

AFRIMATTERS



DIVISIONAL MATTERS: DEALING WITH BLACK SWAN EVENTS
HR MATTERS: ACI INTERNS AND LEARNERS EXCEL IN THEIR FIELDS
FINANCE MATTERS: AFRIMAT'S GROWTH THROUGH DIVERSIFICATION

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



**CONSTRUCTION
MATERIALS**



**INDUSTRIAL
MINERALS**



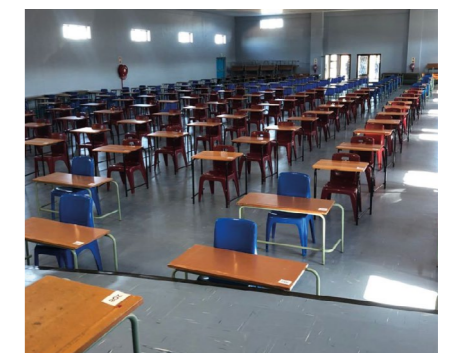
**BULK
COMMODITIES**



**CONTRACTING
SERVICES**

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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 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.

maBx

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	

CEO'S MESSAGE

**Afrimat at work:
Living up to our
motto of consistently
delivering**

I have just had the privilege to present Afrimat's financial results for the 2021 financial year to the investment community. Not only did we achieve the best ever net profit after tax, we also lived up to our motto of consistently delivering by reporting a compound average growth rate of 22% per year in after-tax profit for the 12 years since the international crisis of 2008. To top it all, we ended the year with a virtually debt-free balance sheet. We are truly blessed.

During my interactions with outsiders, I am often asked what it is that makes Afrimat different, and my answer almost always starts with what we believe in.

I believe that our drive to achieve excellence with integrity is a cornerstone on which our people build with determination, persistence and courage. Afrimat is known for its disciplined execution of well thought-through plans, and doing things right with diligence and attention to detail. We make sure that we have the best people by investing in their training and development and we ensure a positive company culture where we can all thrive in an atmosphere of joy and positivity.

Interdependent teamwork is more than a buzzword in our business; it is visible in the enthusiastic support of each other across team boundaries, often leading to exceptional results. I also believe that the active leadership by all senior staff in the organisation is a critical part of our success.

We have so many opportunities to make an impact by living our values and making a difference.

Andries van Heerden
CHIEF EXECUTIVE OFFICER



'INTERDEPENDENT TEAMWORK IS MORE THAN A BUZZWORD IN OUR BUSINESS; IT IS VISIBLE IN THE ENTHUSIASTIC SUPPORT OF EACH OTHER ACROSS TEAM BOUNDARIES, OFTEN LEADING TO EXCEPTIONAL RESULTS.'



SCAN ME

Please scan this QR code to access the Afrimat Annual Financial Statements. See page 4 for instructions on how to use a QR code.

ENGAGE WITH US ON SOCIAL MEDIA

Simply scan the QR code and access our website or follow us on LinkedIn and Twitter

Here's a quick guide on how to scan the QR codes, aimed at all generations.

BABY BOOMERS

You're probably vaguely familiar with QR codes, but here's a quick refresher.

Step 1: Open your camera app on your phone.

Step 2: Point the camera to the QR code and wait for the camera to register it.

You might need to zoom in or focus the camera. Do NOT take a photo.

Just point the camera until it registers the code.

Step 3: Once it registers, you will be prompted by your phone to follow a link. It is quite safe to do so.

Step 4: Enjoy. We are so proud of you for trying something new.

Step 5: Didn't work? Ask a friend (preferably one younger than you).

MILLENNIALS

You probably know what to do already!

Step 1: Open your camera app on your phone.

Step 2: Point the camera at the QR code. You might need to zoom in or focus the camera

Step 3: You will be prompted by your phone to follow a link. Please do so.

Step 4: Done!

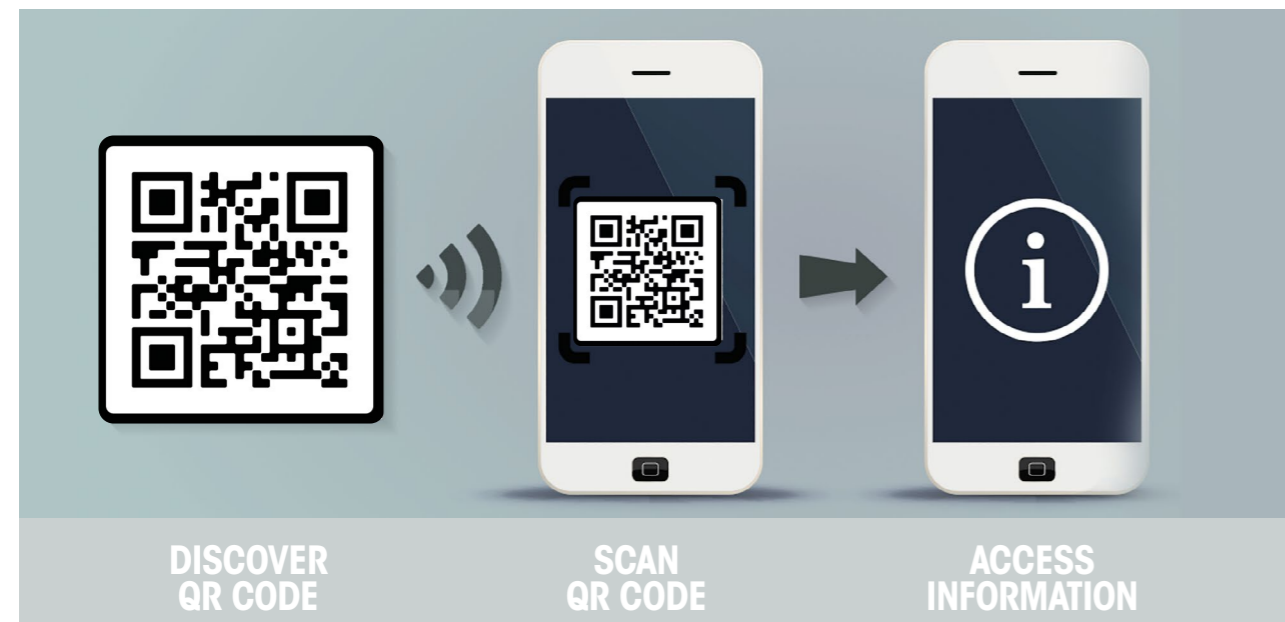
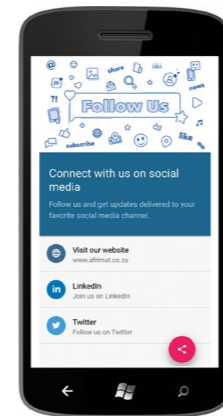
GENERATION Z

QR codes probably seem ancient to you. You are already thinking of a world of holograms where you can watch this video coming out of your phone (and you're probably also wondering why we are even still printing the Afrimatters magazine.)

Step 1: Open your camera app on your phone.

Step 2: Point, scan and click.

Step 3: Done!



FINANCE MATTERS



AFRIMAT LIMITED

Afrimat: Growth through diversification

DIVISION: HEAD OFFICE
CATHARINE BURGER – GROUP FINANCIAL MANAGER

Afrimat has delivered astounding results during a year filled with lockdowns and restrictions related to the Covid-19 pandemic. Revenue rose by 11.8% to R3.7 billion, while operating profit increased by 47.5% to R886.3 million from R601 million.

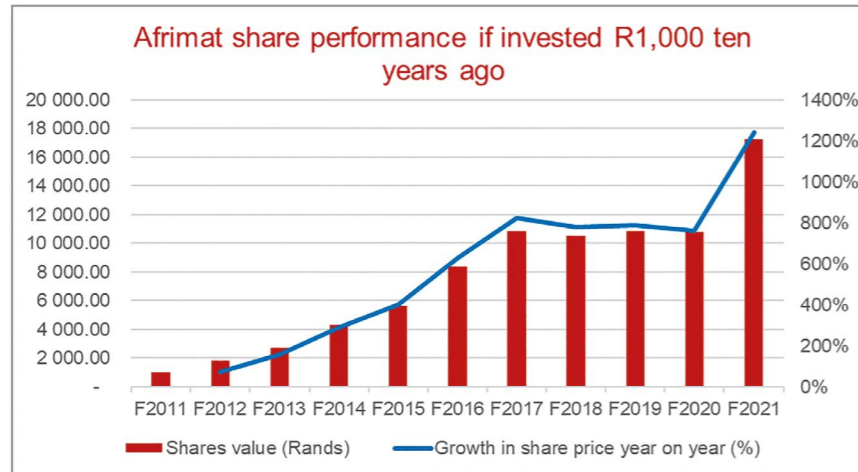
Net cash from operating activities improved by 13.4% to R767.6 million, resulting in an improvement of the group's net debt:equity ratio to 3.8% from 8.2% in the year prior.

As illustrated in the graphs, Afrimat's diversification strategy has been the reason for the tremendous growth over the past 10 years. Every year a comparison on Afrimat's headline earnings per share (HEPS) is made, should it have only continued with its traditional business model (refer to the green line in the graph on the right) versus the actual HEPS achieved year-to-date due to it embarking on its journey of diversification (refer to red line in the graph). Should Afrimat have continued with only the traditional business model, its HEPS for FY2021 would have been close to nil, whereas it now stands at 441.7 cents.

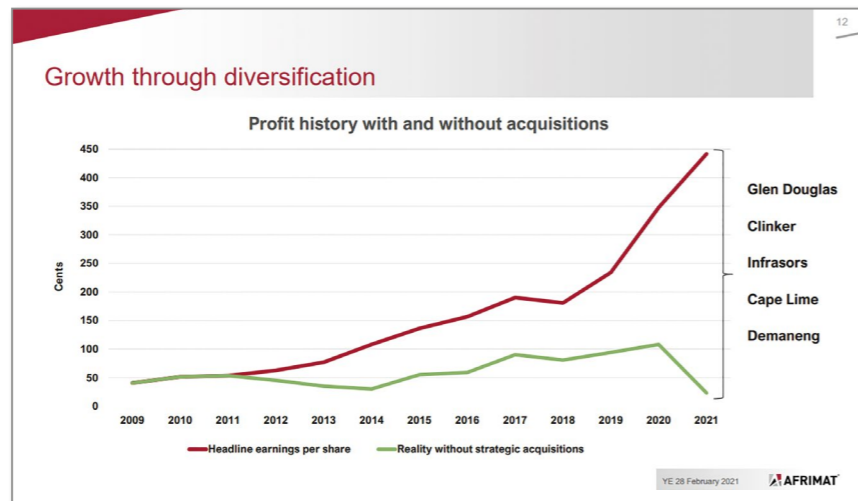
We are excited to see how our results will be affected by the acquisition of Gravenhage in the next year as we further diversify by adding another commodity to our portfolio.

Afrimat shares have also shown exemplary performance over a 10-year period. A calculation was performed on what the share value would have been on 28 February 2021 had you invested R1 000 in Afrimat shares 10 years ago and re-invested the dividends received bi-annually.

The R1 000 would have delivered a compounded annual growth return (CAGR) of 32.9% and the shares would have been worth R17 232 on 28 February 2021.



Afrimat share price



Growth through diversification

'AFRIMAT SHARES HAVE SHOWN EXEMPLARY PERFORMANCE OVER A 10-YEAR PERIOD'

The share price grew an exceptional 1 242% over the 10-year period. Furthermore, headline earnings grew by 729% over the same period.

These results are testimony to a culture of great teamwork and strong leadership.

AFRIMAT LIMITED

Afrimat recognised for excellence in communications and financial reporting

DIVISION: HEAD OFFICE
CATHARINE BURGER – GROUP FINANCIAL MANAGER

Afrimat received recognition by the Investment Analysts Society (IAS) for the fourth time and third year consecutively, in relation to its Integrated Annual Report 2020, for Excellent Communications and Financial Reporting in the Basic Materials Sector.

The IAS represents investment professionals throughout South Africa and regularly canvasses their opinions in determining which public companies they believe have excelled in demonstrating outstanding expertise and transparency in financial disclosure and communications.

Well done to everyone involved!



IAS Award for Excellent Communications and Financial Reporting



**DIVERSIFICATION
DRIVING GROWTH**

Highlights

Operating profit up **47,5%** to R886,3 million

Operating profit margin **24,0%**

Headline earnings per share ('HEPS') up **27,0%** to 441,7 cents

Group revenue up **11,8%** to R3,7 billion

Final dividend per share of **112,0 cents**

Return on net operating assets **34,0%**

Net debt:equity ratio improved from 8,2% to **3,8%**



CONSISTENTLY DELIVERING

Tel +27 21 917 8840
www.afrimat.co.za

max

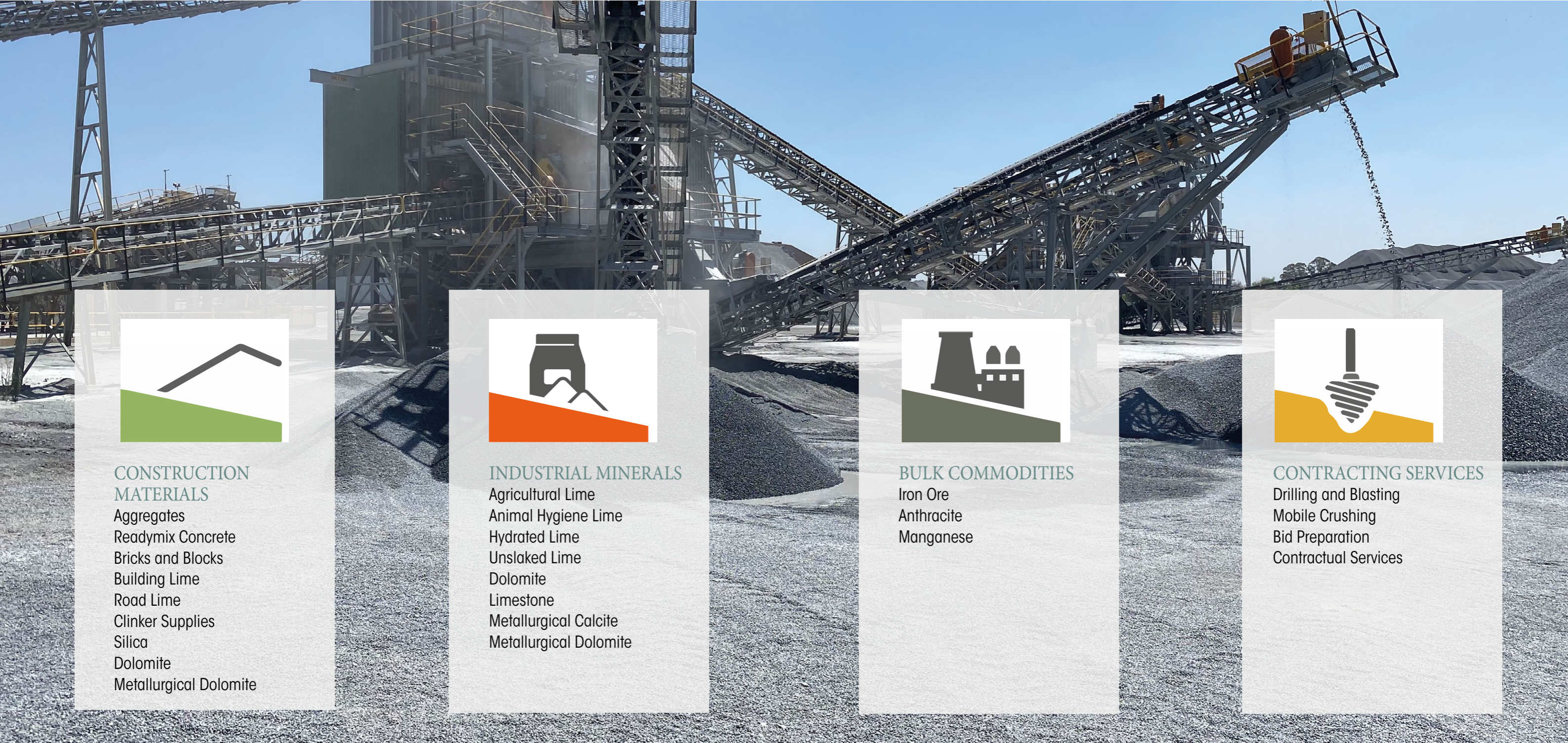
Audited summary consolidated financial statements for the year ended 28 February 2021



DIVISIONAL MATTERS

Our divisions and products supplied

Afrimat supplies a broad range of products ranging from Construction Materials (bricks, blocks, pavers and readymix concrete), Industrial Minerals (lime and lime products) and Bulk Commodities (iron ore, anthracite and manganese). Afrimat has also established a strong foothold in contracting services comprising of mobile crushing, screening, drilling and blasting, and offering flexibility even beyond its fixed areas of operation.



CONSTRUCTION MATERIALS

- Aggregates
- Readymix Concrete
- Bricks and Blocks
- Building Lime
- Road Lime
- Clinker Supplies
- Silica
- Dolomite
- Metallurgical Dolomite



INDUSTRIAL MINERALS

- Agricultural Lime
- Animal Hygiene Lime
- Hydrated Lime
- Unslaked Lime
- Dolomite
- Limestone
- Metallurgical Calcite
- Metallurgical Dolomite



BULK COMMODITIES

- Iron Ore
- Anthracite
- Manganese



CONTRACTING SERVICES

- Drilling and Blasting
- Mobile Crushing
- Bid Preparation
- Contractual Services



AFRIMAT CONTRACTING INTERNATIONAL

Success all around for ACI and the team at Nkomati Anthracite

DIVISION: DRILLING AND BLASTING
BRIAN COGILL – DRILL AND BLAST MANAGER – ACI

At the beginning of March 2021, ACI got the go-ahead to establish operations on site at Nkomati Anthracite. Time was of the essence, as the existing main pit, Madadeni, was flooded in the wake of tropical cyclone Eloise, which wreaked havoc towards the end of January.

In this wonderful industry of ours, there are always obstacles (read: opportunities) that we must tackle when starting a new project as time sensitive as this one.

One of the key highlights during this project was when we got the new D65 drill rig to site from our OEM. This, however, could only happen once we had our CapEx approved for the new financial year and had obtained the necessary permissions to transport explosives and blasting equipment to the new Mangweni Pit in as short a turnaround time as possible.

We also needed qualified people for this project. With the prior drilling and blasting contractor on site entering into business rescue, we interviewed the team that were previously working at Nkomati and managed to employ about 90% of them.

A warm welcome to Pieter de Bruin (Site Manager and Blaster) and his drilling and blasting team. We are proud to have you in the ACI business and look forward to the successes ahead.

With all that being said, I am pleased to say that we managed to get the first box cut blast of 71 000m³ (184 600 tons) off just 18 days later. By the end of March, two blasts were completed and the team ended the month having blasted over 1 36 000m³ (353 600 tons).

The month of April saw some firsts for us as a drilling and blasting division. We pulled off the single largest once-off blast of 1 37 000m³ (356 200 tons) and ended the month with volumes blasted (more than any other D&B operation) of more than 442 000m³ (1 149 200 tons). What an exciting start to this project! Congratulations to all involved.

ACI is grateful for the opportunity to be working with the Nkomati Anthracite team and anticipates making a positive contribution to the Afrimat Group.



D65 drill rig

'ACI IS GRATEFUL FOR THE OPPORTUNITY TO BE WORKING WITH THE NKOMATI ANTHRACITE TEAM AND ANTICIPATES MAKING A POSITIVE CONTRIBUTION TO THE AFRIMAT GROUP.'



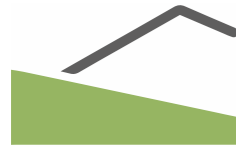
Nkomati's drill-blasting team



DM30 and D65 side by side



Progress as of mid-May



HLUHLUWE READYMIX

Afrimat proudly supplying to new water channel being constructed in Makhathini Flats

DIVISION: CONCRETE PRODUCTS

CHARL CROUS – REGIONAL MARKETING & SALES MANAGER – ZULULAND

Afrimat's Hluhluwe Readymix Concrete Division will be supplying an estimated total volume of 480 cubes of concrete to a local business, Brockwell, which is building a new water channel on the Makhathini Flats about 75km from Hluhluwe.

The channel will be 1km in length, of which we have supplied 198 cubes to date. This new water channel will supply water to the local community who have not previously had any access to water in the area.

We are proud to be part of this project and extend a big thank you to Tammy and her team for their efforts to consistently supply.

'THIS NEW WATER CHANNEL WILL SUPPLY WATER TO THE LOCAL COMMUNITY WHO HAVE NOT PREVIOUSLY HAD ANY ACCESS TO WATER IN THE AREA.'

New water channel for Makhathini Flats underway





AFRIMAT

Afrimat and the Black Swans

DIVISION: BULK COMMODITIES
GERHARD ODENDAAL – MD – BULK COMMODITIES

What is a black swan event?

In the last 18 months the world and, by default, companies like Afrimat have been subjected to major black swan events.

Nassim Nicholas Taleb is the author of *Fooled by Randomness*, in which he coins the term 'black swan event'. A black swan event has the following definable attributes:

1. An event that is totally unpredictable and of extreme rarity.
2. An event that results in severe and widespread consequences.
3. After the occurrence of a black swan event, people will rationalise the event as having been predictable (known as the hindsight bias).

Black swan events are furthermore classified as either positive or negative, depending on the final outcome for the organisation or broader community affected.

The most recognisable event in recent times that represents a true black swan would be the Covid-19 pandemic that struck the world in February 2020.

When we review specific events that had a direct and severe impact on Afrimat, we recognise Covid-19 as probably the most prominent. Just about all Afrimat's mining operations and trade ability stopped, save for one or two. The hard lockdown period and slow recovery remain fresh in our memories.

Afrimat's own black swans

Scaling back a notch to organisational level, there are also black swans that recently affected the operations, success and progress of Afrimat in a significant way.

The Jihadist terrorist attacks of 24 March in Palma, Mozambique, and the February flooding of the Nkomati Anthracite mine pit after Cyclone Eloise sit centre in our minds and caused or were to cause dire consequences for Afrimat. Both these events are unambiguously classified as negative black swans and made a significant negative financial impact on Afrimat.



The abandoned Afrimat project quarry serving the TOTAL LNG Project near Palma in Mozambique



The main pit at Nkomati shortly after being flooded with 5.5 million cubic metres of water

'NO ONE CAN PRACTISE OR PREPARE FOR CALAMITOUS EVENTS BUT A WELL-DEVELOPED AND SERVIENT COMPANY CULTURE ALLOWED OUR ORGANISATION TO STEP UP AND FACE THE CRISIS HEAD ON!'

The loss of lives and severe trauma caused to staff while their lives were in imminent danger during the Palma terrorist attacks by far outweigh the financial effects.

The abrupt halt of any and all income-generating operations when the main pit flooded at Nkomati Anthracite mine exponentially compounded the challenge and effort of managing a business not yet out of business rescue.

The fact that both these events occurred in the same time frame asked even more difficult questions of the management teams that had to deal with them, but we can conclude that despite the depth of these crises, exemplary responses and acts of valour were clearly identified in the thick of things. May we not only recognise the individuals who managed through these times but let us understand how the Afrimat culture and resilience have proven their worth. Teamwork, trust and accountability were the values we had to rely on extensively.

No one can practise or prepare for calamitous events but a well-developed and servient company culture allowed our organisation to step up and face the crisis head on. A healthy balance sheet that stems from prudent and responsible decision-making certainly carried Afrimat through the financial woes created by these events when many others faced a severe liquidity crisis. From being able to pay all employees their wages and salaries right through the lockdown periods to absorbing the loss of income and carrying huge investment costs in the operations where cost recovery has been delayed indefinitely speaks to a company that might not have practised for any specific black swan event, but certainly is prepared for disasters of varying proportions.

When a black swan turns into a white swan

As tough as the effects of Covid-19 were on South Africa and Afrimat, we could count ourselves as fortunate when we stood back and reviewed Afrimat's 2021 financial year-end results. The effects of the massive Chinese stimulus to recover and kickstart their economy after Covid-19 doubled up to favour Afrimat's diversification strategy.

Not only did the commodity prices achieve record highs thus boosting Afrimat's income, but the Rand weakened in the wake of the Covid-19 pandemic, which earned us up to R18 to \$US1 in exports, providing a double whammy for income generation.

Dealing with black swans in the future

Testing a company's resilience and observing how it deals with crisis events also provide lessons for the future. Afrimat can stand back and enjoy the comfort its balance sheet afforded it in dealing with the first effects of cash liquidity. A weak position with insurance cover and dealing effectively with insurance claims, however, are areas where we can improve. Having comprehensive insurance and being a fully paid-up customer does not necessarily guarantee a successful claim for loss.

Fine print and opportunistic interpretation by the insurance companies will, in most cases, lead to a refuted claim or unsatisfactory settlement. The investment in an expert claims consultant and insurance consultant from the outset can go a long way to eliminate these problems.

The value of diversification can never be overstated

The contemporary examples in Afrimat speak to this principle. While the Anthracite and Mozambique operations came to a complete standstill, the traditional businesses fired on all cylinders and virtually covered all the ill effects of these demises.

Keeping a cool head and clear focus during a crisis

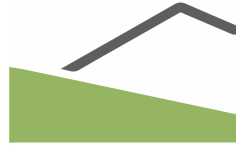
The Afrimat Covid-19 War Room served to create calm and a well-designed action plan, minimizing damage and keeping the organisation well informed while creating a safe space and environment for those who were required to resume work and generate much-needed value creation.

Recognising and celebrating small victories

While navigating uncertainty and working through a tough and slow recovery plan, it became necessary to not be dragged down by the magnitude of the disaster. Instead, the focus was on breaking up the recovery plan into smaller chunks where interim goals were achieved and success easily recognised.

Remaining nimble and supple as an organisation

This is vital in order to change direction quickly and effectively when required to do so. An efficient brain-storming session can guide the way on how to handle a crisis but the agility of the organisation to respond accordingly is much deeper rooted and developed long before the crisis event. Let us recognise Afrimat and its adopted mobility in strategic direction and nurture this trait for future black swan events.



DE KOP QUARRY, WESTERN CAPE

De Kop Quarry excels with delivery to the WCDM resurfacing road project

DIVISION: CONSTRUCTION MATERIALS
MALCOLM KNIPE – SALES MANAGER – WESTERN CAPE AGGREGATES

Towards the end of 2019, the West Coast District Municipality (WCDM) advertised a tender for the supply of 350 000 tons of road-building material for the upgrading of the 18km gravel road between Stompneusbaai and Vredenburg on the West Coast.

The road would be upgraded to a surfaced road. Afrimat was awarded the material supply contract to the value of R45 million in February 2020.

Material quantities required for this project:

- G9: 75 000 tons
- G7: 70 000 tons
- G5: 150 000 tons
- G2: 70 000 tons

With the lockdown slowing progress, we could only start supplying late in 2020. The rush was then on to deliver the materials to WCDM’s on-site stockpile area in order for them to meet their financial obligations before government’s year end in March 2021.

We managed to supply about 80 000 tons of subbase and basecourse and about 30 000 tons of G9/G7 in that period.

In contrast to the negative effects that Covid-19 has had on numerous businesses, this contract and two other road contracts we’re supplying to in the area ensured that De Kop Quarry achieved its highest sales since inception in 2007, ie just short of 80 000 tons for the month of March 2021.

All credit must go to Alastair Govindasamy, who retired in March after 14 years as Quarry Manager, for leaving a legacy of high-volume outputs from this relatively small operation.

When new Quarry Manager Buntu Balintulo started in March, he had to work tremendously hard to meet the high production demand. But Buntu outdid himself, as shown with March reflecting record sales for De Kop.

To date, 4km of the 18km road contract have been completed to basecourse stage, leaving another two years of material supply for Afrimat.

The passion, effort and drive of the De Kop team to meet the high demand in sales on the West Coast is to be commended.

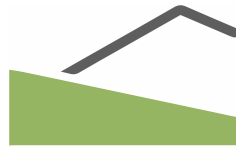
Here’s looking forward to many more years of Afrimat’s consistent delivery in this area.

The WCDM team includes: Dana van der Westhuizen, Roads Engineer; Grant Wentzel, Contracts Manager; and Maxin Le Fleur, Site Manager.



‘THIS CONTRACT AND TWO OTHER ROAD CONTRACTS WE’RE SUPPLYING TO IN THE AREA ENSURED THAT DE KOP QUARRY ACHIEVED ITS HIGHEST SALES SINCE INCEPTION IN 2007.’





GLEN DOUGLAS DOLOMITE

Afrimat aggregate supply to R42 road rehabilitation project

DIVISION: CONSTRUCTION MATERIALS
KALAY NAIDOO – SALES REPRESENTATIVE – MULTI PRODUCTS

Glen Douglas Dolomite is supplying a multitude of aggregates for the rehabilitation of Road P156/3 (R42) from P155/1 to D2563 for a distance of 5.81km. We commenced with supply in January 2021 and will continue until the end of September 2021.

PROJECT DETAILS:

- Client:** Gauteng Department of Roads and Transport
Reason for upgrade: Failure of underlying layers due to sub-surface water
Main contractor: Actophambili Roads
SMME: Busi Trading and Projects
- Total quantities required:**
- Insitu Roadbed: 12 000m³
 - Lower Selected: 12 000m³
 - Upper Selected: 11 900m³
 - Stabilized sub-base (C4): 15 000m³
 - 40mm medium asphalt: 7 100 tons
 - 5 800m x 3m sidewalk with 60mm interlocking pavers
 - 5 800m Fig 3 kerbs
 - 600m v drain
 - Gabions 76m³
 - Road signs and road markings

All work will be done by Local SMMEs, 1 – 2 CE, except for earthworks and asphalt supply that is undertaken by Actophambili Roads and Actophambili Asphalt.



R42 road rehabilitation project





CAPE LIME VREDENDAL

Cape Lime Vredendal promotes the Afrimat Way with monthly chicken parade

DIVISION: INDUSTRIAL MINERALS
NATASHA MOUTON – OPERATIONS MANAGER – CAPE LIME VREDENDAL

When it's time for the monthly chicken parade, it is always inspiring to see who turns up to help pick up garbage.

The Cape Lime team has been doing this on a monthly basis for over a year and it not only keeps our site clean and tidy, but also promotes team interaction and a shared motivation.

Our aim is to create a culture where we are proud of our place of work. This initiative also aligns with The Afrimat Way, where we have a winning attitude, great teamwork, build on important relationships and create a caring environment.

This is not possible without humility and belief. Cape Lime Vredendal is blessed with awesome employees who take time from their busy schedule to work towards a common goal. Well done, team!

'CAPE LIME VREDENDAL IS BLESSED WITH AWESOME EMPLOYEES WHO TAKE TIME FROM THEIR BUSY SCHEDULE TO WORK TOWARDS A COMMON GOAL.'



Cape Lime's monthly chicken parade



CAPE LIME VREDENDAL

Cape Lime invests in new PPE to enhance site visibility

DIVISION: INDUSTRIAL MINERALS
NATASHA MOUTON – OPERATIONS MANAGER – CAPE LIME VREDENDAL

The Cape Lime Vredendal team recently revamped their PPE to improve both on-site visibility and company reputation.

In the photos our teams are proudly seen wearing their new reflective shirts.



Mining team



Production and engineering teams (masks temporarily removed for photo)



AFRIMAT DEMANENG

Afrimat Demaneng successfully introduce access control and clocking system at mine entrances

DIVISION: BULK COMMODITIES
JOHANN HEINLEIN – HR MANAGER – DEMANENG

The clocking-in of all employees and contractors at the mine entrances when arriving and departing from work was successfully introduced at Demaneng.

The process involves fingerprint clocking-in on static electronic clocking mechanisms at turnstiles, and on mobile mechanisms for drivers of vehicles. Hand-sanitizing is compulsory during the process.

The implementation of this process insures effective access control and time-keeping, which are electronically captured and monitored on a daily and ongoing basis. The electronic clocking-in mechanism is also used to provide messages to employees in the event of employment contracts expiring or medicals expiring, and so on.

As the Demaneng mine is the first site to introduce this system successfully, we are very proud of our teamwork in achieving this milestone within the Afrimat Group.

Management wishes to thank all involved with the successful implementation of the system, as well as all employees, contractors and security officials, for their full co-operation and dedication to make this great achievement a reality.

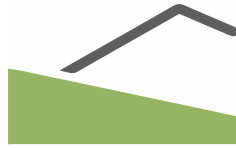


'WE ARE VERY PROUD OF OUR TEAMWORK IN ACHIEVING THIS MILESTONE WITHIN THE AFRIMAT GROUP.'



Demaneng's various clocking-in systems





HARRISMITH AFRIMAT CONCRETE PRODUCTS

Harrismith ACP incentivises cash customers with T-shirt campaign

DIVISION: CONSTRUCTION MATERIALS
ANDRE KRUGER – MANAGER – HARRISMITH ACP

David Monareng, my workshop assistant, recently suggested that we should incentivise cash customers (not hardware) who buy eight or more pallets of bricks, blocks or pavers with a gift to increase our sales.

The team decided to go ahead with David's initiative by incentivising customers with a free T-shirt for every eight pallets bought.

As this was David's initiative, the team decided that it was only right that he receive the first T-shirt. Well done, David!



David Monareng models the T-shirt being given to clients as part of the incentivisation campaign

LYTTTELTON DOLOMITE

Selected dump rock used for private landscaping project in Bronkhorstbaai

DIVISION: CONSTRUCTION MATERIALS
PAUL BOTHA – KEY ACCOUNTS MANAGER – LYTTTELTON

This private landscaping project in Bronkhorstbaai (in Bronkhorstspuit) used approximately 30 tons of selected dump rock supplied by Afrimat Lyttelton Dolomite Mine.



Selected dump rock was used in the landscaping of this Bronkhorstbaai home



CAPE LIME

Home renovated in Constantia using a cement-free approach

DIVISION: INDUSTRIAL MINERALS
BOSHOFF MULLER – FORMER MARKETING AND SALES MANAGER – CAPE LIME

A cement-free approach was used for this home renovation in Constantia, where Cape Lime CLC building lime was used.

CLC is used due to its:

- Superior quality and cost-effectiveness: CLC adapts to all climates, is weather-resistant, and limits damage caused by moisture and cracking. This directly influences costs as less maintenance is required, and it can be applied faster.
- Lasting durability: CLC is less susceptible to hairline cracks and fractures and strengthens over time.
- Exceptional workability: CLC's enhanced durability ensures easy application and fills the voids and cracks.



This Constantia home was successfully renovated using CLC building lime

CLINKER SUPPLIES



SUBSIDIARY OF



Clinker is a lightweight boiler ash aggregate with a high alumina content.

Clinker sand is processed for use in precast masonry units to comply with SANS794 pertaining to soundness, shrinkage, and chemical requirements. CLS clinker sand also classifies as a G6 material.

- ▶ Loss on ignition < 25%
- ▶ Total sulphur < 2%
- ▶ Sulphur trioxide < 1%

Our main product is – 13mm clinker sand, manufactured to fall within the following specifications:

Size (mm)	19	13.2	9.5	6.7	4.75	2.36	1.18	0.6	0.3	0.15	0.75
Max % Passing	100	100	99	94	85	65	48	36	26	16	10
Min % Passing	100	90	75	67	59	39	27	18	9	4	2

Our fixed plants

- ▶ We have two operating sites. One in Emfuleni (near Vereeniging) 26°42'10.1"S 27°55'17.9"E and one in Vierfontein (near Orkney) 27°06'19.82"S 26°47'25.37"E
- ▶ Buy directly from us.

Coarse product available as per customer specification.

Please contact us to enquire

Magda de Bruyn

Cell: 082 454 6068

Email: magda.debruyn@afrimat.co.za

www.afrimat.co.za

max



HR MATTERS

Cape Lime Vredendal sees first female completing Fitting and Machining Apprenticeship

CAPE LIME VREDENDAL

DIVISION: INDUSTRIAL MINERALS
SEMONTIA BEUKES – ADMIN: HR AND RECEPTIONIST

Congratulations to **Pumela Dalasile** for being the first female to complete her Fitting and Machining Apprenticeship at Cape Lime on 29 April 2021.

Pumela started at Cape Lime Vredendal in 2017 and shared the following message: 'When I started with the apprenticeship, I didn't know if I was going to be able to finish it, but thanks to the Engineering team at Vredendal, I ended up loving the mining industry and I am grateful for that. I am proud to be part of the group of women who is slowly making a mark in the mining industry. I am very excited about my future and would like to thank Cape Lime Vredendal and Afrimat for this great opportunity.'

We wish Pumela all of the best with her future!

'THANKS TO THE ENGINEERING TEAM AT VREDENDAL, I ENDED UP LOVING THE MINING INDUSTRY!'



Pumela Dalasile

Head Office welcomes new receptionist and new executive assistant

AFRIMAT TYGER VALLEY

DIVISION: HEAD OFFICE
NATASHA ABRAHAMS – FORMER HR OFFICER – ASS AND AMS

We would like to welcome **Tracy Howard**, who joined the Afrimat family on 23 March as the new Receptionist at our Head Office in Tyger Valley.

Tell us something about yourself?

I am a second-year student studying Christian Ministry to become a Pastor. My passion is working in women's ministry and doing outreach work.

What do you love about Afrimat?

I love the professionalism and warmth exhibited by everyone at Afrimat, and the fact the values are truly lived. It's an absolute blessing to be part of the team.

A warm welcome to **Reneé Botha**, who will fulfil the position of Executive Assistant to the CFO and Executive Director for HR and Sustainability.

Where were you before joining Afrimat?

I worked at Keyter Rech Investor Solutions as an Investor Relations Assistant.

What are you hoping to add to the position?

I hope to make a difference and to add value to the Afrimat team.

What are your interests?

Gardening, definitely, and, if there is time, sewing, crochet and reading.

What do you do for fun?

I like to be outdoors and enjoying nature.

What is your favourite quote about life?

Life is fragile, handle with prayer.

'I LOVE THE PROFESSIONALISM AND WARMTH EXHIBITED BY EVERYONE AT AFRIMAT, AND THE FACT THE VALUES ARE TRULY LIVED!'



Tracy Howard

'I HOPE TO MAKE A DIFFERENCE AND TO ADD VALUE TO THE AFRIMAT TEAM!'



Reneé Botha

Thank you for 47 years of service

SA BLOCK

DIVISION: ENGINEERING AND MAINTENANCE
PIETER STAPELBERG – WORKSHOP MANAGER – SA BLOCK AND CLINKER SUPPLIES

Mr Makson Maluleke started with SA block on 27 August 1974 as a general worker under JB Pfeiffer, the founder of SA Block. In the years that followed, he worked himself up to become a fully qualified Welder.

He served Clinker Supplies and SA Block diligently and was a valuable member of the site maintenance team, until his retirement on 30 April 2021.

His loyalty and dedication to his job and his responsibilities, and to our workshop team during his 47 years with the business will be sorely missed.

We wish him a happy retirement and a good rest during his golden years.



Makson's 'Thank you' cake



Makson with his gifts, including the braai the team built for him

ACI interns and learners excel in their fields

AFRIMAT CONTRACTING INTERNATIONAL

DIVISION: CONTRACTING SERVICES

LOUISA ROESTOF – HUMAN RESOURCES AND DEVELOPMENT OFFICER – ACI

ACI would like to welcome the following interns:

Malikah Anthony – Finance Intern – Worcester

Malikah commenced with her internship on 6 January 2021 in the Finance Department at the Worcester offices. She obtained her Accounting Certificate from the Cape Peninsula University of Technology in 2020 and is currently continuing her studies.

Nomfundo Seroka – Mechanical Intern – Hartebeesfontein

Nomfundo commenced with her Internship at Hartebeesfontein Quarry in 2020 and was transferred to the Dingwell Quarry to obtain extensive experience in the crushing plant. Nomfundo received her National Diploma in Mechanical Engineering from the Vaal University of Technology and is currently studying towards her Bachelor's Degree in Mechanical Engineering.

Xolani Sandleni – Mechanical Intern – Dingwell

Xolani got his National Diploma in Mechanical Engineering from the University of Johannesburg. He was part of the Dingwell Quarry team and is currently under Quarry Manager, Leonard Makola's mentorship.

ACI would like to congratulate our in-service training students who did their P1 and P2 during 2020 and joined the ACI Mechanical Intern team in 2021:

Mbulelo Dlodlo – Mechanical Intern – Selene Mobiles

In 2020 Mbulelo became part of the ACI team as an In-service Training Student to enable him to receive his qualification in Mechanical Engineering. During this time, he received his qualification and is now working for our mobile crushing team at Selene Mine under the mentorship of Isaac Mphabanshi.

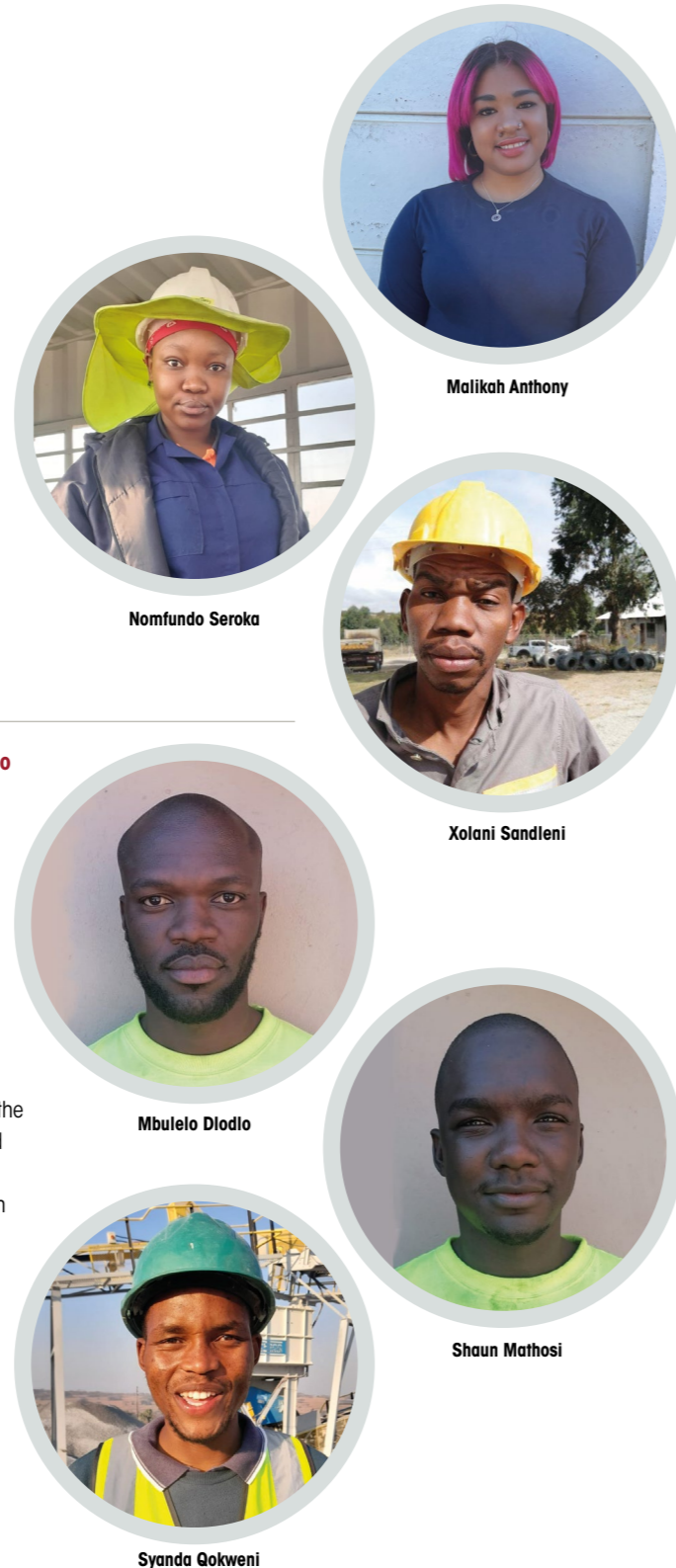
Shaun Mathosi – Mechanical Intern – Selene Mobiles

Shaun started his journey with ACI as an In-service Trainee in 2020 at the ACI workshop, under the mentorship of Chris Meintjies. Shaun received his qualification in Mechanical Engineering early in 2021 and has been transferred to our mobile crushing team at Selene mine to obtain experience in the crushing environment.

Syanda Qokweni – Mechanical Intern – Dingwell

Syanda was part of the construction of the new plant at the Dingwell Quarry during his in-service training in 2020. He worked under the mentorship of Igna Ferreira and obtained his qualification during this time. Syanda is now working as a Mechanical Intern at the Dingwell Quarry under the leadership of the Quarry Manager, Leonard Makola.

ACI is looking forward to the future development of our interns and the contribution they will make to our quarries.



ACI would like to welcome the following employees as our learners of 2021:

Ishmael Mapea – Mechanical Learnership – Workshop

Ishmael started his journey with ACI in October 2019 as a General Worker and Cleaner at the ACI Workshop. He obtained his N1 – N4 qualification in his private time to ensure a brighter future for himself. Ishmael made sure that he gained as much knowledge and maintenance exposure as possible and through his active participation, talents and passion for his work received recognition by his colleagues and the Maintenance Foreman. Ishmael started his Mechanical Learnership with the Artisan Training Institute (ATI) at the beginning of this year. Well done, Ishmael, and good luck!



Ishmael Mapea

Derrik Thwala – Mechanical Learnership – Dingwell

Derrik started with ACI in February 2018 and has been very determined to enhance his skills and development. He commenced with his Mechanical Learnership at the Artisan Training Institute and is already planning to continue with his Electrical Learnership after the completion of his mechanical studies.



Derrik Thwala

Thandeka Ndlela – Boilermaking Learnership – Dingwell

Thandeka started at ACI in November 2020 and is currently attending the Artisan Training Institute as a Boilermaker Learner. She is working under the mentorship of Martin Skosana.



Thandeka Ndlela

ACI would like to welcome the following employee as an In-service Trainee of 2021:

Desiree Tshabalala – In-service Trainee – Dingwell

Desiree was one of our bursary candidates during 2020. She started her ACI journey at our Dingwell Quarry as an In-service Trainee, and is currently working under the mentorship of Leonard Makola.



Desiree Tshabalala

ACI would like to congratulate these learners of 2020 with their full-time employment.

We wish you all of the best with your journey in Afrimat:

Martin Skosana – Junior Boilermaker – Dingwell Quarry

Rethabile Makgareetse – Junior Mechanic – Dingwell Quarry



Martin Skosana



Rethabile Makgareetse

Glen Douglas Dolomite hosts Afrimat's Construction Materials Cluster Workshop

GLEN DOUGLAS DOLOMITE

DIVISION: CONSTRUCTION MATERIALS
TANYA PRETORIUS – MARKETING OFFICER

On 7 April 2021, Glen Douglas Dolomite hosted the Afrimat Construction Materials Cluster Workshop. The purpose of the workshop was to facilitate interaction between the various members of each construction materials cluster, and to provide a platform where ideas and success stories could be shared while developing a closer working relationship. The workshop will be hosted twice a year, with the next one scheduled for August.

During the workshop, two topics were covered:

1. How to develop a large-scale project tender and pricing strategy.
2. How the National Marketing Department can support various units with their marketing and branding initiatives.

Developing a large-scale project tender and pricing strategy

Delegates received a case study, which required that they price a tender project from an actual Afrimat operation to a specific location and include pricing for aggregates, readymix concrete and precast products.

This pricing strategy had to take into consideration actual data, including production capacities and sales volumes of our own operation and that of our competitors. Delegates were then divided into three groups, and each group was required to develop its own pricing strategy for the various products required, and thereafter present their rates.

National marketing and branding initiatives

We ended the day off with a presentation on how the National Marketing Department can assist each business unit with executing their marketing and branding strategies for the year.

We have developed an Afrimat Marketing and Branding Catalogue, filled with ideas and opportunities, from which sales teams can select an idea or multiple ideas to incorporate into their marketing and branding strategy for the year.

The aim is to fulfil a supporting and facilitating role from National Marketing to the different business units and to further enhance synergies between business units, as each successful idea could be shared with other business units across the country.



Branded hand-sanitizer, pens and notepads were supplied



Commercial Manager for Western Cape Bevin Cornelius presenting (masks were removed for discussion purposes)



The Afrimat Way



The workshop setup in the Glen Douglas recreational centre

Farewell to Afrimat

AFRIMAT SHARED SERVICES

DIVISION: SHARED SERVICES
DR JAN VAN HEERDEN – CORPORATE CONSULTANT (BUSINESS STRATEGY) – SHARED SERVICES

I thank God for everyone at Afrimat who has had a positive impact on my life during the past 15 years. May you who remain within the business still experience many blessed years at Afrimat.

After 50 years, I decided on 1 March 2021 to enter the final season of my life, which I am calling the season of active redeployment. I want this season to be of special significance in my life and will use my talents and time to be of service to others.

The question remains whether our life is successful or significant? One may find truths from some phrases quoted from 'The Night the Rabbit Broke Down' by Bob Buford:

Yecch! Is this what I've been chasing all these years? Surely this isn't it!

...
The race itself was the thing. The hot pursuit that has given form and forward momentum to day after day.

...
Another season, another race, another chance to win, a plane to catch, a pitch to make, people to impress, a risk to take. Another rabbit to chase, another trophy to win, it's all momentum! But what if the rabbit breaks down? then what? then what?

...
Silence... and God who inhabits the silence... God who has been there all along. God, help me I pray. Give me another rabbit to chase, ... Give me a rabbit that's worth chasing!

'I WANT THIS SEASON TO BE OF SPECIAL SIGNIFICANCE IN MY LIFE ... TO BE OF SERVICE TO OTHERS.'

Newborns

GLEN DOUGLAS DOLOMITE

DIVISION: HR MATTERS
SONJA KLEYNHANS – SENIOR HR OFFICER – GLEN DOUGLAS, SA BLOCK & CLINKER SUPPLIES

Baby Khwezi Tihonolofatso born 8 April 2021. Son of Glen Douglas Plant Foreman, Siphon Dlangamandla.

Baby Pelo Khotso Mocheta born 14 April 2021. Son of Glen Douglas HR Officer, Florence Mocheta



Baby Pelo Khotso Mocheta



Baby Khwezi Tihonolofatso

AAO Worcester supports awareness drive for Prader-Willi Syndrome

AFRIMAT AGGREGATE OPERATIONS, WORCESTER

DIVISION: CONSTRUCTION MATERIALS
MARNA STRYDOM – OFFICE ASSISTANT – AFRIMAT AGGREGATE OPERATIONS, WORCESTER

On 28 May, the AAO Worcester office supported the awareness drive for Prader-Willi Syndrome on PWS Awareness Day by dressing in orange.

By doing so, we are creating awareness of Prader-Willi Syndrome and showing our support of our colleague, Bevin Cornelius, from the Tyger Valley office and his son, Jody, who has Prader-Willi Syndrome.

We encourage our colleagues to learn more about Prader-Willi Syndrome here: <https://www.fpwr.org/about-prader-willi-syndrome>



AAO Worcester supports awareness drive for Prader-Willi Syndrome

ACI proudly promotes skills and competence through AET

AFRIMAT CONTRACTING INTERNATIONAL

DIVISION: CONTRACTING SERVICES
 LOUISA ROESTOF – HUMAN RESOURCES AND DEVELOPMENT OFFICER – ACI

One of the key elements informing The Afrimat Way, is the development of skills and competence. The team at Afrimat Contracting International (ACI) believes that developing the skills and competence of our employees is necessary for them to excel in their careers while also adhering to our Social and Labour Plan commitments. Employees are therefore given the opportunity to enroll for Adult Education Training (AET) Programmes.

We are immensely proud of each employee who recently passed their exams and we wish them the best for their exams at the end of the year.

Dingwell Quarry

- Elija Malumane** – passed AET Numeracy Level 1
- Vusi M Madonsela** – passed AET Numeracy Level 2
- Tsepo Maseko** – passed AET Numeracy Level 2
- James Ngwenya** – passed PRE-AET
- Colane Nkosi** – passed PRE-AET

'ACI BELIEVES THAT DEVELOPING THE SKILLS AND COMPETENCE OF OUR EMPLOYEES IS NECESSARY FOR THEM TO EXCEL IN THEIR CAREERS.'



Elija, Vusi, Tsepo, James and Colane

Hartebeesfontein Quarry

The following employees passed their AET Communication Level 4 with excellent results:

- Katishi Cedric Makhubedu**
- Lebohang Selby Skhosana**
- Lazarus Shadrack Tlou**



Katishi Cedric Makhubedu



Lebohang Selby Skhosana



Lazarus Shadrack Tlou

New Plantsman joins Ladysmith Quarry

AFRIMAT KZN AND FREE STATE REGIONS

DIVISION: CONSTRUCTION MATERIALS
 REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

Martin Lombard joined the team at the Ladysmith Quarry on 1 June 2021 as Plantsman. He is married to Sanieta and they are blessed with twins (daughter and son), who are 21 years old. As part of his prior experience, Martin worked for Quarry and Mining Group Holdings (Pty) Limited for 17 years. He has also worked in Botswana, the Democratic Republic of Congo and Ghana. Martin's hobbies include hunting, fishing and horseback riding.

We welcome Martin to the Afrimat family and wish him success in his career.



Martin Lombard

Understanding the principles of effective communication

AFRIMAT ORGANISATIONAL DEVELOPMENT

DIVISION: ORGANISATIONAL DEVELOPMENT / INNOCENTHIA MOGOTSI – ORGANISATIONAL DEVELOPMENT OFFICER – AFRIMAT SHARED SERVICES

Communication is such a common part of our existence, that we sometimes tend to overlook basic principles that help us communicate effectively. It is a key tool. Just like any other tool that we use in our business, not maintaining or effectively using communication can have negative effects on our operations. On the other hand, the effective use of communication helps us perform optimally and creates an enjoyable work environment for us all. Here are a few practical tips that we should all remember when delivering a message.

'THE EFFECTIVE USE OF COMMUNICATION HELPS US PERFORM OPTIMALLY AND CREATES AN ENJOYABLE WORK ENVIRONMENT.'

MESSAGE DELIVERY TOOLS



Audience check: All relevant people must be included or have access to the information being shared. Know your audience in terms of individual differences / diversity to make sure that the message is appropriately packaged.



Clarity of the message: Avoid using technical terms that may not be understood by your audience. Test the audience's message by asking questions such as "Does that make sense?" "Do you have any questions?" "Please let me know if you are unsure?" For the purpose of better understanding across audience, please provide translation where needed.



Clarify the importance of the message: Help the audience understand the importance of the message as well as the impact that the message has on the person's role and the broader organisation. Do not forget to communicate the purpose of the message, the "WHY".



Delivery approach: Be mindful of the approach used to deliver a message; make sure that the tone, body language and choice of words used are reflective of the message content.



Be open to feedback: Communication is a two way street. As a communicator, be open to receive feedback from your audience. Listen before you react. Allowing feedback gives you an opportunity to test your audience's understanding and to clarify misunderstandings.



Close off the discussion: End off the discussion in a manner that allows the recipient to feel safe enough to talk to you again. For example, "Thank you so much for your time, please feel free to ask anything about today's session, my door is open."

Proudly team Afrimat in KZN and the Free State

AFRIMAT KZN AND FREE STATE REGIONS

DIVISION: CONSTRUCTION MATERIALS
REGINALD GWALA – HR MANAGER – KZN/FREE STATE REGION

I asked some of my colleagues the question: 'What makes you proud to be part of team Afrimat?' They had the following to share:

'I identify with all of the Afrimat values – trust, accountability, integrity, teamwork, respect, safety and customer satisfaction – not just at work, but also at home. At work, I see my colleagues as my biggest support system and as brothers and sisters, and at home, I teach these values to my nine children. I started with Afrimat in 2003 as a Molding Operator and now work as a Truck Conductor at our Vryheid ACP branch. Through my work as a Truck Conductor, I have been to all of our sites in the KZN and Free State regions. I am proud to be part of team Afrimat and wish the company nothing but success, because it is through my employment with the company that I can continue to support my family.'

Sibusiso Zithulele Sibiya



Sibusiso Zithulele Sibiya

'I am an avid Kaizer Chiefs support and a proud family man, with three daughters and two sons. My journey with Afrimat started when it was still Lancaster, in 1984, when I joined the business as a Painter. I was later promoted to a Truck Conductor at the Vryheid ACP branch. I truly enjoy my work, because it affords me the opportunity to travel within the region, interact with customers and subtly contribute in marketing the company. Being part of team Afrimat is wonderful, because I have a job that I love at a company I trust and it gives me the freedom to give my family a home and my children an education. As I approach retirement, I would encourage youngsters to spend their money wisely, take care of their families and live life to the fullest.'

Andries Zulu



Andries Zulu

'I started my journey with Afrimat in 2017 as a Clerk. Within a year I was promoted to Assistant Accountant and I joined the Afrimat Vryheid branch on 1 June 2021. I am one module away from completing my BCom Degree in Financial Management from the University of South Africa. I am proud to be part of team Afrimat and, in particular, the values of respect and trust resonate with me, as I believe these are key to building solid relationships in and outside the workplace. I am also thankful for the unwavering support I have been receiving from the team in helping me settle in Vryheid.'

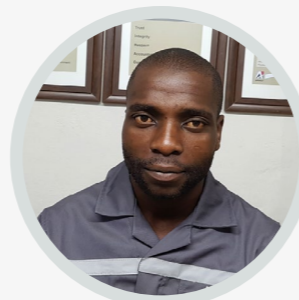
Mitsie Smit
Management would like to welcome Mitsie to our region, and we wish her a fruitful and productive career.



Mitsie Smit

'I joined the Pietermaritzburg Quarry as a General Worker in May 2016. The following year, I was promoted to the position of Plant Operator, because of my hard work and positive attitude. In August 2020, I was afforded the opportunity to learn how to operate the excavator/pecker when the then Operator was transferred to another quarry. I believe in embracing new opportunities and in 2021, I was trained to operate an ADT. I was promoted to the position of a Multi-Skilled Operator in April 2021. I resonate with the Afrimat values and, in particular, with The Afrimat Way, because skills and competence and being results-driven are important to me.'

Leonard Ngcobo
Keep up the good work, Leonard, and we wish you success in your career!



Leonard Ngcobo

'My journey with Afrimat started in 2016, when I was introduced to the company during a career exhibition day held in QwaQwa. In 2017 I was awarded an Afrimat bursary, and in July 2020 I started at Hluhluwe ACP as a Finance Intern. During this time, I worked with the most wonderful team and I believe that when the time is right, everything falls into place. I am proud to now be part of the Afrimat team at our Vryheid Regional Office as a Debtors Clerk.'



Mbali Zondo

'I am an Accounting Graduate from the Durban University of Technology and would like to pursue a career in chartered accounting. My journey with Afrimat started in October 2020 as an Intern in the Finance Department in Mkhuze. I was then appointed as a Sales Clerk at the Hluhluwe ACP branch in March 2021. I resonate with the Afrimat values of trust, accountability, respect and teamwork, because dedication, consistency, resilience and commitment are important to me.'



Yolanda Zungu

Well-deserved training for Drilling and Blasting employees

ACI

DIVISION: DRILLING AND BLASTING, KZN AND GAUTENG
ANDRE VAN RENSBURG – DRILLING AND BLASTING AREA MANAGER – KZN AND GAUTENG

Due to a consistent growth in the Drilling and Blasting sector and following one-on-one discussions held with our employees, we decided to embark on further relevant training for staff.

Supervisors enrolled for the Level 3 National Rock Breaking Certificate and Operators received training as Supervisors. The Drill Assistants were trained as Drill Rig Operators.

Thanks to hard work and determination, the following successes were achieved:

Goodwill Thwala and **Amos Thango** successfully completed their Level 3 National Rock Breaking Certificates and are just awaiting their final assessment from the DMRE.

Petrus Tshemese and **Thulani Dlamini** are currently busy with their level 3 National Rock Breaking Certificates.

Drill Rig Assistants **Mongezi Somfibi**, **Nkeya Mofokeng** and **Vusi Thwala** qualified for their Drill Rig Operator licenses.

All employees in the Drilling and Blasting Departments at Lyttelton, KwaZulu-Natal, and cost centres successfully completed Level 1 and 2 First Aid Training and Basic Fire Fighting Training held at Hartebeesfontein Quarry.

We would like to thank all these employees for their hard work and dedication. They are truly living The Afrimat Way with their winning attitude, teamwork and promoting a caring environment.

'TRAIN PEOPLE WELL ENOUGH SO THEY CAN LEAVE. TREAT THEM WELL ENOUGH SO THEY DON'T WANT TO.'

Sir Richard Branson



Petrus Tshemese



Thulani Dlamini



Mongezi Somfibi



Nkeya Mofokeng



Vusi Thwala

'AS I APPROACH RETIREMENT, I WOULD ENCOURAGE YOUNGSTERS TO SPEND THEIR MONEY WISELY, TAKE CARE OF THEIR FAMILIES AND LIVE LIFE TO THE FULLEST.'

Afrimat Demaneng team building: Understanding each other's talents is the team's best opportunity for success

DEMANENG MINE

DIVISION: BULK COMMODITIES
JOHANN HEINLEIN – HR MANAGER – DEMANENG

The Demaneng leadership team had a successful team building from 21-23 April 2021, which was facilitated by Susan Bezuidenout, a Strengths Coach and Industrial Psychologist, at the Witsand Nature Reserve, in the Kalahari, Northern Cape. We believe, aligned with The Afrimat Way and approach, that better performance starts with a strengths-based culture.

Mine Manager Katarien Deysel acknowledged that they are a very experienced leadership team, but that they can create even more value for the business if they are more intentional in using each other's strengths.

Research from international analytics and advice firm Gallup shows that individuals who use their strengths are:

- three times more likely to report an excellent quality of life.
- six times more likely to be engaged and have 8%-18% greater performance at work.

The research additionally demonstrates that teams that use their strengths achieve:

- 14% - 29% increase in profit.
- 10% - 19% increase in sales.
- 72% lower attrition.

We kicked off the team building with individual feedback and coaching discussion on Gallup's Clifton Strengths and the MBTI profiles to facilitate greater self-awareness. A two-day off-site team building followed to

enabled us to analyse our team dynamics to improve our communication, change management, team planning and performance.

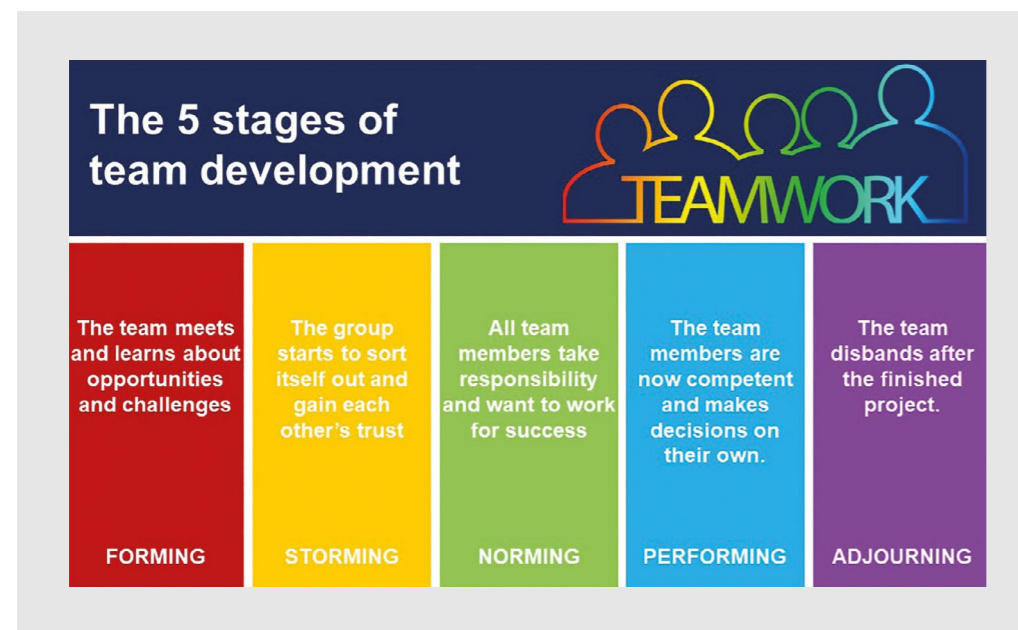
The event started with socialising around a campfire and dinner. We kicked off the next day at 6am with a game drive and dune boarding on the roaring sands (referred to as 'brulsand') of the Kalahari.

The team agreed that they rediscovered their individual and collective strength through fun activities like speed ball and A-Ko-So. Speed ball empowered us to improve our planning, goal-setting, role-clarification and team communication. And the focussed exercises of A-Ko-So showed us the importance of being present, in the moment and aware of verbal and non-verbal communication.

Renier van Colter, Group HR Manager, assisted the leadership team with advice and support throughout the process. Hannes Cronjé, General Manager, and Gerhard Odendaal, Managing Director, joined the team for sundowners, overlooking the Kalahari sunset over the white dunes, followed by a campfire and braai.

The next day started with the consolidation of our key learnings and identifying things that we must 'Stop, Start and Continue' doing to realise individual and team excellence. Gerhard concluded the event with a presentation on the strategic direction of Afrimat Commodities.

At Demaneng Mine we believe that understanding each other's talents is the team's best opportunity for success. Evident from all activities and socialisation during the time, was the natural group cohesion of the team, based on an ongoing high spirit of joy and positivity!



'AT DEMANENG MINE WE BELIEVE THAT UNDERSTANDING EACH OTHER'S TALENTS IS THE TEAM'S BEST OPPORTUNITY FOR SUCCESS!'

An Afrimat Identity

AFRIMAT

DIVISION: HR AND SUSTAINABILITY
SIPHOKAZI KALO – HR AND SUSTAINABILITY INTERN

Organisational values are the essence of a company's identity. At Afrimat we thrive on creating an environment that is centred around our people, their growth and how we as a team drive the business to new avenues.

The importance of identified values within an organisation allows us all to know and understand what we stand for, and which behaviours and traits are acceptable. Internalising Afrimat's values enables us to make decisions that are in line with the vision and goals of the organisation.

Afrimat makes deliberate efforts to integrate our values into our day-to-day operations. That is why we invest in activities such as culture surveys, communication workshops, leadership-style workshops, and one-on-one (1:1) discussions. As we interact with each other and carry out our daily tasks, let us not forget the essence of who we are as Afrimatters.

We strive to create an environment that is caring, results driven, nurtures humility and belief, teamwork and a winning attitude.

Lastly, we strive to empower and inspire entrepreneurial drive, important relationships, skills development and competence.

The Afrimat Way is Our Way – it is the core of who we are.

Our Way

- Caring Environment
- Important Relationships
- Skills and Competence
- Teamwork
- Results Driven
- Empowering
- Entrepreneurial Drive
- Winning Attitude
- Humility and Belief

AFRIMAT

'INTERNALISING AFRIMAT'S VALUES ENABLES US TO MAKE DECISIONS THAT ARE IN LINE WITH THE VISION AND GOALS OF THE ORGANISATION!'

IT MATTERS



The importance of cyber security awareness

AFRIMAT

DIVISION: TECHNOLOGY CLUSTER

JOHAN DU PLESSIS – GENERAL MANAGER TECHNOLOGY SYSTEMS AND TANYA PRETORIUS – MARKETING OFFICER

Cyber security is one of the biggest challenges faced within Afrimat. Human error is still very much the driving force behind an overwhelming majority of cybersecurity problems.

Researchers from Stanford University found that approximately 88 percent of all data breaches in a company are caused by an employee mistake:

1. People make mistakes: misdirected emails are the #1 reported incident in ICO.
2. People break the rules: there has been a 47% increase in insider threats since 2018.
3. People can be tricked: 91% of breaches start with a spear phishing email.

What is cyber security awareness?

According to Cyber Guard Technologies, cyber security awareness is the combination of both knowing and doing something to protect a business's information assets. When an enterprise's employees are cyber security aware, it means they understand what cyber threats are, the potential impact a cyber attack will have on their business and the steps required to reduce risk and prevent cyber crime infiltrating their online workspace.

What is spear phishing?

Spear phishing is a malicious email-spoofing attack that aims to gain entry to software via malicious malware that's downloaded through an attachment. The perpetrators target specific organisations or individuals with the goal of gaining unauthorised access to sensitive information. If the person opens the attachment on the email, malware is then downloaded onto the user's computer. This gives hackers an entry into the organisation's software, from which they can then move laterally in search of sensitive and valuable information. It is unusual for spear-phishing attempts to be initiated by random hackers with no end goal – they are more likely to be conducted by hackers who are out for financial gain, industry secrets and sensitive information (Cyber Guard Technologies).

What you can do:

- Be vigilant
- Apply strong passwords policies
- Do not share passwords
- Beware of shoulder spying
- Be wary of emails from unknown sources and mails
- Protect sensitive/confidential information

Please be vigilant when receiving emails and please help Afrimat not to become part of these statistics.

Being aware of Cyber Security



What you can do:

- Be vigilant
- Apply strong password policies
- Do not share passwords
- Beware of shoulder spying
- Be wary of e-mails from unknown sources
- Protect sensitive / confidential information

AFRIMAT



CONSISTENTLY DELIVERING

AGRICULTURAL LIME

Afrimat for the Farmer



Increase your yields through reduced soil acidity and improved pH levels

Benefits of using agricultural lime

- Soil enhancer
- Enhances plant nutrition uptake
- Reduces acidity through increased pH levels
- Source of calcium and magnesium
- Improves drainage in heavy clay soils
- Dolomitic
- Helps combat club root disease in cabbage and brassicas
- Easy to use
- Used in all types of soils

Cobus Visagé
cobus.visage@afrimat.co.za | 064 521 8387
Commercial Manager: Industrial Minerals

Keshev Naidoo
keshev.naidoo@afrimat.co.za | 071 301 9480
Marble Hall

HEALTH & SAFETY MATTERS



AFRIMAT GLEN DOUGLAS DOLOMITE

New coat of paint for Glen Douglas clinic

DIVISION: CONSTRUCTION MATERIALS
TANYA PRETORIUS – MARKETING OFFICER

During May, the exterior of the clinic at Glen Douglas was painted. This is part of an ongoing painting and cleaning process at the mining site’s administrative block. The clinic serves staff from Glen Douglas, and SA Block and Clinker Supplies.

Our Occupational Health Practitioner, Ronel Rossouw, says the staff appreciates that the clinic is being looked after and that as healthcare workers, they can offer the best possible treatment when their environment is clean and neat.

‘HEALTHCARE WORKERS OFFER THE BEST POSSIBLE TREATMENT WHEN THEIR ENVIRONMENT IS CLEAN AND NEAT.’



The clinic at Glen Douglas Mine gets a facelift

AFRIMAT SILICA

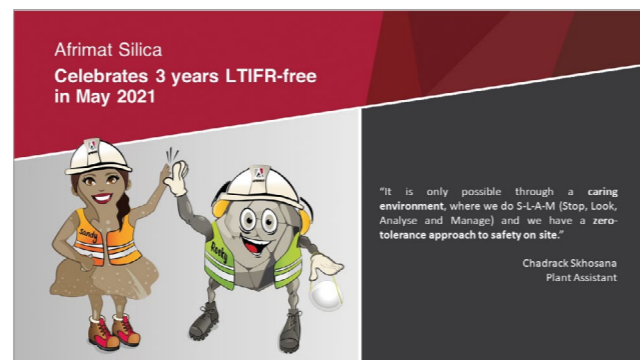
Afrimat Silica celebrates three years LTIFR-free in May 2021

DIVISION: CONSTRUCTION MATERIALS
CHADRACK SKHOSANA – PLANT ASSISTANT

‘Safety’ is probably the most-repeated word that you hear when you begin working at a mine. It is imperative that you understand what safety is.

During the last couple of years, safety has been part of our culture at Afrimat Silica, and the prevention of injuries and/or harm to employees (both at work and home) is a core company value.

In May 2021, we celebrated three years (1 167 days) of being LTIFR-free. We held a safety braai to thank our employees for their dedication to safety at Afrimat Silica. We are proud to have a significant number of lost time injury free days, and it is only possible through a caring environment, where we do S-L-A-M (Stop, Look, Analyse and Manage), we stop and fix, and we have a zero-tolerance approach to safety matters on site. Well done, team!



Afrimat Silica - LTIFR days

AFRIMAT

Afrimat: Promoting safety at work

DIVISION: SHARED SERVICES
LETISHA VAN DEN BERG – GROUP SAFETY HEALTH AND ENVIRONMENTAL MANAGER

Building a safe culture at the workplace does not happen overnight and it is also not an intermittent action. Safety is not a standalone activity, but forms part and parcel of every activity in the workplace every day. It means consistently delivering safe actions.

The first sign of a positive shift towards adopting a culture of safety is in good housekeeping.

A clean work area represents pride in your place of work and at the same time eliminates safety threats. This can be done by keeping toolboxes well maintained and orderly, preventing tripping hazards by keeping cables stored away safely and having clear signage, and treating spillages to prevent corrosion and possible structural failure.

Secondly, a culture of health and safety can be seen through the participation and consultation of all staff in the workplace, making every person – regardless of their seniority level – part of the process.

To improve communication and enhance a culture of safety in the workplace, Afrimat has embarked on various activities that are implemented by the Human Resources Development, Human Resources and Organisational Development departments. These include leadership programmes, effective communication workshops, 1:1s, mentorship programmes and activities promoting diversity and inclusion.

Afrimat’s Shared Services departments are there to be of service to staff. The departments promote safe practices through audits and safety visits, and encourage mutual respect between staff and during any professional engagements with stakeholders.

Doing the right thing, even when no one is watching, is part of Afrimat’s values. Through trust, accountability, integrity and placing safety first, we can operate in an environment where there is teamwork and respect, and we can produce quality products that ensure customer satisfaction.

Ensuring positive safety results is therefore the culmination of a multitude of disciplines that prevent injury through constant communication.

‘THROUGH TRUST, ACCOUNTABILITY, INTEGRITY AND PLACING SAFETY FIRST, WE CAN OPERATE IN AN ENVIRONMENT WHERE THERE IS TEAMWORK AND RESPECT, AND WE CAN PRODUCE QUALITY PRODUCTS THAT ENSURE CUSTOMER SATISFACTION.’



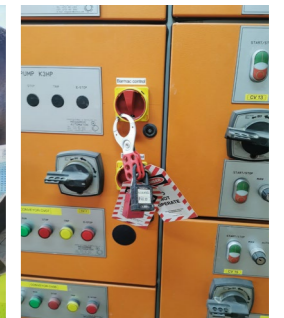
Daily temperature scans at each site are required



Site safety inspection



Safety visits



Safety first: clear signage and locks on machinery

AFRIMAT

Afrimat is committed to the fight against Covid-19 and the protection of all employees

DIVISION: AFRIMAT SHARED SERVICES
TANYA PRETORIUS – NATIONAL MARKETING OFFICER AND INNOCENTIA MOGOTSI – ORGANISATIONAL DEVELOPMENT OFFICER

In line with our values and The Afrimat Way, we are fully committed to the protection and safety of all of our employees, and this includes our commitment to the fight against Covid-19 and ensuring a safe workplace for all.

Staff are encouraged to wear masks (covering mouth and nose) when engaging fellow employees, sanitize hands and workspaces regularly, and to practise social distancing.

We are also cognisant of the emotional and psychological impact the pandemic has had on our employees' mental health. There are several ways in which staff can cope with stress during this time:

- It is normal to feel sad, stressed, confused, scared or angry during a crisis. Talking to people you trust can help. Contact your friends and family.
- Be aware that not everything you hear about the virus may be true. Stay updated and use information from trusted sources, like the National Department of Health, World Health Organization (WHO) or your local Red Cross.
- Limit worry and agitation by lessening the time you and your family spend watching or listening to media coverage that you perceive as upsetting.
- Draw on the skills you have used in the past that have helped you to manage previous adversities and use those skills to help you manage your emotions during this outbreak.
- If you must stay at home, maintain a healthy lifestyle including proper diet, sleep, exercise and social contact with family and friends at home and remotely.
- Deal with any emotions you may have in a healthy manner. If you feel overwhelmed, talk to a healthcare worker or counsellor. Have a plan. Know where to go to and how to seek help for physical and mental health.



Afrimat also supports the Department of Health's national vaccination drive, aimed at assisting individuals aged 60 and older to register for their Covid-19 vaccination.

We also appeal to our staff aged 60+ who have relatives and/or friends in this age group to adhere to the Health Department's request to register for the vaccine.

Registration can be done in the following ways:

- Dial *134*832*IDNumber# on a mobile phone
- Call the Hotline: 0800 029 999
- Register online at <https://vaccine.enroll.health.gov.za/>
- Send the word REGISTER to 060 012 3456 on WhatsApp

'AFRIMAT SUPPORTS THE DEPARTMENT OF HEALTH'S NATIONAL VACCINATION DRIVE.'

COVID-19 VACCINATION AWARENESS

Afrimat supports the **Department of Health's National Vaccination Drive**, aimed at assisting individuals aged 60 and older to register for their COVID-19 vaccination.

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AFRIMAT
CONSISTENTLY DELIVERING

Afrimat Silica - LTIFR days

Afrimatters against COVID-19

By:
Innocentia Mogotsi – Organisational Development Officer and
Tanya Pretorius – Marketing Officer

We would like to celebrate and acknowledge all the efforts that we collectively made within our respective functions towards our fight against COVID-19.

Below are some victory stories that we would like to share of how Afrimatters have displayed a winning attitude in the midst of uncertain times.



COVID-19 War Room

The COVID-19 war room consist of a think-tank of Afrimat leaders who frequently meet to discuss and update the most appropriate actions to take pertaining to COVID-19-related matters in the organisation. We recognise that theirs is a difficult task, yet **we thank them for directing us through this pandemic with wisdom and care** to ensure the safety of all Afrimatters.

COVID-19 Rapid Testing

I was one of the first Occupational Practitioners in Afrimat to make use of the COVID-19 rapid test which provides results within 15 minutes. The ability to have quick access to results has been advantageous. It allowed employees who tested positive to get medical treatment earlier. So far, 8 positive cases were detected with the COVID-19 rapid test. They all isolated before they could infect other employees. Employees who may have had contact with those who tested positive were also notified and isolated earlier. The use of the COVID-19 rapid test has proven to be an instrumental tool that helps to prevent the spread of the virus.

Although the administration of the nasal test is uncomfortable, we are pleased that employees at Glen Douglas have been receptive and willing to take the test.

It is beneficial to get the COVID-19 vaccine when it is your turn to do so and it **is possible to be COVID-19 positive without having a fever.**

All the positive COVID-19 cases that I dealt with so far had no fever or high temperature. **Please also be aware of other COVID-19 symptoms such as muscle ache, headache, loss of smell and fatigue.**

Ronel Rossouw

Afrimatters against COVID-19

COVID-19 tracking register

During this difficult time of COVID-19, I developed a register that assisted with the tracking of COVID-19 cases within Afrimat. With every new development there were challenges that I faced, such as keeping up with the status reporting of each individual who was isolated, tested positive or was in contact with someone who was infected. The success of this document depended on the constant communication with fellow employees. **I encourage everyone to stay alert and adhere to safety precautions.**

Mogamat Bailey
Safety Manager

A culture of reporting safety related incidents

Since the pandemic started, the SA Block and Clinker team improved their safety reporting. The data that is received from reporting safety incidents (which includes COVID-19 matters) makes it easier to manage COVID-19 related risks. **The absence of such information would make it difficult to advise the sites on what to do to reduce virus exposure risks.** I attribute this positive shift in safety reporting culture to our team's continuous efforts in inspiring confidence in the SHE representative and as well as our team's collective drive to make "zero accidents in the workplace" a reality.

Peter Lekgeu
Safety Officer: SA Block and Clinker Supplies

Social tracking

I developed a social contact tracking system based on my own questionnaire to track who had been in contact with an employee who tested positive for COVID-19. Those who had COVID-19 symptoms were sent to the clinic where they were then tested. Creating this tracking system meant having to go through each employee's questionnaire and having 1-on-1 sessions. By diligently using this social tracking questionnaire, I managed to identify individuals who were exposed to the virus, and I could swiftly get them isolated, and had them tested and found that some had in fact tested positive. Early detection of COVID-19 cases reduced the further spread of the virus in the work place.

Carlton Mowane
Health and Safety Officer: Lyttelton Dolomite

We celebrate everyone who has had to devise innovative ways to keep Afrimat safe and who continues to adhere to the COVID-19 protocols. **Together we can collectively reduce the impact of COVID-19 not only in our workspace but in our communities.**



AFRIMAT DEMANENG

Demaneng Safety Day

DIVISION: BULK COMMODITIES
ELOISE VAN STADEN – SAFETY OFFICER

Afrimat Demaneng Mine held a Safety Day on 13 May 2021. The aim of the day was to raise awareness about the prevention of accidents and injuries, and to promote a health and safety culture in the workplace. Our Managing Director, Mr G Odendaal, addressed the employees on the importance of health and safety.

The main focus of the day was on the non-negotiable 8 Standards on the mine, which include:

1. Training, PPE and Risk Assessment
2. Moving Machinery
3. Mobile Equipment
4. Fall Protection
5. Lockout Procedure
6. Lifting of Loads
7. Hazardous Substance Management
8. Tampering with Safety Devices

Each employee received a booklet that contains information on the 8 Standards, as well as a beanie, bottle and bag.



Mr G Odendaal addresses employees



Demaneng safety day set-up

'THE AIM OF THE DAY WAS TO RAISE AWARENESS ABOUT THE PREVENTION OF ACCIDENTS AND INJURIES, AND TO PROMOTE A HEALTH AND SAFETY CULTURE IN THE WORKPLACE.'



Demaneng safety day set-up

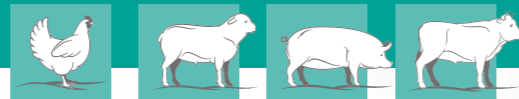


Branded gifts for employees



BioLim

ANIMAL HYGIENE LIME



BioLim is a hygienic and eco-friendly product that creates a stable alkali environment inhibiting bacterial growth, improving biosecurity, reducing odours and preventing the spread of contagious disease.

Why use BioLim?

- ▶ Kills bacteria
- ▶ Is cost effective
- ▶ Applies easily
- ▶ Provides lasting protection

How to use BioLim

- ▶ As a dry powder or a paint
- ▶ Can be spread around chicken coops, on vehicles and pedestrian access roads
- ▶ Acts as a cost-effective sanitiser



SOCIAL MATTERS ▶▶

Keshev Naidoo 071 301 9480 keshev.naidoo@afrimat.co.za

www.afrimatlime.co.za

Elgar Watts 082 771 9639 elgar.watts@afrimat.co.za

023 626 3190 sales.langvlei@afrimat.co.za

LYTTELTON DOLOMITE: MARBLE HALL MINE

Lyttelton Dolomite Mine: Marble Hall's Pilot Skills Programme a great success

DIVISION: INDUSTRIAL MINERALS
NALEDI MOSAKU – SOCIAL AND LABOUR PLAN INTERN

In a continuous effort by Afrimat to address the needs of unemployed youth in our local communities, Lyttelton Dolomite Marble Hall Mine introduced the Community Housebuild Skills Development Programme as one of its community upliftment initiatives.

The programme covers the following disciplines: plumbing, bricklaying, carpentry and painting.

Unemployed youth from the local community in Marble Hall were identified and divided into two groups. Group 1 started in October 2020 and Group 2 started in January 2021.

As part of their on-the-job training, the candidates built the laundry room at the mine under the supervision of facilitators.

The completed laundry room was revealed and the official graduation ceremony was held on 22 April 2021. The event was attended by representatives from the local municipality, community and unions.

Congratulations to the candidates who took this opportunity in their stride and successfully completed the programme!



Laundry room successfully completed

'CONGRATULATIONS TO THE CANDIDATES WHO TOOK THIS OPPORTUNITY IN THEIR STRIDE AND SUCCESSFULLY COMPLETED THE PROGRAMME!'

SA BLOCK

SA Block donates netball poles to local community

DIVISION: CONSTRUCTION MATERIALS
GERALDINE COOPER – SITE ADMINISTRATOR / HR OFFICER – SA BLOCK

The SA Block Engineering Workshop at Glen Douglas made netball poles from metal, and SA Block in Redan donated these poles to the Spingcol Community, located off the R82 next to Vaaldrif and Acron Park.

Ms Shereen Lesita, a community representative, collected the poles in early June. She says that the community has no library or playground area for the children and that the netball poles are a great benefit to the community, as it will keep the children off the street and encourage them to partake in the sport.

She hopes that some of the children will develop a professional interest in netball and that all children and young adults will use the poles to play netball.



Shereen Lesita and Geraldine Cooper (SA Block) with the netball poles

DE KOP QUARRY

De Kop Quarry partners with MD Foundation to introduce a new education programme in the Saldanha Bay Local Municipality

DIVISION: AGGREGATES
NALEDI MONOKULUNGA MBONDA – SOCIAL AND LABOUR PLANT INTERN, WESTERN CAPE

Supporting education remains a focal point for the group, and through the years, we have witnessed the successful impact these initiatives have made across our geographical footprint. As part of its Local Economic Development (LED) project, and after extensive consultation with the Department of Education, De Kop Quarry is funding an education programme for Grade 3 learners in partnership with the Missio Dei (MD) Foundation.

The MD Foundation Grade 3 Remedial Classes Programme focuses on Foundation Phase. Learners are taught in their mother tongue in the Foundation Phase and switch to English in Grade 4. As a result, the failure rate for Grade 4 learners is high. Several learners struggle to switch from being taught in their mother tongue to being taught in English. The programme aims to improve mathematics and language skills in Grade 3 learners through remedial classes. The first two schools identified for the programme are Panorama Primary and Eden Primary schools in Vredenburg – 120 learners, 60 from each school, will attend the programme.

As part of the programme, the MD Foundation recruits local youth with a Grade 12 certificate to be the extra-class teachers, working under the supervision of an overseer, who is a retired school teacher. The extra-class teachers are trained weekly by the MD Foundation.

We are excited to see the great impact the programme will have in the schools and the community at large.



Panorama Primary School classroom



Siphokazi Kalo, HR and Sustainability Intern, at Panorama Primary School

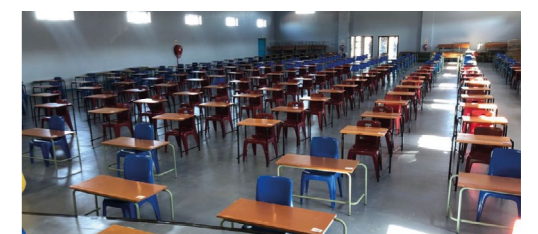


Nokulunga Mbonda, SLP Officer WC/EC, at Panorama Primary School, Vredenburg



Students during remedial class at Panorama Primary School

'DE KOP QUARRY IS FUNDING AN EDUCATION PROGRAMME FOR GRADE 3 LEARNERS IN PARTNERSHIP WITH THE MISSIO DEI (MD) FOUNDATION.'



Tables all set out for remedial classes in Vredenburg



CONCRETE WALLING PRODUCTS



SPECIFICATIONS	Stock Bricks	Mini Maxi	Maxi
Size (mm)	73	90	90
	100	90	140
	220	290	290
Nominal Compressive Strength (Mpa)	7	7	7
	10.5	–	10.5
	14	–	14
Average Weight (kg)	2.65	3.5	6

Dimensions*				
Length	Width	Height		
+ 2 – 4 mm	± 3 mm	± 3 mm		
Drying Shrinkage*				
0.06% (Max)				
Expansion on rewetting*				
0.08% (Max)				
Nominal Crushing Strength (Mpa.)*	3.5	7	10.5	14
Average Crushing Strength (Mpa.)*	4	8	11.5	15.5

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Tel (016) 366 0321

Redan

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max

*As per SABS 1215:2008.



Enquire about SABS mark of approval.



MARKETING MATTERS

AFRIMAT SHARED SERVICES

National Marketing focuses on local efforts with direct impact

DIVISION: SHARED SERVICES
TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Over the course of the past couple of years, Afrimat's National Marketing Strategy focused on creating brand awareness and optimising investor relations.

Going forward, brand awareness and strategic investor communications will still be key components of our strategy, but our overall National Marketing Strategy will now focus much more on local efforts with direct impact.

Developing the Afrimat Marketing and Branding and Promotional Items catalogues

In an effort to enhance synergies between business units and to fulfil a supporting and facilitating role from National Marketing to the different business units, we developed the Afrimat Marketing and Branding Catalogue.

This catalogue was first presented at the Construction Materials Workshop held on 7 April at Glen Douglas Dolomite, and is filled with ideas and opportunities that sales teams can select to incorporate into their marketing strategies for the year.

We also have a Promotional Items Catalogue, containing items such as branded notebooks, pens, caps, cooler bags and USB drives, which business units can choose to utilise as gifting for customers.

The Marketing and Branding Catalogue's selection of ideas and opportunities are firmly embedded in the Marketing Mix, also known as the 7 Ps of Marketing.

The Marketing Mix/7 Ps (Product, Price, Place, Promotion, People, Process and Physical Evidence) refers to the mix of tactics that can be applied and coordinated to position a business clearly in the minds of the customer. It helps a business to stand out against its competitors with an offering that satisfies the needs of its customers.

Using the Marketing Catalogue as a guideline will assist business units with taking a planned approach to marketing and to set clear objectives based on their current situation and the needs of their target audience.

Awareness campaign flighted on air

Having already started with activities that are focussed more on the local communities in the areas where we have our operations, we recently launched our first vernacular radio campaign. Our Afrimat Contracting International (ACI) operations in Mpumalanga and Limpopo flighted a four-week awareness campaign in partnership with SABC Radio's Siswati station, Ligwalagwala FM. The aim of the campaign was to inform the local

'OUR OVERALL NATIONAL MARKETING STRATEGY WILL NOW FOCUS ON LOCAL EFFORTS WITH DIRECT IMPACT'

communities about our operations at Afrimat: who we are, what we do, where we have operations and how they can contact us.

Digital marketing

We are also gradually increasing our digital marketing efforts, as cash customers are more likely to search for products and services we offer online.

We have partnered with an agency that is rebuilding our company website to be fully optimised in order to cater to the needs of both customers and investors, and that assisted us with our first Google Ads.

Google Ads are interesting, because they are geo-located, which means that if you reside in Johannesburg, and you are searching for specific products or services close to you, Google will show you ads based on your location. We have therefore tested Google Ads for SA Block in the Vereeniging area, as well as Nelspruit Readymix and KZN Readymix, and if our customers reside in any of these areas and are searching for bricks, blocks or readymix, our Google ads will appear.

We also added virtual numbers to our Google Ads. When a customer calls the number, they will go through to the sales representative we identified for the business. Although this cannot give us a definitive answer as to whether we converted the call into the sale, we at least know that a customer saw our ad, found the content informative and decided to call us.

Social media

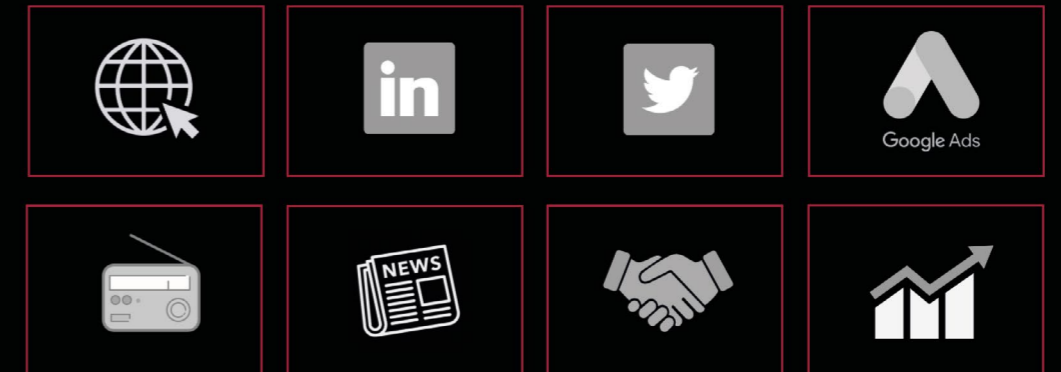
On the social media front, we have also adapted the content that we share, and set up a national Twitter account (@Afrimat_Ltd) to support our organic activities on LinkedIn. On a weekly basis, we are sharing information about projects for which different business units are actively supplying products or delivering services. This allows us to inform our followers about the range and scope of our products and services, and build on our relationships with local businesses, contractors, engineers and architects. This new approach has worked exceptionally well and we are seeing an increase in engagement with our content and our general social media profiles.

We are very excited about these new opportunities that we can use to actively engage with our valued customers and investors, as well as cater to the needs of prospective customers and investors.

CONSISTENTLY DELIVERING

National Marketing Strategy

Local efforts with direct impact



Diversification is key

Renowned economist Dr Roelof Botha points out that several economists expect GDP growth of above 4% during 2021, which could provide the momentum required for sustained growth from 2022 onwards. Afrimat's CEO, Andries Van Heerden, echoes the positive sentiment about the future expressed by Dr Botha. 'Fortunately Afrimat is in an excellent position to continue diversifying our offerings, as demonstrated by the recent announcement of our acquisition of the Gravenhage manganese resource in the Northern Cape. This acquisition will increase our scale in the ferrous-metal value chain and provide further exposure to foreign currency denominated earnings, in keeping with our strategy of ensuring the group's sustainability through diversification. This strategy has not only largely buffered us from the effects of the construction industry, but places us on a strong footing for continued growth and positions us to make the most of any recovery in the construction sector, and indeed, of the South African economy, but not dependant on this.'

Read full article below.

Afrimat's Harrismith Quarry sets the bar high

MODERN QUARRYING QUARTER 2 - 2021

Special recognition is given to South African quarry operations that achieve Showplace Status every year – 95% and more – in ASPASA's annual ISHE Audit. Being able to maintain that feat every year is something special, given the stringent nature of the audit and the high health and safety standards that ASPASA member operations have to maintain. In line with Afrimat's 'consistently delivering' mantra, its Harrismith Quarry has achieved the status for eight consecutive years. By Munesu Shoko

When talking about health and safety in general, it would be fair to cast the spotlight on South Africa, where the legacy from earlier attitudes to worker safety still resonates in the drive to continually improve safe mining and quarrying conditions. Moving into their fifth consecutive year without a fatality, members of surface mining industry association, ASPASA, are surely leading the way as far as health and safety at operations is concerned.

Central to this feat is ASPASA's meticulous health and safety regime, which ensures highest standards of compliance at member operations. Some 20 years ago, the association started its Health and Safety (ISHE) Audit for the industry to ensure that its members adhere to the most stringent health and safety parameters to ensure highest standards of safety at operations.

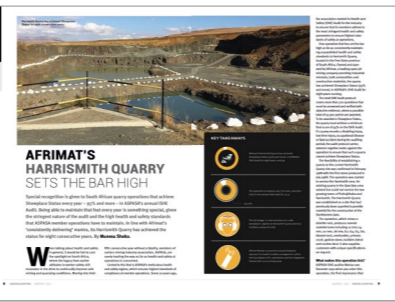
One operation that has set the bar high as far as consistently maintaining unparalleled health and safety standards is Harrismith Quarry, located in the Free State province of South Africa. Owned and operated by Afrimat, a leading open pit mining company providing industrial minerals, bulk commodities and construction materials, the quarry has achieved Showplace Status (95% and more), in ASPASA's ISHE Audit for eight years running.

The total ISHE Audit protocol covers more

than 700 questions that must be answered and verified with objective evidence, where a possible total of ±3 900 points are awarded. To be awarded a Showplace Status, the quarry must achieve a minimum final score of 95% on the ISHE Audit. If a quarry records a disabling injury, lost time injury, occupational disease or fatal accident during the auditing period, the audit protocol carries extreme negative marks against the operation to ensure that such a quarry cannot achieve Showplace Status.

The feasibility of establishing a quarry on the current Harrismith Quarry site was confirmed in February 1988 with the first stone produced in July 1988. The operation was started to service the Harrismith area. An existing quarry in the Qwa Qwa area existed but could not service the two growing towns of Puthajithaba and Harrismith. The Harrismith Quarry was established on a site that had previously been quarried to provide material for the construction of the Sterkfontein dam.

The operation, which mines a dolerite rock, produces several material sizes including 10 mm; 14 mm; 20 mm; 28 mm; G2; G4; G5, G6; blasted rock, overburden, primary crush, gabion stone, builders blend and crusher dust. It also supplies customers with unique specifications on request.



What makes this operation tick?

ASPASA ISHE auditor Maris van Deventer says when you enter this operation, the first impression that you get is "neat and tidy". Then, he adds, "you meet with the mine manager, Anton Marnewick, who was a recipient of a special recognition award from ASPASA in 2017, with his clean, shining boots, together with his disciplined and professional team, and you realise that there is a special bond of teamwork keeping everybody together."

Indeed, Anton Marnewick, quarry manager Qwa Qwa & Harrismith at Afrimat, credits teamwork as one of the cornerstones of success at Harrismith Quarry. "Buy-in from the workforce with regards to safety has been one of the recipes for our success over the years," says Marnewick.

Accountability by every individual on site also makes health and safety compliance a breeze at Harrismith Quarry, adds Marnewick. "We strive to make employees responsible for their own safety, as well as that of others and the areas where they work," he says. Regular training programmes have also made sure that employees are well informed of what is required of them in terms of health and safety on site.

Other initiatives central to the operation's Showplace Status for eight years running are

regular monitoring and inspections; continuous upgrades on the plant and site to comply with changing legislation, and effective maintenance. "A premium has always been placed on neatness and orderliness. The old adage of 'a neat workplace is a safe workplace' applies to Harrismith Quarry and has instilled a sense of pride," adds Marnewick.

Van Deventer agrees: "During the 2020 ISHE Audit, I asked the manager to stop one of his dumper operators as I wanted to inspect the machine and question the operator on his pre-start checklist and operator licence. When the operator got out of his dumper, after following all the procedures of stopping his machine and making it safe to get out, I immediately noticed the shining safety boots. This is an example of a company culture of neatness and orderliness," he says.

"Harrismith Quarry is a small operation, but the manager will immediately remind you that the risks are exactly the same as at any other operation. Everything is well maintained and kept in an orderly and safe manner. Employees are eager to share information and point out the improvements made since the previous audit. Very high standards in the development and implementation of the health & safety system are achieved through teamwork, commitment and dedication," says Van Deventer.

Afrimat's attitude towards safety

Commenting on the company's attitude towards safety, Letisha van den Berg, head of Health and Safety at Afrimat, says the company cares for the wellbeing of all staff and recognises its workforce as a meaningful and important contributor towards its core.

It is the company's policy, says Van den Berg, to use its health and safety management system to do all that is reasonably practical to prevent occupational diseases, personnel injury, damage to property, and to protect all employees, visitors, contractors, public, and interested and affected parties from foreseeable work hazards, insofar as they come into contact with the operations or are exposed to the performance within the company.

"We follow a proactive and participative approach towards health & safety management, both within the boundaries of our operations and the integration thereof with surrounding

areas. This means that we will endeavour to proactively identify and resolve potential health & safety risks before they manifest as accidents, incidents or compliance non-conformances," she says.

"We ensure a healthy and safe working environment as our primary responsibility. We lead our health & safety effort by example. We furthermore believe that, in self-interest and for the collective good, every employee should participate in and contribute towards our health & safety effort. We will encourage and empower staff in appropriate ways to work together as a team to fulfil this responsibility," adds Van den Berg.

The company, says Van den Berg, also strives to integrate health & safety management in routine management functions and processes. Afrimat also seeks to proactively identify and eliminate (or as a last resort, manage) all occupational health & safety related risks in the workplace.

"We also strive to comply with all internal health & safety standards as well as with applicable legislation; inform staff of the hazards and risks associated with their work, and provide training, equipment and support necessary for our employees to mitigate risks and perform safe, healthy and productive work. Additionally, we monitor and report our health & safety performance, working towards a goal of zero incidents, through a continuous improvement of our performances and health & safety systems," she says.

Managing health & safety during COVID-19

There is general consensus that COVID-19 has affected businesses in many ways and managing health and safety during the pandemic has been one of the key challenges brought about by the coronavirus.

For Harrismith Quarry, however, it was business as usual in 2020. Managing health and safety on site during COVID-19, says Marnewick, is no different to managing it when there was no pandemic. "Rules are rules and should be adhered to in any circumstance," he declares.

What was new, however, was the personal aspect and operating under the uncertainty of what the pandemic brought, he adds. Personal hygiene, social distancing and sanitising, although not foreign, were just difficult to enforce in the beginning.

"From day one, when it was decided to reopen the quarry after the lockdown, management and staff were all on board and started with all the necessary posters, social distancing signs, sanitising stations, training of the security staff, employees and transporters, among others. Pre-screening was arranged with our occupational medical practitioner and was set up prior to starting up," he says, adding that there were also constant updates and new procedures and documents coming through from the safety department to share with employees.

For Afrimat, safety goes far beyond compliance and how we act. It forms an integral part of our Afrimat Values system. "Safety" is part of who we are and resonates with our company culture. The showplace award is a result of both management and staff subscribing to the Afrimat culture and living the Afrimat Values.

In the end, the quarry achieved a 96,17% mark, placing it third in the overall ISHE Audit for 2020. "Harrismith Quarry could not have achieved this milestone without the commitment of all its employees. It is to them that congratulations and thanks are due," concludes Van den Berg.

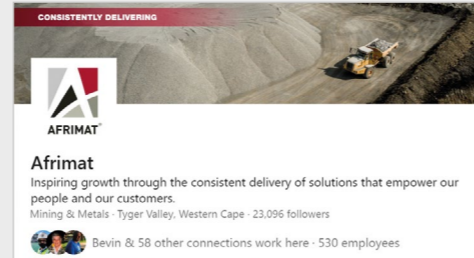
Key takeaways

- Afrimat's Harrismith Quarry has achieved Showplace Status (95% and more), in ASPASA's ISHE Audit for eight years running
- The operation achieved a 96,17% mark, placing it third in the overall ISHE Audit for 2020
- The old adage, 'a neat workplace is a safe workplace', applies to Harrismith Quarry and has instilled a sense of pride
- Afrimat follows a proactive and participative approach towards health & safety management, both within the boundaries of our operations and the integration thereof with surrounding areas



Afrimat on LinkedIn

We've been updating our projects and sharing information with our followers on LinkedIn. Here are a few of our latest posts.



New lower lift sewer pump station in Retreat, Cape Town

As the Cape Town population grows, the City of Cape Town must continually invest in infrastructure upgrades, which include its ageing sewer system. The construction of a new lower lift sewer pump station in Retreat is just such an example.

Contractor: CSV Construction Pty (Ltd)

Client: City of Cape Town

Construction period: 68 weeks

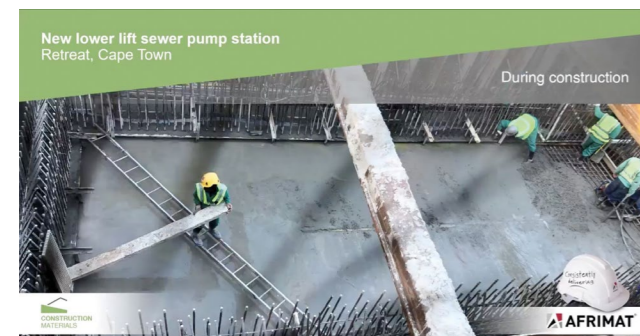
Completion date: June 2021

Project requirements: Bulk excavations, large reinforced structural concrete structures, and mechanical engineering works. Total Readymix order: 2100m³

Afrimat supplied Readymix predominantly from our Wetton Readymix Concrete facility. Various concrete mixes were required and a specially designed structural concrete mix was used to withstand the aggressive environment within the sewer pump station.

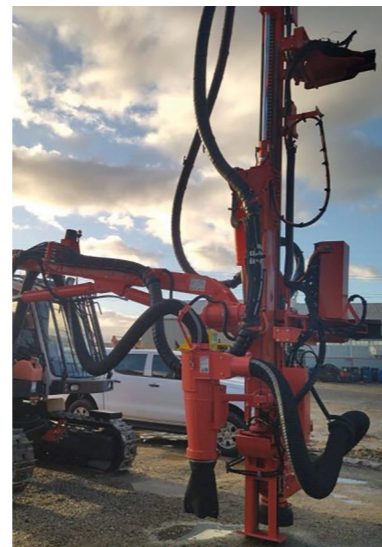
The project had its challenges. The construction period was affected by the impact of Covid-19 and groundwater was a challenge due to the project being located in an area with a high water table.

However, teamwork and persistence prevailed. As a community initiative, a dual-purpose tennis/netball court was also built at a nearby school. It was a pleasure working with the CSV Construction team and despite the challenges, the project was successfully completed. #ConsistentlyDelivering #ConstructionIndustry #ReadymixConcrete #EngineeringServices



Sandvik Ranger Nr 2 for ACI

#Afrimat #AfrimatContractingInternational #ACI welcomes its second Sandvik Ranger. With its revolving superstructure and versatility to drill 76-127mm diameter holes. Can't wait to see the stats, but more so to see the results where it matters most. In the quarry. #drilling #mining #quarrying #sandvik

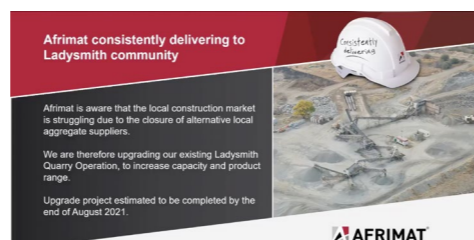


Proudly Ladysmith

Afrimat is aware that the local construction market in Ladysmith is struggling due to the closure of alternative local aggregate suppliers.

We are therefore upgrading our existing Ladysmith Quarry Operation, to increase capacity and product range.

Afrimat is proud to #ConsistentlyDeliver to the construction market in Ladysmith.



Retreat block and brick manufacturing

Afrimat's Philippi Sand Mine and Kliprug Quarry are proudly supplying material to Retreat Block and Brick Manufacturing in Cape Town.

Retreat Block and Bricks supplies the local community with high-quality bricks, blocks, paving, vibracrete slabs, sand, stone, and cement.

The business was established by Gordon Trout in 2006 and his son Dean took over in 2019. Retreat Block and Bricks pride themselves on providing quality products at affordable prices, and Dean has expressed his gratitude to Afrimat for consistently delivering quality products and excellent service to his business.

From Afrimat, we would like to thank Retreat Block and Bricks for their continued support and for trusting Afrimat to supply them with quality materials.

A big thank you to the #Afrimat employees who consistently put in the effort to ensure we deliver quality products and customer service.

It is a pleasure to work with such a loyal customer and we look forward to a long and prosperous future together.'

Denleigh Spocter: Sales Representative, Western Cape

#CustomerService #CustomerSatisfaction #ConsistentlyDelivering



More about Clinker Supplies

Afrimat's subsidiary, Clinker Supplies, is one of the largest clinker ash processors in South Africa. Our operations reclaim discarded boiler ash products from power generating facilities into clean sellable aggregates.

Clinker is a value-added product that can be used as a lightweight aggregate instead of slag in concrete to reduce carbon footprint.

#ConstructionNews #ReducingCarbonFootprint #Clinker

Clinker Supplies

Clinker is a lightweight boiler ash aggregate with a high alumina content.

Clinker sand is processed for use in precast masonry units to comply with SANS794 pertaining to soundness, shrinkage, and chemical requirements. CLS clinker sand also classifies as a C6 material.

- Less on ignition < 25%
- Total sulphur < 2%
- Sulphur trioxide < 1%

Our main product is - 15mm clinker sand, manufactured to fall within the following specifications:

Size (mm)	15	30	45	60	75	90	105	120	135	150	165	180	195	210
Min % Passing	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Max % Passing	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Afrimat supplies blocks to piggery near Bergville

Our KZN operations are supplying blocks to the piggery which is currently being built 21km northwest of Bergville on the remaining extent of the farm Steynsburg 7803-GS.

The project consists of a pig housing complex on sites 1, 2 & 3, a manure-processing facility, and a feed factory. Once completed, the facility will house 65 000 pigs. The contractor for this project is JMB Group Master Builders in Caledon.

Well done for #ConsistentlyDelivering to this project, team KZN!



Acquisition of Gravenhage

Congratulations to our client Afrimat on the announcement of its acquisition of the Gravenhage manganese mining right and associated assets in the Northern Cape. This will be the Group's largest transaction to date.

Afrimat's CEO, Andries van Heerden, believes there are many positives to the acquisition, the first being that the Group will be adding another commodity, ie manganese, to its diversification strategy within the Bulk Commodities segment of the business, the second being that this sizeable acquisition will propel Afrimat into the mid-tier mining space.

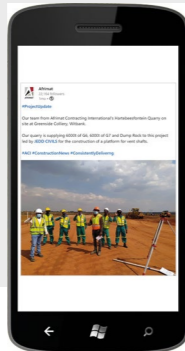
#investorrelations #clients #acquisitions #manganese

MARKETING MATTERS: IN THE MEDIA

Greenside Colliery, Witbank

Our team from Afrimat Contracting International's Hartebeesfontein Quarry on site at Greenside Colliery, Witbank.

Our quarry is supplying 6000t of G6, 6000t of G7 and Dump Rock to this project led by JEDD CIVILS for the construction of a platform for vent shafts. #ACI #ConstructionNews #ConsistentlyDelivering



Supplying Riverside Medical Suites

Our Readymix operation in Nelspruit is supplying the readymix concrete for the Riverside Medical Suites currently under construction.

It's been early mornings and late nights, but the team continues to consistently deliver quality products and service to this development. #ConstructionMaterials #ReadymixConcrete #ConsistentlyDelivering

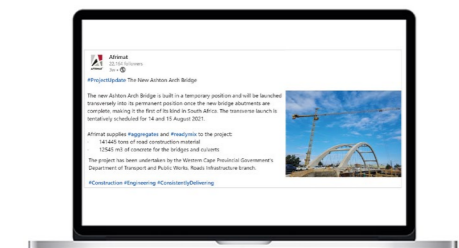
The New Ashton Arch Bridge

The new Ashton Arch Bridge is built in a temporary position and will be launched transversely into its permanent position once the new bridge abutments are complete, making it the first of its kind in South Africa. The transverse launch is tentatively scheduled for 14 and 15 August 2021.

Afrimat supplies #aggregates and #readymix to the project:
 • 141 445 tons of road construction material
 • 12 545m³ of concrete for the bridges and culverts

The project has been undertaken by the Western Cape Provincial Government's Department of Transport and Public Works, Roads Infrastructure branch.

#Construction #Engineering #ConsistentlyDelivering



Interview in Rapport

Our CEO, Andries Van Heerden spoke to Sunday Afrikaans Newspaper #Rapport about his vision for Afrimat and how integrity and dedication are crucial for success. Antoinette Slabbert, Netwerk24

12 Nuus Rapport 6 Junie 2021

Antoinette Slabbert gesels met Andries v. Heerden

Reputasieskade? Toe stof hy Naspers uit

Dankbaar jare nadat hy alles insit om droom te verwesenlik

Hy het toe gesê dat hy baie baie dankbaar is vir die geleentheid om te praat met Antoinette Slabbert van Netwerk24. Hy het toe gesê dat hy baie baie dankbaar is vir die geleentheid om te praat met Antoinette Slabbert van Netwerk24. Hy het toe gesê dat hy baie baie dankbaar is vir die geleentheid om te praat met Antoinette Slabbert van Netwerk24.

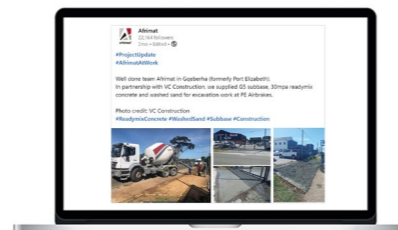
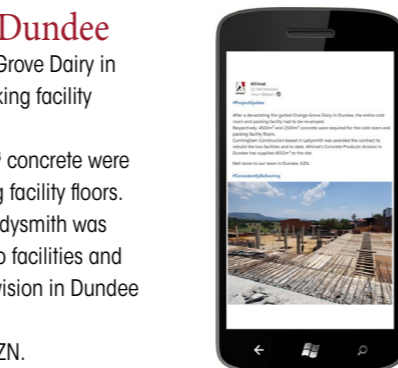
Orange Grove Dairy in Dundee

After a devastating fire gutted Orange Grove Dairy in Dundee, the entire cold room and packing facility had to be revamped. Respectively, 4 500m³ and 2 500m³ concrete were required for the cold room and packing facility floors. Cunningham Construction based in Ladysmith was awarded the contract to rebuild the two facilities and to date, Afrimat's Concrete Products division in Dundee has supplied 4552m³ to the site.

Well done to our team in Dundee, KZN. #ConsistentlyDelivering

Afrimat in Gqeberha

Well done team Afrimat in Gqeberha (formerly Port Elizabeth). In partnership with VC Construction, we supplied G5 subbase, 30mpa readymix concrete and washed sand for excavation work at PE Airbrakes. Photo credit: VC Construction #ReadymixConcrete #WashedSand #Subbase #Construction



When it comes to quality, durability and workability, lime outperforms all other standard cementing materials.



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BUILDING & PLASTER LIME

QUALITY THAT LASTS

- COST SAVINGS**
Fewer repairs, less maintenance and faster application.
- SUPERIOR QUALITY**
Adapts to all climates, is weather resistant and limits damage caused by moisture and cracking.
- LASTING DURABILITY**
Less susceptibility to hairline cracks and fractures and strengthens over time.
- GREAT WORKABILITY**
Enhanced durability ensures easy application and fills the voids and cracks.

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AFRIMAT.
Because it's about
investing in growth and
achieving excellence.



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 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

