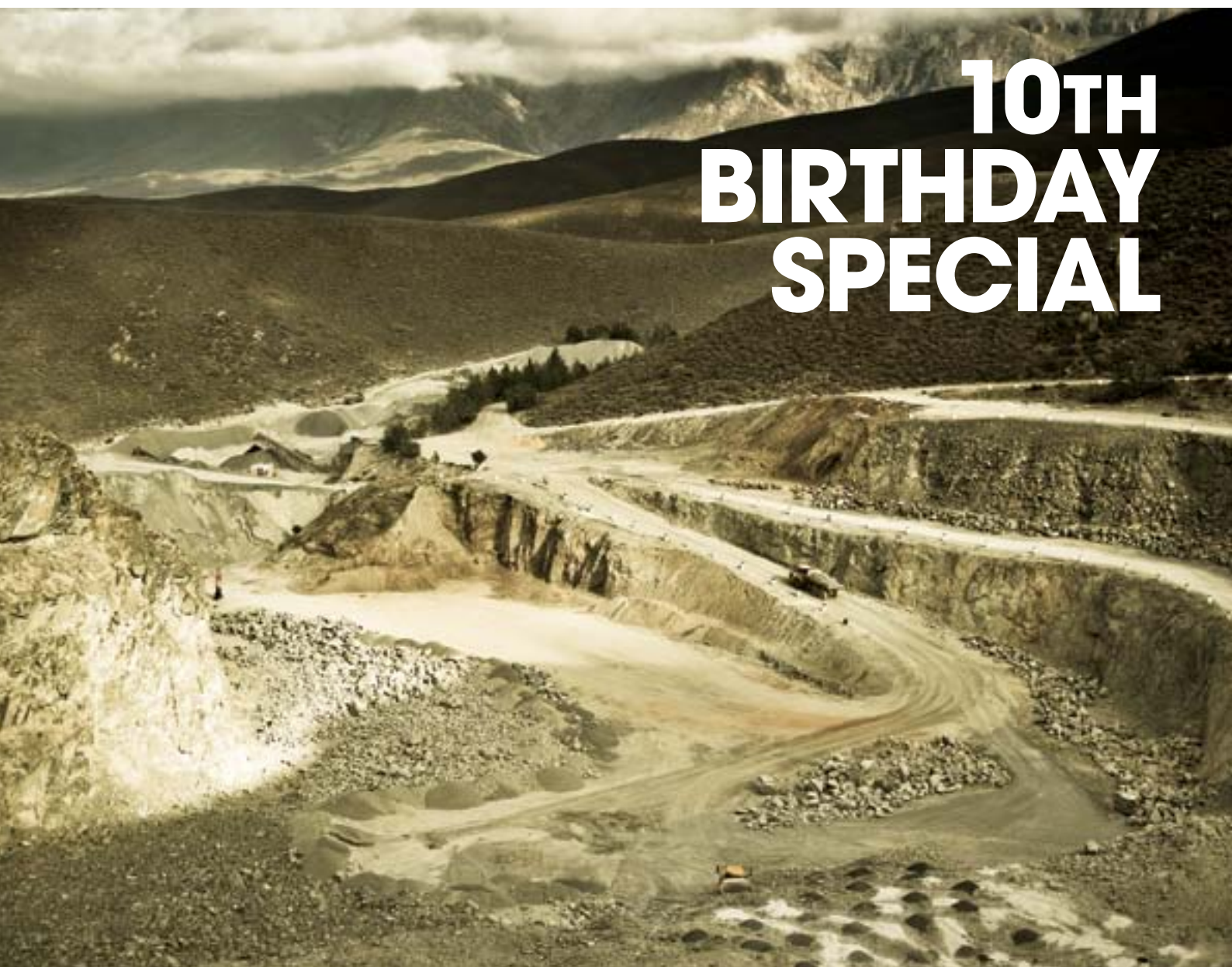




OCTOBER 2016

# AFRIMATTERS

## 10TH BIRTHDAY SPECIAL



**10 YEARS OF SUCCESS  
50 YEARS OF CELEBRATION**







**Some companies  
reach milestones.  
Afrimat builds them.**



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

### **Celebrating a decade spent building value on the JSE.**

10 years ago Afrimat Limited listed on the JSE Limited. Since then, with 50 years in business behind it, the black empowered open pit mining operation has traded strongly by building value through strength. Diversifying and expanding into Africa. Winning major infrastructure and construction projects in both the public and private sector. Through its activities in aggregates, industrial minerals and concrete products the company continues to build new milestones for itself. Cementing its position as a true asset to the African resources industry.



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## **10 YEARS OF SUCCESS**



Andries van Heerden and the late Dr Laurie Korsten.

Afrimat is 10 years old. This is a milestone that we are very grateful for, and we look back over a decade of blessings and successes. But where does Afrimat come from?

The idea of an "Afrimat" was born in 2004. I was working as the Managing Director of Prima Klipbrekers at the time. The industry was going through significant changes on the regulatory front, making it increasingly difficult for small family-businesses to operate. In September 2004 I consulted a relative and long-time mentor, Laurie Korsten, for advice on how to consolidate various family-owned quarrying businesses. We came to the conclusion that a JSE-listing would create the right vehicle, and that the timing was perfect as the country was entering a construction boom in preparation for the 2010 Soccer World Cup.

Although the shareholders of Prima initially agreed that I should pursue a consolidation and listing strategy, they decided not to implement the strategy and my employment at Prima was terminated. Laurie and I then discarded the listing plans and formed our own consortium, which acquired the Lancaster Group in KwaZulu-Natal in September 2005. In March 2006, we restarted discussions with the shareholders of Prima, which led to the successful listing of Afrimat in November 2006. Afrimat consisted of Lancaster and Prima and soon after the listing, we acquired Malans Quarries, Denver Quarries and Scottburgh Quarries.

Afrimat has been blessed with strong growth in many ways. We have made good progress towards our vision which is to be the most respected construction materials and industrial minerals supplier in Africa.

Our achievements are based on well-managed operations; competent, honest and motivated personnel; good systems; outstanding stakeholder relations and healthy finances. I am proud to be a part of this team.

Andries van Heerden  
**CHIEF EXECUTIVE OFFICER**





## CELEBRATING 50 YEARS

Afrimat has reached the milestone of being listed on the Johannesburg Stock Exchange for ten years now. Enjoy the next 40 pages which illustrate the colourfulness and uniqueness of our company, with some great stories of people who have been involved with the company since the inception of their particular subsidiary.

Afrimat is 50 years old, celebrated by the founding of the initial merger companies namely Prima and Lancaster founded in 1963 and 1965 respectively. This special feature looks at our recent history and the road to the present, and our CEO Andries van Heerden shares his vision of Afrimat’s future.

**HYLTON HALE, GROUP MARKETING MANAGER**

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Contributors: (From front to back) Andries van Heerden, Hylton Hale, Mareli Mosca, Lizanne Olivier, Collin Ramukhubathi, Jacobus Koert, Lynn Malgas, Ester Teffo, Heila Beamson, Meg St Leger.



## 10 YEARS OF SUCCESS 50 YEARS OF CELEBRATION

Afrimat was listed on the Main Board of the JSE in the Construction and Building Materials sector in 2006. Our company has grown by an average of more than 21% per year since 2009.





# AFRIMAT – A DECADE OF SUCCESS

DALE KELLY, EDITOR OF MODERN QUARRY



## WHAT IS AFRIMAT?

Afrimat supplies a broad range of construction materials and industrial minerals, ranging from mining and aggregates, metallurgical dolomites, agricultural lime, concrete products (bricks, blocks and pavers) to readymix. It has established a firm foothold in contracting services, which comprise drilling and blasting, mobile crushing and screening. Their recent acquisition of Cape based Cape Lime has further extended their diversification into additional industrial mineral markets, pharmaceutical supply and the construction sector through their burnt and milled lime and dolomite products.

Backed by over 50 years' experience, the group's growing geographical footprint covers vast sections of urban and rural Southern Africa, it's integrated product offering is distributed across the Western Cape; Eastern Cape; KwaZulu-Natal; Free State; Gauteng; Limpopo; Mpumalanga with its latest Mbombela branch launch that took place in early July; Northern Cape and Mozambique. Its five key divisions include:

- > **Mining & Aggregates**
- > **Industrial Minerals**
- > **Contracting International**
- > **Concrete Products**
- > **Readymix**

**'BACKED BY  
OVER 50 YEARS'  
EXPERIENCE,  
THE GROUP'S  
GROWING  
GEOGRAPHICAL  
FOOTPRINT  
COVERS VAST  
SECTIONS OF  
URBAN AND  
RURAL  
SOUTHERN  
AFRICA.'**

Afrimat is able to service projects of any scale from major infrastructure and construction projects for state-owned enterprises and parastatals to small private sector contracts. Its consistently low staff turnover has resulted in a deep skills pool, many of whom I, Dale Kelly, editor of Modern Quarry, have interviewed over the years.

Genuine transformation, starting with staff and management and extending to community upliftment, is integral to the group's philosophy and sustainability.

Afrimat brought together two industry specialists founded in 1963 and 1965 respectively – Prima, which mainly supplied aggregates to the Cape construction and road building industries – and Lancaster, which was dominant in quarrying and the supply of concrete blocks and bricks in northern KwaZulu-Natal and eastern Free State.

Looking back, the black-empowered group successfully listed on the JSE in November 2006, immediately indicating execution of its acquisition strategy when it placed the company under cautionary. The shares listed strongly at R8,05 to give Afrimat a market capitalisation on listing of R1-billion. New contracts worth some R50-million in line with forecast projections set the group well on the way towards meeting its 2007

forecast revenue of R471,4-million.

I recall that with the prelisting placement almost 30 times oversubscribed, disappointed applicants and the public were left to buy shares on listing. As a result, some two hours after listing, more than 2,6-million shares had changed hands in 767 separate transactions with an aggregate value of R21,4-million. An amount of R125-million was raised in the prelisting private placement of 25-million shares at R5,00/share. With R50-million going to founders of the group who had sold small stakeholdings to facilitate the listing, new capital of R75-million went directly to eliminate gearing on the balance sheet – a financial strength that firmly positioned the group in its aggressive acquisition strategy.

At that time, CEO Andries van Heerden told me that he was grateful that the listing was "an absolute blessing. I used to have all my hair before the listing, but lost it in one week!"

Afrimat's R125-million acquisition of Cape-based Malans Group and Denver Quarries that same year, further boosted the then Prima Quarries' 45-year presence in the region, marking the start of the group's expansion plan. Malans comprised several quarry operations and a number of sand mines in the Western

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Cape and Jeffrey's Bay area, and mobile crushing operations in Port Elizabeth.

Commenting then on the Denver Quarries element, Van Heerden said the company had considered this operation as a standalone acquisition target even before it was acquired by Malans. "It will further enhance our presence in the Eastern Cape."

Interestingly, both Lancaster and Prima had similar cultures with an historical integration of management teams. Van Heerden was MD of Prima until January 2005 when he left and formed the consortium that eventually acquired Lancaster.

Prima was established in 1963 as Prima Klipbrekers. It started as a small quarry and stone crushing business in Worcester. In 1979, Prima Quarries was formed as a holding company, diversifying and acquiring or forming entities within the same industry.

Lancaster Quarries was founded in 1965 to mine and crush dolerite stone on a farm some five kilometres outside Vryheid in KwaZulu-Natal. Its precast division was established in 1972 with five production units in northern KZN and eastern Free State.

In 2008, I joined Afrimat in celebrating the opening of its state-of-the-art workshop in Vryheid. At that time it was robustly looking at further expansion and had signed a deal with a BEE partner.

I recall Van Heerden saying: "For me, the two most wonderful sounds in Africa are the call of the fish eagle and the roar of a big diesel engine, and not a lot of people can appreciate that. So when I joined Prima, I knew I could get to the fish eagle in the bush, and also play with big diesel engines; so it has worked out well for me."

Lancaster was acquired in 2005 with van Heerden's consortium taking over in September that year with a fully-leveraged buy-out. "One of my core beliefs is to never give up. Together with my partners, it's been a long and hard process, but we're grateful for how things turned out," he told me. Discussing the acquisition of Lancaster, he said there were a lot of things at Lancaster that would become part of Afrimat's culture, one of these being its strong business ethic. Bringing those ethics into the group was Pieter de Wit, and the rest is history.



THE AFRIMAT JOURNEY:

- > **1963:** Prima established
- > **1965:** Lancaster founded
- > **1973:** Lancaster precast established
- > **2003:** Empowerment transaction between Mega Oils and Prima; Lancaster acquired by a consortium led by Andries van Heerden and Laurie Korsten
- > **2006:** Afrimat formed on merger of Lancaster and Prima; together with listing on Main Board of JSE in Construction and Building Materials sector
- > **2007:** Acquisition of Malans Group and Denver Quarries; (Malans established 1965)
- > **2008:** National footprint into Gauteng, Limpopo and Mpumalanga
- > **2009:** Afrimat BEE Trust acquired 15,8% BEE shareholding increased to 26,1% and acquisition of Blue Platinum Quarry
- > **2011:** Diversification into industrial minerals with the acquisition of Glen Douglas dolomite mine
- > **2012:** Diversification into clinker market with acquisition of SA Block
- > **2013:** Acquisition of 50,7% stake in Infrasors Holdings
- > **2016:** Acquisition of Cape Lime

Chatting recently to group marketing manager Hylton Hale at the company’s head office in Cape Town, I asked him to explain the paradox between maintaining a strong balance sheet while also being adventurous and investing in new business ventures.

“We are obviously less reliant on the construction industry than in the past, not forgetting that aggregates and concrete products have been the basis of our success. With this in mind, we have been very conservative in our approach to new acquisitions, fiercely protecting our market in terms of the construction industry.”

He says the company has been diligent in terms of the deals coming to its table, citing the Cape Lime acquisition as being one that took some four years to formulate. “This deal, which is our largest and most

‘CAPE LIME IS A VERY WELL RUN OPERATION AND HAS THEREFORE BEEN EASILY INTEGRATED INTO THE AFRIMAT GROUP.’

exciting acquisition undertaken to date, has a unique product offering, opening up additional markets in water purification, soil treatment, effluent treatment as well as the traditional building and construction sector.”

Founded in 1946 in Robertson, Cape Lime is a producer of lime and associated products. Its resources include Langvlei (Robertson), dolomite; Vredendal, limestone and dolomite; and Maskam (Van Rhynsdorp), limestone – not yet mined.

Hale says Cape Lime is a very well run operation and has therefore been easily integrated into the Afrimat Group. “This acquisition is an extension of our diversification strategy aimed at leveraging off our core business, not only in new markets but also by offering new products in existing markets.”

Post year-end, Afrimat received regulatory approval for the Cape Lime acquisition for which it paid R276-million. The acquisition was effective 31 March, 2016, complementing and boosting the company’s drive in the industrials sector.

Glen Douglas was the company’s initial diversification into industrial minerals. “If you go back in history, it is amazing how cyclical this industry of ours is, and that’s why the Glen Douglas acquisition was so attractive to us. We went through tough times in 2008 when the share price nosed down, with a literal sell out on the stock exchange. The construction sector suffered and that precipitated the danger of being too reliant on the construction industry, which can be very vulnerable.”

In May 2010, Afrimat entered the industrial minerals market with the R35-million acquisition of Glen Douglas Dolomite. The quarry, which is situated in Henley-on-Klip, south of Johannesburg, is undoubtedly the company’s flagship operation. It produces a broad spectrum of aggregate products, followed by concrete products and the brickmaking industries. The mine has a strong brand due to its consistent quality and exceptionally low water demand of the products.

It’s aglime for the agricultural industry is produced as a by-product from fines collected in the settling ponds at the washing and screening plant, and fines from the metallurgical dolomite process.

Opened in 1957, the mine is an open-pit operation producing from a single excavation. It is sub-divided by a 40 m wide dyke into two pits – B and C pits – which produce both the low-silica metallurgical dolomite for the steel industry and the high-silica content sold as an aggregate to a wide range of customers in Gauteng and the Free State.

In March 2013, Afrimat acquired a 50,7% stake in Infrasors Holdings, further expanding its geographic reach and footprint in industrial minerals. Infrasors produces metallurgical dolomite, limestone and silica. The company has since incrementally increased its shareholding and currently owns 98%. The mining assets include:

- > **Lyttleton Centurion Mine** – opencast mining and beneficiation of dolomite
- > **Marble Hall Mine** – opencast mining and beneficiation of limestone
- > **Delf Sand Mine** – opencast mining and beneficiation of alluvial silica sand and silica quartz

Hale says Marble Hall has been a success story for the past year. “We secured a deal to supply Arcelor Mittal through Marble Hall, which is great for our guys up north.”

Afrimat is also building strength beyond borders by extending its reach into Mozambique, supporting the rapidly developing region with high quality aggregate products for civil and mining projects as well as drilling and blasting services. It has established quarries in Pemba in the northern region, and considers Mozambique as a medium-sized investment which is being handled cautiously. “Our intention is a soft entry with a low capital investment. If you are not there, you are not considered seriously,” Hale says.

As its first step into Mozambique, the company identified the Tete-Nacala railway line as a viable opportunity followed by the Cabo Delgado Liquified Natural Gas (LNG) project, which is a first-of-its-kind LNG facility on the east coast of Africa. “We are already working on several contracts and believe we are in the right place at the right time.”

For the financial year end February 2016, Afrimat reported a positive growth rate against the



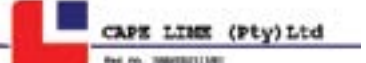
‘HALE SAYS MARBLE HALL HAS BEEN A SUCCESS STORY FOR THE PAST YEAR. “WE SECURED A DEAL TO SUPPLY ARCELOR MITTAL THROUGH MARBLE HALL, WHICH IS GREAT FOR OUR GUYS UP NORTH.”’

previous period for nine of 10 reports (in February 2009, it reported a negative growth rate). Van Heerden attributes the solid performance to the company’s diversification strategy and its cost reduction and efficiency improvement initiatives. “We have, through our mantra Growth through Diversification, continued to successfully focus on our more valuable product lines, which has resulted in higher earnings.”

“What is important,” Hale tells me, “is that the core of our old business before the Glen Douglas acquisition has a very strong foundation. When one thinks about it, Lancaster and Malans was founded in 1963 and Prima in 1965, so one can image the wealth of experience just with those three companies. So that is the foundation of our success, with a mixture of conservatism and a bit of adventure.”

“Although we are not totally reliant on the construction industry as we were in the past, we have obviously taken note that aggregates and concrete products are the very foundation of our success as a company.”

And as Van Heerden says, “our group has grown by an average of more than 21% per year since 2009. Our cashflow is good and the business is generally in a healthy state financially. We’re grateful for the blessings we have received in this company and we’re excited about what the future holds.”

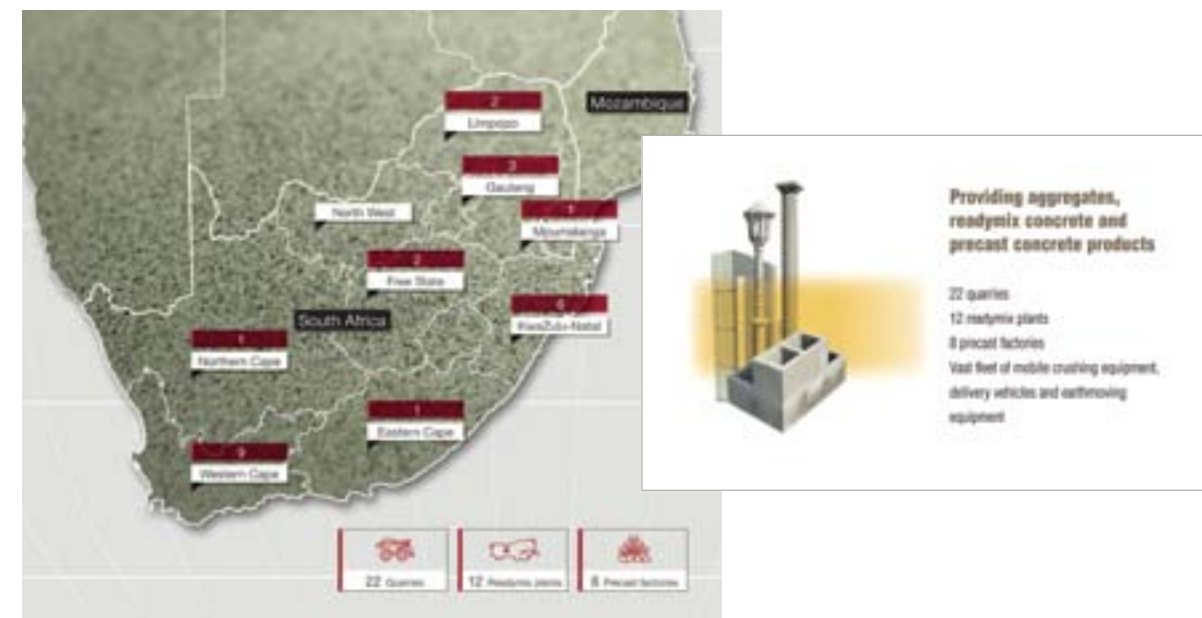




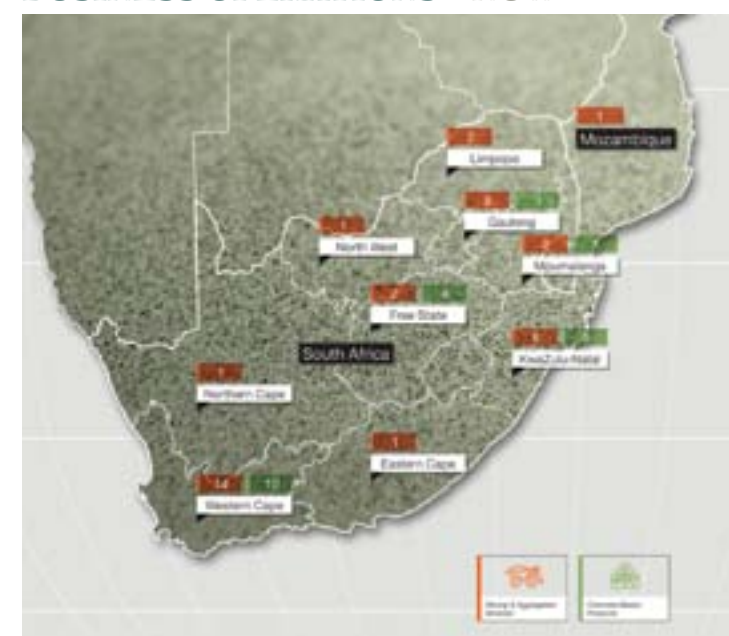
## BUSINESS OPERATIONS

From inception in 2006, Afrimatt's footprint has extended into Southern Africa and operations in South Africa have more than doubled. Steady growth, through diversity, allows Afrimat to have a stronghold in a range of operations that gives its customers an extensive service offering.

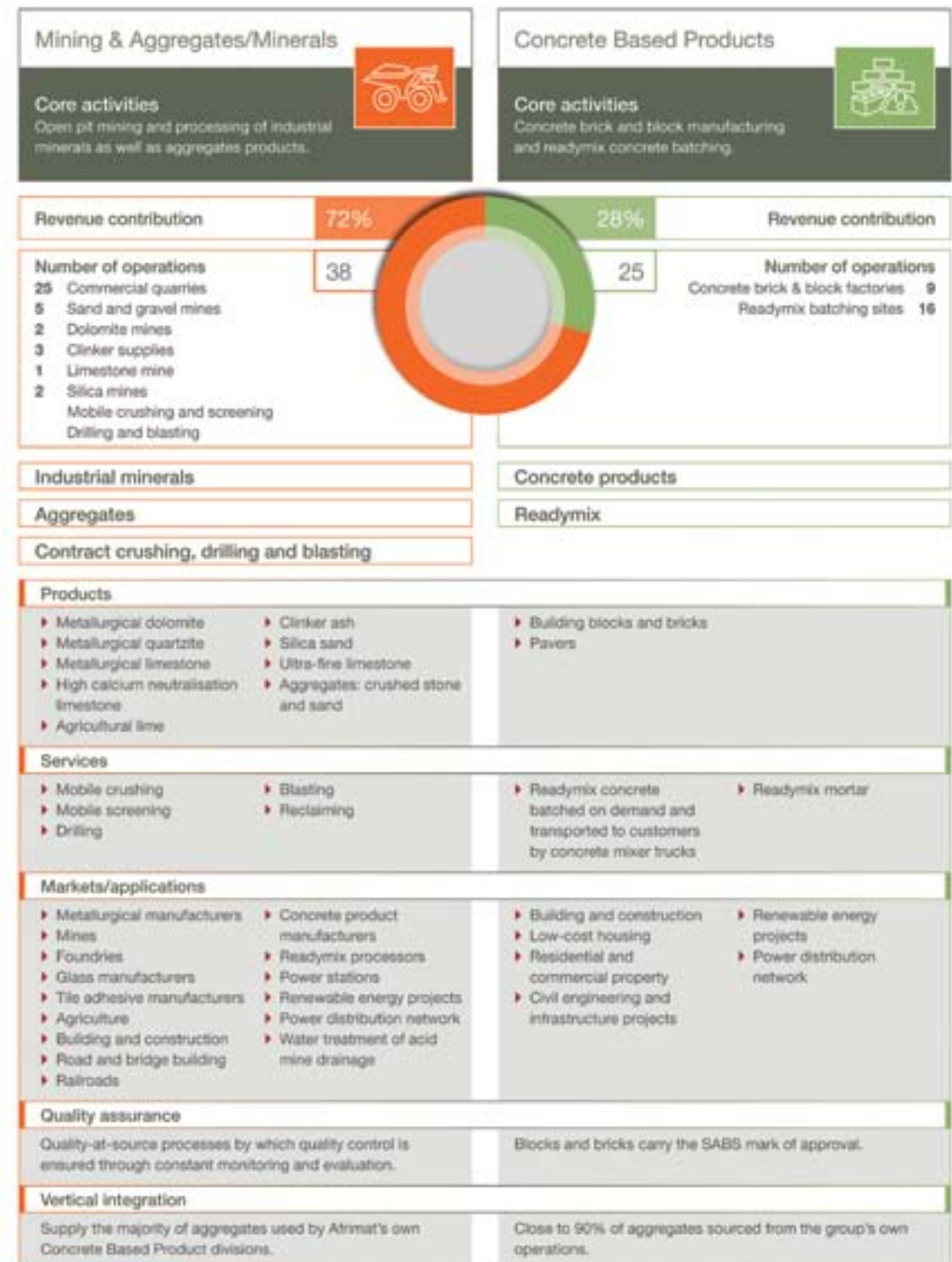
### BUSINESS OPERATIONS – THEN



### BUSINESS OPERATIONS – NOW

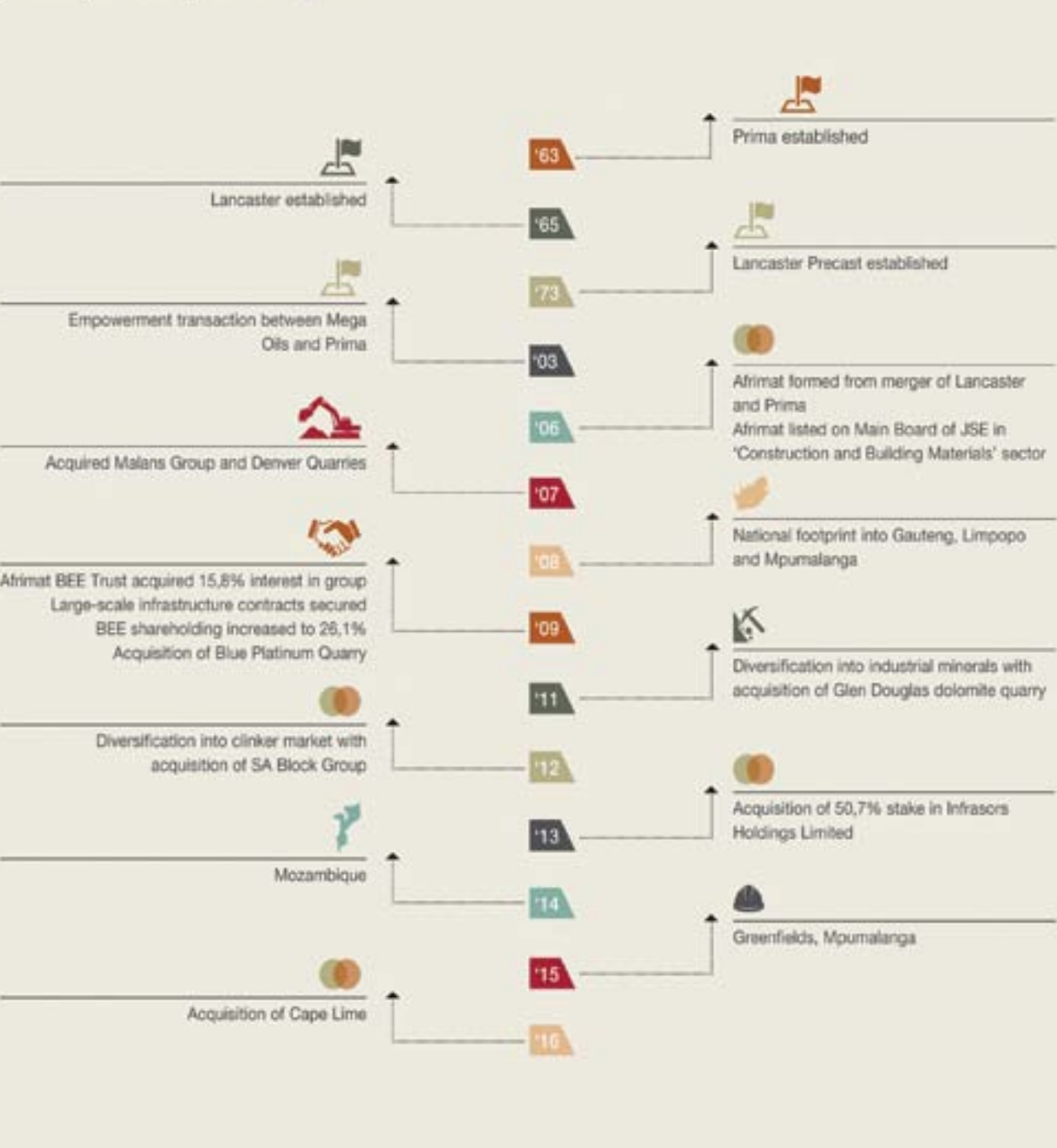


### BUSINESS OPERATIONS – NOW





JOURNEY TO THE PRESENT



Timeline of Afrimat's journey.

MEET THE CEO

Andries van Heerden shares his reflections on Afrimat's values and achievements, and tells the compelling story of the company's origins and road to success

Andries Johannes van Heerden was born in Randfontein on November 14th 1965. He has a Mechanical Engineering degree from Potchefstroom University, a Masters in Business Administration from the University of Stellenbosch and a Government Certificate of Competence.



Important influences on life and work

There are many people who played an important role in my life, but the biggest influence were my parents. Laurie Korsten and Matie von Wielligh were also both very important influences in my career. The people I most like to meet are those who make a real difference in other people's lives. I also enjoy meeting successful people, who beat the odds against them, but do not have a spirit of entitlement.

Afrimat's origins

My career in the quarrying industry started on 1 September 2001 when I joined Prima Klipbrekers in Worcester as a director. During 2003 I was appointed Managing Director of Prima and my first challenge was the new mining charter which, among other things, called for BEE shareholding. We decided to embrace the charter and were one of the first traditional South African quarrying companies to have black shareholders. Mega Oils became our BEE shareholders and their leader, Loyiso Dotwana remains a director and significant shareholder in Afrimat. I saw an opportunity to consolidate certain players in the industry and consulted my long time mentor and friend, Laurie Korsten about ways to achieve this. The idea of a listing came from him and was born during our meeting in September 2004.

The shareholders of Prima gave me the mandate to develop the idea and I found enough support from quarrying companies to make it viable. Unfortunately, my shareholders decided not to proceed and my employment was terminated on 8 April 2005. After recovering from this trauma, I formed a consortium with Laurie Korsten, Jan Korsten, Kwezi Mining and Investec to acquire Lancaster Quarries, Lancaster Precast and the Rodag property companies. We created a new holding company called Lancaster Group (Pty) Ltd. During May 2006 I was contacted again by Peter Corbin from Prima, requesting that we revisit the listing process.

The secret of Afrimat's success

Afrimat is built on a solid foundation that is rooted in our faith and value system, and the blessings that we receive are evident in the company's results over the last decade. Given our deep skills pool and our business culture, I am really excited about the company's future. I am particularly excited about the opportunities for growth in businesses such as Infrasons and Cape Lime, and also the ways in which the traditional businesses can improve and grow. Afrimat has grown to become one of the largest quarrying companies on the African continent. We have been blessed

with phenomenal growth, healthy finances, excellent people and wonderful opportunities. Our conservative approach to not over gear the balance sheet, and to ensure return on investment, is part of the success formula.

Afrimat is part of the global economy. We are impacted by changes in the business environment and it is imperative that we stay on top of the trends and adjust our strategy timeously to avoid threats and exploit opportunities. Difficult times are also times of great opportunities and as Gerhard Odendaal always says: "Do not waste a good crisis". The global economy impacts us, but we must find the opportunity in that.

Milestones in the last 10 years

Immediately after the listing we acquired the Malans Group, Denver Quarry and Scottburgh Quarries which included a mining license for Pietermaritzburg quarry. I would say the listing with the subsequent Malans acquisition would be the first milestone. (What would Afrimat have been without Carl Malan?)

The next milestone was the diversification into infrastructure projects such as Medupi and Kusile, when we realised that the National Credit Act of 2007 would severely impact the buoyant building market.

Then came the game changing acquisitions of Glen Douglas, Clinker Group and Infrasons which put Afrimat on a new trajectory. The latest milestone is the acquisition of Cape Lime which positions Afrimat strongly in the niche markets for high quality lime. In ten years we have also acquired Sunshine Crushers in Dundee; Blue Platinum Quarry near Lanseria; and Bethlehem Quarry. We have started greenfields projects such as Kliprug quarry near Durbanville; De Kop Quarry near Vredenburg and Harmony Crushers near Randfontein. Contract crushing sites that developed into commercial quarries include Kuipersbult near Lephalale; Harbeestfontein near Kusile power station and others.

**Favourite hobbies and pastimes:** Apart from spending time with my family (which is becoming more and more precious as my children are leaving the nest), I love mountain biking, water skiing and spending time on the farm that I co-own. As a spectator I am no different to the average South African with a love for rugby!

Andries van Heerden

CHIEF EXECUTIVE OFFICER



## MEET THE BOARD

### EXECUTIVE DIRECTORS



**ANDRIES J VAN HEERDEN**  
**CEO**

**B.Eng (Mech), MBA (University of Stellenbosch),  
Government Certificate of Competence**

Andries has extensive experience in operational management, strategic positioning, marketing and finance. During 2001, he joined the Prima Klipbrekers group as a director and became managing director two years later. He left Prima in 2005 and formed a consortium which acquired the Lancaster group, of which he became chief executive. He was instrumental in 2006 in the formation and listing of Afrimat from the merger of Prima and Lancaster. Andries was a finalist in the 2008 Ernst & Young World Entrepreneur Awards in the category 'Emerging Entrepreneur'. He also sits on the board of Infrasons Holdings Limited as a non-executive director.

'I believe in empowering competent people to play to their strengths. I believe in the immense power of teamwork, and will only operate in an environment of trust and integrity.'

**ANDRIES J VAN HEERDEN**



**PIETER GS DE WIT**  
**FD**

**B.Compt (Hons), CA (SA), ACIS, Post Grad Cert in Tax (Unisa), MBA (Cum Laude) (University of Stellenbosch)**

Pieter was appointed as Financial Director from 1 March 2016. Prior to this appointment he was the Regional Director of the group's Kwazulu-Natal and Free State operations where he was responsible for the strategic repositioning of these businesses since 1 October 2013. He also held various other leadership roles in Afrimat since joining the group in 2008, including Company Secretary and Chief Audit Executive. He qualified as a chartered accountant in 2002 and worked for 16 years at PriceWaterhouse Coopers prior to joining Afrimat.

'The one thing that I am most proud of, and that hasn't changed over the 10 years, is the culture of the business. The entrepreneurial flair is still as strong as when the company listed, we always find opportunities.'

**PIETER GS DE WIT**



**GERT J COFFEE**  
**HEAD OF OPERATIONAL EFFICIENCY**  
**B.Sc B.Eng. Mechanical (Industrial)**

A registered professional engineer, Gert has spent the past 35 years in the civil construction and materials supply industries, in various executive management capacities. He joined Afrimat in January 2010.

'The remark that I often hear from my opposition, and that I like to quote is: "What is it that you guys at Afrimat are doing right? You set the benchmark that we get measured against!"'

**GERT J COFFEE**

## NON-EXECUTIVE DIRECTORS



**LOYISO DOTWANA**  
**B.Sc Civil Engineering**  
**(University of Cape Town)**

Loyiso has worked as a civil engineer in design and project management for more than 20 years. He specialised in design and contract administration of township services, rural and urban roads and national roads. He has been involved in the conceptual and detailed design of bulk services for the Coega Industrial Development Zone in Port Elizabeth. Loyiso founded Illiso Consulting (Pty) Limited, one of South Africa's largest black owned consulting engineering companies, of which he is currently a director and the major shareholder.

Our business goals for the last 10 years have been to make a contribution towards changing people's lives in a positive way. Let us hope that Afrimat continues to make an impact well into the future.

**LOYISO DOTWANA**



**FRANCOIS DU TOIT**  
**Francois joined Prima Klipbrekers as managing director in 1967.**

He helped establish the Prima group 12 years later, where he remained as managing director until 2003 and then as Chairman until his retirement in 2009.

'It is a pleasure to be part of a Board of Directors that attends meetings and works as a team and to be part of a company that keeps on performing excellently and has stable growth for shareholders. We are fortunate to be blessed with a very good Chairman and CEO. We have the ability to take a task and get it finalised and finished.'

**FRANCOIS DU TOIT**



## MEET THE BOARD

### INDEPENDENT NON-EXECUTIVE DIRECTORS



**MARTHINUS (MATIE) W VON WIELLIGH**  
**CHAIRMAN**  
**B.Sc (Mech. Eng.) (University of Pretoria),**  
**MBA (University of Stellenbosch),**  
**Stanford Executive Programme**  
**(Stanford University, USA)**

Matie has almost 40 years' professional experience in the mining industry. He has extensive engineering, operational and business experience and currently consults on business strategy, new business development, operational improvement, capital efficiency feasibility studies and project management. Previously, at Iscor Mining and Kumba Resources, he served in various management and senior management positions before becoming managing director of Sishen Iron Ore Company. Matie holds other directorships and is a non-executive Chairman of Vega Asset Management (Pty) Limited.

'Afrimat is able to pull together entrepreneurial flair, strategy execution and flexibility. This results in value growth balanced with strong values and good governance.'

**MATIE VON WIELLIGH**



**HENDRIK (HENNIE) JE VAN WYK**  
**B.Com, CA(SA)**

Hennie qualified as a chartered accountant in 1975 with Brink Roos & Du Toit, where he became partner three years later. In 1987 he was appointed lead partner in the Cape Town office of Theron du Toit, and in 1990 lead partner of Coopers & Lybrand at the time of the merger with Theron du Toit. In 1998, he became managing partner of PwC Inc. (Western Cape), a position that he held until his retirement.

'During the past 10 years I saw Afrimat embrace the challenges that a listing presents, and grow to fit into the role a big corporate is required to fill. However, one thing that has not changed, is that they still do business the entrepreneurial way.'

**HENNIE VAN WYK**



**PHUTI RETSUKUDU:**  
**M.Ed (University of Bristol), Postgraduate**  
**Diploma in Adult Education, B.A. (SW)**

Phuti is an organisational development and management consultant and is currently managing director/senior consultant at Tsukudu Associates, and a partner/senior consultant at CRG PPS. She has extensive experience in organisational development, human resources management and human resources development in the public and private sectors. She has over 25 years' experience as an independent consultant and over 10 years as a community development practitioner working in the development and education arena. She continues to hold a number of board positions.

'A long time ago, a shoe factory sent two marketing scouts to a region outside the country to study the prospects of expanding their business. One marketing scout sent a telegram back saying: "situation hopeless, no one wears shoes". The other marketing scout sent one triumphantly announcing: "glorious business opportunity, they have no shoes". The growth and success of Afrimat is testimony to the same attitude and energy embodied by the second marketing scout - of spotting potential and seeing a world of possibilities where others see none.'

**PHUTI TSUKUDU**



**JACOBUS FREDERICK (DERICK)**  
**VAN DER MERWE**  
**CA (SA), BCompt (Hons)**

Derick, a chartered accountant, has extensive experience in the property, real estate, construction and manufacturing industries. He has worked at Imperial Cold Storage and as regional financial director in the Stocks & Stocks group. Derick was financial director and then managing director and CEO for the Victoria & Alfred Waterfront in Cape Town. He is currently the CEO of People Spaces, a development management and consultancy company. Derick is a medal holder of FIABCI (International Real Estate Federation), an associated member of the Chartered Institute of Building and past member of S.A. Institute of Realtors. He is a non-executive director for the PNA Stationers group and trustee of Two Oceans Aquarium and has served on various other boards of directors and trustees.

'Afrimat's staff share in each ton of material produced. It is used in the construction of buildings, roads, railways, dams, bridges, reservoirs and much more, to create and develop this country piece by piece. We are blessed to be working with such a competent and visionary management team to help shape this lovely country of ours and make it a better place for us all. I am very proud to serve as a member of the Afrimat board of directors.'

**JACOBUS FREDERICK (DERICK) VAN DER MERWE**



## OUR PEOPLE – OUR DNA – OUR CULTURE

MARELI MOSCA - HUMAN RESOURCE SUPPORT OFFICER

What makes Afrimat a top company to work for? What is Afrimat's secret in its ability to be admired by competitors, respected by the industry and have motivated and skilled brand ambassadors as employees?

The answer: Our People. Our DNA. Our Culture.

With our well defined vision as our compass, our shared values as our DNA, and Psalm 127 as our foundation, Afrimat is rock solid.

### From small town "cowboys" to being the most admired in Africa.

In the forming years of Afrimat, being in the mining and quarrying industry, Afrimat was still a diamond in the rough. Things were done in quite a different manner back then. Shared values were non-existent, the vision unclear and we were referred to by some as a "bunch of cowboys".

For Afrimat to have a future and move forward, things had to change. On an airplane in 2006, Andries van Heerden, CEO of Afrimat wrote something on a piece of paper. What he wrote down was a glimpse of the Afrimat we know today. Andries tapped into the vault of opportunity and potential that was locked up within Afrimat.

He dreamed of a company that we can be proud of, a company respected and admired for its well managed operations, motivated people, trust, healthy finances and effective systems. A company where our very DNA is rooted in trust, accountability, integrity, teamwork, respect, safety and customer satisfaction.

Today this dream is our reality. The culture is written on the hearts of our employees and that is where the success of Afrimat lies.

### Afrimat: Where excellence becomes a habit.

Afrimat no longer strives to be a high-performing company, we have achieved it. We are now looking at ways to take us from a high performance company to an ultra-high performance company.

How is this possible? It is possible because there is an almost mesmerising network where employees and leaders voluntarily and constantly exchange their strengths, skills, knowledge and ideas with each other, regardless of department or region.

Our strength-based culture allows room for employees to constantly check-in with each other, and to mentor, coach and motivate each other. Our leadership development programmes enable leaders to act, to inspire and challenge.

Our learning culture develops our people and their skills. We value training, we value safety and we value keeping each other informed, educated and motivated. All of the above point to our rich and healthy culture where input becomes effortless and excellence becomes a habit. This is the Afrimat way.

'TODAY THIS DREAM IS OUR REALITY. THE CULTURE IS WRITTEN ON THE HEARTS OF OUR EMPLOYEES AND THAT IS WHERE THE SUCCESS OF AFRIMAT LIES.'



## LISTING AFRIMAT ON THE JSE

ANDRIES VAN HEERDEN

The reason for the listing was a combination of changes in the business environment of the time, such as a myriad of new laws, the BEE requirements of the Mining Charter and the construction boom in anticipation of the 2010 soccer world cup. This presented a unique opportunity to consolidate many of the stronger family-owned quarrying companies. Listing on the JSE was the only way to create a vehicle for this consolidation. It offered a platform for the owners of the family businesses to swap their shares for shares in a neutral business. In this way they did not feel that their businesses had been taken over by a competitor. An added benefit was that these shares are relatively easily tradable. It also made the raising of capital easier.

To achieve this, a new public company was formed and named Afrimat. The name was suggested by Peter Corbin and is short for African Materials. The shareholders of Lancaster Group (Pty) Ltd and Prima Quarries (Pty) Ltd sold their shares in the respective companies to Afrimat Limited, and were paid with shares in Afrimat.

Afrimat was listed on the JSE on Tuesday 7 November 2006, and that day stands out as one of my personal highlights.



Jan Korsten, Andries van Heerden, the late Dr Laurie Korsten.



The late Lucia Korsten, Andries van Heerden, Maryke van Heerden, the late Dr Laurie Korsten.



Theunis Jordaan, Andries van Heerden, Francois du Toit, the late Peter Corbin.



Piet Veldman, Hennie van Wyk,



Andries van Heerden - Sound of the Kudu horn.



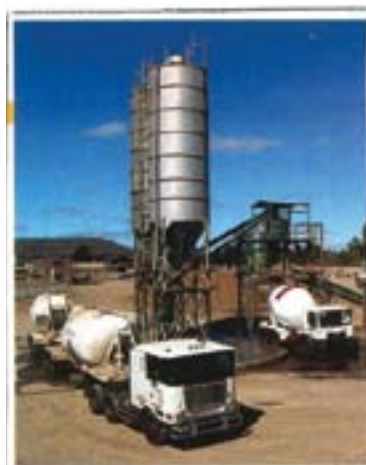
Andries van Heerden, Matie von Wielligh.





## AFRIMAT IN THE MEDIA

South African media welcomed the listing of Afrimat on the JSE.



### AFRIMAT More into the mix

Investors looking for exposure to the construction boom will have another stock to look at next month, when building supplier Afrimat lists on the JSE.

The company supplies readymix concrete, bricks and aggregates to big listed construction companies. It has a substantial exposure to the low-cost residential development market, which is still showing signs of growth.

Company directors are placing 25m shares privately at R5/share. Fifteen million of these shares are new. The R75m raised will be used to accelerate the company's growth through acquisitions, says Afrimat CEO Andries van Heerden.

Afrimat is close to sealing a deal which will add about 25% to revenue, and "there are two or three others that will likely be concluded in the first half of next year", Van Heerden says.

Afrimat has 17 quarries, 12 readymix plants and eight precast factories. It has a firm footprint in KwaZulu Natal, Free State, Western Cape and Eastern Cape. It was created from the merger between Lancaster and Prima.

Afrimat's proposition is similar to that of WG Weame, whose share price has more than doubled this year since listing at 160c/share.

Last week it published its second profit warning: headline earnings could be as much as 60% higher than in the comparable period last year. **Nicky Smith**

**AFRIMAT**

## Listing towards growth

*Locking in empowerment partners until 2014*

**Lancaster operation**

We know listing could be risky. **Andries van Heerden**

**AFRIMAT** – a smallish, black empowered building supplies group – appears to be ready to compete in the construction industry without fear of being snuffed up by a major player. The building supplies group – which supplies ready-mixed concrete, concrete blocks and bricks – plans to list on the JSE's main board early next month.

Afrimat started life in 1963 and expects to be quoted on the JSE with a market capitalisation of about R600m. "We know that listing could be risky for our business, but empowerment is a strong promise in the shareholding, and we have a strong empowerment partner," says Afrimat CEO Andries van Heerden.

Afrimat is 45% owned by management, with 23.1% held by an empowerment group consisting of Mega Oil, Kweri Mining and staff trusts. Van Heerden says that Afrimat's shareholding structure ensures that authors won't be able to gain control.

However, foreign private equity firms or construction companies could entice Mega Oil and Kweri Mining to sell its shares at a premium. Says Van Heerden: "Our black economic empowerment partners have agreed to lock themselves into our structure until 2014. Thereafter, Mega Oil and Kweri Mining may only sell to empowerment firms." He argues that the empowerment component is also critical to maintaining mining licences.

Therefore, Afrimat seems to be on the right path to grow its business and make acquisitions post listing. Afrimat – which operates 18 quarries, 12 ready-mix plants

and eight pre-cast factories – plans to raise R75m to grow the business organically and through acquisitions.

The building supplies group is already negotiating to buy two small, family-owned businesses. Says Van Heerden: "The industry we're in has many smaller family-owned companies that are experiencing difficulty in getting their empowerment credentials sorted out. Most of the people owning such businesses are old and want to exit their investments. There could be one or two nice sized acquisitions to take on in that space."

Its JSE listing could enable Afrimat to gain critical mass to compete in SA's R74bn building and construction industry. Sector analysts say that Afrimat is a relative small cap company but that its timing in listing could have positive outcomes. Generally, the construction and building sector has been positive and Government spending and civil construction will drive the industry forward.

Afrimat currently consists of Prima and Lancaster, which operate in the non-residential, low-cost residential and civil engineering sectors of the building industry.

Prima was established in 1963 as a small quarry and stone-crushing business and grew through acquisitions in the Eastern and Western Cape. It also has a hydraulic rig in Namibia, which undertakes drilling and blasting contracts. Lancaster was formed in 1965 to mine and crush dolomite in KwaZulu-Natal.

Afrimat is forecasting to deliver after-tax profit of R64m and turnover of R471.6m in the year to February 2007.

**SUVULAKHE MADISO**  
suvulakhe@web.co.za



Mr. Andries van Heerden, Afrimat's CEO, (left), along with Mr. Andries van Heerden, CEO of the company, are seen at the JSE's main board early next month.

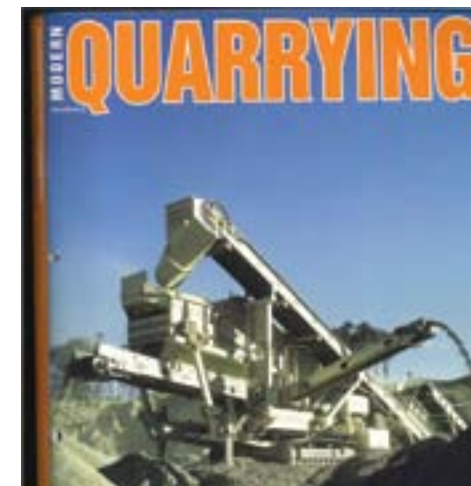
### Afrimat styg meer as 60% ure nā notering

**Andries van Heerden**

Our share price is expected to rise by 25% to 30% after listing on the JSE. We are confident that the company's growth through acquisitions will be accelerated by the listing.

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## QUARRYING

### Prima and Lancaster cultures pave the way for seamless integration

Black empowered building supplier group Afrimat Limited, will position itself as the 424-million South African building and construction industry through a diverse product range of aggregates, ready-mix concrete and concrete blocks and bricks. With a strong brand presence, the group's underlying operations are market dominant in the eastern and western Cape, northern KwaZulu-Natal, eastern Free State and Northern Cape. Afrimat recently bought up with staff's equity shares. Andries van Heerden, the company's CEO, is at the helm.

Afrimat's integration of the two companies is expected to be a smooth process. The group's management team is experienced in the industry and has a strong track record of successful acquisitions. The group's management team is experienced in the industry and has a strong track record of successful acquisitions.

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### Building supplies group Afrimat to list on JSE

Afrimat is a smallish, black empowered building supplies group. It is expected to list on the JSE's main board early next month. The company's share price is expected to rise by 25% to 30% after listing on the JSE.

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### Takeover trail for Afrimat

**Sineke Njoku**  
Trade and Industry Correspondent

**BUILDING** supplies group Afrimat said on Friday it intended to raise R75m in new capital through the private placing of 15-million shares at R5 each.

The capital would enable the group to list on the JSE next month with its growing, paving the way for it to pursue what it said would be an "aggressive acquisition trail". The acquisitions would boost market capitalisation to more than R1.1bn.

The company is due to list on the JSE's construction and materials sector on Tuesday next week with a market capitalisation of R600m. Afrimat supplies a range of aggregates, ready-mix concrete and concrete blocks and bricks. It was created last month when construction specialists Prima Quarries and Lancaster merged.

CEO Andries van Heerden said the money was likely to go towards acquiring quarries to spread its geographical spread to Gauteng, Mpumalanga and Limpopo. "There are a number of attractive consolidation prospects as well as greenfield prospects in the market."

The company is dominant in Western Cape, Eastern Cape, northern KwaZulu-Natal, Northern Cape and Free State. It has 18 quarries, 12 ready-mix plants, eight precast factories, four mobile crushing plants and a mobile ready-mix plant.

Van Heerden said that in its search for acquisitions, the company would benefit from its black economic empowerment standing. Empowerment partners Mega Oil and Kweri Mining would together make up 21% of Afrimat's shareholding. A staff trust would hold 4.1%, bringing the total empowerment shareholding after listing to 25.1%.

In its prospectus, Afrimat said it was poised for growth with the non-residential, low-cost residential and civil-engineering sectors of the building industry expected to grow, driving up demand for aggregates, ready-mix concrete and bricks and blocks.

### Afrimat to list with takeovers in mind

**Sineke Njoku**  
Trade and Industry Correspondent

**PERSPECTIVE** of acquisitions in the construction and building industry was behind building supplier group Afrimat's successful listing on the JSE, CEO Andries van Heerden said yesterday.

It is a move to establish itself as a R75m-a-year construction industry, the newly formed Afrimat has announced plans to acquire two small, family-owned businesses, says Van Heerden.

The group's management team is experienced in the industry and has a strong track record of successful acquisitions. The group's management team is experienced in the industry and has a strong track record of successful acquisitions.

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## AFRIMAT IN THE MEDIA

### AFRIMAT

## Snapped up

It was a storming first week on the JSE for Afrimat, a small supplier of ready-mix concrete and aggregates.

Shares were placed ahead of the listing at 500c each and interest was such that the placement was 30 times oversubscribed. The share shot up 86% within days to trade at a high of 930c earlier this week.

Afrimat is the fifth construction-related company to list this year. Investors still can't get enough of stocks with exposure to fixed investment.

Afrimat was born out of the merger of Lancaster and Prima, which between them had more than 80 years' experience in construction. Afrimat CE Andries van Heerden says the new company has retained staff of the two old ones and has skilled managers who have seen "the ugly, thin years and the odd year of plenty".

Money raised in the listing (R125m) has created a war chest of R75m to fund acquisitions. Afrimat is already trading under cautionary, as it was negotiating an acquisition before it listed.

The group's geographical spread across SA is good, but it does lack exposure to the high-octane Gauteng market. Van Heerden says acquisitions will be made in line with the ability to manage them.

The group has a 21% empowerment holding and has plans to lift this in future. Because Afrimat has a number of quarries, it is required to comply with mining legislation, which requires a 26% black shareholding by 2014.

The company says it is well placed to supply aggregates for road projects in the Western and Eastern Cape, and concrete in KwaZulu Natal for bridge building, and has R50m worth of new contracts in the pipeline.

Nicky Smith

### PUBLIC OFFERING

## CONSOLIDATION PLANS

Afrimat eyes quarry-sector consolidation as it finalises fundraising and listing

Teresa O'Sullivan | Deputy Editor

Building-materials miner and processor Afrimat kicked off a roadshow to South Africa's major institutions last week in a bid to galvanise support for a prelisting private placement of 25-million shares, at R5 a share, ahead of a proposed listing on the construction-and-materials board of the JSE, probably on November 7. The company said in a statement that 15-million of these shares would represent R75-million in new capital for the company, while the proceeds from the 10-million balance would flow to existing shareholders, who have released a small percentage of the shareholdings to facilitate the public offering. In total some R125-million would be raised, with R125-million to flow to Afrimat's existing black economic-empowered (BEE) shareholders, R10-million towards a management incentive scheme and the rest to existing Afrimat shareholders.

CEO Andries van Heerden told *Engineering News* in a telephonic interview that the market response had been "extremely positive" and that there was an expectation that the private placement would be oversubscribed.

He reported that the proceeds would most likely be employed in the acquisition of mining operations, probably in Gauteng, Mpumalanga, Limpopo and KwaZulu-Natal.

However, he said that the company also had some greenfield prospects that might be pursued. "On balance, though, we see more potential for acquisitions, particularly given that many quarries are owned by small enterprises, which are looking for the flexibility that a listed company might offer – both in terms of compliance with the Mining Charter as well as in structuring deals that enable those being acquired to participate in the upside of what appears to be a strong outlook for this industry," Van Heerden explained.

Following the prelisting private placement, which was being sponsored by Bridge Capital, Afrimat was expected to list with a market capitalisation of about R600-million.

Structures had also been put in place to ensure

that there is no dilution of the company's BEE shareholding.

Afrimat – which had itself emerged from a recently-approved merger of materials companies Prima and Lancaster – comprised 18 quarries, 12 ready-mix plants and eight precast factories.

In addition, it had five mobile crushing and ready-mixed concrete plants offering greater geographical flexibility. However, it was, at present,

focused mainly on the southern and coastal regions, with a brand presence in the Eastern and Western Cape, northern KwaZulu-Natal, the eastern Free State and Namibia.

Therefore, geographical diversification, particularly into the high-potential Gauteng market, was a key strategic priority.

Van Heerden said that Afrimat intended to exploit the synergies of the merged entity to expand product and geographic diversity.

He said the company intended to pursue a range of consolidation opportunities following its listing. "The R75-million new capital intended to be raised for the company before listing will help fund these acquisitions," he said.

Afrimat's current BEE ownership of 21% was ahead of the Mining Charter requirement for 15% by 2009 and was made up of Mega Oils, represented on the Afrimat board by Loyiso Dabwama, and broad-based black consortium Kwezi Mining, whose Gillian Nombhlanhla Jiyane was a non-executive director of the group.

A third BEE transaction would raise the group's BEE credentials to 25,1%. The company would have a free float of 32,2%, while the 42,7% balance would be held by existing shareholders and management. The biggest single shareholder would be Frances du Toit, previously Prima's chairperson, with Peter Corbin, Tinas Jordaan and Van Heerden also enjoying significant holdings.

Van Heerden, who was the MD of Prima until January 2005 when he left to form the consortium that, ultimately, acquired Lancaster, said that company was well positioned to exploit the R72-billion

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ANDRIES VAN HEERDEN AND LOYISO DABWAMA  
Sniffing for inland acquisitions

### Stock of empowered building supplies group rise 60%

## Afrimat shares on solid ground at JSE listing

### NOT COINCE

Power - Afrimat, the black-empowered building supplies group, immediately soared on the JSE listing, with its share price rising more than 80 percent to its latest price of 930c.

The company immediately gave an indication of the start of its acquisition strategy when it secured a customary 20% share.

The share listed at 500c to give Afrimat a market capitalisation of R1 billion. The value of the 25-million shares traded during the day was R125 million, which provides a diverse product range of aggregates, ready-mix concrete, concrete blocks and bricks.

The group has market dominance in the Eastern and Western Cape, Northern KwaZulu-Natal and the Free State.

Chris McCallum, a week earlier at Invest SA, said Afrimat traded at a low of R100 and a high of R150 during the day but the average price of shares was R125. Shares closed at R125.

McCallum said the share turnover on the day was quite high but attributed this to members being allocated to the share price listing. The company's share placement, which raised R125 million via the placement of 25 million shares at R5 a share, was at least 20 times oversubscribed.

Van Heerden said the company's share placement was a key strategic priority.

Van Heerden said that Afrimat intended to exploit the synergies of the merged entity to expand product and geographic diversity.

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WELL POSITIONED Afrimat chief executive Andries van Heerden signs new contracts worth R20 million here as the group's stock in its first week on the JSE rises 60%.

### CONSTRUCTION MATERIALS

## ALSO ACQUISITIVE

Afrimat on acquisition trail following listing

Marissa Olivier  
Contributing Editor Online

BUILDING supplies group Afrimat last week became the seventh company this year to list on the main board of the JSE, when its shares started trading under the building and construction materials sector.

The company was also placed under immediate custody, and CEO Andries van Heerden said that the customary announcement was

due to the implementation of its acquisition strategy, adding that the group was doing selective acquisitions.

The group's financial strength bolstered its acquisition trail and he said that Afrimat planned to expand its geographic footprint and to strengthen vertical integration, by ensuring that most raw materials were sourced from within the group.

Afrimat supplies a diverse product range of aggregates, ready-mixed concrete and concrete blocks and bricks to the construction industry.

Van Heerden, however, noted in a statement released after the listing that organic growth, nonetheless, remained a strategic objective, as evidenced by the new contracts.

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### From page 8

New contracts were worth roughly R50-million in total, which the company said was in line with forecast projections, setting the group on track to meet the 2007 forecast revenue of R471,4-million.

Van Heerden said that the company was "extremely bullish" about the next four to five years, as it was seeing a significant increase in government infrastructure spending.

"We are getting a big chunk of that business," he said about gov-

ernment's R409-billion infrastructure spend drive.

Moreover, Afrimat had been awarded a mining licence for a quarry in Saldanha, which positioned it to supply aggregate to the Saldanha-Saldanha iron-ore line.

"Having an existing relationship with Spoornet through work on the Richards Bay coal line, Afrimat was prompted to apply for the new mining licence in close proximity to the new Saldanha project."

END OF PAGE 104

GOOD conditions in the building and construction industry have set off a whirlwind of activity across the sector, with companies eager to take full advantage of the opportunities that come their way.

The bonanza in this industry would have been at the end of the current boom and the any missed opportunities.

The good run will take a while to slow down. But this has not stopped companies from rushing to list, merge or acquire new entities and in the process get to new markets. With multi-billion-rand expenditure on infrastructure picking up momentum, no one wants to miss the boat.

While it looks as if it is just business as usual for industry giants Group Five, VTHO and Murray & Roberts, the smaller companies have been busy. Just this year alone WG Weema listed on the AIX and, a few months later, followed that with acquisitions worth R140m.

Another recent AIX listing, Eaco, bought bigger and unlisted Franki Africa in a transaction that gave Eaco access to new markets and critical mass.

Building supplies group Afrimat is on the verge of listing on the JSE. The group hopes to raise R75m in a prelisting private placement of shares at R5 a share.

Afrimat is still a baby in the industry. It grew out of last month's merger between Prima and Lancaster.

Many companies list because they want more profile, want to be able to spread their geographical presence or be able to grow through acquisitions.

Given that Afrimat already has a presence in KwaZulu-Natal, Western Cape, Eastern Cape and Namibia, making acquisitions is the real motivation for the listing.

The merged entity has black economic empowerment credentials. This will work in its favour as many smaller building materials suppliers would have to meet the bonnet of government, parastatal and private-sector opportunities simply because of their black credentials.

The worry, though, is the possibility that by the time this building boom comes to an end, all the smaller players in the industry will have been swallowed by their bigger counterparts.



## AFRIMAT’S STAFF ARE OUR SUCCESS

No leading JSE listed company would be effective without the dedication, loyalty and hard work of its staff. Afrimat values every employee’s contribution and we highlight a few of those who have been with us for 15 years and more. **COMPILED BY LIZANNE OLIVIER**

### > Francois du Toit – 49 years

**POSITION:** Non-executive director  
**DATE AND PLACE OF BIRTH:** 22 August 1946 – Touwsrivier  
**EDUCATION:** Qualified Motor Mechanic  
**MANAGEMENT STYLE:** Hands on. “Do what you do well” and never leave anything halfway.  
**PERSONAL BEST ACHIEVEMENT:** Building a company from scratch to become a major player in the aggregate supply trade.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR LIFE:** My dad, Christiaan du Toit.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR CAREER:** My partners in business.  
**PERSON YOU WOULD MOST LIKE TO MEET AND WHY:** Lewis Hamilton, the number one F1 Driver.  
**BIGGEST OPPORTUNITY WITHIN AFRIMAT?** To be part of the expansion of Afrimat into the most admired aggregate supplier in South Africa. Also to be part of the planning and reconstruction of loss-making quarries.  
**THE FUTURE OF AFRIMAT?** To keep on being a company to be proud of with people that are committed to their task.  
**FAVOURITE PAST TIME?** Farming sheep and game.  
**FAVOURITE SPORT?** Motor sport, especially “Stockcars”.

‘TO BE PART OF THE EXPANSION OF AFRIMAT INTO THE MOST ADMIRERED AGGREGATE SUPPLIER IN SOUTH AFRICA. ALSO TO BE PART OF THE PLANNING AND RECONSTRUCTION OF LOSS-MAKING QUARRIES.’



### > Jeffrey Mtiyedwa – 42 years

**POSITION:** Driver  
Xakekile Hery Mtiyedwa, otherwise known to all at Afrimat as Jeffrey, was born on April 2nd 1958 in the Eastern Cape. He has been with the company since 1974. He shares his thoughts on his life, his work, and his love of soccer:  
I enjoy my work. I always do my best. I’m always ready for whatever anyone asks me to do. Sometimes I have to get up very early to take somebody to the airport, or to fetch something, but I am always happy to do it. I think it’s important to keep working in one place. I take my job seriously, that’s why I have such a long service in our company.  
**THE BEST THING ABOUT AFRIMAT** is the people. Everyone here is always respectful. I’ve known the people here a very long time, especially Carl Malan and Andries van Heerden. We’ve all come a long way together. I’ve known Carl Malan since he was a university boy! My father and his father used to work together in the 1960’s.  
**I THINK IT IS IMPORTANT** to be open, honest and respectful. That is a good working relationship. I learned that from my parents – if you need to talk to someone about something, then you sit with them one on one and face to face. Then you can talk openly and honestly. Everyone here is like that. We can talk and solve our problems together. Family is important. I have been blessed with four children – three daughters and one son. When I was younger I used to play soccer, now I love to watch sport on TV. I love to watch soccer, and of course rugby and also cricket.

‘EVERYONE HERE IS ALWAYS RESPECTFUL. I’VE KNOWN THE PEOPLE HERE A VERY LONG TIME, ESPECIALLY CARL MALAN AND ANDRIES VAN HEERDEN. WE’VE ALL COME A LONG WAY TOGETHER.’



### > Kobus Jooste – 40 years

**POSITION:** Voorman  
Kobus het begin werk by die destydse Prima Klipbrekers op 01 Januarie 1976. Sy eerste salaris was in kontant, ’n volle R24, 00 per week (wat oortyd ingesluit het). Die aard van sy werk het hom geneem deur die hele Suid-Afrika, later ook na Namibië. Dit was harde werk, lang ure, baie tyd weg van die huis maar hy het dele van die wêreld gesien wat hy andersins nooit sou sien nie.  
Sy loopbaan by Prima Klipbrekers het begin as ’n Blaster by Brewelskloof groef in Worcester. Op daardie stadium het hulle produkte gemyn vir die N1, die pad na Robertson en ook vir Rainbow Chickens. Die plaaslike boubedryf het ook goed ondersteun verleen. Groot kontrakteurs waarmee Kobus gewerk het sluit in Concor, Basil Read, Basil Starke, Clifford Harris, Savage & Lovemore ens. Groot brûe, tunnels, cuttings, paaie ens. was uitgeskiet. Op ’n stadium was Kobus die Myn-bestuurder van Brewelskloof. Daardie jaar het die groef die eerste keer ’n “5 x Fish Eagle Award” gekry van die Mineraal en Energiesake. Daar moes aan streng vereistes voldoen word, onder andere die veiligheid van die groef, die uitleg, netheid, produk gehalte ens.  
Mynwerk is baie harde werk, maar as hy ’n kans kry om weer ’n beroep te kies, dan sal hy dit weer doen, Kobus meen hy het sy droom elke dag geleef. Kobus sal sy kollegas mis maar vertrou dat hulle saam eendag op die ouetehuis se stoep sal sit en lekker stories sal uitruil.  
Afrimat het hom ’n kans gegee om take op sy eie aan te pak en hy kon eienaarskap neem van dit wat hy doen, waarvoor hy baie dankbaar is. Hy was betrokke by die skietwerk in Cookhouse vir die oprigting van die wind terbines en ook die oopmaak van die groef by Loeriesfontein.

“MYNWERK IS BAIER HARDE WERK, MAAR AS HY ’N KANS KRY OM WEER ’N BEROEP TE KIES, DAN SAL HY DIT WEER DOEN.”



### > Carl Malan – 39 years

**POSITION:** New business director  
‘The secret of Afrimat’s success is that we are not bureaucratic. We make quick decisions and we have a good team who work well together. Most importantly, we embody the entrepreneurial spirit.’  
Carl Malan is the General Manager of Business Development at Afrimat. Carl was a controlling shareholder of Malans Quarries when it was acquired by Afrimat. He was born in Bulawayo, Zimbabwe, on Aug 2nd 1954.  
**EDUCATION:** He studied at Stellenbosch University, where he earned a Bachelor of Commerce Honours degree. He shares his thoughts on Afrimat’s success:  
**IMPORTANT INFLUENCES ON LIFE AND WORK?**  
Certainly, the person who had the biggest influence on my life is my late father. He was very technically minded, and very hands-on. He taught me a lot, especially the kinds of things that you can’t just read in a book. I learned from his experience and from his way of doing things. In terms of my career, one of the most influential people has been Andries van Heerden. He has been a great mentor to me.

One of the highlights of my career, and one of my personal best achievements has been joining up with Afrimat. We’ve been very successful. We’ve done a lot of hard work, a lot of careful planning and we’ve made some bold decisions. We’ve taken advantage of opportunities and these have paid off and given us consistent results.  
**THE SECRET OF AFRIMAT’S SUCCESS?**  
I think the secret of Afrimat’s success is that we are not bureaucratic. We don’t have endless meetings. We know how to make quick decisions and how to act on them. Our management structure is not top heavy. We have a good team made up of excellent people who all work well together. And most importantly, I feel that Afrimat embodies the entrepreneurial spirit. In terms of my personal management style, well, I think you’ll have to ask everyone else about that! I believe in the skills and expertise of our team, and I would like to thank them for their dedication and hard work.

Going forward, one of the many opportunities for Afrimat is in Mozambique. There is a massive opportunity for us there that we are working on. If it all goes according to plan, we will do very well. It is exciting and motivating to have huge opportunities like that in the pipeline.  
**FAVOURITE HOBBIES AND PASTIMES?**  
I have a love for the outdoors and I am very involved in game farming. That’s definitely my favourite pastime.

‘THE SECRET OF AFRIMAT’S SUCCESS IS THAT WE ARE NOT BUREAUCRATIC. WE MAKE QUICK DECISIONS AND WE HAVE A GOOD TEAM WHO WORK WELL TOGETHER.’





AFRIMAT’S STAFF  
ARE OUR SUCCESS

Ashruf Hossain Goolam – 35 years

**POSITION:** Senior buyer  
**DATE AND PLACE OF BIRTH:** 11 April 1963  
**DATE YOU JOINED THE GROUP:** 8th June 1981  
**WHY DO YOU ENJOY WHAT YOU DO?** I enjoy what I do because I am proud to have grown and developed over my 35-year tenure with the company. I see my successes and struggles as an opportunity to make a difference in my position, hence I enjoy what I do.  
**PERSONAL BEST ACHIEVEMENT:** Inducted as Pastor.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR LIFE:** My sister - she has been my role model.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR CAREER:** The late Mr Barry Smith.  
**PERSON YOU WOULD MOST LIKE TO MEET AND WHY:** Dr James Dobson. He has great wisdom on how to deal with day to day family living, and great advice and insight as to how to deal with these issues in a Godly fashion. Wisdom is essential in this day and age we are living in.  
**BIGGEST OPPORTUNITY WITHIN AFRIMAT?** My future at Afrimat is to further enhance my potential within the dynamics of the company. I want to be the best I can be, at what I’m tasked to execute.  
**ACCORDING TO YOU, WHAT IS THE BIGGEST BENEFIT OF BEING PART OF A LISTED COMPANY?** The fact that it can be tracked on the JSE means you can see the growth and potential of the organisation. It also provides a sense of accountability to its stakeholders and investors alike.  
**WHAT IS YOUR OVERALL IMPRESSION, LOOKING BACK AT THE LAST 10 YEARS?** I am proud to say I have been part of a dynamic, successful organisation that has grown since the first year I started. Change-management, new systems and streamlined processes have all facilitated a well-established company that I’m proud to be a part of. Here’s to another 35 years!  
**WHAT DO YOU THINK OF THE FUTURE OF AFRIMAT?** To go from strength to strength in manufacturing and supplying to Africa and the rest of the world, with satisfied shareholders, staff and customers.



**FAVOURITE PAST TIME?** Repairing vehicles, reading and research.  
**FAVOURITE SPORT?** Fishing.

‘I AM PROUD TO SAY I HAVE BEEN PART OF A DYNAMIC, SUCCESSFUL ORGANISATION THAT HAS GROWN SINCE THE FIRST YEAR I STARTED.’

Arnold Meyi – 34 years

**POSITION:** Voorman  
Arnold Meyi het sy 34 jaar diens by Prima Klipbrekers in Maart 1983 as ’n tippertrak drywer begin. Later het hy ’n laaigraaf operateur in Brewelskloof geword, en daarna ’n graaf operateur - ’n posisie wat hy tot in 2002 beklee het.  
Arnold doen al sedert 1985 kontrak werk en hy het al op verskillende plekke onder verskeie bestuurders gewerk.  
Vanaf 1985 tot 2002 was Arnold op die volgende groewe werksaam: Knysna en Stutterheim onder Gerrit Martin en Piet du Toit; Colesberg, Port Nolloth, Wolseley en Bedford onder Hennie Nieuwenhuys en André Swart; Upington onder Danie du Rand; Brewelskloof onder Piet du Toit; Kaap en Colesberg onder Danie du Rand; Kimberley onder Hennie Nieuwenhuys; Worcester onder Willie Prins; Bedford, Beaufort en Richmond onder Hen-nie Nieuwenhuys; Worcester onder Kobus Jooste.  
Toe Prima Klipbrekers in 2002 hulle eerste mobiele crusher gekoop het, is Arnold aangestel as Voorman op die mobiele eenheid. Sederdien het die eenheid na verskeie groewe geskuif: Port Elizabeth, Worcester, Oudtshoorn, Oos London, Port Alfred, Bloemfontein, De Doorns, Franchhoek, Harrismith, Malmesbury, Grabouw, Parys, Friersdale en Randfontein. In 2009 het Arnold die mobiele span verlaat en na Bronkhorstspuit toe gesskuif waar die Hartebeesfontein groef begin is. Sedert 2011 het Arnold weer tussen verskeie groewe rondbeweeg: Secunda, Port Elizabeth, Sishen, Friers-dale, Volkrust en uiteindelik na Hluhluwe waar hy hom tans bevind.



Willie Prins – 33 years

**POSITION:** Area bestuurder Noord-Kaap  
‘Afrimat is n goeie en standvastige maatskappy om voor te werk en ek sien ’n rooskleurige toekoms vir Afrimat.’  
Willie Prins het in Maart 1983 by Prima Klipbrekers as ’n versend-ingsklerk - wat bedags alle verkope uit die groef hanteer het - begin werk. Na werksure het hy saans tussen 17h30 en 22h00 die crusher met ’n laaigraaf gevoer. In 1988 het die vragmotor vloot drasties vermeerder, en is Willie in die pos van vervoer bestuurder by die hoofkantoor aangestel. Aanvanklik was Willie in beheer van van 5 x 5M3 trokke, en later het hy ’n veel groter vloot, wat bestaan het uit 10 x 6M3 trokke, 10 x 10M3 trokke, 5 x 17M3 trokke en 2 x lowbeds, bestuur en hanteer. Op daardie stadium is daar begin met grondverskuiwingstoerusting en is daar baie werk gedoen tussen die boere gemeenskap en verskeie staatsde-partemente oral in die Wes Kaap.  
In 2009 het Willie met 5 x 17M3 trokke ’n projek behartig in Kathu, Noord-Kaap waar hy materiaal vir ’n myn voorsien het. Tydens die projek het Willie die potensiaal in die Noord-Kaap raakgesien en so het die Gamoha-an Quarry in Kuruman ontstaan.  
In 2012 het hy verskeie kere Nelspruit, Hazyview en Bushbuck Ridge besoek vir moontlike groewe, in 2014 was hy in Mosambiek betrokke waar hy met ’n boormasjien verkenningwerk gedoen het op soek na nuwe groewe.  
Willie woon tans in Upington en beklee die pos van area bestuurder in die Noord-Kaap. Hy hanteer bemarking van Afrimat aggre-gaat van die twee groewe, Friersdale in Keimoes en Gamoha-an in Kuruman.



Ronel Maria Price – 28 years

**POSITION:** Credit controller (Aggregates KZN)  
**DATE AND PLACE OF BIRTH:** April 8 1958 - Bedford in the Karoo.  
**DATE YOU JOINED THE GROUP:** April 1 1988.  
**WHY DO YOU ENJOY WHAT YOU DO?** I am able to utilise my strengths and talents; and it gives me great pleasure to reach my monthly target.  
**PERSONAL BEST ACHIEVEMENT:** Obtaining 100% for current to 30 days debtors book.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR LIFE:** Jesus and my family.  
**PERSON WHO HAS HAD THE BIGGEST INFLUENCE IN YOUR CAREER:** The late Bill Mordue and Ansa Le Roux.  
**PERSON YOU WOULD MOST LIKE TO MEET AND WHY:** I have already met all the wonderful people who are important to me.  
**BIGGEST OPPORTUNITY WITHIN AFRIMAT:** To be the best I can be in my current position.  
**IN YOUR OPINION, WHAT IS THE BIGGEST BENEFIT OF BEING PART OF A LISTED COMPANY?** Career development and job opportunities.  
**WHAT IS YOUR OVERALL IMPRESSION, LOOKING BACK AT THE LAST 10 YEARS?** I am very impressed with how this great company has grown over the years.  
**WHAT DO YOU THINK OF THE FUTURE OF AFRIMAT?** I see phenomenal growth and success for Afrimat.  
**FAVOURITE PAST TIME?** Spending quality time with my grandchildren at home.  
**FAVOURITE SPORT?** Watching golf.



‘I AM VERY IMPRESSED WITH HOW THIS GREAT COMPANY HAS GROWN OVER THE YEARS. I SEE PHENOMENAL GROWTH AND SUCCESS FOR AFRIMAT.’



## AFRIMAT'S STAFF ARE OUR SUCCESS

### > Gail Hattingh – 26 years

**POSITION:** Assistant accountant

I started at Warde Holdings as a temp in January 1990. I was hired to do the wage pay run, as the lady that was doing this was on 6 weeks sick leave. I was then given a half-day position in March 1990 as the wage clerk doing the Lancaster Pre Cast, LTI Freight Lines and Lancaster Quarries wages on Paywise and later on VIP. I also did the Lancaster Quarries cash book manually. In 1999 I applied for the full-day position as a Computer Systems Operator at Lancaster Pre-Cast. This was a very challenging period as I had to set up the debtors, inventory and creditors from the beginning and sort out all problems that occurred on Syspro. I still continued to do the Lancaster Pre-cast wages, salaries and Lancaster Quarries wages.

Our accountant Mr Pilling went on pension and I was given the cash book, which was manual at that stage, and converted it to Syspro as well as the general ledger. My job title changed to Assistant Accountant in March 2012. During the 26 years there have been many changes, with new challenges, but by the grace of our Lord I have been given the patience and strength to continue. I would like to thank my husband for his love and support during this time, and also to all my colleagues - thank you.

The highlight was when I met my husband Chris, we will have been married for 39 years this year and we are blessed with 3 children. Daryl who lives in Melbourne, and Charmaine and Owen who live in Johannesburg. The cherry on the top are our beautiful grandchildren Sebastian and Addison, and our little Aussies Ashton and Mila.



**'DURING THE 26 YEARS THERE HAVE BEEN MANY CHANGES, WITH NEW CHALLENGES'**

### Enoch Kontsiwe – 25 years

**POSITION:** Operator: xcavator

Fungile Enoch Kontsiwe started his 25-year service with Afrimat as a General Worker in 1991 in Port Nolloth, whereafter he became a checker at Hex Tex Quarry in 1995. In 1997 Enoch obtained his license and was appointed as a Dumper Truck Driver. Whilst driving the Dumper Truck he started to show interest in, and learned to operate, the Front End Loader and later the Excavator.

In 1999 he was appointed as a Loader Operator and in 2006 he became an Excavator Operator. Enoch is currently working under Johan van Eeden at Kliprug.

**FUNGILE ENOCH KONTSIWE STARTED HIS 25-YEAR SERVICE WITH AFRIMAT AS A GENERAL WORKER IN 1991.**



### Pierre du Toit – 20 years

**POSITION:** Director – Afrimat Contracting International

'Afrimat in my view is the most respected construction materials and industrial minerals supplier in Southern Africa. A company with high moral values, with highly competent employees who share our value system. A company where each employee has the opportunity to grow and be part of a high performance winning culture.' Pierre du Toit started his journey with Alpha Civil in 1996 as a student doing his practical year in Civil Engineering, whereafter he became an Assistant Site Agent in 1998. Since 1999, Pierre has held numerous positions in Prima Klipbrekers/ Afrimat, starting as a Learner Blaster, a Blaster, Manager Drilling and Blasting, Regional Manager and finally Director for Afrimat Contracting International for the last four years.



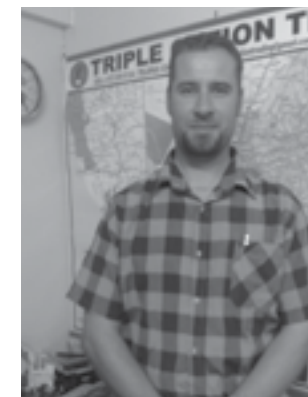
### Monty Coleman – 17 years

**POSITION:** Regional maintenance manager KZN/FS.

Monty, a Mechanical Engineer, joined Prima Klipbrekers on the 1st November 1999 in Worcester as a Contract Crushing Manager. After two years he became the Area Manager of Western Cape Quarries. To accommodate the changes in legislation, he was approached to assume the role of Safety, Health & Environmental Manager.

When Afrimat was formed in November 2006, through the amalgamation of the Lancaster Group and Prima Klipbrekers Group, he stayed on as the Safety, Health & Environmental Manager Western Cape.

CEO, Andries van Heerden approached Monty with the challenge to take on the responsibility as the Group Safety, Health & Environmental Manager. After six years in this position CEO, Andries van Heerden offered him the opportunity to go back to his roots as an engineer taking on the role of Regional Maintenance Manager KZN/FS.



### Dalene Marais – 15 years

**POSITION:** Administrator

I started at Warde Holdings as the P.A. for the Directors in October 1995. I was also responsible for processing all short term insurance claims for LPC, LQ and LTI Freight Lines. I handled all employee / personnel related matters such as retirements, ill health retirements and deceased estates.

In 2005 my office moved to the Vryheid Quarry premises, as this was where the office of the LQ Managing Director was.

Since then the company has changed dramatically and there were exciting new challenges. It was a privilege to be part of the Afrimat birth from day one. I am looking forward to my next 15 years with Afrimat.

Currently I am compiling and processing all short terms claims for the KZN branches of AA & ACP and I assist the Quarry Manager with his admin.

I have been married to Lukas for 27 years and we are blessed with two daughters. Zonike is doing her articles (C.A.) at the Umhlanga branch of Deloitte and Bianca is a 3rd year B.Pharm student at NWU, Potchefstroom Campus.





## JOURNEY OF A BRAND

The development of a strong brand identity is at the core of Afrimat's success.

### WHY IS BRANDING IMPORTANT?

Our corporate identity, which is made up of our name and logo, is illustrated through many mediums such as general signage, advertising, stationery, clothing, sponsorship and our website.

This identity could give a direct impression of the perceived performance of an organisation. It is important that marketing and communications material, such as the items listed above, have a consistent quality and character that accurately and honestly reflect Afrimat. Uniforms, signage, corporate clothing and vehicles are the visible components that must reflect this consistency.

### WHAT IS OUR BRAND IDENTITY?

The visual representation of Afrimat encompasses Afrimat's name, logo and visual appeal. The components usually consist of a logo, one or two main colours and two or three additional colours, with one or two different fonts, and some graphic design rules and elements. The resulting image is the impression clients or associates have of Afrimat's total personality.

**CORPORATE IDENTITY:** the visual means by which Afrimat is recognized. It is also a means of conveying the ways in which we carry out our values inherent in our activities.

**BRAND IDENTITY:** indicates how Afrimat wants our inhabitants and associates to perceive our brand.

**BRAND MANAGEMENT:** is the process of maintaining, improving and upholding a brand so that our name is associated with positive results. Besides corporate identity, brand management involves a number of important aspects such as customer relations and satisfaction, business processes, staff motivation and internal communication. Brand management is built on a marketing foundation, but focuses directly on the brand and how that brand can remain favourable to our customers.

**BRAND EQUITY:** is the value of the positive sentiment that our brand has created amongst Afrimat's inhabitants and associates.

CEO, Andries van Heerden values the strong brand identity and appreciates how it has added value to the Afrimat bottom line. He says that Afrimat's success depends on discipline and strict adherence to the standards that have been adopted.



### AFRIMAT'S ADVERTISING CAMPAIGNS THROUGH THE YEARS.

From 2008-2010: Our adverts focussed originally on our growth through unity.









## AFRIMAT GIVING BACK

Afrimat believes in creating value, not only for the company's shareholders but also for people in the communities where Afrimat operates. **COLLIN RAMUKHUBATHI**



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 Mineral Resources for the Mining & Aggregates division. This is done with the support of relevant stakeholders in the mining areas such as the local municipalities, community leaders, education department, employees and other local businesses.

In the past 10 years, Afrimat has spent R18m and committed to spend over R20m on 40 Social and Labour Plans (SLP) local economic development (LED) projects nationally. The group accordingly 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. The group targets 1% of profit after tax for social responsibility projects by each subsidiary. An annual progress report in this regard is submitted to the Department of Minerals Resources.

### Socio-Economic Development:

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

The group's concern with the HIV/AIDS pandemic threatening South Africa has led to an active HIV/AIDS awareness drive. Issues relating to the disease are addressed via the staff newsletter. communication. Our CSI (Corporate Social Investment) focus is on the empowerment of the

communities surrounding our mining operations and production plants. We negotiate with specific beneficiaries and their leaders to address the needs in the specific community through the local economic fora. Beneficiaries include schools, community upliftment organisations, health and HIV/AIDS programmes. The programmes include infrastructure creation and enhancement. At schools, educational support is undertaken with expenditures on handbooks, libraries, computers and recreational facilities.

### Environmental Responsibility:

We operate in an industry (open pit mining) that has a significant impact on the environment. Environmental management is therefore a critical part of our day-to-day management processes to Afrimat. It goes without saying that we comply with all environmental legislation. To support this, our quarries environmental performance is audited every second year by ASPASA, and SARMA audits the Readymix plants annually. Areas for improvement identified during these audits/inspections are addresses by management.

We manage our environmental footprint with mandatory EMP's (Environmental Management Plan) at all the mines, in the presence of which no mining activities will commence. These focus on: responsible mining; reducing emissions; reducing spillages; recycling; monitoring water usage; and rehabilitation

## WE SHOWCASE SOME OF OUR WORTHY PROJECTS:

### AAO WESTERN CAPE JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER

#### Afrimat helps fight abuse against women and children

The initial project was to build a crèche for the Bredasdorp community as the Municipality's priority is education. During the negotiations the need shifted from a crèche to a Safe House for abused women and children, based on the recent attacks on women and children. The centre will serve the entire Cape Agulhas area and currently hosts 12 people. There was an increase in domestic violence and sexual harassment cases over the past three years and this occurrence is jeopardising the safety of the communities. Herewith a breakdown of the statistics as provided by the department of Justice.

YEAR	DOMESTIC VIOLENCE APPLICATIONS	HARASSMENT APPLICATIONS
2012	275	
2013	303	22
2014	315	74

With these statistics in mind the company decided to support this project. The construction was done by Asla, and Afrimat supplied all the furniture, tiling and paving. The project handover was 7 August 2015 and it was a huge success.



Top: Cape agulhas safe house.  
Bottom: Launch and opening of safe house.

### AAO WESTERN CAPE JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER



#### Afrimat Western Cape – Social Projects 2015

The Social and Labour Plan is one of several documents that needs to be managed when you are a Mining Rights holder. During the application for a Mining Right, the company undertakes to support and empower its employees through Human Resource Development Interventions. Additionally the company should make contributions to the mining community (immediate surroundings) or labour sending areas through Local Economic Development Programmes. The Social and Labour Plan is valid for the life span of the mine.

#### In this article we will focus on Local Economic Development (LED).

The LED's focus is to enable local people, local Government and mines to work together to eradicate poverty, achieve sustainable community development and bring economic benefit and quality of life to the entire community.

LED is seen as one of the most important ways of decreasing poverty. LED must aim to create jobs by making the local economy grow, this means that more businesses and factories should be started in the specific municipal area. As part of the IDP (Integrated Development Plan), key stakeholders in a municipality must come together to reach an agreement and take decisions to make the economy grow and create income opportunities for more people, especially the poor.

LED must target previously disadvantaged people, marginalised communities and geographical regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country.

#### De Anker and Olympic sandmines

In February 2015 the company in partnership with other stakeholders and the City of Cape Town, handed over an Early Childhood Development Centre (ECD) for the community of Fisantekraal, Durbanville.

The centre was built to cater for 165 children from the community. The centre has a library and qualified ECD teachers to serve the community with accredited educational programmes.

We as Afrimat are proud to be part of such an initiative to sustain the development of our youth of tomorrow through education.

### AAO WESTERN CAPE JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER

#### Afrimat empower the youth through skills development

The number of unemployed persons fell 5.5 percent to 5.23 million in the three months to June from 5.35 million in the previous quarter. Yet, there were 2.43 million discouraged work-seekers (1.6 percent more than in Q1) and 15 million people detached from the labour force (1.8 percent more than in Q1).

Employment rose 1.3 percent quarter-on-quarter to 15.66 million people. The largest gains were observed in community and social services (98 000), construction (79 000) and trade (73 000).

In contrast, job losses were recorded in finance, manufacturing and agriculture (31 000, 23 000 and 22 000 respectively). The non-agricultural formal sector gained 39 thousand jobs while employment in the informal sector increased for the fifth consecutive quarter by 177 thousand.

#### > Kliprug Quarry – Durbanville

The identified project is Skills Development for the unemployed youth of Du Noon, Fisantekraal and Klipheuwel communities. The company identified Fisantekraal Centre for Development as service provider to train ±100 community members over the next five years in the following skills:

- Frail Care
- Job Readiness
- Office Basics

After completion of training, the service provider assisted these candidates to find employment through their network of business partners.

#### > Driving license projects

Local municipalities are in desperate need of providing sustainable employment opportunities to the youth. Through our involvement in our communities we contributed to the economic well-being of the youth by empowering them with Code 10 & 14 driver's licenses.

At Stanford Quarry which falls in the Hermanus area, 15 candidates successfully obtained their driver's licenses. At Robertson for Keurkloof Quarry, 18 candidates were identified who will start their training in 2016.

At Worcester for Brewelskloof Quarry from 2010 to March 2015, 125 candidates benefited from this initiative. As a company we are proud to support and empower these members to sustain their income.



## DENVER QUARRY

**LYNN MALGAS, HUMAN RESOURCE DEVELOPMENT OFFICER (EASTERN CAPE), AGGREGATES, REPORTS ON A WORTHY NEW PROJECT STARTED AT A CLINIC IN KUYGA, PE**

### Denver Quarry opens a soup kitchen

The quarry was approached by the Kuyga community in 2015 to set up a soup kitchen. After visiting the community hall and the clinic, it was decided that the soup kitchen should be at the clinic. The soup kitchen runs twice a week, on Wednesdays and Fridays, to feed patients who take medication as well as the community at large.



Top left: Xoliswa Mtinkulu dishes nutritious soup into cups.

Top right: Volunteers Mackson Dloto and Vusumzi Nkoli help hand out soup.

## GLEN DOUGLAS

**ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY**

### Glen Douglas' Community Youth Skills Programme creates jobs

As part of its Local Economic Development initiative, Glen Douglas introduced the Community Youth Skills Programme. The programme trains unemployed youth from local communities in skills certified by the Mining Qualifications Authority (MQA).

For three months, the learners are trained in operating mobile equipment and production. Since the inception of the programme, Glen Douglas has employed nine of the youth trained.

The continuous commitment and effort by the team on site shows the quarry's commitment to creating value for people in the communities in which the company operates.



Front from right to left: Sandra Fana, Lerato Mashiloane, Thoko Mofokeng and Maropeng Matlakala. Back from right to left: Stephen Habayo, Thomas Chawane, Kenneth Kutsane and Sipho Mangelo (Foreman).

## AFRIMAT CONTRACTING INTERNATIONAL

**ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY, REPORTS ON HOW ACI IS LIGHTING UP LIVES**

### Kuipersbult Quarry lights up Marapong Township

In the last issue of *Afrimatters*, we reported on how Hartebeesfontein Quarry installed two mast lights in Botleng Township, in partnership with the Victor Khanye Local Municipality, Mpumalanga.

Similarly, as part of its Local Economic Development Project in the Social and Labour Plan, Kuipersbult Quarry assisted Lephalale Local Municipality with the electrification of two high mast lights in Marapong Township. The Municipality erected the two mast lights early in 2015, but couldn't finish the project due to budget constraints.

But on 28 January, Afrimat was finally able to attend the lights switching-on ceremony, at the invitation of Lephalale Mayor, Councillor Jack Moloko Maeko. As the lights were lit, the community danced and sang to show their appreciation. Seeing their gratitude made the project, and even its delays, worth it. To the incredible team at ACI that made this project happen, thank you.





## GLEN DOUGLAS

ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER  
– SUSTAINABILITY

### Glen Douglas supports the school shoe drive

With winter upon us, Glen Douglas went out to Sicelo Primary School to donate 690 pairs of school shoes to Grade 1, 2 and 3 learners. The team was welcomed with big smiles and cheers from the little ones. It was amazing to see learners who came to school with torn shoes or no shoes at all fit on their brand-new shoes. Their beaming faces made it all worth it. Thank you to the extraordinary team that made this possible.

**'THE TEAM WAS  
WELCOMED WITH  
BIG SMILES AND  
CHEERS FROM THE  
LITTLE ONES'**



**GLEN DOUGLAS WENT OUT TO SICELO PRIMARY SCHOOL TO DONATE  
690 PAIRS OF SCHOOL SHOES  
TO GRADE 1, 2 AND 3 LEARNERS**

## KZN

HEILA BEAMSON, KEY ACCOUNT CONSULTANT, KZN

### Afrimat KZN offers much needed Rhino anti-poaching equipment

Rhino are part of our Natural Habitat and with rhino poaching escalating in KZN a lot more assistance with security and funding is needed around National Parks and Wildlife Conservation facilities.

South Africa has by far the largest population of rhino in the world and is an incredibly important country for rhino conservation. However rhino poaching has reached a crisis point, and if the killing continues at this rate, we could see rhino deaths overtaking births in 2016-2018, meaning rhino could become extinct in the very near future.

The ignorance of purchasing rhino horn for any medicinal or aphrodisiac purposes is just astounding as rhino horns consist of mainly hair and keratin, the same material that your fingernails are made of. A rhino horn technically is not a horn. Horns are connected to an animal by blood vessels, and antlers are not. So in response to the crisis in South Africa, I think that if communities were more informed they would know that they don't necessarily have to kill the rhino to acquire its "horn".

Looking after rhino and making a difference to rhino poaching for better conservation is the right way to make a difference. It is for that reason that Afrimat KZN/Free State decided to assist with providing much needed anti-poaching equipment and support.

The dignity of our rhino is in our hands.

**'SOUTH AFRICA  
HAS BY FAR  
THE LARGEST  
POPULATION  
OF RHINO IN  
THE WORLD  
AND IS AN  
INCREDIBLY  
IMPORTANT  
COUNTRY  
FOR RHINO  
CONSERVATION.'**



From left to right: Mr Mcube (Game Ranger), Mr. Charl Bentley (Conservation Manager), Mr. Jimson Mduyase (Game Ranger), Mrs. Dudu Thembe (Game Ranger), Mr. Derek Fraser, (Afrimat Marketing Manager KZN/Free State)



## WORCESTER

JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER –  
WESTERN CAPE, REPORTS ON BREWELSKLOOF'S DEDICATION TO  
SUPPORTING FUTURE MATHS TALENT

### Top maths student awards 2015

During a gala event held on 16 October 2015 at Olivenbosch in Worcester, the top maths students from Grade 10 to 12 at Vusisizwe Secondary School received awards for their hard work. Since the start of the project in 2007, this project has seen many successful candidates enter various study fields, such as Bsc. Statistical & Mathematics, Bsc. Environmental Science, Master's in Molecular Virology (Medical Bioscience), Bsc. Accounting and Bsc. Computer Science.

We congratulated top achiever Vusumzi Malgas, from Grade 12, who has gone on to study Bsc. Statistical and Mathematics at the University of Western Cape (UWC). Vusumzi received the Peter Corbin Floating trophy, and the company paid for his registration at UWC as part of our Social and Labour Plan (Brewelskloof) bursary commitments.

The broader Worcester community also benefits from our Brewelskloof operation as four students will be receiving bursaries to study in various fields, such as: Civil Engineering, Computer Science, Medical, Statistical and Maths.

Our investment in these students gives us much joy and we share the excitement with the parents or caregivers of these students.



From left: Grade 10 to 12 learners with Jacobus Koert, Joe Kalo (Director- Corporate Affairs), Thunzi Kalo, Hendry Mohobo (Afrimat-sponsored teacher).



From left: Jacobus Koert and Grant Cupido with Vusumzi Malgas, the top achiever in maths, Grade 12, for 2015.



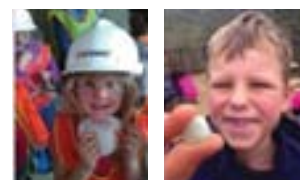
Bursary beneficiaries with their parents.

## KZN

BY MEG ST LEGER, FEATURED IN THE COWAN CHRONICLE

### The Grade Ones from Cowan House enjoyed their visit to Afrimat Quarry in Ashburton

The Grade Ones enjoyed a most exciting outing towards the end of the Third Term. It began at the Afrimat Quarry in Ashburton, where we were smartly kitted out with safety gear ranging from bright vests to hard hats! We learned about stone and all of the different stages of crushing it goes through in order to create different types of stone. With our safety glasses on, we watched with great interest as huge diggers and excavators worked! Our next stop was the hidden jewel of Top Rock museum and shop in Ashburton, where we were privileged to see and hear about the biggest dinosaur egg in the world! This tied into our theme of Dinosaurs, as did a 60 million year old crocodile fossil! Wonderful fun was had in the 'Scratch Patch' as all of the Grade Ones had the opportunity to scratch for beautiful stones and shark teeth. From there, the children took a guided nature walk, discovering all sorts of intriguing things, from different plant life to insects to animal droppings! We walked across a river bed, where a healthy and clean river once ran. There, we heard an inspiring story on exactly how to look after rivers, water and the river animals too. Exhausted and dusty, but full of happy memories and experiences, we all piled into the Cowan House buses and made our way home. An extra special thank you to Mr Trevor Garden who made this unforgettable outing possible for us, including a delicious packed lunch for the children!



# AFRIMATTERS



**DIVISIONAL MATTERS:** ACQUIRING CAPE LIME

**HR MATTERS:** WHY PERFORMANCE DEVELOPMENT IS IMPORTANT IN AFRIMAT

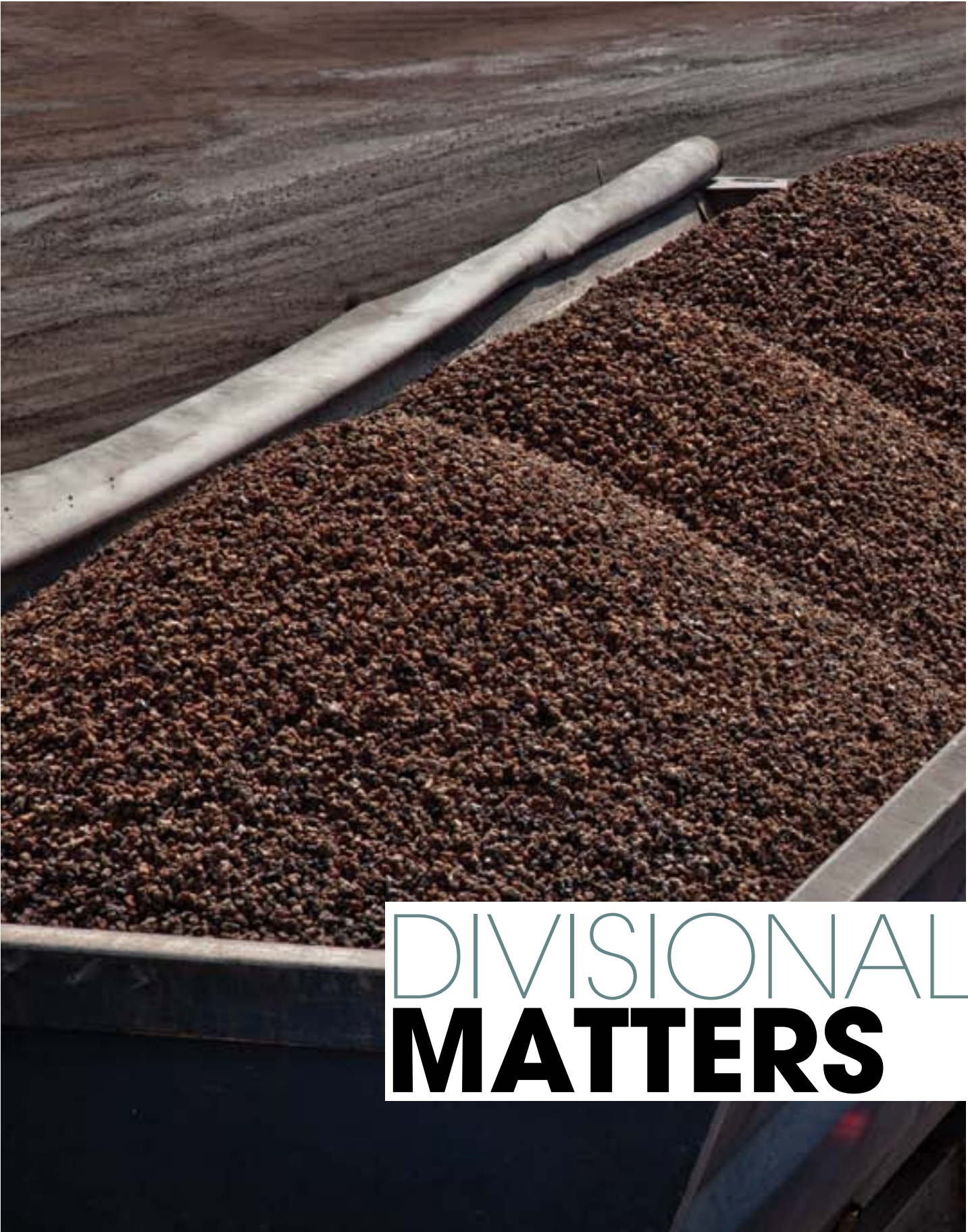
**MARKETING MATTERS:** REPORT BACK ON THE NATIONAL MARKETING CONFERENCE

**SOCIAL MATTERS:** WORTHY PROJECTS HELP MANY COMMUNITIES



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## DIVISIONAL MATTERS

### AFRIMATTERS

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**Printers:** Paarl Media



# DIVISIONAL MATTERS

SA BLOCK & CLINKER  
FRANZ STEYNS, SITE ADMINISTRATOR AND CIVIL MAINTENANCE SUPERVISOR

## THE OLD AND THE NEW

I have worked for SA Block and Clinker since 2000. The difference for me, from old SA Block to new SA Block and Clinker under the Afrimat group, can be seen in a number of changes and a new CEO with a new management style. New assistant managers (production managers) started at about the same time to help to run SA Block and Clinker with the new CEO. Later a HR Manager came in to help with personnel affairs. A few people retired or resigned with the change. At head office, Piet Stapelberg was promoted to workshop manager and some new people were hired to help him run S&P WORKSHOP. In the office, new personnel were hired and some moved to different positions with new job opportunities.

At Klip and Vaal sites, Albert Joko and Solomon Siyiba were promoted from shift boss to plant-foreman with more responsibilities. The main group of personnel remained at Clinker when Afrimat took the personnel over from the labour broker. The plants and mobile plant are still operated as before, but new machinery was obtained at Vaal to carry out the volume of production. Moses Shabalala has also been given more responsibility in the production of bricks at SA Block. In the last two years there has been no change of personnel, which is good. At Klip there were some people who decided to take retirement packages.

Another change that happened last year is the clocking system, which switched from Aycces to Trac/VPN as the rest of Afrimat was already using it. This also changed the timesheets as well as the payment schedules. There were other system changes at Vaal site and Vierfontein site such as new programmes and computers at their weight-bridges. The change at Klip weight-bridge is still to come. More computers were brought to Klip for use in workshop and quality control.

Some of the suppliers have also changed. At Klip this meant that the old petrol and diesel tanks were removed from under-ground to be replaced by new ones, as recommended in safety regulations. Cement was also sourced from a different supplier. The company vehicles that were replaced were also changed from petrol to diesel.

People were relocated from Klip to SA Block and Clinker head office where they were given different positions and different responsibilities. Training was given to David Makhubu to improve his quality control skills. Training in safety matters improved greatly and safety standards have improved. Although small accidents still occur, the personnel's attitude to safety has changed for the better. Other training was given at head office so that the different programmes and systems can be used. There were changes to personnel payments as well as retirement schemes, in line with the Afrimat group.

My hope is that in joining the Afrimat group, all the changes that have happened will benefit everyone in the company and promote a good working environment. Good luck to Afrimat and may it prosper.

AFRIMAT SA  
ARTICLE BY NICO PIENAAR, DIRECTOR OF ASPASA

## ASPASA ABOUT FACE RSA

In our June edition of Afrimatters we featured the ASPASA About Face audits and awards received. Nico Pienaar, Director of ASPASA explains what the programme is and the importance thereof.

The question often asked, is why this programme and audit process is necessary for a quarry operation?

The whole idea of the audit is to help members with legal compliance issues because a mining licence has to comply with the Mining Charter Compliance for Environmental issues.

ASPASA is always willing to have a session with company managers to show the status of a specific company's results.

## ASPASA ABOUT FACE 2016

The About Face 2016 audit protocol has been significantly upgraded from the 2012, 2014 and 2015 versions.

## Increased emphasis has been placed on:

1. The setting of objectives and targets;
2. Environmental legal requirement and compliance;
3. Physical conditions on and around the operation;
4. Management and employee training and awareness.

Collectively the 2016 audit focus forms part of the ongoing ASPASA About Face strategy of increasing the awareness and capacity of operational management and employees to meet the challenges of an ever changing environmental requirement.

## There are potential penalties for non-compliance such as:

1. Licence withdrawal or suspension;
2. Exposure to prosecution for owners, directors, management and employees for defined infringements;
3. Poor public perception and or publicity.

'ASPASA IS ALWAYS WILLING TO HAVE A SESSION WITH COMPANY MANAGERS TO SHOW THE STATUS OF A SPECIFIC COMPANY'S RESULTS.'

'WITHOUT EXCEPTION, MANAGEMENT AND EMPLOYEES WHO HAVE ATTENDED THE TRAINING SESSION HAVE CONFIRMED THE VALUE-ADDING COMPONENT OF THESE SESSIONS.'

## Training focuses on:

1. Environmental legislation, set in the context of Mine Health and Safety Legislation, covering the extent, various applicable laws and offences and penalties;
2. The structure of the Environmental Management System (ISO 14 001 EMS based ASPASA About Face) in assisting successful management of environmental aspects and risk; and
3. Concludes with the presentation of industry "bad" and "best" practice as identified through a collection of audit photographs taken at member operations from 2012 to 2016.

Without exception, management and employees who have attended the training session have confirmed the value-adding component of these sessions. Often sessions are attended by as many as ten employees and trainees at an operation.

Physical inspection focuses on a selection of operational areas that have been identified to present the highest risks of non-compliance with legal requirement. Due to limited time available on the day of the audit, it is not possible to cover all areas in detail.

Focus is therefore placed on: diesel storage and handling; oil and chemical storage; wash bays, wash-water and waste handling; salvage yards and storage. Where possible stormwater, overburden, topsoil and alien vegetation are also covered.

Significant improvements in both practices and facilities have been noted across the majority of operations, with a number of operations presenting leading industry practice in both South Africa and overseas.

The Environmental Management System Audit has, since 2012, showed significant improvement in the quality and coverage of the system documentation. In the majority of cases the documentation is world class and suitably addresses the requirements of the ISO 1400: 2004 EMS and the more comprehensive ASPASA About Face requirements. It is quite clear that participation in the ASPASA About Face programme has significantly aided members in their environmental policy commitment to continued improvement.



Nico Pienaar.

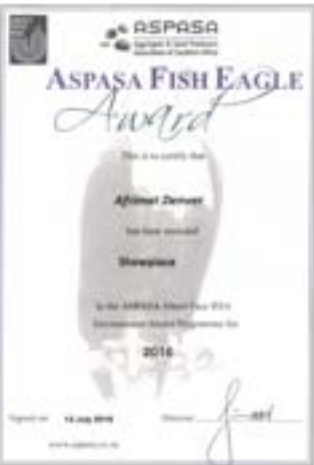
## EASTERN CAPE ASPASA ABOUT FACE AUDIT LYNN MALGAS, HUMAN RESOURCE AND DEVELOPMENT OFFICER, EC AGGREGATES

On Wednesday 13 July 2016 we had our ASPASA audit and we in the Eastern Cape are proud to announce that we have achieved Showplace Quarry status.

Well done, and a big thank you to team Denver, for your commitment and hard work that allowed us to achieve this status.



Denver team.



Denver's award certificate.



# DIVISIONAL MATTERS

**READYMIX**  
**HENNIE BESTER, REGIONAL PRODUCTION CONTROLLER, OVERBERG**

## MEAN SEA LEVEL – HERMANUS

When you hear the word abalone, the first thing that comes to mind is criminal activity. Well that’s true, but here in Hermanus you will find one of the biggest abalone farms in the world.

Abagold, the abalone farm, is situated in the new harbour right on the sea front, which makes it ideal for breeding abalone. Male and female abalone are placed in special tanks and left to breed. Thereafter the baby abalone get taken away, placed in tanks and looked after until they reach a certain age.

Fresh seawater needs to be pumped into over 100 tanks for the abalone to receive the necessary nutrition to grow and stay alive.


You can imagine with pumps running 24 hours, 7 days a week, what that will do to your electricity bill.

The engineers of Mean Sea Level, have come up with the idea of generating their own electricity, by using the movement of the waves in the sea.

They decided to build their own power station in the sea. The challenge is to only do construction when the sea is very calm, ideally during spring low tide. Divers have to prepare the shutter work, consisting of metal sheets that are welded together, and then bolt them together under the sea.

We had the opportunity to cast the first test concrete in a mould under water. This will be used as a platform for the steel gantry crane to move construction materials during the construction period. The concrete mix was a 25mpa with a 19mm stone, and an accelerator which was added to the mix on site. The engineers wanted the concrete to set as fast as possible whilst also reaching the 28 day strength.

Although it was only a small cast of 15 cubes, it was still exciting and breath-taking to see how the team of Mean Sea Level went about making such a big project come to life.



**Casting of the first test concrete in the mould under water.**

**CAPE LIME**  
**GRANT DREYER, HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY**

## ACQUIRING CAPE LIME

It is with great excitement that we welcome Cape Lime into Afrimat’s already formidable quiver. Led by Gerhard Terblanche and his team, we look forward to the contributions the business will make and together with Afrimat unlock the enormous value that we identified.

In the article that follows from Kobus, he mentions that the diverse range of products produced by Cape Lime are used by customers to manufacture chlorine, sugar, glass, paint, filler and adhesive products. The products are also used in water treatment, effluent treatment, tanneries, ground stabilisation, pH control and as aggregates. So, the next time you drive on a road, brush your teeth, drink a glass of water or paint your house, keep in mind that you have come into contact with a product that uses limestone, which possibly has been produced by Cape Lime.

The objective of the acquisition was to supplement Afrimat’s diversification strategy - “growth through diversification”. Cape Lime is a perfect fit for Afrimat given their unique limestone deposits in terms of quality (demanding higher margins) and due to the diverse nature of the products supplied to various industries.

The wide range of Cape Lime’s products ensures that the group delivers sustainable profits, at relatively lower risk due to not being exposed to one industry. It further leverages Afrimat’s core competencies whilst diluting its existing exposure to the aggregates sector, diversifying the group’s revenue base. There is significant potential and value that can be unlocked due to the following factors: diverse applications of limestone, the quality of Cape Lime’s deposits, the third resource at Vanrhynsdorp which is not yet operational, and possible expansions and upgrades.

Throughout the process it was also evident that the culture and values between the two businesses were closely aligned. This has resulted in a smooth integration and successful team work between the two organisations.

Being Afrimat’s largest acquisition to date, the decision to acquire Cape Lime was not taken lightly and a lot of work was involved in determining whether the opportunity was a viable one. Thank you to everyone involved during the due diligence investigation, the conclusion of the agreements, the integration process and the ongoing development of new markets for Cape Lime’s diverse product range. The efficient and effective conclusion of the transaction showed how Afrimat’s inclusive and consultative culture of teamwork manifests itself in successful execution.

The Cape Lime business and its team are a great addition to Afrimat and we look forward to developing the new markets it has opened for us.



**Kalsinerings aanleg op Vredendal. Vredendal aanleg se produkte.**



**Kalsinerings aanleg op Robertson. Robertson aanleg se produkte.**

**CAPE LIME**  
**KOBUS BARNARD**

## DIE GESKIEDENIS VAN KALK

Geagte Afrimatter leser, welkom in ons wêreld van kalk.

Weet u waarvan kalk gemaak word en waarvoor kalk gebruik word? Kalk is afkomstig van ’n mineral genaamd kalksteen. Kalksteen bestaan hoofsaaklik uit verbindinge tussen kalsium en magnesium asook ’n verskeidenheid van onsuierhede wat in kleiner volumes voorkom soos Yster, Aluminium en Silika.

Die geskiedenis van kalk dateer terug sover as die bou van Egiptiese piramides asook die konstruksie van die wel bekende “Great wall of China”. Die geskiedenis van kalk in Suid Afrika dateer terug tot die aankoms van Jan van Riebeeck in die Kaap. Die Kasteel van die Kaap de Goeie Hoop is gebou met kalk en latere jare ook die Unie geboue.

Cape Lime het sy ontstaan in 1946 gehad toe die eerste kalksteen verwerkingsprosesse begin is in Robertson in die Wes-Kaap en wat gelei het tot die totstandkoming van die huidige Langvlei aanleg. Na afloop van eksplorasiewerk in die 1970’s het die maatskappy uitgebrei na die Weskus streek waar die Vredendal aanleg ontwikkel is.

Die vervaardiging van kalk kan kortliks as volg omskryf word: Die eerste fase behels die ontginning van die erts deur middel van konvensionele oop groef mynbou metodes. Die tweede fase behels die vergruising en voorbereiding van die kalksteen vir kalsinering. Die derde fase behels die kalsinering van die kalksteen. Tydens die fase word die

kalksteen bloot gestel aan hoë temperature waartydens ’n chemiese reaksie plaasvind en die kalksteen omgeskakel word na ongebluste kalk, ook bekend as kalsium oksied. Die ongebluste kalk word verder verwerk deur onder gekontroleerde omstandighede water by te voeg. Die proses staan bekend as hidrering en die eindproduk is gebluste kalk ook bekend as kalsium hidroksied.

Kalksteen, ongebluste en gebluste kalk se toepassings is legio en word in verskeie vorme beskikbaar gestel in verskeie industrieë. Die toepassings sluit onder andere die volgende in:

- Kalksteen/Dolomiet:**  
Aggregaat, landboukalk, ontswaeling van steenkool- ontbrandingsgasse, sementvervaardiging, vee voerkalk, suur neutralisering, metaal raffinering, glas vervaardiging, vullers en “extenders”, water behandeling.
- Ongebluste en gebluste kalk:**  
Pad stabilisering, “hot mixed asphalt”, “masonry mortars”, kalsium silikaat stene, water en riool behandeling, ontswaeling en absorpsie van suur dampe in uitlaatgasse, suiker produksie, leerlooierij, verskeie chemiese vervaardigings prosesse waaronder kalsium hipochloried (HTH chloor), staal vervaardiging, papier vervaardiging. Nader aan jou, tot jou tandepasta en Handy Andy bevat kalksteen.



# DIVISIONAL MATTERS



## BESORGDHEID OOR DIE OMGEWING

Volhoubare gewasproduksie kan slegs realiseer wanneer natuurlike hulpbronne, soos die grond, bewaar word deur die toepassing van omgewingsvriendelike boerderypraktyke. Dit behoort elke grondgebruiker se strewe te wees om omgewingsvriendelike boerderypraktyke toe pas.

### Swaarmetale in landboukalk

Een van die faktore wat menslike gesondheid kan beïnvloed is hoë konsentrasies swaarmetale in die grond. Die toediening van kunsmis of landboukalk met hoë vlakke van swaarmetale kan lei tot opbouing van swaarmetale in die grond. Swaarmetale kan deur mense ingekry word deur (Hardy, Myers & Stokes, 2009):

- > Inname van eetbare plante (veral blaargroente en sampioene) wat metale uit besoedelde grond kan opneem of spatsels van besoedelde grond kan bevat;
- > toevallige inname van besoedelde grond wanneer daarmee gewerk word;
- > die inaseming van stof vanaf besoedelde grond; of
- > wanneer landbouchemikalieë, soos landboukalk, met hoë vlakke swaarmetale toegedien word.

Die sogenaamde “Green Economy” of South African Green Economy Modelling (SAGEM) en United Nations Environmental Programme (UNEP) is organisasies wat besorg is oor menslike gesondheid wat, onder andere, beïnvloed word deur die verantwoordelike gebruik van landbou-chemikalieë, waarby landboukalk ingesluit is.

### Wet 36 van 1947 se limiete vir swaarmetale

Op grond van bogenoemde gesondheidsrisiko’s is limiete vir sekere swaarmetale in die regulasies van Wet 36 van 1947 vir landboukalk gestel (RSA, 1947). Tabel 1 toon die swaarmetaalinhoud van verskillende landboukalke saam met die limiete ten einde vergelyking te vergemaklik.

\*Hierdie limietvereistes word in Tabel 12 van die regulasies van Wet 36 van 1947 aangedui. Bronne: RSA, 2012: 48; Van der Waals en Claassens, 2001.

Element	Tipe landboukalk						
	Natuurlike kalk			Geass. kalk	Metallurgiese kalk		
	Limiet*	Dol	Kal	Dol	2	3	6
Swaarmetaal-inhoud (mg/kg)							
Kadmium	20	<1	<1	3,72	-	-	-
Chroom	1750	4,9	2,1	19,41	825	996	1053
Koper	750	5,8	<1	18,78	40	36	14
Kwik	10	<1	<1	<,01	-	-	-
Nikkel	200	8,9	<1	18,13	64	71	566
Lood	400	5,0	<1	24,87	-	-	-
Sink	2750	5,0	3,2	432,80	49	54	31
Arseen	20	1,3	<1	19,25	-	-	-
Selenium	15	<1	<1	2,38	-	-	-
Vanadium	-	-	-	-	1526	1455	337

Tabel 1: Swaarmetaal-limiete en -inhoud van verskillende landboukalke

Hoewel daar nie limiete vir vanadium gegee word in Wet 36 van 1947 nie, is vanadium egter toksies indien dit teen hoë konsentrasies ingeneem word (Sakurai & Tsuji, 1998) en word dit daarom hier ingesluit.

### Implikasies vir die landboukalkbedryf

Landboukalk wat nie voldoen aan bogenoemde swaarmetaallimiete nie, mag nie as landboukalk of kunsmis verkoop word nie. Ons onderskei in Tabel 1 drie tipes landboukalk, naamlik natuurlike kalk, geassosieerde kalk en metallurgiese kalk.

### Natuurlike landboukalke (Natuurlike kalk)

Natuurlike landboukalke word vir hierdie doel gemyn, is van natuurlike oorsprong en het geen chemiese veranderings ondergaan nie. Ingesluit by hierdie groep is die produkte wat ontstaan ​​wanneer kalksteen gewas en in sliksdamme as mikrofyn landboukalk herwin word. Natuurlike landboukalke het baie lae waardes van swaarmetale (sien Tabel 1) en sal in die langtermyn ’n minimale risiko vir besoedeling van die grond veroorsaak.



### Mynbou-neweprodukte (Geassosieerde kalk)

Indien die kalk ’n byproduk en geassosieerd was met ander ertse, soos lood, yster, kopersulfiede en fluoor, kan daar hoë vlakke van hierdie elemente verwag word asook van arseen en kadmium wat dikwels saam met swael, lood en sink voorkom. Dit sou raadsaam wees om die ontledings vir swaarmetale en ander elemente van hierdie produkte te bepaal voordat dit gebruik word.

’n Voorbeeld van ’n dolomitiese landboukalk wat geassosieerd is met ’n ander erts, word in Tabel 1 gegee. Hoewel hierdie kalk voldoen aan die limiete gestel deur Wet 36 van 1947, sal dit egter nodig wees om die vlakke van sommige swaarmetale in die grond ná langdurige gebruik te monitor. In hierdie geval sou dit nodig wees vir veral arseen wat ná aan die bopunt van die limiet is (19,25 mg/kg teenoor limiet van 20 mg/kg) en ook waarskynlik vir kadmium en sink.

### Metallurgiese neweprodukte (Metallurgiese kalk)

Indien die kalk gedien het as ’n “flux” of slak in enige pirometallurgiese prosesse, kan dit hoë vlakke van swaarmetale bevat. Die hoofdoel met die byvoeging van kalk in smeltingsprosesse is juis om onsuierhede uit die primêre metaal wat ontgin word, te verwyder. Die “flux” of slak word afgetap in ’n gesmelte vorm en word dan op die slakkehoop geplaas om te stol en af te koel. Die slakke bevat hoofsaaklik kalsium en magnesium silikate, kalsium- en magnesium-hidroksiede plus die onsuierhede wat uit die primêre of sekondêre metaalerts afkomstig is.

Kalksteen word in verskillende metallurgiese prosesse gebruik. Dit sou raadsaam wees om die gevolglike slakke te ontleed – nie net vir die gewone swaarmetale nie, maar ook vir ander stowwe soos fluoor en vanadium.

Voorbeelde van hierdie tipe landboukalke is ondersoek deur Van der Waals en Claassens (2001) in die Witbank/ Middelburg-omgewing. Ontledings vir drie van dié landboukalke word in Tabel 1 gegee. Hierdie kalke het baie hoër vlakke van swaarmetale as die vorige kategorië se kalke. Ongelukkig is sommige swaarmetale wat in die regulasies van Wet 36 van 1947 gegee word, nie ontleed nie. Kadmium, kwik, lood, arseen en selenium ontbreek.



# DIVISIONAL MATTERS

## Metallurgiese neweprodukte voortgegaan...

Kalke 2 en 3 bevat relatief hoë vlakke vanadium. Daar is tans nie limiete vir vanadium in Wet 36 se regulasies gestel nie, maar, soos vroeër gemeld kan vanadium toksies vir mense wees. Van der Waals en Claassens (2001) het bereken dat vanadium met ongeveer 50 mg/kg in die grond tot 'n diepte van 30 cm kan toeneem oor 'n periode van 100 jaar indien grond-pH onderhou sou word met dié slakke.

Kalk 6 het laer vlakke van vanadium, maar dit is nog steeds relatief hoog teen 337 mg/kg.

Die nikkelvlak teen 566 mg/kg in Kalk 6 is egter byna drie keer hoër as die limiet van 200 mg/kg wat in die regulasies gegee word. Hierdie kalk mag dus volgens die regulasies nie verkoop word nie.

Hoewel chroom relatief hoog is, is dit egter nog binne die limiet gestel in die regulasies, maar sal met langdurige gebruik gemonitor moet word. Die ander elemente is binne die limiete gestel in Wet 36 van 1947. Van der Waals en Claassens (2001) is van mening dat die langdurige gebruik van hierdie slakke as landboukalk nie tot probleme sou lei nie. Hulle meld egter dat gefundeerde riglyne opgestel behoort te word vir hierdie swaarmetaal-houdende slakke aangesien praktyke mag verander en swaarmetaal-inhoud van slakke kan variëer. Implikasies vir die verbruiker

Swaarmetale kan nie "ontbind" in die grond nie aangesien hulle elemente is en die toksisiteit nie kan "verval" nie. Swaarmetale loog nie uit die grond nie en hoewel hoë pH dit oor die algemeen minder oplosbaar maak, bly hulle steeds teenwoordig in die grond.

## Gevolgtrekking

Die grondgebruiker sal deeglik moet besin oor die landboukalk wat op sy plaas gebruik word. Indien daar twyfel bestaan behoort 'n deskundige geraadpleeg te word. Natuurlike kalke blyk 'n baie veilige opsie te wees aangesien hulle baie lae vlakke van swaarmetale bevat.

## Aanbevelings

Die grondgebruiker moet daarop aandring om die ontleding van swaarmetale van die landboukalk wat op sy plaas gebruik word te sien en te kontroleer. Dit is die grondgebruiker wat uiteindelik verantwoordelik is en die gevolge sal dra van te hoë swaarmetaalvlakke in sy grond. Raadpleeg 'n deskundige oor die gebruik



**'SWAARMETALE  
KAN NIE  
"ONTBIND" IN  
DIE GROND  
NIE AANGESIEN  
HULLE  
ELEMENTE IS EN  
DIE TOKSISITEIT  
NIE KAN  
"VERVAL" NIE.'**

van landboukalk.

Gesels met LimeCor by 079 1075463, e-pos info@limecor of [www.limecor.co.za](http://www.limecor.co.za).

## Verwysings

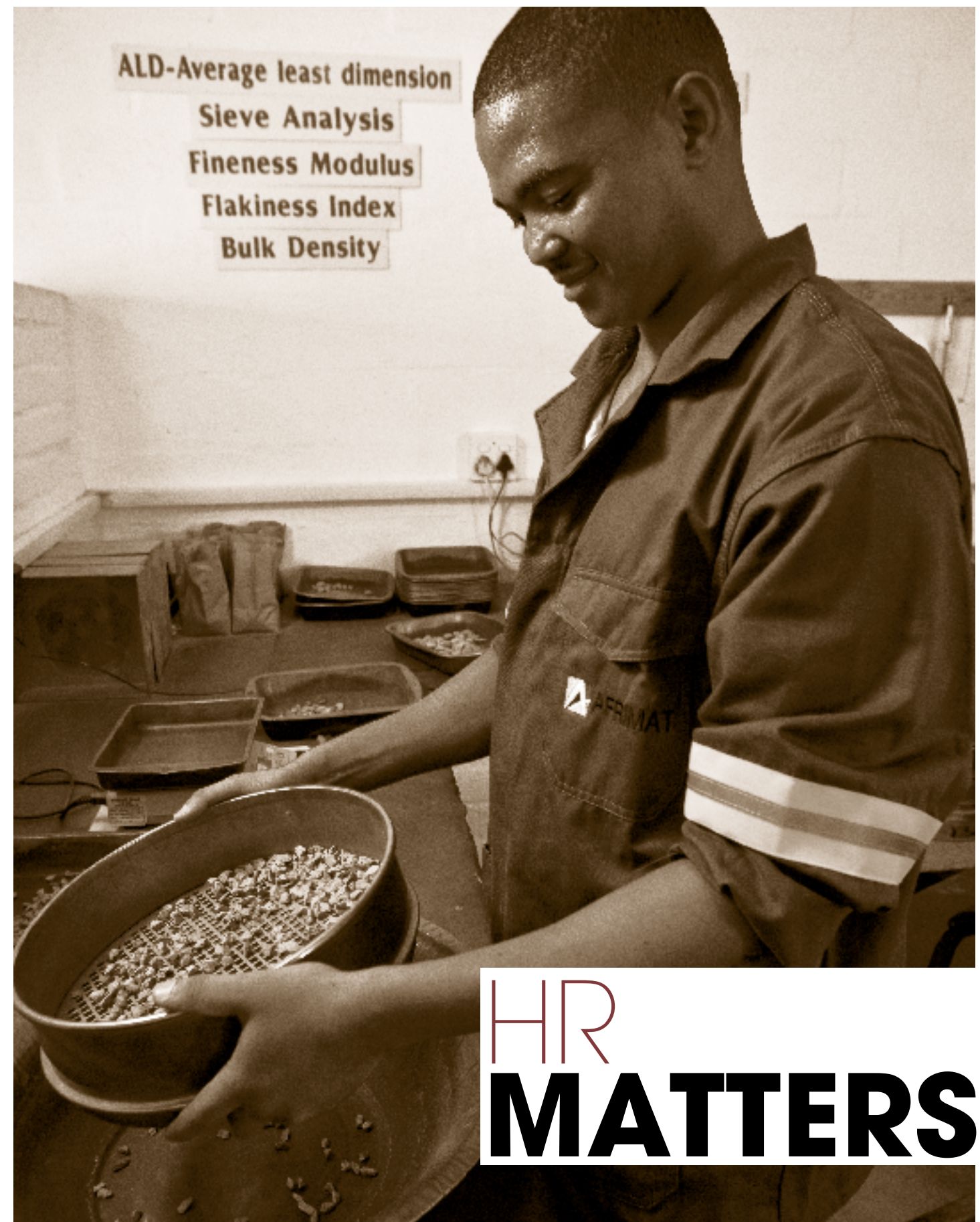
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CONGRATULATIONS

Congratulations to Ntombi Siwendu (Jnr. Safety Officer, AAO Western Cape) on the birth of her daughter, Mbalentle, on 2nd July.  
– **Brenda Slattery, Human Resources Manager, Western Cape**



BAIE GELUK

Baie geluk aan Harrismith se admin/sales dame Bianca en haar man Gerrit van Zyl met die geboorte van hul eeste baba dogtertjie Dianè wat op 7 Junie 2016 gebore is.



CONGRATULATIONS

Congratulations to Millicent Malete, HR Officer at Glen Douglas, who welcomed her firstborn, Kamogelo Morathi Malete on the 11th of June 2016. We are sure she will bring you many blessings and happiness.  
– **Sonja Kleynhans, Human Resources Officer, Glen Douglas and Contracting**



WELCOME

We would like to welcome Melony Adams who joined the Afrimat team as receptionist for the Tyger Valley office, replacing Henrietta Kinnear. Melony joins us from Levi Strauss SA, Head Office. She says she is very excited to have joined the Afrimat family, and hopes to learn and grow within the company.



WELCOME

Piet Jansen van Vuuren joined the Afrimat Aggregates (KZN) (Pty) Ltd Vryheid Quarry as a Manager in May 2016. He joined the Afrimat family seven years ago, and was based in Randfontein before he was transferred to KZN recently. We wish him a fruitful stay in the KZN/Free State region.  
– **Reginald Gwala, HR manager KZN/FreeState**



ONE-ON-ONE WITH JACO COKART

**Name:** Jan Dirk Cokart known as Jaco.  
**Position:** Operations Manager KZN & OFS.  
**Date of employment:** 1 August 2016.  
**Date of birth:** 2 October 1970.  
**Star sign:** Libra.  
**Height:** 1.86m.  
**Place of birth:** Pinelands, Western Cape  
**Family:** Single dad, I have an 18 year old daughter named Ashleigh and a 12 year old son named Dylan.  
**Favourite food:** Greek style.  
**Favourite drink:** Jack Daniels on ice.  
**What would you do if you won a million Rand?** Spend it!  
**Favourite movie:** 13 hours in Benghazi.  
**Favourite animal:** Anything with four legs and horns.  
**Favourite TV programme:** 50/50.  
**Dream car:** Dodge Charger SRT with 7.9 litre V8!

**Dream holiday destination:** Holland with my son and daughter.  
**Hobbies:** Practical shooting, hunting, fishing and generally anything outdoors.  
**Pet hates:** Unsuspected surprises and any lie of any kind.  
**How do you spend your spare time?:** Relaxing with a good book.  
**Something interesting about me:** I am a Concrete Technologist who is super passionate about cement, concrete and aggregates. The stuff runs in my veins!  
– **Reginald Gwala HR Manager KZN/FreeState**



NEW APPOINTMENTS

A warm welcome to the following employees who joined the Afrimat team in the Free State area.  
**Izak van Schalkwyk** started on the 11th of January as Mechanic for Harrismith (far left).  
**Dan Hatting** started on the 11th of July 2016 as the new manager of the Qwa-Qwa block plant (middle).  
**Johan Odendaal** started on the 13th of July 2016 as the new Block plant supervisor (right).

WELCOME

**Name and Surname:** Bhekinkosi Phumla Khumalo, known as Phumla  
**Place of Birth:** Clermont in Pinetown (Durban) but early in the 1990's he relocated to Richards Bay.  
**Marital Status:** Married to Nthabiseng Mariti (Khumalo). We are blessed with two boys, aged 12 and 7 years old.  
**What motivates me every day:** My family. I live to make them proud and give them the life that I've always dreamed about. And more so having my wife as a strategic partner at home.  
**Two things I could not live with without:** God and my family.  
**My biggest fears:** Anything that has more than two legs and darkness.  
**My hobbies:** I'm a sports fanatic. I also like reading up on current affairs.  
**My biggest inspiration when it comes to making music and performing:** Definitely John Legend, everything from his lifestyle, up to the way he carries himself and how he manages his personal and music life. I thoroughly enjoy his music, each of his songs has a message.  
**My favourite hangout place:** Any Shisa Nyama.  
**My motto:** Never give up.  
– **Reginald Gwala HR manager KZN/FreeState**



WELCOME BENNIE HANKE

Even though we welcomed Bennie Hanke to the Afrimat team in October 2007, the Eastern Cape is glad to have you here as Financial Manager as from April 2016.  
We would like to wish Bennie well in his journey and future endeavours with Afrimat. Here Bennie is pictured with his beautiful wife Ellen. Hope you will be enjoying your stay in the friendly city of Port Elizabeth.  
– **Lynn Malgas Human Resources Development Officer (Eastern Cape) - Aggregates**

CONDOLENCES

Thiloshnie Moodley is our Admin Sales Clerk based in Scottburgh. We would like to convey our heartfelt condolences to Thiloshnie and her family for the loss of her father, Raj Govender, who passed away at the age of 62 years on 11th August 2016. May God give them strength and fortitude to cope with this loss.



SUPERVISORY TRAINING

Personalised Learning

“It must be understood that learning is work and work is learning. The learning content must be appropriate and timely for every employee. The learning content and outcome and objective must be customised to each employee. The learning needs can be identified through performance appraisals or competency based assessments. Employees should be made to analyse their learning needs vis-à-vis their performance to achieve the organisational objectives”.

Source: Advanced Skills Development Facilitation, Global Business Solutions

As part of our core business skills training, the need arose to give some key personnel more exposure to teamwork and general management. Through the First Line Managing Skills Programme we were able to address these needs. The following candidates were nominated for development.

NAME	SITE
Buntu Balintulo	Palmiet
Floris Fischer	Brewelskloof
Nathan Papier	Brewelskloof
Schalk Burger	Brewelskloof
Devin Stander	De Kop
Willem Lombaard	Overberg team
Brian Saayman	Transport
Jorrie Jordaan	Workshop Manager
Dirk Swanepoel	Regional Production Manager- Afrimat Concrete Products

Congratulations to Buntu Balintulo who completed his training on 15 July 2016, his response was as follows:

“I would like to thank Afrimat for giving me the opportunity to gain such valuable training on the DYNA First Line Management Skills Programme. I have managed to broaden my knowledge and understanding of the role of the first line manager. The course covered time management; improving personal productivity; setting team goals; building teams; effective planning; using meetings to create value; industrial relations and understanding of the relevant labour legislation; and understanding the basics of world class.”

We wish the rest of the group best of luck with the programme.

– **Jacobus Koert, Human Resource Development Officer, Western Cape**



Jacobus Koert and Buntu Balintulo, Foreman, Palmiet Quarry.



Mechanical engineering students with Anton Barnard (far left), Brenda Slattery (middle) and Jacobus Koert (far right).

SKILLS DEVELOPMENT STUDENT PROJECT 2016

Team Learning

“Team learning is the accumulation of all individual learning. The benefit of sharing individual learning is that employees grow more quickly and the problem solving capacity of the organisation is improved through better access to knowledge and expertise. Team learning requires individuals to engage in dialogue and discussion, therefore it is important that team members develop open communication, shared meaning and understanding. Learning organisations also have excellent knowledge management structures, which allow creation, acquisition, dissemination, and implementation of this knowledge throughout the organisation”.

Source: Advanced Skills Development Facilitation, Global Business Solutions

On 18 May 2016 our group of Mechanical Engineering students had their midyear evaluation at our Worcester office. Prior to the commencement of the presentations the group was addressed by Johan Burger, Quality Manager, who shared his knowledge about the importance of quality and customer satisfaction.

The students did very well with their individual presentations, by giving good detailed presentations about our operations and what they have learned so far.

Next is their group project, which is due by September 2016. Among themselves they have appointed a leader in Tumelo Pilanyane, who will give guidance and structure to ensure they deliver on time. The group will meet every Friday in Worcester. In the mean time they have decided to design a washplant for Smalblaar quarry. The management team of AAO is anxiously waiting to see what these young minds will bring to Afrimat! Their mentors for the project are Christo Schloms, Operational Manager-Fixed plant and Grant Cupido, Operations Manager.

We wish them the best of luck and we are looking forward to the outcome of the project.

– **Jacobus Koert, Human Resource Development Officer, Western Cape**

AFRIMAT EMPLOYEES UPSKILLED THROUGH ADULT EDUCATION

HELLO COMMUNICATIONS, MEDIA WORK

On Saturday 23 July 2016, Afrimat Aggregates Operations (Pty) Ltd awarded 158 certificates to employees who had participated in their 2015 Adult Education and Training (AET) programme. An initiative created in partnership between Afrimat, the Mining Qualifications Authority (MQA) and adult education provider Media Works, this training programme empowers and upskills Afrimat mining staff in the Western Cape.

81 learners, employed at nine different Afrimat quarries across the Western Cape, participated in this AET programme. With a focus on Communications and Maths Literacy, as well as Essential Computer Skills, this training not only assists employees in their current job roles, it will also give them greater independence and confidence in other aspects of their lives.

“The Media Works computer-assisted methodology and on-site facilitation proved to be a winning combination at our quarries. It gave our employees easy access to the AET programme and the flexibility to accommodate learning within a working environment. If learners were not able to attend on a particular day, as a result of production demands, they could easily catch up the following day by picking up where they had left off. The learner-centred, self-paced approach suited us perfectly,” said Alison Marone, Afrimat Skills Development Facilitator.

Through this highly accessible programme, employees have been given the opportunity to improve literacy and numeracy skills dramatically, as well as learn computer skills, which are becoming increasingly imperative in our modern technology-focused lives.

Seven of the nine quarries received their certificates. Keurkloof and Stanford quarries will receive their certificates at a later stage

– **Jacobus Koert, Human Resource Development Officer, Western Cape**



Brewelskloof Quarry staff receive their certificates.



Amelia Jones and Divan Bernardo – Mediaworks.



Denegeur staff receive their certificates.



De Anker Sandmine staff receive their certificates.



De Kop Quarry staff receive their certificates.



Palmiet Quarry staff receive their certificates.



Kliprug Quarry staff receive their certificates.



Smalblaar Quarry staff receive their certificates.



# HR MATTERS

## WHY IS PERFORMANCE DEVELOPMENT IMPORTANT IN AFRIMAT?

MARNUS DREYER, GROUP MANAGER HUMAN RESOURCE DEVELOPMENT

### Introduction

The objective of our business owners is sustainable profitability. Our success depends on Afrimat's employees' performance; poor performance is detrimental to our company's success. Creating a well-rounded approach to managing and coaching our employees, requires the expertise of our human resource leaders and the support of our company's executive leadership.

### What is Performance Development?

Performance development is an ongoing process between managers and employees. It includes communicating and clarifying position responsibilities, priorities and performance expectations to guarantee mutual understanding. This enhances effectiveness in achieving Afrimat's objectives.

### What can HR do to drive high performance in Afrimat?

#### > Set clear goals and expectations

Ensure that personal goals contribute to the achievement of Afrimat's high level goals such as sustainable profitability. In terms of setting expectations, we must ensure managers and employees review their goals for the year. We also use organisational and job-specific competencies to clarify expectations and describe what it takes to be successful in a role.

#### > Provide regular feedback

Think of feedback and recognition as an investment in future performance. Managers provide both formal and informal feedback and recognition. Managers should clearly tell employees what they are doing well, and why their behavior is valued. Behavior has an impact on the team, organisation and customers.

#### > Support employee development and success

Developing Afrimat's talent pool strength is just good business. By investing in our employee's development, we ensure our organisation has the knowledge, skills and expertise it needs to succeed, both today and tomorrow. It is also a critical factor in driving employee retention. Performance development can take many forms: mentoring, reading books,

'IT CAN'T BE EMPHASISED ENOUGH: THE MANAGER-EMPLOYEE RELATIONSHIP IS CRITICAL TO EMPLOYEE ENGAGEMENT AND RETENTION OF TOP PERFORMERS.'

coaching, cross-functional team assignments, and formal and informal core skills training. Managers, and HR, should engage employees to identify the learning activities most appropriate to their needs.

#### > Train our managers to be better leaders

To be successful at performance development, Afrimat needs managers who can coach. If the role of the manager is to accomplish or facilitate work through others, then Afrimat's managers need to effectively direct and develop their employees. HR should be ensuring that managers are trained in basic supervision skills, coaching and giving performance feedback. Our managers should also be trained in using Afrimat's performance management system. This is a high priority and the HR department is in the process of developing a user friendly performance management system.

It can't be emphasised enough: the manager-employee relationship is critical to employee engagement and retention of top performers. As a result, our managers should be working hard to build trusting relationships with each employee they supervise.

#### > Hold our employees accountable

This point reinforces the importance of our organisational alignment and giving employees a role in the goal-setting process. When our employees help to set their own goals, it not only ensures they are more engaged in the goal-setting process itself, it also holds them accountable for those goals.

Another way to ensure accountability is to include some sort of self-assessment in our performance management process. The benefit is that it gives employees a voice in how their performance is assessed and rated. As a result they become an active, rather than a passive participant during performance discussions.

Self-assessment also helps to identify how a manager and employee may perceive performance outcomes differently. The information revealed in a self-assessment can be used to help prepare for a more meaningful discussion about performance. HR will take this self-assessment approach into consideration as the new performance management strategy is developed.

### How do we do it in Afrimat?

In the diagram, the "what" we do is all Human Resource Development activities. These activities are well established in the Group. All levels of management in Afrimat endorses and fully supports these activities and we will continue to drive these actions that contribute towards high performance.

## Performance Development in Afrimat

WHAT we do

- > Core Business Skills
- > Statuary Training
- > Strategic Training
- > Cultural Development
- > HR Information System

MENTORING AND COACHING

HOW we see others

- > The Leadership Challenge
- > Teamwork without Self Deception
- > StengthsFinder Team Coaching - Aiming
- > StengthsFinder team Session - Naming and Claiming
- > Strengths Finder Individual Coaching - Naming and Claiming

'BOTH THE "WHAT" AND THE "HOW" OF PERFORMANCE DEVELOPMENT CONTRIBUTES TOWARDS THE ESTABLISHMENT OF A HIGH PERFORMANCE CULTURE.'

It must be emphasised again that this is a high performance culture, and the success of world class performance development relies on strong manager-employee relationships. In order to accomplish this we must continue the journey of coaching our managers to become even better leaders. This requires leadership development interventions of "how we see others".

We are privileged in Afrimat to have joined forces with highly skilled and experienced consultants whose involvement will contribute towards developing world class leaders. They have a mandate to coach our employees and teams in leadership principles and behavior. They follow a strength-based organisational strategy by establishing a clear understanding of an employee's own strengths, and the

strengths of the team of which he/she is a part. They work on creating teams without self-deception and developing a comprehensive understanding of leadership challenges.

Both the "what" and the "how" of performance development contribute towards the establishment of a high performance culture. To achieve sustainable growth and prosperity over the next 10 years we will continue developing skilled employees with clear goals, who have a good understanding of their role and how they are accountable in their roles. The same focus must remain on the development of our leaders as they set the example, provide direction and guide our employees to personal success, which in turn leads to business prosperity.



VOLHARDING=SUKSES

Ek begin my loopbaan by Prima Klipbrekers op 20 Januarie 1997 te Robertson as algemene werker.

Na 'n jaar in diens begin ek vir my kort- en langtermyn doelwitte stel. My eerste mikpunt was om 'n klerk te word en daarna bestuur. Na 4 jaar in diens besef ek dat indien ek 'n sukses van my lewe wil maak sal ek moet studeer. Ek registreer aan die Universiteit van Johannesburg in 2001 en voltooi my Diploma: Vervoerbestuur in April 2004. In 2005 begin ek werk by Brewelskloof groef in Worcester as klerk van waar ek vorder in 2007 na die Vervoer afdeling as Vervoer koördineerder.

In 2009 registreer ek my aan die Universiteit van Suid-Afrika as Maatskaplike Werker en voltooi my Graad in 2015. In 2011 skuif ek oor na die "Sustainability Department" van Afrimat en raak betrokke in gemeenskap projekte en opleiding van ons personeel. Die gogga byt my en vir die eerste keer in my lewe ontdek ek myself. Ek is passievol oor my werk en daar is niks wat meer vreugde gee as om die blydskap en waardering op ander se gesigte te sien, hetsy dit by die oorhandiging van 'n projek of voltooiing van 'n kursus is.

Ek wil hierdie geleentheid gebruik om al my kollegas te bemoedig om hard te werk. Stel vir jou doelwitte en jaag dit na. Ek het besef dat niemand aan my iets verskuldig is nie, maar dat ek die potensiaal en vermoë het om my omstandighede te verbeter deur hard te werk en gefokus te bly.

Tydens die tydperk van my studies was daar tye waar ek wou moed opgee. Op 'n dag gee my dogter my 'n nota met die volgende woorde: "The struggle you're in today is developing the strength you need for tomorrow. Don't Give Up". Dit het 'n impak op my lewe gemaak, oom Joe Kalo sê altyd: "The roots of education are bitter, but the fruits thereof are sweet".

Ek wil die Hemelse Vader dank vir die geleenthede wat Hy vir my geskep het, asook my familie vir hul geduld en ondersteuning. 'n

Groot dankie ook aan die Afrimat bestuurspan vir hulle ondersteuning in die vorm van studiebeurse en aanmoediging en dat julle in my glo, meer as wat ek op 'n stadium in myself geglo het. Dankie aan al my kollegas vir jul ondersteuning oor die jare ek waardeer elkeen van julle opreg.

Aan al die Afrimatters ek sluit af met die woorde van Winston Churchill. "Success is not final, failure is not fatal, it is the courage to continue that counts".

**– Jacobus Koert, Human Resource Development Officer, Western Cape**

Jacobus Koert,  
by sy gradeplegtigheid,  
15 Junie 2016.



'SUCCESS IS NOT FINAL, FAILURE IS NOT FATAL, IT IS THE COURAGE TO CONTINUE THAT COUNTS.' WINSTON CHURCHILL.

ROOT CAUSE FAILURE WORKSHOP

During this in-company workshop presented by Harold Robinson, proven Root Cause Failure Analysis (RCFA) techniques will be applied to practical case studies. After the course, delegates will be able to:

- > Apply the techniques learned to their work situation
- > Start solving repetitive problems
- > Achieve substantial performance improvements

**Where will the techniques be applicable?**

- > Reducing plant and equipment downtime, and improving availability and overall equipment effectiveness
- > Investigating incidents and improving safety
- > Resolving customer complaints and improving customer service
- > Reducing product defects and improving quality

Participants will also apply the learning to a problem from their own workplace, and will gain a practical insight into RCFA. They will know how to target their problem-solving actions so that their efforts are more profound and far-reaching.

We hope that all participants, managers and supervisors will be able to apply the knowledge they have learned to their sites and plants to promote better production in the future.

Participating managers:

Mike Coad	Brewelskloof Quarry
Schalk Burger	Brewelskloof Quarry
Raymond James	Dennegeur
Jeffrey Kondile	Dennegeur
Alastair Govindasamy	De Kop Quarry
William Swarts	De Kop Quarry
Devin Stander	De Kop Quarry
Shaun Coad	Kliprug Quarry
Christo Schloms	Maintenance Workshop
Johan Zietsman	Maintenance Workshop
Johan Le Roux	Maintenance Workshop
Colin Nieuwoudt	Mechanical Workshop
Jorrie Jordaan	Mechanical Workshop
Deon Uys	Mechanical Workshop
Solly Potgieter	Palmiet Quarry
Buntu Balintulo	Palmiet Quarry
Jeff Hoffman	Denver Quarry
Eric Lukwe	Denver Quarry
Llewellyn Westraadt	Denver Quarry
Katlego Jones	Denver Quarry
Dirk Swanepoel	Afrimat Concrete Products- Boublok
Willem Lombaard	Keurkloof Quarry

– Alison Marone, Administrator, Worcester

BASIC CUSTOMER SERVICE WORKSHOPS

The Basic Customer Service workshops were held in Worcester on the 18 June and 9 July 2016.

The employees actively engaged and shared their experiences of customer service, much to the amusement of the training facilitators, Heila Beamson and Derek Fraser. The groups found the activity with the block and nails very entertaining and challenging!

Afrimat Aggregates Operations: Western Cape would like to thank Heila and Derek for their enthusiasm and passion in presenting these workshops.

A total of 44 employees learned new skills regarding customer relations. The sites that participated are: Brewelskloof, Smalblaar, Kliprug, Keurkloof, De Kop, Palmiet, Boublok and Transport.

**– Jacobus Koert, Human Resource Development Officer, Western Cape**



First group: 18 June 2016.



Second group: 9 July 2016.



# HR MATTERS

## Tyger Valley office – Casual Day

On Friday 2nd of September 2016 Afrimat Tygervally office celebrated Casual Day by supporting the Paarl School situated in Brackenfell. For each Casual Day sticker bought a portion of the money went to the school.

Paarl School is a resource centre in the Northern Suburbs of Cape Town where neurally disabled children are guided and supported in order to reach their full potential. The theme this year for Casual Day was “Up your game” and the learners dressed up as their favourite sports team/person and had a fun day filled with activities ranging from a parade to a braai. We supplied all 345 children – ranging from 5 to 16-years – with a pack of sweets to make this already fun day even sweeter.

At the office we also had fun by having a braai of our own. Staff members dressed up and our winners for best dressed for the day were:

**1st prize:** Desiree Josephs-Joorst – who came as a fully kitted hockey player

**2nd prize:** Melanie Joubert – who showed us how to do a girly twist on the rugby look

**3rd Prize:** Sheila Quimpo – ready to go for a run

Congratulations and thank you to everyone who participated!

– **Lizanne Olivier, Brand and Marketing Coordinator**



The Aggregates Team.



Our braaiers, Jaco and David.



Practical phase and work preparation group photo.



Foundation phase group photo.



Pre-school group photo.



Readymix team.



Limited, Shared Services, HRD.



Casual day winners: left, 2nd prize Melanie Joubert. Middle 1st prize Desiree Josephs-Joorst and right 3rd prize Sheila Quimpo



Catharine Burger, Mareliz Mosca, Mariette Swart, Lizanne Olivier.



## ACHIEVEMENTS

Glen Douglas Engineer Theo Ferreria and his daughter Franzé entered the National SA Boerperd Championship 2016.

The Boerperd is a modern breed of horse from South Africa. It is a re-creation of the traditional Cape Horse, which is now extinct. During the Boer Wars between 1880 and 1902, many horses were killed - some died in the fighting, while others were shot on farms. By the end of the wars, numbers were greatly reduced and conservation efforts began. From 1905 until about 1920 the horses could be registered with the horse-breeders' association.

A breeders' association, the Kaapse Boerperd Breeders' Society of South Africa, was formed in 1948. A separate association, the Boerperd Society of South Africa, was formed in 1973. This became the Historiese Boerperd Breeders' Society in 1977, and SA Boerperd in 1998. The Historiese Boerperd was officially recognised by the Department of Agriculture in 1996.

Both associations are members of the SA Stud Book Association. – **Extract from Wikipedia**  
<https://en.wikipedia.org/wiki/Boerperd>

Theo and Franzé have been riding since August 2011, and this is the fourth year that they have participated in the Championship. Through dedication and determination, each year their results have improved, demonstrating that hard work pays off. Theo and Franzé's time spent riding together is healthy and provides great bonding time for family.

## They returned with the following awards for the 2016 Championship.

### Franzé

- Show Jump 60cm – 1st
- Show Jump 70cm – 1st
- Working hunter 60cm – 4th
- Utility Riding horse Under 19 - 4th
- Traditional Pleasure horse Gelding – 2nd
- Traditional Rider Under 19 – 4th
- Traditional Three Gaited Riding Horse Under 19 – 4th
- Traditional Champion Pleasure Horse – Champion 1st

### Theo

- Traditional Show Horse Mares – 1st
- Traditional Gentlemen Pleasure Horse – 1st
- Traditional Three Gaited Riding Gelding – 4th
- Traditional Gentlemen Show Horse – 3rd
- Traditional Champion Pleasure Horse – 5th
- Traditional Gentlemen Rider – 4th

Congratulations on these achievements!

– **Jacques de Braal, Human Resources Manager, Glen Douglas & Contracting**

## CONGRATULATIONS ON YOUR 10TH BIRTHDAY AFRIMAT

Mnr en Mev Hennie en Henda Steenkamp het ons verras met 'n koek wat Henda self gebak en versier het om ons 10 jaar op die JSE te vier. Hulle besit die plaas waarop Afrimat se De Kop Quarry geleë is.



Mnr Hennie Steenkamp, Lientjie Kuyk, Grant Dreyer en Collin Ramukhubathi.





# HR MATTERS

## AFRIMATTERS BRAG BOARD

Afrimat staff always go the extra mile - thank you!

### AFRIMAT COMMUNITY H<sub>2</sub>O SUPER HEROES

Building relationships start by making genuine connections with our customers. What distinguishes us from our competitors is that we build relationships and find ways in which we can contribute to our community.

Giving employees a method to give back is important to boost morale and it builds a collaborative and inspired team. When employees love what they're doing, they do a better job. Volunteering also provides opportunities for learning and gaining experience, which leads to increased staff performance, fulfillment, and ultimately increased productivity and sales.

These H<sub>2</sub>O Heroes have gone above and beyond the call of duty in service to our community. During the ongoing water crisis in Vryheid, they delivered water after hours and on a weekly basis.

#### Team: AFRIMAT COMMUNITY H<sub>2</sub>O SUPERHEROES

**Ernest Bannink**

**Arthur Gunter**

**Johan Bekker**

**Frank Siyabonga Mdlalose**

**Hendrik Labuschagne**

Their outstanding community service and their ability to go the extra mile in the most extraordinary ways should be commended.

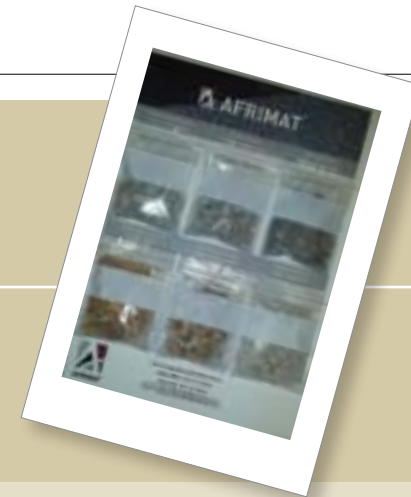
Being dependable and thoughtful is worth every ounce of effort, and this is what paves the way to success.

We are fortunate to have these Heroes in our team.

**– Heila Beamson,**  
Data Analyst/Key  
accounts consultant.



**'THEIR OUTSTANDING  
COMMUNITY SERVICE  
AND THEIR ABILITY TO  
GO THE EXTRA MILE  
IN THE MOST  
EXTRAORDINARY  
WAYS SHOULD  
BE COMMENDED.'**



#### Bevin Cornelius - Key Accounts Manager

(Western Cape, Aggregates Operations) took his own initiative and made sample sheets of our products with specs to be kept by buyers and decision makers. It is this kind of initiative that shows Bevin's commitment to Afrimat.

This commitment is what makes our company the success that it is, and we would like to thank Bevin for going the extra mile.

**From: I Touch Wine**

**[mailto:itouchwine@gmail.com]**

**Sent: 22 July 2016 07:40 AM**

**To: 'Marlene Decastro'**

**Subject: RE: Pro-Forma - 87716.22**

*Good morning Marlene,*

*I wish to thank you for your efficiency and quick response.*

*What a pleasure to have dealt with you.*

*Kind Regards,*

*Adri Hanekom*





MARKETING, ADVERTISING AND  
BRAND MANAGEMENT

BY HYLTON HALE, GROUP MARKETING MANAGER

There seems to be a misconception about the meaning of sales and marketing. In spite of the overlapping skills between the two, sales and marketing require a very different set of skills. Furthermore, the management of the Afrimat brand, and our advertising campaigns, form a vital part of the marketing and sales strategy. So, what is the thought process behind ensuring a positive brand image?

Sales and Marketing

Sales is the “Now”. The perspective of sales is from inside the company out toward the customers. The horizon is focused on this week, this month and this quarter. If sales are not focused on the “Now”, then there may not be any revenue this week, month or quarter. Marketing is the combination of the “Future” and the “Now”. Not even the best hunter can bring home dinner if they are shooting blanks at decoys. Markets are constantly changing, the job of marketing is to stay ahead of the changes and help the hunters see where they should be hunting and provide them with the right ammunition. If marketing is only focused on delivering the ammunition for today, nobody will see where the industry is moving or where the company needs to hunt next. This limits growth.

The fundamentals of achieving maximum profitability when selling are:

- 1. Your relationship with your customers: The stronger the relationship, the easier to persuade. If you do not have a relationship with your customers then Afrimat is just another price and a product.
- 2. Understanding your customers’ value system: The better your understanding, the stronger the relationship. When professional sales lecturer, Mark Berger did his overview on Professional Selling Skills, he emphasised that the basis of successful sales was doing homework on your customer’s company, especially on their values or culture.
- 3. In most of Afrimat’s businesses the top 20 customers make up 60% of sales, which gives you the best

‘BOTTOM LINE, ALL THESE INDIVIDUALS PLAY AN EXTREMELY IMPORTANT ROLE IN ENSURING THAT THE BOND BETWEEN AFRIMAT AND OUR CUSTOMERS REMAINS INTACT.’

- opportunity to build strong relationships with those 20 customers. With a strong relationship, the marginal growth will come from better efficiencies in terms of communication, planning, product fit and recovery. A strong relationship also leads to open dialogue on product alternatives, delivery scheduling and more of a two-way offering.
- All of the above mentioned fundamentals are not exclusive to the sales person; did you know that the largest department in Afrimat is sales, why?
  - 1. Senior Management – Are brought into the customer circle when there is an issue with quality, deliveries, pricing or influence.
  - 2. Truck drivers – When delivering concrete, the truck driver often has direct contact with the site foreman and he is the face of Afrimat.
  - 3. Despatch – Probably one of the more important relationship-building or relationship-destroying people in our company, they are often faced with stressful situations which require a calm head.
  - 4. Quality control
  - 5. Debtors control
  - 6. Production Managers
  - 7. Sales Loader operators

Bottom line, all these individuals play an extremely important role in ensuring that the bond between Afrimat and our customers remains intact. A sales person cannot operate independently from the above mentioned departments or people.

Marketing is the balance between the now and the future, and provides the hunter with the ammunition, weapons and a map. This is not necessarily done by a marketing department providing the support, it could also be the time allocated by the sales person to put on a marketing hat and delve into the future by:

- 1. Understanding the market place and recognising trends.
- 2. Converting this understanding into tools and tactics. (Providing the weapons and ammunition).

In summary, marketing is useless without sales and sales is no good without marketing.

Advertising and Brand Management

In advertising or brand management we have often heard the term “above the line” or “below the line”; in Afrimat we have adopted a version of each:

Above The Line (ATL) advertising is where mass media is used to promote a product line, brand or brands and reach out to the target consumers (Coca Cola, Apple, Mac Donalds etc). These include conventional media as we know it, television and radio advertising, print as well as internet. This is communication that is targeted to a wider audience, and is not specific to individual consumers. ATL advertising tries to reach out to the mass consumer audience.

Below the line (BTL) advertising is more one on one, and involves the distribution of pamphlets, stickers, promotions, brochures, sign boards placed at point of sale, and on roads through banners and placards. It could also involve product demos or new product testing with our customers.

So why don’t we advertise our products? Our products may be seen as a grudge buy, they are not a consumer type purchase. For example, bathroom or kitchen tiles, carpets etc. are consumer buys and no one buys aggregates or metallurgical stone through advertising ATL campaigns. In a nutshell, the most affective advertising of our products is through our sales personnel and their support.

This leads to Afrimat’s ATL advertising strategy, which is to advertise our company as our product and not the particular products we sell. This strategy is not too dissimilar to how Bidvest built their brand, their focus was to aggressively advertise the Bidvest brand to the investor or business community and not necessarily advertise the many services they offer to the mass market. Our ATL strategy is similar, in that we advertise to the investor or business community through targeted mediums such as Business Day, Financial Mail, Engineering News, in-flight magazines etc. using both print and electronic platforms. This is complimented through our good relationship and regular interviews with television and radio shows featured on Moneyweb, CNBC, RSG and Radio Today.

‘AFRIMAT’S ATL ADVERTISING STRATEGY IS TO ADVERTISE OUR COMPANY AS OUR PRODUCT, AND NOT THE PARTICULAR PRODUCTS WE SELL.’

AFRIMAT NATIONAL  
CONFERENCE 2016

In the ever changing and increasingly complicated world we live in, it is sometimes imperative to just stand back and take a breath. We currently have the most advanced communication tools and systems ever known, for example cellular phones, email, sms, WhatsApp, Snapchat and Instagram; yet we find it more and more difficult to manage our time and attend to the important issues and tasks within our work environment.

With this in mind we were prompted to adopt the theme Forward 2 Basics for our 2016 conference, which is a positive spin on “back to basics”. Even though conferences on neuroscience, best business practices, company culture etc. are extremely important for the successful growth of a business, it is equally important to recognise the basics of what we do as an organisation.

Forward 2 Basics kicked off with an evening talk presented by Doctor Roelof Botha, who gave us his valuable insight into the positives of the construction industry in South Africa. His slides clearly indicated that our industry is in a healthy state, with government spending on infrastructure development beyond the general national economic indicators.

The interactive part of the conference started off with a quick recap of our past ten years and beyond, including some nostalgic slides of the people and companies which made Afrimat possible. To name a few - pictures of a young Francois du Toit and Carl Malan, who had been involved and running the original subsidiaries since the early 70’s.

During the day we listened to each business unit director or manager give us an insight into their businesses by sharing their victories and challenges. This helped us all to understand their world and their everyday challenges and celebrations.

‘THE INTERACTIVE PART OF THE CONFERENCE STARTED OFF WITH A QUICK RECAP OF OUR PAST TEN YEARS AND BEYOND.’



# MARKETING MATTERS

## Afrimat National Conference continued...

The general philosophy and strategy around Forward 2 Basics was shared by our CEO which led us on to the basic core functions of our business. Each person in their field of expertise shared their views on the principles of Forward 2 Basics, covering the areas of:

1. Mine planning
2. Crushing and screening efficiencies
3. Maintenance
4. Financial management and cash flow
5. Marketing and sales
6. Human resources
7. Information technology
8. Sustainability

The conference closed with a group session on critiquing our Values and Vision statement. We questioned whether there is a need for some tweaking, and discussed how the principle of Forward 2 Basics fits into our value system. We did not find all the answers at the conference; however it certainly provoked thought and application for future sessions.

– **Hylton Hale, Group Marketing Manager**

**'WE DID NOT FIND ALL THE ANSWERS AT THE CONFERENCE; HOWEVER IT CERTAINLY PROVOKED THOUGHT AND APPLICATION FOR FUTURE SESSIONS.'**



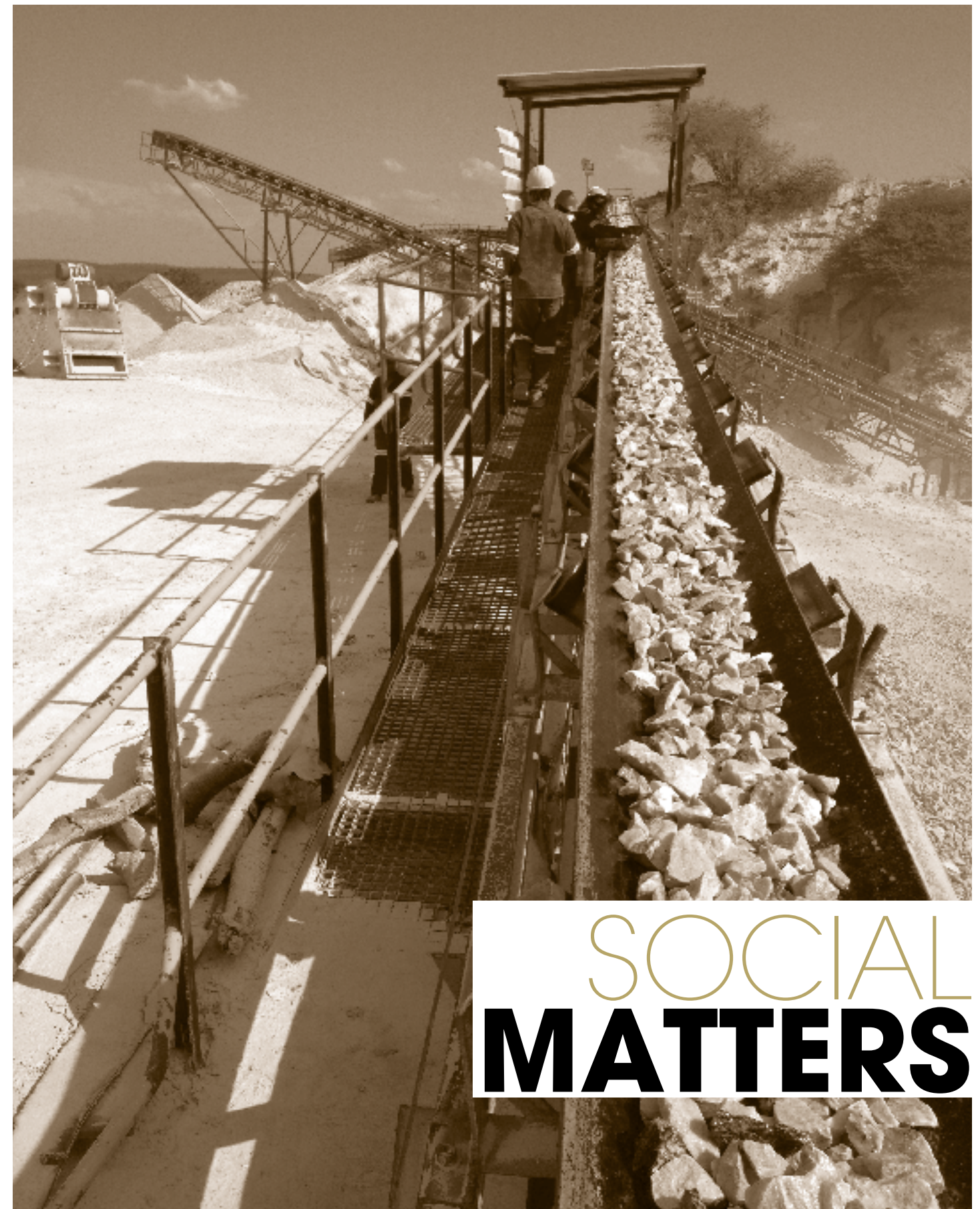
Above right: Dr Roelof Botha addressing the conference delegates  
Above left: Hylton Hale.  
Right: Andries van Heerden, Dr. Roelof Botha, Carl Malan, Hylton Hale  
Below left: Anton Combrink, Willem Hattingh  
Below middle: 3rd prize winner of the fancy dress competition (theme: typically South African), Revo van Syl.  
Below right: Contracting International Team.



SA Block team.



1st and 2nd place Ricus van Heerden and Bevin Cornelius.





# SOCIAL MATTERS

## DENVER QUARRY ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER - SUSTAINABILITY

### AFRIMAT CONTINUES ADDING VALUE IN THE COMMUNITIES IN WHICH IT OPERATES

As part of its Local Economic Development Project in the Social and Labour Plan, Denver Quarry committed R750 000 to build additional rooms at the Mordecai Trust Home in Kuyga.

The home, which works closely with the Department of Social Development, provides housing and care for abandoned and abused children. The additional rooms which were built - bedrooms, bathroom, laundry room (including two washing machines) and storage unit - will make space for more children to be placed.

The newly renovated building was unveiled on July 12th. The handover was attended by the Department of Mineral Resources, Mordecai Trust trustees, Kuyga ward councillor and the Department of Social Development. To see the little faces made the project, even with its delays, worth it. A big thank you to Jeff Hoffman and his incredible team at Denver for making this project possible.



From left to right:  
Jeff Hoffman, Thozamile Qushani  
(Ward Councillor),  
Azwi Mulaudzi  
(DMR Regional Manager EC),  
Akhona Fetsha (SLP Assistant Director),  
Collin Ramukhubathi,  
Cheryl Smith (Mordecai Trust Trustee)  
and Esther Teffo



Children who live in the Mordecai Trust home in Kuyga.



The Department of Social Development, Afrimat, Kuyga councillor and the Department of Mineral Resources interact with the children at the home.



Renovated garden area.

## GLEN DOUGLAS ESTHER TEFFO, SOCIAL AND LABOUR PLAN OFFICER - SUSTAINABILITY

### GLEN DOUGLAS CELEBRATES 10 YEARS BY LAUNCHING THE NEW SUN BUILDING FOR THE KÄNGURU INSTITUTE FOR DISABLED CHILDREN

Representatives from Afrimat, Lowenmut, the Känguru Institute, Midvaal Local Municipality, the Department of Mineral Resources and several other government departments braved a cold winter Tuesday to attend the launch on June 14th 2016. Glen Douglas spent R1.3 million to build the Afrimat wing/ray of the New Känguru Sun Building for disabled children. The unique design represents the warmth of the African sun. Its innovative energy saving design includes solar panel heating, double paned windows and a double outer wall with good insulation. The new wing will allow Känguru to double the number of children housed and cared for from 21 to 42. The keys were handed over to Mr Andries van Heerden on behalf of Afrimat and Mr Wolfgang Groh on behalf of Lowenmut (the other sponsor).

The Känguru Home provides housing, intensive care and training for severely ill and disabled children. It offers life skills through physio, occupational and speech therapy, art and music therapy and basic academics on a daily basis. The home also provides hospice services for terminally ill children. In addition, the Home has an outreach programme that aims to detect and meet the needs of disabled children in the surrounding community as early as possible, thereby enhancing prevention, treatment and recovery rates.

A big thank you to the incredible Glen Douglas financial team for making the launch a great success.



Left: The keys were handed over to Andries van Heerden (CEO Afrimat) and Mr Wolfgang Groh (Director of Lowenmut, a German based NGO, that sponsored the other wing) by David Brooks (the contractor). Right: Willem Hatting - Mine Manager - Glen Douglas (Pty) LTD.



Children from Känguru.

'THE UNIQUE DESIGN REPRESENTS THE WARMTH OF THE AFRICAN SUN.'



► GLEN DOUGLAS  
ARTICLE FROM MIDVAAL STER, 28 JUNE – 4 JULY 2016 EDITION. PHOTO'S: CARLA DU PLESSIS

KÄNGURU INSTITUTE

It has been a dream of the Känguru Institute for the Disabled in Kliprivier to open a sun-like centre for severely ill and disabled children. From June 14 they are one step closer to their dream.

With a generous donation and immense support from Afrimat, Glen Douglas dolomite mine in Henley on Klip and Löwenmut in Germany, the first phase of the building is now complete and they will be able to make a difference in 28 more children's lives.

Once the centre is complete they will be able to help 60 children in the residential facility and countless in the community. The Rising Sun was launched and the keys handed over to the CEO of Afrimat, Mr Andries van Heerden and the director of Löwenmut, Mr Wolfgang Groh by the owner of the company building Mr David Brooks from Brodwill Investments CC.

This exciting day was shared by representatives of the Midvaal Local Municipality, the Department of Mental Health, the Department of Social Development, and the Department of Education, the Department of Mining, parents, neighbours and friends. "The children graced everyone in attendance with a song and we once again realised why it is so important to have such a centre where each child can develop to realise their unique and full potential. They teach us unconditional love, trust and they show us on a daily

basis how precious life is and to not take things for granted," Adele Chmurkowski, Early Aid and Inclusion Leader said.

This centre's unique design represents warmth and care, with its innovative energy saving design, double pane windows, double outer wall with good insulation, insulation in the ceiling and solar panel underfloor water heating. We aim to be a model for other homes with the same objectives. The sun-like building will not only be a home for disabled children, but also have a full therapy centre, early intervention unit, a registered early childhood development center, both for our disabled children and the children from the community as part of our inclusion project.

There will be a skills-development center for the disabled children who are not able to go to school, as well as for disabled adults from the community. The training facility for the parents and the other homes will also have a place in this building.

"As South Africans it is our responsibility to give back to these kids and with support and donations from companies and the private sector we have the opportunity to make a difference in the lives of disabled children," Adele concluded.

– Jacques de Braal, Human Resource Manager, Glen Douglas Contracting



► WORCESTER  
DRIES BURGER

JAILBREAK

Dries Burger was braaf genoeg om weer die jaar deel te neem aan die ASD (Association for the Sensory Disabled) se bekende Jailbreak Projek wat plaas gevind het op 19 Augustus 2016. Dries is in hegtenis geneem ten aanskoue van sy Worcester personeel en in die tronk geplaas by Golden Valley Casino en was eers vrygelaat nadat hy sy borg geld kon insamel.

ASD het die jaar hulle doelwitte bereik om R 100 000 in te samel en wil graag vir almal wat bygedra het bedank.



Die fondse is aangewend by die Sean Kelly Groephuis in Tulbaghstraat waar tans 14 kinders met meervoudige stremdhede versorging en terapie ontvang.



► AGGREGATES OPERATIONS  
JACOBUS KOERT, HUMAN RESOURCE DEVELOPMENT OFFICER, WESTERN CAPE

AFRIMAT EMPOWERS COMMUNITIES

The Social and Labour Plan, the Mine Works Programme and Environmental Assessments came into being in 2009, following the investigation into Mine Rights. With these in place, mine companies can no longer operate without concern for the environment, the development of their employees and the upliftment of the mine communities where they operate.

We, as Afrimat Aggregates Operations, changed our policies accordingly in 2009, although we began this journey as early as 2008. In 2008 we delivered our first project - a crèche to the community of Bredasdorp, which hosts 75 children and also creates job opportunities for five households.

Since 2008 we have successfully implemented the following projects in our different mining areas:

1. Brewelskloof- Worcester

The Peter Corbin Maths teacher project for Grade 10-12 at Vusisizwe Secondary School.

The aim of this project was to identify and develop future engineers and other professionals for the industry. Up to 875 children benefit from this project. The top achievers have already graduated:

2007: Khaniyosa Mbovu	Bsc. Statistical & Mathematics
2008: Mrubala Sixole	Bsc. Statistical & Mathematics
2009: Makoti Palesa	Masters Modecular Virology (Medical Bioscience)
2010: Thembelani Mkhohliso	Bsc. Statistical & Mathematics
2011: Phumlani Mqondeki	Bsc. Environmental Science
2012: Sisipho Mjodo	Bsc. Accounting
2013: Bokang Botsane	Bsc. Statistical & Mathematics
2014: Tinasha Jena	Bsc. Computer Science
2015: Vusumzi Malgas	Bsc. Statistical & Mathematics



Awards Ceremony 2015.

2. Driver's license project

The second project was the Driver's license for Unemployed Youth: 120 candidates from Rawsonville, De Doorns, Touwsrivier and Worcester took part, of which 65 successfully obtained their driver's licenses. One candidate, Astrid Damon, is employed by the company and works in the transport department. Since then she has also completed her Code 14 drivers' license. If all 65 candidates that successfully completed the project found employment, Afrimat will have made a difference to the lives of 260 individuals, with the average being four people per household.



Astrid Damon, 10m3 driver at transport department, Worcester.

3. Bursaries

The mine also sponsors the community with the following bursaries:

External Bursaries

Candidate	Course	Institution
Camela Roelf	Civil Engineering	Northlink College
Anuschka Cupido	Medical Laboratory Science	Cape Peninsula University of College
Bokang Botsane	BSC Mathematics and Statistical Sciences	Cape Peninsula University of College
Cameron Williams	Diploma in Information Technology	PC Training



Bursary beneficiaries and parents.



# SOCIAL MATTERS

## 4. Stanford Quarry- Stanford

In 2009, the Volvertrou Community Centre, which caters for the elderly, was handed over to the community. Every day the centre hosts 30 pensioners who participate in various programmes and receive health check-ups.



## 5. Code 10 driver's licences.

In 2016, we equipped 30 unemployed youth candidates with Code 10 driver's license and public drivers permits (PDP).



## 6. Smalblaar- Rawsonville

The Rawsonville Primary School computer room was renovated and almost eight hundred children benefit from this project.

## 7. Moddergat sandmine.

In 2010, we completed the building of classroom at H.M.Beets Primary School, where 150 children benefit from the project.



## 8. Keurkloof Quarry- Robertson

In 2012, a new surface road in Droëheuvel was completed. Afrimat supplied all the material, and the construction company made use of local labour which benefitted 20 households.

In 2016 we will equip twenty (20) unemployed youth candidates with Code 10 driver's licences.



## 9. Bordeaux sandmine- Paardeberg (Paarl)

In 2012, Kersboslaagte Primary in Paardeberg received a new multi-functional classroom. The new classroom was equipped with air conditioners which create a favourable environment for Grade R learners to learn and play.



## 10. Kliprug Quarry- Durbanville

The unemployed matriculants from Du Noon, Fisantekraal and Klipheuvel will benefit from a skills development programme, running from 2014-2018. In this period 75 candidates will be trained in various skills such as: Office Administration, Customer Care, Cashier Training and Frail Care.

Our first group of 25 candidates completed their training on 21 June 2016, and some of these candidates have already found employment.



Group photo of beneficiaries.

## 11. De Kop- Vredenburg

The building of six business units gave start-up entrepreneurs the ideal opportunity to grow and expand their businesses. The building belongs to the community of Vredenburg and Saldanha Bay Municipality. The occupants pay R1 rent per year, and are responsible for municipal accounts such as electricity and water. The small businesses in the units are: shoe repairs, L&B clothing, internet cafés, cleaning detergents, fish and chips take aways, and cosmetics.

Beneficiaries of project: Left: Claudine Scheepers (Fix It Shoe Repairs).





# SOCIAL MATTERS

## 12. Olympic and De Anker

Fisantekraal Early Childhood development project was handed over to the community, and the City of Cape Town, on 16 February 2015. The centre for Fisantekraal will accommodate approximately 165 children.



## 13. Bloemendal gravelmine- Alfa Outreach Centre

This multi-purpose centre was handed over to the community on 21 October 2014. The main purpose of the centre is to bring government services closer to the communities of Wesbank and Saamstaan (Malmesbury). The building also hosts the following organisations:

- Goue Jare:** service for the old age
- Effective Learning:** gives counselling services to the community
- Sinethemba:** provides home based care services to the community.



Beneficiaries of the Wesbank and Saamstaan (Malmesbury) community.

## VRYHEID HEILA BEAMSON, DATA ANALYST/KEY ACCOUNTS CONSULTANT

### VRYHEID QUARRY - ASSISTING LOCAL COMMUNITIES WITH JOB CREATION.

Just over a quarter of South Africa's population is currently unemployed. Unemployment is particularly high amongst the youth, at 52% for individuals aged 15-24 and 29.6% for those aged 25-34. Millions of South Africans have no relief from spiralling unemployment and devastating poverty. On top of this, a crippling drought threatens to send food prices rocketing.

For those without work, life is tough. It is a frightening struggle for survival with little or no hope of being employed, which leads to many people losing their dignity.

Unemployment was singled out as one of the principal results of capitalism; the other is excessive inequality. Obviously, there is a link between these two: since most people living in rural economies must work for wages as a major source of their incomes, the inability to obtain a job means a lower income. Job scarcity is the nation's most important economic and social problem.

Economic development strategies that create new jobs are in high demand in light of the recent economic downturn. If jobs can be provided to the unemployed, inequality and poverty will be reduced. This would help maintain community support for the government's programmes by providing useful output. And it would generate respect for, and feelings of self-worth in, the workers employed in these projects.

Selecting or sorting hand stone is a good example of a job-creating programme which provides income and employment for workers who previously had no source of income and no hope for survival. Programmes such as this actually help increase the communities' productivity, and gives fellow community members a feeling of self-worth. As our nation falls into deep recession, or even depression, it is worthwhile to lend a helping hand in alleviating the unemployment problem.

For us at Afrimat Vryheid, it is a way to be proactive and create a livelihood for our employees and their families. We are fortunate to be able to create employment for other members of the community too, albeit only on a temporary basis.



Mr. Piet Janse van Vuuren, Mrs. Shantel Cloete, Afrimat hand pickers.



HEALTH  
MATTERS



**SA BLOCK**  
CAROLE SEDDON, FINANCIAL MANAGER SA BLOCK & CLINKER SUPPLIES

### 60-DAY FITNESS CHALLENGE

In anticipation of the Accpac implementation (nothing to do with summer coming up, daily exercise or general fitness!) our admin team started a 60-day fitness challenge on 15 August. We are Team F.L.A.S.H (Fabulous Ladies Always Staying Healthy, well, at least until lunchtime).

We do three exercises daily: squats, sit-ups and planks. On day 1, we did one squat, one sit up and a 10-second plank. Each day since then, the exercises have increase by one repetition and the plank increased by 5 seconds.

The alternative is the passage walk from the bottom of the stairs at admin to the drawing office and back (approx. 50 metres). This is started by doing one on the first day, and increasing by one walk daily.

I would like to extend huge thanks to the fabulous ladies of FLASH (not sure we should call ourselves Flashers!) for your dedication to this challenge.

No spectators allowed!



## WHAT IS DIABETES?

KATARIEN DEYSEL, GROUP MANAGER, SHEQ

Diabetes, often referred to by doctors as diabetes mellitus, describes a group of metabolic diseases in which the person has high blood glucose (blood sugar), either because insulin production is inadequate, or because the body's cells do not respond properly to insulin, or both. Patients with high blood sugar will typically experience frequent urination, they will become increasingly thirsty and hungry.

### Fast facts on diabetes

Here are some key points about diabetes.

- > Diabetes is a long-term condition that causes high blood sugar levels.
- > In 2013 it was estimated that over 382 million people throughout the world had diabetes.
- > Type 1 Diabetes - the body does not produce insulin. Approximately 10% of all diabetes cases are type 1.
- > Type 2 Diabetes - the body does not produce enough insulin for proper function. Approximately 90% of all cases of diabetes worldwide are of this type.
- > Gestational Diabetes - this type affects females during pregnancy.
- > The most common diabetes symptoms include frequent urination, intense thirst and hunger, weight gain, unusual weight loss, fatigue, cuts and bruises that do not heal, male sexual dysfunction, numbness and tingling in hands and feet.
- > If you have Type 1, follow a healthy eating plan, do adequate exercise, and take insulin, you can lead a normal life.
- > Type 2 patients need to eat healthily, be physically active, and test their blood glucose. They may need to take oral medication, and/or insulin to control blood glucose levels.
- > As the risk of cardiovascular disease is much higher for a diabetic, it is crucial that blood pressure and cholesterol levels are monitored regularly.
- > As smoking might have a serious effect on cardiovascular health, diabetics should stop smoking.
- > Hypoglycemia - low blood glucose - can have a bad effect on the patient.
- > Hyperglycemia - when blood glucose is too high - can also have a bad effect on the patient.

**'OVERWEIGHT AND OBESE PEOPLE HAVE A MUCH HIGHER RISK OF DEVELOPING TYPE 2 DIABETES COMPARED TO THOSE WITH A HEALTHY BODY WEIGHT'**

### THERE ARE THREE TYPES OF DIABETES:

#### 1. Type 1 diabetes

The body does not produce insulin. Some people may refer to this type as insulin-dependent diabetes, juvenile diabetes, or early-onset diabetes. People usually develop type 1 diabetes before their 40th year, often in early adulthood or teenage years. Patients with type 1 diabetes will need to take insulin injections for the rest of their life. They must also ensure proper blood-glucose levels by carrying out regular blood tests and following a special diet.

#### 2. Type 2 diabetes

The body does not produce enough insulin for proper function, or the cells in the body do not react to insulin (insulin resistance).

#### Measuring the glucose level in blood

Some people may be able to control their type 2 diabetes symptoms by losing weight, following a healthy diet, doing plenty of exercise, and monitoring their blood glucose levels. However, type 2 diabetes is typically a progressive disease - it gradually gets worse - and the patient will probably end up having to take insulin, usually in tablet form.

Overweight and obese people have a much higher risk of developing type 2 diabetes compared to those with a healthy body weight. People with a lot of visceral fat, also known as central obesity, belly fat, or abdominal obesity, are especially at risk. Being overweight/obese causes the body to release chemicals that can destabilise the body's cardiovascular and metabolic systems.

#### 3. Gestational diabetes

This type affects females during pregnancy. Some women have very high levels of glucose in their blood, and their bodies are unable to produce enough insulin to transport all of the glucose into their cells, resulting in progressively rising levels of glucose.

Diagnosis of gestational diabetes is made during pregnancy. The majority of gestational diabetes patients can control their diabetes with exercise and diet. Between 10% and 20% of them will need to take some kind of blood glucose controlling medications. Undiagnosed or uncontrolled gestational diabetes can raise the risk of complications during childbirth. The baby may be bigger than he/she should be.



# INSPIRATIONAL MATTERS

## WIL JY 'N BETER LEIER WEES?

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

Hoe kan ek 'n beter leier wees? Maxwell gee 10 "wette" as antwoord op die vraag.

### 1. DIE WET VAN DIE PLAFON

Die plafon van die leier moet voortdurend verhoog word anders kan die organisasie se plafon nie verhoog word nie.

### 2. DIE WET VAN BEÏNVLOEDING

'n Leier moet sy mense op 'n gesonde manier tot effektiwiteit, lojaliteit en goeie mense verhoudinge beïnvloed.

### 3. DIE WET VAN DIE PROSES

Dit neem tyd om 'n leier te wees en dit is eintlik 'n proses en nie 'n eindpunt nie.

In die proses sal onder andere terugslae en teleurstellings jou kwaliteit van leierskap verbeter.

### 4. DIE WET VAN RIGTINGGEWING

'n Leier het 'n duidelike visie waarheen gegaan moet word. Die leier beplan dan deeglik hoe om daar te kom. 'n Belangrike vereiste om daar te kom, is om jou mense te motiveer om die visie soos jyself na te jaag.

### 5. DIE WET VAN KOMMUNIKASIE

Die mense moet na die leier luister, maar die leier moet bereid wees om self ook te luister. 'n Voorwaarde dat na die leier geluister word, is dat die mense oortuig moet wees dat die leier hulle lewens wil bevoordeel en dat die leier nie deur sy/haar strewe na eie persoonlike gewin gedryf word nie.

### 6. DIE WET VAN VERTRoue

Die leier moet ten alle tye vertrou word. Die basis van vertroue is:

- > Kredietwaardigheid. Elke leier begin met 'n mate van kredietwaardigheid wat deur verdere optrede uitgebou of selfs afgebreek kan word.
- 'n Goeie karakter. Dit vereis konsekwenheid, nie-egoïsme, nie-buierigheid, voorspelbare temperament, eerlikheid, opregte, lojaliteit.

### 7. DIE WET VAN RESPEK

Respek is die hoeksteen van leierskap en mense volg nie lojaal die leier as hulle nie die leier respekteer nie. 'n Posisie gee nie ware respek nie. Respek moet verdien word.

**Respek moet egter 'n sekere pad volg:**

- > Respekteer jouself.
- > Staar sterk op jou oortuigings.
- > Probeer altyd jou mense se verwagtinge oortref.

### 8. DIE WET VAN INTUÏSIE

Intuisie kan ontwikkel word veral in die gebied waarin jy as leier optree. Dit is belangrik om eerstens breedweg na die totaliteit te kyk en daaruit en daarna alle belangrike beïnvloedende faktore te identifiseer. Probeer om die mees belangrike faktore uit die ter sake faktore te laat kristalliseer. Dit is verder belangrik om wyd en gerig te lees, en te lees, en te lees...

### 9. DIE WET VAN MAGNETISME

Goeie leiers trek goeie en bekwame mense aan indien die leier self goeie eienskappe, bekwaam is en gerespekteer word. Die leier moet dus as volg wees:

- > Karaktervol. Indien wel verhoog dit sy/haar kredietwaardigheid.
- > "Encouraging" wees: Glo in jou mense en dan sal hulle 'n hoër moreel hê.
- > Sensitief en oop vir verandering wees.
- > Visionêr wees. Stel doelwitte om op mees die effektiefste manier die visie te bereik.
- > Leersensitief wees. Wend aan wat jy leer tot voordeel van groei.
- > Charismaties wees: Motiveer en inspireer mense.
- > Nederig; dog beslis wees.
- > Nie selfgesentreerd wees nie. Die leier moet ander dien en nie homself/haarself nie.

### 10. DIE WET VAN VERBONDENHEID

Suksesvolle leiers verbind hulle altyd tot sy/haar mense. Sy/haar mense en hulle uiteindelijke belang word altyd eerste gestel. Die mense sal 'n leier bly volg as hulle ervaar die leier

- > Gee werklik vir hulle om.
- > Tree met integriteit op.
- > Is nie 'n kontrole "freak" nie.
- > Kyk ook deur hulle oë na situasies.
- > Bly investeer aan die verbintenis met hulle.

**'N LEIER HET 'N DUIDELIKE VISIE WAARHEEN GEGAAN MOET WORD. DIE LEIER BEPLAN DAN DEEGLIK HOE OM DAAR TE KOM.'**



## Charting a course to excellence with specialised services across Africa



### Contracting International

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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, which offers mobility beyond fixed areas of operation.

Afrimat offers blast designs for bulk blasting in quarry and opencast mining and specialised restricted blasting in built-up areas. The division operates internationally through a mobile hard rock crushing and screening service.

Contracting International uses its expertise in fields such as drilling and blasting, load and haul, crushing and readymix concrete processing to prepare bids for major clients in the construction industry.

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







# Investing in diversified growth

- Mining
- Industrial Minerals
- Contracting International
- Concrete Products
- Readymix



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

Afrimat Limited is a leading black empowered open pit mining company providing an integrated product offering ranging from aggregates, industrial minerals, concrete products (bricks, blocks 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.

