

AFRIMATTERS



DIVISIONAL MATTERS: EASTERN CAPE OPENS READYMIX PLANT
SOCIAL MATTERS: SUCCESSFUL COMMUNITY PROJECTS
HR MATTERS: LONG-SERVICE AWARDS

AFRIMAT.
Because peace of mind is
what you are looking for.



Afrimat Limited is a leading black empowered open pit mining company which provides aggregates, readymix concrete, bricks and blocks, building lime, roadlime, clinker supplies and silica through its Construction Materials Division. Fixed and mobile plants supply materials on demand. Aggregates cover a wide range of size and technical specifications, with Afrimat's commercial quarries providing the majority of raw materials for concrete and readymix products. Precast factories manufacture precast walling and moulded concrete products. With over 45 years' experience, Afrimat guarantees superior quality, durability and consistently high levels of service.

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Farewell Lizanne Olivier

We bid farewell to Lizanne Olivier who has served as editor of Afrimatters for the last five years. We are sorry to see you leave but wish you every happiness as you begin a new chapter in your life. We truly value the contribution you have made to Afrimatters – you have developed it from being something good to something great during your tenure.

ANTON GERBER (GENERAL MANAGER – HUMAN RESOURCES)

AFRIMATTERS

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SOME IMAGES WERE TAKEN BEFORE COVID-19 REGULATIONS WERE IN PLACE, HENCE NOT ALL OF THEM WILL DISPLAY PROPER PPC.





AFRIMAT.
Because peace of mind is
what you are looking for.



Inspiring growth through the consistent delivery of solutions that empower us all.

Afrimat Limited is a leading black empowered open pit mining company that has established a strong foothold in the construction industry. With divisions including the supply of a broad range of construction materials, industrial minerals, bulk commodities such as iron ore as well as flexible and professional contracting services, Afrimat provides services for major infrastructure and construction projects for the public sector as well as smaller private sector contracts. Afrimat guarantees superior quality, durability and a consistently high level of service.

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



CEO'S MESSAGE



A year of growth ahead

I was recently asked who Afrimat is. To us, it is not just another company where we earn a living; it is the realisation of a dream. A dream we had almost 15 years ago to create a group of companies where we can deliver excellence with integrity but in an atmosphere of joy and positivity. We come from humble beginnings and we have always strived to live our values. We have been blessed with exceptional people and wonderful opportunities and we are grateful for more than a decade of consistent growth.

'OUR FOCUS SHOULD BE ON WORLD-CLASS EFFICIENCIES AND BEING EVEN BETTER AT EVERYTHING WE DO.'

Our roots are in the quarrying industry and we have a long history in the concrete products industries with our readymix and concrete block businesses. The diversification strategy of the group has bolstered our mining credentials and we have added limestone, dolomite, iron ore and, recently, anthracite to our portfolio of products.

The year 2020 was a difficult one from a humanitarian perspective. Covid-19 impacted us all and as a group we have lost seven of our colleagues, in addition to other loved ones, to this terrible disease. We have, however, also been extremely blessed by being able to approve special leave to all our staff who were prevented from working during the lockdown, making sure that all our team members received an income. New opportunities presented themselves and Afrimat was successful in acquiring the Coza iron ore mines in the Northern Cape as well as Nkomati anthracite mine in Mpumalanga.

With 2021 now well and truly underway, I trust that this will be a year of excellent execution. Our focus should be on world-class efficiencies and being even better at everything we do. We should build our culture even more, focusing on excellence with integrity. I would like to welcome the Nkomati team onboard as part of the Afrimat family. This team is faced with the challenge of turning the mine back into a sustainable operation. We are looking forward to this journey. The Coza mines are greenfields projects that should commence production during this year. We are looking forward to another exciting year.

Andries van Heerden
CHIEF EXECUTIVE OFFICER

AFRIMAT.
Because experience
inspires peace of mind.



Inspiring growth through the consistent delivery of solutions that empower us all.

Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of construction materials, industrial minerals, bulk commodities and contracting services with over 50 years' experience.

Afrimat's Contracting Division supply specialised services to the mining, construction, oil and gas and quarry industry in country and across boarder into Africa. Our specialised services include:

- ▶ Contract crushing and screening – customised for clients' needs
- ▶ Drilling and blasting services – blast design, mine planning and development, blast optimisation providing our clients significant cost reduction on downstream activities
- ▶ Readymix – mobile plants for big or small projects
- ▶ Bid preparation – preparing package offers that include drilling and blasting, mobile crushing, readymix

Years of experience give us the opportunity to provide our clients a high level service, tailor made for their specific needs from major state owned projects to smaller private sector projects.

maxix

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

CONSTRUCTION
MATERIALS

INDUSTRIAL
MINERALS

BULK
COMMODITIES

CONTRACTING
SERVICES

Mobile Crushing

Drilling and Blasting

Bid Preparation and Contractual Services



DIVISIONAL MATTERS

REDYMIX EASTERN CAPE

Afrimat expands its construction materials footprint with the opening of Denver Readymix Concrete Batch-Plant in Port Elizabeth

LLOYD MINTER – AFRIMAT SALES & LOGISTICS MANAGER
– EASTERN CAPE AGGREGATES

We started erecting our Denver Readymix Concrete Batch-Plant at the beginning of February 2021 and officially opened for business on 10 March 2021.

We are extremely excited about this new chapter, not just for Afrimat in the Eastern Cape, but also for the community of Port Elizabeth.

Our brand-new Readymix concrete plant, manufactured and installed by Metate, can batch approximately 42-48m³ per hour and with some adjustments we can push that up to around 70m³ per hour.

Our target market for now is performing the small-to-medium-sized jobs, working up to the larger-scale civil engineering and infrastructure projects in Port Elizabeth and surrounds.

Our biggest challenge in the market is not to start a price war. With the number of Readymix trucks (six), we can't take on big and complicated jobs. As soon as our concrete sales increase so will our fleet, dominating the concrete market and being the leading supplier, as we are with aggregates.

I would like to thank all who are involved with getting this project up and running. Special thanks to Pieter Grové (Regional Manager: Afrimat Readymix Western Cape) and his team from Cape Town who guided and mentored us, and never got tired of all the questions.

'SPECIAL THANKS TO PIETER GROVÉ (REGIONAL MANAGER: AFRIMAT READYMIX WESTERN CAPE) AND HIS TEAM FROM CAPE TOWN WHO GUIDED AND MENTORED US, AND NEVER GOT TIRED OF ALL THE QUESTIONS.'



Afrimat's new plant at Denver



AAO – WESTERN CAPE

Contract C1102: The periodic maintenance of MR27 and MR201 – Wellington to Windmeul and Bainskloof Pass

BEVIN CORNELIUS – COMMERCIAL MANAGER – WESTERN CAPE

Contractor: Baseline Civils Contractors Pty Ltd
Client: PAWC
Site Agent: Francois Joubert
Resident Engineer: Frederick Henning

This project in the Cape Winelands District Municipality of the Western Cape Province includes the entire road reserve as follows:

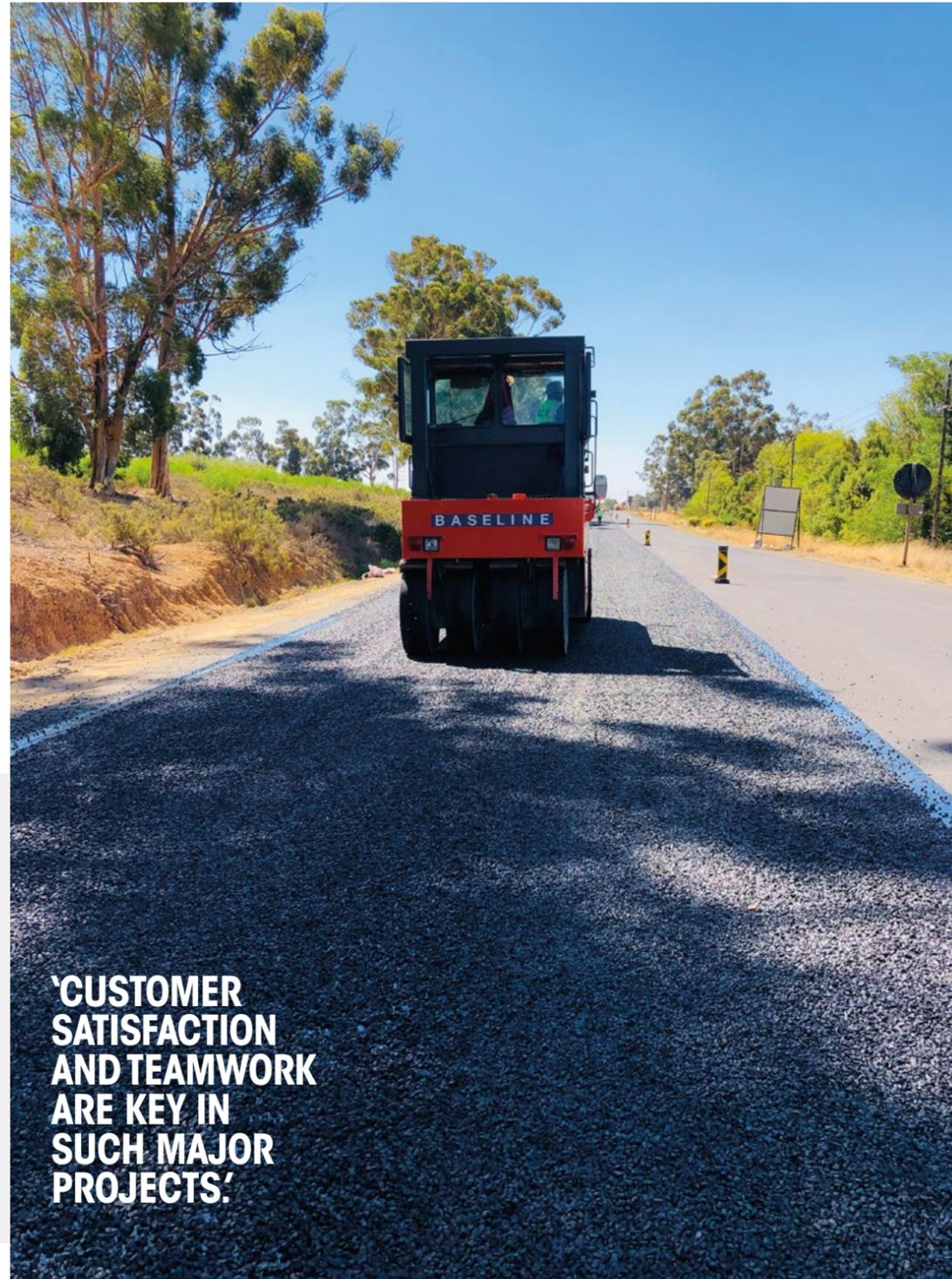
- Main Road 27 between Windmeul and Wellington (near Paarl) – between 66.95km and 75.20km.
- Main Road 201, section known as Bainskloof Pass – between 13.63km and 42.70km.

The scope includes road and structural work:

- The MR27 between Windmeul and Wellington currently consists of a dual carriageway between 66.95km and 71.35km separated by an 8m median. The MR27 is a single carriageway from 71.35km to 75.20km.
- The repair and reseal of the MR27.
- Extend or replace existing culverts where required. Construct new concrete head and wing walls.
- Construction of a 20mm + 2 No layers of 7mm double seal using modified binders.
- The repair and reseal of the MR201 (Bainskloof Pass).
- The repair and realigning of existing stone edging to confine the existing penetration macadam base.

The contract was awarded to Baseline Civil Contractors. The envisaged construction period, which started in October 2020, is 18 months. The total aggregate order is 67 533 tons of material that includes subbase, base course, rock fill and filling sand from various operations, including Dennegeur Quarry, Brewelskloof Quarry, Kliprug Quarry and Vlaktefontein Sand Mine, and about 7 800 tons of roadstone from Brewelskloof Quarry. Paarl and Worcester Readymix Plants will be supplying about 3 900m² of concrete for the side drains and structural work.

This project had its challenges from day one, as Bainskloof is a very difficult site to deliver to – from narrow mountain roads and protected areas to the famous ‘Preekstoel’, which restricts delivery from both sides.



‘CUSTOMER SATISFACTION AND TEAMWORK ARE KEY IN SUCH MAJOR PROJECTS.’



Road and structural work being undertaken on the MR27 and MR201, from Wellington to Windmeul and Bainskloof Pass



However, right from the start of the project to date, the Afrimat team and all the relevant stakeholders have had regular meetings to ensure we always have an up-to-date programme and material schedule of what the site would need. We maintained a good working relationship with the site, constantly communicating and planning to ensure Afrimat provides the service and quality expected from this contractor.

It’s always a pleasure to work with an experienced contractor like Baseline Civil Contractors; this is one of three major projects that Afrimat Construction Materials South is currently supplying materials for. We are also supplying materials to the Macassar Housing Project and C1094 (MR531 Rehab, Elandsbay, and MR540 Reseal, Leipoldville).

Mike Coad, Dave Hierons and Raymond James and their crew at Brewelskloof and Kliprug and Dennegeur quarries are to be commended for keeping up with the supply of aggregates on this project. Not forgetting Nico Mostert and his Readymix team at Worcester Batch Plant for always supplying the concrete and consistently delivering quality products.

Customer satisfaction and teamwork are key in such major projects. We are entering the embargo period and most of the base layer work material will be supplied now. We have a few months to go still before this project is completed, but I have no doubt that Afrimat will continue to deliver quality construction materials.

Well done to all who are playing their part in making this project a success.



READYMIX CAPE, WESTERN CAPE

Readymix supporting our subcontractors

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER AND UNGERE WASSUNG – FINANCIAL ACCOUNTANT

At Afrimat we believe in empowering and developing people. It is this belief and our way of doing business that led to our successful subcontractors' project.

When Afrimat Readymix Cape started, we owned our own fleet and employed drivers to operate this fleet. In 2007 we decided that we wanted to invest in and assist our hard-working drivers. We gave 10 Truck Mixer Operators (TMOs) the option of working for themselves and becoming independent business owners with the backing and assistance of Afrimat. This also ensured we could continue to work with people with whom we had built a trusted relationship.

We came to the agreement that we would help them purchase the fleet from us, by assisting them with financing and surety. We also offered accounting services and cashflow to help them get their businesses off the ground. In 2007 each of the subcontractors who took on the challenge bought one of our trucks. Later, in 2014, when the trucks started getting old, and new FAW trucks needed to be purchased, Afrimat once again assisted with financing and surety.

During all this time, these businessmen were subcontractors for Afrimat Readymix Cape.

'I WANT TO THANK AFRIMAT FOR HELPING ME BECOME A BUSINESSMAN. I AM LOOKING FORWARD TO BEING ASSOCIATED WITH AFRIMAT FOR MANY MORE YEARS.'



Phillip Qukula



Eduardo Chikulo

MEET THE SUBBIES

Eric Naude started working for Prima on 13 January 1999 at the Joostenberg Vlakte plant and moved to the Paarl plant when it was commissioned.

Macford Mvelashe started on 8 November 2000 at the Killarney plant where he is still currently based. Eric and Macford purchased an Afrimat truck in 2007 and new FAW trucks in 2014. Both of them purchased their second truck recently and are well on their way to expanding their businesses.

Eduardo Chikulo's father, Joao, was selected in 2007 to become a Lorry Owner Driver (LOD). He drove various trucks before obtaining an FAW in 2015. In 2016 Eduardo had the privilege of joining his father as a trainee TMO. Once he passed his driver's test, he started assisting his father by sharing shifts with him. Following a long illness Eduardo's father sadly passed away on 13 November 2018. Eduardo also has the opportunity to buy his second truck now with the assistance of Afrimat.

Phillip Qukula started working on 19 February 2004 at Killarney. He travelled to Worcester every day for several months to assist there. After becoming an LOD in 2007, he approached Afrimat in 2018 and negotiated purchasing two eight-cube mixers that were still on Afrimat's books. The deal was signed in October 2018. In February 2021 he added three new FAWs, and now has six mixers in the fleet. He has since registered his own business, Siyathemba Transport.

Here is what they have to say about their journey

Eric: 'It's been a long and arduous road and I'm still working hard to build my nest egg.'

Macford: 'I appreciate the opportunity granted to me by Afrimat to become an LOD. I started with nothing and now I'm the proud owner of two mixer trucks.'

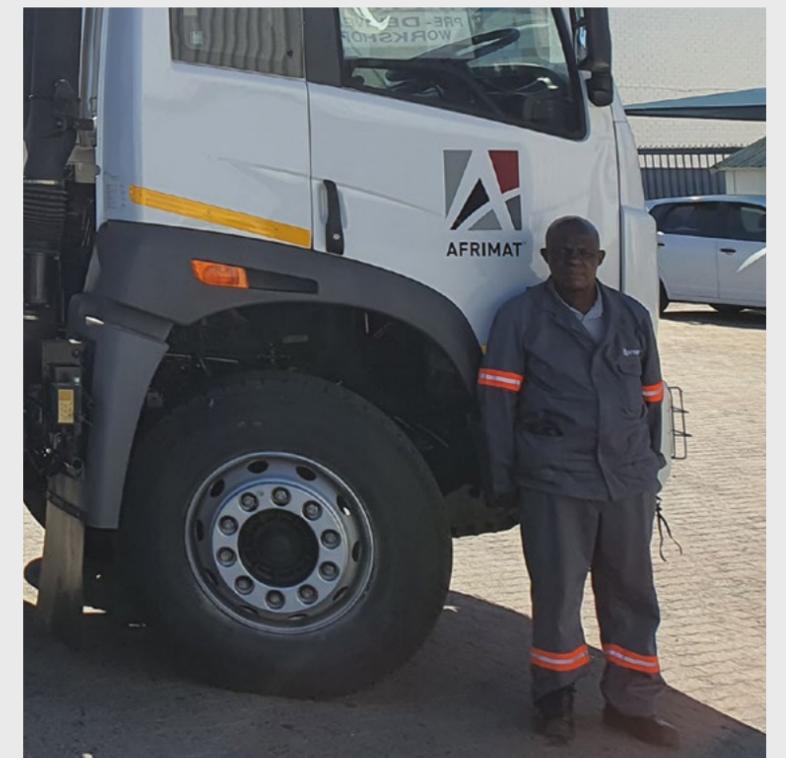
Phillip: 'I want to thank Afrimat for helping me become a businessman. I am looking forward to being associated with Afrimat for many more years.'

Eduardo: 'I would like to take this opportunity to thank Afrimat for allowing me to add an extra truck to the fleet and for enabling the transfer of my father's contract to me.'

We are proud of what each of these subbies has achieved over the years and wish them the best in their future endeavours. We look forward to working with them in the future.



Eric Naude



Macford Mvelashe

INDUSTRIAL MINERALS

AFRIMAT FOR THE FARMER

(AS FEATURED IN HARVEST SA)

COMPILED BY THE INDUSTRIAL MINERALS TEAM AND TANYA PRETORIUS – DIGITAL MARKETING OFFICER

The importance of the agricultural sector's contribution to the economy by way of linking the produce of farmers to formal markets in the country and beyond our borders, as well as contributing to employment, cannot be overemphasised.

At Afrimat, we are proud to support farming communities across South Africa through the supply of quality lime for both arable (cultivating crops) and pastoral (producing livestock) farming.

Due to our geographical footprint across the country and numerous strategic logistical partnerships, we can distribute our lime products to even the most remote areas.

As our mines are situated across the country, we are able to engage nationally with customers and draw up national supply agreements.

Through our Industrial Minerals Division, we supply micro fine dolomitic (MFD) agricultural lime per tonnage from our operations in Meyerton and Lyttelton (Gauteng), and natural dolomitic lime and calcitic agricultural lime from our operations in Marble Hall (Limpopo).

We assist our customers with tailor-made solutions that range from supplying one truck load (33 metric tons) to large bulk orders. Smaller quantities can be arranged for collection and delivery.

Furthermore, we supply building lime, feed lime and animal hygiene lime to numerous markets from our Cape Lime operations.



Applying organic, chemical-free and naturally quarried agricultural lime to soil has many long-term benefits, including:

- Acting as a soil enhancer by increasing microbial activity and improving soil structure
- Enhancing plant nutritional uptake
- Reducing acidity by increasing pH levels
- Being a source of both calcium, which is essential for the development of healthy plant growth, and magnesium, which plays a vital role in photosynthesis
- Improving soil structure, which enhances water drainage in heavy clay soils
- Helping to combat club root disease in cabbage and brassicas.

Liming reduces the need for applying costly chemicals to soils, and by doing so, farmers can take an environmentally friendly approach where healthy soil produces healthy crops.

Adding agricultural lime to soil makes an immense difference to the productive potential of arable farming, in both real and economic terms.

To ensure the best possible results are yielded, it is imperative that machinery suitable for arable farming is used to ensure an even and accurate spread within the soil, while causing as little disruption to the soil structure as possible.

Consistency in terms of maintaining a pH level as near to 7.0 on arable, and 6.5 for permanent grassland is key to ensuring maximum uptake. By monitoring the pH levels, farmers will be able to determine the regularity with which they need to lime their soil.

Neglecting to consistently apply lime to soil and the resulting increase in acidity may:

- Decrease the availability of phosphorus, which is an essential nutrient required for plant growth
- Impede the efficient uptake and use of both water and fertiliser
- Render applied herbicides insufficient
- Suppress the effectivity of microorganisms in the soil.

Afrimat supports farming communities across South Africa through the supply of quality lime for both arable and pastoral farming

'AFRIMAT BELIEVES IN SUPPORTING SUSTAINABLE AND RESPONSIBLE PRACTICES.'

While Afrimat supplies the arable farming sector with agricultural lime in large quantities, we also supply BioLim animal hygiene lime (white hydrated lime specifically made for animal hygiene control) and feed lime in smaller packaged quantities (25kg) for pastoral farmers via our Cape Lime operations.

We also have depots in Gauteng that allow customers in the northern regions of the country to either collect product or, alternatively, we can arrange for delivery to our customers.

Compromising on quality – be it product or service – is never an option for us, and consistently delivering the best possible solutions for our customers remains our top priority.

Afrimat believes in supporting sustainability and responsible practices, and by supplying natural, chemical-free lime products to the farming industry across South Africa, we also support the delivery of quality produce.



Vision for 2021

INDUSTRIAL MINERALS

ANDREW WRAY – MANAGING DIRECTOR – AFRIMAT INDUSTRIAL MINERALS



'I SEE A DIVERSE ARRAY OF QUALITY, NICHE MINERALS SUPPLIED TO PARTNERS IN INDUSTRY (NOT NAMES ON A CUSTOMER LIST).'

Andrew Wray

Being nimble in times of uncertainty is written into Afrimat's DNA. The pandemic has been no different. Holding our breath through the first quarter of the last year was uncomfortable for all of us. The benefits? Quality, perspective, introspection and rock-solid strategising for our post-Covid-19 reality. The result? Across Afrimat the third-quarter performance is up after an intense push to rebase in the second quarter. For the Industrial Minerals cluster, we have seen a 15% growth in third-quarter profitability year-on-year, and our business has now recovered on a year-to-date basis, being just shy of 12% down on the prior year's performance (which also happened to be a record year for the cluster).

So, what do I see in the future? Green shoots everywhere. We are busy with a two-tiered approach to growth, the first being a solid drive to carve out a bigger share of the specialised markets in which our products compete, as well as markets in which we historically did not compete. The second, to grow our exposure to a broader base of industrial minerals (although this takes more time than one would like). Our acquisition drive is taking shape, with a few of the prospects pursued coming close to fruition. While there were a few prospects that didn't pan out, our appetite to become a bona fide industrial minerals player is what drives and excites us in the cluster. It is this vision that Francois Landsberg (Manager, Cape Lime) and I are intensely passionate about. It is why we do what we do.

What does the five-year picture of the cluster look like? I see a diverse array of quality, niche minerals supplied to partners in industry (not names on a customer list). I see a dedicated bunch, as loyal and passionate about Afrimat as we are about our little place in this glorious whole. I see a contrarian approach to minerals and mining, which does not detract from the Afrimat Way, rather learning from it and building upon it. I see a space for beneficiation, diversification and creativity. What a marvellous time to be an Afrimatter. What a wonderful tale it becomes...

INFRASORS

DAVIN GILES – MANAGING DIRECTOR - NORTH CLUSTER



'I WOULD LIKE TO THANK ALL INVOLVED IN ASSISTING WITH THE SMOOTH TRANSITION AND AM PERSONALLY EXCITED TO BE PART OF THE ENSUING JOURNEY FOR BOTH LYTTTELTON AND AFRIMAT SILICA.'

Davin Giles

In order to further Afrimat's diversification policy and drive the long-term strategy of each division within Afrimat, the decision was made to split the Lyttelton and Marble Hall mines into separate business units. In line with the above, Lyttelton Mine, Afrimat Silica (Pty) Ltd and its employees will fall under the management of the North Cluster, under Cluster Head Davin Giles. The Marble Hall Mine and employees will remain in the Industrial Minerals Cluster, under Cluster Head Andrew Wray.

At this time, while the reporting structures of the mines and employees will change effective 1 March 2021, the entities will not change. Ultimately, it remains Afrimat's intention to split the Lyttelton Dolomite (Pty) Ltd entity into two separate ones; however, until further acquisitions have taken place within the Industrial Minerals Cluster, for trading purposes alone, the entity will remain as one.

Operationally, Grant Cupido, the Mine Manager for Lyttelton and Silica mines will report to Davin Giles, Cluster Head North, with Ruan Smit, Mine Manager of Marble Hall mine, reporting to Francois Landsberg, Operations Manager Industrial Minerals. In terms of the shared services, the following will occur: Marketing and sales of Lyttelton Mine and Afrimat Silica will fall under the management of the North Cluster, reporting to the Commercial Manager, Leon Alberts. Marketing and sales of Marble Hall mine will fall under the management of the Industrial Minerals Cluster, reporting to the Commercial Manager, Cobus Visage. HR support services: Lyttelton and Silica will be managed by North Cluster under HR Manager Ilse Grimbeek. HR support services: Marble Hall will remain with HR Manager Lebogang Siyoba, reporting to Andrew Wray.

The Finance Department of the Infrasors business unit will continue to service Lyttelton mine, Marble Hall mine and Afrimat Silica (Pty) Ltd as well as the other subsidiaries of Infrasors Holdings (Pty) Ltd lead by Financial Manager Cecile Cilliers, reporting to Davin Giles, Cluster Head North, until further acquisitions in the Industrial Minerals cluster materialise. Joanne Giles will move into the Business Development Department, reporting to the Head of Business Development and Group Strategy, Grant Dreyer. As part of that team, she will play an integral role throughout the Business Development process from tracking and evaluation, through to project coordination, execution and contract management and implementation.

The above changes will allow further consolidation of the Construction Materials Cluster, while allowing the Industrial Minerals Cluster a more focused growth strategy.

We would like to take this opportunity to thank Joanne for her efforts in growing and optimising these businesses and look forward to building further on the solid foundation that she has laid. I would like to thank all involved in assisting with the smooth transition and am personally excited to be part of the ensuing journey for both Lyttelton and Afrimat Silica.

BULK COMMODITIES

GERHARD ODENDAAL – MANAGING DIRECTOR – AFRIMAT BULK COMMODITIES



'ONCE AGAIN, THE COMBINATION OF OUR COMPANY'S DIE-HARD CULTURE AND COMMITTED STAFF WILL COME TOGETHER AND PULL US THROUGH FOR YET ANOTHER YEAR OF GROWTH AND SUCCESS.'

Gerhard Odendaal

The start of 2021 promised to be as eventful as 2020 ended. A second wave of Covid-19 was a concern for all, with the disastrous effects of the first wave still fresh in our memories.

The Bulk Commodities Division set off at a gallop with existing operations at Demaneng and Nkomati when we were blind-sided by some of the worst flooding in Afrimat's history at Nkomati after Cyclone Eloise.

A situation like this calls for calm and objective thinking and decision making and resilience from the team, of which there is no shortage.

A new business plan is underway and we look forward to seeing how this develops. All the support necessary is being employed to address this challenge.

On the other side of our subcontinent, the new COZA project is raring to go with a willing and able project team that has completed most of the advance planning and effects. The ability to improve on a planned date of July 2021 to commence mining is solid and subject only to legislative permissions and bureaucracy. The existing Demaneng mine is firing on all cylinders and, despite higher than normal rainfall and some geological challenges, is maintaining its production requirements. The most prevalent issue remains with Transnet's ability to allocate the correct trains and rail capacity to its clients, which effectively short-changed Demaneng with 9% of its planned sales for the financial year.

Every cloud has a silver lining, and in the case of the commodities business, we have been blessed with exceptional market prices for premium product from Demaneng and the ability to improve Afrimat's financial performance for this financial year.

This sets and maintains the platform for the exciting new projects envisaged in the next year and beyond. The manifestation of this growth affords us the opportunity for developing more of our staff and support service units where several internal promotions and appointments were made and more should follow in due course.

Once again, the combination of our company's die-hard culture and committed staff will come together and pull us through for yet another year of growth and success.

BUSINESS DEVELOPMENT - AFRIMAT

GRANT DREYER – HEAD OF BUSINESS DEVELOPMENT AND GROUP STRATEGY



'2020 WAS A TESTAMENT TO THE GREAT TEAM-WORK WITHIN AFRIMAT AND WE BELIEVE THE TRANSACTIONS CONCLUDED WILL ADD TREMENDOUS VALUE FOR MANY YEARS TO COME.'

Grant Dreyer

As a company we are very blessed to be in such a healthy position: operationally, we have great businesses, financially, we have a strong balance sheet, we are cash generative, we have exciting opportunities and, lastly, we have great people that are part of this team. The future is bright!

For the year ahead, Business Development will play an important role in assisting various teams implement the transactions we concluded over the last year, including Nkomati (anthracite) and Coza (iron ore), unlocking the value we identified and seeing these operations start to contribute to the group. In addition, the team has some exciting prospects that we are currently investigating and, as a result, over the last year, we have expanded the team to provide the capacity required to evaluate and progress the pipeline of opportunities.

The opportunities being investigated span the length and breadth of the Afrimat business, from bolstering our existing businesses with new markets, technologies and products, and optimising our operational cost base, through to the addition of new and exciting businesses to the group across clusters.

Thank you to everyone who works with the Business Development team that helps identify, evaluate and execute opportunities. 2020 was a testament to the great teamwork within Afrimat and we believe the transactions concluded will add tremendous value for many years to come. We also have grown our network externally and value the service providers we have selected to partner with, such as legal, technical and geological, as well as our funding partners. This teamwork, internally and externally, helps us navigate through potential pitfalls and enables us to prudently evaluate opportunities and allocate capital appropriately.

Prudent capital and resource allocation underpins our focus and decision making, especially for the year ahead, and ensures we make the right investment decisions at the right time and allocate the right resources/teams to ensure the successful execution of the opportunities we have selected to pursue.

We believe Afrimat is well positioned for the future, not only because of the assets we have in our portfolio across the group and regions, but more importantly because of every Afrimatter who comes to work with a positive mindset, wanting to be part of and help build something world class!

MARBLE HALL, LIMPOPO

Marble Hall

RUAN SMIT – MINE MANAGER – MARBLE HALL

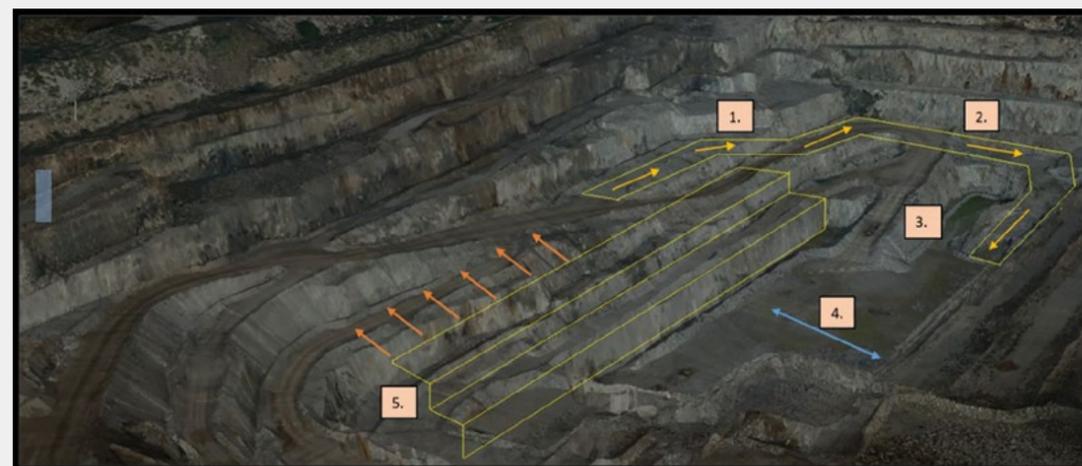
As I go into my third year at the Marble Hall mine, I am still so proud to be part of this exceptional team. I am also very excited about the year 2021 and its opportunities, especially when considering the various operational changes that were implemented since the beginning of this year.

Managing effective communication in the workplace is a very useful tool to use when dealing with people. It can change the dynamics when internal and external stakeholders form part of the bigger picture of the organisation. The team's biggest focus for this year is to prioritise communication and ongoing feedback sessions in the workplace. Motivation is one of the driving forces at Marble Hall mine, and a positive mindset approach was established within the management team as the main driver of the communication strategy for this year.



Marble Hall mine

Pit meetings are scheduled every morning to discuss the daily mine planning. The picture below indicates the priority planning from point 1 to 5. By implementing this daily pit meeting we ensure that all stakeholders focus on their responsibilities – from safety through to production.



'Hard work beats talent when talent doesn't work hard,' said sports coach Tim Notke. The Marble Hall team has proven this time and time again by sharing the same vision and goal. The mine decided to upgrade the secondary plant's MCC, and the project was planned for the shutdown in December 2020. Production stopped on 7 December 2020 due to the upgrade, and on 6 January 2021 the secondary plant opened with a new and upgraded MCC, which has significantly improved its performance. Our focus for this year will remain on the importance of our employees, efficiencies and improvements. Thank you very much for the team supporting Marble Hall through the process.



Ighardt van Lingen (Safety Officer, Marble Hall)

Here at Marble Hall mine, our team understands the importance of effective communication, which in turn helps us to drive a sustainable safety culture. Teamwork is key here. On 17 February 2021 we reached 634 lost time injury free days. Our lost time injury frequency rate is zero percent.

We have set a new goal to reach 1 000 lost time injury free days and, as a team, we're positive that we will reach this goal, which is shared among all employees at Marble Hall.

Our secret is very simple. We communicate with each other continuously to ensure that we are on the same page. This means that we are informed and knowledgeable, which, in turn, makes us skilled and competent. We motivate an excellent safety culture through detailed toolbox talks, safety meetings and formal training on the code of practices and standard operating procedures. We also do on-the-job training through the use of Planned Task Observations. It helps us to see where we need to spend more time and energy regarding training and empowering our employees in their different positions.

Our open-door policy means that everyone is always welcome in our caring environment to come and ask questions or to solve any issues that may arise.

We strive to be proactive regarding the health and safety of our employees and to maintain and care for our assets. This is only possible through healthy communication, which helps employees gain knowledge and, most importantly, understand where we are coming from and where we want to go. With our winning attitude, we are confident, and we believe that our way of doing things is the Afrimat way!

'OUR OPEN-DOOR POLICY MEANS THAT EVERYONE IS ALWAYS WELCOME IN OUR CARING ENVIRONMENT TO COME AND ASK QUESTIONS OR TO SOLVE ANY ISSUES THAT MAY ARISE.'



Louis De Wet

How I see Marble Hall mine

I have been blessed to be part of Afrimat for almost a decade now. I've seen how the company has grown and thrived, how my colleagues and others have moved into new roles inside and outside Afrimat. I've had so many opportunities – from sustainability and sales to the operational side of the business. I now reside in Marble Hall and work for Lyttelton Dolomite Marble Hall mine, which is part of the Industrial Minerals cluster. For the next two years I will be in an operational mentorship programme under the guidance of Ruan Smit, the Mine Manager at Marble Hall.

During my short time here, I have witnessed the phenomenal culture Afrimat inspires within the group. Although I have spent time in Marble Hall, I didn't always realise what was actually happening on site. I think sometimes we get so busy with day-to-day activities, we don't always see what is happening around us until we're part of the process. Guys, we are part of something special – a company called Afrimat. At Marble Hall the Afrimat values are implemented by just about everyone as we strive for excellence and success. During the last couple of weeks, I've seen how well my fellow colleagues look after their machines, how willing they are to learn new technologies (as they have done with the MCC upgrade), the way our toolbox talks are started with a prayer for the employees and the company, and the way I've been welcomed into the team as if I had been here for many years.

This move to Marble Hall reminded me that we work for a great company that offers us opportunities to grow within the group, and that with hard work and dedication comes accomplishment, both in our work and personal lives.

As for my Marble Hall colleagues, I salute and thank you for letting me be a part of this special team. I know that we, as per the Afrimat culture, will grow through trusting each other, being accountable for our actions and work, being disciplined in our day-to-day activities, and believing that everything we do will contribute to make Afrimat the best company in Africa.

'I KNOW THAT WE WILL GROW THROUGH TRUSTING EACH OTHER, BEING ACCOUNTABLE FOR OUR ACTIONS AND WORK, AND BEING DISCIPLINED IN OUR DAY-TO-DAY ACTIVITIES.'



Thabo Matlou (Production Manager) and Mcbeth Malepe, (Production Supervisor). (Image taken prior to Covid-19)

'WHAT WE LIKE ABOUT OUR NEW MCC IS THE SIMPLICITY OF THE PLANT OPERATION IN TERMS OF STARTING, STOPPING AND AMPS CHECKING, AS WELL AS BEING ABLE TO RESET CONVEYORS AND CRUSHERS.'

Marble Hall secondary plant MCC upgrade

The MCC at Marble Hall's secondary plant has been experiencing electrical problems for a while now, especially during the rainy season, and we were losing production. So our Mine Manager, Mr Ruan Smit, met with the Marble Hall management team to plan the way forward and to sort out the problem. He said the solution was to upgrade the MCC and we agreed it was a good plan.

The old MCC was in a bad condition. For example, it would take the electrician a long time to find and sort out the fault, sometimes as long as a shift. Last year in December, we started upgrading the MCC and control room. All went well and we started testing during the first week of January 2021.

What we like about our new MCC is the simplicity of the plant operation in terms of starting, stopping and amps checking, as well as being able to reset conveyors and crushers if they trip. You can even increase or reduce the feed. When the machine does trip, the electrician fixes the problem in a short time.

The plant is now running efficiently and even if it rains there are no longer problems like before.

All thanks to our Manager, Ruan Smit, and the engineering team who helped make it happen.



Ruan Smit



BULK COMMODITIES – MPUMALANGA

Afrimat welcomes Nkomati anthracite mine to the group

WILLEM HATTINGH – GENERAL MANAGER – NKOMATI

Afrimat has explored numerous opportunities that will provide us with access to commodities that expand our product offering in the bulk commodities segment. Anthracite fits into this strategy.

Afrimat recently acquired majority shareholding of Nkomati mine through the acquisition of the UCP group.

Nkomati is an anthracite mine located in eastern Mpumalanga, close to the borders of Mozambique and Eswatini. The mine currently operates the Madadeni opencast section under a mining right covering approximately 11 812 hectares and currently employs 198 people. The operation produces the best anthracite in South Africa and the product is unique due to its low sulphur content.

Nkomati has operated intermittently for more than 30 years since 1985. Opencast production recommenced at Madadeni in February 2015. In September 2017, the mine owners (under the lead of UCP) commenced with an expansion programme that included the making safe and reopening of the Mangweni underground operation and the modification of the process plant to include a new primary DMS circuit as well as a new front-end crushing circuit. All run of mine (ROM) coal is trucked from the respective mining areas to a central processing facility where it is upgraded through a dual-circuit dense medium separation (DMS) plant.

Nkomati is unique in terms of location and is able to utilise return load facilities from Glencore in order to reduce logistical costs and increase profit generation. Afrimat's track record in opencast mining, efficiency improvements and other initiatives will benefit the mine substantially and the group possesses the necessary credentials in terms of the interface and liaison with the DMR. The group's sustainability team has the relevant experience in applying BEE requirements as well as implementing processes in terms of complying with Mining Charter III. Afrimat's experience in dealing with the communities and its relevant leaders will provide much-needed support to three communities surrounding the current operations of Nkomati.

The management and support of the operation will be conducted from the mine office on site and from our Nelspruit office. As can be seen from the photos there is a nice mix of grey hair (experience) and youth (energy). We are looking forward to the positive contribution the team, with the assistance of all Nkomati employees, will make towards Afrimat.

'AFRIMAT'S TRACK RECORD IN OPENCAST MINING, EFFICIENCY IMPROVEMENTS AND OTHER INITIATIVES WILL BENEFIT THE MINE SUBSTANTIALLY.'



Left to right: Cheryl Sterk (Financial Controller), Gusti Terblanche (Financial Manager), Narina MacPherson (Accountant), Ada Stroh (Payroll Administrator). (Image taken prior to Covid-19)



Left to right: The mine team: Gert Buitendach (Mine Manager), Clement Kgokong (HR Manager), Rob Creighton (Plant Manager), Innocent Sithole (HR Officer), Derick Putter (Opencast Manager), Hendrik Pieterse (Engineer), Mandla Thabethe (Chief Safety Officer), Christell le Roux (Senior Safety Officer/Document Controller), Willem Hattingh (General Manager)

AAO WESTERN CAPE

Living our values at Kliprug Quarry

BEVIN CORNELIUS – COMMERCIAL MANAGER – WESTERN CAPE

Customer: African Dream Festivals

As a matter of course, the Sales Orders Department sends a questionnaire to customers to gauge the quality of the service received. This questionnaire was sent to Mr Razeem Smith from African Dream Festivals and, instead of answering it, he sent a letter to convey his gratitude and thoughts on our customer service levels.

It was my intention to write a letter about the level of service I received. I believe that your survey does not elicit an adequate measurement to determine this.

I do, however, appreciate the fact that you are requesting an opinion regarding my experience. I engage with a host of suppliers across a wide spectrum of services and I, too, deliver services in the logistics industry.

Wow! I am highly impressed with my experience from beginning to end! All staff were efficient, affable and a huge credit to Afrimat.

Everyone was efficiency personified – from Dave (the Quarry Manager), Valerie and your lady in despatch (her name eludes me) to the drivers and the ladies processing the orders, Well done! This is the type of service that a company should be proud of – employees who care about their work and the company they represent. I wish that I had employees of this calibre within my company.

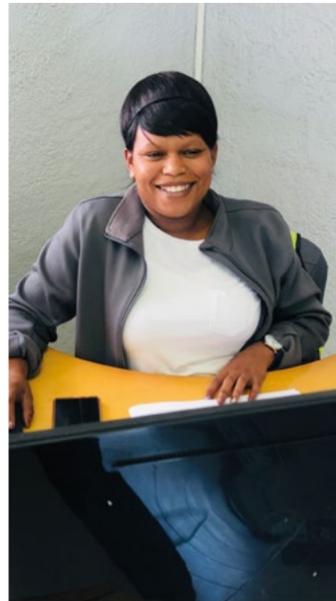
All the best, and do pass on to all persons referred to in this mail as a sincere gesture of my thanks for service excellence.

*Kind regards
Razeem Smith
Director, African Dream Festivals*

This type of feedback from customers really warms my heart and it shows that Afrimat employees are living the Afrimat values. We are operating in a very tough market where competitors are cutting prices and customers are very price-sensitive, but when customers choose to buy from Afrimat because of customer satisfaction, it shows what is important to us and that we have a competitive advantage in this industry.

Well done, Dave Hierons, Valerie le Roux, Carlin September and Bianca Pietersen and my crew in the Sales Orders Department for keeping up the spirit of customer satisfaction.

Well done to all who are playing their part in consistently delivering excellent customer service.



Bianca Pietersen

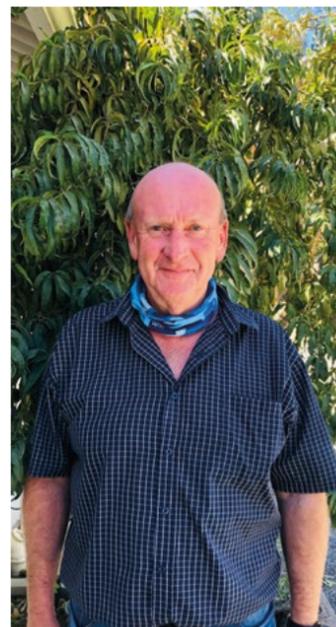


Valerie le Roux

'WELL DONE TO ALL WHO ARE PLAYING THEIR PART IN CONSISTENTLY DELIVERING EXCELLENT CUSTOMER SERVICE.'



Carlin September



Dave Hierons

DEMANENG NORTHERN CAPE

Demaneng's cat family

CAT STEYN – CREDIT CLERK AND KATARIEN DEYSEL – MINE MANAGER – DEMANENG

At Afrimat Demaneng, we like to think of ourselves as more than just colleagues, instead we're a tightly knit family who cares for and will go the extra mile for one other. We protect and care for our own, even our four-legged friends. Demaneng would like to introduce the 'rest of the family' to you. When Diro mine was taken over from business rescue in October 2016, we (Willie Prins and Katarien Deysel) came across two gaunt cats that were left behind. We decided to name the white one 'Afrimat' and the ginger one 'Diro'. These two soon became fluffy furballs and were the first to greet you on your way into the main office and the last to say goodbye, laying as they did underneath the tree to soak up the last of the afternoon sun, when you left. It was with sadness that we had to say goodbye to Diro at the end of October 2020, but the memory of his stealing Hannes's lunch and spending the weekend in Willie's office will remain in our hearts forever. So, for those of you who are planning to drop in, please remember to pack a treat or be prepared to share your lunch.



Afrimate and Diro

'FOR THOSE OF YOU WHO ARE PLANNING TO DROP IN, PLEASE REMEMBER TO PACK A TREAT OR BE PREPARED TO SHARE YOUR LUNCH.'



RIP Diro

AFRIMAT.
Because experience
inspires peace of mind.



Inspiring growth through the consistent delivery of solutions that empower us all.

Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of construction materials, industrial minerals, bulk commodities and contracting services with over 50 years' experience.

Afrimat's Contracting Division supply specialised services to the mining, construction, oil and gas and quarry industry in country and across boarder into Africa. Our specialised services include:

- ▶ Contract crushing and screening – customised for clients' needs
- ▶ Drilling and blasting services – blast design, mine planning and development, blast optimisation providing our clients significant cost reduction on downstream activities
- ▶ Readymix – mobile plants for big or small projects
- ▶ Bid preparation – preparing package offers that include drilling and blasting, mobile crushing, readymix

Years of experience give us the opportunity to provide our clients a high level service, tailor made for their specific needs from major state owned projects to smaller private sector projects.

maxx

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

CONSTRUCTION
MATERIALS

INDUSTRIAL
MINERALS

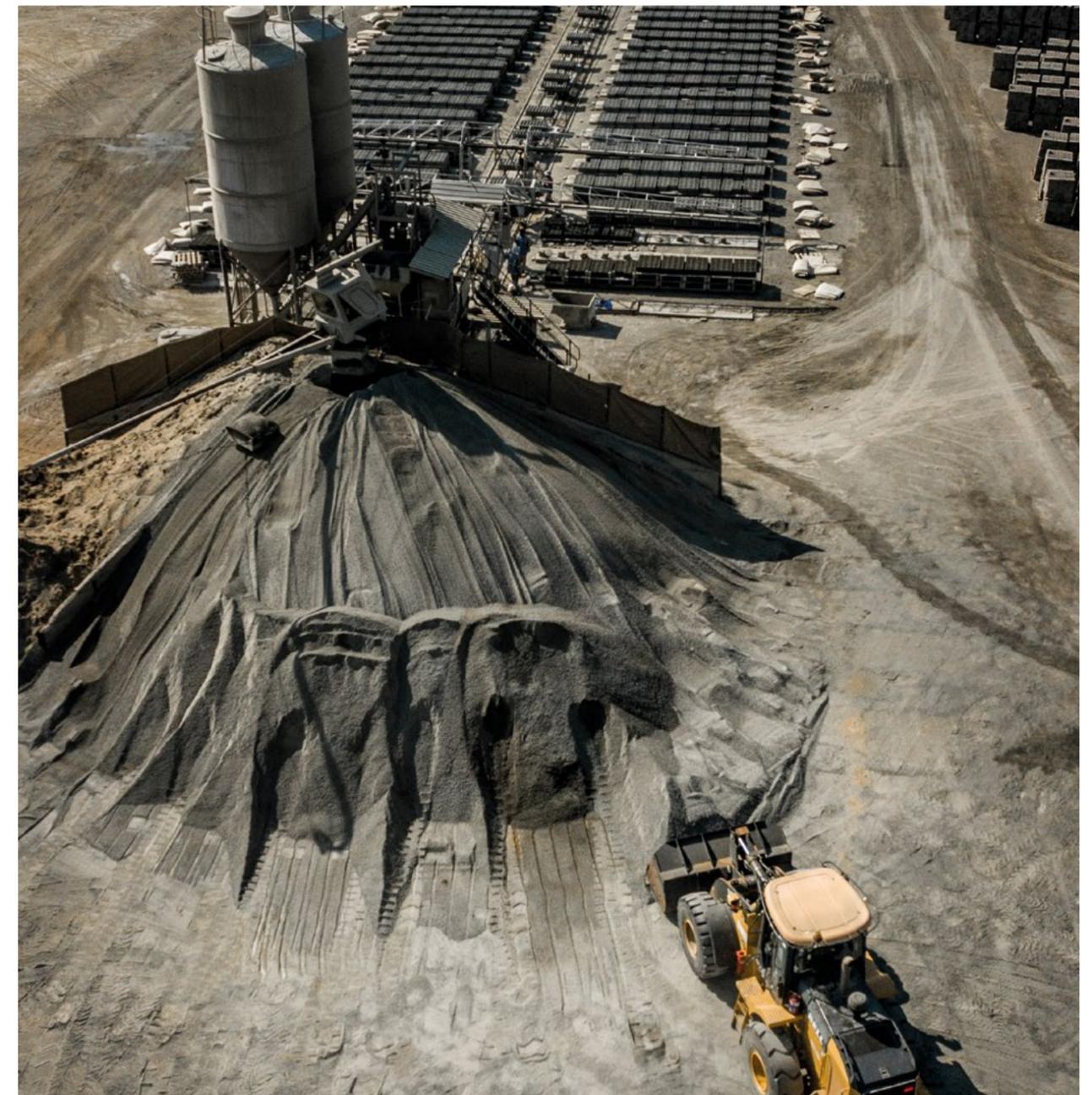
BULK
COMMODITIES

CONTRACTING
SERVICES

Mobile Crushing

Drilling and Blasting

Bid Preparation and Contractual Services



HR MATTERS

New appointments and promotions

AFRIMAT SHARED SERVICES – MARKETING

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Tanya Pretorius joined Afrimat in May 2020 in a temporary position as Marketing Strategist for North Cluster to assist them with increasing sales in the area after the first hard lockdown. In December 2020 Tanya joined the Afrimat family as Digital Marketing Officer and falls under the Head Office Marketing team. We asked Tanya to tell us more about herself.

'I studied a BA Hons in Corporate Communications. My professional passion lies within the broad field of integrated communications. I am very interested in how people use verbal and non-verbal communication to express themselves, and in global trends relating to how digital communications influence how we communicate with our colleagues and customers.

I have worked in both the public and private sectors. Most of this time was spent working in local government, where I acted as media specialist and spokesperson to the Executive Mayor of Johannesburg, managed media relations for members of the provincial legislator as well as parliament, worked with the Metro Police, and the Department of Infrastructure and Development, and travelled to Rwanda to work on projects in conjunction with their government.

I am married to Wim Pretorius, a sports journalist, which means the TV is always tuned to either rugby, cricket or athletics – of which I don't necessarily understand much. Luckily, this allows me to watch my favourite series in peace!

I love spending time with my family and friends and my Boston terrier puppy, Oreo. I'm an avid amateur cook and I love experimenting with spices and flavours. Chocolate is also never far away.

I am classically trained through UNISA and the Royal Schools of Music, London, in playing the piano, and it is the big love of my life. I also occasionally paint and draw and I am a big bookworm.

I'm a great believer in the importance of never setting limits for myself and that the constant pursuit of knowledge is critical to achieving success.

I am excited about this new chapter in my life and I am optimistically embracing both the opportunities and challenges that come with joining the Afrimat family.'



Tanya Pretorius

'I AM EXCITED ABOUT THIS NEW CHAPTER IN MY LIFE AND I AM OPTIMISTICALLY EMBRACING BOTH THE OPPORTUNITIES AND CHALLENGES THAT COME WITH JOINING THE AFRIMAT FAMILY.'

TECHNOLOGY AND SYSTEMS CLUSTER

JOHAN DU PLESSIS – GENERAL MANAGER – TECHNOLOGY SYSTEMS

It is with great pleasure that we announce the appointment of **André van Heerden** as Industrial Engineer for Afrimat in the Technology and Systems Cluster. André will report to Stephan de Villiers in the Engineering Department.

André started his career as an Industrial Engineer at VW's Uitenhage plant in 2017. His responsibility during the time was to be the efficiency champion in the assembly plant, where the main goal was to eliminate waste with the help of responsible production teams. He also spearheaded big data and predictive analytics in various production areas, with the help of the WWSA IT team.

We are looking forward to the experience André will bring to Afrimat, a place where the reduction of seconds in process time matters.

We welcome André to the Afrimat family and wish him well in his new role.



André van Heerden

New appointments and promotions

WESTERN CAPE – HEAD OFFICE

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER – ASS & AMS

Nokulunga (Lunga) Mbonda, Social Labour Plan Officer for Western/Eastern Cape tells us more about herself.

'I am from Bloemfontein in the Free State. I believe I am a servant spirit which, I think, is what connects me to Afrimat, where I willingly pour the best of myself into everything I do. I am a confident introvert and down to earth. I believe in building connected relations based on mutual respect and meaningful communication. I am strongly rooted in faith.

My hobbies include African Jazz and I am the kind of person to dance in the rain while it pours heavily. I previously worked as a Social Labour Plan (SLP) Intern at the Western Cape Department of Mineral Resources and Energy and as a Project Administrator at the Rural Education Access Programme (REAP). I studied a BA specialising in Development Studies from UNISA.

What excites me about my new role in Afrimat?

SLP is an opportunity to contribute meaningfully to grassroots development and harness a relationship between the public and private sector that is based on engagement and cooperation. My new role allows me the opportunity to bridge the gap between all stakeholders, and implement the kind of development that is effective, community based and will have a sustainable impact.'



Nokulunga (Lunga) Mbonda

MPUMALANGA

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Sandile Sithole started on 9 September 2019 as an Intern at the Vryheid office under the guidance of Christopher Johnstone. In September 2020 he relocated to Lyttelton to work with Johan Fourie. Finally, in January 2021 he was offered a permanent position as IT Technician and relocated to the new Nkomati offices in Nelspruit to service the Mpumalanga region. What excites Sandile the most about working in IT is the ever-changing field of IT itself, as well as the relationships forged with different people and ethnicities.

Here's a little bit more about Sandile in his own words:

'I was born and raised in the small town of Estcourt in KZN and have a Diploma in IT from Richfield Graduate Institute of Technology in Pietermaritzburg.

I grew up an athlete, with quite an obsession for sports (which I still have), and never had any interest in other things, including computers.

My interest in the field started off with people asking me for help and favours with their computers and years later I was interested enough to actually go get qualified.'

Welcome to the Afrimat family, Sandile.



Sandile Sithole

KZN AND FREE STATE REGION

REGINALD GWALA, HR MANAGER, KZN/FREESTATE REGION

Kobus Potgieter joined Afrimat from Westly Transport in August 2015 as the Branch Manager for the Vryheid ACP branch. He has since been promoted to Logistics Manager for the KZN/Free State region. Respect and trust are the values he identifies with most, because 'in every purposeful work relationship, respect and trust are key to ensuring a peaceful, collegial, kind and cohesive environment thus ensuring customer satisfaction'. He believes that through these values, the company is able to confidently supply and service its customers despite the vast geographical area in which we operate.



Kobus Potgieter



New appointments and promotions

SA BLOCK AND GLEN DOUGLAS – GAUTENG

SONJA KLEYNHANS – SENIOR HUMAN RESOURCES OFFICER – GLEN DOUGLAS, SA BLOCK & CLINKER SUPPLIES

New Appointment – Glen Douglas. We would like to welcome **Anton Groenewald** who started at Glen Douglas in the capacity as a Fitter on 5 January 2021. Anton, may you have many fruitful years with Afrimat.

Promotion – SA Block. We would like to congratulate **Dayvid Makhubu** on his promotion to Maintenance Supervisor. Dayvid started his career at SA Block in December 2009 and fulfilled the role of Quality Control Supervisor in the last couple of years. We would like to thank Dayvid for his hard work and dedication and wish him all the best in his new role.

Transfer – SA Block. We would like to welcome **Dirk Swanepoel** to the SA Block team. Dirk transferred from ACI to fulfil the Maintenance Supervisor role at SA Block. We wish Dirk all the best in his new role.



Anton Groenewald



Dayvid Makhubu



Dirk Swanepoel

AFRIMAT SHARED SERVICES – ENGINEERING

STEPHAN DE VILLIERS – HEAD MAINTENANCE ENGINEER – ASS

We want to welcome **Ludwig van der Walt** to Afrimat. He joined the Afrimat Engineering team at the beginning of December 2020 as a Senior Engineer.

He is married to Barbara and they have two children, Keith and Henry. Ludwig is registered as a Professional Mechanical Engineer with 11 years of experience. Most of his time was spent at Osborn in South Africa and three years at Telsmith in the USA.

He is a very competent plant design Engineer and we look forward to what he can contribute to the Engineering Department. Welcome to the Afrimat family, Ludwig.



Ludwig van der Walt

AFRIMAT SHARED SERVICES (HR AND SUSTAINABILITY)

NATASHA ABRAHAMS – HUMAN RESOURCES OFFICER – ASS & AMS

Siphokazi Kalo joined Afrimat as an HR and Sustainability Intern and is based at the Tyger Valley offices. Siphokazi enjoys spending time with her family and loves to sing. She has a dream of furthering her studies in psychology. Siphokazi completed a BSoc Sci Degree at UCT, majoring in Gender Studies, Industrial Organisational Psychology and Industrial Sociology.



Siphokazi Kalo

Employee profiles

KZN AND FS

REGINALD GWALA – HR MANAGER – KZN/FREESTATE REGION

Celimpilo Sithole is a Readymix Truck Driver, based at the Vryheid ACP Branch. Born in Nqutu, Northern KZN, Celimpilo is a father of nine children. He joined Lancaster, then Afrimat as a Molding Operator in 1994. He has since held the positions of Stacker, Forklift Operator and Truck Conductor. His request to be a Driver was granted nine years ago, a month after he obtained his valid driver's license. He is forever grateful that through his employment, he is able to better care for his family. He believes that the Afrimat values have enhanced relationships at work.



Celimpilo Sithole



Donald Katiso Tsotetsi

Donald Katiso Tsotetsi is a Team Leader based at the QwaQwa Quarry in the Free State. He joined Afrimat in June 2011. He was employed as a Storeman before being promoted to a First Aider and now a Team Leader. Donald, a father of two, was born and raised in QwaQwa. He is actively involved in community structures in QwaQwa and is an avid Kaizer Chiefs supporter.

Petrus Dinga Mokoena's career started in 1984 with Afrimat, then El Jue Brick & Tiles and later Lancaster. He has taken on several positions over the years that include General Worker, Dispatch Clerk and Foreman. His current role is that of Dispatch Clerk at the Harrismith ACP Branch. Through his employment, he has been able to finance his children's education and provide a stable home for his family. He says that over the many years with the company, he has learnt to look after company property as though it were his own because it affords him a living. In his spare time, he shares knowledge with younger generations both at work and in his community.

Julia Nyathi is a Weighbridge Assistant Clerk, based at the QwaQwa Quarry in the Free State. Born into a family of six in QwaQwa, she is married and mother to three daughters. She joined the company as a General Worker on 2 February 2018. Her keenness to learn has afforded her basic experience as a Lab Assistant, even though she has never received any formal training in the profession. In the Afrimat Way, she firmly identifies with humility and belief, as these qualities resonate with her as a fervent Christian. She says that the company gives her support and strength to better manage challenges associated with being a wife, mother and a woman in a male-dominated industry.

Sabelo Wellington Sokhulu was born in Wasbank, a small town situated close to Dundee in northern KZN. His family moved to Mvunyan Area, 20km outside Emondlo, KwaZulu-Natal. He is married with four children, two boys and two girls. Before joining Afrimat, then Lancaster, in November 2003, he had worked as a Taxi Driver for seven years. Since his appointment as a Truck Driver in 2003, he has had to assist as a Front-End Loader Operator on numerous occasions, as he is also licensed for that role. Of all the Afrimat values, respect is the one that resonates with him, as it is the most established. Sabelo is of the opinion that generally, there is mutual respect amongst employees, and between management and staff. He would like to urge management in the KZN/Free State Region to introduce the 'Truck Driver of the Year' competition, as this initiative would encourage Drivers to drive efficiently and better take care of their trucks. In his quality time, Sabelo watches and plays soccer with his two sons.

Jerome Nhlanhla Mncube started his journey at Afrimat in 2007 as a Truck Driver. Jerome, a husband and father of three children, is a prominent and influential resident of Bhekuzulu Township in Vryheid. He maintains that his life has improved considerably from what it was since joining Afrimat, in that he has been able to provide a good and healthy lifestyle for his family, finance his children's higher education and purchase two cars. He is grateful that even during these Covid-19 times, the company has been able to pay its employees full salaries on time, thus allowing them to continue taking care of their families.



Petrus Dinga Mokoena



Julia Nyathi



Sabelo Wellington Sokhulu



Jerome Nhlanhla Mncube's



Adult education

Adult Education Training (AET) Success at Glen Douglas

GLEN DOUGLAS – GAUTENG

FLORENCE MOCHETA – HUMAN RESOURCES DEVELOPMENT OFFICER – GLEN DOUGLAS

Our strategy is to develop our employees at all levels of the business. Adult Education and Training (AET) has been very important to us as it helps close the gap in educational levels. We had eight learners on the AET Programme on Numeracy Level 3 and 4 respectively for the year 2020 and they wrote exams in November. They passed with marks ranging from 60 to 90%.

Sello Seema, Kenny Khutsoane and **Stephan Hlabayo** have completed the AET Programme and now have NQF Level 1 certificates in both Numeracy and Communication. We are proud of the hard work they put in to achieve their goals.

We wish them success with furthering their studies; may they continue to prosper and know that hard work will always be rewarded. Your dedication and determination is very infectious to us all.

Adult Education Training (AET) Success at SA Block

SA BLOCK – GAUTENG

FLORENCE MOCHETA – HUMAN RESOURCES DEVELOPMENT OFFICER – GLEN DOUGLAS

We started with the AET Programme at the SA Block site in 2019 and had great success in terms of the number of learners enrolled and the success rate. The programme started with 10 learners who have so far written two exams and have received a 100% pass rate. We want to congratulate the learners for their efforts and the hard work they put in to achieve these results.



Newborns

WESTERN CAPE

LANA VAN DER HEIDE – SAFETY OFFICER – READYMIX CAPE/BOUBLOK/TYGERVALLEY

Op die 25ste November 2020 het Lana van der Heide (Afrimat Readymix Cape) en Andrew Leach hul seun William Christian (Liam) Leach verwelkom. Hy was n gesonde 3.6kg en 54cm lank en groei elke dag. Liam se sussie Amelia Heide is al klaar die beste groot sussie vir haar boetie en help baie mooi uit.



Ludwig van der Walt

KZN

REGINALD GWALA, HR MANAGER, KZN/ FREESTATE REGION

Sales Admin Coordinator Mary-Ann Meyer, based at the Hluhluwe Quarry, gave birth to a bouncy baby boy in September 2020. Wikus Meyer was born on 2 September in Richards Bay and weighed 3.24kg with a height of 56cm. Congratulations to Mary-Ann and her husband, Karl. We wish little Wikus good health!



Wikus Meyer

AFRIMAT AGGREGATES OPERATIONS

CARMEN DAMONS – QUARRY DDMIN DLERK – DE KOP QUARRY

Baie geluk aan Thomas Tomeng, Sekondêre aanleg operateur by De Kop Quarry, en Kanana Moloi met die geboorte van hulle baba seuntjie, Thatho Innocent Moloi. Thatho is gebore op die 20ste September 2020 en het 4.5kg geweeg met geboorte. Baba Thatho hou daarvan om te lag, hy geniet dit om te eet en slaap. Pappa Thomas sien baie uit daarna om bal met hom te skop en nog vele Pa en seun oomblikke saam te hê. Ons wens vir julle familie net geluk en gesondheid toe vir baba Thatho.



Thatho Innocent Moloi

GLEN DOUGLAS – GAUTENG

SONJA KLEYNHANS – SENIOR HUMAN RESOURCES OFFICER – GLEN DOUGLAS, SA BLOCK & CLINKER SUPPLIES

There is no greater blessing than a new baby. We would like to congratulate Tshifhiwa Rammela, Safety Officer at Glen Douglas and Phathutshedzo, on the birth of her beautiful daughter, Mulweli Imani Rammela, born on 9 February 2021.



Mulweli Imani Rammela

In Memoriam

SA BLOCK - GAUTENG

REN SWANEPOEL – MANAGER – SA BLOCK

It is with sadness, but also with tremendous respect and admiration, that we pay tribute to **Moses Shabalala** and **Joe Boyle**, who both passed away from Covid-19. Joe passed away on 12 January 2021, and Moses passed away on Saturday, 16 January 2021, a day after his 48th year of service.

With a combined 91 years of service, both men played an integral part in contributing to the success of SA Block, and their knowledge and invaluable input will be sorely missed.

For us as colleagues, Moses will be remembered for his passion to achieve full target and his saying: 'I always walk straight.' Joe loved to reminisce about the early days of SA Block and will be remembered for the expression: 'For you, I'll kill a bull.'

Moses commenced employment in 1973 and was actively involved in the business at the time of his passing. Joe commenced employment in 1977 and even though he retired in June 2020, he continued to assist us as a contractor. We send our sincere condolences to their families, friends and colleagues.



Left to right: Moses Shabalala, Rusty van der Merwe Snr, Joe Boyle

KZN AND FS

REGINALD GWALA – HR MANAGER – KZN/FREESTATE REGION

Management would like to convey its sincere and heartfelt condolences to the family, friends and colleagues of **Mr Mzuthini Nkosi**, who passed away on 15 January 2021. Mzuthini, who joined the Company on 22 June 2015, was employed as a Ready Mix Truck Driver at the Vryheid Branch. He leaves behind his two wives and children.



Mzuthini Nkosi

Competition winner

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

The winner of our December competition is **Maropen Matlakala**, truck operator and new safety representative, Glen Douglas, who took Afrimatters with on holiday in Matlala River Limpopo. Congratulations Maropen!



Esther Teffo: Our Rising Star

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

The Rising Star Programme, operated by BlackBark Productions, celebrates and connects talented young individuals (under 40) who have the capacity to excel in their chosen fields and who contribute to the betterment of our nation in an inspiring way.

The qualities that elevate Rising Stars to the top go beyond performance and technical excellence. Rising Stars are polished, brilliant individuals with tremendous promise and great talent and who excel for reasons that go far beyond their technical abilities alone.

BlackBark Productions approaches various companies in different sectors and asks them to nominate their talent to participate in this programme. When Afrimat was approached, it was a no brainer. Our Rising Star was **Esther Teffo**, Group Social and Labour Plan Manager. We asked Esther a couple of questions regarding her experience:

What did you have to do in order to participate in the Rising Star Programme?

I was nominated by Renier van Coller for the Mining and Minerals category. I received an email that I had been nominated and that I needed to do an online assessment. From the online assessment, the 20 entrants from each sector were selected. As semi-finalists, we had to record a two-minute video on why we are a Rising Star and write a 2000-word essay on our strengths and weaknesses, providing work experience as examples. The top-five entrants in each category were then selected. As part of our final assessment, we had to present a case study to a panel of judges. From there, a winner in every category was chosen.

How far did you get? I made it to the top five in the Mining and Minerals category.

What does this mean for you and your career?

Firstly, the programme has pushed me to want to study further and expand my knowledge. I would like to understand the business side better and not just be a specialist in my field. Secondly, working for an entrepreneurial and agile company also gives me space to think out of the box and use my initiative to find lasting solutions, lead and add value. This allows me to sharpen both my technical and leadership skills, while having the ability to bounce ideas off and learn from others.

Thirdly, I am passionate about paying it forward. As I grow in my career, I hope I'm creating the next generation that our country needs to create a world built on trust, respect, integrity, open communication, fun, reliability and committed individuals.



What was your most memorable experience? Getting the chance to connect and build relationships with my peers in different sectors.

Well done, Esther, on this amazing achievement. We are truly honoured to have you as part of the Afrimat team. We wish you well with your dream to study further.

AS I GROW IN MY CAREER, I HOPE I'M CREATING THE NEXT GENERATION THAT OUR COUNTRY NEEDS TO CREATE A WORLD BUILT ON TRUST, RESPECT, INTEGRITY, OPEN COMMUNICATION, FUN, RELIABILITY AND COMMITTED INDIVIDUALS.

Long Service

Afrimat is proud to recognise these long service awards. Across all divisions and throughout Southern Africa, Afrimatters have served the company well.

Gail Hatting – Assistant Accountant – Vryheid Regional Office KZN – 30 years

Gail joined Afrimat, then Warde Holdings, in 1990 and later joined Lancaster in 1995 as a Wages Clerk. Several years into her role, she was promoted to Computer Systems Administrator before being appointed to her current position. She has worked on many financial information systems, including Syspro, a system she played an integral part setting up in KZN. She believes that teamwork, commitment, the willingness to learn and succeed have sustained her over the past 30 years in the company. Gail has been married for 44 years, has three children and is blessed with six grandchildren. She is grateful that she has been blessed with good health and a wonderful husband.



Gail Hatting

André Kruger – Depo Manager Harrismith – Afrimat Concrete Products – 30 years

I started as a mechanic in the workshop at Lancaster Pre-Cast in October 1990 and worked there for 25 years. In September 2015, Pieter de Wit and Pieter Oosthuizen offered me the manager position after Derick Pieterse went on pension. After 30 years, it is still a privilege to work for a company like Afrimat. I believe, with the senior management team we have, Afrimat will continue to grow globally.'



André Kruger

Dalene Marais – PA – 25 years

Dalene started at Warde Holdings in October 1995 as the PA for the directors. In 2005 she relocated to the Vryheid Quarry premises, as this was where the office of the then Lancaster Quarries Managing Director was. In 2018 she was offered a position as Receptionist at the Head Office in Vryheid. Her current position entails compiling and processing all short-terms claims for the KZN and Free State branches of AA & ACP, processing and finalising all diesel captured by the branches and fulfilling other relevant duties associated with her position as Receptionist/PA to the management team. She has been married to Lukas for 32 years and they are blessed with two daughters. Dalene says: 'My journey has been an exciting one and I continue to look forward to many positive changes within this dynamic company.'



Dalene Marais

Heather Meyer – Sales Admin Clerk – Harrismith Quarry – 20 years

Congratulations to Heather Meyer, Sales Admin Clerk at the Harrismith Quarry, for completing 20 years continuous service with Afrimat Aggregates KZN. Heather joined the Harrismith Quarry as a Sales Clerk on 9 November 2000.



Heather Meyer

Long Service

Mthokozisi Mngoma – Dumper Operator – Scottburgh Quarry – 10 years

Congratulations to Mthokozisi Mngoma for completing 10 years of continuous service with Afrimat Aggregates KZN. Mthokozisi joined the company as a Pressure Cleaner Operator at the Scottburgh Quarry on 1 October 2010. In 2015, he was promoted to Dumper Operator at the Scottburgh Quarry. We wish Mthokozisi the best and continued success.



Mthokozisi Mngoma

Nkosinathi Zwane – Plantsman – Scottburgh Quarry – 10 years

Congratulations to Nkosinathi Zwane for completing 10 years of continuous service with Afrimat Aggregates KZN. Nkosinathi joined the company as a General Worker at the Vryheid ACP Branch on 1 March 2010. In 2012, he was promoted to a Boomscraper Operator before embarking on a Boilermaker Learnership Programme in 2014. He qualified as a Boilermaker Artisan in 2017 and was offered the Boilermaker Artisan position at the Vryheid ACP branch. He was promoted to Plantsman at the Scottburgh Quarry in 2018. We wish Nkosinathi the best and continued success.



Nkosinathi Zwane

Leon Richards – Marketing Manager (South Region) – ACP – 10 years

Congratulations to Leon Richards, Marketing Manager (South Region), for completing 10 years continuous service with Afrimat Concrete Products (PTY) Limited. Leon joined our Ladysmith ACP operation as a Branch Manager on 01 May 2010.



Leon Richards

Hendrik Speelman – Safety Officer – Demaneng – 5 years

'I can't believe I've been at Demaneng for five years already. I am very proud of these years of service. One thing is for sure – all these years were incredible for me as I have had exposure to many situations whilst working here and always try to give 100%. I am very proud to be part of this family. I have so much I would like to say about my experiences but there is not enough space to say it all. What I will say is that I am thankful for everything the Demaneng family has given me. Especially Mr Odendaal, MD of Bulk Commodities, and all my seniors. They have supported me the best they can. Thank you to all for the kindness, teachings and caring over the last five years.'



Hendrik Speelman

Jerry Kekganetse – Plant Operator – Demaneng – 5 years

'It was a blessing to be employed at the mine. I had never worked at a mine before and never thought the opportunity would come my way, but Afrimat gave me a chance to explore and further my career in the mining field and I am ever so grateful. Afrimat is helping me to develop myself to reach greater achievements in order to become the best version of me. I have achieved a lot in these five years because we at Demaneng have a vision in life. With the help of my colleagues, building me up and positively pushing me, I will reach greater success.'

Long Service



Glen Douglas team (Masks briefly removed outdoors for identification purposes)



On 15 December 2020, Simon Mdanda, Production Supervisor of the Vryheid ACP Branch, presented certificates to those team members who had completed their long service, ranging from five to 15 years. The handover function took place at the branch.

Back row from left to right: Simon Mdanda (Production Supervisor), Mandla Mthethwa (General Worker, 15 years), Doctor Msomi (General Worker, 5 years), Bhekiswa Mathe (Primary Checker, 15 years), Sibahle Masuku (Front-end Loader Operator, 15 years), Vusi Mbambo (Mixer Operator, 15 years), Zakhele Mdlatshe (Boom scraper Operator, 10 years), Mcingeni Mavuso (General Worker, 10 years). Front row, from left to right: Sarah Fry (Office Cleaner, 5 years) and Sicelo Mtshali (General Worker, 5 years).

Long Service



Amos Mokoena, 30 years



Willem Syster, 15 years



Josias Seanego, 15 years



Petrus Dhladhla, 10 years



Themba Mthimunye, 10 years



Daniel Malepe, 10 years



Sydney Xati, 15 years



Lindokuhle Mazibuko, 10 years



Jacob Mpureng, 10 years



Mishack Matshipa, 10 years



Collin Ramukhubathi, 10 years



Marlo Janse Van Rensburg, 10 years



July Sikhosana, 10 years



Martha Mokoena, 10 years



Oupa Matshika, 10 years



Surprise Manthosi, 10 years



Stephan Madisha, 10 years



Rubin Bebe, 10 years

Long Service



Long Service



Nkosana Landelo, 5 years



Johanna Mogula, 5 years



Luciah Mashiloane, 5 years



Siphamandla Mkize, 5 Years



Thabiso Mokhomong, 5 years



William Kubayi, 5 years



Kobus Potgieter, 5 years



Thulani Dlamini, 5 years



Ennocent Madzive, 5 years



Patrick Nkosi, 5 years



Sabelo Ngcangca, 5 years



Simon Habebe, 10 years



Sinethemba Keyiti, 5 years



Ntokozo Mbatha, 5 years



Malusi Bokoyi, 5 years



Kantin Malatji, 5 years



Leonard Ratsthaixa, 5 years



Mowana Khoza, 5 years

Long Service



Long Service



Phillimon Mabogoane, 5 years



Ephraim Maluleke, 5 years



Macdonald Bhubho, 5 years



Comfort Matemane, 5 years



Wreford Hudson, 5 years



Goodman Maze, 5 years



Gerhard Odendaal, 15 years



Johan Du Plessis, 5 years



Thabang Malefane, 5 years

Long Service awards

Afrimat Aggregates Eastern Cape

Andrew Februarie, 20 years
Sebenzile Nkomombini, 15 years
Janine Campher, 10 years
Justin Hudson, 5 years

Afrimat Aggregates KwaZulu-Natal

Dalene Marais, 25 years
Heather Meyer, 20 years
Anton Marnewick, 15 years
Sibusiso Sikhakhane, 15 years
Frans Chamberlain, 10 years
Lee Ann Dimmick, 10 years
Nkosinathi Zwane, 10 years
Thokozani Ntombela, 10 years
Lindokuhle Mazibukho, 10 years
Goodness Ngubane, 10 years
Elizabeth Nyawose, 10 years
Urecia Mngoma, 10 years
Melusi Ngema, 10 years
Buyani Ngema, 10 years
S'Bongiseni Mhlongo, 10 years
Belinda Van Deventer, 5 years
Molibeli Tlali, 5 years
Xolani Magubane, 5 years
Thabani Buthelezi, 5 years
Mxolisi Xaba, 5 years
Phillile Dladla, 5 years
Steven Sibaya, 5 years
Phumzile Zwane, 5 years
Hengiwe Zisongo, 5 years
Frank Mdlalose, 5 years
Sboniso Hadebe, 5 years

Afrimat Aggregates Operations

Ngesile Stokwe, 30 years
Mhlangabezi Zola, 30 years
Mncedisi Paliso, 25 years
Rodney Titus, 20 years
Johan Zietsman, 20 years
Jantje Smith, 15 years
Marlene De Castro, 15 years

Elvis Tokota, 15 years
Mthobeli Matsila, 15 years
Jeremia Kruger, 15 years
Leon Oelofse, 15 years
William Shobeka, 15 years
Andries Sauls, 15 years
Sydney Xati, 15 years
Dan Phaff, 15 years
Devin Stander, 15 years
Jorrie Jordaan, 15 years
Willem Syster, 15 years
Nola Samuels, 15 years
Buntu Balintulo, 10 years
Xolani Magqasa, 10 years
Mcedisi Dinga, 10 years
Ntoziyatsha Sithole, 10 years
Shaun Coad, 10 years
Adele de Villiers, 10 years
Johan le Roux, 10 years
Stephan le Roux, 10 years
Muneebah Tromp, 10 years
Caswell Kambi, 5 years
Brandon Davids, 5 years
Schalk Burger, 5 years
Lorenzo Peters, 5 years
Bernice Williams, 5 years
Denton Hendricks, 5 years
Martins Zukelo, 5 years
Simpfiwe Sotshatsha, 5 years
Micheal Kruger, 5 years
Summora Nongqoto, 5 years
Nelson Ncawe, 5 years
Bonisile Mkhohliso, 5 years
Maxin Mvelisi, 5 years
Victor Morosi, 5 years
Nkosana Landelo, 5 years
Sidwell Zana, 5 years
George Tafane, 5 years
Francois van Rooyen, 5 years
Faizel Sauls, 5 years
Solly Potgieter, 5 years
Piet van Zyl, 5 years

Adam de Wee, 5 years
Brendon Hermanus, 5 years

Afrimat Concrete Products

Gail Hatting, 30 years
Andre Kruger, 30 years
Amos Mokoena, 30 years
Sifiso Gina, 15 years
Lucky Myeni, 15 years
Sibongokuhle Tembe, 15 years
Likhang Mokhena, 15 years
Mandla Mthethwa, 15 years
Sibahle Masuku, 15 years
Bhekisisa Mate, 15 years
Leon Richards, 10 years
Cosmos Mathonsi, 10 years
Thokozani Thusi, 10 years
Siphiwe Dlamini, 10 years
Sibusiso Nxumalo, 10 years
Robert Kubheka, 10 years
Thamsanqa Sibisi, 10 years
Ntokozi Mavuso, 10 years
Thabiso Nhlapo, 10 years
Mpho Mofokeng, 10 years
Nthabiseng Mlangen, 10 years
Njabulo Zulu, 10 years
Nelisiwe Magwaza, 10 years
Nkosinathi Mbambo, 10 years
Kobus Potgieter, 5 years
Kwenzakwenkosi Zwane, 5 years
Baphelele Miya, 5 years
Sizwe Zwane, 5 years
Sibusiso Mntungwa, 5 years
Nhlanhla Sibiyi, 5 years
Pogisho Pitso, 5 years
Tebalo Mosia, 5 years
Samuel Mofokeng, 5 years
Tselane Mlangeni, 5 years
Simon Mdletshe, 5 years
Doctor Msomi, 5 years
Thokozani Nkosi, 5 years
Sicelo Mtshali, 5 years

Mcingeni Mavuso, 5 years
Sarah Fry, 5 years
Mzuthini Nkosi, 5 years

Afrimat Contracting International

Sanke Falakhe, 25 years
Hercu Smit, 15 years
Mtutuzeli Gaca, 15 years
Themba Mthimunya, 10 years
Rickus Coad, 10 years
Bonile Mhlali, 10 years
Khatshelo Ramphabana, 10 years
Petrus Dhladhla, 10 years
July Sikhosana, 10 years
Martha Mokoena, 10 years
Jacob Mpureng, 10 years
Oupa Matshika, 10 years
Moses Tau, 10 years
Mike Matthee, 10 years
Theo Boshoff, 10 years
Mabel Khoahlape, 10 years
Alfred Tlhalatsi, 5 years
Themba Keyitl, 5 years
Thamsanqa Dlamini, 5 years
Ntokozi Mbatha, 5 years
Thulani Sibanyoni, 5 years
Thabang Malefane, 5 years
Malusi Bokoyi, 5 years
Gareth Townsend, 5 years
Anton Combrink, 5 years
Winnie Jordaan, 5 years
Liza Jansen van Rensburg, 5 years
Raymond Mashabela, 5 years

Afrimat Management Services

Carole Seddon, 25 years
Gabriel Webster, 10 years
Johan Fourie, 5 years
Vicky Labuschagne, 5 years
Johan du Plessis, 5 years
Herman Kruger, 5 years
Karel Steyn, 5 years



Long Service

Afrimat Shared Services

Gerhard Odendaal, 15 years
Collin Ramukhubathi, 10 years
Marlo Janse Van Rensburg, 10 years
Michael Mullineux, 5 years
Wreford Hudson, 5 years
Ntsanko Ndlovu, 5 years
Esther Teffo, 5 years

Afrimat Silica

Rika Nonyane, 10 years

Boublok

Christelle Strauss, 10 years
Ricardo Fransman, 10 years
Mpho Mafantire, 10 years
Mhiki Gongo, 10 years
Adrian May, 10 years
Sakhumzi Dyum, 10 years
Donovan Fredericks, 5 years
Neville Adams, 5 years
Lovemore Takawira, 5 years
Sikhumbuzo Velem, 5 years
Phillip Qwabaza, 5 years
Simphele Kentani, 5 years
Peter Apollas, 5 years

Cape Lime

Cedric Kuhn, 30 years
Johannes Ghall, 10 years

Clinker Supplies

Philemon Tsofetsi, 25 years
Mshiyeni Mbatha, 25 years
Peter Lekgeu, 15 years
Xolile Duka, 10 years
Tshepo Mgiba, 10 years
Bathini Nobiya, 10 years
Sithembele Kanzi, 10 years
Steven Sekgobelo, 10 years
Thando Velem, 10 years

Demaneng

Hennie Speelman, 5 years
Jerry Kekganetse, 5 years

Glen Douglas

Stefaans Radebe, 30 years
Freddie Kinghorn, 30 years
John Maphalala, 25 years
Jacob Shasa, 20 years
Johannes Motebele, 15 years
Pieter Nche, 15 years
Aubrey Chawane, 15 years
Daniel Mohori, 15 years
Andries Haasbroek, 15 years
Boitumelo Mthobi, 15 years
Elias Moloi, 15 years
Jeffrey Baloyi, 15 years
Simon Mamushi, 5 years
Stephen Hlabayo, 5 years
Thapelo Xaba, 5 years
Sabelo Salakuvunyelwa, 5 years
Patrick Lefusa, 5 years
Dumisani Sibiyi, 5 years
Kenneth Khutsoane, 5 years
Isaac Mollo, 5 years
Thomas Motaung, 5 years
Germinah Mashabela, 5 years
Pieter Mdingi, 5 years
Lindah Mamaro, 5 years
Danie Janse van Rensburg, 5 years
Lucky Nkosi, 5 years

Lyttelton

Jackson Matlhakgane, 25 years
Josias Seanego, 15 years
Simon Hadebe, 10 years
Walter Wahl, 10 years
Daniel Malepe, 10 years
Stephan Madisha, 10 years
Surprise Manthosi, 10 years
Mishack Matshipa, 10 years
Lukas Sibanda, 10 years

Jeffrey Khoza, 5 years

William Kubayi, 5 years
Kantini Malatji, 5 years
Ephraim Maluleke, 5 years
Siphamandla Mkize, 5 years
Thabiso Mokhomong, 5 years
Sabelo Ngcanga, 5 years
Patrick Nkosi, 5 years
Suzan Ramokgopa, 5 years
Leonard Ratsethaixa, 5 years
Macdonald Bhubho, 5 years
Phillimon Mabogoane, 5 years
Ennocent Madzive, 5 years
Luciah Mashiloane, 5 years
Comfort Matemane, 5 years
Goodman Maze, 5 years
Johanna Mogula, 5 years
Jeffrey Molebale, 5 years
Mpho Sefara, 5 years
Mapule Tladi, 5 years
Michelle Sturrock, 5 years
Bheki Mahlangu, 5 years

ReadyMix Cape

Ivan George, 15 years
Sindikile Mangathi, 15 years
Pieter Adler, 10 years
Hennie Bester, 10 years
Nico Mostert, 5 years
Eric Semaro, 5 years
Ishmael Thobatsi, 5 years
Rowan Manuels, 5 years
Marwaan Kamalie, 5 years
Schalk van Zyl, 5 years
Peter Henkeman, 5 years
Desiree Josephs Joorst, 5 years
Carmen Charles, 5 years
Elsa Smit, 5 years
Bongisisa Nkomombini, 5 years

SA Block

Amos Mbatha, 25 years
Chantahl Ritter, 10 years
Abel van der Merwe, 10 years
Nomusa Shabalala, 10 years
Mphikeleli Mofokeng, 10 years
Noliqwa Sangweni, 10 years
Nozipho Magubane, 10 years
Elija Chosana, 10 years
Sive Pike, 5 years
Pakiso Leburu, 5 years
Babalwa Bambiso, 5 years

HEALTH & SAFETY MATTERS



GLEN DOUGLAS AND SA BLOCK AND CLINKER SUPPLIES

Health and Safety First: HIV/Aids PrEP Programme at Glen Douglas Dolomite and SA Block and Clinker Supplies

RONEL ROSSOUW – OCCUPATIONAL HEALTH PRACTITIONER – GLEN DOUGLAS DOLOMITE MINE

The mine clinic at Glen Douglas Dolomite is serious about assisting employees on site, as well as those from the surrounding SA Block and Clinker Supplies sites, with HIV/Aids awareness and treatment.

The PrEP Programme refers to pre-exposure prevention, which is a preventative treatment for individuals who do not have HIV/Aids but are at significant risk of being exposed to the virus.

The treatment consists of two antiretrovirals (ARVs) taken as a single combination pill that drastically lowers one's chances of contracting HIV/Aids.

Last year, the mine enrolled 21 employees in the PrEP Programme following World Aids Day on 1 December. We work with CareWorks and the National Department of Health.

Together, we visit all the departments on our sites and

provide information on what constitutes a high-risk profile.

Employees who identify themselves as high-risk undergo the required blood tests and then immediately start with the two-month PrEP treatment.

Earlier this year, we also enrolled seven new employees who were not aware of this programme.

We are constantly looking for new ways in which the company can assist employees with staying safe and healthy, and we believe that through this initiative, we can improve the immune system strength of our employees and lower the sick-leave ratio.

Employees from Glen Douglas and SA Block and Clinker Supplies who wish to know more about the PrEP Programme can contact the Glen Douglas Clinic at 016 366 0321.

'WE ARE CONSTANTLY LOOKING FOR NEW WAYS IN WHICH THE COMPANY CAN ASSIST EMPLOYEES WITH STAYING SAFE AND HEALTHY.'

PrEP Programme
Pre-Exposure Prevention

Employees from Glen Douglas, SA Block and Clinker Supplies who wish to know more about the PrEP Programme can contact the

Glen Douglas Clinic at 016 366 0321

HEALTH AND SAFETY

Covid-19 update

LETISHA VAN DEN BERG – HEAD OF HEALTH AND SAFETY

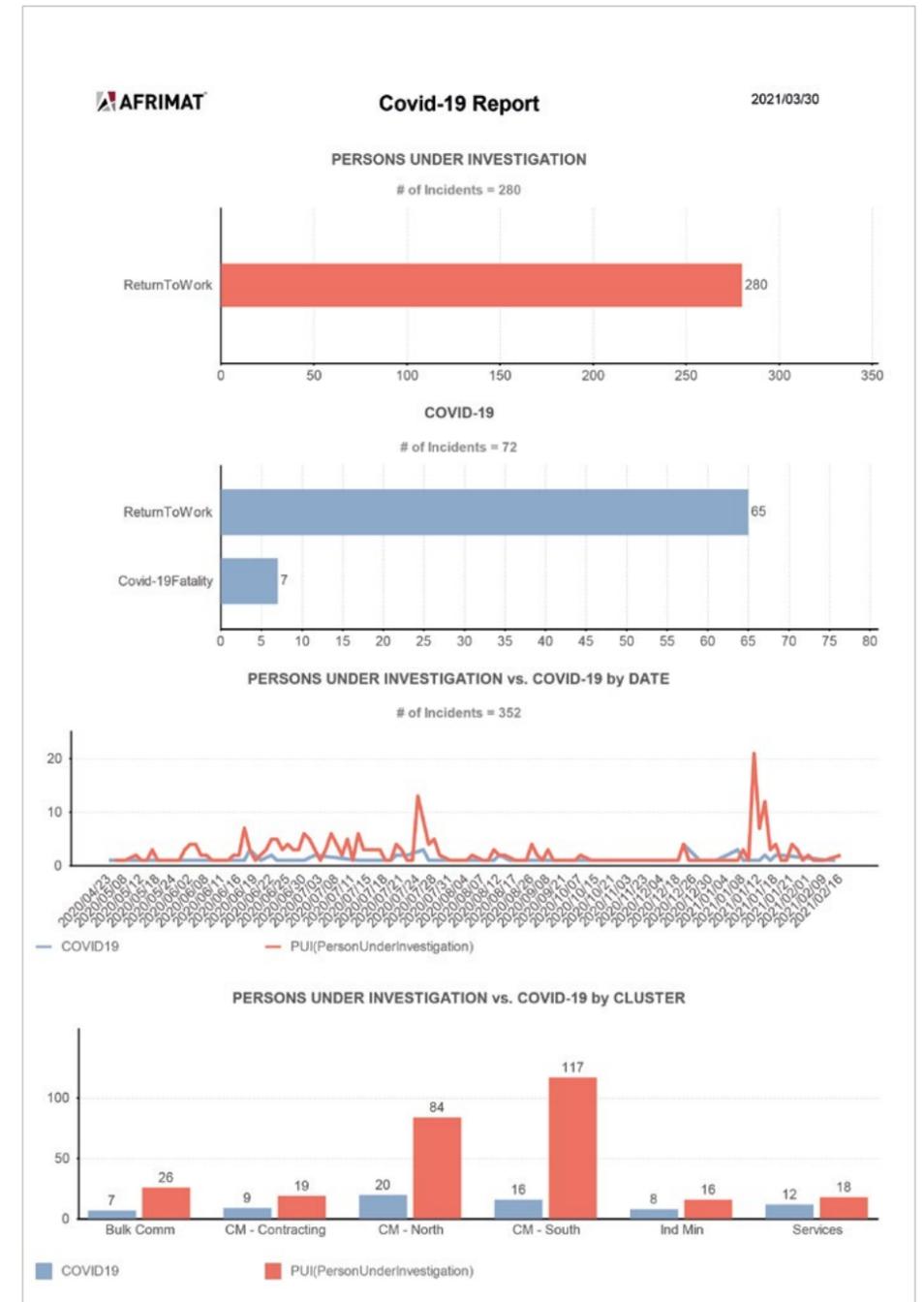
When you read this article, the second wave of Covid-19 infections would have passed. The first wave started in Afrimat on 16 June 2020 and ended on 8 September 2020. The second wave started on 15 December 2020 and by 1 February 2021, Afrimat's figures had flattened. It was a very short wave with a very sharp increase and it hit Afrimatters hard. Many Afrimat families had to stay in isolation during the December holidays, either due to having Covid-19-positive cases in their homes or being positive themselves. It was a very different festive season, one where everyone appreciated health and time spent with family more than ever.

There were two reasons for the sharp increase: firstly, the new strain of the virus identified in South Africa spread much quicker; and secondly, during the holidays people naturally visited friends and relatives, possibly relaxing the rules around social distancing, sanitizing and wearing masks.

After returning to work, the Afrimatters really pulled their weight to ensure adherence to the Covid-19 protocols. Management provided the necessary resources, and supervisors and employees complied with these protective measures. Through this we managed to bring the numbers down quickly. A heartfelt thank you to all teams and every single Afrimatter for your efforts.

We remember the colleagues whom we lost during this pandemic. The work family will miss their presence. Condolences to all the Afrimatters who lost a friend, family member or colleague during this time.

As true Afrimatters, we do not dwell on the negative aspects for long; instead, we learn to improve and move on in positivity.



'AFTER RETURNING TO WORK, THE AFRIMATTERS REALLY PULLED THEIR WEIGHT TO ENSURE ADHERENCE TO THE COVID-19 PROTOCOLS.'

AFRIMAT SHARED SERVICES

Witness the fitness! Afrimat's fitness challenge

LIZANNE OLIVIER – BRAND AND MARKETING OFFICER

Following a healthy lifestyle comes with many challenges and Covid-19 hasn't helped. Not being able to go to the gym and being forced to stay indoors has meant we're probably not as active as we were before. This can really derail our fitness goals. It's hard to get back on track, but the best way to do this is by making exercise fun. That is why we are challenging all Afrimatters to take part in the Strava Art fun.

Strava is an internet service that incorporates social network features for tracking human exercise. It is mostly used for cycling and running using GPS (global positioning system) data. Strava uses a freemium model with some features only available in the paid subscription plan.

People have recently started using Strava to create GPS art. GPS drawing has been picked up by athletes in recent years but had its beginning way back in 1994. A woman named Laura Kurgan began recording GPS locations over time and displayed it on her computer screen. Her work was featured at an art exhibit. Since 1994 GPS art has grown in popularity among motorists, skippers, cyclists, pilots and runners, among others.

We would like to challenge our Afrimatters to get active and creative by downloading the Strava app. We challenge you to create anything Afrimat related (logo, Afrimat name, hard hat, safety boots, etc) on your Strava app and share your art on social media using the #consistentlydelivering handle and stand a chance to win Afrimat merchandise.

- 1st prize:** a winter Jacket
 - 2nd prize:** a bodywarmer
 - 3rd prize:** an Afrimat weekend cooler bag
- Send your entry to tanya.pretorius@afrimat.co.za.
Competition closes on 31 May.

HERE ARE SOME STEPS TO HELP YOU:

1. Download the Strava app

We recommend Strava with the Strava Route Planner. You will need this in order to create your route and plan before you actually hit the road.

2. Find an area

Choose roads that curve – this will make it easier to draw your art. Once you have decided on the area, you can start planning your art by making use of the Route Builder function.

3. Plan a route

This is where the creative juices get going. Keeping the Afrimat logo (can be our horizontal or vertical logo) in mind, start planning your route in order to 'draw' the picture. You can always start off by trying something easier until you get the hang of it.



4. Draw with your legs

Now it's time to run or ride. Remember to take your phone along and to have the Strava app open and recording when you go. Once completed, share your art on social media with the #consistentlydelivering handle and finish by sending a screenshot to tanya.pretorius@afrimat.co.za.

SPONSORING SPORTS EVENTS

We would like to also remind Afrimatters of an article that appeared in the March 2017 issue of Afrimatters where Afrimat committed to helping staff reach their fitness goals by sponsoring certain physical events they entered. We still encourage staff to make use of this. Here's a summary of how it works:

Afrimat Sports Sponsorships for staff

If you are participating in an event that requires a certain level of fitness, then we would like to help you with your goal by assisting with your entrance fee, or providing you with Afrimat branded gear, for example cycling or running apparel. This initiative is only for individual sports and not team sports and is subject to application and approval.

All requests should be sent to Tanya Pretorius (tanya.pretorius@afrimat.co.za), and must include a motivation for our team to consider your request. Forms can be obtained from Tanya.

Please see below terms and conditions before applying

- You will be required to write an article (including pictures) for the Afrimatters.
- Please note, it is not a prerequisite that Afrimat automatically pays for sports entries. The employee must apply to marketing for approval.
- This initiative is only available for Afrimat staff, and not for friends and family unless motivated in exceptional circumstances.
- You will only be able to claim for one event per year unless motivated under exceptional circumstances.
- You will be required to participate wearing Afrimat branded clothing.
- Once approved, you may go ahead and pay for your entry and provide Tanya Pretorius with a proof of payment/invoice and confirmation of entry after which Afrimat will reimburse you.

Make 2021 the year to get active, get healthy and reach your fitness goals the fun way. Good luck!

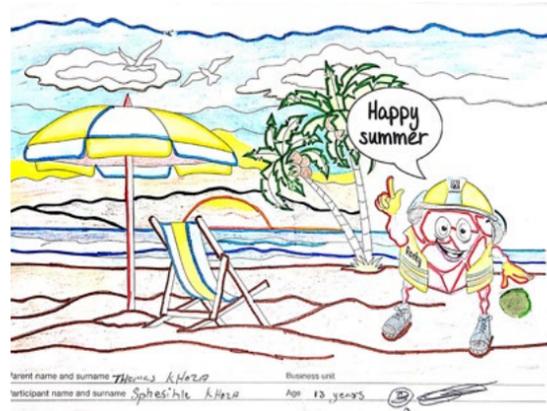
'MAKE 2021 THE YEAR TO GET ACTIVE, GET HEALTHY AND REACH YOUR FITNESS GOALS THE FUN WAY!'

AFRIMAT CONTRACTING INTERNATIONAL

ACI's festive-season health-and-safety drive

LOUISA ROESTOF – HUMAN RESOURCES AND DEVELOPMENT OFFICER – AFRIMAT CONTRACTING INTERNATIONAL

ACI had a health-and-safety colouring competition for our employees' children to take part in over the festive season. In conjunction with the Health and Safety Department, we sent out an information sheet on health and safety tips, as well as financial planning for the 31 000 days of January. Thank you to every child who spoilt us with their beautiful artistic talents and congratulations to the winners. #familymatters



Well done to all the entrants in our colouring competition. We're so proud of you and your amazing skills!



SOCIAL MATTERS

SOCIAL MATTERS

VRYHEID – KWAZULU-NATAL

Movember campaign

REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Monty Coleman, Manager at the Vryheid Quarry, and two senior members of his team, **Cabous Kidson** (Plantsman) and **Hendrik Labuschagne** (Site Mechanic) shaved their beards at the beginning of November 2020, and then let their beards grow until the end of November in an effort to show their commitment to the Movember campaign.



Left to right: Hendrik Labuschagne (Site Mechanic), Cabous Kidson (Plantsman) and Monty Coleman (Vryheid Quarry Manager) at the beginning of November 2020
Left to right: Monty Coleman (Quarry Manager), Cabous Kidson (Plantsman) and Hendrik Labuschagne (Site Mechanic) at the end of November.
(Masks removed briefly for Movember images)

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GROW IT. SHOW IT. OWN IT.

Help raise awareness around men's health issues this Movember.

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





MARBLE HALL, LIMPOPO

Phase 2 of Marble Hall community house-build project underway

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN INTERN

Afrimat Marble Hall is implementing a 45-day community house-build programme, where students receive training in aspects of building like plumbing, painting, bricklaying and carpentry.

This is Marble Hall's first Local Economic Development (LED) project for the 2020-2024 Social and Labour Plan (SLP) cycle.

Phase 1 of the project commenced on 26 October 2020, with Group 1 finishing on 18 December 2020. Phase 2 commenced on 25 January 2021, with Group 2.

Each group consists of eight unemployed young adults from various communities in and around Marble Hall.



Top: Ablution facilities under construction

Above left: Walls being painted inside with construction still underway

Above: Outside laundry room combined with ablution facilities

Left: Students from Group 2 in class

CAPE LIME VREDENDAL

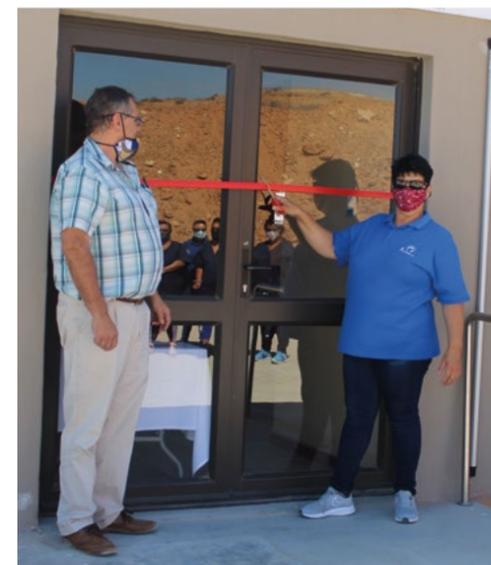
Cape Lime's Local Economic Development (LED) project: Olifantsriver ADP

NOKULUNGA MBONDA – SOCIAL AND LABOUR PLAN OFFICER – WESTERN/EASTERN CAPE

Olifantsriver ADP falls under the Western Cape Association for Persons with Disabilities and provides among others horse therapy at its centre. The organisation services the entire Matzikama Municipality and offers rehabilitation, training, education and empowerment to people living with disabilities as well as their families.

As part of the Local Economic Development (LED) project, Afrimat was approached by the organisation in 2018 to assist in expanding and developing the facility into a more user-friendly and conducive space for the community. The plan was to serve as many of their community beneficiaries as they could reach and provide a user-friendly space for rehabilitation therapy for people living with disabilities. The centre also, as a means to create economic independence for its beneficiaries, needed an upgrade of its arts and crafts training and market centre, to allow for education and integration of the beneficiaries to the community. It was at this time that Afrimat through our Vredendal Quarry became a sponsor for the centre, as it provided a great sustainable way where we could make a lasting contribution to the communities we serve.

The donation was directed towards improving the existing infrastructure and the building of a horse therapy stage that would be easier for people to access. The ground work began as the foundation was laid in 2019, and it took a year of building and commitment to see the project come to life. In July 2020 our work was complete. We were given the opportunity to officially launch the project this year, and we did so with pride and joy on 25 February. It was such a rewarding moment when we saw the impact that the dust in our boots and cracked hands had created and which would be a source of hope for the community of Matzikama.



'WE WERE GIVEN THE OPPORTUNITY TO OFFICIALLY LAUNCH THE PROJECT THIS YEAR, AND WE DID SO WITH PRIDE AND JOY!'

SOCIAL MATTERS

MARBLE HALL LIMPOPO

Refentse Primary School

NALEDI MOSAKU – SOCIAL AND LABOUR PLAN INTERN

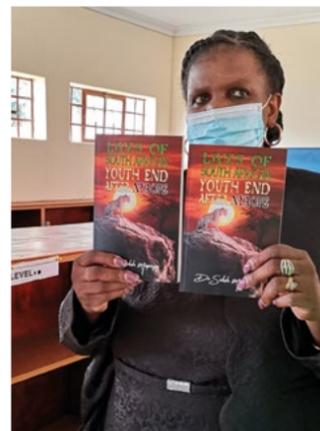
Afrimat Silica Ltd committed to building a brick and mortar library at Refentse Primary School in Mamelodi West as part of their Local Economic Development (LED) project. The total project cost was R948 294.

Refentse Primary School is one of the oldest schools in Mamelodi and is attended by 470 learners. The school was using one of its classrooms as a library which proved uncondusive to the teachers and learners. We began engagement with the school and they told us of their need for a library.

Construction commenced at the end of 2019 and lasted three months. A total of 17 people were hired from the community by the appointed contractor, Triple Weave Construction. On 24 February 2021 the opening ceremony was held at the school with all the necessary stakeholders present to hand over the library to the Department of Education.



'THE SCHOOL WAS USING ONE OF ITS CLASS-ROOMS AS A LIBRARY WHICH PROVED UNCONDUSIVE TO THE TEACHERS AND LEARNERS.'



A new library for the learners and teachers at Refentse Primary School in Mamelodi West

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Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of industrial minerals and construction materials to an assortment of industries across southern Africa.

Its Construction Materials Division includes the provision of aggregates, readymix concrete, bricks and blocks, building lime, roadlime and clinker supplies. Fixed and mobile plants can supply materials on demand. Aggregates cover a wide range of size and technical specifications, with Afrimat's commercial quarries providing the majority of raw materials for concrete and readymix products.

With Afrimat, superior quality and durability is guaranteed. Together with the company's extensive experience nationally and internationally, this consistently high level of service means that for any project, from major state-owned construction projects to smaller private sector contracts, you're in safe hands.

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

CONSTRUCTION MATERIALS	INDUSTRIAL MINERALS	BULK COMMODITIES	CONTRACTING SERVICES
Aggregates	Readymix Concrete	Bricks and Blocks	
Building Lime	Road Lime	Clinker Supplies	



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investing in growth and
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Afrimat Limited is a leading black empowered open pit mining company supplying a broad range of construction materials, industrial minerals, bulk commodities and contracting services to numerous industries across southern Africa. JSE-listed since 2006, Afrimat has established a strong foothold in the construction industry, providing services ranging from major infrastructure and construction projects for the public sector to smaller private sector contracts. With over 50 years' experience, Afrimat is expanding into Africa, extending its client range and diversifying its exposure to infrastructure-related spend.

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



**CONSTRUCTION
MATERIALS**



**INDUSTRIAL
MINERALS**



**BULK
COMMODITIES**



**CONTRACTING
SERVICES**