of appropriate data that's critical to understand for every single material income or expense we have.

To be a trusted advisor to the business, a successful CFO or FD must also understand the risks, the markets, and the regulatory frameworks, as well as the different alternatives facing the business. You can't afford to operate purely within the Finance role. He or she must be commercially and strategically minded. A fine example is that you can't merely report a decrease or increase in revenue year-on-year or against a budget without understanding the commercial aspects of the product or service being sold, as well as the business' strategic positioning. Can you answer the questions as to why customers buy the product or service, what is the competitive advantage of the product or service and what are the alternatives or substitutes available to the customer? Also, are there any pricing or additional volume opportunities to increase revenue? What is the likelihood and impact on the business of losing a specific customer? In which industry does your customer operate and what is the current economic environment of that specific industry?

'FINANCE CAN PLAY A VITAL ROLE AND INFLUENCE THE BUSINESS AS A STRATEGIC ADVISOR – BY HELPING SENIOR EXECUTIVES UNDERSTAND THE COST IMPLICATIONS OF THEIR CHOICES, YOU HELP THEM MAKE INFORMED DECISIONS.'

Pieter De Wit



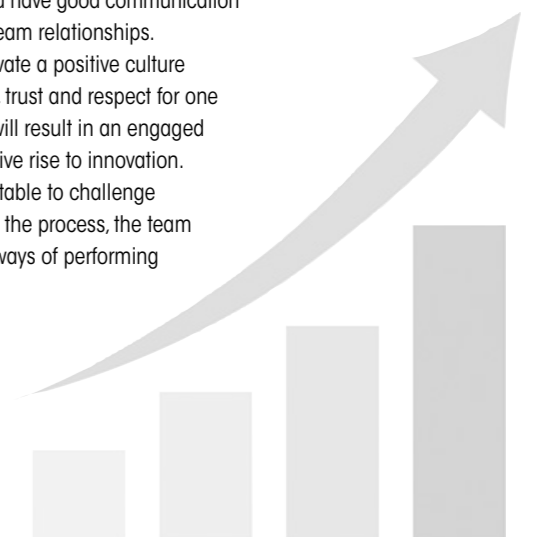
Also, Finance must embrace technological innovations, such as robotics processing, AI, data analytics and predictive tools. Technological innovation has made it possible for us to be more involved in setting the strategic direction of the business, because a lot of transactional work, previously performed by the function, can now be done automatically. This frees up time to focus on what are, in my opinion, more critical elements than solely the capturing of the numbers.

However, a word of caution here – one can easily get caught-up in technological changes and trying to understand which will add value to the business or which will end up incurring cost without adding value. This is something you need to work through. The use of technology and the role that Finance plays within any organisation will change in relation to the growth and maturity of that specific business. When Afrimat listed 12 years ago we did not have a single ERP system but relied instead on various small accounting packages, and it would have been difficult to implement data analytics at that stage. When we were ready to implement a single ERP system, we added a business intelligence tool, ClickView. Afrimat has grown so much over these past 12 years through acquisitions and greenfield projects and is a lot more complex, but now we have a system that can deal with the complexity and growth and which provides us with valuable data. Make the right decisions for your business at the right time, and in my opinion, you won't regret it.

Finally, to remain relevant in a changing environment Finance can't just be a "cost centre" – it must add value

to the business. The simple truth here is that to add value you must understand the business to identify opportunities to add value. Another example: Afrimat had various insurance brokers and policies in the past and so didn't fully benefit from economies of scale. Finance identified this as a problem, and we have since merged brokers and policies, which not only reduced our risks, but resulted in a substantial cost-saving.

The days where a finance professional only needed accounting, financial and analytical skills have long gone. One needs softer skills too. As a CFO or FD, you must have leadership skills – your team won't respect you if you expect them to stick to deadlines while you don't. You also need to realise that you need a team to succeed; one person can never do all the work. It is therefore imperative that you have good communication and people skills to foster team relationships. Moreover, you need to cultivate a positive culture through teamwork, integrity, trust and respect for one another. A positive culture will result in an engaged working environment and give rise to innovation. Everyone should be comfortable to challenge the process. By challenging the process, the team can identify more efficient ways of performing their tasks.





**CONSISTENCY.
IT'S WHAT
WE'RE MADE OF.**

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

Afrimat Limited has established a strong foothold in contracting services through its Contracting International division operating from the Western Cape and Gauteng. Services include mobile crushing, screening, drilling and blasting, commercial quarries and readymix which offers mobility beyond fixed areas of operation.

Afrimat offers services for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas and also blast designs for specialised blasting needs.

The division operates in South Africa and internationally providing the full service package for all drilling and blasting, mobile hard rock crushing and screening services, load and haul and readymix solutions.

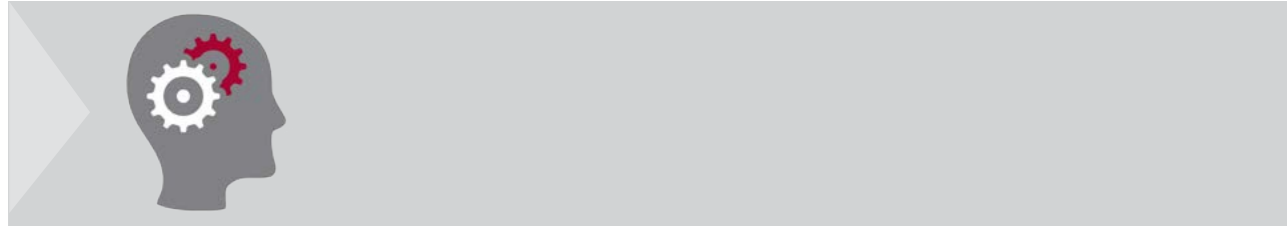
Contracting International applies our expertise and years of experience in these fields to prepare bids for major clients in the construction, quarry and mining industry.

Contracting International is part of Afrimat Limited, a leading black empowered open pit mining company.



SKILLS & COMPETENCE

**RIGHT PEOPLE IN THE RIGHT PLACE
OWNERSHIP & RESPONSIBILITY
LEARNING CULTURE
IN DEPTH KNOWLEDGE OF LEGISLATION & REQUIREMENTS**



THE RIGHT PEOPLE IN THE RIGHT PLACE

Turning talents into strengths

MARELI MOSCA – HR – ORGANISATIONAL DEVELOPMENT

In Afrimat we value every individual for the natural talents they have - and we ensure that we have the right people, on the right bus in the right seat.

We are inspired by Don Clifton, the father of positive psychology, whose research was built on the following famous statement:

By focusing on what is right with people we are opening vaults of energy and passion in every individual.

Clifton StrengthsFinder is a language for what's right with you. It describes the unique lens through which you see the world, what drives you, what energises you, and how you are wired to contribute - both individually and as part of a team.

That is why it is so crucially important to understand each other's talents in order to get optimal effectiveness and have every Afrimatter feeling empowered and energised to do their work. Knowing each other's strengths in a team creates super teams – understanding exactly who to partner with and which tasks to assign to every unique team member to have the opportunity to optimally use their natural talents.

Is a talent a strength?

Every talent has the potential to become a strength if well managed. To turn a talent into a strength you need to follow this equation:

X	Talent (a natural way of thinking, feeling, or behaving)
	Investment (time spent practicing, developing your skills, and building your knowledge base)
<hr/>	
=	Strength (the ability to consistently provide near-perfect performance)

So, what is a strength and why does it matter?

Every individual is born with natural talents. These talents, which you are dominant in, energise you and gives you that spark in life which leads to great performance. Other areas where you may be less dominant will most frequently drain you leading to tardiness and sometimes even disengagement if not managed well.

‘What will happen when we think about what is right with people rather than fixating on what is wrong with them?’

DON CLIFTON

It's important to know that any talents that are mismanaged can become a detriment. This is why it is important to go beyond an awareness of your talents and to establish a deep knowledge of them as well as to invest time in practicing and developing these strengths.

Only you can dictate if your talents will become your strengths or detriments, only you can take ownership of your strength-development journey.

The Gallup Institute's Clifton StrengthsFinder website is loaded with wonderful resources to read up on to enhance awareness and become knowledgeable.

Go on and explore the best you that you can be!

STRENGTHSFINDER-34 TALENTS

Introducing Afrimat's very own Strengthsfinder icons

MARELI MOSCA – HR – ORGANISATIONAL DEVELOPMENT

 Achiever	 Activator	 Adaptability	 Analytical	 Arranger
 Belief	 Command	 Communication	 Competition	 Connectedness
 Consistency	 Context	 Deliberative	 Developer	 Discipline
 Empathy	 Focus	 Futuristic	 Harmony	 Ideation



STRENGTHSFINDER - 34 TALENTS



Includer



Individualisation



Input



Positivity



Intellection



Learner



Maximiser



Relator



Responsibility



Restorative



Self-assurance



Significance



Strategic



Woo

LEARNING CULTURE

Skills development and training

We would like to congratulate the AET class in Kuipersbult, Limpopo for the successful completion of their communication levels through the IEB national exams written in November 2018. We hope they enjoy their newly acquired skills and that they continue to inspire others around them to do the same.

SHADI MNISI – HUMAN RESOURCES DEVELOPMENT OFFICER – AFRIMAT CONTRACTING INTERNATIONAL

Congratulations to Nkosinathi Ntombela, Truck Driver and AET adult learner at the Pietermaritzburg Quarry, for obtaining a distinction in his Communication in English level one examinations. Nkosinathi takes his studies seriously and never misses his lessons. We are proud of you - keep up the good work!

REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN AND FREE STATE

We wish to congratulate Keletso Dloti, an Excavator Operator at Palmiet Quarry - AAO for achieving excellent results for AET. Keletso achieved credit for Mathematics Literacy Credit Level 3 and a higher credit for Communication in English Level 3. Congratulations!

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER – AFRIMAT READYMIX – CAPE

The AET Project commenced in August 2017 and has proven to be a great success in Readymix. Learners attend classes on a weekly basis and examinations were written for the first time in 2018. The results scale is as follows:

Merit = 80%-100%

Higher Credit = 70%-79%

Credit = 50%-69%

Congratulations to all learners who achieved excellent results for AET at the following sites in 2018:

Hermanus Readymix

> Ivan George - Achieved Merit for English Communication Level 1

> Andrew George - Achieved Credit for English Communication Level 2

Caledon Readymix

> Andre Wentzel – Achieved Merit for English Communication Level 2

> Rowan Manuels – Achieved Merit for English Communication Level 1

Bredasdorp Readymix

> Hugh Papier – Achieved Higher Credit for English Communication Level 3

> Deon Van Der Merwe – Achieved Higher Credit for English Communication Level 1

> Gordon Davids – Achieved Higher Credit for English Communication Level 3

Killarney Gardens

> Jonathan Brandt – Achieved Merit for Mathematics Literacy Level 2

> Lubabalo Sigidi – Achieved Higher Credit for English Communication Level 1

Malmesbury Readymix

> Junaine Butler – Achieved Higher Credit for English Communication Level 3

> Themba Fihla – Achieved Higher Credit for English Communication Level 2

> Ayabulela Zila – Achieved Higher Credit for English Communication level 1



Amos Seodisa



Isaac Serumula



Piet Maropeng



Nkosinathi Ntombela



Keletso Dloti



Ivan George, Andrew George



Andre Wentzel, Rowan Manuels



Hugh Papier, Deon Van Der Merwe, Gordon Davids



Jonathan Brandt, Lubabalo Sigidi



Junaine Butler, Themba Fihla, Ayabulela Zila



LEARNING CULTURE

Skills development and training

Bloubok: Mathematics Literacy Level 1

- > Desmond Cupido – Achieved Merit
- > Xolani Ntika - Achieved Credit
- > Sabelo Shwam - Achieved Higher Credit
- > Makuvelwana Gonye – Achieved Credit
- > Zolani Thombela – Achieved Credit
- > Mpho Mafantire – Achieved Credit

English Communication Level 1

- > Luvuyo Sentse – Achieved Credit

English Communication Level 2

- > Bangindawo Mgxiliwa – Achieved Credit

English Communication Level 3

- > Neville Adams – Achieved Higher Credit

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER

– AFRIMAT READYMIX – CAPE



Desmond Cupido



Xolani Ntika



Sabelo Shwam



Makuvelwana Gonye



Luvuyo Sentse



Zolani Thombela



Bangindawo Mgxiliwa



Neville Adams



OWNERSHIP AND RESPONSIBILITY

Policy and procedure refresher training

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER-AFRIMAT READYMIX – CAPE

On Friday 11 January 2019 Readymix hosted a training programme at Killarney Gardens. The purpose of this session was to ensure that all staff were refreshed on policies and procedures as well as the importance of their roles and responsibilities in achieving Afrimat's vision and mission.

The following staff attended the session: Supervisors, Front End Loader Operators, General Workers, Pump Operators, Assistant Pump Operators, Workshop staff, Lab staff, Management, Sub-Contractor Mixer Truck Drivers and LODs. The course was presented by the following individuals from the various departments:

- > Operations and Maintenance – Alfred Stadler (Training, Health & Safety)
- > Technical – Christiaan Mostert (Technical Controller)
- > Finance – Ungere Wassung (Financial Accountant)
- > Logistics – David Jacobs (Logistics Supervisor)
- > Health and Safety – Lana Van Der Heide (Health & Safety Officer)
- > Human Resources – Cindy Wiggins (Senior Human Resources Officer)

The event proved to be very successful as all staff left the session well informed. Going forward it will be taking place on an annual basis.



Staff attending the refresher training

LEARNING CULTURE

Afrilead

NATASHA ABRAHAMS – TRAINING AND DEVELOPMENT COORDINATOR

Afrimat's Afrilead course has been running for three years, and we launched the Introduction to Afrilead last year. Below we have a breakdown of the difference between the two developmental programmes:

INTRODUCTION TO AFRILEAD

Designed for employees who are not in management positions but would like to gain exposure to leadership development. It briefly covers some of the aspects that are dealt with in Afrilead, and the whole course is presented over two days, covering three modules – namely:

- **Module 1: Self Awareness**
- **Module 2: Team Awareness**
- **Module 3: Organisational Awareness**

This course reveals your values, personal branding and interactions with others, as well as your team building skills. You are also taught the meaning of the Afrimat Culture and the importance of having the same vision, mission and values and how we can achieve so much more when operating in unity.



Participants in the Introduction to Afrilead course in Worcester on the 12 and 13 February 2019. Front row, left to right: Dimitri Eland, Connie Pool. Back row, left to right: Johan Barnard, Melanie Joubert, Lorenzo Peters, Christine Du Plessis, Melrick Samuels, Linell Adams, Dries Burger, Laurencia Rabie, Arnel Hanekom, Raeesha Tromp, Selome Gabriel, Natasha Abrahams, Cynthia Saul, Yazeed Oosthuizen, Eben Swanepoel and Marionette Onker

AFRILEAD

Afrilead goes in-depth and is ideal for those currently in leadership positions. This course covers three modules:

- **Module 1: Leading Self**
- **Module 2: Leading Others**
- **Module 3: Leading Business and Communities**

Each module is presented for two days with an assignment that needs to be presented before moving on to the next module. Participants are also required to give a final presentation at the end of the course.



ENTREPRENEURIAL DRIVE

INNOVATION & CREATIVITY
SEE OPPORTUNITY AND PURSUING THEM
AGILITY & FLEXIBILITY
CALCULATED RISK TAKING

ENTREPRENEURIAL DRIVE



SEE OPPORTUNITY AND PURSUING THEM

Afrimat's award-winning entrepreneurial CEO

JACKIE FERMO

In 2017, CEO Andries van Heerden was awarded the prestigious EY Southern Africa World Entrepreneur Award. The award, giving recognition to exceptional and emerging entrepreneurs, is part of a global programme that helps and supports entrepreneurs to build successful and sustainable businesses in more than 145 cities in over 60 countries.

The Southern Africa programme incorporates ten countries: Angola, Botswana, Namibia, Mozambique, Malawi, Mauritius, Madagascar, South Africa, Zimbabwe and Zambia.

Entrepreneurship is vitally important as it creates jobs and wealth, brings new innovations to the market and encourages creativity. At the time, Andries said that "entrepreneurs must be and do three things: be creative, innovate and add value, that is not just financial but also for their people and they must overcome obstacles – otherwise they are just doing a job."

'ENTREPRENEURSHIP IS VITALLY IMPORTANT AS IT CREATES JOBS AND WEALTH, BRINGS NEW INNOVATIONS TO THE MARKET AND ENCOURAGES CREATIVITY.'

Andries' entrepreneurial journey paved the way to the establishment of Afrimat Limited. Guided by his vision to consolidate a fragmented aggregates industry before the construction boom of the mid 2000s, Andries developed Afrimat into one of the most successful companies in the construction industry.

Looking back on the award, Andries reflects that it has certainly been a beneficial and rewarding process. He says, "not only was it highly motivational to be named Entrepreneur of the Year, I was also privileged to represent Southern Africa at the EY World Entrepreneur Awards in Monte Carlo where the overall winner was named from more than 50 country winners from around the world."

He adds that "I did not expect to win the Southern Africa award and was very surprised when I was announced as the winner that evening in November 2017. I felt such strong emotion and would have loved it if all Afrimat's people could have been there to experience that emotion. Since then I have realised more and more that we all have a role to play in building South Africa and overcoming the challenges that we face as a society."



The award has added to Andries' global perspective. He says "I have learned that Afrimat is competitive on an international stage. I also learned so much from all the other winners from around the world, from their positive attitudes, their commitment and their perseverance - often in the face of adversity."

Entrepreneurial spirit has been present in Afrimat since the organisation's inception and Andries believes that "Afrimat's entrepreneurial culture is a cornerstone of its growth path. I see it as my duty to nurture the entrepreneurial culture and to fight complacency and bureaucracy."

Andries also believes that "Afrimat and its people have been blessed with wonderful opportunities and it is our duty to use these to make a positive impact in a South Africa that desperately needs it."

'AFRIMAT'S ENTREPRENEURIAL CULTURE IS A CORNERSTONE OF ITS GROWTH PATH. I SEE IT AS MY DUTY TO NURTURE THE ENTREPRENEURIAL CULTURE AND TO FIGHT COMPLACENCY AND BUREAUCRACY.'



HUMILITY & BELIEF

TRUST IN GOD
 PSALM 127
 ACKNOWLEDGE MISTAKES
 SERVANT LEADERSHIP
 CONFIDENCE WITH MODESTY



Psalm 127

DR JHP VAN HEERDEN

SOURCE: Professor G Jordaan, Met Christus op pad na God se heilgdom, Teologiese Skool Potchefstroom

"A Pilgrim's song" is a "song of the steps" in the original Hebrew language. When the Israelites went to Jerusalem to worship, they sang the song while 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 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 the end, in 1 Kings Verse 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.

'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.'

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 - 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."

The city gate was where the Israelites sorted out their differences between themselves. When you arrived at the city gate all on your own and had to defend 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 about 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.

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.



SERVANT LEADERSHIP

Are you ready to become a servant leader?

SOURCE: ADAPTED FROM A FORBES ARTICLE BY SALLY PERCY

You would be forgiven for thinking that servant leadership is a new idea. The concept sounds very 21st-century because it aligns with our technology-driven era where individuals are empowered to connect with influential people and organisations in a way that wasn't possible in the past.

In fact, though, the term "servant leadership" was coined nearly 50 years ago in an essay by U.S. management writer Robert K. Greenleaf. Put simply, the principle behind a servant leader is that someone leads because they want to serve others, rather than because they see leadership as a way to attain material possessions. A servant leader is primarily focused on the needs of others and on helping their people to develop or grow, seeing this as the route to organisational success.

While servant leadership has always been an appealing concept, its relevance is much more obvious today as a result of people's evolving expectations about work and the purpose of the organisations that they work for.

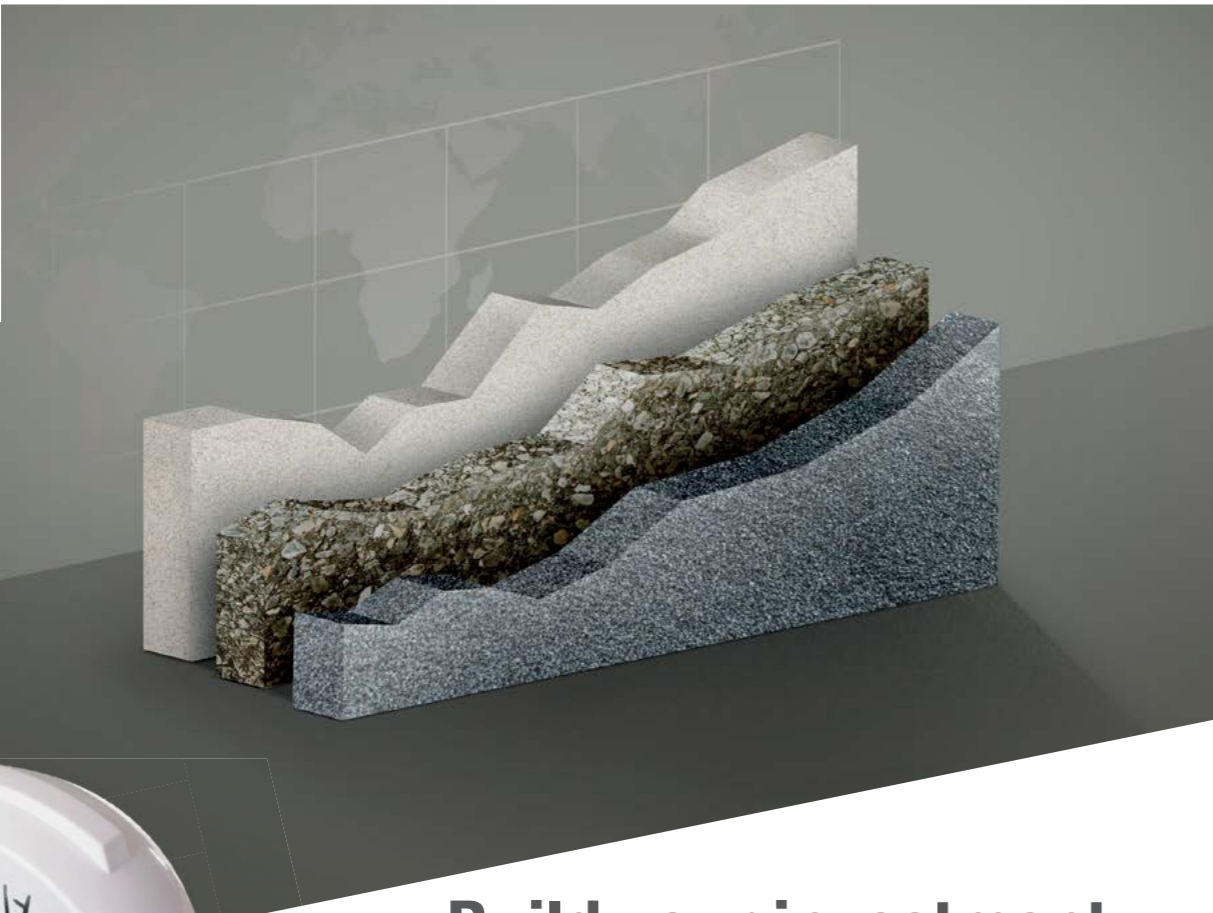
"Servant leadership favours a people-centric approach rather than a process-centric approach, and productivity and workplace satisfaction, with the understanding that this will have a positive impact on the relationships with customers and on the performance of the organisation as a whole."

Four keys to practicing servant leadership

1. Remember that the core ethos of the servant leadership style is the wellbeing and the development of people.
2. Use weekly one-on-one meetings as a forum to discuss career progression, lessons learned from mistakes and shortcomings, and to exchange valuable feedback. Employees perform best when they feel as though they're making valuable contributions, so regular check-ins are instrumental for keeping performance on track.
3. Use specialist software for people-centric insights. Analyst and research firm founder, Josh Bersin, predicted that employee feedback software would become widely used within workplaces. Employers have various options for regularly rolling out quick-fire employee pulse surveys to assess workplace culture and increase transparency.
4. Celebrate successes. Big or small.



'A SERVANT LEADER IS PRIMARILY FOCUSED ON THE NEEDS OF OTHERS AND ON HELPING THEIR PEOPLE TO DEVELOP OR GROW, SEEING THIS AS THE ROUTE TO ORGANISATIONAL SUCCESS.'



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Inspiring growth through the consistent delivery of solutions that empower our people and our customers.

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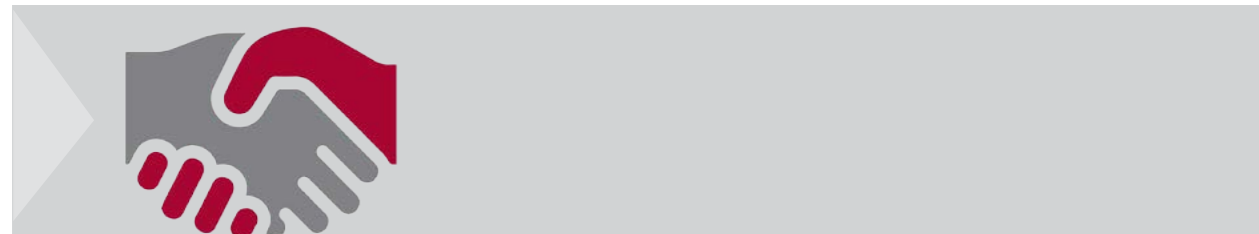
Backed by more than 45 years' experience, Afrimat listed on the JSE Limited in 2006. As part of its continued diversification strategy, the group is expanding its footprint into Africa.

The group's capabilities enable Afrimat to service projects of any scale from major infrastructure and construction projects for state-owned enterprises and parastatals through to small private sector contracts.



IMPORTANT RELATIONSHIPS

- DELIGHTED & SATISFIED CUSTOMERS
- CUSTOMER CENTRIC
- COOPERATIVE AND COLLABORATIVE
- RESPECT FOR STAKEHOLDERS
- INTEGRITY
- TRANSPARENCY
- ETHICAL
- BRUTAL HONESTY



DELIGHTED AND SATISFIED CUSTOMERS

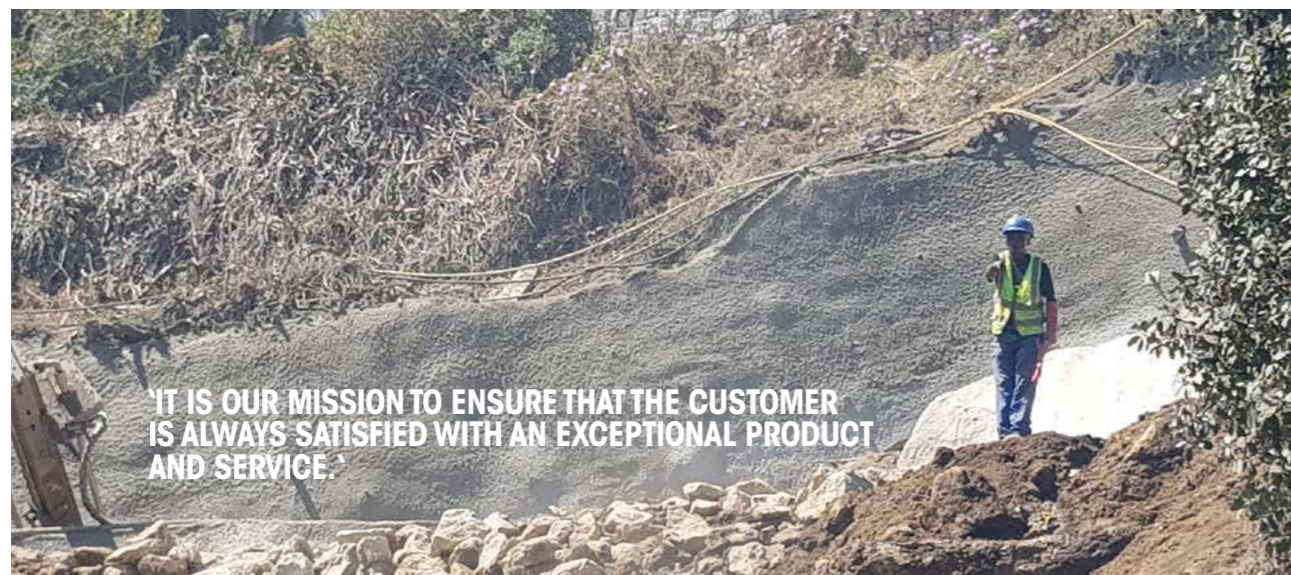
Fairbrother Geotechnical Engineering

JOHAN VAN NIEKERK – SALES CONSULTANT – READYMIX WESTERN CAPE

In 2018 we worked with Fairbrother Geotechnical Engineering for the first time. This project was in Cape Town on a small site where the client ordered less than 20 m3 to complete the project. The project manager was impressed with the various Afrimat departments that he dealt with and conveyed that he enjoyed working with Afrimat as our staff are friendly, accommodating and strive to give excellent service.

Early in February 2019 we received an order for 400 m3 for a project in Bantry bay. When delivering the first load we saw the mix was not to the technical level we strive for, so we consulted with the client and worked together to supply the desired mix. The words used by the project manager to describe the supplied product were "the mix is beautiful".

It is our mission to ensure that the customer is always satisfied with an exceptional product and service.



'IT IS OUR MISSION TO ENSURE THAT THE CUSTOMER IS ALWAYS SATISFIED WITH AN EXCEPTIONAL PRODUCT AND SERVICE.'

COOPERATIVE AND COLLABORATIVE

Our clients love us because we do things the "The Afrimat Way"

DIAAN VENTER - REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READYMIX

There have been many success stories in Afrimat Readymix Boland and Boublok, to get them all on paper will be almost impossible. Let's start with some of them: 2017 was a special year with CSV Graham Beck and Basil Read pours filling our orders daily.

Graham Beck

Some special moments I can remember include Annes from CSV pouring between 60 and 100 cubes a day, he did it by the book.

At that time Nico Mostert aka 'Mossie' was a batcher and he just knew how to handle Annes. Annes and Nico had a special bond - so much so that when Nico was off sick or attended training for a day, Annes postponed his pour for the day until Mossie was back. I looked at this and realised one thing: We as Afrimat work with people every day. Every person out there is a potential future customer and it is our job as sales and marketing to have these types of relationships with our clients to always ensure future work in our industry.

Basil Read

Pouring 50mpa concrete on a daily basis between 100 and 200 cubes with a perfect slump was our aim. Between Nico Mostert and myself, we perfected every pour by working together and putting our client Basil Read first. Communication and positive attitude are what every pour consisted of. Koos from Basil Read always asked me, "why are you so positive?" and my response was always the same: "when you do what you love you don't work a day in your life". Every pour was a success and we received great recognition from Basil Read who went as far as to phone head office to thank them for our service. Delighted and satisfied customers!

2018 – Pat Hart – Keerom dam

Communication and slumps were a big concern as this site was about 120km from our Worcester batch plant and included 40km on a very bad gravel road. Riaan Engelbrecht and Nico Mostert kept Pat Hart very happy with our customer service. Communication took place in the early morning while Pat and his crew were still on the way to site, and the rest of the day we hoped for the best. Over 300 cubes were poured. Well done to Riaan, Nico and his team.



NF construction keerom koel

'EVERY PERSON OUT THERE IS A POTENTIAL FUTURE CUSTOMER AND IT IS OUR JOB AS SALES AND MARKETING PEOPLE TO HAVE THESE TYPES OF RELATIONSHIPS WITH OUR CLIENTS TO ALWAYS ENSURE FUTURE WORK IN OUR INDUSTRY.'



Afrimat treating Basil Read to breakfast



Crazy Pave – keeping our clients cool on site



Golf day bonding with Ruko and Eddie Stemmet



COOPERATIVE AND COLLABORATIVE

Murray & Dickson Project, Worcester Reservoir

JOHAN VAN NIEKERK – SALES CONSULTANT – READYMIX WESTERN CAPE

Murray and Dickson (M&D) was awarded the New 20ML Langerug Reservoir Project. Afrimat's reputation of good quality and service as well as our good relationship with our customers over the past years led to Afrimat being the supplier of choice for the Murray & Dickson 20ML Langerug Reservoir Project near Worcester.

This reservoir will store 20 000 000 liters of water and will help in the supply of water to the new Transhex housing development in town.

Various tests were done on the specified mixes for this project including the shrinkage and prism bar tests. This is also one of the few projects where we made use of post tensioned concrete.

Afrimat and M&D worked well together and came up with a mass fill mix with a high pulverised fuel ash (PFA) content to assist with getting the levels ready. PFA is also known as fly ash and used as a cement substitute.

We encountered some difficulty when it came to the pump ability of the high spec watertight concrete. This was when Christiaan Mostert our Technical Controller stepped in and with only a few alterations he solved this issue. Well done Christiaan!

The dome was exposed to extreme wind and direct sunlight which caused rapid evaporation and difficulty in placing the concrete. Afrimat's team went above and beyond and assisted M&D in scheduling a night shift pour to help them overcome the challenges mentioned above.

On this project Nico Mostert ensured that our quality and service was exceptional, thank you Nico.

It is a pleasure to work with the M&D team and to have truly see the Afrimat Way lived through this project!

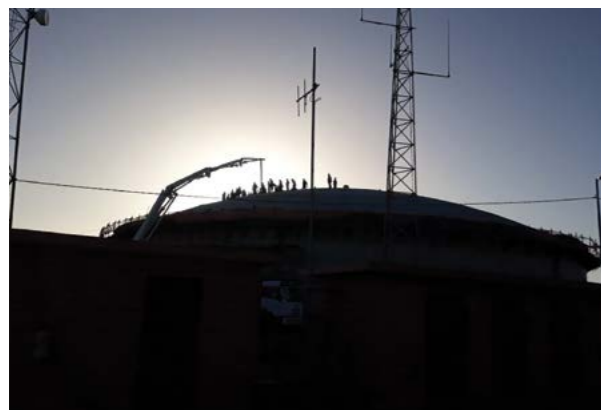


'AFRIMAT'S TEAM WENT ABOVE AND BEYOND AND ASSISTED M&D IN SCHEDULING A NIGHT SHIFT POUR TO HELP THEM OVERCOME THE CHALLENGES!'

Busy to pumping ringbeam. Below left: Night shift to avoid extreme weather conditions. Below right: Formwork on ringbeam

Below: Starting with the ring beam

Below: Starting with the ring beam





DELIGHTED & SATISFIED CUSTOMERS

Living The Afrimat Brand Promise

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

By now most of you would have seen the Afrimat brand promise in some format. Be it in a previous Afrimatters, on an Afrimat advertisement, on the website or maybe you've just heard about it in passing. But not all of you might realise the importance of the brand promise and what your role is in ensuring we, as a company, live the brand promise every day.

In order to understand what a brand promise is, one needs to understand what a brand is. A brand is not just the name, logo, colours and slogan of a company. It is so much more. A brand is how a company is perceived by its customers, employees, its stakeholders and the public. It is the reputation of the company.

So what is a company's brand promise? It is the promise of an experience a customer can expect every single time they interact with the company.

It is not something that should be decided by top management and advertised by marketing, but it is a true reflection of the company. If this is not the case, a company will fail to deliver on its brand promise and cause damage to the brand. It shouldn't be a goal, but rather an existing quality of the company.

A brand promise is formulated by keeping in mind the vision, values and culture of a company as these are ultimately the DNA, the identity and "personality" of the company which forms the basis of a brand promise.

Afrimat's brand promise is: Inspiring growth through the consistent delivery of solutions that empower our people and our customers. In short: Consistently Delivering.

**AFRIMAT'S BRAND PROMISE IS:
INSPIRING GROWTH THROUGH THE CONSISTENT
DELIVERY OF SOLUTIONS THAT EMPOWER OUR
PEOPLE AND OUR CUSTOMERS.
IN SHORT: CONSISTENTLY DELIVERING.**

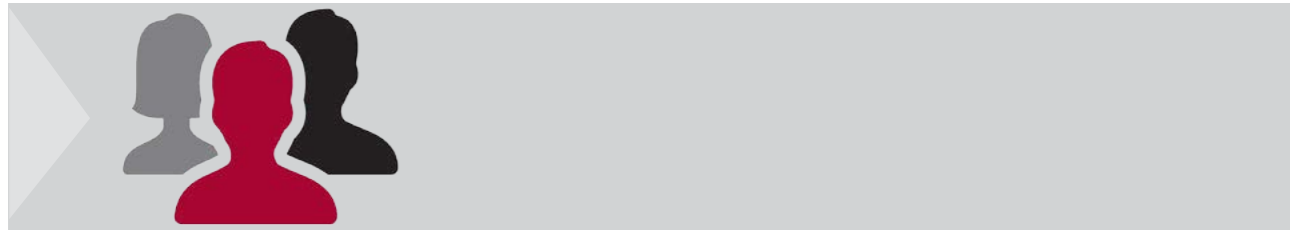
By consistently delivering good quality products and good customer service we build loyalty and trust with our customers. By being consistent we also ensure we build a strong brand and a good reputation.

It is important that each and every Afrimatter realises that the brand promise is not just the job of the sales department, or client-facing staff - it is the job of each and every employee within the company to become a brand ambassador. Every single person plays a vital role in ensuring the job gets done at the end of the day and the way in which you approach your work should always reflect our brand promise. By focusing on doing your work The Afrimat Way, this will become second nature to you.



TEAMWORK

- INSPIRE A SHARED VISION
- INTERDEPENDENCE
- IMPERFECT UNITY
- TRUST & ACCOUNTABILITY
- SHARING
- RESPECT
- MOTIVATED PERSONNEL
- COMMUNICATION & FEEDBACK



TEAMWORK: A KEY ENABLER FOR SUCCESS

Afrimat Business Development

GRANT DREYER – HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY

Business Development is an important part of Afrimat’s DNA, not only in ensuring growth through new acquisitions such as Glen Douglas, SA Block, Infrasons, Cape Lime and Demaneng but also in consistently seeking new markets, products and solutions for our existing businesses.

Core to our success is ensuring that the right team members are on board helping us to navigate past various pitfalls and challenges, both commercially and operationally - from the outset in the origination and negotiation stages, through to the integration and finally in the continued improvement of both new and existing businesses. In every opportunity investigated or developed, there has always been a strong team of individuals involved in making sure that we stay objective in the evaluation, in order to identify and mitigate risks and to make sure every opportunity is exploited to its maximum potential.

Good teamwork enables us to mobilise the right people for the right job, allowing Afrimat to execute better than most of our peers. A very good example of this is Afrimat Contractual International, who have been instrumental in establishing various operations successfully across the country and in Africa. The senior management team’s experience allows for the efficient mobilisation of teams for specific opportunities that require certain skills, enabling the successful execution of projects – this has been especially important in the current economic and political climate in South Africa.

Carl Malan is a good example of a team player and the personification of the entrepreneurial culture embedded in our DNA. Having joined Afrimat after the Malans Group was acquired in 2008, Carl has been vital in a number of acquisitions, the establishment of many of our businesses and he has been involved in one way or another in every entity by constantly improving many of our operational processes. Apart from his hurried and



Carl Malan

‘GOOD TEAMWORK ENABLES AFRIMAT TO MOBILISE THE RIGHT PEOPLE FOR THE RIGHT JOB, ALLOWING US TO EXECUTE BETTER THAN MOST OF OUR PEERS.’

whirlwind type personality, Carl is best known for his resourcefulness; the strong relationships and friendships he has formed at Afrimat; his mentorship to many internally and externally, young and old; his creativity and willingness to help anyone anywhere; his cost consciousness and lastly, his ability to assemble the right team quickly to assess and execute the job at hand.

It is individuals like Carl Malan within Afrimat, that make us successful: a tenacious mindset, never accepting failure or settling for the mediocre, continuously striving to improve, finding the right opportunities for Afrimat - no matter how small - and ensuring that we have assembled the best team to investigate, integrate and operate to the best of our ability.

Many of the characteristics that Carl exhibits are characteristics that embody what makes Business Development and Afrimat successful - a combination of good teamwork and an entrepreneurial mind-set.

There are many examples of these two characteristics in Afrimat - walk into any one of our divisions and you will see them on a daily basis, they have made Afrimat what it is today.

Engaging employees through one-on-one connections

Why are one-on-ones so important?

- They are a great way to support your team’s success, and the success of the individuals you work with.
- These scheduled, informal meetings between you and your individual direct reports can happen almost anywhere. They can occur in an office, in a conference room, on a walk, at a coffee shop, or virtually - from your laptops.
- Through one-on-one engagement we can listen to our employees, learn about their roadblocks and understand what drives them.

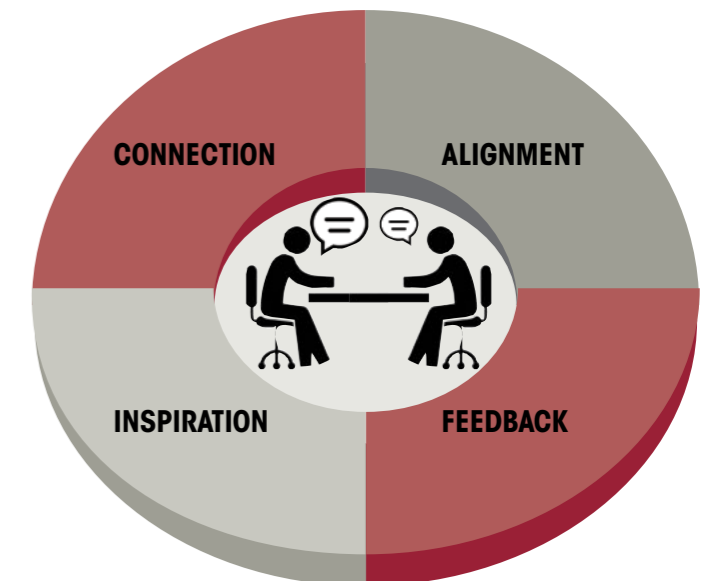
The Gallup Annual Engagement report 2017 found that holding regular one-on-ones results in:

- Increased engagement - Employees whose managers hold regular one-on-ones are three times as likely to be engaged in their work.
- Greater productivity – Highly engaged employees are 22% more productive than disengaged employees.
- Fewer roadblocks - Managers who meet regularly with their direct reports are more successful in gaining alignment, providing support, and overcoming project hurdles.



The one-on-one is an opportunity for a “won-on-won” as it strengthens connection, alignment, feedback and inspiration.

- > **Connection** is all about getting to know your direct reports on a personal level and showing you care about them as people with lives outside of work.
- > **Alignment** provides your employees with a sense of direction and clarification on their projects, priorities, and even career goals.
- > **Consistent and timely feedback** drives individual performance and company success. Feedback can’t wait, and there’s no better time to exchange feedback than during your one-on-ones.
- > **Providing inspiration** is a lot like coaching—it involves giving your direct reports the advice, guidance, and resources they need to be star players. Inspire your direct reports by sharing stories from your career about how you navigated through hard times and what you learned along the way.



When committing to one-on-one meetings, bear the following do’s and don’ts in mind:

DO:	DON'T:
• Set a schedule with a regular rhythm	• Meet only sporadically
• Remember that it is the supervisor’s role to schedule the one-on-one	• Assume your reports will schedule one-on-ones as needed
• Respect the time that you’ve allotted for the meeting	• Cancel the meeting without rescheduling



TEAMWORK

INTERDEPENDENCE

Triamic and Groeneveld civil project Bonnievale

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS/READYMIX

Situated South-east from Worcester in the Breede river valley on the R317 is a small town called Bonnievale. The town was founded in 1922 and named after the railway siding which was called Vale since its opening in 1902 and Bonnievale in 1917. Bonnievale has had, and still is undergoing, structural upgrades on roads, schools and sidewalks to get this little gem of a town to its full potential.

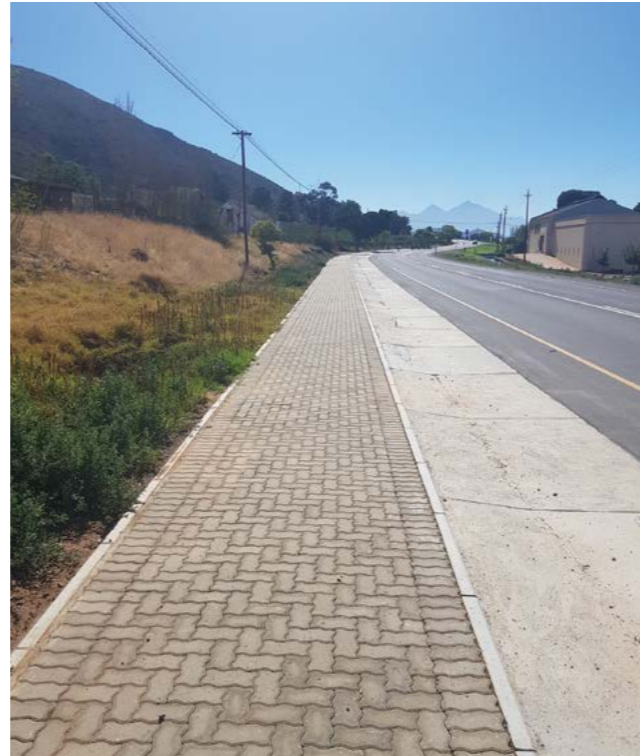
Triamic (H&I) got the tender to upgrade Bonnievale's roads and sidewalks. They used Groeneveld Civil to do the paving in and outside of town. Willie Odendaal and his team from Groeneveld were great people to work with, they always made sure we had space to drop two or three loads of paving a day, and this never stopped them as they packed about one truck load of paving a day. That works out to be 10 100 60mm interlocker pavers.

'THE END RESULT OF A BIG PROJECT LIKE THIS IS ALWAYS THE MOST SATISFYING - AS YOU TAKE A STEP BACK AND REALISE THAT WE AS AFRIMAT ARE CHANGING AND RESTORING OLD TOWNS WITH NEW, BETTER, MORE DURABLE MATERIALS AND PRODUCTS FOR THE FUTURE.'

Mid-town was packed with exposed 60mm interlocker paving and the outskirts of town with 60mm plain interlocker grey. The whole length of paving is 6km long, starting on route from Robertson where the Bonnievale town name is placed and ending towards the exit of town on route to Swellendam.

Groeneveld is on the final stretch of this project and will be finished by the end of March 2019. The end result of a big project like this is always the most satisfying - as you take a step back and realise that we as Afrimat are changing and restoring old towns with new, better, more durable materials and products for the future, and will continue to do so.

I personally want to thank everyone involved, especially Rob Dawson at H&I for promoting us to Groeneveld Civils. Willie Odendaal from Groeneveld Civils - we had our hiccups at the start, but everything went well afterwards. Hope you recover 100% from your neck injury, Godspeed. At Boublok, Christelle for always making sure Groeneveld loads are booked and on the way. And lastly, to Tos, our Boublok driver, Willie has said many great things about you... Keep up the good work.



Above: 60mm interlock grey
Right: 60mm interlock exposed



EMPOWERING

**SUPPORT ACROSS BOUNDARIES
FINDING TALENT IN UNUSUAL PLACES
MODELLING THE WAY
CELEBRATE SMALL SUCCESSES
RECOGNITION**



CELEBRATE SUCCESSES

CINDY WIGGINS – SENIOR HUMAN RESOURCES OFFICER– AFRIMAT READYMIX (CAPE) (PTY) LTD

> BUNTU BALINTULO FROM INTERN TO QUARRY MANAGER Quarry Manager – Palmiet – AAO

Buntu Balintulo started at Afrimat Aggregates Operations as a Mining Engineering Intern in 2010. He was based at Kliprug Quarry reporting to the Quarry Manager, Shaun Coad. As part of the requirements of his internship he needed to be exposed to various areas of the business. This included:

In 2011 he transferred to the Mobile Mechanic Workshop, Worcester reporting to the Workshop Manager Piet Van Zyl, and worked in this department for two months.

Thereafter, for a period of four months he moved to Brewelskloof, reporting to the Quarry Manager, Mike Coad. During this time he was exposed to all aspects of mine planning and mining operations. Whilst at Brewelskloof he also gained exposure at the Readymix plant that is based in Brewelskloof. He was mentored by Melinda Du Plessis, the Regional Production Manager for the Boland area who taught him everything about Readymix operations.

In July 2011 he then moved on to the Quality Department and reported to Johan Burger, Quality Manager (Worcester lab). Here he learned everything about material testing and grading. Buntu spent approximately one month in the lab and then transferred to the Electrical Workshop in Worcester reporting to Malcolm Wright.

In August 2011 he moved on to the Health and Safety Department under the auspices of Monty Cole who was the Health and Safety Manager at the time. Thereafter he worked with the following people:

- André Smith, Finance Manager, where he learnt the basics of financial management
- the late Wilmar Jefftha, HR Officer in Worcester, where he was exposed to HR policies, procedures and practices



'AFRIMAT HAS PROVIDED ME WITH MANY OPPORTUNITIES. I AM EXTREMELY GRATEFUL TO ALL OF MY MENTORS WHO HAVE IMPARTED THEIR KNOWLEDGE OVER THE YEARS. I FEEL PRIVILEGED TO BE A PART OF A COMPANY WHICH PRIDES ITSELF ON SOUND LEADERSHIP, VALUES AND A POSITIVE WORK ENVIRONMENT.'

- Johan Classen and Deon Uys, who taught him costing and procurement processes and procedures
- Marlo Van Rensburg in Sustainability Training and Development, who covered SLP, mining charter and IDPs

Additionally, Buntu was required to work with ACI, reporting to Kobus Joorste, for a nine-month period, learning about drilling and blasting.

In January 2012 he completed his Internship and was afforded an opportunity to assist at the Workshop in Worcester as a Junior Planner, reporting to the Manager Christo Schloms for a period of two months.

In April 2012 he was offered his first permanent position at Palmiet Quarry as a Plant Supervisor under the mentorship of Collin Ramakhubathi who was the Quarry Manager at the time.

In January 2013 Grant Cupido, Area Manager, appointed Buntu as a Junior Quarry Foreman at Stanford Quarry and he occupied this position until September 2013. Management recognised that Buntu had great potential and when an operational need arose at Kliprug Quarry, after operations resumed, he was then appointed as the Quarry Foreman reporting to the Quarry Manager – Shaun Coad. He worked at Kliprug for two years and then resigned in January 2016.

In March 2016 he was once again approached by Grant Cupido who requested that he return to Afrimat as there was an opportunity at Palmiet Quarry. Buntu accepted under the mentorship of Solly Potgieter and during this time Solly recognised his potential fast-tracked his development.

In 2018, Solly was promoted and another opportunity was afforded to Buntu, who was then was promoted to the Quarry Manager position at Palmiet.

'I HAVE ACCOMPLISHED SO MUCH DURING THE TIME I HAVE WORKED AT BOUBLOK, BECAUSE I HAVE A PASSION FOR WORKING FOR THIS COMPANY. I WOULD LIKE TO THANK THE MANAGEMENT AND STAFF WHO HAVE GIVEN ME THE OPPORTUNITIES TO DEVELOP OVER THE YEARS AND I LOOK FORWARD TO GIVING MORE YEARS OF LOYAL SERVICE TO AFRIMAT.'



> SHIRLEY NKOSANA GROWING THROUGH OPPORTUNITIES Admin Clerk – Worcester – Boublok (Pty) Ltd

Shirley Nkosana started working at Boublok on 31 January 1994 as a brick packer at the VB2 machine, under the supervision of Jan Faraa, Production Foreman. A few months later the office cleaner at the time resigned from the company. One day Mr Faraa approached the female packers and asked who would be interested in assisting Phillip Carolus, the Receptionist, to help out in the office. Mr Faraa walked through the yard that day and none of the ladies were willing to take on the challenge.

Shirley then raised her hand and said, "I will help Phillip in the office", at the time she was 22 years old.

In 1996 Louise Lakay, the Admin Clerk who was assisting with filing invoices and other admin duties, left the company. When she left, Shirley took over her responsibilities and when she had completed her work for the day she would go back out to the yard and assist the packers until the end of the day. Mrs Zeretha Jordaan, Accountant, trained and mentored her during this time.

Mr Walters, the Manager requested that Shirley come and assist fulltime in the office.

While spending time in the office Shirley noticed that staff were suffering from chronic illnesses. She assisted them and also assisted the staff at Boublok who were chronically ill by administering medication with the aid of Nurse Baartman.

In 2005 she was trained by Anna Marie Colling, Accountant, who showed her how to operate a computer and thereafter when two more ladies left the admin department, she took over their responsibilities in terms of creditors, employee deductions, capturing of invoices and filing.

She is currently working in the position of Admin Clerk.

> DAVID JACOBS WORKING TOWARDS ULTIMATE CUSTOMER SATISFACTION

Logistics Supervisor – Readymix

David Jacobs started at Afrimat Readymix on 15 May 2012 as a Lab Technician in Killarney Gardens, reporting to the Lab Supervisor Ralton Adams. He worked in this position for one year and says that the highlight of his time at the lab was when the lab achieved the highest grade for a SARMA Audit (South African Readymix Association) in 2013.

In June 2013 an opportunity was presented to David by the managing director, Billy Paton, for a Plant Supervisor at one of the mobile Readymix plants based in De Aar. This project was to supply concrete to solar farms in the area. Upon the completion of the De Aar project David moved to between Vredenburg, the Gouda wind farm mobile projects and Touws Rivier. He concluded his career as Plant Supervisor at the King William's Town project, supplying concrete for the construction of two large reservoirs.

In March 2016 David applied for the position of Logistics Co-Ordinator based in Tygervalley and was appointed. He successfully occupied this position for two years proving his skill, competence and diligence in an environment which is highly pressurised and challenging.

During 2016 and 2017 he completed the following courses in Concrete Technology:

- SCT 41: ICT Concrete Technology & Construction - General Principals
- SCT 42: ICT Concrete Technology & Construction - Practical Applications

Management recognised that David had potential and acknowledged that he could contribute more to the department. The need arose for a supervisory role and David was promoted to Logistics Supervisor in 2018, where he is now responsible for overseeing Readymix orders and dispatch, fleet management and logistics administration.



'I AM EXTREMELY GRATEFUL TO BE A PART OF A COMPANY WITH SUCH STRONG VALUES AND INSPIRING LEADERSHIP. MY GOAL IS FOR AFRIMAT TO BE THE PREFERRED SUPPLIER THROUGH EXCELLENT CUSTOMER SERVICE AND EFFICIENT LOGISTICS MANAGEMENT. I BELIEVE THAT CONTINUOUS DEVELOPMENT AND INNOVATION WILL MAKE US THE INDUSTRY LEADER.'



RECOGNITION

Long Service Awards

MARELI MOSCA – HR ORGANISATIONAL DEVELOPMENT

It's always inspiring to see how many employees celebrate long service at Afrimat. In Afrimat, it's more than just work - we are a family, it becomes home. In 2018 we had 157 employees across the group celebrating 10 years or more service in Afrimat. We are proud to know that Afrimat is a preferred employer and that employees are willing to consistently deliver and share their skills, strengths and experiences. Thank you for your service!

Afrimat Contracting International

Hlamalani Nkuna	10 years
Siphamandla Dlodla	10 years
Michael Esterhuizen	10 years
Wayne Butler	10 years
Pierre Ehlers	10 years
Christiaan Meintjies	5 years
Thembinkosi Thwala	5 years
Edwill Cloete	5 years
Thembelani Manyathi	5 years
Rita Nell	5 years
Tieho Katu	5 years
Zingil Mbinda	5 years
Given Motlhaoleng	5 years
Mfundo Ngxelo	5 years
Garry Matsane	5 years
Mandla Dladla	5 years
Jayson Mours	5 years
Gerhardus Venter	5 years

Cape Lime

Sanita De Necker	40 years
Louwtjie Slingers	30 years
Johan Van Zyl	30 years
Clifford Joseph	30 years
Sinny Cooksen	30 years
Ashton Swakamisa	20 years
Stephen Bauer	20 years
Sheelah Links	10 years
Gert Kotze	10 years
Julian De Villiers	10 years

Afrimat Management Services

Chris Bekker	10 years
Mariette Swart	5 years
Juanita Carolesen	5 years
Pierre Marais	5 years

Afrimat Shared Services

Annel Voster	15 years
Andrew Wray	10 years
Anton Gerber	10 years
Grant Dreyer	5 years
Steven Jansen van Vuuren	5 years
Talifhani Tshikhovhokhovho	5 years

Afrimat Limited

Pieter De Wit	10 years
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Demaneng

Kealeboga Joyce Bosiami	10 years
Sarel Meyer	5 years
Hendrik van der Westhuizen	5 years
Eric Block	5 years
Petrus Louw	5 years
Andrew Marx	5 years
Gerald Minnies	5 years
Vumile Ndatyana	5 years
Daniel Namane	5 years
Jack Rooi	5 years
Lucky Kgotlang	5 years
Jerry Gwangwa	5 years
Tumediso Aiseng	5 years
Gladwin Skeffer	5 years
Thabang Tlhaole	5 years
Melvine van Wyk	5 years
Lucas Sibi	5 years
Thapelo Melokwe	5 years

Glen Douglas

Mackinton Moropane	5 years
Glenison Matuleke	5 years
Henry Mokoena	5 years
Thoko Mazibuko	5 years
Angelina Matlakala	5 years
Elvis Masondo	5 years
Tedman Khoza	5 years
Ntsikelelo Bokveld	5 years
Sello Seema	5 years
Elvis Motsima	5 years
Alfred Maaga	5 years
Vincent Nkukhu	5 years
Sameul Mabawa	5 years
Armstrong Madlavu	5 years
Fanie Mnguni	5 years
Daniel Morabe	5 years
Bhuti Petshwa	5 years
Theunis Anderson	5 years
Kabous Doman	5 years
Kobus Geldenhuys	5 years
Kobie Gerber	5 years
Johnson Mithembu	5 years
Marcus Setati	5 years
Willem Botha	5 years
Sonja Kleynhans	5 years
George Befolo	5 years
Johane Silubana	5 years
Theo Ferreira	5 years
Emily Kumalo	5 years
Melissa de Beer	5 years

Infrasors

Solomon Legoabe	30 years
Alpheus Makgoba	30 years
Lazarus Mahlangu	15 years
Maria Pienaar	10 years
Nomsa Maseko	10 years
Daniel Hlako	10 years
Johannes Mathakane	10 years
Jefrey Mayimele	10 years
Nico Phasha	10 years
Jaffa Ngobeni	5 years
Jan Lewis	5 years

Kwa-Zulu Natal Aggregates and Afrimat Concrete Products

Ronel Price	30 years
Malefetsane Mbele	20 years
Charl Crous	15 years
Thato Mahlabe	15 years
Smitas Gambu	15 years
Themba Mokoena	15 years
Mamoreko Qaba	15 years
Phanana Tshabalala	15 years
Lungisani Mbhele	15 years
Jetros Buthelezi	15 years
Phumaphi Ntombela	15 years
Mshikoshika Zwane	15 years
Andries Mathenjwa	15 years
Mandlenkosi Nkosi	15 years
Sikhumbuzo Mthombeni	15 years
Holomo Phahlake	15 years
Simon Tshabalala	15 years
Bongani Ndlovu	15 years
Nkosinathi Mbatha	15 years
Mlungisi Mavimbela	15 years
Phumulani Buthelezi	15 years
Daniel Hadebe	15 years
Mandla Ndlovu	15 years
Jabulani Mazibuko	15 years
Cyprian Ngcobo	15 years
Ponono Mabaso	15 years
Philangenkosi Shongwe	15 years
Thabiso Morajane	15 years
Ezekiel Ntshingila	15 years
Elias Madonsela	15 years
Lefu Mofokeng	15 years
Mbongiseni Buthelezi	15 years
Mfanuvele Jiyane	15 years
Jetro Mpanza	15 years
Rose Mpanza	15 years
Nickolas Ntuli	15 years

Afrimat Aggregates Operations



Cynthia Saul Gideon Nxgangashe Kevin Scott Laurencia Rabie, Jessica Shepherd with Le-Zaria Arries William Ndibi



Mzikayise April Thomas Wes Valerie Le Roux Whitney Jacobs

Afrimat Limited



Pieter de Wit

Afrimat Management Services



Chris Bekker Mariete Swart Pierre Marais, Juanita Davids

Afrimat Shared Services



Anton Gerber Grant Dreyer Steven Janse van Vuuren Tali Tshikhovhokhovho

Readymix



Desmond Cupido Justice Malefane Mkhuvetwana Gonye Xola Nogoba



RECOGNITION

Long Service awards continued

Andreas Zulu	15 years
Mphikeni Zwane	15 years
Zacharia Vilakazi	15 years
Thokozanio Dhlamini	15 years
Sibusiso Sibiyi	15 years
Michael Nkosi	15 years
Wellington Sokhulu	15 years
Celimpilo Sithole	15 years
Z.E. Mlambo	10 years
Magda Venter	10 years
Liza Small	10 years
Lutando Nziweni	10 years
Liau Foka	10 years
Othi Mokoena	10 years
Mbongeni Mbuyisa	10 years
Lethukuthula Mbatsha	10 years
Jabulani Mfaba	10 years
Bayanda Miya	10 years
Emmanuel Mdluli	10 years
Kwenzakufani Mazibuko	10 years
George Ndlovu	10 years
Siphamandla Ndlovu	10 years
Selby Hlongwane	10 years
Joseph Mtshali	10 years
Phangubude Dlamini	10 years
Mbhekiseni Dlamini	10 years
Joseph Mavuso	10 years
Sipho Nkosi	10 years
Mbongeni Hlatshwayo	10 years
Vusumuzi Mbatsha	10 years
Wandile Ngcobeni	5 years
Themba Duze	5 years
Zelna Brits	5 years
Hendrik Labuschagne	5 years
Arno Putter	5 years
Gerhard Venter	5 years
Retha Badenhorst	5 years
Wigert Annandale	5 years
Sibongile Sithole	5 years
Musawenkosi Zwane	5 years
Vuna Mathe	5 years
Mkhetheni Mdletshe	5 years
Mbuzo Zwane	5 years
Elphas Mbokazi	5 years
Thandazile Buthelezi	5 years
Sandile Mkhwanazi	5 years
Nkosinathi Mavuso	5 years
Siphamandla Mbatsha	5 years
Mondli Shabalala	5 years
Siphamandla Mthembu	5 years
Jabulani Nkwanyana	5 years
Sifiso Mathonsi	5 years
Ntokozo Dlamini	5 years
Sibusiso Mathenjwa	5 years
Mthobisi Ngcobo	5 years
Bheki Matenjwa	5 years
Mbhekani Nkosi	5 years
Seabata Selanda	5 years
Johannes Ngwenya	5 years

Sydney Shabalala	5 years
Bonokwakhe Khulu	5 years
Bonginkosi Shabalala	5 years
Musa Nxumalo	5 years
Simon Gatebe	5 years
Matsie Malimabe	5 years
Bongani Khoza	5 years
Nompilo Khanyile	5 years
Cabangeni Ntombela	5 years
Halalisani Sibiyi	5 years
Monica Benjamin	5 years
Thembi Buthelezi	5 years
Sonto Dhladhla	5 years
Ntombifuthi Hadebe	5 years
Thandeka Hlatshwayo	5 years
Thulane Jiyane	5 years
Samkelo Madonsela	5 years
Lebohang Molaoa	5 years
Mmapuleng Motsoeneng	5 years
Siphiwe Mtshali	5 years
Sithembile Ngobese	5 years
Ntombifuthi Nkosi	5 years
Sibongile Nkosi	5 years
Deon van Greunen	5 years
Simon Vilakazi	5 years
Tosi Zimu	5 years
Kevin Anderson	5 years
Kamohelo Balfour	5 years
Nogantule Baskitt	5 years
Unathi Bulu	5 years
Tricia Chiloane	5 years
Bhekani Dhlamandla	5 years
Mfanikona Dlodlu	5 years
Mfuneko Funda	5 years
Sanele Gazu	5 years
Mandla Hadebe	5 years
Zenzele Khumalo	5 years
Patricia Khumalo	5 years
Thandabantu Kondile	5 years
Jessy Madida	5 years
Delpina Mafika	5 years
Fezile Makhathini	5 years
Juliet Makhetha	5 years
Dumazile Makhombothi	5 years
Phumzile Malinga	5 years
Ntombizanele Manzana	5 years
Phumuzile Maphanga	5 years
Patrick Maphanga	5 years
Ntombikhona Masondo	5 years
Danisile Mathebula	5 years
Lindela Matyodi	5 years
Thobeka Mavimbela	5 years
Sabelo Mazibuko	5 years
Samkelo Mbantisa	5 years
Thulane Mbatsha	5 years
Nelisiwe Mbatsha	5 years
Nozipho Mbuyisa	5 years
Hloniphile Mbuyisa	5 years

SA Block	
Moses Shabalala	45 years
Joe Boyle	35 years
Xoliswa Yani	15 years
Gcobani Gcolotela	10 years
Thandiswa Mpoposhe	10 years
Bethwell Mdunge	5 years
Fikelaphi Mgabi	5 years
Lindiwe Mhlongo	5 years
Patrick Mkhonza	5 years
Winile Mkhwanazi	5 years
Bongile Mlindelwa	5 years
Nonzalseni Mngati	5 years
Nosiviwe Mniki	5 years
Ncebe Mnuakwa	5 years
Dithota Moeketsi	5 years
Vusumuzi Mosia	5 years
Monyadu Mothibisi	5 years
Sonto Msibi	5 years
Mamazane Msibi	5 years
Sithembile Msimango	5 years
Ntomboxolo Msolo	5 years
Nokwazi Mtshali	5 years
Winile Ndhlovu	5 years
Isak Ndlangamandla	5 years
Thandeka Ndlela	5 years
Pumzile Ndlela	5 years
Zipho Ngema	5 years
Fakazile Ngobese	5 years
Hlonipile Ngobese	5 years
Hlengiwe Nkosi	5 years
Bulelwa Nondlobo	5 years
Sibusiso Sangeni	5 years
Gugulethu Sangweni	5 years
Mbongiseni Sangweni	5 years
Annah Shongwe	5 years
Hlophekile Sibeko	5 years
Moses Tshabalala	5 years
Mandla Tsotetsi	5 years
Hlengiwe Vilakazi	5 years
Msizi Zondi	5 years
Cynthia Zondo	5 years
Xolisile Zwane	5 years
Zanele Zwane	5 years
Clinker Supplies	
Albert Joko	25 years
Malan Maqashalala	15 years
Ronnie Strauss	10 years
Zamubuntu Velem	10 years
Mncedisi Qulubha	10 years
Simon Radebe	5 years
Stefans Dlamini	5 years
Oupa Miya	5 years
Asiphe Sajini	5 years
Raymond Dauwa	5 years
Nkosi Mnuakwa	5 years

Infrasors



A Makgoba **Jafta Ngobeni** **Jan Lewis** **Jefrey Mayimele** **Johannes Mathakane**



L Mahlangu **N Phasha** **Nomsa Maseko** **S Legoabe**

Kwa-Zulu Natal Aggregates and Afrimat Concrete Products



Amos Mbele **Bethlehem Quarry group** **Charl Crous** **Elphas Mbokazi** **Gerhard Venter**



Jeremiah **Jethros Buthelezi** **Lutando Nziweni** **Marius Kruger** **Mkhetheni Mdletshe** **Monica**



Moses Mbele **Nkosinathi Mavuso** **Phumaphi Ntombela** **Sandile Mkhwanazi** **Sibongile and Musawenkosi** **Thandazile**



EMPOWERING

RECOGNITION

Long Service awards continued

Afrimat Aggregates Operations

Christiaan Vermeulen	30 years
Thomas Wes	20 years
Willem Lombaard	20 years
Abraham Booysen	20 years
Totyi Ndibi	20 years
Themba Thejane	15 years
Johan Claassen	15 years
Gideon Ngxangashe	15 years
Xolani Badi	15 years
Freek Marone	15 years
Mogamat Bailey	10 years
Taariq Moosa	10 years
Eben Swanepoel	10 years
Melanie du Preez	10 years
Kevin Scott	10 years
Andy Mathews	10 years
Joline Van Eeden	10 years
Mzikayise April	10 years
Richard Osbourne	10 years
Valerie Le Roux	10 years

Jessika Shepherd	10 years
Sello Sokhuthu	5 years
Christopher Mapei	5 years
James Carlsson	5 years
Laurencia Rabie	5 years
Whitney Jacobs	5 years
Patrick Dyantyi	5 years
Donovan Dees	5 years
Cynthia Saul	5 years

Readymix

Bonginkosi Stafa	15 years
Manrose Ngcongolo	10 years
Bonginkosi Stafa	10 years
Fundile Nhose	10 years
Fezeka Galada	10 years
Nkosinathi Komisane	10 years
Johan Van Niekerk	10 years
Thys De La Rey	10 years
Lana Van Der Heide	10 years
Makuvelwana Gonye	10 years

Melanie Joubert	5 years
Ricus Van Heerden	5 years
Andrew George	5 years
Lubabalo Sigidi	5 years
Andre Joorste	5 years
Justice Malefane	5 years
Desmond Cupido	5 years
Xola Nogoba	5 years

Afrimat Aggregates Eastern Cape

Theo Ntunja	15 years
Nkosinathi Nkohla	10 years
Alice Labuschagne	10 years
Corne Verwey	10 years

Readymix



Andrew George Bongki Stafa Desmond Cupido Fezeka Galada Johan Van Niekerk Lana van der Heide



Makuvelwane Gonye Melanie Joubert Ricus van Heerden Xola Nogoba Justice Melafane

EXCELLENT PERFORMANCE

ASPASA About Face Audit

REGINALD GWALA – HUMAN RESOURCE MANAGER – KZN AND FREE STATE

Congratulations to the Pietermaritzburg quarry team members who had an excellent performance at the ASPASA About Face Audit, which was held in October 2018.



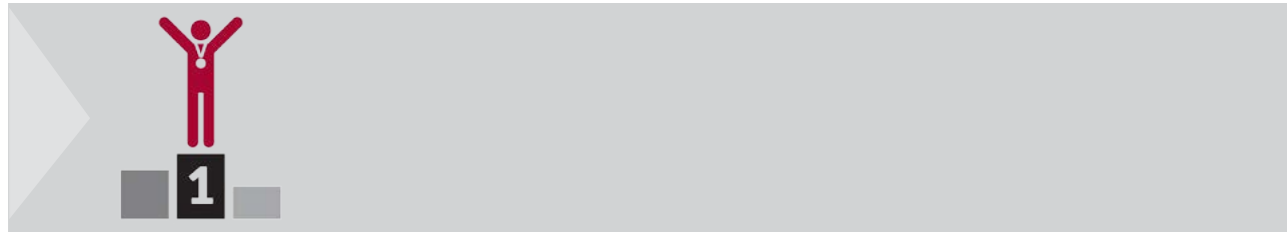
Pietermaritzburg quarry team with Reuben Phetla (Quarry Manager) far left and Hein Grebe (former Plantsman), far right



WINNING ATTITUDE

TENACITY
FIGHTING SPIRIT
STRETCHING EACH OTHER
OUTSIDE COMFORT ZONE, NOT IN PANIC ZONE
PERSEVERANCE & DETERMINATION
HEALTHY COMPETITION
PASSIONATE

WINNING ATTITUDE



PASSIONATE

Passionate about our culture

MARELI MOSCA – ORGANISATIONAL DEVELOPMENT

The culture journey was initiated at the 2018 management conference, where leaders of the organisation came together to define Afrimat’s desired culture. This process included looking at and sharing stories of past successes and celebrating values lived.

THE END RESULT:

The Afrimat Way: The Afrimat Way is the desired behaviors we strive to live every day. It refers to how we do things at Afrimat. Now that we know where we are going, what we are striving towards - our desired culture - we need to establish where we are in order to plan the best route to get there.

Current Culture: To establish where each business unit lies in relation to the desired culture, we need to do assessments to understand our current cultural landscape. These assessments were done in 2018 and 2019 through qualitative and quantitative approaches.

Qualitative: Through focus groups and interviews with employees on how they experience the Afrimat Culture. (Still ongoing)

Quantitative: Through an online assessment that employees had to fill in. (Completed)

We are extremely proud of how the Afrimatters all pulled together and were willing to give their feedback and input. In total we conducted:

- > 70 individual interviews
- > 10 focus group sessions (112 employees)
- > 89% survey responses

The next step

Once we receive the results of the survey will we combine our qualitative and quantitative data to compile a report for each business unit. Each business unit will receive feedback on their current status and together we will investigate what the best tools and interventions will be to protect and enhance our desired culture.



How Afrimatters feel about the Afrimat Way

‘In my department, Afrimat is like a family that understands and supports you in difficult times. Thank you Afrimat.’

‘It is a very unique and warm culture. It makes it easy to grow as an individual while reaching the company goals at the same time. The “warmth” makes it easy to wake up in the morning and look forward to coming to work.’

‘Caring – this is the one thing I believe stands out at Afrimat. We care about our fellow employees and managers show their empathy and support in times when it is needed.’



‘I appreciate that we still have the ability to operate as entrepreneurs.’

‘It is an environment where one can express yourself and your views are respected. I like the entrepreneurial culture free of corporate bureaucracy.’

‘The ability to be an entrepreneur and operate with relative autonomy in an industry riddled with bureaucracy and procedures.’

‘I appreciate the open mindedness and creativity in our business unit.’

ENTREPRENEURIAL DRIVE

‘All staff are friendly and respectful to each other, I feel that I can grow in this environment and the company is willing to assist in my growth which makes me feel confident and willing to always go the extra mile.’

‘I appreciate how everybody works hard together and the freedom to do my work individually but with support.’

‘I appreciate the fact that we are challenged daily with our business’ performance and that our business performance relies so much on us as a team/BU.’



‘Great working environment where everyone collaborates towards a common goal.’

‘Maintaining the culture where we can be highly productive, yet work in an environment of joy and positivity.’

‘I appreciate that we are dynamic and innovative with clearly defined goals.’

‘Constant growth in the aggregate market brings uplifting new challenges.’

‘There are effective systems and controls within the organisation (Operations; Compliance; Finance; IT) which lay a platform for it to be the best in the industry.’

RESULTS DRIVEN

‘I appreciate the strong Christian belief which results in dynamic growth for both the business and its employees.’

‘Our Christian beliefs and our high level of integrity, honesty and honour in how we do business.’

‘Positive attitudes and a friendly atmosphere that closely resembles the way and the values in which I was brought up.’

HUMILITY & BELIEF

‘I appreciate that hard work is recognised and promotions are considered.’

‘Recognising everyone no matter what race he/she is in the Afrimat Group. The opportunity that is given to those who need to develop themselves in life.’

EMPOWERING

‘Everyone within the organisation takes ownership and acts with leadership in their current role.’

‘A big thanks to our top management team for the decisions they make.’

‘In our team our goals are aligned, the pace is fast and we are led by an awesome General Manager with great people skills. How can one fail! We are a well-oiled machine and the sky is the limit.’

‘The opportunity to grow and learn new skills.’



‘The fact that you put your customers first and that means growth for the business, growth for the business means growth for the employees and improvement of life and community.’

‘We are always willing to go the extra mile for our customers.’

‘I appreciate the discipline and transparency in our culture. We have a strong, honest clean basis to work from.’

IMPORTANT RELATIONSHIPS

‘Afrimat will always try to achieve, even if the times are tough!’

‘I love our go-getter spirit.’

‘The never-say-die attitude towards growing Afrimat as a business and not giving up in difficult economic times.’





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SUPERIOR QUALITY

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GREAT WORKABILITY

- ▶ Enhanced durability ensures easy application and fills the voids & cracks.