

AFRIMATTERS



DIVISIONAL MATTERS: DIRO BECOMES DEMANENG
HR MATTERS: AFRIMAT'S LONG SERVICE AWARDS + AFRIMAT'S AWARD-WINNING CEO
INSPIRATIONAL MATTERS: SIX BENEFITS OF TEAMWORK IN THE WORKPLACE



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

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

Aggregates



Concrete-Based Products



Industrial Minerals



Contracting International



Construction



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

The Aggregates Division manufactures and distributes a range of products including aggregates, concrete-based products, industrial minerals and construction materials. The division is a leading provider of solutions for large-scale civil infrastructure and infrastructure projects.

It also oversees our regional construction & contracting division, which provides a range of services to our customers.

The Aggregates Division is a subsidiary of Afrimat Limited, a leading South African construction company. The division is a leading provider of solutions for large-scale civil infrastructure and infrastructure projects.

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'AS AFRIMAT WE CAN EXPECT THAT A BETTER SOUTH AFRICAN ECONOMY WILL ALSO GIVE RISE TO NEW OPPORTUNITIES FOR US. NEW OPPORTUNITIES TO GROW AS A COMPANY, BUT ALSO NEW OPPORTUNITIES TO CONTRIBUTE AND THEREFORE GROW PERSONALLY.'



F2019 holds promise

As I sit down and write this article, we are looking back over a week of historic political events which could in future prove to be a turning point in our beautiful country's history. We saw the resignation and departure of a deeply compromised president. Under his watch we saw the country's economy suffering, our credit rating being reduced to junk status and unemployment sky-rocketing. At best he was an unsuccessful president, at worst he could be guilty of all the allegations and charges against him.

But, as is the case with every leader on this planet, his days in the office came to an end and he was replaced. He was not replaced by another highly compromised politician, but by all accounts, he has been replaced by a true leader. A man with a vision that we can share and who lives a set of values that I respect. He delivered his first State of the Nation address (SONA) on Friday evening and he called on all South Africans to play their part in rebuilding the country after the devastating effect of state capture and corruption. I am grateful that we have the opportunity to fix our country.

As Afrimat we can expect that a better South African economy will also give rise to new opportunities for us. New opportunities to grow as a company, but also new opportunities to contribute and therefore grow personally. If we grow as a company, we can create more jobs and help to better the lives of many people and in the end we contribute towards a better future for all our people. Our 2019 financial year starts on 1 March 2018 and to us it holds much promise. I am excited about what is possible if we remain focused on our God-given task, hungry for success but humble.

Andries van Heerden

CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's Message
- 03 Divisional Matters
- 11 HR Matters
- 30 Health & Safety Matters
- 33 Sport Matters
- 36 Inspirational Matters



AFRIMATTERS

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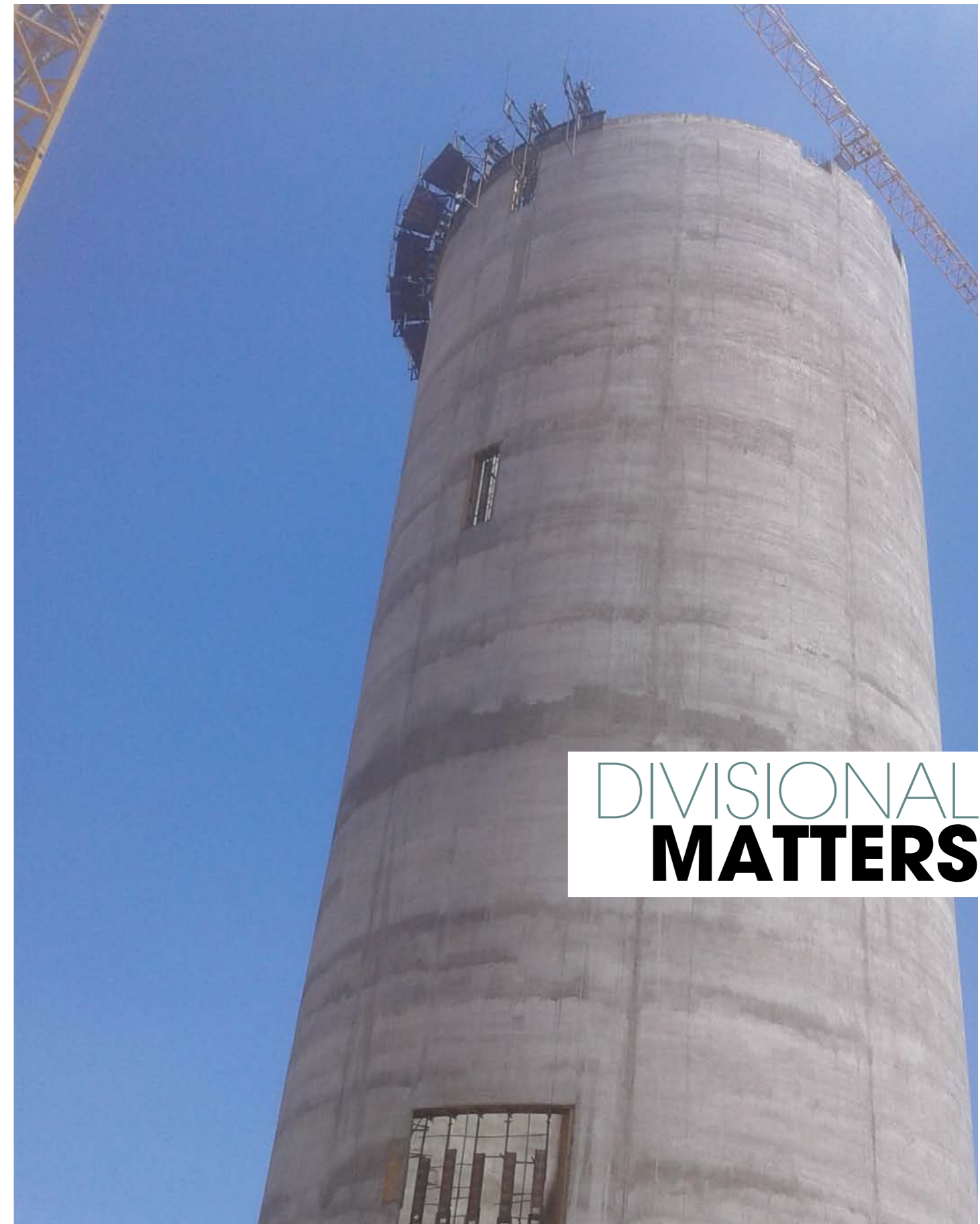
Creative Director: Sam Scarborough

Co-ordinating Editor: Lizanne Olivier

Copy Editor: Jackie Fermo

Contributors: Andries van Heerden, Diaan Venter, Anton Combrink, Nico Pienaar, Gerhard Odendaal, Johan Bisschoff, Lizanne Olivier, Reginald Gwala, Sonja Kleynhans, André Kruger, Angelique Stannard, Cindy Wiggins, Belinda Merredew, Bianca Louw, Roseline Isaacks, Mareli Mosca, Brenda Slattery, Lynn Malgas, Alison Marone, Bevin Cornelius, Wilbrie Fourie, Heila Beamson, Lana van der Heide, Alfred Stadler, Letisha van den Berg, Siska van der Bijl, Ricus van Heerden, Dave Mattson

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DIVISIONAL MATTERS

DIVISIONAL MATTERS

READMIX - WESTERN CAPE

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

Keerom dam project

Most of the projects that I have been a part of were done on ground level, on the comfort of mother earth! This one was a bit different: it took place roughly 25m up in the air, on a 3m wide dam wall. It involved shutters being put on the edge to lift the dam wall by 1.5m so that the sludge forming in the dam can be contained and minimised on top of the wall before flowing over in the clear water that the local Nuy farmers use to irrigate their fruit orchards.

The energetic 76-year-old Pat Hart is running the show with his foreman Morné Mitchell. Pat has climbed Mount Kilimanjaro in Tanzania, Mount Elbrus in Russia and the Annapurna Circuit in Nepal. When you go to site you can see him still climbing up and down scaffolding and scaling the more than 100 stairs to the site.

In 1988 Pat Hart and his team performed this job by lifting the dam wall 3.3m to contain the sludge. As the water levels raised over the years the time has come to do it again, and this time it's the last as the dam wall cannot go any higher.

Pat and his highly skilled team are taking on the elements and getting the job done. Special core drills had to be done on the existing fixture and in boulders around the dam, and new steel reinforcing was anchored in place. Pat says it is not an easy job due to the curve of the dam wall.

When placing concrete in extreme situations like this, extreme measures have to be taken. The road to site is a gravel road that leads through fruit orchards to a single mountain track going up, and at the end the truck has to reverse to get to the discharge point... only the brave will dare! The site is not accessible for a direct discharge so a 50m blue pipe system has been installed so the truck can discharge in the pipe and then a wheelbarrow will collect at the bottom. This involves six or seven men wearing safety harnesses and running around with wheelbarrows 25m in the air, but this is the only effective and efficient way to cast the concrete in shutters.



Due to the time delay from the gravel road to site, and from the pipe discharge to the wheelbarrows, this mix had to be retarded with a Chryso Tard CE concrete retarder which delays the setting time of cement in concrete.

It always feels great to be a part of something so technical and from a supply point of view there is no job too difficult for Afrimat Readymix to handle!

Thanks to: H Contracting, Pat Hart, Nuy besproeiings raad, Afrimat Readymix

'PAT HAS CLIMBED MOUNT KILIMANJARO IN TANZANIA, MOUNT ELBRUS IN RUSSIA AND THE ANNAPURNA CIRCUIT IN NEPAL. WHEN YOU GO TO SITE YOU CAN SEE HIM STILL CLIMBING UP AND DOWN SCAFFOLDING AND SCALING THE MORE THAN 100 STAIRS TO THE SITE.'



Opposite page: Pipe concrete drop

Top left and right: View from Keeromdam
Above: 50m pipe to take concrete down to site
Left: Pat Hart climbing the scaffolding

DIVISIONAL MATTERS

LEPHALALE READYMIX

ANTON COMBRINK – DIRECTOR AFRIMAT READYMIX INLAND

Lephalale Silo Project

20 November 2017 saw our Lephalale Readymix plant delivering its first load of concrete required by WBHO who were constructing a 3 500-ton concrete coal load-out silo above a railway line to rapidly fill up train railcars. This silo only makes up a small portion of the total volume of the project but the ability to supply it in accordance to the customer's requirements would determine who would be the successful concrete supplier.

The concrete required by the client was a 30 MPa slide mix at 150mm slump that would be used whilst the formwork would continuously slide upwards to a height of almost 60 meters. This slip form was raised at various speeds, starting at 25mm per hour, requiring concrete with two hours retardation. Sometimes the concrete stood still for six hours, requiring six hour retarded concrete setting time whilst the formwork and falsework were installed to create various pass-through and entrance apertures. These apertures can be seen in the photographs.

Of significance is the fact that concrete setting time is affected by various factors, but in this case our team also had to face the wide range of temperatures from 24°C in the evenings and up to 40°C during the day. Severe thunderstorms during this period also proved a challenge to judge the required retardation time whilst the construction teams looked after their safety. Setting times and concrete temperature were closely monitored so as to further update and calibrate the retarder dosage rate matrix. One of the biggest risks in slip form work is concrete hardening too quickly within the sliding form, which will result in huge delays from stopping the process to reset the form and preparing the old concrete face to accept the new concrete to prevent an undesired weak joint.

A fine balance is required between workability, strength development, concrete integrity and supply rate.

In order to meet this correct balance, we were assisted with the mix design by George Evans, General Manager Support Services of PPC, who had done various successful slide mix designs for various high rise slides throughout the country and Brenton Brouard

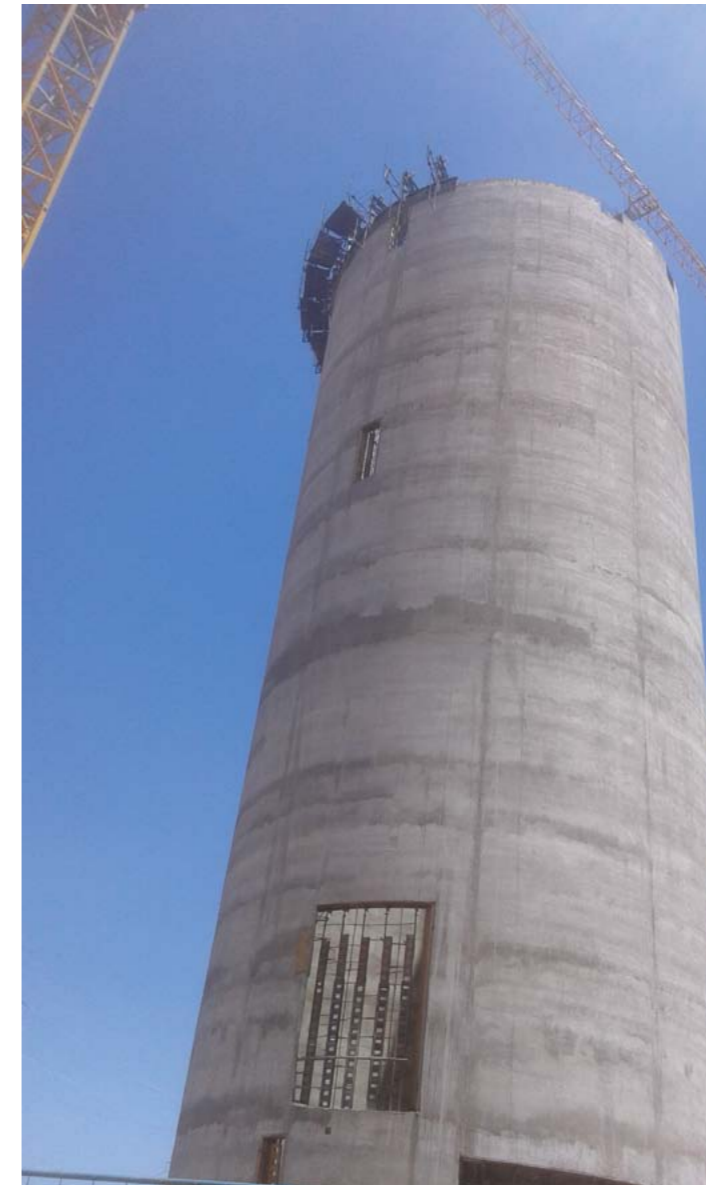
'SETTING TIMES AND CONCRETE TEMPERATURE WERE CLOSELY MONITORED SO AS TO FURTHER UPDATE AND CALIBRATE THE RETARDER DOSAGE RATE MATRIX.'



from Chryso who is their Technical Concrete Manager. The knowledge of these two gentlemen with the local materials and product performance under these variable conditions greatly contributed to the successful completion of this milestone in our area's history.

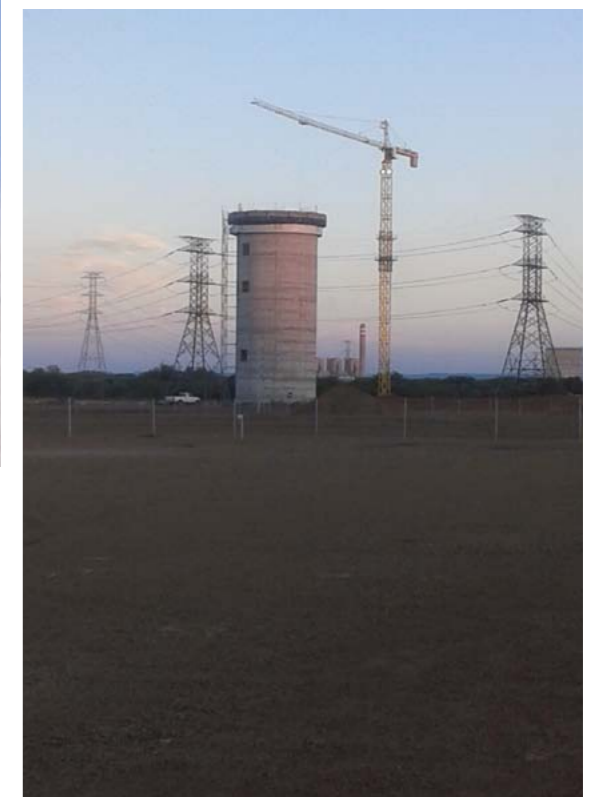
Our local manager Johan Bonthuys and his team manned the plant 24/7 with two shifts whilst still supplying all our other customers during the day shift. The production team of six people alternated on Sundays so as to evenly distribute the day/night burden amongst them. Two extra drivers were also employed to do the night deliveries. In order to secure this tender we had to commit to the client that a backup plant would be available so as to prevent any supply interruption. This in itself raised its own challenges in terms of urgent capex approval, batch plant availability, civil works, employing temporary qualified plant staff and the short window of opportunity given to us by the client to meet all their requirements, to name but a few.

The last load to the silo was dispatched at 02h04 on the 9th of December. This brought the total uninterrupted incident-free concrete supplied to a total of 1 525 cubic meters and a very relieved and pleased team. We thank all those involved who ensured this project was a success and especially to Andries van Heerden who availed the financial resources in record time.



'OF SIGNIFICANCE IS THE FACT THAT CONCRETE SETTING TIME IS AFFECTED BY VARIOUS FACTORS, BUT IN THIS CASE OUR TEAM ALSO HAD TO FACE THE WIDE RANGE OF TEMPERATURES FROM 24°C IN THE EVENINGS AND UP TO 40°C DURING THE DAY.'

3500 ton coal load out silo being built



DIVISIONAL MATTERS

NATIONAL NICO PIENAAR – DIRECTOR – ASPASA

Looking forward to 2018 – as seen by ASPASA

The year has started very fast and there seems to be a positive feeling in the industry. Just a reminder that during 2017 ASPASA took a totally new direction in that the name change was implemented.

The “aggregate and sand” portion of the name has been deleted and the organisation is now known as ASPASA. Member companies in other parts of the surface mining industry have joined ASPASA, because ASPASA supplies services that they don’t get anywhere else.

The new types of members are in dimension stone, salt, claybrick and silica. More members such as contract crushing and contractors would all benefit from the various services that ASPASA supplies. Associate members have also grown and those who deal with suppliers to the industry should assist in getting these companies to join ASPASA.

During 2018 ASPASA will still be focusing on Health and Safety, Environmental Affairs, Quality/Technical, Training/Skills Development and many other areas. Something that needs focus, in the coming year, is that of Environmental Compliance.

Since 1992 ASPASA has been running the environmental programme called About Face. The idea was born from a system started in the USA. Since 2016, this programme has been upgraded and is now known as the ASPASA About Face programme. When it started it was a “nice to have”. Today it is a must have. An operations mining license depends on proper environmental management. ASPASA uses very highly qualified and knowledgeable environmental experts – Cluett Consulting. The ASPASA About Face programme is the most advanced industry programme worldwide and is based on the ISO 14001:2015 Management System Framework. At a training session held in January 2018, a SWOT (strengths, weaknesses, opportunities, threats) analysis was done in conjunction with the consultants.



Nico Pienaar

The following were identified:

Strengths

- Independent auditors
- Knowledge and live experience
- Positive interaction of audit team
- Focused training
- Company commitment through participation
- Strong support teams - Health and Safety and Environment

Weaknesses:

- Lack of commitment/participation of managers
- “Brushing-up” for audit
- Not seen as an essential success driver
- Seen as “confirmation” of legal compliance

Opportunities:

- Opportunity for continuous improvement
- Medium to long-term cost reductions
- Set-up for IOS 14001 EMS certification
- Employee motivation and morale improvement
- Authority – “first impressions” count
- On-going awareness and education
- Learnings can be taken home for free

Threats:

- Complacency
- Not understanding the role of About Face
- Forgetting site management responsibilities
- Poor support from H & S Management and Reps
- False sense of security through high score
- Letting area management run local system

The Health and Safety side of the ASPASA business will continue as in the past, as safety is a crucial part of any business, and mining licenses depend on a good safety system.

In 2018 ASPASA will not change the audit protocol document, but what ASPASA will be doing is to focus on the issues that the DMR’s Mine Health and Safety Inspectorate reported on in their 2017 annual report.

The ASPASA independent auditor, Marius van Deventer will focus on:

- 1. Ensuring that fatalities in the ASPASA industry stay at 0.**
 - 2. Focusing on the reasons for fatalities in the mining industry to ensure that these don’t affect ASPASA members.** Machinery, transportation, conveyors, electricity, etc. will be checked. The report shows that issues such as fall of material, manual handling of material, slipping and falling, burning, dust, gas, fumes and drownings are all causes of deaths.
 - 3. The issue of occupational diseases will also be focused on.** This has been an issue that has always been seen as not so important – now ASPASA is putting this on a much higher level.
 - 4. Focusing on the Section 54s given in 2017, as 20% of 54s were given for poor supervision.** Training of supervisors is essential and ASPASA will deal with this to help companies make sure that supervisors are competent and that workers are properly trained. Training providers will be scrutinized.
- Other issues highlighted in the report are Trackless Mobile Machinery (10%), Conveyor (8%), Support Systems (8%), Machinery (5%), and Emergency Preparedness (5%).

ASPASA is going flat out on the issue of training/ skills development in 2018. This drive was started in 2017 and will be a focus for the year.

Last but not least is the quality/technical issue of producing the material that is sold by an ASPASA member company. Clients have been complaining that often material supplied is not up to standard. In 2017, ASPASA initiated a quality programme which will be rolled out further in 2018.

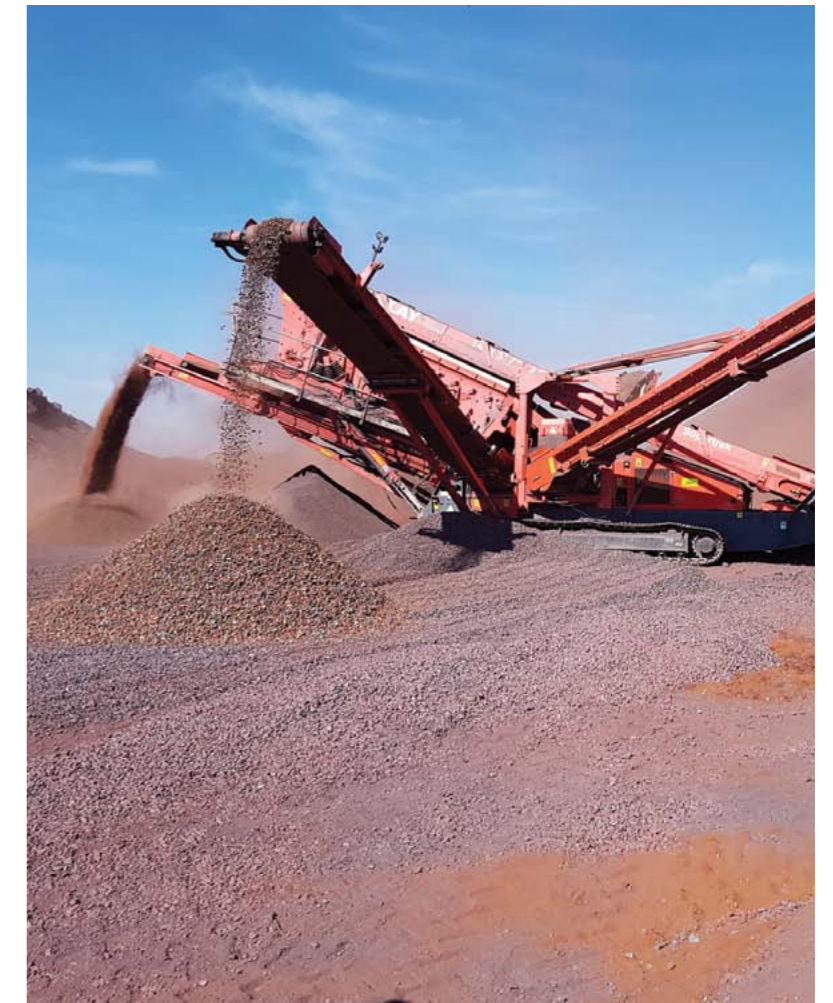
There are many other issues that need to be focused on by ASPASA including the dispute ASPASA has with SARS on the Royalty Act, individual cases of diesel rebates, the PDS system, the illegal mining problem, and some engineering issues.

A full and busy year awaits not only ASPASA, but all its members. Please support ASPASA.

KATHU GERHARD ODENDAAL – MANAGING DIRECTOR – AFRIMAT IRON ORE

Diro iron ore's name changes to Demaneng

Afrimat is in the process of changing Diro’s name to Demaneng. Diro is an acronym of the initials of the former owners and no longer holds any significant meaning or relevance. Therefore Afrimat saw fit to change the iron ore mine’s name to Demaneng which has a direct reference to the surrounding land.



Demaneng plant, Kathu

DIVISIONAL MATTERS

DEMANENG

JOHAN BISSCHOFF – GENERAL MANAGER ENGINEERING

Hier is Hannes Cronje en Sackie Meyer by die pas-inbedryfgestelde Rust&Vrede aanleg, Demaneng (Diro). Die aanleg lewer 100 tph. Die span het hul baie goed van hul taak gekwyt.



Hannes Cronje en Sackie Meyer



HR MATTERS

CONGRATULATIONS TO ANDRIES VAN HEERDEN FOR WINNING THE EY WORLD ENTREPRENEUR OF THE YEAR AWARD FOR THE SOUTHERN AFRICAN REGION

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR
SOURCE: WWW.EY.COM

Entrepreneurs make a difference by creating jobs and wealth, bringing new innovations to the market and encouraging creativity.

The EY World Entrepreneur Award™ - Southern Africa, now in its 20th year, is more than a business award. It is part of a global programme that helps and supports entrepreneurs 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.

We would like to congratulate Andries van Heerden for winning this prestigious award in 2017. Andries is now entered into the World Entrepreneur Of The Year™ award taking place in June 2018. In addition to the Master winner, awards are given to Exceptional and Emerging entrepreneurs.

We wish Andries all the best!



Andries with Ajen Sita, EY Africa CEO



Andries with Siphon Nkosi – Judge Chair of Master Category (left) and Former CEO of Exxaro Coal and former president of the Chamber of Mines of South Africa and Azim Omar – EY Growth Markets Leader (right)



Andries with his family: Anja (Daughter), Maryke (Wife), Andries, Liezl (daughter), André (son)



From left: Azim Omar – EY Growth Markets Leader, Adrian Gore, The 2017 Lifetime Achievement award - Discover CEO & Founder, Christi Maherry of LAWtrust – Emerging Category winner Andries, Simphiwe Mehlomakulu, Reatile Group – Exceptional Category winner

> LONG SERVICE AWARDS

Afrimat can be proud of a strong and long heritage of dedicated and loyal employees. A nationwide drive to recognise these staff members saw many long service awards being awarded at the end of 2017. Congratulations to all staff and thank you for your service.

KZN/FREE-STATE LONG SERVICE AWARDS REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE-STATE

ACP HARRISMITH	ACP & AA KZN - 30 YEARS DINGAAN MOKOENA	ACP QWA QWA	ACP KZN - 10 YEARS CONTINUED TIMOTHY MASHININI RANALE SMART
AA BETHLEHEM	AA KZN - 25 YEARS DIOTSE MOFOKENG JOHN MKHONAZI	ACP ULUNDI	TEBOHO MOTSEKE BHEKI KHUMALO GCINOKWAKHE XULU BHEKITHEMBA SIBIYA ZWELAKHE NTOMBELA VUSI BUTHELEZI GAMALAKHE MZILA EMMANUAL DLAMINI VELENKOSINI MPUNGOSE
AA VRYHEID	ACP & AA KZN - 20 YEARS VOSSIE VORSTER	ACP VRYHEID	CELLUMUSA HADEBE PAULOS MKHWANAZI ELLIOT BUTHELEZI NHLAHLA MNCUBE KLEINTJIE SIKGETO BONGANI BUTHELEZI
AA BETHLEHEM	AA KZN - 20 YEARS RAMONKA LENGABALA	AA VRYHEID	ACP & AA - 5 YEARS AMANDA STRAUSS WILLIAM LEMMON WARDE KARONIEN PRETORIUS SHANTEL CLOETE
AA BETHLEHEM	AA KZN - 15 YEARS MALEFETSANE MBELE	ACP VRYHEID	KARINE KUMM REVO VAN ZYL
AA VRYHEID AA ULUNDI ACP VRYHEID	ACP & AA - 10 YEARS MARIKE MEYER JOHN DLAMINI ANGELA CROUS FRANS CHAMBERLAIN THABANI ZULU	AA WORKSHOP	AA KZN WAGES - 5 YEARS SIBUSISO MTSHALI
ACP LADYSMITH	AA KZN - 10 YEARS WILLIAM MOTSIMA SIMON MKHONAZI VELENKOSI DLAMINI ZAKHELE SIBIYA THATO MAHLABE SMONTI MOTHOLO	ACP HARRISMITH	ACP KZN WAGES - 5 YEARS PAULUS MTAGANI SIMON TLOME NKOSINATHI NTOMBELA
AA BETHLEHEM AA PMB AA HLUHLUWE AA BETHLEHEM	ACP KZN - 10 YEARS SIKHEMELELE XABA THABISO MPHATI JACOB MOLOI ZIPHO NXONGO SIYABONGA NDLOVU AARON DUMA NKOSINATHI MOLOI JABULANI FAKUDE MATHE NDIRIMANDE	ACP QWA QWA	MAXEBA DLAMINI LEHLOHONOLO MSIMANGA PUTSOANE MOTLOUNG
ACP HLUHLUWE ACP HARRISMITH		ACP ULUNDI	MUSA SHANDU LETHUKUTHULA SHEZI NANANA BIYELA

HR MATTERS

> LONG SERVICE AWARDS

GLEN DOUGLAS LONG SERVICE AWARDS SONJA KLEYNHANS – HUMAN RESOURCES OFFICER (GLEN DOUGLAS AND CONTRACTING)

Glen Douglas handed out their long service awards in December at the Makery. With a joyous atmosphere and fantastic food, the function was a welcome social event. Thank you to each employee for their dedicated service to Glen Douglas and thank you to each and every employee for sharing in this joyous function. The following employees received long service awards:

Richman Mkhuma	45 years
André Maree	40 years
July Nqozile	35 years
Stoutana Bokveld	35 years
Tobias Salakuvunyelwa	35 years
Sigugwani Foniya	35 years
Thabiso Tshabalala	15 years
Linky Nekhumbe	10 years
Jaco Laatz	10 years
Idah Thamane	10 years
Fumane Naledi	10 years
Bettie Stols	10 years
Evette Thubana	10 years
Thabang Ramafikeng	10 years
Willem Hattingh	5 years
Arenda de Braal	5 years
Collin wala	5 years



Lunch being served



Willem Hattingh, Mine Manager, welcoming everyone and handing out the long service awards



Glen Douglas employees

HARRISMITH LONG SERVICE AWARDS ANDRÉ KRUGER – BRANCH MANAGER (HARRISMITH) – CONCRETE PRODUCTS

To the following workers from Harrismith. Thank you for the years you have dedicated to Afrimat.

Petrus Mokoën	Block plant supervisor 30 years
Jackson Moloi	Workshop assistant 10 years
Daniel Mpathi	Front end loader operator 10 years
Paulos Mtangani	Block plant pre-checker 5 years
Short Tlome	Block plant mixer 5 years

From left to right: Petrus Mokoën, Jackson Moloi, André Kruger (Manager), Daniel Mpathi, Paulos Mtangani, Short Tlome



> LONG SERVICE AWARDS

LYTTELTON DOLOMITE MINE - CENTURION ANGELIQUE STANNARD – HUMAN RESOURCES OFFICER – INFRASORS HOLDINGS

Congratulations to the following staff members from the Infrasors group for receiving their long service awards. Thank you for the years you have dedicated to Afrimat. These certificates were handed out during the year end functions of the different entities.



Lorraine Maja



Attie Theron



Marion Kajeko



Moose Hassim



Maria Pienaar

Joseph Nkulele 20 years
Carlton Mowane 25 years
Perus Phahlamohlaka 25 years

Lucky Ramahlako 15 years
Enos Bosii 15 years
Super Selwane 15 years
Hezekiel Machipa 15 years

Alfred Ramashala 10 years
David Luvhimbi 10 years
Godfrey Mathipa 10 years
Valerie Louwrens 10 years
Stephan Becker 10 years
Joanne Giles 10 years

Lorraine Maja 5 years
Attie Theron 5 years
Marion Kajeko 5 years
Moose Hassim 5 years
Ronnie Munakie 5 years
Sizwe Mdletshe 5 years
Victor Marutla 5 years
Vusi Ndubane 5 years
Donald Maringa 5 years
Fred Hattingh 5 years
Louis Loubser 5 years
Dicky Carstens 5 years
Maria Pienaar 5 years



Ronnie Munakie



Sizwe Mdletshe



Victor Marutla



Vusi Ndubane



Valerie Louwrens



Lucky Ramahlako



Enos Bosii



Super Selwane



Joseph Nkulele



Stephan Becker



Carlton Mowane



Perus Phahlamohlaka



Louis Loubser



Dicky Carstens



Joanne Giles

Some staff members not available for photographs at time of going to press



Godfrey Mathipa



Donald Maringa



Fred Hattingh

> LONG SERVICE AWARDS

KZN/FREE-STATE LONG SERVICE AWARDS REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE-STATE

Mjikelwa Mkhungu, FEL Operator at the Scottburgh Quarry, is congratulated by Marlo van Rensburg, Regional Director – KZN/Free State Region, for completing **20 years' service** with the company.



Marlo van Rensburg and Mjikelwa Mkhungu (right)

Mbongiseni Phakathi, Truck Driver at the Vryheid Quarry, had completed **10 years' service** with the company. Congratulations Mbongiseni!



Monty Coleman (Vryheid Quarry Manager) and Mbongiseni Phakathi

Congratulations Philani Maziya, Truck Conductor at the Hluhluwe ACP Branch, for completing **10 years' service** with the company.



Philani Maziya and Wigert Annandale (Branch Manager)

Congratulations to Samkelo Shoba, Diesel Mechanic at the Vryheid Central Workshop, for completing **10 years' service** with the company; and to Sibusiso Mtshali, Artisan Assistant for completing five years' service.



Samkelo Shoba and Sibusiso Mtshali with Waldo in the middle

Joseph Masuku, Plant Operator at the Hluhluwe Quarry, is congratulated by Marius Kruger, Quarry Manager, for completing **10 years' service** with the company.



Joseph Masuku and Marius Kruger

Congratulations to Petrus Swart, Welder at the Vryheid Central Workshop, for completing **5 years' service** with the company.



Waldo Meyer (Workshop Manager) congratulates Petrus Swart (right)

Xolani Ngema, Dumper Operator at the Ladysmith Quarry and Melusi Mveli, Plant Operator, are congratulated by Ivan Kent, Plantsman, for completing **5 years' service** with the company.



Xolani Ngema, Ivan Kent, Melusi Mveli

Ntombifuthi Xaba, Dumper Operator at the Hluhluwe Quarry, is congratulated by Marius Kruger, Quarry Manager, for completing **5 years' service** with the company.



Ntombifuthi Xaba (left) and Marius Kruger

Wandile Ngcobeni, Delivery Clerk, has completed **5 years' service** with the company, congratulations Wandile!



Wandile Ngcobeni on the left is congratulated by Waldo Meyer (Workshop Manager)

> LONG SERVICE AWARDS

KZN/FREE-STATE LONG SERVICE AWARDS REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE-STATE

Congratulations Malefetsane Phomako, Screen Operator at the Bethlehem Quarry, for your **35 years' service** to Afrimatt!



From left to right Malefetsane Phomako and Charlotha Masut (Quarry Manager)

The Bethlehem Quarry employees are congratulated by Charlotha Masut, Quarry Manager (front row, second from extreme right) for completing length of service with the company, ranging from **5 to 35 years**.



Bethlehem quarry long service awards

Front row, left to right, Piet Motaung, Plant Operator at the Harrismith Quarry; Snyman Sithole, Plantsman and George Molakeng, Plant Operator are congratulated by the Quarry Manager, Anton Marnewick (wearing a black jacket) and the Harrismith Quarry team for each completing **10 years' service** with the company.



Harrismith Quarry long service awards

Snyman Sithole, Plantsman at the Harrismith Quarry, is congratulated by Anton Marnewick, Quarry Manager, for completing **10 years' service** with the company.



Snyman Sithole and Anton Marnewick

Congratulations to Willie Cana, Truck Driver at the Hluhluwe Quarry, for completing **10 years' service** with the company.



Willie Cana and Marius Kruger

Jeremiah Tsotetsi (front row, third from left) Truck Driver at the Qwa Qwa Quarry and George Molakeng (front row, fifth from left) Plant Operator are congratulated by Anton Marnewick, Quarry Manager (wearing a black jacket) for completing **10 years' service** each with the company.



Qwa Qwa long service awards

Khulekani Mdluli, Handy Man at the Mkuze ACP Branch, on the right hand side, is congratulated by Vusi Gina, Branch Manager, for completing **10 years' service** with the company.



Vusi Gina and Khulekani Mdluli

Piet Motaung, Plant Operator at the Harrismith Quarry, is congratulated by Anton Marnewick, Quarry Manager, for completing **10 years' service** with the company.



Piet Motaung and Anton Marnewick

Congratulations to Samuel Dhlamini, Welder at the Bethlehem Quarry, Piet Mahlabe, Screen Operator and Johannes Tshabalala, Gyro Operator, for completing **5 years' service** with the company.



From left to right Samuel Dhlamini, Piet Mahlabe, Johannes Tshabalala, Charlotha Masut (Quarry Manager)

HR MATTERS

> LONG SERVICE AWARDS

KZN/FREE REGINALD GWALA – HUMAN RESOURCES MANAGER – KZN/FREE-STATE

The following employees from Ulundi ACP Branch, who have completed **10 years' service** with the company, are congratulated by Marlo van Rensburg.



Extreme right (back row) Regional Director – KZN/Free State region, Ren Swanepoel, extreme left (back row) Operations Manager: ACP and Craig Hughes, extreme right (second row) Branch Manager.
 Front row from left: Moses Ngema, Demazi Dlamini, Mandlenkosi Hadebe and Bongumusa Sibisi
 Middle row: Jabulane Mthembu, Wilson Bophela, Nana Dlamini, Moses Sibiyi, Alfred Dlamini, Bongekile Mbatha, Sibhehe Dlamini, Moni Buthelezi, Craig Hughes
 Back Row: Marlo van Rensburg, Khiphelani Nqulunga, Mkhuzeni Madlala, Selby Buthelezi, Fano Sibisi, Bongani Shandu, Mbhekiseni Mzila, Mthembeni Bophela, Ren Swanepoel, Mzikayifani Dlamini

> **Vryheid Quarry** team members for completing length of service, ranging from **5 to 10 years**



Front row, left to right, (five years' service), Mduzuzi Nxusa, Dumper Operator at the Vryheid Quarry; Zama Ngcobo, Assistant Boilermaker (10 years' service); Phumlani Zulu, FEL Operator (10 years' service) and Mbongiseni Phakathi, Truck Driver (10 years' service) are congratulated by Monty Coleman, Vryheid Quarry Manager, front row and the Vryheid Quarry team members for completing length of service, ranging from five to ten years.

We congratulate the following employees from the Hluhluwe ACP Branch for completing **5 years' service** with the company.



Front row from left: Orbet Ndlanzi, Thabani Khumalo, Njabulo Nkosi, Thokozani Fakude, Kili Mkhwanazi and Siyabonga Ndwedwe
 Back row: Thokozani Nxumalo, Wonder-boy Gumede, Simo Gumede, Khoba Mtetwa, Mfaniseni Mnyeni, Sifiso Ngwane and Simon Nyandeni

> **Hluhluwe Quarry** long service awards



Front row, left to right, Joseph Masuku (10 years' service), Plant Operator at the Hluhluwe Quarry; Ntombifuthi Xaba (five years' service), Dumper Operator and Willie Cana (10 years' service), Truck Driver are congratulated by Marius Kruger, Quarry Manager and the Hluhluwe Quarry team members for completing service with the company, ranging from five to 10 years.

> LONG SERVICE AWARDS

READYMIX WESTERN CAPE CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX, WESTERN CAPE

Congratulations to the following long service award winners:

5 YEARS



David Jacobs



Ebrian Smith



Alfred Stadler



Norbert Madizviza

10 YEARS



Vernon Lewis



Hugh Papier



Columbus Manata



Thembele Sikondo



Thulani Ngcolomba

BOUBLOK, WESTERN CAPE CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX, WESTERN CAPE

10 YEARS

Xolani Ntika
 Xolani Ncako
 Mziyanda Mqenge
 Mthetheleli Yoywana

5 YEARS

Andre Joorste

AET (ADULT EDUCATION TRAINING) CERTIFICATES

Desmond Cupido
 Neville Adams
 Peter Apollos
 Ricardo Fransman
 Makuvelwane Gonye
 Bangindawo Mgxiliwa
 Kwandile Mvuyo
 Neville Adams



EMPLOYMENT EQUITY TRAINING

Desmond Cupido
 Shirley Nkosana
 Donovan Fredericks
 Xolani Ntika

FIRST AID & HEALTH & SAFETY TRAINING:

Donovan Fredericks
 Elliot Sili

HR MATTERS

> LONG SERVICE AWARDS

SA BLOCK AND CLINKER SUPPLIES BELINDA MERREDEW – HUMAN RESOURCES SA BLOCK AND CLINKER SUPPLIES

Management and staff of CLINKER SUPPLIES and S.A. BLOCK would like to congratulate and thank the following staff members on their long service at the company. The following employees received Long Service awards in December 2017

5 years' service

Samuel Maduna
Lukholiwe Sikonkwane
Thuso Thethe
Thanduxolo Kwese
Albert da Serra
Mary Molefi
Thembinkosi Mavimbela
Mjeri Mofokeng
Martha Molefe
Gustave Van Buren Schele
Lebamang Mokole
Juan Botha
Nthombifuthi Vilakazi
Mavis Madonsela
Jabulile Lukhele
Nomusa Ntumba
Sibongile Mnisi
Mbali Nkosi
Nengiwe Makhunga
Mxolisi Ngema
Thembi Mkhonza
Rusty van der Merwe (Jnr)



5y Albert da Serra



5y Gustave Van Buren Schele



5y Juan Botha



5y Lebamang Mokole



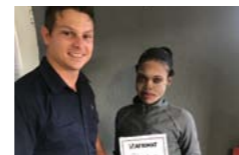
5y Lukyholiwe Sikonkwane



5y Mavis Madonsela



5y Mary Molefi



5y Mbali Nkosi



5y Mxolisi Ngema



5y Martha Molefe



5y Nomusa Numba



5y Rusty Van Der Merwe jnr.



5y Samuel Maduna



5y Sibongile Mnisi



5y Thanduxolo Kwese



5y Thembi Mkhonza



5y Thembinkosi Mavimbela



5y Thuso Thethe



10y Danie de Jongh



10y Frank Moekoena

10 years' service

Katleho Majoro

Victor Mabutla

Frank Mokoena

Danie de Jongh

15 years' service

Pieter Stapelberg

20 years' service

Mzimkhulu Makhubu

25 years' service

Absalom Labase

30 years' service

Vuyisile Ngqebe

Solomon Sibiya

Lydia Mphanya

Henry Masuku

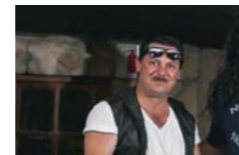
Duncan Keith



10y Katleho Majoro



10y Victor Mabutla



15y Pieter Stapelberg



30y Duncan Keith



30y Henry Masuku



30y Lydia Mphanya



30y Solomon Sibiya



35y Edgar Dube

> LONG SERVICE AWARDS

AFRIMAT AGGREGATES OPERATIONS: WESTERN CAPE BEANCA LOUW – HUMAN RESOURCE OFFICER, AFRIMAT AGGREGATES OPERATIONS

Congratulations to all our employees who have received a certificate/ award for their long and loyal services to Afrimat. We know it's sometimes not easy, yet we persevere and stand together as a team with one goal/ vision in mind. I want to motivate you with the following words: "ABILITY is what you are capable of doing, MOTIVATION determines what you do and ATTITUDE determines how well you do it."

So keep up the good work and thank you for being an inspiration to your colleagues. "It's not what you achieve, it's what you overcome. That's what defines your career." - Carlton Fisk.



Mike Coad (10 Years), Piet du Toit (24 years), Anton Barnard (10 Years), Christo Schloms (15 Years), Alastair Govindasamy (10 years), Johan Burger (10 Years)



Shirnay Davids (5 years), Marna Strydom (25 years), Debbie Chambers (10 years)



Yivani Nonkunzi (25 years)



From left to right: Alastair Govindasamy (10 years) - Quarry Manager, Timothy van Wyk- Loader Operator (10 years), William Swarts- Plant Supervisor (5 years), Zamile Thekwane- Dumper Operator (10 years)



Brenda Slattery and Jakobus Koert (20 years)



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BUILDING & PLASTER LIME

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- ▶ COST SAVINGS
- ▶ SUPERIOR QUALITY
- ▶ LASTING DURABILITY
- ▶ GREAT WORKABILITY

HR MATTERS

> FAREWELL

AAO WESTERN CAPE - BRENDA SLATTERY - HUMAN RESOURCES MANAGER - WESTERN CAPE

Piet Du Toit, Operations Manager AAO Western Cape, has unfortunately been required to take ill-health retirement after 24 years of loyal and dedicated service to Afrimat. The AAO Management team will miss the invaluable experience and advice that Piet was able to share with them. Piet, we wish you all the best going forward, and hope that your health improves so that you can relax and have a happy retirement.



Piet du Toit

> CONGRATULATIONS

READYMIX AND BOUBLOK, WESTERN CAPE - CINDY WIGGINS - HUMAN RESOURCES OFFICER - AFRIMAT READYMIX, WESTERN CAPE

BABY FEVER

We would like to extend our best wishes and congratulations to Anton and Madeleine Piek (Accountant - Boublok) on the birth of their daughter Liané. She was born on the 31st December 2017.

To the proud Grandfather Greg Damonze (Production Manager - Readymix) congratulations on the birth of your granddaughter Izabella Damonze who was born on 8th November 2017.



Far left: Anton and Madeleine Piek and baby Liané
Left: Greg and Izabella

Competition

Guess who?

Can you guess who this person is?
Send your answers to lizanne.olivier@afrimat.co.za by 31 March and you might be the winner of a lunch cooler bag.

Want to take part in the next competition?

Send your childhood pictures to Lizanne Olivier.



HR MATTERS

> NEW APPOINTMENTS

KZN/FREE-STATE REGINALD GWALA, HUMAN RESOURCES MANAGER, KZN/FREE-STATE

Zama Madlala joined Afrimat Concrete Products (Pty) Ltd and Afrimat Aggregates (KZN) (Pty) Ltd as an HR Officer on the 15th of January 2018. She brings valuable knowledge and experience on HR best practices having worked for African Rainbow Minerals, Assmang and Lafarge. A warm welcome to the Afrimat team Zama.



READYMIX AND BOUBLOK, WESTERN CAPE CINDY WIGGINS – HUMAN RESOURCES OFFICER – AFRIMAT READYMIX, WESTERN CAPE



Name: Diaan Venter
Job Title: Regional Sales and Marketing Manager
Commencement date: August 2017
Location: Worcester



Name: Lubabalo Yose
Job Title: Pump Operator
Commencement date: November 2017
Location: Killarney Gardens Readymix



Name: Dimitri Eland
Job Title: Plant Supervisor
Commencement date: December 2017
Location: Worcester Readymix



Name: Edwill Swartbooi
Job Title: Regional Production Manager
Commencement date: December 2017
Location: Boublok

ENGINEERING - GAUTENG JOHAN BISSCHOFF – GENERAL MANAGER ENGINEERING

Please join me in welcoming Francois Louw to Afrimat. Francois has been appointed as Junior Mechanical Engineer in the Afrimat Engineering team, Afrimat Shared Services. He will be reporting to Stephan de Villiers and will join us on 15 February 2018. Francois obtained his Mechanical Engineering degree in 2016 at the University of Pretoria and is currently employed by CMTI Consulting as a Mechanical Design, Build and Project Engineer. Francois will follow an accelerated training plan over the coming 12 to 18 months and will spend time at a number of different BU's, workshops and operational sites. I look forward to his involvement in our business and the value that he is going to add to Afrimat in general and our engineering effort in particular.



EASTERN CAPE LYNETTE MALGAS – SENIOR HUMAN RESOURCES OFFICER – EASTERN CAPE AGGREGATES

Lynette du Plessis has joined the Eastern Cape team as from 1 January 2018 as our Admin Assistant. We wish Lynette all the best and hope she will enjoy her journey with Afrimat.



> TRAINING

AGGREGATES OPERATIONS - WESTERN CAPE ALISON MARONE – HRIS OFFICER

SHE Representative skills programme

Congratulations Sikhumbuzo Madliwa on completion of your Safety, Health and Environmental skills programme (SHE) Rep skills programme. Mining Qualifications Authority (MQA) Safety Representatives Skills programme On completion of this course the learner will understand the objectives and statutory requirements pertaining to health and safety in the workplace. The course explain the rights, powers, functions and duties of the workplace health and safety representative, and how any errant SHE issues should be handled. Learners will be able to participate in the SHE structures and measure these activities according to SHE requirements.

These include:

- > Employer and employee duties, including SHE representatives; identifying and reporting hazards and risks
- > General safety rules in the workplace, including consequences of alcohol and drug use, access control, use of motorised and mobile equipment, lock-out procedures, symbolic and other signage
- > Good housekeeping practices, stacking and storage practices, demarcation and colour coding
- > Use and application of PPE, including, maintenance and storage, importance of wearing



Sikhumbuzo Madliwa (left) and Mike Coad

PPE, and limitations of use
> Emergency procedures, including escape routes, assembly points, refuge bays, emergency communication and planning a simulated emergency exercise

INFRASORS/LYTTELTON DOLOMITE MINE ANGELIQUE STANNARD – HUMAN RESOURCES OFFICER – INFRASORS HOLDINGS

Adult Education Training

Congratulations to Suzan Ramokgopa for passing her first Adult Education Training (AET) communications level. We are really proud of you!! Hard work will always be rewarded - your dedication and determination is very infectious.



Suzan with Louis Loubser (MD Infrasors) and Piet Ackerman (Mine Manager Lyttelton Centurion)

> THANK YOU

BREWELSKLOOF BEVIN CORNELIUS – KEY ACCOUNTS MANAGER, WESTERN CAPE, AGGREGATES OPERATIONS

Team Brewelskloof – Note of thanks

After the embargo period in 2017, Brewelskloof had a mammoth task ahead with all the Roadstone they had to produce. We've secured an order of 85 000 tons of Roadstone orders to produce before the next embargo period. The most Roadstone Brewelskloof ever produced in a fiscal Year was in 2016 and this fiscal year the plan is to exceed it.

The embargo period is the period in the road construction industry where no sealing takes place, which is from May – August where temperatures are low.

A month ago, I was feeling not so confident in reaching our target for Roadstone, the past week however, the team all have been absolutely fantastic about turning things around. Not only have they met deliveries per day and putting in the extra yards but they've gone over and above expectation. It is truly your hard work and dedication that have turned this situation around.

Now our customers are more at ease, but the pressure is still on. I'm really blessed to be part of such a wonderful team that can turn



Fiscal Year	2011	2012	2013	2014	2016	2017	2018
Roadstone Qty	53 579	74 703	45 752	71 522	79 177	49 593	85 000

things around in a matter of days.

I thank you for your hard work and dedication – we wouldn't be where we are today if it wasn't for all of you, every single one of you! Keep up the great work!

Sincerely thankful
Bevin

THROUGH THE EYES OF THE NEW GUY

WILBRIE FOURIE – BUSINESS DEVELOPMENT

I joined Afrimat in the winter of 2017, full of expectation after reading a lot about what the company has achieved and its plans, culture and values. And if I had to be really honest, it seemed the same as most companies. Every company puts on their website, pamphlets, billboards (T-shirts if it is a political party) their values, reasons why they are the best, and why they are the bluest amongst all the blue chips.

And given the above cliché that seems to surface throughout all industries and companies, one must always consider the possibility of the exception. After playing a short and small part in the Afrimat way of life, I can honestly say that Afrimat is the exception and not the cliché rule.

There are a couple of reasons why we are growing when the economy is not. Why we are buying when the rest are selling. Why we diversify whilst others need to consolidate and retreat to less exposed environments. There is a reason why, in our CEO's words "we don't waste a good crisis".

The reasons for Afrimat's success:

- > Afrimat is bold in its approach
- > Afrimat is humble in its experience
- > Afrimat is true to what we believe

BEING BOLD:

One can sense this boldness throughout Afrimat. There is a belief that if we apply our minds, and our will, we can make it happen. The employees, no, the people of Afrimat are daring and not intimidated by an obstacle. In fact, it is our work to make mole heaps of mountains, that is what we do. Maybe it is our track record that provides us with this boldness, maybe it is the fact that we have turned around so many mines that others deserted. Maybe it is because the general belief is one of, yes we can. Whichever reason suits you, there could be many, but the long and the short of it is - for the people of Afrimat, the sky is not the limit! (we still need to go mine on Mars...)



'EVERY COMPANY PUTS ON THEIR WEBSITE, PAMPHLETS, BILLBOARDS (T-SHIRTS IF IT IS A POLITICAL PARTY) THEIR VALUES, REASONS WHY THEY ARE THE BEST, AND WHY THEY ARE THE BLUEST AMONGST ALL THE BLUE CHIPS.'

EATING HUMBLE PIE

I wanted to pull my hair out on more than one occasion in the beginning. Every so often when we looked at a new project, the words uttered by the experienced staff were "we don't know what we don't know." It frustrated me. And although being humble might be less exciting than being bold, I believe it is the one factor that keeps Afrimat from burning our fingers as so many other companies do. Even given all of our successes, there is still a great humility when approaching a new project. We aren't afraid to say we don't know and that we will get the answer. We don't pretend to know it all. We don't just rush in blinded by our boldness. Afrimat is willing to learn, willing to adapt, willing to investigate and willing to digest. Luckily my hair is still intact as Afrimat has taught me that I really don't know what I don't know.

TRUE TO THE CORE

If you drive in at Infrasors in Lyttleton there is a list of the values we strive to live by. And putting them up on a big billboard is easy, actually doing business according to them is a whole lot harder. And yes, probably we haven't been able to live according to all of them all of the time, and probably we never will, but if there was one thing that surprised me, it was the eagerness to at least try. We operate in a financial war zone, where companies will do anything for profit, where people will conduct business to suffocate others or lie for extra gain. On more than one occasion I have heard and seen that we won't do it this way or that way, as it is wrong. That we won't work with these or those guys as they have a bad reputation. No matter the financial boost or gains it might give.

And this might be the reason why people respect Afrimat and the way we conduct ourselves. Our people are genuine, sincere and straight shooters.

To buy or not to buy.

I'm active in the business development department where we try to broaden Afrimat's footprint. And there are primarily three reasons why Afrimat buys a mine or looks at an opportunity and I believe the adherence to these reasons has played a huge role in Afrimat's success story.

The reasons for a new opportunity are:

- > It has to have a unique location
- > It has to have a unique mineral
- > We must be able to have a unique cost advantage over the market

Where a project ticks one, or best case all, of the above reasons we would take aim at reeling it in. I would like to throw those three reasons to Afrimat and see how we score:

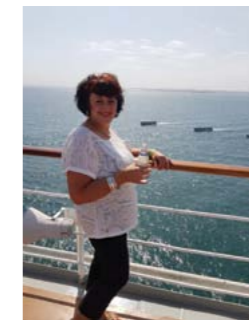
Unique location - Afrimat is in a good spot. We have great expertise, we are financially healthy, and we have plenty of opportunities.

Unique mineral - The substance that our people are made off, the underlying core values and vision that we all share, is truly unique!

Cost advantage - A cost advantage boils down to greater affordability. I can't see how South Africa and the future we all work for can afford not to have more companies like Afrimat.

From what I know and have experienced thus far, I can without a doubt say the company we all work for is a definite buy.

'I'M ACTIVE IN THE BUSINESS DEVELOPMENT DEPARTMENT WHERE WE TRY TO BROADEN AFRIMAT'S FOOTPRINT. AND THERE ARE PRIMARILY THREE REASONS WHY AFRIMAT BUYS A MINE OR LOOKS AT AN OPPORTUNITY AND I BELIEVE THE ADHERENCE TO THESE REASONS HAS PLAYED A HUGE ROLE IN AFRIMAT'S SUCCESS STORY.'



Anton and Melody Marnewick enjoying the cruise



CONGRATULATIONS

HEILA BEAMSON – DATA ANALYST – KEY ACCOUNTS CONSULTANT

Congratulations to Mr and Mrs Anton Marnewick for winning the 2017 KZN/Free State X-Mile nominations.

The X-Mile initiative was implemented in January 2017 as a unique approach to motivating our KZN/Free State employees, and to give recognition when and where it is due for exceptional customer service and for going above and beyond the line of duty. Every month stories are sent in and a winner is chosen amongst the employees that entered. The manager whose employees have the most wins throughout the year, wins a holiday for two.

Anton Marnewick won the first once-a-year prize of a luxurious holiday for two through the X-Mile Competition. What a wonderful way to end the year.

Anton says, "I would like to thank Afrimat and all my employees who made this holiday possible. From the bottom of my heart I appreciate all your efforts to go the extra mile and look after our customers in order to retain them. From Melody's side it was a very pleasant surprise as the cruise ship holiday was arranged on her birthday. It was a breathtaking experience and we thoroughly enjoyed every moment. Thank you".

To All the KZN and Free State employees: To those who did not win, don't be disappointed, just remember... You've got to be in it to win it!

DAY ZERO APPROACHING – BE WATER WISE

MARELI MOSCA – HUMAN RESOURCE SUPPORT OFFICER

The water crisis in the Western Cape and Eastern Cape is becoming a reality and sinking in.

Day zero is approaching and we should all do our part to be water wise as well as to prepare ourselves for the day all taps run dry.

We ask all Afrimatters to be vigilant and to report any water misuse, dripping taps or leaking pipes.

This is how you can save water:

8 Tips on how you can save water at home, the office and on site.

- Dripping taps**
If you see a dripping tap, tighten it as firmly as you can.
- Toilet Flush**
Don't flush unnecessary items and ensure to lift the handle immediately after you flushed to ensure no water goes to waste.
- Washing dishes**
Don't rinse your dishes in running water - wait until there is enough dishes to wash. If you filled the sink don't pull the plug if the water is still clean - someone else can also use the water.
- Bottled Water**
Don't throw away half-full bottles of water if it seems old - look for a plant or pour it out on the grass.
- Kettles**
If you are making coffee for yourself, the kettle should not be filled to the brim, but with just enough water for your needs. PS: To also save energy ask around if anyone else will need boiling water and then only boil once.
- Leaking Pipes**
If you see a leaking pipe, immediately inform your manager. Also keep an eye out when moving around in the city and inform the local municipality.
- Washing Hands**
Don't let the water run while you soap and scrub your hands.
- Flushing trash**
Don't use the toilet as an ashtray or wastebasket. Every time you flush a cigarette butt, facial tissue or other small trash it contaminates the water and filtering process.

Water is a very valuable and scarce resource in Africa and we urge all Afrimatters to be water-wise!

This is what you can do with 50L (which is the new per person ratio) per day, in the Western Cape:

What you can do with 50l per day

- DISHES & LAUNDRY: 18 litres
- 90 SEC SHOWER: 15 litres
- 1 TOILET FLUSH: 9 litres
- DAILY HYGIENE: 3 litres
- COOKING: 2 litres
- DRINKING WATER: 2 litres
- 1 DOG BOWL: 1 litre

1 droplet = 1 litre



HEALTH & SAFETY MATTERS

HEALTH & SAFETY MATTERS

AFRIMAT READYMIX – SHEQ SAFETY WHITE BOARD CHALLENGE

LANA VAN DER HEIDE - JUNIOR SAFETY OFFICER, ALFRED STADLER - SAFETY/HEALTH/ENVIRONMENT/QUALITY ASSURANCE

In an effort to get all the staff involved with safety at their sites we started our first whiteboard challenge. We sent everyone a blank whiteboard with only one question posted on it:

What does the word safety mean to you at your site? Site teams had to write their answer on the board and forward us a photo of their whiteboard.

Without revealing the plants, we asked random people to vote for the three that stood out the most and we put the top three on our safety Whatsapp group for a final vote.

We are very proud to announce that the winner was our Worcester plant who very creatively broke down the word safety.

We hope that this will be a start of many challenges that will be incorporated into our monthly campaigns.



Back left to right: Isak van Wyk, Pieter Adler, Dimitri Eland, Clinton Lottering, Alfred Stadler and Marwaan Kamali. Front left to right: Sacharof Swarts, Marius Solala

STOP

THINK

ACT

AIM FOR ZERO ACCIDENTS – SAFETY STARTS WITH TEAMWORK

- S** Self discipline and See hazard
- A** Awareness & Act on it
- F** Follow rules, Fix the problem
- E** Eliminate the hazard & Evacuate each other
- T** Teamwork
- Y** Care for yourself & fellow employees

HEALTH & SAFETY MATTERS

SAFETY – THE SWEAR WORD

LETISHA VAN DEN BERG – GROUP HEALTH AND SAFETY MANAGER

Sometimes I wonder why I chose a career path in safety. Safety is treated almost as a swear word in many industries. And yes, I have found some negativity towards safety within Afrimat too.

We often hear the phrases: "Here come the safety guys, quickly put on your personal protective equipment" or "did we complete the lockout permit?". We are seen as the police, the impimpi, the people causing pain and making the work flow slower.

This is not a complaining session about my career path, I love the daily challenge that safety presents. I would like to shift your thinking and feelings towards the unlikeable subject of SHE.

The definition of safety is very clear: "Freedom from harm or danger". Is this not our aim and dream every day as South Africans? Freedom is used daily in the news across the world. And we all dream of a crime-free country. And again, the word free comes up. What does freedom then mean? "The power or right to speak or act". To obtain this freedom in South Africa there is only one thing to do. There are laws to follow, so act now. It is only your own actions that can create freedom.

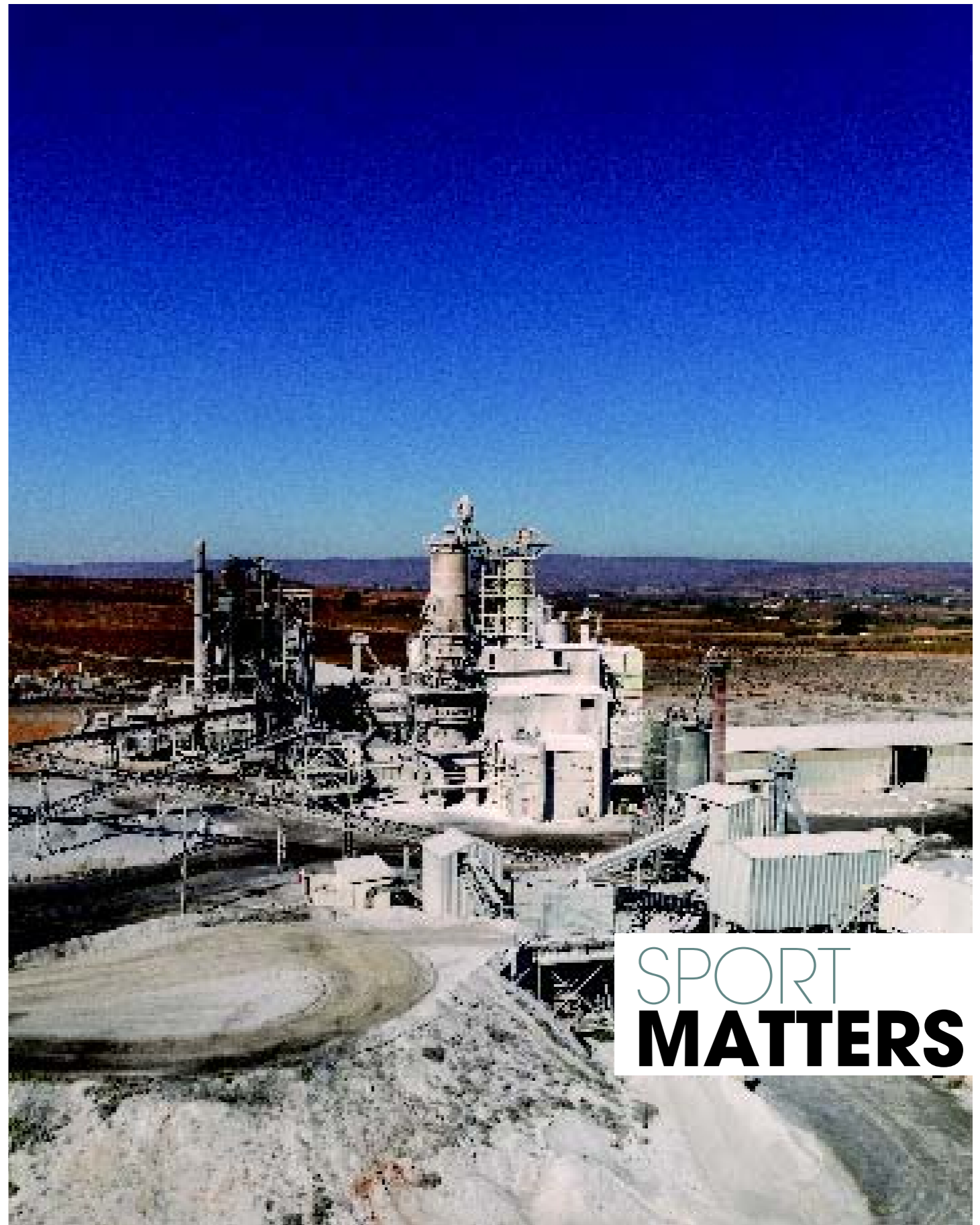
So, I am going to use my power to speak. Safety is actually the wellbeing and care of people. Why do I say that? I want to give each person the freedom from harm and danger. How can I do it other than by speaking up? When I stop someone from not following a safety rule, procedure or policy, I am actually giving the person the freedom from harm or danger. I care for the individual's safety, I want to protect the person from harm.

How can you make a difference daily? You have to take action. Not the safety team, not your manager, not your supervisor, not the SHE representative but YOU. Make safety part of your daily production processes and create the freedom for each individual at your operation.

The next time you do not follow a rule or procedure, remember this – you are taking away the freedom from harm or danger from yourself and your team.

Let this be the year for speaking up by caring for yourself and your team, living the values of responsibility and respect.

'SAFETY IS ACTUALLY THE WELLBEING AND CARE OF PEOPLE. WHY DO I SAY THAT? WELL, I WANT TO GIVE EACH PERSON THE FREEDOM FROM HARM AND DANGER.'



SPORT
MATTERS

SPORT MATTERS

CYCLING DOUBLE GOLD

SISKA VAN DER BIJL

The road season always starts with SA Champs in February. Every year Cycling SA tries to get a nice, cool location but I don't think that exists in South Africa specially in February. This year the World Championships took place in Oudtshoorn. I've been playing with the idea to give time trials a go since the Worlds last year. So about four weeks ago I got myself a time trial bike and did a few rides. I personally enjoy the flats and the course in Oudtshoorn was just that.

My main focus was still the road race because I wanted to defend my title, which meant I didn't focus on too much training on the time trial.

I started last in my age category at 11:13am with 29,45km to go and just over 32 degrees of heat. I had a good start, but I struggled a bit midway through the first lap. Just before the end of the first lap I caught the rider that started 1min before me and I got into my rhythm. Midway through my second lap I felt great and I just kept moving. I finished 1min 15sec faster than the second rider averaging a speed of just under 38km/h for the 29,45km which got me the Gold and the SA Title for Veterans aged 35-39.

The road race was on Sunday at 12.00. I had recovered well and was glad when they announced that because of the heat the race was shortened by 13km. This was a tough course with three long hills, back to back, and we had to ride them twice.



On the first lap and the third hill there was an attack (this is when someone suddenly accelerates and speeds up to try to break away from a bunch of riders) from a rider in the age category 30-34 (30-39 riders race together although there are two titles to be won) and one rider in my category. The three of us got away. We had a head wind, and for a moment I didn't think I'd be able to keep it up and that we could stay away. The three of us put our heads down and just worked. We managed to get a 45sec gap that increased to just over 2 min before we got to the hills again. I wanted to see what the others had left so I pushed it a bit up the first climb. The rider in my category couldn't keep the pace so she dropped off. This meant we had been working in the break for 30km and now there were two of us with 34km to go and a head wind. We managed to increase the gap to over 3 min and I won my second SA title for 2018.

I'm so extremely grateful and happy. I'm a self paying individual that just loves to ride my bike and without the support of Afrimat this would not be possible. I'm happy to be flying Afrimat's colours and I will always do my best to repay my gratitude.

'I'M HAPPY TO BE FLYING AFRIMAT'S COLOURS AND I WILL ALWAYS DO MY BEST TO REPAY MY GRATITUDE.'

'JUST BEFORE THE END OF THE FIRST LAP I CAUGHT THE RIDER THAT STARTED 1MIN BEFORE ME AND I GOT INTO MY RHYTHM.'

Congratulations to Siska for coming first and receiving her second SA title for 2018



DE HOEK JPC PPC ANNUAL GOLF DAY

RICUS VAN HEERDEN – MANAGER – CONCRETE PRODUCTS / READYMIX CONCRETE

On Sunday the 5th November 2017, PPC hosted its 50th Annual JPC golf and family day at the PPC Golf Course in De Hoek. During this event PPC continued the celebrations of its 125th year of supplying cement to the construction industry of South Africa and a number of their dignitaries attended the function.

As in years gone by, many Afrimatters and their families attend this function, some having attended more than 20 events, as it's always a fun-filled and expertly organised function. Arts and Crafts activities are presented for the non golf-playing partners and this year wine pairing was the main event. For the youngsters there was plenty to do, including water slides, jumping castles and fun in the pool. The day ended off with a prize giving and award ceremony followed by a master chef five-course meal.

The weather played its part on the day, resulting in score-friendly conditions for the social golfers. Noteworthy achievements on the golf course include the 5th place overall achieved by André Smith, and the 2017 overall winner of the JPC PPC golf day was Ricus van Heerden from Readymix and Concrete Products.



Peter Max and Ricus van Heerden from PPC

INSPIRATIONAL MATTERS

SIX BENEFITS OF TEAMWORK IN THE WORKPLACE

DAVE MATTSO – CEO AND PRESIDENT OF SANDLER TRAINING. SUBMITTED BY LIZANNE OLIVIER
SOURCE: WWW.SANDLER.COM

"Two heads are better than one." We've all heard the old adage encouraging teamwork, but what does working together really do for you? Salesmen thrive off healthy competition, but sometimes the use of teamwork in the workplace is a better answer for winning sales. Here are six ways that teamwork benefits you in the workplace.

1. Fosters creativity and learning

Creativity thrives when people work together on a team. Brainstorming ideas as a group prevents stale viewpoints that often come out of working solo. Combining unique perspectives from each team member creates more effective selling solutions. What you have learned from your individual experiences is entirely different from your co-workers. Thus, teamwork also maximizes shared knowledge in the workplace and helps you learn new skills you can use for the rest of your career.

Collaborating on a project creates an enthusiasm for learning that solitary work usually lacks. Being able to share discoveries with the rest of your team excites employees and fosters both individual and team knowledge.

2. Blends complementary strengths

Working together lets employees build on the talents of their teammates. While your strength may be creative thinking, a co-worker might shine in organisation and planning. Share your abilities with the team.

Often, a team works well together because team members rely on each other to bring individual talents to the table. By observing the process behind these skills, you can learn to combine your gifts and become a stronger team.

Every time you see your co-workers utilize a different approach in sales, you have a chance to adjust or improve your methods.

3. Builds trust

Relying on other people builds trust, and teamwork establishes strong relationships with co-workers. Despite occasional disagreements, an effective team enjoys working together and shares a strong bond. When you put your trust in a co-worker, you are establishing the foundation of a relationship that can endure minor conflicts.

Trusting your teammates also provides a feeling of safety that allows ideas to emerge. It helps employees open up and encourage each other. Open communication is key when working on a team and produces effective solutions in difficult group projects.

Without trust, a team crumbles and cannot succeed on assigned projects. Great teams build each other up and strengthen individual members to create a cohesive group. By working together, employees learn that wins and losses affect everyone on the team. Teamwork necessitates confidence in each other's distinct abilities.

4. Teaches conflict resolution skills

Conflicts inevitably happen when you put together a group of unique people. Employees come from varied backgrounds and have different work styles and habits. While these unique viewpoints create the most successful work, they can also generate resentment that quickly turns into conflict. When conflict arises in teamwork situations, employees are forced to resolve the conflicts themselves instead of turning to management. Learning conflict resolution first-hand is a skill that employees can use to become efficient managers down the road.

5. Promotes a wider sense of ownership

Team projects encourage employees to feel proud of their contributions. Tackling obstacles and creating notable work together makes team members feel fulfilled. Working toward achieving company goals allows employees to feel connected to the company. This builds loyalty, leading to a higher level of job satisfaction among employees.

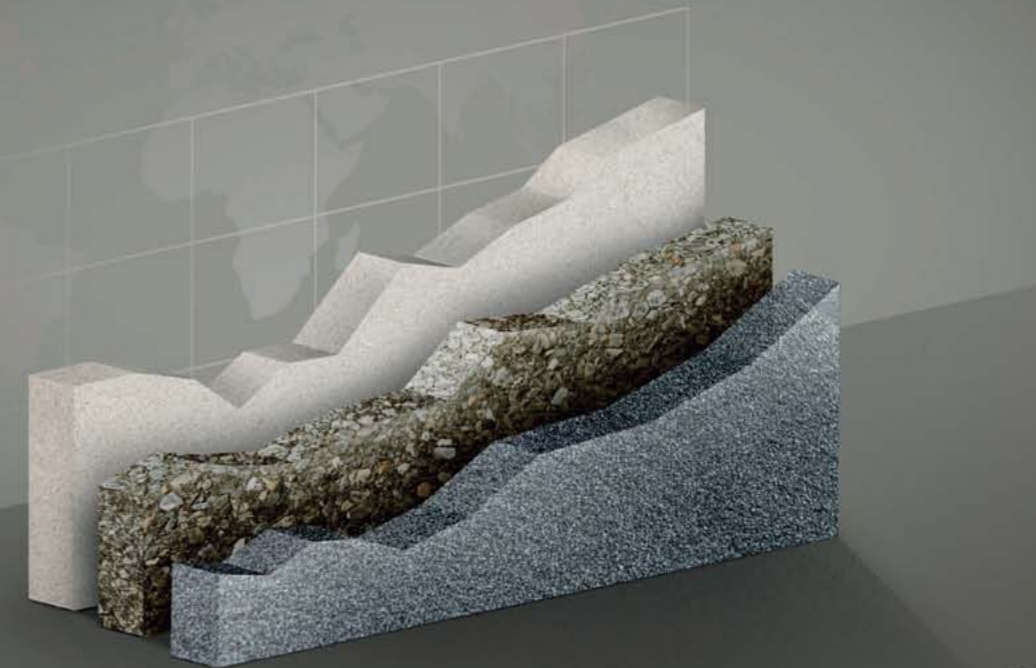
Teamwork is not just helpful for employees. It benefits the employer in the long run as well. Employees that connect directly with their workplace are more likely to stay with the company. While employees leaving their jobs often cite a lacking salary, another common complaint is that their contributions do not seem to matter. Teamwork allows people to engage with the company and add to the bigger picture.

6. Encourages healthy risk-taking

An employee working on a project alone will probably not want to stick their neck out for an off-the-wall idea. If the project fails when working solo, that employee takes the full brunt of the blame. While you may not get full credit for a successful team project, working with other people spreads out the responsibility for a failed assignment.

Working as a team allows team members to take more risks, as they have the support of the entire group to fall back on in case of failure. Conversely, sharing success as a team is a bonding experience. Once a team succeeds together, their brainstorming sessions will produce revolutionary ideas without hesitation. In many cases, the riskiest idea turns out to be the best idea. Teamwork allows employees the freedom to think outside the box.

There may be no "I" in team, but teamwork can still benefit employees on a personal level. Do not allow competitive natures to get in the way of personal growth in the workplace. Instead, understand how to resolve conflicts and trust teammates to contribute their best ideas. Learn from your team members and build on each other's skills to create more impressive results in the workplace.



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Industrial Minerals



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Commodities



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

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, commodities (iron ore), concrete products (bricks and pavers) to readymix concrete.

Afrimat has established a strong foothold in contracting services comprising mobile crushing, screening, drilling and blasting.

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.



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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.