

DECEMBER 2018

AFRIMATTERS



DIVISIONAL MATTERS: DINGWELL QUARRY CELEBRATES ITS 3RD BIRTHDAY

HR MATTERS: AFRIMAT'S CORE LEADERSHIP CONFERENCE

SOCIAL MATTERS: DEMANENG CREATES JOBS FOR LOCAL SMMES



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

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

Aggregates



Concrete Based Products



Industrial Minerals



Contracting International



Commodities



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

The Aggregates Division is a key division within Afrimat Limited producing aggregates of a wide variety of sizes and technical specifications, primarily with products including stone, gravel, crushed aggregates, laterite and sand mainly for large-scale civil engineering and infrastructure projects.

It also provides professional contracted drilling & blasting, transport & logistics crushing & screening and earthmoving & plant hire services.

The Aggregates Division is located in seven of South Africa's provinces with commercial quarries including sand mines, gravel mines, mobile crushing, recycled concrete crushing plant and drilling & blasting.

The Aggregates Division is part of Afrimat Limited, a leading black empowered open pit mining company.

'WITH A HEALTHY BALANCE SHEET, GOOD CASH FLOW AND MOST OF ALL, EXCELLENT PEOPLE, AFRIMAT IS IN A VERY HEALTHY POSITION!'



The year that was

We have almost completed a full revolution around the sun since the previous year-end message was published. What a year it was...

This time last year we were waiting for the election of a new leader of the ANC, knowing that this person would probably go on to be the next president of our country. We all know the outcome of that election now and the subsequent changes it brought about. We have also witnessed the progress made to recover from "state capture" and all its devastating consequences.

The South African economy is suffering as a consequence of all this and we have entered a technical recession. However, I do have confidence that the current leadership is making good progress and that the rot is being eliminated.

Afrimat has not escaped the effects of the economic downturn and our reported results were slightly weaker than that of the previous year. We have, however, performed significantly better than the other listed players in our industry. In addition, our entry into the iron ore industry has started to show very positive results and we have once again been blessed with an excellent opportunity at exactly the right time. This gives me courage for a bright future.

I am very excited about Afrimat's future. Our iron ore, industrial minerals and construction materials businesses are all strategically positioned to benefit from growth across these different industries. With a healthy balance sheet, good cash flow and most of all, excellent people, Afrimat is in a very healthy position.

As the year rushes to its end, I wish to thank each and every team member for their valuable input during this year. Thank you for making Afrimat such a great company. My wish is that you all have a blessed Christmas, enjoy wonderful family time and that we will all return safely for an exciting 2019.

Andries van Heerden

CHIEF EXECUTIVE OFFICER

CONTENTS

- 01 CEO's Message
- 03 Divisional Matters
- 15 HR Matters
- 26 Health & Safety Matters
- 29 Social Matters
- 35 End of Year Matters



AFRIMATTERS

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DIVISIONAL MATTERS

THE JEWEL OF THE CAPE WINELANDS – DELAIRE GRAAF ESTATE

► READYMIX – WESTERN CAPE

JOHAN VAN NIEKERK -- AFRIMAT READYMIX WESTERN CAPE -- SALES

Nestled within the Stellenbosch valley is an exclusive wine estate called Delaire Graaf. Hidden from the public eye, it's a spectacular property that is comprised of a winery, 5-star hotel, spa and fitness centre, two gourmet restaurants, a diamond and art boutique and the exclusive lodges.

The estate is currently adding new lodges and villas which are being constructed by Remey Construction. With the spectacular landscape of the estate comes the associated steep construction site, which was well adapted by the civils contactor giving our Readymix trucks a safe working environment. The developer emphasised wanting to have the new additions blend in with nature, thus all the roads are exposed aggregate, and high-quality stone finishes and thatch roofing is used on all the lodges.

The six additional lodges will comprise of two bedrooms, fully equipped kitchen, bar, living room and a private pool, all over-looking scenic views of the Stellenbosch valleys. If you would like to spend one night at these exclusive lodges pricing starts from R18 000 per night, and if you are worried about traffic you can always use the helicopter pad for arrival and departure.

The winery is open for wine tasting so if you would like to explore this fantastic wine estate don't hesitate to make a day trip.



Above: Delaire Graaf villa. Left: Delaire Graaf lodges. Opposite page: Exposed aggregate roads



'WITH THE SPECTACULAR LANDSCAPE OF THE ESTATE COMES THE ASSOCIATED STEEP CONSTRUCTION SITE, WHICH WAS WELL ADAPTED BY THE CIVILS CONTACTOR GIVING OUR READYMIX TRUCKS A SAFE WORKING ENVIRONMENT.'

TEAMWORK AT DENVER QUARRY

► DENVER QUARRY – EASTERN CAPE

LYNN MALGAS – SENIOR HUMAN RESOURCES MANAGER – EASTERN CAPE

A big thank you to Corné Verwey and André du Randt for the water pump which they invented from scrap metal.

The Eastern Cape was blessed with some welcome rain during the last month that flooded our quarry. We had to plan accordingly to decrease the water crisis. Corné and André were tasked with the responsibility to build the pump. We are currently draining the water into the dam and we are sure to see "dry land" soon.

Thumbs up Corné, André and the team. Their dedication is highly appreciated.



DIVISIONAL MATTERS

BOTHA'S HALTE SCHOOL – AN INNOVATIVE DESIGN

AFRIMAT CONCRETE PRODUCTS – WESTERN CAPE

RIAAAN ENGELBRECHT – SALES CONSULTANT – AFRIMAT CONCRETE PRODUCTS – WESTERN CAPE

Botha's Halte is a new school which is being built in a unique way. It is going to be a self-sufficient school in terms of its electricity and water requirements and it features an unusual design.

Meyer & Associates Architects and Urban Designers produced an "out of the box" design. Their curved and angled walls were quite a challenge to build!

They are currently busy with the 16 m high wind turbine that will be sufficient to supply the school with electricity. The innovative design will enable one to let the wind turbine fold down to floor level when it needs to be serviced.

A 70 000 litre reservoir was built on site, for which we supplied a watertight concrete with Penetron. There is a borehole that will feed the reservoir and supply the school with all the water they need.

A total of 150 solar panels will be fitted on the roof to generate solar energy.

This is a community school that runs from Grade R to Grade 7 accommodating about 250 students. State of the art technology and wi-fi will be available to the learners.

The old church on the premises, that is also a heritage building, was restored and will from now on be the office of the principal.

I would like to give JJ Dempers (Bernard Wessels and his team) a pat on the back with what they have achieved thus far. They are in the last phase of this exciting project and will need to push hard to meet the deadlines set. Good luck and all the best for the home stretch.



Above: The reservoir, school hall, classrooms and principal's office



'THE OLD CHURCH ON THE PREMISES, THAT IS ALSO A HERITAGE BUILDING, WAS RESTORED AND WILL FROM NOW ON BE THE PRINCIPAL'S OFFICE.'

Far Left: Tree design with sunlight streaming in from holes in the roof
Left: Restoration of the old church for the principal's office



'THE INNOVATIVE DESIGN WILL ENABLE ONE TO LET THE WIND TURBINE FOLD DOWN TO FLOOR LEVEL WHEN IT NEEDS TO BE SERVICED.'

Above Right: Aerial view with the beautiful mountains in the background
Above Left: Construction in progress seen from above

DIVISIONAL MATTERS

MEET THE BOUBLOK TEAM

CONCRETE PRODUCTS AND READYMIX

DIAAN VENTER – REGIONAL SALES AND MARKETING MANAGER – CONCRETE PRODUCTS AND READYMIX WESTERN CAPE

As we all know Afrimat has different departments inside this thriving business. But one department that not everyone hears about - or let's say doesn't hear about too often - is our block department/wing in Worcester also known as Boublok.

This little block plant situated in the Boland area of Worcester Industrial, has a history of producing A-grade blocks, bricks and paving to the building industry, with unbeatable service. Boublok is an efficient concrete block and paving producing plant that can take on any project that comes its way. With two VB block and paving machines, working to full capacity, Boublok produces products which are in high demand. Boublok has taken on many big projects over the years - most of the wine cellars in and around Worcester have gotten the Boublok stamp. Other projects include Nuy on the hill, Henra Rawsonville sidewalks, Kromco Grabouw, De doorns housing project, Asla Housing development Ceres, Asla Mc Gregor housing development, Boxer groceries store and Triamic Bonnievale sidewalks - the list can go on.

Boublok is under the leadership of Ricus Van Heerden and the production management of Edwill Swartbooi. Edwill and his team have a great team spirit when it comes to production time as Edwill keeps his hand on everything and everyone in the Boublok camp. To some he is a father, to others a leader, and he is a great person to work with as he gets things done with a smile on everyone's faces.

Employee of the month really gets the guys competing in the yard and motivates them to do their best. The reward? A picture of them on display at the entrance of Boublok and a gift voucher.

Christelle Strauss is the very bubbly, energetic, "gets things done" organised sales lady at the Boublok office. She loves to work with people and all the clients love her back. She is not one to mess with when it comes to organising the logistics of trucks as she keeps the drivers on their toes at all times. Madeleine Piek in the accounting department ensures all the cash and account clients have paid and that every delivery

is good to go. Shirley Nkosana is the "go to" lady for all Boublok employees when they have family issues or need to take leave. She is a great admin lady and always has a smile.

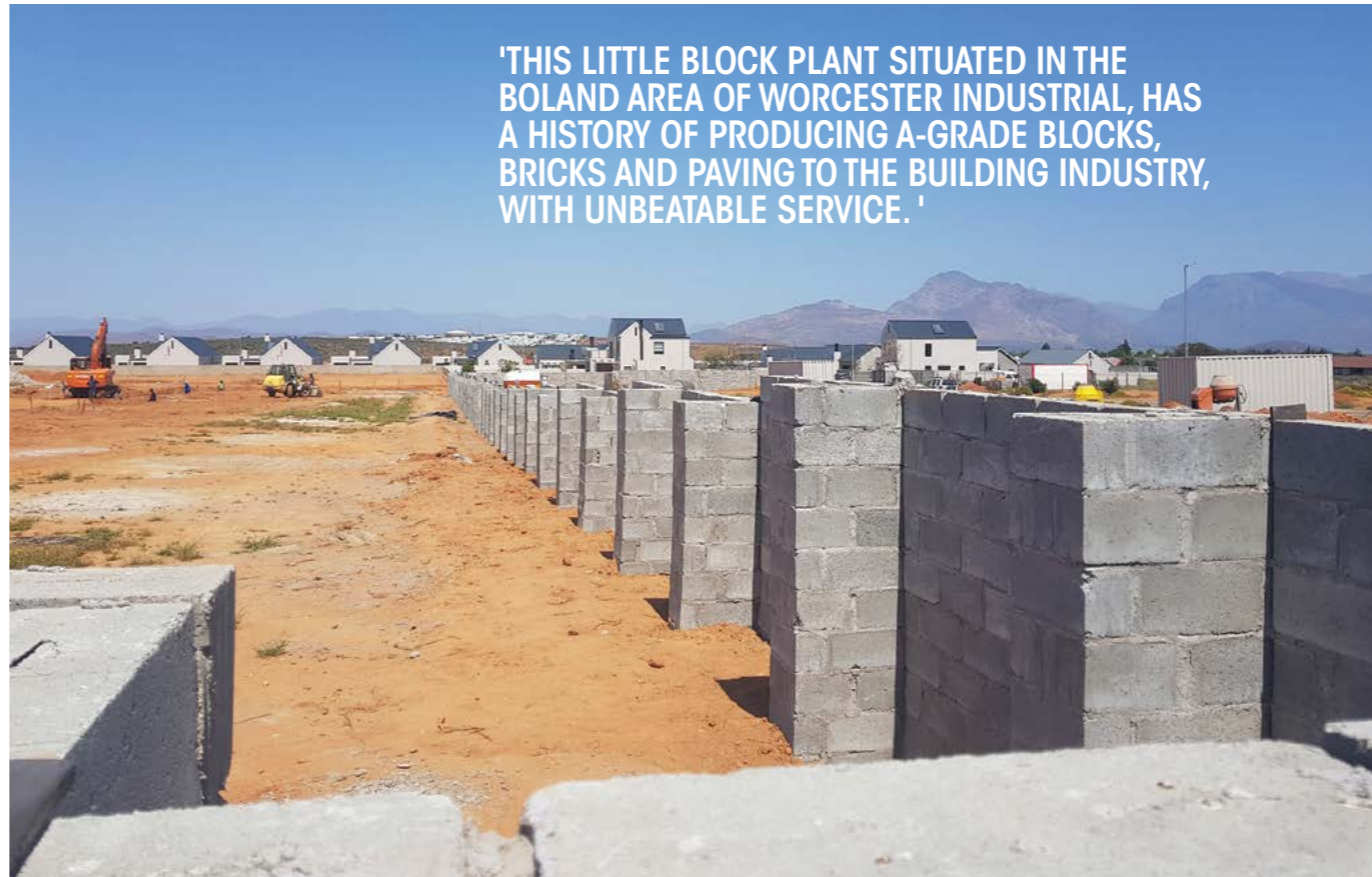
Due to high demand, Boublok has opened a small depo in Bredasdorp and we have taken on big projects such as warehouse paving and housing paving. Boublok supplies the Struisbaai area as well.

It is great to take on projects when you know you have a team like Boublok behind you to ensure all the client's needs are met.

Feel free to contact Boublok anytime for a free quote and make your paving/building dreams a reality. We can provide you with great colour paving and cool ideas for how to use the blocks for building, benches and gardening.

Come visit Boublok at 38 Samuel Walters Street Worcester or contact Christelle on 023 492 0025. Come and meet the Boublok team!

**Right: Altona Project
Below: Boublok camp**



'THIS LITTLE BLOCK PLANT SITUATED IN THE BOLAND AREA OF WORCESTER INDUSTRIAL, HAS A HISTORY OF PRODUCING A-GRADE BLOCKS, BRICKS AND PAVING TO THE BUILDING INDUSTRY, WITH UNBEATABLE SERVICE.'



Boublok



Kromco Grabouw



Above: Altona Project



**Above, from left to right: Edwill Swartbooi, Christelle Strauss, Shirley Nkosana, Riaan Engelbrecht, Madeleine Piek
Left: 80mm interlock paving, photo taken on the Cape Epic
Above Right: Boublok products**



DIVISIONAL MATTERS

ISIPANI - THE HEART OF WOODSTOCK

READMIX – WESTERN CAPE

JACO VAN ROOYEN – SALES CONSULTANT READMIX WESTERN CAPE

It was an absolute privilege to be part of this contract, and this team, from Isipani and Afrimat! Over the past 18 months we achieved the unachievable and still impressed our client with good service and large volumes.

I can clearly remember one Friday afternoon when we received a call from site. Things had changed slightly and the 280m³ pour changed into a 500 m³ pour. Now on a Friday afternoon, as I think our team in logistics (David, Andile, Elsa and Carmen) can confirm, this isn't the best time to get extra pumps, trucks, labour, plants open, drivers - and the list goes on. But with the recourses in place, and the will to succeed and provide good service, we were ready and we pulled it off! That Saturday things started and finished with a bang and by 14H00 we were past half way and just after 17H00 we were done. Hats off to the logistics team, batchers, drivers and all involved in this amazing effort and commitment in service. Isipani was very pleased and a few of our competitors in the area didn't have much space to park their trucks. Thanks all!

Just a short overview of the project and the teams involved: The project started in May 2017. It was challenging - our trucks struggled to move in and out of a steep hole and a lot of ground and service water made it tough. Isipani pushed hard to get out of the ground and reached podium level at around 5-6 months. Well done to your team.

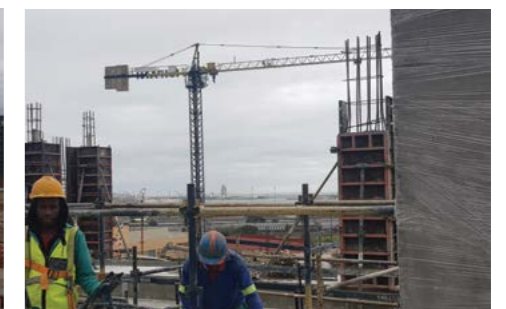
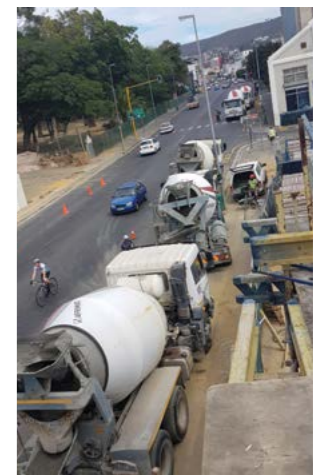
In 2018, the structure was moving along strongly and very quickly. Three cranes were erected onsite and concrete pipelines were growing weekly to reach each phase. The structure was turning quickly into a very prominent landmark in Woodstock. It consists of residential apartments, office space, shops and stores. There are also restaurants, coffee shops and ample parking.

Isipani is building a reputation of a very well-oiled machined and quality is of the outmost importance. It is a great honour to be involved in this project and in the next issue of Afrimatters we will do a follow up and show you the completed project.

Afrimat Readymix can be proud of the quality of service and our personnel's commitment to deliver. Well done! It is a pleasure selling this service to our clients. We committed and delivered!



Scenes of the Isipani construction progress



DIVISIONAL MATTERS

DINGWELL QUARRY – THREE YEARS OLD AND STILL GROWING

AFRIMAT READYMIX INLAND - MBOMBELA ANTON COMBRINK – DIRECTOR AFRIMAT READYMIX INLAND

The Dingwell site was sought and secured by Carl Malan and his team and it was felt that the ACI mobile contracting team should go and “test” the market before it would be handed over to a commercial team within ACI if proven to be successful.

The first material came off the belt in June 2015 thanks to Frikkie Basson and his team under the watchful eye of Michael Corbin and Gerhard Odendaal. In the first sales month a mere 150 tons were sold. During August 2015 not much more was sold but an achievement of 250 tons was celebrated.

Gareth Townsend then joined the group in early September 2015 as regional sales manager and the volumes started to gather some momentum. In October, the operation suffered a few days closure due to community unrest but it was soon resolved. We ended the 2016 financial year with sales of just over 2 500 tons.

On the 1st of February 2016 Afrimat Readymix Inland started production as a captive customer and we also secured more fixed outlets. Returning customers started to increase and a lot of inquiring and interviews were conducted by Gareth with these customers to establish their specific needs. It soon became clear that a 26mm crusher run was sought to be used as a builders’ blend. This allowed the clients to just add cement and water for their concrete needs.

The second breakthrough came when a few adjustments were made by Frikkie Basson and Sello Ramusi - who was now the new quarry manager and the operation classified as a commercial quarry - after Gareth presented and outlined our customer needs. This entailed the manufacturing of a 10mm all in crusher dust that had to meet a strict envelope, have fragments on certain size sieves and be consistent. The majority of our clients who had a need for this newly ready blended consistent product wanted to move away from adding the different fractions together themselves. This had created sourcing problems from



‘THE OPERATION ENDED THE 2018 FINANCIAL YEAR WITH SALES 75% HIGHER THAN THAT OF THE PREVIOUS YEAR.’



various suppliers, different costings from those suppliers, the unavailability of specific sizes within the market, problems with inventory control and consistency to name but a few. This development allowed the plant to satisfy a larger customer base and it ended the 2017 financial year with sales just under 100kt.

With a strong monthly local newspaper advertising campaign and the increase in popularity of the 26mm all in and the 10mm all in products, our customers then started to force us to increase our product range. The availability of material as we improved and expanded the production process allowed us to start to travel our products further and the vertical integration consumption also kept on increasing. The operation ended the 2018 financial year with sales 75% higher than that of the previous year.

These increased sales volumes, and the lack of the plant’s ability to produce more than four products at any given time, raised a concern - valuable best-seller production time got lost whilst changing the plant to produce other sought-after products. The help of ACI was solicited and they moved their mobile plant from Marble Hall to Dingwell. The addition of this equipment allowed Dingwell to have the ability to produce its core products whilst the mobile team resolved the problem of the other sought-after products.

Tragedy struck the operation on the 31st of July 2018 at noon when the operation was shut down by members of the local community. Disputes and fights



‘WE CAN ONLY APPLAUD THE AMAZING TEAM EFFORT AT DINGWELL FOR THIS CONSISTENT IMPROVED PERFORMANCE.’

amongst the beneficiaries of the land that we rent has been ongoing since 2003, and continue today. We are caught in between these feuds from time to time as a victim of circumstance.

After 21 days and four court interdicts, we saw the reopening of the operation. Volumes returned to their previous levels and it looks like the 2019 financial year will once again be a record year - with a forecast of 230kt, notwithstanding one month’s lost production.

We can only applaud the amazing team effort at Dingwell for this consistent improved performance. Under the leadership of Gert Jansen van Vuuren, the current quarry manager, plans being out in place to upgrade the plant and equipment to prepare for further anticipated market growth. As soon as these are in place we will publish a further update on Dingwell and our new Greenfield quarry at Bushbuckridge that is currently being developed and managed by Sello Ramusi.

DIVISIONAL MATTERS

A MARKET SPECIFIC BRANDING BREAKTHROUGH – BIOLIM – ANIMAL HYGIENE LIME

CAPE LIME – WESTERN CAPE BOSHOFF MULLER – SALES MANAGER – CAPE LIME

Lime has a reputation of being the “versatile chemical” throughout the relevant literature. Hydrated lime is used in many industries: building, water purification, metallurgical, agricultural, animal sanitation (to mention just a few).

At Cape Lime Langvlei, traditionally there were three hydrated lime product brands, namely CLC building lime, Gluex- and Ikalika whitewash lime.

Langvlei’s CLC building lime (hydrated lime) product has been used in the poultry industry on a small scale for animal hygiene purposes. The need to rebrand the CLC product for a different target market came about when a load of CLC lime was rejected at a poultry farm, purely for the reason that the product was branded as building lime. With challenging market conditions in the above-mentioned product segments, our team is regularly forced to think outside the box for new ideas. After a few brainstorming sessions the product ‘Biolim’ was born.

Biolim is a hydrated lime product similar to CLC, but formulated specially for animal hygiene purposes in industries such as poultry, piggeries, cattle, etc. Biolim can be applied dry by spreading the lime powder around animal enclosures, or as a paint mixed with water. Biolim is alkaline with a high pH of 12 and higher and creates an environment that is unfavourable for pathogens. Cell membranes of pathogens are destroyed and bacteria is unable to grow at such high pH levels. Thus, Biolim is a very effective product in preventing broad range of viruses, bacteria and parasites especially hoof disease. It also combats bad manure odours. Biolim is environmentally safe and also safe to use around animals.

Biolim has been added to the Langvlei product range and Langvlei is currently supplying Rainbow chickens nationally as well as a few independents. There is a lot of scope with this new product and it will be a worthy contributor in the near future.

When driving along the R60 passed Langvlei, and the white dust cloud can be seen from the plant, be sure to know that another brainstorming session is in progress!



'THERE IS A LOT OF SCOPE WITH THIS NEW PRODUCT AND IT WILL BE A WORTHY CONTRIBUTOR IN THE NEAR FUTURE.'



Top: Pieter Bruwer (Cape Lime Langvlei Operations Manager) and Dicky Carstens (Commercial Manager – Cape Lime) celebrating the newly branded Biolim bags

Above: Biolim Stock

Left: Newly branded Biolim bags



HR
MATTERS

CORE CONFERENCE – SEPTEMBER 2018

What is it that makes Afrimat different? What is our competitive advantage? What have we always done that we should carry into our future? Where are we going?

These were the core ideas explored at the Core Leadership Conference 2018 which took place at Zebula lodge in Bela-Bela from 6-8 September 2018.

Whilst exploring these ideas throughout the conference, we stayed true to the conference theme: "Core, digging deeper" as we truly dug into our hearts, our past, present and future.

The conference was attended by leaders from across the Afrimat group – this was not only a weekend full of strategy and planning but also an excellent opportunity to network and to get to know each other.

The main focus was to explore Afrimat's culture and was led by great speakers who inspired their audience.

SPEAKERS AND TOPICS:

Andries van Heerden: How is it really going in Afrimat?

Davin Giles: Inspirational leadership and building a strong team

Gerhard Odendaal: Efficient execution in a difficult environment

Louis Loubser: Thinking out of the box whilst remaining focused

Dr Marlene Dippenaar (Consultant): Core culture principles

After being inspired by all the Afrimat stories of success and growth, delegates then broke away into smaller group sessions and listened to each other's feedback. The conference concluded by formulating and updating the Afrimat Way which will be rolled out throughout the whole of Afrimat in early 2019.

Wilbrie Fourie (Afrimat Business Development) served as the master of ceremonies. He led the programme throughout the conference with fun quizzes and quirky jokes. He also drew inspirational conclusions after each session. Lizanne Olivier (Brand & Marketing Coordinator) ensured everyone had a pleasant stay and was well entertained throughout the weekend by arranging game drives, a Boma dinner and wonderful hospitality.

We are thankful to all who attended the conference and for those who worked hard to make it happen.

Leaders left the conference inspired and optimistic about the future of Afrimat.

Mareli Mosca – Human Resources – Organisational Development



A DAY IN THE LIFE OF: LIENTJIE KUYK

> HEAD OFFICE

Everyone has heard the name Lientjie Kuyk. She is the right hand of Andries van Heerden. The person who has been with Afrimat since the start. The woman, the myth, the legend...

We asked Lientjie a couple of questions to get to know the person behind the name.

What is your role within Afrimat?

Personal Assistant to Afrimat CEO, Andries van Heerden

Can you tell us a bit more about your day-to-day work?

I manage Andries's diary and ensure his work life runs as smoothly as possible. I also assist with Board meetings and Board packs.

What was your career history before you joined Afrimat?

Before I started working at Afrimat, I was a Receptionist at Zevenwacht Wine Estate. I was also Scheme Secretary of the Selfmed Medical Scheme. In that role I took minutes at meetings and prepared the Trustee Packs. I was also PA to the Honorary Consul of Hungary - he was also the MD at Mossop Western Leathers in Wellington. So then I did all exports and imports of leather and arranged golf days etc.

How has your career developed within Afrimat?

I started at Afrimat when we opened the offices at Tyger Valley in 2007. I did everything - from washing the dishes and making coffee, to ensuring that we had stock of stationary and refreshments. I was also responsible (together with Hendrik Verreyne) for ordering, receiving and paying for all office furniture. So basically, I managed all aspects of office management. The business has changed so much since then and my duties have changed along with it.

What do you do in your free time?

My hobbies are gardening and hand work such as leather handbags, crochet and embroidery.

Lizanne Olivier – Brand And Marketing Coordinator



'I STARTED AT AFRIMAT WHEN WE OPENED THE OFFICES AT TYGER VALLEY IN 2007.'

Q&A WITH KARONIEN PRETORIUS

> KZN AND FREE STATE

Name: **Karonien Pretorius**

Position: **Financial Manager KZN and Free State Operations**

Date employed: **10 April 2012**

Date of birth: **14 March 1986**

Favourite food: **Braai vleis and sea food**

Favourite drink: **Windhoek beer and Sprite (not together though)**

Favourite movie: **Braveheart**

Favourite animal: **Tiger**

Dream car: **Mercedes A45 AMG Red!**

What would you do if you won a million?

Probably buy the Mercedes

What is your pet hate? **When a phone rings for what seems to be hours before the person on the other side realises that no one is going to pick up**

Reginald Gwala – Human Resources Manager Kzn/Free State

'WHAT WOULD YOU DO IF YOU WON A MILLION? PROBABLY BUY THE MERCEDES'



AFRILEAD

Afrilead is a programme which consists of three inspiring modules, namely:

Module 1: Leading Self

Module 2: Leading Others

Module 3: Leading Business and Community

This programme was developed in order to expose junior and middle level employees to leadership development.

On behalf of management we would like to congratulate the following delegates for completing their programme:

Natasha Abrahams - Training and Development Coordinator



The Gauteng group that completed the Afrilead Module 1-3
Back row, left to right: Michael Mullineux, Andrew Crausaz, Wilbrie Fourie, WA Lombard, Malcolm Andrews. Front, left to right: Shadi Mnisi, Petro van Wyk, Esther Teffo, Angelique Stannard, Sonja Kleynhans, John Maphalala, Andre Maree



Afrimat Eastern Cape, left to right: Llewelyn Westraadt, Lloyd Minter, Russel Rutters



Left to right: Erick Lukwe and Corne Verwey – Introduction to Afrilead



Cape Lime Vredendal, Sheelah Links - Afrilead Module 1-3 and Francois de Villiers - Introduction to Afrilead

EMERGING LEADER – SABELO SIGUBUDU

> AFRIMAT CONCRETE PRODUCTS
– KWA-ZULU NATAL

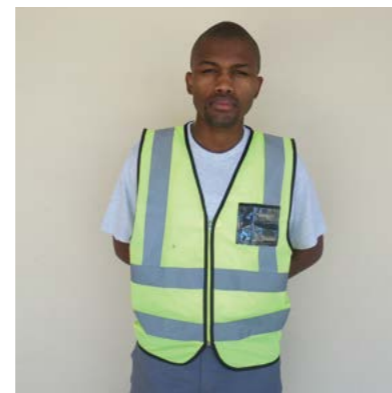
Sabelo Sigubudu is a young focused, quiet and attentive emerging leader who has proven to be a force to be reckoned with. He was promoted to the RMC Supervisor role for the remote ACP Jozini branch. Already he is making waves because of his attention to detail, observant nature and technical ability.

Sabelo joined ACP in February 2017 as a Civil Engineering graduate from the Mangosuthu University of Technology. As part of his mentorship plan, he spent time in all the ACP departments as well as the quarries in Vryheid and Dundee. With the support from the business, he enrolled at UNISA for his Bachelor of Technology in Water Engineering degree.

He developed a niche in the Readymix concrete side of the business and performed well as a batcher in Hluhluwe ACP. He proved himself when he was on an assignment in QwaQwa where he performed quality control on the technically challenging Maluti Mall project. We wish Sabelo well on his Afrimat journey and look forward to seeing his progress.

Ren Swanepoel – Operations Manager – Afrimat Concrete Products

'ALREADY HE IS MAKING WAVES BECAUSE OF HIS ATTENTION TO DETAIL, OBSERVANT NATURE AND TECHNICAL ABILITY.'



PROFILE – NATASHA ABRAHAMS

> WESTERN CAPE

Natasha Abarahams, Quarry Clerk for Kliprug Quarry, has recently been appointed as the new Training and Development Coordinator reporting to Rubin Bebe. Natasha has been with the company since April 2017. We asked her a couple of questions.

Tell us more about yourself

I was born and bred in Cape Town, Parow Valley, currently residing in Durbanville with my extraordinary husband. A few of my hobbies include endlessly annoying Ruben Ndzaba at Kliprug Quarry, reading fiction books, searching for inspirational quotes, hiking up mountains and making time to reflect on how much I have been blessed with. I live my life with the belief that following Jesus leads to a radical reward that this world can never offer.

I'm drawn to volunteering and giving back to the community - especially in high-risk communities that need support and resources. I have studied Psychology for four years and obtained my BA Psychology Honours qualification at the Cornerstone Institute in 2014. Studying psychology has definitely sparked my passion for people.

I'm a patriot and the reason why I love my country is because of the diversity it offers. I believe it is important to try and understand the perspective of individuals from an ethnic or cultural group that is different from our own and think "if I were in their shoes what kind of experience might I have had?" or "how would I think and behave if I had grown up in their world?" Recognising, respecting and celebrating our different experiences, perspectives and thinking processes is an important aspect of getting along with others in a multi-cultural world.

'RECOGNISING, RESPECTING AND CELEBRATING OUR DIFFERENT EXPERIENCES, PERSPECTIVES AND THINKING PROCESSES IS AN IMPORTANT ASPECT OF GETTING ALONG WITH OTHERS IN A MULTI-CULTURAL WORLD.'



Why do you love working for Afrimat?

I love working for Afrimat because regardless of who you are, your professional growth and general wellbeing is important to our company.

Your co-workers transform into your second family. You work with people that possess a passion for what they do, and that energy is felt, because anyone can train you to work a front desk but you cannot be trained to be empathetic or offer a smile to an unfamiliar face.

Are you excited for your new roll and why?

I'm super stoked for my new role within the HR and HRD Division, as it falls in line with my passion for Social, Career and Education Development. I have also gained an amazing new team to work with. I'm looking forward to servicing my co-workers in my new division and assisting with the process of providing opportunities for growth as this encourages us to stay challenged, motivated and engaged.

Lizanne Olivier – Brand And Marketing Coordinator

'I'M A PATRIOT AND THE REASON WHY I LOVE MY COUNTRY IS BECAUSE OF THE DIVERSITY IT OFFERS.'

SAD FAREWELLS

> GLEN DOUGLAS

2018 has not been very good to Glen Douglas as we had to say a lot of sad goodbyes to people - either through retirement, incapacity or passing on. We would like to pay tribute to these employees and bid them farewell and all the best for their future. To those who passed on, we would like to think they are not forgotten, they still live on in all our hearts. They were dearly loved and will always be missed.

Sonja Kleynhans – Human Resources Officer – Glen Douglas And Contracting International

Dennis Dickason
Retirement
47 years' service
Jan 1971 – March 2018

Bettie Stols
Deceased
11 years' service
Jun 2007 – Jul 2018

Jeremia Mnguni
Incapacity
29 years' service
Nov 1989 – Jul 2018

Johan Coetzee
Retirement
25 years' service
Jan 1993 – Jul 2018

Armstrong Madlavu
Retirement
5 years' service
Jun 2013 – Sep 2018

Wiseman Nyakambi
Deceased
10 years' service
Jun 2008 – Sep 2018

Frans Pitso
Deceased
30 years' service
Feb 1988 – Sep 2018

Johannes Sixakaza
Deceased
38 years' service
Nov 1980 – Sep 2018



Dennis Dickason



Bettie Stols



Jeremia Mnguni



Johan Coetzee



Armstrong Madlavu



Wiseman Nyakambi



Frans Pitso



Johannes Sixakaza

RETIREMENT

> HEAD OFFICE

Gert Coffee, our Executive Director who joined us in January 2010, has decided to retire from his executive role at the end of December 2018.

Gert made a significant contribution towards the success of Afrimat during his tenure as Chief Operating Officer and Executive Director. Gert leaves a lasting legacy. He was intimately involved in the development of our operational performance reporting systems. He was also a driving force in the implementation and evolution of our training and skills development strategy. Gert's wisdom is not lost as he will remain a Non-Executive Director on the Board of Directors of Afrimat Limited.

Thank you Gert for your valuable contribution to our company and we wish you well with this new phase in your life, spending more time with Ria, your children and grandchildren.



> READYMIX

William (Billy) John Paton joined the group in 2000 when he was invited to expand Prima Quarries' presence in the readymix concrete industry to the Cape Peninsula. He was a founding shareholder of Prima Readymix (Pty) Ltd together with Prima Quarries who was the controlling shareholder.

When Afrimat was formed in 2006, Prima Readymix (Pty) Ltd became a wholly owned subsidiary of Afrimat Limited and the name changed to Afrimat Readymix Cape (Pty) Ltd. Billy remained the Managing Director and has led this business with passion and dedication. He has been in the readymix industry for more than 30 years.

During this time, he has made a significant contribution to the industry and the company, and he is one of the pillars of the company's success. Billy is widely respected as one of South Africa's top concrete technologists. He has also been a very valuable member of the group's management committee (Mancomm).

It is hard to believe that he is retiring, but we know that his invaluable words of wisdom remain with us and that he remains available for advice and mentorship.

Billy, we wish you well with your retirement. We will miss you!



> CAPE LIME

Gerhard Terblanche het in Februarie 1997 aangesluit by Cape Lime as die Bedryfsbestuurder van die Vredendal operasie in die Trans Hex era.

Die volgende twee jaar sou hy en sy bestuurspan menige uitdagings moes trotseer in 'n poging om die kalsineringsaanleg te optimaliseer. In 1999 is 'n besluit deur Trans Hex geneem om alle operasionele aktiwiteite by die nie-winsgewende kalsineringsaanleg genaamd "Troet Troet" te staak. Verder het die Raad van Direkteure ook besluit om hul belang in die kalk bedryf te verkoop. In Maart 2000 het 'n konsortium bestaande uit direkteure van Prima Klipbrekers en Pool Transport vir Cape Lime uitgekoopt by Trans Hex. Gerhard is aangestel as die Leier van die bestuurspan en het hy vroeg sy stempel afgedruk deur te lei deur voorbeeld. Hy het wye navorsing gedoen aangaande kalk, die vervaardiging en aanwending daarvan.

Hy het oor die jare heen homself dan ook onderskei as 'n kenner op die gebied. Hoogtepunte in Gerhard se loopbaan sluit die volgende in: In 2004 onder leiding van Gerhard is die huidige kalsineringsaanleg inbedryf gestel wat 'n nuwe era in Cape Lime se geskiedenis ingelei het. In 2010, weereens onder die leiding van Gerhard slaag Cape Lime daarin om 'n hoë suiverheidsgraad kalk aan 'n plaaslike klient te verskaf wat tot op daardie stadium kalk moes invoer uit Europa. Die resultaat van die deurbraak het die winsgewendheid van die maatskappy geneem na 'n volgende vlak.

Gerhard sal wel onthou word deur sy kollega's vir bogenoemde prestasies, maar sal veral onthou word vir die mens wie hy is. Sy innemende persoonlikheid en sy skerp sin vir humor het hom baie geliefd gemaak onder sy kollega's.

Op 14 Desember 2018 groet die Cape Limers 'n geliefde kollega. Baie dankie vir wat jy oor die jare vir Cape Lime en sy mense gedoen het, dit is ons verantwoordelikheid om voort te bou op jou nalatenskap. Ons gaan jou mis maar gun vir jou en Joana 'n welverdiende en geseënde toekoms saam.



COMPETITION: GUESS WHO?

Congratulations to the following winners of the last competition. The answer was Johan Burger – Technical and Quality Manager

Marlene Botha got it right



RETIREMENT

> WESTERN CAPE – AGGREGATES

Freddy Marone started working for Prima Klipbrekers on November 17th 2003 as a Storeman at the Worcester Workshop. Two years later, he was promoted to Diesel Clerk.

While working as a storeman, one of his highlights was the day that Francois du Toit pulled up to the petrol pumps while he was busy filling up one of the trucks. He did not take any note of the man who pulled up at the tanks, as he did not know who this man was. As he went on with his work, the said person returned and asked him why he did not fill up his bakkie. Freddy replied by saying that he had been working with the company for two days and that he couldn't just fill up unmarked vehicles. Francois told him that he was right with regard to this and informed him that he was his manager - and also told him about the other unmarked vehicles that need to be filled with fuel!

As a shop steward Freddy played a very important role with his inputs. Freddy was on the Trustee Board where he was nominated as the chairperson until last year as he was retiring this year.

After his retirement, he plans to help his son with his catering business.

We wish Oom Freddy all of the best with his journey and thank him for everything that he has done for Afrimat



FAREWELLS

> INFRASORS

Louis Loubser joined Afrimat early in January 2010, fresh from the Business School where he completed a one-year full time MBA program. After three years in business development, he was appointed as Managing Director Infrasors with the task to turn the newly acquired struggling business around. Today Infrasors is a crown jewel for Afrimat with a healthy culture, a good profit contribution and professional systems. More recently Louis was in charge of the industrial minerals cluster.

Louis was given the opportunity to become the CEO of a coal mining company and will therefore leave us at the end of August 2018.

We thank Louis for his valuable contribution to Afrimat's success and wish him well with his new endeavors.



> IT – HEAD OFFICE

Lucille Bothma decided that it is time to enter the consulting arena again, after more than ten years with Afrimat. Lucille started with Afrimat on 1 June 2008. Her resignation will take effect on 31 August 2018. I want to thank Lucille for everything she had to offer Afrimat - her expertise will surely be missed. I wish her all the best on the new endeavour.



NEW APPOINTMENTS

> DEMANENG MINE – KATHU – NORTHERN CAPE

Michael Botha was appointed as the new Financial Manager for Afrimat Demaneng Mine, effective October 2018.

Michael has more than eight years financial accounting experience in different mining industries and held various positions while working for companies like Anglo Platinum & ARM Mining. Michael said that the Afrimat culture is what attracted him to our company and that he relates to our values which includes trust, accountability, integrity, team work and respect. We welcome Michael to the Demaneng team.



Katarien Deyssel – Operations Manager -- Demaneng Mine

> READYMIX – WESTERN CAPE

Afrimat Readymix would like to welcome the following new employees:

Name: **Pieter Grove**
Job Title: Regional Manager
Location: Tygervalley Head Office



Pieter Grove

Name: **Christiaan Mostert**
Job Title: Technical Controller
Location: Internal Transfer from KZN - 13 August 2018



Christiaan Mostert

Name: **Xolisile Sibiya**
Job Title: Lab Co-Ordinator
Location: Killarney Gardens Central Laboratory



Xolisile Sibiya

Name: **Elton Fredericks**
Job Title: Plant Supervisor
Location: Robertson Readymix Plant



Elton Fredericks

Name: **Nico Lawens**
Job Title: Plant Assistant
Location: Caledon Readymix Plant



Nico Lawens

Name: **Clyde Van Zyl**
Job Title: Plant Assistant
Location: Vredenburg Readymix Plant



Clyde Van Zyl

Cindy Wiggins – Human Resources Officer – Afrimat Readymix (Cape)

ORGANIZATIONAL CHANGES

> MOZAMBIQUE

Tanja Binneman was appointed as the Senior Accountant for Afrimat Mozambique from 1 September. We wish Tanja all the best with her new responsibilities.

Lizanne Olivier – Brand And Marketing Coordinator



> DENVER QUARRY – EASTERN CAPE

Sabelo Mlungwana started with Afrimat in October 2016 as our Health, Safety and Environmental Intern. Sabelo has been employed permanently as from 1 October 2018. We wish him well in his position as SHE Officer. Congrats Sabelo.

Lynn Malgas – Senior Human Resources Manager – Eastern Cape



> DEMANENG – KATHU – NORTHERN CAPE

Baitshepi Gladys Togole is an existing employee at Afrimat Demaneng as an Engineering Artisan. Gladys was identified for further development as a Millwright in August 2018, and she's undergoing practical experience and training as a Millwright learner on a permanent basis at Sivos Kathu. Well done Gladys! Gladys's mentor is Ronnie Mashabela.

Isabel Avilahama Human Resources Clerk – Demaneng

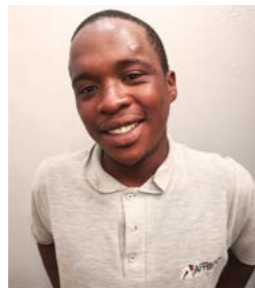


PROMOTIONS

> BOUBLOK - WESTERN CAPE

We wish to congratulate the following employees on their promotions at Boublok:

Cindy Wiggins – Human Resources Officer
– Afrimat Readymix – Cape



Name: **Xola Nogoba**
Previous Position: Gantry Operator
Promoted to:
Forklift Driver



Name: **Mpho Mafantire**
Previous Position: Packer
Promoted to:
Gantry Operator



Name: **Sabelo Shwam**
Previous Position: Packer
Promoted to:
Forklift Driver

ENTREPRENEURSHIP TRAINING

> WESTERN CAPE – AGGREGATES

We would like to congratulate the following people for attending the entrepreneurship training course. We wish them all the best in their future.

Raeesha Tromp – Human Resources Intern – Aggregates

Entrepreneurship training, from left: Anthea Nadine Deelman, Tebuoa Molefe, Bridget Nolubabalo Siyolo-Tshobeni, Jacobus Koert, Luwatlin Andre Malgas, Denfred Cupido and Siyabulela Dyanayi



RECOGNITION CLASS OF 2018

> NATIONAL

During the course of 2018 there has been a lot happening with regards to Training and Development all around the country.

We would like to congratulate as well as thank the following people for achieving the goals they have placed for themselves and for inspiring their team to believe that hard work, planning and perseverance truly does pay off in the end.

Adult Education Training

- Florence Dladla - L2 (Harismith)
- Elliott Lehlohonolo Msimanga - L2 (KZN-ACP)
- Doctor Othi Mokoena - L3 (KZN-AA)
- Joseph Phanama Tshabalala - L3 (KZN-AA)
- Sidwell Zana - L2 (AAO)
- Nelson Ngcawe - L2 (AAO)
- Basie Selanie - L1 (AAO)
- Robert Selebogo - L1 (AAO)
- Eric Mjika - L2 (AAO)
- Mary Mbonani - L3 (ACI)
- Oupa Matshika - L3 (ACI)
- Thomas Chawane - L4 (Glen Douglas)
- Sandra Fana - L4 (Glen Douglas)
- Tedma Khoza - L4 (Glen Douglas)
- Kenneth Khutshoane - L4 (Glen Douglas)
- Thoko Mazibuko - L4 (Glen Douglas)
- Simon Moetsela - L4 (Glen Douglas)
- Selloe Seema - L4 (Glen Douglas)
- Ida Thamane - L4 (Glen Douglas)
- Evette Thubane - L4 (Glen Douglas)
- Petrus Mondli Shabalala - L1 (Vryheid)
- Constance Ndwandwe - L2 (Vryheid)

Study Assistance

- Helen Williams – Business Management Course (AAO)
- Beanca Louw – HR Online Short Course (AAO)
- Arenda de Braal – National Certificate Bookkeeping (Glen Douglas)
- Mareli Mosca – Industrial & Organisational Psychology programme (ASS)
- Michael Corbin – SMDP Course (ACI)
- Nico Phasha - Conflict Management Course - with distinction (Infrasors Group)
- Lizanne Olivier – Brand Management online short course (ASS)
- Arenda de Braal- Financial Accounting: Foundation Level Studies

Trade Tests

- their Trade Tests
- Sharlene Rakgalakane -Electrical (Delf Sand)
- David Makamu - Boilermaking (Lyttelton)
- Marion Kajeko - Boilermaking (Lyttelton)
- Sibusiso Thobela – Boilermaking (Lyttelton).
- Juan Botha- Mechanical Fitter (SA Block & Clinker)
- Brendan Neethling- Boilermaking (AAO)
- Donovan Fransman- Earth Moving Mechanic (AAO)
- Jeckyll Kordom- Electrical (Cape Lime)
- Sihle Shepherd Monyebane- Electrical Engineering Trade (Glen Douglas)

Aggregates Testing and Sampling Testing

- Lionel Doves (Afri-Lab – Worcester)
- Christopher Vermeulen (Afri-Lab – Worcester)

Natasha Abrahams – Training And Development Coordinator



AET Adult learners- Kliprug Quarry - AAO, Western Cape, who have passed both their English and Mathematical Literacy subjects through Media Works. Left to right: Sidwell Zana, Nelson Ngcawe, Basie Selanie, Robert Selebogo and Eric Mjika



Petrus Mondli Shabalala and Constance Ndwandwe



Lionel Doves and Christopher Vermeulen



HEALTH & SAFETY MATTERS

HEALTH & SAFETY MATTERS

> IMPRESSIVE IMPROVEMENT IN THE ASPASA ISHE AUDIT SCORES

KWA-ZULU NATAL

BRIAN WEVELL – HEALTH AND SAFETY AND COMPLIANCE – KWA-ZULU NATAL

Congratulations to the following KZN site managers for the pleasing results achieved in the 2018 ASPASA ISHE (Health and Safety) Audits. The four up and coming young managers achieved an improvement of more than 4% in their respective Audits. This increase is not easily achievable, most mines only increase their scores by 1% per year. The improved scores are due to implementation of the SHE system and no lost time injuries. What is impressive, and pleasing, is that all four site managers have only been in their respective positions for a relatively short period of time and are still growing in their positions. This can only bode well for the future and for health and safety at these sites.

NAME	QUARRY	2017	2018	IMPROVEMENT
Frans Chamberlain	Dundee	89.62	94.44	4.82
Jabu Motha	Scottburgh	90.06	94.65	4.59
Mbuso Biyela	Umfolozzi	87.23	92.13	4.90
Marius Theron	Ladysmith	81.70	89.02	7.32



Frans Chamberlain



Jabu Motha



Mbuso Biyela



Marius Theron

> WHY ARE AUDITS IMPORTANT?

KWA-ZULU NATAL

LETISHA VAN DEN BERG – HEALTH AND SAFETY

> What is the purpose of an audit?

The purpose of an audit is to deliver an objective, independent examination which provides an independent opinion to the shareholders.

> Why are audits important?

Auditing is an important business function that involves the evaluation of evidence and documentation.

> Why do some operations not improve on audit results?

All management systems are designed with daily, weekly, monthly, bi-annual and annual requirements. These requirements need checking throughout the year, and ad-hoc checks are vital to the success of the management system. What happens, in many cases, is that no one checks or shows interest in the task or whether it is done or not. Trust can only be earned by someone showing commitment – commitment in doing a task and commitment by management in showing interest in the task.

> What are the fundamentals in a SHE Management system that need regular checks?

There are multiple pre-start checklists to be completed for the plant, tools, lifting equipment, vehicles, gas cutting and welding equipment. If these are neglected, the major hazards at our operations are missed, ignored or forgotten.

These are also the items that government stakeholders check on their visits and where we receive legal notices.

Lockout processes are a critical part of our day-to-day tasks. Enforcement of the correct use of the procedure is critical in ensuring: An understanding of the process by all stakeholders. Correct use of the documentation. Most importantly, providing protection for all employees, contractors and visitors

The lockout documentation must be checked daily by the competent person and signed off as correct. The engineer, if one is appointed, should check weekly and the manager should check monthly.

The sad reality is that you may get away with not doing the critical checks or enforcements for years - but one day someone gets injured and you stand amazed at how this happened. Enforcing the basics of checking before working can take you a long way in preparing for audits, and preventing injury and legal notices.

> Preparation for audits

You should be prepared for auditors to arrive at your operation at any time with no preparation at all. Doing random checks on day-to-day processes does not mean that you do not trust your team. It shows interest in their daily tasks, interest in protecting them and interest in their progress.

'YOU SHOULD BE PREPARED FOR AUDITORS TO ARRIVE AT YOUR OPERATION AT ANY TIME WITH NO PREPARATION AT ALL.'

HEALTH & SAFETY MATTERS

> MARBLE HALL MINE'S ENVIRONMENTAL IMPROVEMENT

KWA-ZULU NATAL

TALI TSHIKHOVHOKHOVHO – ENVIRONMENTAL SPECIALIST – SUSTAINABILITY

Every site would like to be a 100% environmentally compliant site but not all managers are willing to take the necessary steps and sacrifice to see this happen. During the beginning of the year, Marble Hall Mine was in a dire environmental state and the site needed urgent intervention. Led by Stephen Becker, Maria Pienaar, Margaret Ntuli and Siphamandla Mzolo, the team developed a strategy to solve the environmental crisis which was at a tipping point. This effort has not gone unnoticed by the Sustainability Department and the Department of Mineral Resources.

What the Marble Hall site did to ensure environmental compliance:

1. Set clear targets with timeframes
2. Provided colour coded bins with signage to all the plants on site
3. Held regular environmental awareness sessions through toolbox talks, particularly on waste separation
4. Encouraged, and rewarded, good housekeeping in all the working stations
5. The team adopted regular spot checks
6. Every plant now has a team leader who monitors the waste bins on a daily basis
7. A monthly spot check is done at all the plants and waste management areas, which is then discussed with everyone on site by the Mine Manager, Stephen Becker.

Marble Hall has shown that with great leadership, good attitude and excellent teamwork, environmental compliance can be achieved.

'MARBLE HALL HAS SHOWN THAT WITH GREAT LEADERSHIP, GOOD ATTITUDE AND EXCELLENT TEAMWORK, ENVIRONMENTAL COMPLIANCE CAN BE ACHIEVED.'



Above and below: Marble Hall before the environmental improvements



Above and below: Marble Hall after the team's intervention



SOCIAL MATTERS

SOCIAL MATTERS



> CAPE LIME SPORTS DAY WITH THE DISABLED

CAPE LIME – VREDENDAL SHEELAH LINKS – QUALITY CONTROLLER – CAPE LIME – VREDENDAL

On the 1st of September it was time again for the OVPG annual sports day. Cape Lime has been supporting the "Olifantsrivier Vereniging vir Persone met Gestremdhede (OVPG)", a non-profit organisation that assists people with disabilities, with their annual sports day since 2006.

This year, the day started cloudy and cold, but it didn't stop the enthusiasm of all the participants! The Cape Lime team started on Friday with the measuring of the running tracks. Early on Saturday morning the team of 12 were ready to assist with the arrangements of all the games, including darts, fingerboard and table tennis. The races were very exciting, especially for one kid who ran every race just to get his picture taken!

Special and heartfelt thanks to the wonderful team who sacrificed their time to assist and experience the joyful spirit of all these humble people. We all walked away that afternoon with lots of gratitude for all the blessings the Lord pours upon us every day.

'THE RACES WERE VERY EXCITING, ESPECIALLY FOR ONE KID WHO RAN EVERY RACE JUST TO GET HIS PICTURE TAKEN!'



Top left, back row, left to right: Grizelda Botha and Alet Katze
Middle Row: Elvis Matthys, Irolene Arendse, Nicolaas Flink, Jakob Booyesen, Cyril Kilian and Sheelah Links
Front row: Mathabo PHEME, Agus Waterboer, Piet Pieters and Cornelius Dirkse
Top: Agus (with the red hat) helping a child onto a horse
Above middle: Thank you to Maria who washed and packed away everything for next year's sport day!
Above: Jakob, Mathabo, Agus and Flink

> CREATING JOBS THROUGH LOCAL SMMEs

DEMANENG – KATHU – NORTHERN CAPE ESTHER TEFFO – SOCIAL AND LABOUR PLAN OFFICER – SUSTAINABILITY

During a recent visit to Demaneng, I had the chance to speak to one of the local SMMEs that was appointed after the procurement session in June. All he could say was "Afrimat, thank you". At times we downplay the value we add to the communities we operate in, but this letter quickly reminds us that we need to highlight our success stories. Through working with Demaneng, Power House SA was able to appoint six permanent employees. As pointed out in a previous article, at face value, people think that only six jobs do not make a difference - but to a family that is dependent on the salary, it goes a long way. A big thank you to the Demaneng team for ensuring that we continue to add value in the communities we operate in.



Left: Afrimat, thank you letter. Above: Power House SA trucks and staff

> PETER CORBIN MATHS TUTORING FOUNDATION

WESTERN CAPE - AGGREGATES RAEESHA TROMP – HUMAN RESOURCES INTERN – AGGREGATES

For the past 10 years, Afrimat has been involved with Vusisizwe Secondary School by supporting and encouraging the Grade 10 to Grade 12 learners to excel in their mathematics with the help of a mathematics teacher, Christopher Kolo. The Peter Corbin Maths Tutoring Foundation assists learners financially with registration fees at an institution of their choice. This year a ceremony was held to acknowledge the students who are the top performers. We would like to congratulate these students - may they reap the benefits of their hard work!



Above left, Grade 10, above middle, Grade 11 and above right, Grade 12 students proudly displaying their awards with Reggie Ceasar (Prinsipal), Michelle Malies (Mathematics Teacher), Christopher Kolo (Mathematics Tutor), Brenda Slattery (HR Manager), Dr Michael Walker (Mathematic Tutor), Joe Kalo (Director Corporate Affairs) and Loyiso Ngubo (Mathematics Teacher)

SOCIAL MATTERS

> CASUAL HERITAGE DAY

GLEN DOUGLAS/SA BLOCK AND CLINKER

LIZANNE BUITENDAG – ACCOUNTANT GLEN DOUGLAS/SA BLOCK AND CLINKER

Here at Glen Douglas/SA Block and Clinker, we had some fun! In support of persons with disabilities, a competition was held to determine the best dressed superhero for the day.



The team dressed up in their everyday hero costumes



Best dressed winners, from left to right: Karin JV Rensburg (Iron Lady), Bianca Dingelstad (Wonder Woman) and Yzette Bothma (Bat Girl)

DEMANENG – KATHU – NORTHERN CAPE

COLEEN MENDEL – HUMAN RESOURCES ADMIN – DEMANENG MINE

Demaneng Mine celebrated Casual Day on Friday, 7 September to raise awareness for persons with disabilities. The theme for this year was "be an everyday hero". Why we love everyday heroes:

- Heroes use their skills and talents to do good themselves, rather than waiting for someone else to do it
- Heroes don't give up. They keep going even after setbacks and frustrations
- Heroes strive to be all they can, despite shortfalls.

As you can see, we dressed up and wore our casual day stickers to support the cause, just to demonstrate that small actions can make a huge difference. We believe that persons with disabilities are just so much stronger than average people.



From left to right: Coleen Mendle (HR Admin) - Batwoman, Eloise van Staden (SHE Officer) - Superwoman, Mitsie Smit (Accountant) - Cowboy/woman, Marcia Fysch (Planner Admin) - Wonderwoman, Chalane Beukes (Creditors Clerk) - Wonderwoman, Lydia Seme (Office Cleaner) - All-in-one Super hero and Isabel Avilalama (H.R Clerk) - Spiderwoman.



From left to right: Herman Carstens (Finance Manager) – Spiderman, Gielie Loots (Mechanical Engineering Consultant) – Flash, Marcia Fysch (Admin assistant) - Wonder Woman, Eloise van Staden (SHE office) - Super Woman, Chalane Beukes (Finance Clerk)- Wonder Woman, Jerry Gwangwa (Lab Manager) – Batman, Isabel Avilalama (HR Clerk) Spider Woman, Coleen Mendle (HR Admin) Bat woman, Lydia Seme (Office Cleaner) - Wonder Woman, Mitsie Smit (Assistant Accountant)- Police woman, Hennie Speelman (SHE Officer) – Incredible Hulk

> CASUAL HERITAGE DAY

AFRIMAT TYGER VALLEY

LIZANNE OLIVIER – BRAND AND MARKETING COORDINATOR

Afrimat Head Office celebrated Casual Day and Heritage Day on the 21st of September with an office braai. Staff dressed up as their favourite every-day heroes and enjoyed lunch together on a beautiful, sunny day before heading off for the long weekend.

Thank you to our braaiers Malcolm Knipe and Bevin Cornelius! And congratulations to our dress up winners.

1st Prize: Melanie Joubert – Super Mom!

2nd Prize: Denleigh Spocter – Fireman

3rd Prize: Nicole Jarvis – Police Woman

The contributions from our Casual Day stickers went to the Paarl School for neurally disabled children.



Above:Tyger Valley staff enjoying braai day at the office. Above middle: Back row, left to right: Elsa Smit, Nicole Jarvis, Melanie Joubert, Brenda Slattery, Mareli Mosca, Arnel Hanekom; Front left to right, Denleigh Spocter, Lizanne Olivier. Above right: From left to right Nicole Jarvis (3rd place), Melanie Joubert (1st place), Denleigh Spocter (2nd place)

> INGWAVUMA CAREER EXPOSITION

AFRIMAT AGGREGATES, KZN

REGINALD GWALA – HUMAN RESOURCE MANAGER KWA-ZULU NATAL /FREE STATE

Afrimat Aggregates KZN partnered with the Department of Mineral Resources (DMR), Department of Education (DOE) and the Mining Qualifications Authority (MQA) at the Sizakele Special School at Ingwavuma on the 26th September 2018 to host a career exposition for grade nine learners. The purpose of the event was to give career guidance to the learners. The event was highly successful.



Left: Left, Tanya Dunn (Afrimat Concrete Products Finance Intern), right, Mbali Mabele (HRD Officer for the KZN/Free State Region). Above: Learners from Ingwavuma and surrounding areas, who attended the expo.

SOCIAL MATTERS

> ANNUAL JAILBREAK

WORCESTER DRIES BURGER – WORCESTER SWITCHBOARD

On Friday 24 August several business people from Worcester had their mug shots and fingerprints taken after being charged with several offences.

Luckily for them, they were dressed in prison uniform only for the annual Jailbreak event in aid of charity. Jailbreak is a fundraising project headed by the Association for the Sensory Disabled (ASD) in partnership with Golden Valley Casino and Capital Security for the Sean Kelly Group Home in Worcester. Capital Security arrived at participating businesses to arrest and escort the participating employers and employees to "jail" - at the Golden Valley Casino. The "arrested" were expected to call on employers, employees or any other businesses to bail them out at a minimum of R3 000. However, it is not confined to that amount, seeing that the event is for charity and all the proceeds go to ASD.

Capital Security has been a great asset in planning the event in terms of admin, seeing that the ASD office is rather a small component. Golden Valley Casino also contributed a great deal in terms of marketing, venue, catering and making all their staff members available. Adrie Booysen of Seeff Properties and Anton Engelbrecht of Golden Valley Casino say the initiative is a great one, and so much fun.

The ASD Jailbreak project lies very close to the heart of Dries Burger who acts as chairperson of ASD. Dries spent his own time encouraging businesses to participate.

He once again participated in this event and managed to raise R7 200 with the assistance of colleagues and friends. This year the Jailbreak event raised approximately R1 65 000. Funds are used to provide 24-hour care to children with severe and profound disabilities. ASD's Sean Kelly Group Home is situated in Tulbagh Street, Worcester where 14 children benefit from a loving home environment provided by trained staff.

The organisation is dependent on the success of events such as the Jailbreak to raise funds to keep operations going. Awareness is also raised to inform the community of the plight facing children with disabilities.

ASD would like to invite the community to get involved in the organisation, or to donate food, clothing etc.

Please contact Nicky Labuschagne on 082 895 8432 if you would like to get involved.



'THIS YEAR THE JAILBREAK EVENT RAISED APPROXIMATELY R1 65 000. FUNDS ARE USED TO PROVIDE 24-HOUR CARE TO CHILDREN WITH SEVERE AND PROFOUND DISABILITIES.'



In jail for the day – the local community enjoyed raising funds for ASD

END OF YEAR MATTERS

Looking back over the year

HEAD OFFICE PIETER DE WIT – FINANCIAL DIRECTOR – AFRIMAT



Once again, 2018 was a full and busy year with changes to the responsibilities of our financial team. The team supported each other through these changes, especially during the maternity leave periods of various team members.

Over and above our normal duties we have also managed to successfully integrate the acquisition of Demaneng, including the finalisation of the pre-acquisition transaction and creditor compromise. We have also made a considerable improvement in the group's financial reporting.

We have introduced a financial control checklist, automated the closing of month-ends and are in the process of converting all Excel reporting to Qlikview. I would like to thank all the financial staff for their hard work and contribution during 2018.

Please enjoy a well-earned break, enjoy the time with your loved ones, family and friends and come back refreshed and ready for 2019. Have a blessed Christmas and all the best for the new year.

'WE HAVE MADE A CONSIDERABLE IMPROVEMENT IN THE GROUP'S FINANCIAL REPORTING.'

HEAD OFFICE GERT COFFEE – EXECUTIVE DIRECTOR



After being part of the Afrimat family for nine memorable years, the time has finally come for me to retire and to take it easy. It has been a wonderful and eventful period of my life and it was such a privilege to work with an exceptional group of people, with such wonderful talents and skills, and a spirit of joy and positivity. I will surely miss everybody, but I shall never forget the Afrimat family.

For me, the positive news is that I shall still be around and available for anyone to contact me for whatever reason. I wish you all a blessed Christmas and that you will have a safe and enjoyable time with your family during the well-deserved break.

I also wish you all a wonderful and prosperous 2019.

'IT HAS BEEN A WONDERFUL AND EVENTFUL PERIOD OF MY LIFE AND IT WAS SUCH A PRIVILEGE TO WORK WITH AN EXCEPTIONAL GROUP OF PEOPLE, WITH SUCH WONDERFUL TALENTS AND SKILLS, AND A SPIRIT OF JOY AND POSITIVITY.'

END OF YEAR MATTERS

AFRIMAT INDUSTRIAL MINERALS

ANDREW WRAY – CLUSTER HEAD – AFRIMAT INDUSTRIAL MINERALS



'OUR AFRIMAT IS WHERE WE FIND A WAY, WHERE WE DO WHAT-EVER NEEDS TO BE DONE, NO MATTER WHAT.'

Afrimat, simply put, is the sum total of every individual who contributes towards its success. That success rests heavily on the efforts of this incredible team. A team which, in a difficult and often tumultuous 2018, gave every drop of energy to ensure that Afrimat (Our Afrimat) consistently delivered. When circumstances were difficult, it was the collective energy and effort of the team that made this year a true milestone.

It has been suggested that Afrimat bucked the trend in an economic climate that turned former giants of industry to dust. I'll suggest that through great vision and leadership, shared goals, collective energy and meticulous execution, Afrimat has shown real grit - it will endure the toughest of climates, and even when the chips are down, it will pick itself up and continue to persevere. Our Afrimat is where we find a way, where we do whatever

needs to be done, no matter what. Our Afrimat is where our people can hone their skills and practice their trade, where growth is only limited by imagination, and absolutely anything is possible. This is where each of us can be who we are, and do what we do, in the best way we know how.

The December break is the opportunity for each of us to celebrate the structures behind our shared success – our pillars of strength. This is the time when what we have been working on truly all makes sense, as we celebrate together. Life, Family, Purpose.

Rest well, and be safe. Let's look back on a good, hard year; and look forward to the journey ahead. It will no doubt be full of challenges and surprises, but with each of us applying ourselves, Afrimat will grow and thrive, and remain the success story each of us loves to be a part of.

HR AND SUSTAINABILITY

COLLIN RAMUKHUBATHI – EXECUTIVE HEAD – HR AND SUSTAINABILITY



'WHERE MOST FIND EXCUSES, OUR TENACITY AND SOLUTION-ORIENTED APPROACH HELPS US STAND ABOVE THE REST.'

This year's Afrimat conference theme sums up the year: Core, digging deeper. We've had to dig deep in this tough environment. It has been a tough year, but we should never take for granted how blessed we are as a company.

Afrimat values all its employees and will always seek ways to keep its talent within the group. The s189 in the KZN/FS region was particularly difficult as we are like a family. We would like to thank all those who were affected, for their selfless years of service and wish them well in the next chapter in their lives. We wish the KZN/FS team well as they rebuild the team.

In a recent interview with Money Web on how culture beats strategy in business, I was reminded of how our Afrimat culture propels us to be leaders and pioneers in the industry. Where most find excuses, our tenacity and solution-oriented approach helps us stand above the rest. Afrimat, together with ASPASA, actively participated in drafting the new Mining Charter. Our culture of cooperation and non-confrontation gave us an opportunity to influence the course of industry and legislation. We look forward to engaging further with government and fostering a better working relationship.

Developing our people has become an integral part of who we are, and it is evident across the group. We have seen an increase in the number of people studying further on various courses. We continue to create value in communities where we operate through initiatives including skills programmes for unemployed youth and infrastructure projects. The high youth unemployment rate is a huge risk and through our programmes, we try to be part of the solution. In recent months we have seen a surge in community unrest. As a result, some of our quarries have been disrupted. We all need to ensure we have our ears on the ground and are ambassadors of Afrimat in our respective communities.

As one of our values, safety remains a high priority. It is a concern that the group's LTIFR has increased. We need to ensure our people work in a safe environment and go back home to their loved ones unharmed. Several of our quarries have improved on both the ASPASA SHE and About Face audits which assist us to improve on our health, safety and environmental compliance.

To the heartbeat of Afrimat – our people. On behalf of HR and Sustainability, I wish you a Merry Christmas and a blessed new year.

AFFRIMAT AGGREGATE OPERATIONS, AFRIMAT AGGREGATES EASTERN CAPE, READYMIX (CAPE), BOUBLOK

ANTON BARNARD – CLUSTER HEAD – AAO, AAEC, READYMIX (CAPE), BOUBLOK



'THIS YEAR WE EMBARKED ON OUR NEW CLUSTER STRUCTURE AND HAVE ALREADY SEEN BENEFITS FROM THE SYNERGY THAT IS BEING UNLOCKED.'

Yet another year has flown by, and we can look back and be proud of all our accomplishments - and the manner in which we conquered difficult times, in true Afrimat style.

I wish to thank the entire team for their exceptional commitment, hard work and especially for embracing change. Thank you for the extra effort and time that you have given without being asked to do so, and for the positivity that you have exhibited during this year.

This year we embarked on our new cluster structure and have already seen benefits from the synergy that is being unlocked. I believe that not only will be making our business more effective but that we will also offer more growth opportunities for employees through exposure to a wider range of product lines and business processes.

Thank you to my Regional Managers, Wilhelm Nel, Jeff Hoffman and Pieter Grové for your contributions to the

profitability of your regions and also for the manner in which you embraced our cluster synergy drives.

We also say goodbye to Billy Paton who retired this year - thank you Billy for your all that you have done for Afrimat and also for your friendship.

We are all grateful for our loyal customer base. Please continue to value our customers and service them beyond the extra mile. Remember that they see and experience our actions far more than we think they do.

You deserve your well-earned break. Please enjoy time with your loved ones, be safe if you travel. To those that have lost loved ones this year my thoughts and prayers go out to you. Please come back with your batteries fully charged for the remainder of our financial year. I wish you and your families a blessed Christmas and best wishes for 2019!

SA BLOCK AND CLINKER, GLEN DOUGLAS AND KWA-ZULU NATAL

DAVIN GILES – CLUSTER HEAD – SA BLOCK AND CLINKER, GLEN DOUGLAS, KWA-ZULU NATAL



'THROUGH THESE GOOD AND BAD TIMES, OUR EMPLOYEES HAVE STUCK TOGETHER, GIVING THEIR BEST. THIS CULTURE IS WHAT CONTINUES TO TAKE AFRIMAT TO THE NEXT LEVEL.'

I was about to start typing about how tough this year was, when I realised how blessed and fortunate we really are. It has been a challenging year, but we are all proudly South African, and they don't make them any tougher than that.

This was the first year with the new clusters in place, and I must say that the "Cluster Kings" pulled together smoothly and effortlessly and took decisions that were the best for Afrimat.

The year had its difficulties, with lower sales at Glen Douglas and Clinker Supplies, yet also some highlights with record daily sales volumes at many of our operations. The section 189 that took place at both KZN and Clinker Supplies was an emotional and heart-breaking experience for all involved. However, speaking to many of those affected, I realised the spirit of transparency in how this traumatic process was completed. I must single out Marlo van Rensburg for his leadership and personal involvement throughout this period within the KZN business unit.

Through good and bad times, our employees have stuck together, giving their best. This culture is what continues to take Afrimat to the next level.

At this time, we remember the loss of three of our valued employees, in a motor vehicle accident on route to work, that came as a shock but also as a reminder to make the most of every day we have.

I would like to thank ALL of our staff for their incredible input, commitment and support this year. And to thank your partners - not only for the support they give to you, but also to Afrimat. Spend some quality time with those close to you, sleep late, savour every minute of your leave, you owe it to yourself.

I leave you with this quote from D.M. Dellinger:

"This is my wish for you: peace of mind, prosperity through the year, happiness that multiplies, health for you and yours, fun around every corner, energy to chase your dreams, joy to fill your holidays!"

END OF YEAR MATTERS

AFRIMAT BULK COMMODITIES

GERHARD ODENDAAL – MANAGING DIRECTOR – AFRIMAT BULK COMMODITIES



'THE RESILIENCE AND EFFORT THAT FOLLOWED IS THE STUFF THAT SETS US APART FROM MEDIOCRITY AND ORDINARINESS.'

A year ago, positivity and optimism were scarce commodities in the iron ore business. But true to the Afrimat spirit we kicked off 2018 with renewed energy and vigor - rearing to go and ready to change the world in terms of a well-planned strategy.

Plans came together for completing our crusher module and the second DMS commissioning was well underway – we did what we had to do to drive our operation to the magical 1 million tpa goal and in February the production target was achieved. Then probably the greatest disappointment of all hit us between the eyes when we discovered that our railway services provider short-changed us on rail capacity for iron ore export.

The resilience and effort that followed is the stuff that sets us apart from mediocrity and ordinariness. Re-planning and recovery were key. Quick and nimble footwork

ensured that tangible successes were achieved in terms of trading and profitability in July 2018. Since then, the mine achieved the highest single month contribution in Afrimat's history – indeed a feat that the team is extremely proud of. It instills gratitude to be able to repay the collective favor to the traditional businesses that made it possible for an acquisition of this nature.

Demaneng would like to pay tribute to the gracious, efficient service and assistance from our sister companies and support services divisions. It is our wish that we continue this excellent relationship in the future.

We wish all colleagues a joyful festive period and safe returns if you are fortunate enough to travel. May abundant blessings be bestowed on us all. May all return in the New Year fresh and invigorated to continue living for a purpose.

CAPE LIME

GERHARD TERBLANCHE – MANAGING DIRECTOR



2018 has definitely not been an easy year for everyone, as far as business is concerned. We have seen a decline in volumes on virtually all of our product lines. We were fortunate enough though, to capitalise on the opportunity we had to supply fluidised lime, a new product, which replaced imported lime.

The year has taught us that nothing should be taken for granted. As soon as you stop working on it, you run the risk of losing it. That applies to business relationships, family relations, personal health, your religion and our future in this lovely country.

With myself having decided to change direction in my career, I wish Afrimat all the best for the future. I believe that the people tasked to continue leading Cape Lime are fully capable and the same applies to the rest of Afrimat. May everybody have a blessed Christmas break and return energised for 2019.

HEAD OFFICE

GRANT DREYER – HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY



2018 has highlighted Afrimat's resilience, dedication, teamwork and persistent culture - and I would like to thank everyone who contributed. Evidence of this can be seen at Demaneng where, against all odds, the iron ore team has made significant progress in turning the business around and together with ACI succeeded in developing Afrimat's own bulk commodity loading facility.

Everyone's hard work and determination is paying off as Afrimat's diversification strategy is working to make the business more robust and is helping to ensure its sustainability.

People and culture are at the heart of our success. We may have a set course and plan for the future, but we must remain flexible in our approach whilst not compromising the determination to achieve our goals.

My wish for Afrimat in 2019 is aligned with the one I have for our country - through strong and capable leadership and a clear vision we will strive to set the bar for others to follow - and continuously improve what we have been blessed with.

ENGINEERING

JOHAN BISSCHOFF – GENERAL MANAGER – ENGINEERING



Namens die Afrimat Ingenieurswese Span wens ek alle Afrimatters en hul geliefdes 'n geseënde en vreugdevolle Kerstyd toe! Ry veilig en rus lekker!

On behalf of the Afrimat Engineering Team I would like to wish all Afrimatters and their loved ones a blessed and joyful Christmas time. Travel safely and rest well!

TECHNOLOGY

JOHAN DU PLESSIS – GENERAL MANAGER – TECHNOLOGY SYSTEMS



I went back and looked at all the end-of-year Afrimatters from 2015, the year I started with Afrimat, and one theme came to mind: Fast-paced and always busy, but full of joy.

Reflecting on 2018, this year was no different. With the conference behind us, and all the discussions there after, I realised why Afrimat is so different: while everybody else is stuck in survival mode, Afrimat reconfirms its culture and values (The Afrimat Way) and sets a new vision for the future.

For the ITBS team, this year was all but plain sailing - this was, I am sure, the case for all other departments. After establishing a solid structure with Infrastructure (IT), Business Systems (BS) and Business Intelligence (BI) as the core of ITBS, the whole BI team resigned within two months. But with the resilience of a good Afrimat team, this was just a small setback that actually created exciting opportunities.

One of our biggest challenges was to eliminate all the Excel reporting from the business units. After numerous setbacks to get this done in a different reporting tool, we reverted back to the known Qlik as from 1 November 2018. Further to this, the cluster concept was adopted and our complete Qlik reporting had to change to accommodate and support the new structure. We enhanced the KPI reporting, went live in October and started with the User Acceptance Testing of the current Access ASMS model in Accpac CRM. This will result in one integrated maintenance suite of products.

Disruption was one of the hot topics in 2018, and will remain so for years to come, especially in the cybersecurity space. Afrimat is fortunate, due to a good cybersecurity strategy, to have escaped most of the stormy weather on this topic. This said, we cannot slack on our awareness of the dangers that lurk in cyberspace.

The year ahead will not differ from the past with respect to pace and challenges but will bring new opportunities that we can and must embrace. We will focus and align our efforts for system enhancements and optimization. We are excited about what artificial intelligence and machine learning will bring for us in the area of big data and video analytics.

Thanks to our colleagues in the operational side of the business for their contribution in making this function work for them - continue your efforts for 2019 to make it even work better. Do not be satisfied with good support, be satisfied with only the best.

I want to leave you all with this Chinese proverb: "When the winds of change blow, some people build walls and others build windmills."

Let's build windmills in 2019!

From the ITBS team to all our colleagues in Afrimat, may you all have a wonderful and blessed Christmas time with your loved ones, travel save, and come back rested.

END OF YEAR MATTERS

AA KZN AND ACP

MARLO JANSE VAN RENSBURG -- REGIONAL DIRECTOR -- AA KZN AND ACP



'IF WE LOOK BACK AT 2018, THE MAJOR IMPACT ON OUR BUSINESS CAME WITH THE SECTION 189 CCMA - FACILITATED RETRENCHMENT PROCESS FROM JUNE TO THE END OF SEPTEMBER.'

In 2018, the major impact on our business came with the Section 189 CCMA - facilitated retrenchment process from June to the end of September. This was due to very low sales volumes in both our businesses, with the absence of major road contracts or low-cost housing projects in KZN and the Free State. We had to look at right-sizing operations to fit the market demand, and to close operations where there were no immediate prospects for future demand. The process added stress to the whole team. Emotions ran high when employees started to leave, as the reality of the process kicked in. With 197 employees affected, from senior managers to stackers and cleaners, the major challenge was to focus on the remaining employees continuing their performance. They took on the challenge very well and are, in most cases, performing more tasks to compensate for the loss of retrenched employees. Accepting new roles and training to do the extra jobs was done in a very positive way.

My wishes for KZN and Free State for 2019 are that

they will be awarded the housing contracts which were promised to the citizens of the area. I also wish that some of the promised road works and sealing jobs come to fruition on the N3, N11 and N2. I hope that the environment will stabilise and that we all can have peace of mind for the future.

I would like to thank all my team members for their contributions and support during this challenging year. You guys definitely deserve a good break. Please look after yourselves and enjoy quality time with your families and friends.

Ngifisa ukunibonga nonke ngokubamba kwenu iqhaza elibonakalayo ngonyaka ka 2018. Kubalulekile ukuthi nihlabe ikhefu ngokusebenza kwenu okuhle. Nginifisela ukungcebeleka okuphephile nemindeneni kanye nabangani benu.

Thank you very much/Baie dankie/Ngiyabonga kakhulu!

GLEN DOUGLAS

WILLEM HATTING -- MINE MANAGER



This has been an extremely tough year with regards to market conditions, which has tested our character across all three business units. We are still very well positioned to take advantage should there be an upswing in the market.

Looking back, the highlights of 2018 include Glen Douglas achieving 730 LTI-free shifts during June and Clinker Supplies achieving 1 500 LTI-free shifts during July. Another highlight would be the successful moving and integration of SA Block and Clinker, admin and workshops from Alrode to Glen Douglas.

I wish all Afrimat staff a wonderful end-of-year break and hope that Afrimat will grow from strength to strength in 2019.

'WE ARE STILL VERY WELL POSITIONED TO TAKE ADVANTAGE SHOULD THERE BE AN UPSWING IN THE MARKET.'



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ANIMAL HYGIENE LIME



White hydrated lime specifically made for animal hygiene control.





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

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

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

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

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

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

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