

AUGUST 2022

AFRIMATTERS



**THE
SUSTAINABILITY
ISSUE**

DIVISIONAL MATTERS: HEMP AND OUR OTHER CARBON-NEGATIVE MATERIALS
HEALTH & SAFETY MATTERS: CELEBRATING 1 000 INJURY-FREE DAYS
SOCIAL MATTERS: AFRIMATTERS SUPPORTS EARLY EDUCATION CENTRES

As proud as we are at Afrimat of our achievements in producing our products, so too are we proud of our natural heritage and remain committed to environmental stewardship and the responsible use of our natural resources.

Afrimat National Marketing Department



CONTENTS

CEO’S MESSAGE	03
DIVISIONAL MATTERS	04
HR MATTERS	27
HEALTH & SAFETY MATTERS	44
SOCIAL MATTERS	48
MARKETING MATTERS	54
TRAINING & DEVELOPMENT MATTERS	58
SUSTAINABILITY MATTERS	61

AFRIMATTERS

Publisher: Big Blue Media | **Creative Director:** Sam Scarborough
Co-ordinating Editor: Tanya Pretorius | **Managing & Copy Editor:** Wendy Maritz
Contributors: Andries van Heerden, Dewaldt Fourie, Christopher Vermeulen, Magda de Bruyn, Diaan Venter, Tanya Pretorius, Boshoff Muller, Pieter Grove, Bevin Cornelius, Denleigh Spactor, Kalay Naidoo, Diaan Venter, Charl Crous, Andrew Wray, Mariette Swart, Wilbrie Fourie, Stephan Becker, Keshev Naidoo, Louis Pretorius, Henno Pretorius, Ruan Smit, Paul Botha, Francois Fourie, Joanne Giles, Lebogang Siyoba, Faith Kosa, Ilse Grimbeek, Reginald Gwala, Hercu Smit, Semonia Beukes, Nicola Lotz, Dorothy Mahlangu, Martin Kruger, Izak De Villiers, Loren Cupido, Miranda Vlok, Natasha Abrahams, Florence Sithole, Izak Crafford, Mpho Makhalemele, Marie-Louise Myburgh, Marina Gricius, Cat Steyn, Dries Burger, Nokulunga Mbonda, Thabani Xaba, Natasha Mouton, Sheelah Links, Jacques Stokes, Miranda Vlok, David Makhubu, Rubin Bebe, Reabetswe Mokoene, Katarien Deysel, Esther Teffo, Letisha van den Berg
Printers: KC Publications



Committed to conducting our operations sustainably

Remaining competitive is also reliant on our ability to conduct our operations in a sustainable and environmentally friendly manner.

We need to drive our Environmental Management effort with personal commitment and responsibility.

Afrimat National Marketing Department



CEO'S MESSAGE

The effort we put in as a team today, lays the groundwork for our success tomorrow

'Welcome to the early days of Afrimat.'

These were the opening words of a recent speech by Collin Ramukhubathi. This might sound strange, considering that Afrimat is almost 16 years old, but we are blessed with wonderful opportunities and an exciting future. Not only do we have exciting new business opportunities such as Glenover and Gravenhage, but we can also foster a unique culture based on excellence and integrity throughout our entire business.

We have the opportunity to be an example to South Africa of what is possible when teams work together in an atmosphere of joy and positivity, whilst living our values.

We must, however, guard against complacency.

The world economy is slightly volatile at present, and we can expect a turbulent time for the South African economy as well. We must drive our continuous improvement programmes really hard and be a benchmark for efficiency and cost control. This will ensure our competitiveness in this tough market.

Remaining competitive is also reliant on our ability to conduct our operations in a sustainable and environmentally friendly manner. We need to drive our Environmental Management effort with personal commitment and responsibility.

Our Chairman, Matie von Wielligh, once said: 'The future is not a continuation of the past, but a product of the present.'

As a team we must jointly ensure every day that Afrimat is performing as well as it possibly can. This lays the groundwork for tomorrow's success. Thank you for your contribution to Afrimat's success.

Enjoy this edition of Afrimatters!

Andries van Heerden
CHIEF EXECUTIVE OFFICER



"AS A TEAM WE MUST JOINTLY ENSURE EVERY DAY THAT AFRIMAT IS PERFORMING AS WELL AS IT POSSIBLY CAN. THIS LAYS THE GROUNDWORK FOR TOMORROW'S SUCCESS."



CONSTRUCTION MATERIALS – DENVER QUARRY AND READYMIX

Construction projects in Gqeberha and surrounds

DEWALDT FOURIE – SALES REPRESENTATIVE

The team from our Denver Readymix operations located at Mission Road, Greenbushes (Gqeberha), has proudly supplied construction materials for renovations at the Wool Trust building:

- 4 500 tons blasted rock
- 4 500 tons G5
- 2 000m³ readymix concrete

Customer: Chris Howes for Techni Construction

Civils: Cape Courts

We also supplied 850m³ readymix concrete to the River Oaks residential development in Fairview, during Phase 1. Phase 2 commences in August.

Main contractor: 1 Life Projects



Left and below: Pouring concrete for River Oaks residential development

Above and below: Supplying construction materials to the Wool Trust building





CONSTRUCTION MATERIALS – LYTTELTON DOLOMITE

SARF visits Lyttelton Quarry

CHRISTOPHER VERMEULEN – LABORATORY MANAGER

On 14 June 2022, members of the South African Road Federation (SARF) Northern Region visited Afrimat’s Lyttelton Dolomite Quarry and were taken on a technical tour.

Our Mine Manager, Grant Cupido, and his technical team took the SARF members through the aggregate manufacturing process and demonstrated how we conduct quality-control tests in our laboratory.

The team was also shown a planned blast from a safe vantage point. We were pleased to hear them comment on our high standards of safety and cleanliness.

The visit gave consulting engineers, laboratory technical staff, and engineers from the City of Tshwane the opportunity to gain insight into the production of both concrete and road aggregates.



Members of SARF Northern Region and staff from the Lyttelton Dolomite Quarry

“THE VISIT GAVE CONSULTING ENGINEERS, LABORATORY TECHNICAL STAFF, AND ENGINEERS FROM THE CITY OF TSHWANE THE OPPORTUNITY TO GAIN INSIGHT INTO THE PRODUCTION OF BOTH CONCRETE AND ROAD AGGREGATES.”



CONSTRUCTION MATERIALS – SA BLOCK

Supplying cement bricks for affordable housing in Gauteng

MAGDA DE BRUYN – SALES CONSULTANT

Afrimat’s brick manufacturer in Gauteng, SA Block, has proudly supplied over two million 10MPa cement bricks to the Royal Cradle Housing Development.

Developer: Cosmopolitan Projects

Contractor: Whippet Construction



Above: The construction of homes at Royal Cradle, Gauteng



CONSTRUCTION MATERIALS – HERMANUS READYMIX

Hermanus Esplanade project

DIAAN VENTER – SALES REPRESENTATIVE

Afrimat’s team from our Hermanus Readymix operations is supplying approximately 2 000m³ of readymix concrete to the Hermanus Esplanade project.

Customer: Gresco Projects & Construction CC

Managing member: Brent Jones

Project date: January to December 2022

Site management: S du Toit and B Vosloo



What the esplanade will look like once completed



Hermanus Esplanade under construction



CONSTRUCTION MATERIALS – ACP AND PAULPIETERSBURG READYMIX

Mdwadlaza Pedestrian Bridge

CHARL CROUS – ZULULAND SALES AND MARKETING MANAGER

Afrimat Concrete Products and the team from Paulpietersburg Readmix, are proud to have been associated with the construction of the Mdwadlaza Pedestrian Bridge.

The bridge has enabled the community of Kwakonkota to access establishments such as schools, clinics and shops, which were previously difficult and time-consuming to reach.

The eDumbe Local Municipality funded the project, with MKF Trading & Projects (Pty) Ltd constructing the bridge.

“THE BRIDGE HAS ENABLED THE COMMUNITY OF KWAKONKOTA TO ACCESS SCHOOLS, CLINICS AND SHOPS, WHICH WERE PREVIOUSLY DIFFICULT AND TIME-CONSUMING TO REACH.”



Before



During construction



During construction



The completed bridge

FUTURE MATERIALS & METALS – AFRIMAT HEMP

Afrimat Hemp and our carbon-negative construction materials

BOSHOF MULLER – MD – AFRIMAT HEMP AND TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Introduction to Afrimat Hemp

Afrimat Hemp (Pty) Ltd – a subsidiary of Afrimat (Pty) Ltd – is a Cape Town-based company specialising in natural, carbon-negative construction materials, which include hempcrete blocks, premixed plasters and breathable paints.

Why use hemp for construction?

Hempcrete absorbs CO₂. According to studies conducted by a European hempcrete company, every 1 m³ of (their) hempcrete can absorb up to 75kg of CO₂ from the atmosphere.

- Hempcrete’s embodied carbon footprint, therefore, has a positive impact on climate change.
- Hemp is known as one of the fastest CO₂-to-biomass conversion tools available, because of its short four-month growth cycle. Hemp sequesters between 10-15 tons of CO₂ per hectare.
- Hemp hurd (derived from the core part of the plant’s stem) is used as an aggregate in hempcrete together with lime.
- Lime is calcined using less energy than cement, at 950°C as opposed to 1 400°C.
- Lime also reabsorbs CO₂ to set.

What makes Afrimat Hemp a unique and cost-effective solution for the building industry?

- Afrimat Hemp blocks and hempcrete non-loadbearing masonry products are designed to produce environmentally friendly infill walls such as insulating envelopes and partition walls.
- The high performance of these natural, sustainable materials makes hempcrete systems an obvious choice if you want to reduce your energy bills, carbon footprint, and the overall impact of your building on the environment.

“HEMP CONSTRUCTION IS ECO-FRIENDLY, OFFERS EXCELLENT INSULATING PROPERTIES, IS SOUND-ABSORBING, FIRE-RESISTANT, ENERGY-SAVING, DURABLE AND, OF COURSE, 100% NATURAL.”

HEMP BLOCKS

- What are the benefits of using hemp blocks as a building material versus traditional building material?
- It’s a carbon-negative construction material.
 - Hemp construction (hempcrete blocks, plasters and paints) is eco-friendly, offers excellent insulating properties, is sound-absorbing, fire-resistant, energy-saving, durable and, of course, 100% natural.
 - It can also be used for heritage restorations, new builds, or for interior and exterior renovations.
 - Because of hempcrete’s ability to easily absorb and release moisture, it assists with regulating a building’s internal humidity, thus maintaining healthy indoor air quality.



Hemp hurd from Afrimat Hemp

“BECAUSE OF HEMPCRETE’S ABILITY TO EASILY ABSORB AND RELEASE MOISTURE, IT ASSISTS WITH REGULATING A BUILDING’S INTERNAL HUMIDITY,THUS MAINTAINING HEALTHY INDOOR AIR QUALITY.”

AIRPLAST

The problem: Trapped moisture

Old buildings were usually built using soft building materials, with no cavities and/or damp-preventative measures in place. Over time, many of these buildings have been renovated with conventional non-breathable cement-based plasters, modern waterproof paint, and waterproof membranes.

These materials are not compatible with the older soft building materials, and cause moisture to be trapped, which leads to:

- Damp
- Delaminated plaster
- Paint bubbling
- Wall structure failure

AIRPLAST AS A SOLUTION

- AirPLAST is a ready-mixed specially formulated lime plaster used in heritage renovation and for old building repair work that guarantees breathability.
- It is simple to use: Just add water.

How to use AirPLAST

- Clean the wall of any loose plaster or material and brush off excessive dust with a block brush.
- Rebuild with AirPLAST and bricks where necessary.
- Apply a weak watery lime mix (1lime:4water) and dampen it with a wet block brush.
- Apply AirPLAST breathable plaster once the surface is dry.

This product can also be used with our hemp building system.



Hemp blocks from Afrimat Hemp



AirPLAST product



CONSTRUCTION MATERIALS – AFRIMAT READYMIX CAPE AND AFRIMAT AGGREGATE OPERATIONS

Supplying concrete for the award-winning Ashton Arch Bridge

TANYA PRETORIUS – NATIONAL MARKETING OFFICER | PIETER GROVE – REGIONAL MANAGER – AFRIMAT READYMIX | BEVIN CORNELIUS – COMMERCIAL MANAGER

The Ashton Arch bridge has won the Fulton Award for a project valued at over R100m in Innovation & Invention in Concrete.

Afrimat is proud to have supplied aggregates and readymix concrete to this project:

- 141 445 tons of road construction material
- 12 545m³ of concrete for the bridges and culverts

The project was undertaken by the Western Cape Provincial Government's Department of Transport and Public Works' Roads Infrastructure division.

The Ashton Arch Bridge is the first concrete tied-arch bridge in South Africa and was constructed using the transverse launching method. It replaced a multi-arch bridge, which no longer fulfilled its functional requirements.

Congratulations to all involved:

Project manager and structural design: AECOM SA

Main contractor: Haw and Inglis Construction

Specialist sub-contractors: Amsteele Systems

Specialist sub-contractors: Allweld Marine and Industrial

Specialist sub-contractors: Maffei Engineering

Specialist sub-contractors: Nyeleti Consulting

Formwork supplier: Form-Scaff

“THE ASHTON ARCH IS THE FIRST CONCRETE TIED-ARCH BRIDGE IN SOUTH AFRICA AND WAS CONSTRUCTED USING THE TRANSVERSE LAUNCHING METHOD.”



Ashton Arch Bridge



CONSTRUCTION MATERIALS – WETTON READYMIX

Another successful readymix pump job

DENLEIGH SPOCTOR – SALES REPRESENTATIVE

The team from our Wetton Readymix operations recently supplied 60m³ of readymix concrete to a cash customer in Constantia, Cape Town.

Pumping of our readymix concrete for the three decks was done in partnership with Granite Pumps.

Well done team, and thank you to Granite Pumps!



Under construction



Pumping readymix concrete for the home's three decks



CONSTRUCTION MATERIALS – GLEN DOUGLAS DOLOMITE

Road reconstruction in Orange Farm

KALAY NAIDOO – SALES REPRESENTATIVE

Afrimat's Glen Douglas Dolomite Quarry supplied aggregates for the reconstruction of roads from gravel to asphalt in Orange Farm:

- Base crouse G1 (-37.5mm)
- Concrete stone (20mm)
- Builders blend
- Sub base G5 (-53mm crushed)
- Super sand

The project is a Johannesburg Development Agency initiative.



Reconstruction of roads from gravel to asphalt in Orange Farm





CONSISTENTLY
DELIVERING



www.afrimat.co.za

AUDITED SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

for the year ended 28 February 2022

HIGHLIGHTS

- ▶ Operating profit margin **23,7%**
- ▶ Headline earnings per share ('HEPS') up **22,9%** to 542,9 cents
- ▶ Group revenue up **26,7%** to R4,7 billion
- ▶ Final dividend per share of **146,0 cents**
- ▶ Return on net operating assets **33,0%**
- ▶ Net debt:equity ratio of **12,1%**

Afrimat Limited
(‘Afrimat’ or ‘the Company’ or ‘the Group’) (Incorporated in the Republic of South Africa)
(Registration number: 2006/022534/06) Share code: AFT ISIN code: ZAE00086302



INDUSTRIAL MINERALS – AFRIMAT AGRI LIME

Agri Lime: Bolstering Afrimat’s agri offering

ANDREW WRAY – MANAGING DIRECTOR – AFRIMAT INDUSTRIAL MINERALS | MARIETTE SWART – FINANCIAL DIRECTOR – FUTURE MATERIALS AND METALS |
WILBRIE FOURIE – NEW BUSINESS DEVELOPMENT

The agricultural and feed lime markets were identified as key markets of interest in the growth strategy, and hence Agri Lime was approached with a view to incorporate it into the growing Afrimat Industrial Minerals portfolio. Agri Lime officially became an Afrimat business in May 2022.

What is Agri Lime?

Agri Lime is a strategic supplier of calcitic limestone to the feed and agricultural lime markets in Southern Africa. The mine is located near the town of Northam in Limpopo, approximately 50km southwest of Thabazimbi. The limestone is known as ‘Northam Calcite’ and is widely distributed across South Africa, with export markets into Southern Africa including Namibia, Botswana and Swaziland.

Agri Lime is one of the largest animal feed lime providers in the country, supplying the major feed-lots and feed producers, as well as the major agents and distributors in the sector.

Agri Lime’s offering is mined, processed, and classified on site at its operation in Northam. It is sold in bulk, as well as in big-bag and small-pocket formats.

What is feed lime?

Feed lime is an essential calcium supplement that is fed to livestock to enhance animal growth and development. A shortage of calcium in the diet of livestock often results in poor growth rates and poor bone development, among other issues.

What is agricultural lime?

Agricultural lime (Aglime) is a soil additive made primarily from pulverized (fine) limestone or dolomite. The primary active component is calcium carbonate. Liming with agricultural lime is a natural, low-cost way to enhance the effects of regular chemical-based fertilizers.

The Industrial Minerals fit

Acquiring Agri Lime makes Afrimat one of the major feed-lime producers in the country and together with Cape Lime Langvlei, Cape Lime Vredendal and our Marble Hall operations strengthens our growing footprint in the agricultural lime market.

- Established brand: Agri Lime is an established brand and has a footprint in the market, supplying agricultural and feed-lime products to strategic partners in the agricultural products value-chain across South Africa, and to some of our neighbouring countries.

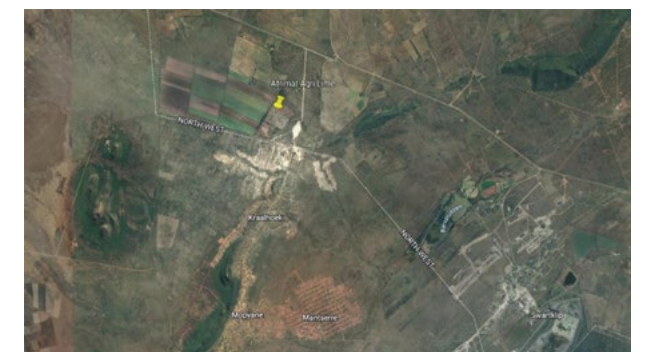
“AGRI LIME IS AN ESTABLISHED BRAND AND SUPPLIES AGRICULTURAL AND FEED-LIME PRODUCTS TO STRATEGIC PARTNERS IN THE AGRICULTURAL PRODUCTS VALUE-CHAIN IN SOUTH AFRICA.”

- Unique product: Agri Lime’s product has unique metallurgical and physical properties, specifically for the animal-feed industry in South Africa.
- National footprint: Many of the big animal-feed companies have national procurement strategies. By adding Agri Lime to the Afrimat portfolio, we provide a similar national footprint and provide more tonnages from our Vredendal plant to the Western Cape region.
- Market focus: With Afrimat’s professional commercial and market focus, we plan to grow the current market for Northam Calcite.

Opportunity and potential

The major components of the implementation plan are:

- Market growth: The team is targeting an increase in agricultural lime-sale tons from 130 000 tonnes per annum to 160 000 tonnes per annum, as well as increased feed-lime volumes from 10 500 tonnes per month to 12 500 tonnes per month, on the back of capacity and efficiency improvements that Afrimat will unlock operationally.
- Logistics efficiencies: Afrimat Logistics has been tasked with optimising transport planning and unlocking efficiencies, which we believe will further unlock the project’s potential.



Agri Lime



INDUSTRIAL MINERALS – CAPE LIME, LANGVLEI (ROBERTSON)

Agricultural lime plant upgrade (Phase 1)

STEPHAN BECKER – MINE MANAGER

The Langvlei operation has produced high-quality pressure-hydrated dolomitic lime since 1943, and much of the original infrastructure has remained intact. A few upgrades took place in the early days when Cape Lime managed the business (after a management buyout from Trans Hex), including improvements to the hydrator and milling section.

Problematic structural integrity of primary plant

When Afrimat took over control in 2016, the management team realised that the structural integrity of the primary processing plant was problematic, and an audit by external engineers highlighted and confirmed our concerns.

The first round of safety improvements was rolled out, including upgrades and improvements to catwalks, walkways, platforms, and some structures and chutes. This was always going to be an interim solution that would require the team to still investigate a long-term, sustainable solution.

A two-phased approach to upgrading

The two-phased approach to the plant upgrade was the solution the team at Langvlei developed to address these needs, and to meet the production requirements of this growing business.

What did we want to achieve?

1. Correct the KILN feed size fraction and yield to a screened -90mm + 30mm, and 40% yield of total ROM feed (the better the size fraction, the less anthracite we consume, the less amount of raw feed we need to achieve the required burnt lime quantity).
2. Reduce 'witklip' (uncalcined material) wastages from 40% to below 20% of product output.
3. Improve product quality specifications on aggregates and Aglime.
4. Reduce additional handling of materials, including the 'witklip' and Aglime.
5. Discontinue the use of bucket elevators on the Aglime plant in favour of conventional conveyors.
6. Improve OPP on both plants from the current 50% to a consistent 80% and maintain PM above 88%.
7. Reduce overtime work related to breakdown callouts as well as rotational shift work at the Aglime plant.
8. Improve plant operator morale and engagement.
9. A built-for-purpose primary processing plant that enables us to choose what to make, when to make it, and how much to make.

Why do we want to build a new plant?

1. To be able to stay in business with current sales and future goals of selling total lime production capacity at Afrimat Langvlei.
2. To become more competitive in the Industrial Minerals markets.
3. To ensure the processing plant's structural integrity and employee safety.
4. The availability of spares on current screens (antiquated equipment) are problematic.
5. To ensure flexibility of production streams.

Achieving the above will not be possible with the current primary plant layout.

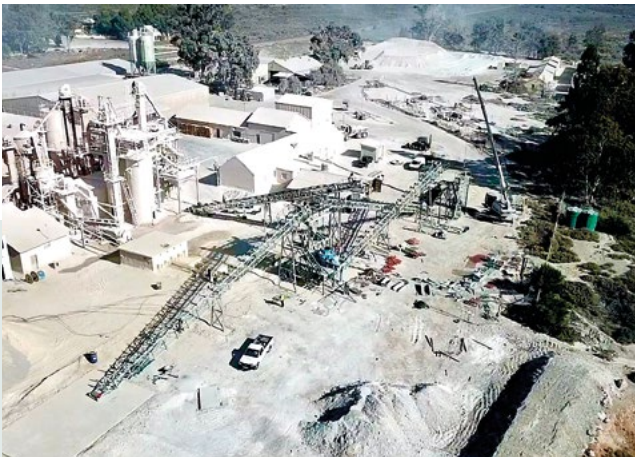
Why now?

1. There is an opportunity to grow the agricultural market from 30 000t/a to 60 000t/a over the next three years starting 2022. This will also have a pull-through on the unsaleable aggregate material sales by reducing a poor product yield and improving ACP. Additional income from Aglime sales will be sufficient to ensure a suitable return on investment.
2. Current Aglime plant production capacity is sold out.
3. There is an opportunity to correct the KILN feed material, further reducing wastage by approximately 25%.

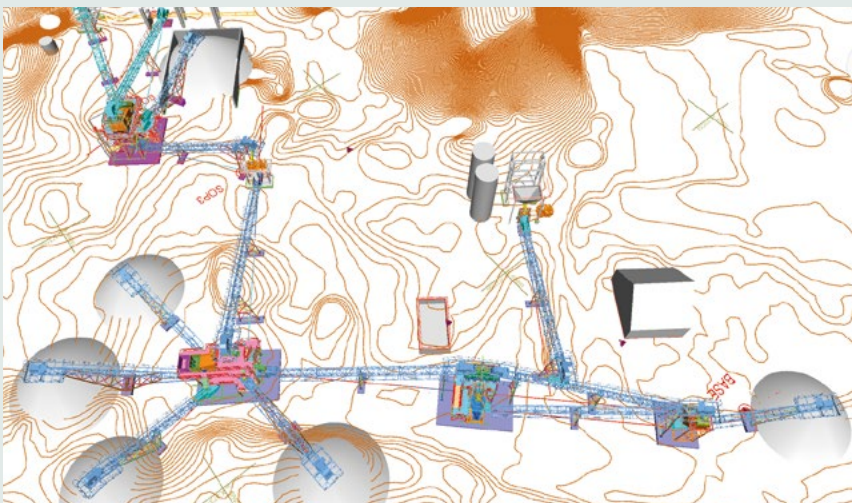
The Engineering Projects team (Francois Louw, Robert Hurn, Ludwig van der Walt and later Cobus Bosshoff) assisted us with the scope of works, budget, layout, planning, designing, manufacturing, erecting and commissioning of the first phase in a very tight schedule under very difficult circumstances.

Special mention must be given to Robert Hurn for taking full responsibility and exceeding the expectations of the Afrimat Langvlei management team.

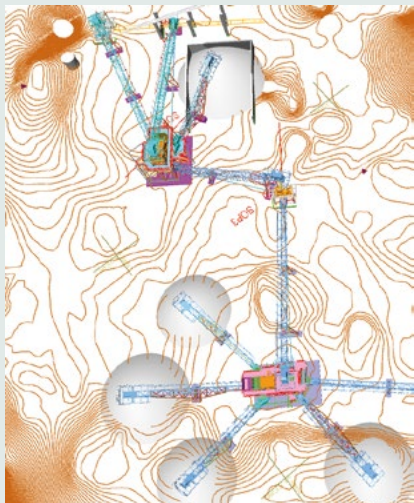
The Aglime section of the plant is currently in production and Phase 2 would have been commissioned at the end of July 2022.



Above: Phase 1 of the Langvlei upgrade underway



Primary Plant



Phase 2



INDUSTRIAL MINERALS – CAPE LIME

Lime, the versatile mineral

KESHEV NAIDOO – COMMERCIAL MANAGER | LOUIS PRETORIUS – BUSINESS DEVELOPMENT | HENNO PRETORIUS – AGRI LIME | TANYA PRETORIUS – NATIONAL MARKETING OFFICER

What is lime?

Limestone, and its beneficiated form lime, is one of the most versatile minerals in the world and an important building block in modern construction.

Cape Lime has some of the highest grades of limestone available in South Africa.

This material is mined and further processed into sized limestone (calcium carbonate), unslaked lime (calcium oxide) and hydrated lime (calcium hydroxide) for use in diverse applications.

Where is lime used?

By the time you arrive at work, you would have encountered lime several times, for example:

- Lime is used to neutralize and cleanse our drinking water.
- It's used in sugar production.
- It serves as a calcium supplement in vitamins and some foods.
- On roads, lime is used in the asphalt, below the asphalt and during construction.
- Buildings are constructed using at least one type of lime product.
- Lime is even used to produce paper and glass.
- It's used for food security.

“LIME IS CRITICAL TO AGRICULTURE, ALLOWING FARMERS TO CREATE HEALTHY SOIL ENVIRONMENTS. LIME ALSO ASSISTS WITH A PLANT'S ABILITY TO ABSORB NUTRIENTS AND OTHER FERTILISERS RESULTING IN MORE PRODUCTIVE FARMING.”

However, there are other uses of this wonderful mineral that are less obvious but which still have a massive impact on our lives.

Lime is increasingly being used in new technologies and to ensure a sustainable future:

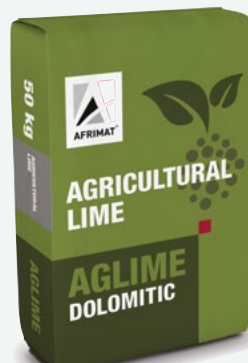
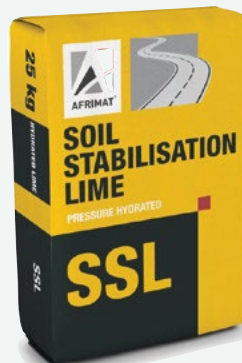
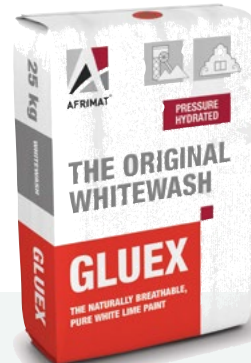
- Limestone is commonly used in flue gas desulphurisation, which is the removal of harmful emissions that are produced in industrial applications such as the burning of coal in power stations.
- Clean air is and has been the biggest environmental concern for many countries.
- Clean and sustainable water supply and reserves are equally important. As a water-scarce country, we are constantly under severe pressure to preserve this precious resource. Lime is being used to great effect in the treatment of wastewater, helping to preserve this natural resource.
- Lime in various forms is used by farmers to create healthy crops. Lime is critical to agriculture, allowing farmers to create healthy soil environments. Lime also assists with a plant's ability to absorb nutrients and other fertilizers resulting in more productive farming.

Agricultural lime and the benefits of liming

Agricultural lime is a soil conditioner made from pulverized or crushed limestone with the primary active ingredient being either calcium carbonate or magnesium carbonate depending on the mineral source.

Mineral sources typically consist of limestone or dolomitic limestone. Agricultural lime is a natural product that gets crushed to a specific particle size that promotes effective solubility as well as being easily handled in bulk form.

Too-fine a product becomes difficult to handle, especially in windy conditions, and too-course a product would take too long to dissolve.



“CAPE LIME HAS SOME OF THE HIGHEST GRADES OF LIMESTONE AVAILABLE IN SOUTH AFRICA.”



How does Agricultural lime work?

1. By increasing the pH of soils, agricultural lime eliminates the uptake of toxic elements such as aluminium and manganese. These elements become readily available in acidic soils, typically below a pH of 5. Between a pH of 6.2 to 7.3 nitrogen, phosphorus, potassium, sulfur, calcium and magnesium become readily available to the plant.
2. Lime further directly adds calcium or magnesium to the soil.
 - Calcium is critical to add strength and stability to the plant through the formation of cell walls. Calcium deficiencies cause stunted growth.
 - Magnesium is critical for the development of chlorophyll in plants. Magnesium deficiencies lead to poor and/or stunted growth.
3. Soil acidity can lead to significant yield losses, and agricultural lime directly counteracts this by being an alkali and raising soil alkalinity.
4. Biologically, agricultural lime creates an optimal environment for earthworms and soil bacteria by maintaining a neutral pH. The earthworms furthermore provide a physical service by bettering the soil structure by improving friability and thus reducing crusting and clotting in heavy soils.

As an industry, agriculture no longer has the luxury of farming ineffectively.

Liming needs to become a critical component in soil conditioning before we reach a point of no return. Farmers can either embrace change or become a victim of it.





INDUSTRIAL MINERALS – MARBLE HALL MINE

Celebrating successes, prioritising relationship-building and focusing on the way forward

RUAN SMIT – MINE MANAGER | PAUL BOTHA – SALES MANAGER | TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Celebrating 1 000 accident-free days

Marble Hall Mine is proud to share the exceptional performance of operating 1 000 days without any accidents. On 27 May 2022, this achievement was celebrated with all the Marble Hall employees. Part of the celebration was feedback from management on the operational performance covering safety, plant efficiencies, engineering, maintenance, human resources and sales volumes.



The Marble Hall team: 1 000 days accident free

Diversifying our product range

Marble Hall Mine was always known for selling products to the market that mainly consisted of 63mm limestone (to Glencore Lion Smelter) and bulk stone dust (SSD) to seven of the top 10 coal mines in South Africa. It later expanded to 13mm limestone for decorative purposes.

Currently, Marble Hall supplies 14 products that go to the following Industrial Minerals sectors:

- 1. Construction
- 2. Mining
- 3. Coal mines
- 4. Water purification
- 5. Glass manufacturing
- 6. Sinter into steel markets
- 7. Alloys
- 8. Agricultural markets

The way forward

The current and future focus is to diversify by increasing the aggregate sales of which the parent rock consists of dolomite.

The target market here will be civils, road upgrades, readymix concrete, railway sidings, concrete precast manufacturers, landscapers and resellers.

Over the last four years, the Marble Hall aggregate market contributed 10% of the total sales. This increased to 23% of the total sales after a huge focus and effort from the sales and operational teams.



Louis de Wet and Thabo Matlou, responsible for production at Marble Hall, with Ruan Smit, Mine Manager



Prioritising relationship-building

From an HR perspective as well as management on site, a decision was made to prioritise one-on-one sessions with each employee to improve relationship-building between all parties – in line with the Afrimat Way. New points were highlighted that will now drive the discussions in terms of training and the development of the employees.

Facing challenges as a team and ensuring customer satisfaction

The past few months were quite challenging due to uncontrolled weather conditions and loadshedding both of which had a significant impact on production and stock volume.

However, the production team, together with the sales and operational teams, still managed to send out high volumes, approved by customers.

The main production focus at this stage is to implement a strategy to increase the agricultural production output and volumes, which can potentially be a good contributor to the Mable Hall business model going forward.

“THE MAIN PRODUCTION FOCUS AT THIS STAGE IS TO IMPLEMENT A STRATEGY TO INCREASE THE AGRICULTURAL PRODUCTION OUTPUT AND VOLUMES WHICH CAN POTENTIALLY BE A GOOD CONTRIBUTOR TO THE MABLE HALL BUSINESS MODEL GOING FORWARD.”

"What is really exciting for us, aside from our new projects in the mining space, are the various 'green' initiatives we are investing in, the most recent of which is the granting of a license to plant hemp.

This product is extremely versatile and is an excellent counterbalance to carbon emissions.

Parts of the plant is also used to manufacture building blocks with a negative carbon footprint."

Andries van Heerden, CEO

Afrimat National Marketing Department



DIVISIONAL MATTERS

AFRIMAT INDUSTRIAL MINERALS

A new dawn for Agri-Lime and Stony Lime

LEBOGANG SIYOKA – HR MANAGER

It is indeed a promising turning point for Agri-Lime as Afrimat acquires one of its first operations in the North West Province.

As of 13 May 2022, all conditions precedent to acquire 100% of Agri-Lime (Pty) Ltd were met, thereby allowing us to officially welcome Agri-Lime (Pty) Ltd and Stony Lime (Pty) Ltd to the Afrimat family.

Agri-Lime mines calcitic limestone and beneficiates it, through its Stony Lime operation, for on-selling to mainly the agricultural sector as feed limestone (feed lime) and agricultural lime (agri-lime) for cultivation. The opencast mine and plant are located close to the town of Northam in the Limpopo Province.

As part of Afrimat's Industrial Minerals growth strategy, the company explored this opportunity as it provides access to minerals that expand our product offering in the Industrial Minerals

segment. The product from Agri-Lime has unique metallurgical and physical properties, specifically for the animal-feed industry in South Africa. Agri-Lime (Pty) Ltd is the largest animal feed-lime provider in the country with export markets in Southern Africa including Namibia, Botswana and Swaziland.

Through the acquisition of Agri-Lime (Pty) Ltd, Afrimat is strongly positioned as the biggest feed-lime producer in the country and has strengthened its footprint in the agri-lime market, complementing supply from Marble Hall, Glen Douglas, Vredendal and Langvlei.

We would like to take this opportunity to welcome the Agri-Lime team to Afrimat, and we trust that the journey ahead will be in an atmosphere of joy and positivity, in the Afrimat Way!

"THE PRODUCT FROM AGRI-LIME HAS UNIQUE METALLURGICAL AND PHYSICAL PROPERTIES, SPECIFICALLY FOR THE ANIMAL-FEED INDUSTRY IN SOUTH AFRICA."



From left to right: Gerhard Odendaal (COO), Saartjie Duvenhage (Laboratory Assistant), Lebogang Siyoka (HR Manager), Jan van den Berg (Mine Manager), Joanne Giles (Business Development Specialist), Francois Landsberg (Operations Manager), Ignatius Ferreira (Project Engineer), Ighardt van Lingen (Senior Safety Officer), Rina van der Merwe (Financial Manager), Hannes Slabbert (Sales Manager)



Madadeni opencast mine ramp-up project

FRANCOIS FOURIE – HUMAN RESOURCES

2020

In June/July 2020 it became evident that N'Komati Anthracite (NKA) would need to significantly increase its number of ADT Operators to meet the new operational requirements of Madadeni Opencast Mine.

The ramp-up project was planned over a period of six months and required an increase from the four excavator teams and 12 trucks in operation to 19 excavator teams and 33 trucks.

NKA had to come up with a solution that would ensure a balanced approach to employing non-local ADT Operators and embarking on an extensive community training project in the three local communities.

NKA, with the involvement of the People Management team, the Regional Social and Labour Manager, and Operations, set about to propose a plan to the Working Group that included temporarily hiring non-local qualified ADT Operators while a recruitment project was embarked upon to select 60 local community members to be trained as ADT Operators.

2021

This proposal was accepted by the Working Group and the process began in earnest in August 2021. The first group of 10 community members commenced training

"THE WAY THIS PROJECT WAS PROACTIVELY MANAGED AND TRACKED WITH THE INVOLVEMENT OF THE PEOPLE MANAGEMENT TEAM, THE REGIONAL SOCIAL AND LABOUR MANAGER, AND OPERATIONS PROVIDED NKA WITH THE REQUIRED RESOURCES TO MEET OPERATIONAL REQUIREMENTS WELL IN ADVANCE. IT ALSO CREATED AN AVAILABLE POOL OF ADT OPERATORS WITHIN THE LOCAL COMMUNITIES WHO COULD SUPPORT POSSIBLE FUTURE GROWTH OPPORTUNITIES."

on 29 November 2021 and was declared competent on 19 December 2021.

During this period, NKA proceeded to employ the first team of ADT Operators from non-locals on fixed-term contracts (FTCs), whilst the local community trainees received training with the support of the Working Group. The training project as well as the employment of community members on FTCs were tracked weekly.

2022

The initial project scope of at least six months' training was reduced to just over three months and by 6 March 2022, six teams of 10 ADT Operators (community members) had been trained, and 45 were employed on FTCs until 31 March 2022 to gain experience and to allow the Operations team to select the best of the newly trained ADT Operators.

From April 2022, 40 previously unemployed members of the three communities were employed on permanent contracts at Afrimat N'Komati Anthracite. This project was not only very well received by the local communities, it was also something that the existing NKA employees felt very proud of.

A further positive result of the proper planning and tracking of the project was the ability to multi-skill several permanent NKA employees as Excavator and Dozer Operators to support the ramp-up project.

The way this project was proactively managed and tracked with the involvement of the People Management Team, the Regional Social and Labour Manager, and Operations provided NKA with the required resources to meet operational requirements well in advance. It also created an available pool of ADT Operators within the local communities who could support possible future growth opportunities.



New ADT Operators, front row from left: Mantshintshi Walter, Nkuna Delisiwe, Lekhuleni Mpendulo, Ntuli Nonduduzo, Shabangu Prince. Back row from left: Shabangu Nkosinathi, Mate Muziwakhe, Nkambule Castro, Madubandlela Sizakele, Mandlazi Gabisile, Mhlongo Dumisani



Early morning at Madadeni Opencast Mine

CONSTRUCTION MATERIALS – AFRIMAT HERMANUS READYMIX

Afrimat – proud supporter of #BuildingBlind

DIAAN VENTER – SALES CONSULTANT AND TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Afrimat is very proud to support the #BuildingBlind initiative.

Adventurer and author Christopher Venter fell tragically ill during his 32 000km scooter expedition across Africa to Ireland, resulting in his becoming completely blind.

Chris will now tackle a new but no less challenging adventure – the construction of his new house totally blind – with his fellow adventurer and friend Riaan Manser (The Manser Group) as his foreman.

Afrimat's Hermanus Readymix Plant is supplying the 80m³ of readymix concrete required for this project in two batches. The first pour was done on Tuesday, 31 May 2022.

Several of Afrimat's founding members hail from Worcester, and we've been involved in initiatives to support the blind and deaf community in the area for many years. So, supporting Chris and Riaan with their initiative here in Hermanus just makes sense to us.

We believe in creating value for the communities where we operate.

Watch the webisode on YouTube: 'They gave us a pump truck' (*Building Blind*, Webisode 4)



Chris Venter and Diaan Venter

"WE BELIEVE IN CREATING VALUE FOR THE COMMUNITIES WHERE WE OPERATE."



Pouring the concrete for Chris Venter's home



DEDICATED TO PROTECTING OUR ENVIRONMENTS

Afrimat Sustainability kindly urges you to Take a Personal Pledge to do the following:

- Stop Pollution
- Reduce, Reuse and Recycle Waste
- Save Water: Report and fix leaking pipes
- Conserve Energy: Switch off the air conditioners and lights when you leave the office



DIVISIONAL MATTERS

NEW BUSINESS DEVELOPMENT – GLEN DOUGLAS DOLOMITE

Glen Douglas beneficiation project

JOANNE GILES – NEW BUSINESS DEVELOPMENT

The key role of new business development within an organisation is, as the name suggests, the development of the existing business and the acquisition of new businesses.

When splitting business development into two parts, we have ‘business’ and ‘development’.

What this entails is that the business development team focuses not only on acquisitions but also on our current businesses to seek opportunities that can extend our product offering and diversification strategies.

A key driver in all the businesses already owned by Afrimat is to establish the best value for the resource and to beneficiate this resource to achieve optimal revenue from the resource, thereby diversifying into new markets and further extending the downstream of products.

One such example of the development opportunities pursued by the business development team is the beneficiation project that was initiated in collaboration with the Glen Douglas team.

The key driver for this project was to increase Glen Douglas’s product offering to be less dependent on the construction materials and metallurgical markets that form the main base of its revenue for Glen Douglas. Whilst this has been an important base for Glen Douglas, it has also highlighted the risk of ‘having too many eggs in one basket’ and resulted in Glen Douglas looking to spread the risk across other markets.

“THE MOST EXCITING PART OF THIS BENEFICIATION PROJECT IS THAT HAVING THE BALL MILL ON SITE HAS OPENED THE DOOR TO ADDITIONAL OPPORTUNITIES NOT PREVIOUSLY CONSIDERED.”

There were two key markets identified that would give rise to additional volume, both of which were markets that could not be serviced with the current equipment.

- Test work began, and the process of having a milled dolomitic product tested and approved for use by a potential customer in the chemical industry was pursued. A ball mill was required to mill the product to the required micron, so additional avenues for this milled dolomitic product were investigated and identified for use in the asphalt and tile adhesive markets.
- An opportunity to increase aglime production at Glen Douglas because of the ball mill, was also identified, thereby allowing Glen Douglas to expand its volume to this market as well.

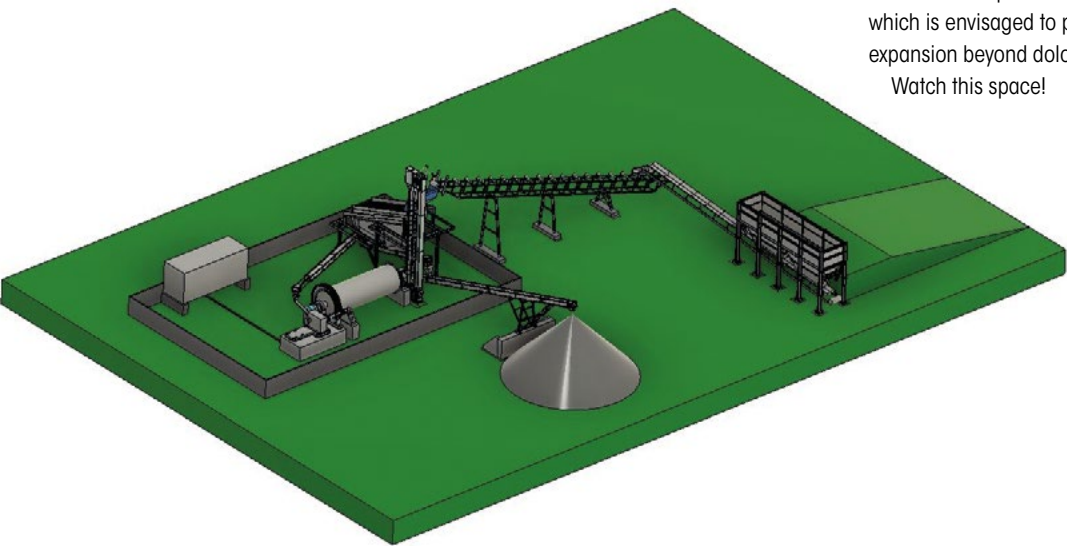
The business case model was presented to the executive members, with a thorough costing and design layout of the equipment required (with the help of Stephan de Villiers and Carl Malan who sourced the ball mills and required equipment), and the CAPEX was approved.

The project is currently in the implementation phase and is expected to produce the first milled dolomite by mid-August 2022, gearing Glen Douglas up for a promising aglime season next year, and the opportunity to enter the chemical, asphalt and tile markets in the latter half of this year.

This concept can be extended to further products within the Afrimat stable, together with potential opportunities external to Afrimat that are currently being pursued.

It is the first phase of the Afrimat beneficiation hub, which is envisaged to provide continued growth and expansion beyond dolomitic products.

Watch this space!





Health & Safety

At Afrimat, we strive to:

- Integrate Health & Safety management in routine management functions and processes;
- Pro-actively identify and eliminate (or as a last resort, manage) all Occupational Health & Safety related risks in the workplace;
- Comply with all internal Health & Safety standards as well as applicable legislation;
- Inform staff of the hazards and risks associated with their work;
- Provide the training, equipment and support necessary for our employees to mitigate risks and perform safe, healthy and productive work;
- 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; and
- Support industry-related Health & Safety improvement initiatives and share our knowledge of Health & Safety with industry stakeholders.

HR MATTERS

ACI HR gets their shoes dirty

AFRIMAT CONTRACTING INTERNATIONAL

FAITH KOSA – JUNIOR HR OFFICER

ACI Workshop visit

Earlier this year, the ACI HR team visited the ACI Workshop to learn more about how the different machinery (loaders, excavators, mobile crushers, and screens) operate, and what a day in the life of Mechanics and Boilermakers looks like.

The team had the opportunity to do some welding and use a cutting torch – which was an exciting and thrilling experience! It also made us realise how much skill is involved and that a steady and precise hand is required to do this job.

The role of the Human Resources department has transitioned from the traditional administration role to adopting an in-depth focus on aspects that are beneficial to an employee's career.

The aim is to become an active HR operational team, by being out of the office and exploring the employees' working environment.

This will assist our team to understand the daily tasks, positive aspects, challenges and developmental areas we need to focus on to assist employees to reach their full potential.

"THE ROLE OF THE HUMAN RESOURCES DEPARTMENT HAS TRANSITIONED FROM THE TRADITIONAL ADMINISTRATION ROLE TO ADOPTING AN IN-DEPTH FOCUS ON ASPECTS THAT ARE BENEFICIAL TO AN EMPLOYEE'S CAREER."

Blasting at Nkomati

I also had the opportunity to visit Nkomati and watch a blast!

In the words of Mr Anton Gerber: 'HR needs to get their safety shoes dirty.'

It was a very thrilling experience to set off the explosive for the blast and to see what the aftermath of a blast looks like.

From learning about the safety protocols that need to be conducted beforehand to experiencing what it really feels like to be a blaster for a day, it was a great experience.



From left to right: Louisa Roestof, Miranda Vlok, Dorothy Mahlangu and Faith Kosa



From left to right: Andre van Rensburg, Faith Kosa and Pieter de Bruin

FAIRWELLS

Bruno Penzhorn retires at 90

SA BLOCK AND CLINKER SUPPLIES

ILSE GRIMBEEK – HR MANAGER AND ALBERT DA SERRA – OPERATIONS MANAGER

In 2012, SA Block and Clinker Supplies became part of the Afrimat family. **Bruno Penzhorn** played a significant role in the Clinker Supplies business since the joint venture between SA Block and Roshcon started through to Afrimat’s acquisition of SA Block and Clinker Supplies.

It was assumed at the time that Bruno came along as part of the deal; he obliged and as the New Business Development Consultant shared his wealth of knowledge and experience with the team.

Bruno is a true mentor in every sense of the word; he has been involved in numerous projects within Afrimat during the past 10 years where his persistence and experience made a significant impact.

On 29 April 2022 Bruno turned 90 years of age, and he decided that this was an opportune moment to also go on retirement to enjoy his golden years.

The team at SA Block and Clinker Supplies had the privilege to celebrate this occasion with him and gave him some memorabilia to remember his time as part of the team.

Bruno made a positive impact in the lives of many people over the years that will leave a valuable and lasting legacy.

Although Bruno will always avail himself to share his wisdom and give advice, we wish him a fulfilling retirement.



Bruno with a framed message of thanks

“BRUNO MADE A POSITIVE IMPACT IN THE LIVES OF MANY PEOPLE OVER THE YEARS THAT WILL LEAVE A VALUABLE AND LASTING LEGACY.”

Farewell to Philemon Nxumalo

VRYHEID QUARRY

REGINALD GWALA – HR MANAGER KZN & FREE STATE REGIONS

Afrimat Aggregates KZN bid **Philemon Nxumalo** farewell on 31 May 2022, after serving the company as a driver with distinction for just over eight years.

Described by his colleagues as loving, kind, neat and tidy, Philemon lived the Afrimat values – particularly that of customer satisfaction because he believed that happy customers serve as support pillars when it comes to brand reputation and popularity.

Monty Coleman, the Vryheid Quarry Manager, said, ‘Philemon will be missed dearly for his commitment to his work and loyalty to the company.’

His send-off to retirement, which included his 65th birthday, was celebrated by the Vryheid Quarry team where he was presented with gifts from his colleagues.



Philemon Nxumalo

LONG SERVICE

Celebrating 5 years of service

DRILLING AND BLASTING WESTERN CAPE

HERCU SMIT – WESTERN CAPE AREA BLASTER

Thank you **Thulani Manyathi** for 5 years of dedicated service! We wish you many more years of success with Afrimat.



Thulani Manyathi

Thank you for 10 years of service

CAPE LIME VREDENDAL

SEMONIA BEUKES – HR ADMIN

Congratulations to **Shihami Matthews** for completing 10 years of continued service with Cape Lime. He joined the company on 1 February 2012 as a Plant Operator and is now an Earth Moving Equipment Operator. We thank Shihami for his commitment to Afrimat and wish him further success.



Shihami Matthews

INTERNSHIPS

Welcome to our new interns!

CAPE LIME VREDENDAL

SEMONIA BEUKES – HR ADMIN

We asked our new intern, **FD Visser**, to tell us more about himself. ‘My name is FD Visser and at the end of 2021 I finished by Bachelors of Engineering Degree at Stellenbosch University in the field of chemical engineering.

I chose this field as the process of converting raw materials to a final product has always fascinated me. I am interested in how changes in the operating conditions of a process can lead to cost savings as well as increased production or efficiency. At the start of 2022, I joined the Cape Lime Vredendal team as their new Chemical Engineer Intern. I chose Cape Lime Vredendal as I’d already done my vacation training there and have a good relationship with the team.

In my short time here, I have had the opportunity to learn so much and everyone is always willing to share their knowledge and wisdom.

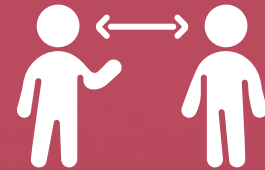
Cape Lime Vredendal is one massive support group where each person takes responsibility for their work but when the pressure is on, they stand together and help each other to get the job done. I am grateful for the opportunity to be part of such a knowledgeable and diverse team and excited for my two years here at Cape Lime Vredendal.’



FD Visser

“CAPE LIME VREDENDAL IS ONE MASSIVE SUPPORT GROUP WHERE EACH PERSON TAKES RESPONSIBILITY FOR THEIR WORK BUT WHEN THE PRESSURE IS ON, THEY STAND TOGETHER AND HELP EACH OTHER TO GET THE JOB DONE.”

COVID-19 PROTOCOLS



Please practice
social distancing



Sanitise hands and
work stations



Wearing of
masks are
voluntary

- Only people who test positive for Covid-19 are required to isolate (for a period of time as recommended by their doctor or 5 days as per last guideline)
- Your Supervisor may ask you to see a doctor and to wear a mask if you show symptoms of Covid-19, and have not yet had a test

HR MATTERS

NEW STAFF

Welcome to our new colleagues

AFRIMAT CONTRACTING INTERNATIONAL

DOROTHY MAHLANGU – HR INTERN – ACI

ACI welcomes **Charles Sibanda** as our new Production and Maintenance Supervisor.

He joined ACI on the 1 June 2022. He qualified as an Artisan in 1991 and has 31 years of experience in the field.

Mr Sibanda previously worked for Sibanda B&E Internationals as a Site Manager. He always wanted to work for Afrimat, and his wishes came true when he received the offer. He is based in Glen Douglas. He is a family man, and enjoys spending time with his family, especially his grandchildren.

ACI welcomes **Sherise Venter** as our new Receipting Clerk at our Glen Douglas office.

She joined ACI on 22 February 2022. Sherise is a final year student at UNISA, studying BCom Financial Accounting, and previously worked for Smit Kruger Chartered Accounts, where she obtained experience as an Audit Clerk.

Of her experience at Afrimat ACI so far, Sherise says: 'Great! Nice people, great work environment; people are like family and help each other. Hope to be a part of this great company for many years to come and learn all I can to further my knowledge.'

ACI welcomes **Mpho Kuntwane** as our new Site Clerk in Lebowakgomo, Polokwane.

She joined ACI on 7 March 2022. Mpho attained her National Diploma in Human Resource Management at Lephalale TVET College and gained experience in the HR field as an Intern at Lephalale SAPS.

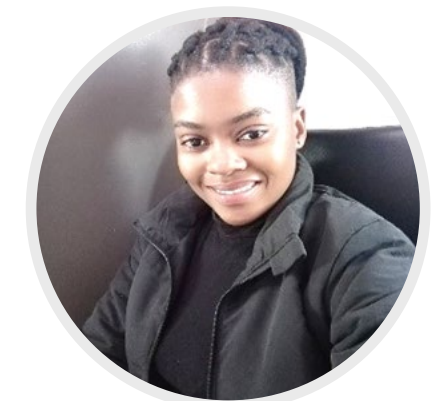
She had this to say: 'Being part of the team is a great honour and I am learning a lot every day. My manager, Mike Baloyi, is very patient and a great teacher, and that has motivated me to give my utmost best. I am very grateful for being given this opportunity to be part of the team and I intend to always do what is required of me by my superiors.'



Charles Sibanda



Sherise Venter



Mpho Kuntwane

Welcome to our new Front-End Loader Operator

BUSHBUCKRIDGE QUARRY

MARTIN KRUGER – MANAGER

We would like to welcome **Musa Ngobeni** to our Bushbuckridge Quarry as the new Front-End Loader Operator. He joined us in early 2022 and recently completed his BCom Degree. Musa is an excellent addition to the Afrimat family. He is a well-respected member of the community and a very good Loader Operator. His BCom adds value as he understands the figures in the business better. We sincerely hope that Musa can utilize his degree within the Afrimat family and will be watching out for any opportunities that might arise to do so. Well done, Musa! We are proud of you.



Musa Ngobeni

NEW STAFF

Welcome to our new colleagues

KZN AND FREE STATE REGIONS

REGINALD GWALA – HR MANAGER KZN & FREE STATE REGIONS

Tswaledi Edwin Modipa

Edwin, our newly appointed Site Mechanic at the Pietermaritzburg Quarry, was born in Ga-Rakgwadi, Limpopo, and went to Rakgwadi Primary School, before going on to complete his matric at Ngwanamasile Secondary School.

He then studied Engineering and Related Design (Automotive Repairs and Maintenance) at Tlamoha (now Ekurhuleni East College).

His professional career started in 2015 with Hitachi South Africa as an Assistant Mechanic. He has since qualified as an Earthmoving Equipment Mechanic. Edwin looks forward to the challenges and the joys of being an Afrimatter.

Management wishes him success in his new role.

Tshifuhwa Rammela

‘Being recognised for all your hard work feels good, but I didn’t expect any special praise or acknowledgment for doing what I felt I should be doing,’ says Tshifuhwa Rammela, newly appointed Manager for Scottburgh Quarry.

Tshifuhwa’s started his journey with Afrimat as an Environmental Intern at Lyttelton Dolomite in 2014. After successfully completing his internship in 2016, he was appointed SHE Officer based at Glen Douglas, Henley-on-Klip.

He grabbed every opportunity to learn with both hands, be it operational (environmental, health and safety, drilling and blasting, load and haul, mine planning and resource modelling) or academic (SAMTRAC, environmental law, AMDP and MSc in Geology). Tshifuhwa is forever grateful for the guidance and support from his family and colleagues. Management welcomes Tshifuhwa and wishes him continued growth in KwaZulu Natal, Scottburgh.

Thembelihle ‘Kim’ Mzimela

Thembelihle Mzimela, affectionately known as Kim, has recently been appointed as Ulundi ACP’s Branch Manager.

She started her journey with Afrimat in 2017 as a Mechanical Engineering Intern at the Hluhluwe Quarry. She spent most of her training in the plant learning about crushing modes, understanding plant efficiencies and getting to grips with the Mine and Safety Act. In January 2019, she was appointed as a Plantslady in Hluhluwe, a position she held until March 2021. Her eagerness to learn more about Afrimat as well as the company’s other business units resulted in her appointment as a Production Supervisor at the Mkuze Block Plant – the first ever female Production Supervisor at the Mkuze Site.

Thembelihle was Acting Branch Manager for four months before she was appointed. She attributes her development and success to the steadfast support of the management team, her colleagues, Afrimat values as well as living the Afrimat Way.

Kim is a mother of two beautiful boys, whom she adores very much. She is grateful to the company for affording her an opportunity to be with her sons every day.



Tswaledi Edwin Modipa



From left to right: Tshifuhwa’s wife, Phathutshedza, their youngest daughter, Mulweli, and oldest daughter, Mulalo, and Tshifuhwa



Thembelihle ‘Kim’ Mzimela

Bongani Simelane

Bongani Simelane, a seasoned Multi-Skilled Operator, joined Afrimat Aggregates (KZN) on 1 June 2022. Hailing from Newcastle in Northern KwaZulu Natal, Bongani started his career in 2009 as a General Worker at Group Five Limited. A few months into his role, he learnt how to operate the front-end loader.

In 2011, he joined Afrimat and worked on the mobile crusher unit stationed in Vereeniging, Gauteng, until 2014. He has since worked at various companies where he learnt to operate the excavator, TLB and dump truck. He is happy to be back at Afrimat, particularly Vryheid, because of its proximity to his hometown, Newcastle.

Izette Kruger

Izette joined the KZN team in May 2022 as Financial Manager but she is no stranger to Afrimat. She was formerly an Accountant for Afrimat Concrete Products from 2015 to 2019 before she took a break after the birth of her second son. She says: ‘I will never regret the time spent with my children and being able to be there for them in a difficult time with Covid-19 and schooling being on and off.’ She also used the ‘time off’ for self-development and growth.

Izette is humbled by the opportunity afforded her in KZN to lead the Finance Department as Financial Manager. Her role will entail, inter alia, inspiring, uplifting and leading a team of committed young professionals.

She has always shared the Afrimat values and identifies with all – even more so now in her new role. She trusts that with consistency, her team will continue to deliver.

Management welcomes Izette and wishes her well on her journey with Afrimat.



Bongani Simelane



Izette Kruger and her family

Welcome to our new Group Mine Planner

AFRIMAT SHARED SERVICES

IZAK DE VILLIERS – SENIOR MINE PLANNER

I am pleased to announce the appointment of **Edgar Mashilwane** as Group Mine Planner. He is based at Lyttelton Dolomite Mine and will report to me. He holds a BSc (Hons) in Mining Engineering from the University of the Witwatersrand.

After completing his undergraduate studies, he started working as a Graduate Mining Engineer at Palabora Copper Mine. During his tenure, he was involved in the short-term planning and development of underground excavations.

Due to his passion for mine planning, Edgar joined VBKOM Consulting and worked as a Junior Mine Planning Consultant. Edgar has completed training for open-pit mine planning and conducted self-training for mine-planning tools including Deswick, Surpac, Talpac, Haul infinity, Minesched and Datamine softwares.

He worked on and provided technical support for both greenfield and brownfield projects. These mining value-add projects were based on mine-planning work in areas of mining resource modelling, pit optimisation, pit designs, production scheduling, equipment selection, fleet-size determination and fleet simulation.

Edgar is originally from Ga-Mampana in Limpopo and is currently staying in Centurion. He is still blessed with both parents and six siblings. He spends his spare time playing soccer, watching soccer and streaming on Netflix. He is Christian and participates in youth leadership activities at church. He enjoys reading and his favourite book in his collection is *The Seven Habits of Highly Effective People* by Stephen Covey. His life motto is to challenge limits by continuous learning and self-development.

Please welcome Edgar to his new role and support him in his endeavours.



Edgar Mashilwane



INTERNSHIPS

Welcome to our new interns!

KZN AND FREE STATE OPERATIONS

NICOLA LOTZ – HRD OFFICER

To **Khethokuhle Khumalo** (previous bursary holder), **Olwakhe Somzana** (previous P1/P2 work experience), **Ashleigh Cokart** (previous VAC worker), **Sbusiso Ndlovu** (previous bursary holder), **Sakhile Mhlongo** (previous bursary holder), **Njabulo Nxumalo** (previous P1/P2 work student) and **Sizolwenkosi Mangue** (previous bursary holder), we wish you all the best for your internship journey with Afrimat!



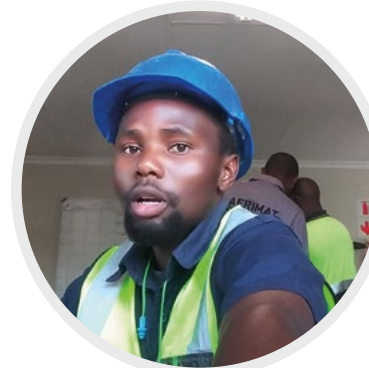
Olwakhe Somzana

National Diploma: Mechanical Engineering
Mangosuthu University of Technology
Pietermaritzburg



Ashleigh Cokart

BSc Honours in Environmental Science with
Geography and Environmental Management
North West University
Bethlehem & Vryheid



Sbusiso Ndlovu

National Diploma: Mechanical Engineering
Central University of Technology
Free State
Ladysmith



Sakhile Mhlongo

BTech: Mechanical Engineering
University of Johannesburg
Dundee & Vryheid



Njabulo Nxumalo

National Diploma: Mechanical Engineering
Mangosuthu University of Technology
Hluhluwe



Sizolwenkosi Mangue

BCom Accounting
University of Zululand
Vryheid



Khethokuhle Khumalo

National Diploma: Mechanical Engineering
Mangosuthu University of Technology
Vryheid

STAFF ANNOUNCEMENTS

Welcome to our new employees!

AFRIMAT TYGER VALLEY

LOREN CUPIDO – HR OFFICER – AFRIMAT SHARED SERVICES

Ridaah Leeman

Ridaah was born and raised in Strand (between Somerset West and Gordon’s Bay in the Western Cap). He completed his BCom General (Information Systems and Industrial Psychology) Degree at the University of the Western Cape in 2021 . During this time, he was invited to join the Golden Key International Honour Society after finishing in the top 15% in my field of study.

He is fond of design-thinking and problem-solving by delivering viable solutions resulting in optimum efficiency and effectiveness. He also enjoys hiking, the beach, nature and scenic views.

Burgers and pizza are his favourite foods and he’s always loved trying out new restaurants. He is a huge F1 fan and supports Max Verstappen, but also enjoys watching cricket, rugby and soccer.

He has been at Afrimat for just over a month now and says it has been a pleasant experience. ‘I have learned so much and know that there is so much more to learn! The employees at Afrimat, especially the ITBS team, have made it extremely easy for me to settle in and have provided me with great support. The mining industry intrigues me and Afrimat is growing from strength to strength. I am glad to be part of this amazing culture and am excited to see how the company continues to reach new heights.’

Warren Dundas-Starr

Warren recently joined our team as Maintenance Engineer. He completed his BSc in Mechanical Engineering at UKZN in Durban, after which he worked as a Project Engineer and Operations Engineer for AfriSam’s Construction Materials Division.

He then had the opportunity to move to Cape Town where he joined Lafarge as the Regional Engineering and Maintenance Manager for the Western Cape Aggregate Operations.

Warren is a passionate engineer who enjoys learning, executing and problem-solving in any environment of which he is a part. He looks forward to contributing to and growing within the Afrimat team.

Warren enjoys the outdoors, all sports and, when time permits, he relishes getting stuck into wood- and metalwork (the garage is purely for tools and machinery).

Please welcome Warren to his new position and support him in his role.

Anzette Loubser

Anzette joined the Business Intelligence team (Debbie Derby-Lewis and Colleen Mendle) in May 2022 as a Business Intelligence Developer. Prior to joining Afrimat, she worked at PEP as a Data Visualization Specialist.

In her spare time, Anzette enjoys working out at the gym, hiking and playing sport, baking (so much baking!), spending time with her amazing friends and family and all the animals in her house. There are 13 to be exact! Anzette says: ‘I love my job because I get to engage with people, solve problems and help businesses to make informed decisions. I have met a lot of Afrimatters already, each person as nice and full of life of the next, and I am looking forward to meeting more of you over time. I am excited about my journey here at Afrimat.’



Ridaah Leeman



Warren Dundas-Starr



Anzette Loubser



THE COVID-19 VACCINE SAVES LIVES

- The vaccine is safe
- The vaccine does not cause Covid-19
- The vaccine trains your body to fight the Covid-19 virus

HOW TO REGISTER TO GET YOUR VACCINE

- Visit <https://vaccine.enroll.health.gov.za>
- Dial *134*832# and follow the prompts
- WhatsApp the word REGISTER to 0600 123456

HR MATTERS

GLEN DOUGLAS DOLOMITE

Well wishes for Lizanne

MIRANDA VLOK – HR INTERN – AFRIMAT CONTRACTING INTERNATIONAL

Lizanne Buitendag (Accountant) is going on maternity leave, and a few colleagues shared some words of advice and well wishes: Radeema Riley: 'There's no way to be a perfect mom, but a million ways to be a great mom! You got this Liz. Congrats!' Sonja Kleynhans: 'There will be good times and many tough times. My go-to phrase that I always carry with me and use very often is 'this too shall pass'.

Albert Da Serra: 'Geniet die kleinding!'



Lizanne Buitendag

AFRIMAT – ZULULAND REGION

SA JKA Karate Championship

REGINALD GWALA – HR MANAGER KZN & FREE STATE REGIONS

Quaid Crous, son of Charl Crous (KZN Regional Sales and Marketing Manager) and Angela Crous (KZN Payroll Administrator) competed at the South African JKA Karate Championships, held at the Ellis Park Indoor Arena in Johannesburg on 20 May 2022.

He won a bronze medal for kumite in the 10-year-old age group against 13 competitors.

Well done, Quaid!



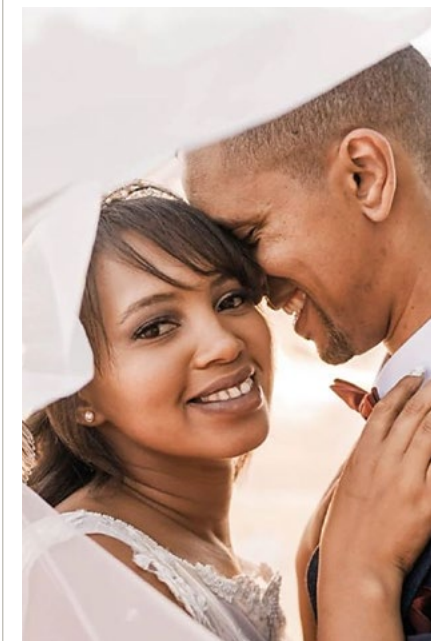
Quaid Crous

AFRIMAT – ZULULAND REGION

Congratulations!

NATASHA ABRAHAMS – HUMAN RESOURCE OFFICER

Congratulations to **Farron Joubert** (Quarry Foreman, Kliprug Quarry) and **Marshall Joubert** who got married on 6 March 2022. Wishing you lots of love and happiness, as you build your new life together.



The happy couple

GLEN DOUGLAS DOLOMITE

Congratulations on expanding your family!

FLORENCE SITHOLE – HR OFFICER

Sello Seema (Shunter) welcomed another addition to his family with the birth of his son, Lethabo Kgotso Seema, on 4 April 2022.

Thabang Ramafiken (Plant Foreman) welcomed another addition to his family with the birth of his son, Ramontshi Blessing Ramafikeng, on 12 April 2022.

Congratulations, Sello and Thabang. May your children bring you and your family lots of love and joy.



Lethabo Kgotso Seema



Ramontshi Blessing Ramafikeng

Join in on our *plant a tree* initiative

Did you know we as Afrimat use approximately 500 000 sheets of paper per month, which is equivalent to 50 trees.

In honor of **National Arbor Week** from 30.08.22 - 05.09.22, we've decided to give back & plant 50 trees.

We would like you to participate in this initiative and for every tree you plant we will match your contribution.

Email a picture of yourself planting a tree to natasha.hartley@afrimat.co.za for a spot in the December issue of the Afrimatters.



HR MATTERS

Social events and positive workplace relationships

AFRIMAT CONTRACTING INTERNATIONAL

LOUISA ROESTOF – SENIOR HR OFFICER

The HR team set out to create a social events calendar whereby we plan small events throughout the year with the office and workshop team.

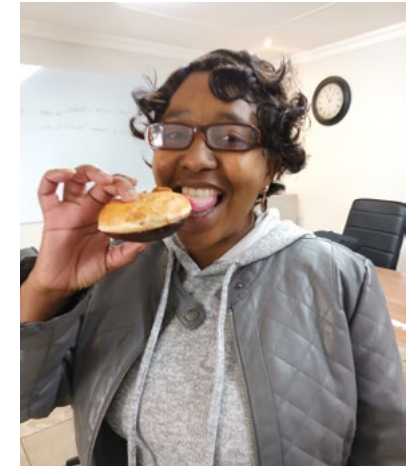
Creating a positive and engaging workplace assists with teamwork, trust and motivation, and it boosts morale, reduces stress, helps with communication, and builds positive workplace relationships.

In April we had an Easter treasure hunt consisting of teams of four, where communication played a big role. If the clues were interpreted incorrectly, a team would end up with a lot more of the same item than they should have, thereby leaving the other teams with nothing. Here we learned that, firstly, we should stop, re-evaluate, and get a clear understanding of what is expected. Secondly, that we need to leave treasure for everyone, as this benefits the collective team.

In May, we held 'Star Wars and Superhero Day' (sorry, but no *Star Wars* fans around this office!). It created many laughs, positivity and grew team spirit.

In June, we had national 'Doughnut Day' and discovered how each one of us is so different and unique, but still part of the same work family. 'Alone we can do so little; together we can do so much.' - Helen Keller

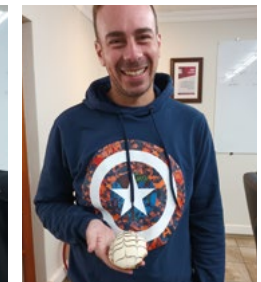
"CREATING A POSITIVE AND ENGAGING WORKPLACE ASSISTS WITH TEAMWORK, TRUST AND MOTIVATION, AND IT BOOSTS MORALE, REDUCES STRESS, HELPS WITH COMMUNICATION, AND BUILDS POSITIVE WORKPLACE RELATIONSHIPS."



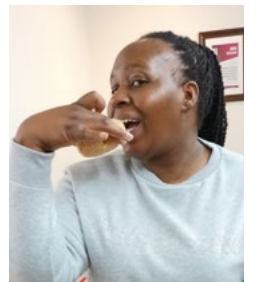
Molly



Sherise



Bruce



Dorothy



Superhero Day (from left): Miranda Vlok, Molly Leotlela, Faith Kosa, Patricia Musisinyane, Thabiso Ngobeni, Sherise Venter, Rita Nell and Louisa Roestof



Treasure hunt winners (from left): Sherise Venter, Tokyo Makala, Brian Phasha and Andre van Rensburg



Treasure hunt participants (from left): Lilly, Izelle and Heinrich

AFRIMAT TYGER VALLEY

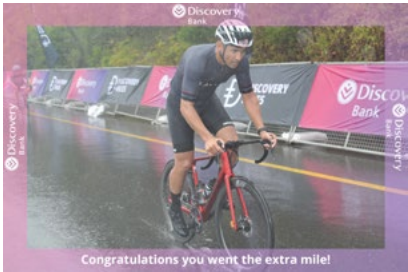
Afrimatters proudly participate in the Cape Town Cycle Tour

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

On 13 May 2022, colleagues from our Tyger Valley office joined thousands of cyclists in braving not only the distance, but also the rainy weather, and successfully completed the Cape Town Cycle Tour. Well done team!



Andries van Heerden



Bevin Cornelius



Catharine Burger



Pieter de Wit



Pieter Grove



Renier van Coller



Samatha Le Roux



Adriaan Lategan

AFRIMAT TYGER VALLEY

Easter Egg surprise winners

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

In celebration of Easter, colleagues from our Tyger Valley office each received Easter eggs, and three lucky winners found hidden stickers on the back of their eggs and were subsequently awarded prizes! Stickers were placed at random on a few eggs, after which all eggs were put in one basket and handed out at random.



Malcolm Addison (1st Prize), David Jacobs (3rd Prize), and Helen Williams (2nd Prize)

NORTH CLUSTER / ACI

Afrimat changing lives

ILSE GRIMBEEK – HR MANAGER

As an HR Manager for Afrimat I frequently have the privilege to interview, meet and ultimately to appoint interns, learners, and bursary students. During May this year I received the following email from one of our bursary student’s mothers (names have been removed).

Good afternoon Ilse,

I would like to thank Afrimat for selecting our son as a bursary student. It was such a relief to see that the fees for the first semester are fully paid for. On behalf of myself and his father, I can hardly express our gratitude in words. We are in the process of establishing the business we started during lockdown, not by choice, and there are challenges. It is a great relief to know that our son will be able to complete his studies and, as a bonus, simultaneously gain work experience.

I am grateful and enthusiastic that our son can start his lifelong learning path with Afrimat. When he did research before the interview, he was excited about the Afrimat Way and especially the Afrimat Values; he also mentioned he is glad that caring for the environment is important to a mining company and that Afrimat doesn’t hesitate to declare Psalm 127 as key to its beliefs.

Our son will receive our full support to make his journey as pleasant as possible. Please convey our sincere gratitude to the directors of Afrimat. I can only say thank you and praise the Lord for this opportunity.

Kind regards

Upon reading this, I realised just how privileged we are to be part of a company where we have the opportunity to change people’s lives daily. Whether it is the lives of our fellow Afrimatters or that of their families, or our communities.

Reflecting over the past three years, I have witnessed so many life-changing stories, some of which I would like to share, to remind us all of just how amazing this company, its culture, values and our leaders are. Since 2019, Afrimat has created more than 1 000 new jobs. This has been done despite the challenges presented by the Covid-19 lockdown and a struggling economy. The effects of creating so many jobs does not just stop with our new employees, they extend to families and communities.

During 2020 and lockdown, every Afrimatter received their full remuneration. Our leaders did not hesitate to, amidst the uncertainty, take this decision swiftly, because they truly care about us.

Afrimat leaves a footprint in each community within which we operate a business. It is not the footprint that one would expect from a mining company. As the abovementioned email quite accurately states, we care about the environment. The footprint that I am referring to is, among other things, the schools built or developed, the children educated, the bursaries granted, and the jobs created.

Afrimat has a culture of truly and genuinely caring for its people, the environment, and its community. This culture is what makes it easy to come to work every day and to do our best. It is easy to take these privileges that we have as Afrimatters for granted, so I am thankful for the email reminding me to reflect on and appreciate our incredible culture and value system.

Thank you, Afrimat, for changing each of our lives.

COMPETITION

DID YOU GET A STICKER? SEE PAGE 53 FOR DETAILS ON WHAT TO DO TO STAND A CHANCE TO WIN A WEEKEND AWAY. IF YOU HAVEN’T RECEIVED A STICKER THIS TIME, DON’T WORRY, MAYBE YOU’LL BE LUCKY WITH THE NEXT ISSUE OF AFRIMATTERS!

COMPETITION

#LayerUp

- a term used to remind us about adding strong authentication to our passwords

Make your passwords hacker-proof

- Create different passwords
- Use a Password Manager
- Change it frequently
- Use passphrases
- Make it long
- Make it complex



HR MATTERS

TECH MATTERS

AFRIMAT GROUP

#LayerUp: Why you need a strong password

IZAK CRAFTY – GROUP INFORMATION SECURITY OFFICER AND TANYA PRETORIUS – NATIONAL MARKETING OFFICER

These days we need a password for everything, whether it's to open an online account, access emails, or even log onto Netflix, but how many of us think about our password's strength?

We are all guilty of reusing the same password, and creating combinations around our birthdates, pets' names and of course 123456.

Surprisingly, 44% of us think that our accounts are not valuable enough to hack. Despite the news constantly telling us about data breaches because of weak passwords, we're still using the same combination.

So, if there is anything that we need to do today, it's to snap out of our denial, and #LayerUp.

#LayerUp is a term used to remind us about adding strong authentication to our passwords.

In addition to layering up, we also need to start practicing good password hygiene to prevent us from becoming victims of identity theft and other cybercrimes.

Cybercriminals use sophisticated technology to get your passwords nowadays.

This is important to note, since many people try to make passwords hard for people to guess, but do not consider efficient algorithms. Software is designed to account for crafty user behaviour as it guesses your passwords.

Once an attacker has your password, they have access to your personal and business data.

LOGIN

The best practices to creating a hacker-proof password:

- Make it long: Passwords should be as long as what is allowed. The longer the password, the harder it is for someone to crack. Many trusted industries recommend a minimum of eight characters, whilst others say at least 12 characters.
- Make it complex: Using simple, predictable passwords are easy for hackers to guess. To make your passwords complex, use a combination of uppercase letters, lowercase letters, numbers, and special characters such as !, @, &, %, +.
- Use passphrases: Use a combination of words to create a stronger passphrase. Try a sentence or acronym that only applies to you and is random. For example: My first job was at 1567 third street and I was a computer engineer = mfjw@1567tsaiwace.
- Change it frequently: To practice good password hygiene, you need to change your passwords every 90 days.
- Use a password manager: There are many options when it comes to password managers, but they will help you store and create long complex passwords and remember it for you.
- Create different passwords – It's a must to have a different password for different accounts. Never use the same password for multiple accounts. A password manager can help you keep them safe.

"THE LONGER THE PASSWORD, THE HARDER IT IS FOR SOMEONE TO CRACK. MANY TRUSTED INDUSTRIES RECOMMEND A MINIMUM OF EIGHT CHARACTERS, WHILST OTHERS SAY AT LEAST 12 CHARACTERS."



GLEN DOUGLAS CLINIC

Peer Educators Programme: Supporting a healthy and caring environment

MPHO MAKHALEMELE – ORGANISATIONAL DEVELOPMENT ASSISTANT – AFRIMAT SHARED SERVICES

In the spirit of doing everything within an atmosphere of joy and positivity, the Glen Douglas Peer Educators Team has been readily available to assist their fellow Afrimatters with common health challenges.

The Peer Educators, under the guidance and support of the Glen Douglas Clinic team, continue to visit each department tirelessly, giving talks on health, delivering helpful materials, and offering fresh insights into a variety of health topics.

The positive attitude and the enthusiastic way in which these are received and appreciated by our fellow Afrimatters really make sharing health information a pleasure.

The Peer Educators would like to remind everyone that we all have a friendly community at work that is sympathetic and understanding. Let us all continue to sensitise and educate one another about issues that affect our health and wellbeing.

After all, that is the Afrimat Way!

“LET US ALL CONTINUE TO SENSITISE AND EDUCATE ONE ANOTHER ABOUT ISSUES THAT AFFECT OUR HEALTH AND WELLBEING.”



Sharing information with teams on site



Sharing information with teams in different departments

LYTTELTON DOLOMITE

Celebrating 1 000 days without a lost-time injury

MARIE-LOUISE MYBURGH – SHE ADMINISTRATOR

Lyttelton Dolomite is proud to announce that we reached a huge milestone of 1 000 days without any lost-time injuries.

This accomplishment reflects Lyttelton’s commitment to health and safety while demonstrating our ability to maintain a culture of accountability.

This is a tremendous achievement for the company, especially within the aggregate industry. Credit for this success is given to our employee’s dedication to the Zero Lost time Injury Target.

Employees have demonstrated a superior level of safety by reaching the 1 000-days mark, which proves that all employees are committed to one another’s safety.

Everyone who contributed to this milestone will agree that you need more than luck to operate a quarry for 1 000 days without any lost-time accidents or injuries. All employees have a positive attitude about workplace safety and are highly motivated to go another 1 000 days without a lost-time accident or injury.

I asked our Safety Officer to comment on this accomplishment.

“ALL SAFETY ISSUES WERE EASILY COMMUNICATED, AND THIS HAS LED TO A PROACTIVE APPROACH TOWARDS WORKPLACE SAFETY AND HEALTH MANAGEMENT.”

‘As a Safety Officer, I’m thrilled we have reached this milestone, which wouldn’t have been possible without the commitment and support of all employees. It’s good to see that we have achieved our goal by implementing continuous improvements in all departments. This achievement is proof that we all view workplace safety as a priority in our daily routines. The general work environment and processes have improved, which gives me a good feeling about working here. All safety issues were easily communicated, and this has led to a proactive approach towards workplace safety and health management. This motivates me to do even more to help Lyttelton reach the next milestone.’ – Carlton Mowane

This special day was celebrated on 3 June 2022 and employees were rewarded with vouchers for their positive contribution towards this achievement.

A big thank you to all our employees for their daily commitment. We look forward to continuing our commitment to safety excellence.

Afrimat values the safety of all employees.



Lyttelton Dolomite celebrates 1 000 days injury-free

CONSTRUCTION MATERIALS – KZN AND FREE STATE REGIONS

The Meerkat Way: All for one

MARINA GRICIUS – JNR HEALTH & SAFETY OFFICER – FREE STATE REGION AND TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Recently, teams from our KwaZulu-Natal and Free State operations participated in safety days using the theme of 'The Meerkat Way – All for one'.

Meerkats, although small, survive in hostile environments by looking out for each other. They have an interdependent safety culture and listen to their safety instincts: an alert meerkat is a safe meerkat.

We take health and safety seriously at Afrimatt and, like the meerkat, we as Afrimatters are dependent on each other when it comes to conducting our work in a safe environment.



Team from Bethlehem



Team from Qwa-Qwa

“LIKE THE MEERKAT, WE AS AFRIMATTERS ARE DEPENDENT ON EACH OTHER WHEN IT COMES TO CONDUCTING OUR WORK IN A SAFE ENVIRONMENT.”



Team Qwa-Qwa

Team Bethlehem

Team Ladysmith

TEAM COMMITMENTS

Ladysmith ACP

- Ensure all colleagues are safe
- Never compromise on safety, encourage colleagues to be safe
- Communicate and resolve unsafe work conditions
- Look after yourself
- Make sure colleagues are wearing PPE, encourage them to stay away from harmful situations

Ladysmith Quarry

- Always follow procedures
- Never work under the influence of drugs/alcohol
- Look after each other
- Obey all safety rules
- Keep workplace clean/tidy always
- Ensure equipment/machinery in safe working condition

Bethlehem

- Daily meetings
- Work safe all the time
- Toolbox talks every morning
- Work as a team
- Never be ignorant, always be observant
- Follow rules
- Safety starts with yourself
- Coach new employees on safety

Qwa-Qwa

- Attend daily meetings
- Look out for each other
- Co-operation
- Work as a team
- Talk to each other about hazards
- Respect each other
- Trust and support each other

Pietermaritzburg

- Adhere to safety wholeheartedly
- Look after each other
- Obey health and safety rules and procedures
- Everyone must go home safely
- Trust inner safety voice
- Be vigilant to prevent incidents
- Share information regarding safety



Team from Ladysmith Quarry



Team Pietermaritzburg



Team Pietermaritzburg: The Meerkat Way



Team from Ladysmith ACP

AFRIMAT IRON ORE

Golfing for a good cause

CAT STEYN – CREDITORS CLERK

On Saturday, 4 June 2022, the Iron Ore family teed off and faced the cold winter morning for the Motshini Golf Day at Sishen Golf Course; this in support of a cancer fundraiser for local community member Gert Rossouw.

The ladies from our Finance and Management teams encouraged the passing golfers with refreshments whilst the mining 4-ball team strutted their stuff, attempting to putt the best hole.

Thirty-five teams and 18 holes later, the day drew to a successful close after the birdies and eagles sang. The Iron Ore team managed to walk away with an overall 4th place and the best long drive award on hole 11 went to Henko Maritz.

The funds raised will be used to support Gert.

Afrimat Iron Ore is truly blessed to have been a sponsor at this event. Not only was this a fun outing, but it also gave us the opportunity to get to know our coworkers on a more personal level and now, having seen what lies beneath the surface, we are excited to keep encouraging our team.

“NOT ONLY WAS THIS A FUN OUTING, BUT IT ALSO GAVE US THE OPPORTUNITY TO GET TO KNOW OUR COWORKERS ON A MORE PERSONAL LEVEL.”



Tumi Tito (Assistant Accountant), Shaheeda Coetzee (Buyer), Liza Roets (Financial Manager), Katarien Deysel (Mine Manager) and Blanche Coad (Accountant)



Henko Maritz (Mining Engineer in training), Daniel Du Randt (Electrician), Johandre van der Walt (Jenkins Blaster) and Malcolm Erasmus (Grade Control Officer)



Tumi Tito (Assistant Accountant), Shaheeda Coetzee (Buyer) and Liza Roets (Financial Manager)

AFRIMAT WORCESTER

ASD Jailbreak raises R110 000!

DRIES BURGER – CHAIRMAN OF ASD

On 3 June 2022, 17 businessmen and women were ‘taken into custody’ for the annual ASD Jailbreak Fundraiser.

Almost two decades after the first jailbreak was held, the money raised annually is still used to care for the children of ASD, who have sensory disabilities.

This year we held the fundraiser at the Worcester Lions Club.

While ‘behind bars’, participants had to raise at least R3000 each as ‘bail money’ before they could be ‘released’. This year we raised R110 000 in total!

This money is given to the ASD Sean Kelly Children and Youth Centre, where 14 children with disabilities currently reside.

We would like to thank everyone who contributed to another successful fundraiser.



Back, from left: André Everson, Neels van Collier, Gerhard Trollip, Kevi van Wyk and Nicolas Roodt
Middle, from left: André Cilliers, Dries Burger, Carla de Does, Chantell van Zyl, Janine Bronkhorst, Wynand Bouwer and Herman van der Colff
Front, from left: Juanita Wilkinson, Yvonne Jourdan, Zettie Everson and Lucius Geduld

AFRIMAT TYGER VALLEY

Go Orange for Jody on PWD Awareness Day

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

On 27 May 2022, the Tyger Valley office dressed in orange in support of PWS (Prader-Willi Syndrome) Awareness Day and our colleague Bevin Cornelius from the Tyger Valley office, whose son, Jody, has PWS.

We encourage our colleagues to learn more about PWS here: <https://www.fpw.org/about-prader-willi-syndrome>



Tyger Valley office goes orange for Jody



Jody Cornelius

AFRIMAT TYGER VALLEY

Tyger Valley Winter Drive is a great success

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

Tyger Valley’s Social Committee identified non-profit organisations that needed winter essentials, and then invited our colleagues to participate in a Winter Drive.

In true Afrimat style, the office came together as a team and donated much-needed clothing, blankets and toiletries.

The ladies from AAO (Afrimat Aggregate Operations Western Cape) started with donations of toiletries, which included soap, toothpaste, toothbrushes, deodorant, sanitary towels and razors. They then challenged the rest of the office to match their contribution. Thank you, Carmen, Marlene, Elsa, and Kim!

The donations were split equally and delivered to the following two NPOs:

- **Bakuphe Bakuphe** – a registered NPO founded by Christoffel Maneville operating in Belhar and surrounds.
- **MES Cape Town’s Durbanville Branch** (MES Durbanville Centre of Hope). MES is an outreach, social relief and helpdesk service that meets the short-term needs of the homeless and unemployed community.

Thank you to everyone who donated and for your support of this initiative in an atmosphere of joy and positivity.



Above: Clothing, bedding and toiletries collected. Right: Elsa, Carmen, Kim and Marlene

CAPE LIME VREDENDAL

Sponsorship for Kyokushin Karate Championships 2022

NATASHA MOUTON – CAPE LIME VREDENDAL OPERATIONS MANAGER

In May, Cape Lime Vredendal contributed to the sponsorship of the Kyokushin Karate Championships 2022. The karate students from Vredendal performed tremendously well and won several medals: 18 Gold, 17 Silver and 12 Bronze

Information shared by Hoërskool Vredendal on their Facebook page, mentions the following results for their students:

Kata	Semi-contract	Full contact
Annerie Brand: Silver	Annerie Brand: Silver	Cameron Cloete: Silver
Cameron Cloete: Silver	Cameron Cloete: Gold	Kristen Brand: Bronze
Danelle Kotzé: Silver	Kristen Brand: Bronze	Risa Roothman: Gold
Risa Roothman: Gold	Risa Roothman: Gold	
Viaan Claassen: Gold		

Shihan Riaan Nel, Instructor at Vredendal Kyokushin Karate Club, sent us a letter of thanks: ‘Herewith we would like to extend our thanks and appreciation for your contributions to this event. Your contribution made it possible for our students who could not afford it, to participate on a provincial level.’



Learners from Hoërskool Vredendal performed exceptionally well

CAPE LIME VREDENDAL

CANSA Relay for Life 2022

SHEELAH LINKS – QUALITY CONTROLLER

Earlier this year, Cape Lime supported the CANSA Relay for Life for the second time and, although it was on a smaller scale than the previous one, we really enjoyed the experience.

This event is in support of cancer survivors and those who lost their lives due to cancer. This year we had two teams who participated with enthusiasm in the six-hour walking challenge. Chrystal Cupido, a Sales Clerk at Vredendal, who is also a cancer survivor, joined us.

As a team we realised how fortunate and blessed we are, and we felt privileged to support the initiative. We would like to thank Natasha Hartley from Afrimat Head Office for her part in organising the T-shirts for our team members.

“AS A TEAM WE
REALISED HOW
FORTUNATE AND
BLESSED WE ARE,
AND WE FELT
PRIVILEGED TO
SUPPORT THE
INITIATIVE.”



Back, from left: Mathilda Krots, Chrystal Cupido, Angelica Horns, Audernè Cloete, William Adonis, Reonardo Beukes, Nicolas Flink, Johnnecia Engelbrecht, Benn Sass and Francois de Villiers. Front, from left: Irolene Arendse, Sheelah Links, Semonia Beukes, Agus Waterboer, Elvert Cloete and Auston Owies

Women's Day 2022

Who is the superwoman in your team?



Do you have a superwoman in your team?

Someone who embodies the Afrimat values, inspires and leads by example?

Then let us know!

Send a photo of yourself and the story of how this superwoman inspires you and your team by **7 October** to natasha.hartley@afrimat.co.za

Nominees will be featured in Monthly Matters and you can vote for your favourite.

One lucky Superwoman will be chosen as the winner and win a prize! She will also be featured in the December 2022 issue of Afrimatters.

AFRIMAT SHARED SERVICES

Enter our competition and WIN!

NATASHA HARTLEY & TANYA PRETORIUS – NATIONAL MARKETING DEPARTMENT

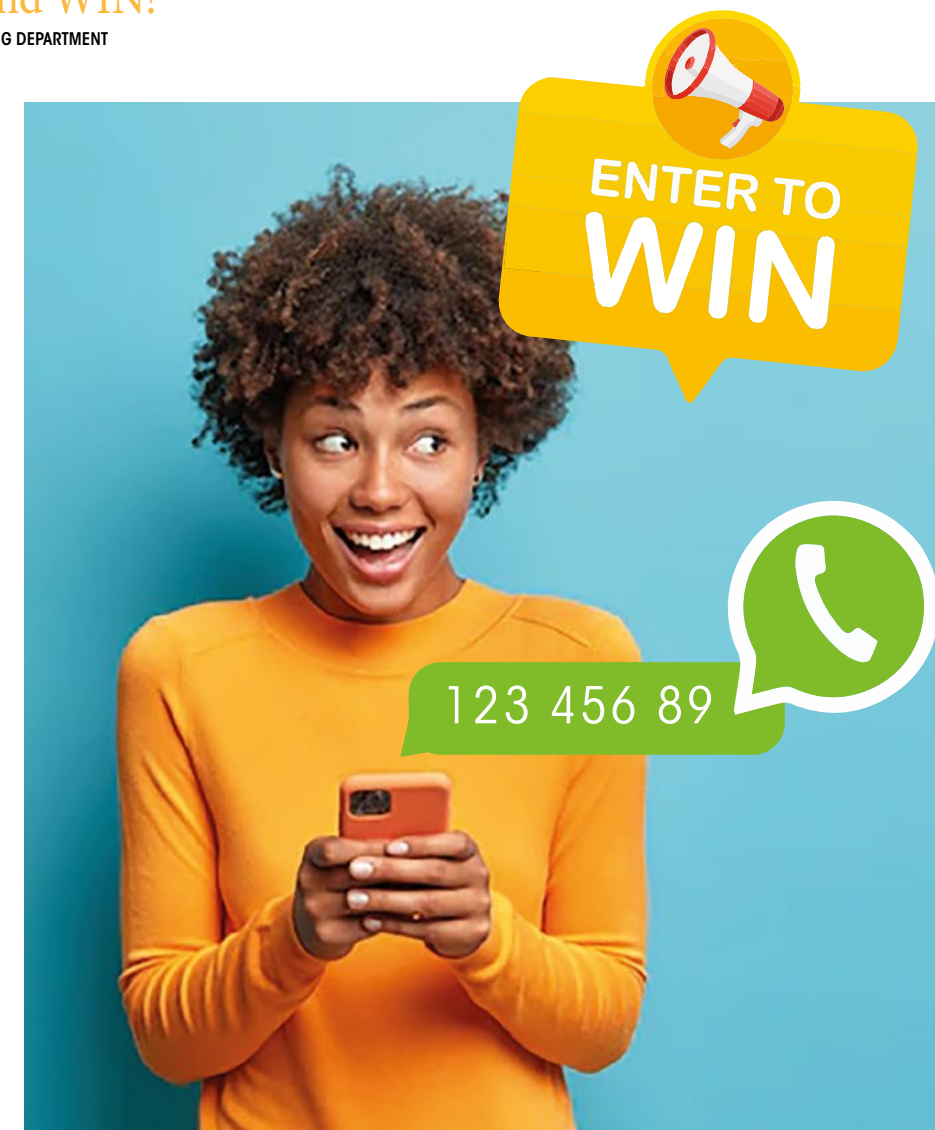
WIN A 2-NIGHT STAY!

Afrimatters magazine is turning 10 years old. To celebrate, we are giving away a 2-night stay at a location near you!

Competition details: 25 randomly selected Afrimatters magazines will feature a unique code. Follow the instructions on how to enter below.

Here's a hint: How well do you know our products? Be sure to get your hands on the April, August and December editions and read them from cover to cover to find the unique code hidden inside.

How to enter: WhatsApp the unique code: (example: 123 456 899) with your name, telephone number, location and email address to Natasha Hartley on 084 707 2058.



Disclaimer: Ts&Cs apply | The above prize excludes flights, alcoholic beverages and novelty items.

Competition terms and conditions

- The competition is open to Afrimat employees only.
- Competition closing date: 31 January 2023.
- Only one entry per person is permitted. Additional entries will not be considered.
- Entries not associated with the entrant's name will be disqualified.
- Entries will be considered incomplete and thus disqualified if the entrant does not provide all requested information such as name, telephone number, location and email address.
- The prize will go to the first name selected at random after the closing date. Afrimatters reserves the right to publish the name and/or photograph of the winner.
- Afrimatters reserves the right to redistribute all unclaimed prizes after 30 days.

AFRIMAT SHARED SERVICES

Everything within an atmosphere of joy and positivity
TANYA PRETORIUS – NATIONAL MARKETING OFFICER

In May 2022, I had the opportunity to visit some of our sites as part of a combined trip between the National Marketing and Southern Cluster Sustainability teams.

Between 10 and 12 May, Natasha Hartley and I travelled to Palmiet Quarry (Grabouw), Stanford Quarry and Driefontein Quarry (Bredasdorp).

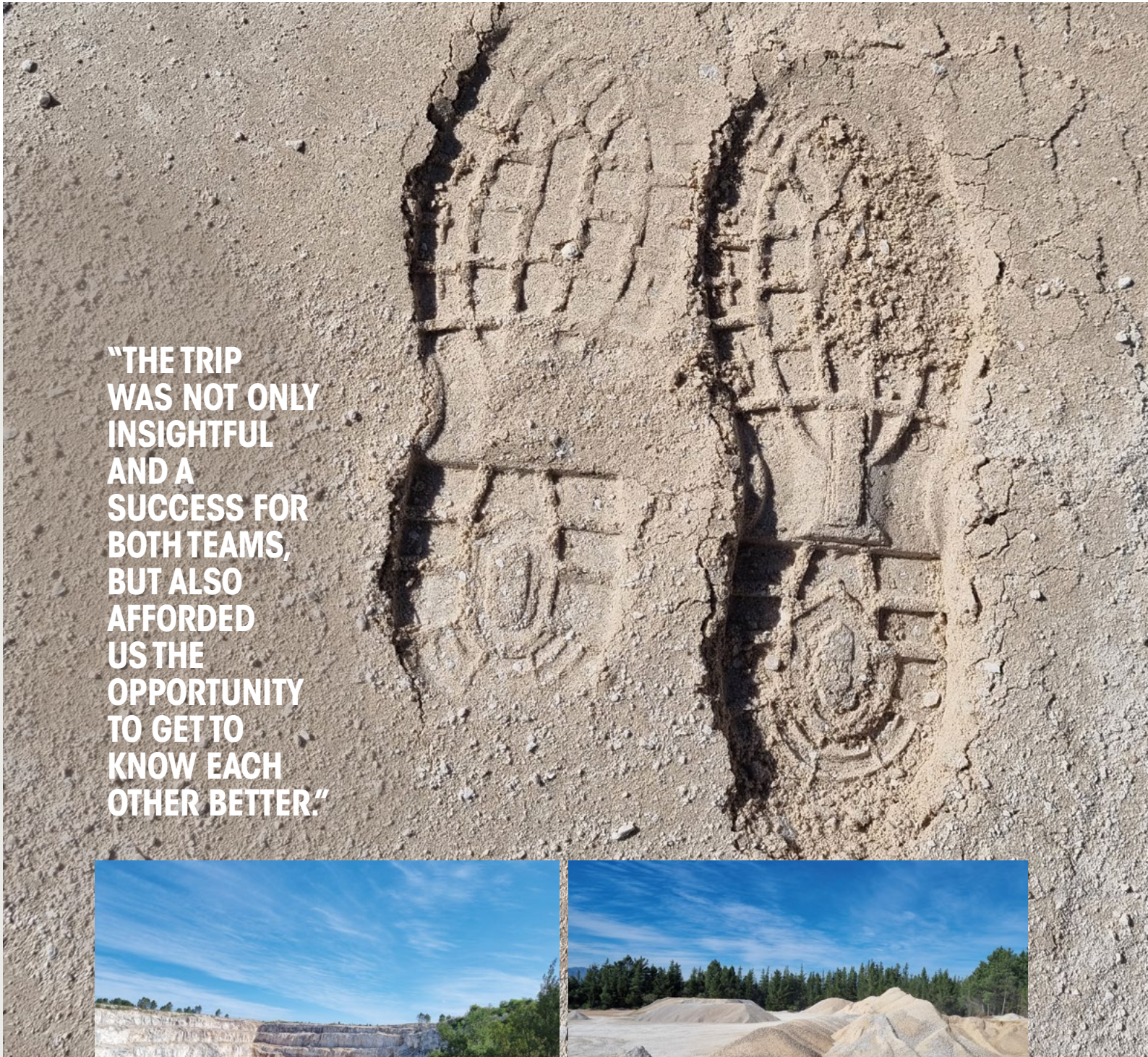
The Sustainability ladies, Esther Teffo, Nokulunga Mbonda and Asavela Siqangwe, met with employees to discuss how we can create quality training and development within the Social and Labour Plans, conduct social impact assessments and environmental assessments, and discuss planned projects.

We introduced ourselves to employees on site, discussed marketing and branding needs with the teams, took photos of all branded signage as part of the brand audit and report, and took photos of our sites to add to our photo library.

The trip was not only insightful and a success for both teams, but also afforded us the opportunity to get to know each other better.



Marketing team: Tanya Pretorius and Natasha Hartley



“THE TRIP WAS NOT ONLY INSIGHTFUL AND A SUCCESS FOR BOTH TEAMS, BUT ALSO AFFORDED US THE OPPORTUNITY TO GET TO KNOW EACH OTHER BETTER.”

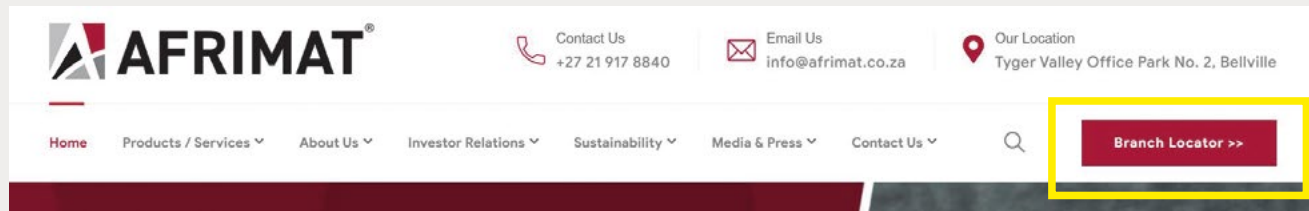


AFRIMAT SHARED SERVICES

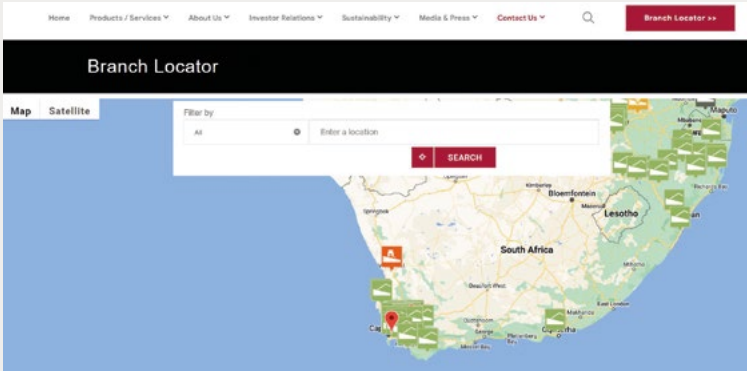
Introducing the Afrimat Branch Locator

TANYA PRETORIUS – NATIONAL MARKETING OFFICER

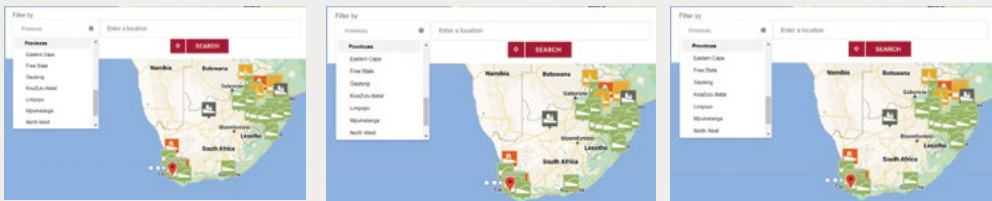
Did you know you can find the contact details and location of all our operations on our website's Branch Locator? It is as easy as 1, 2, 3! Visit our website at www.afrimat.co.za for more details.



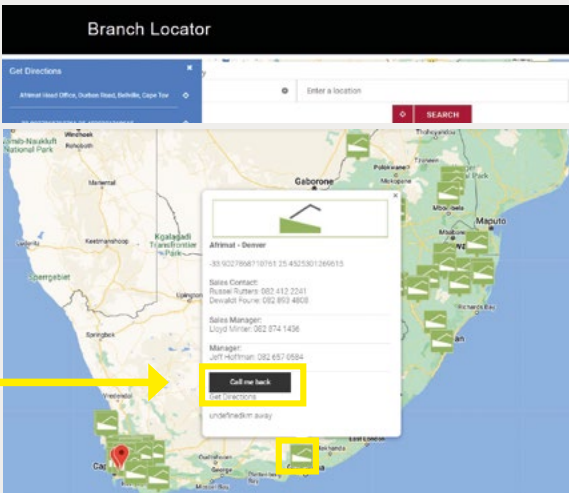
When you click on a button, our full branch locator map will open.



You can search by All, Division, Product or Province

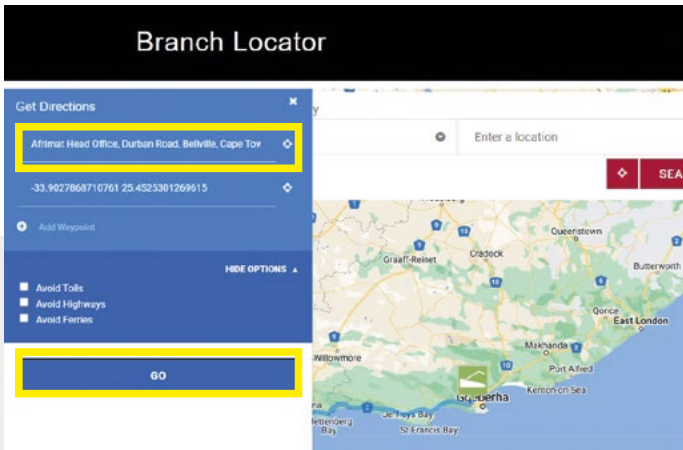


Once you have found the branch you are looking for (Example: Afrimat – Denver), click on the icon located by the branch's name and you will find the contact details of the operation's sales team, along with an option to send them a direct email via the 'Call-me-back' button.

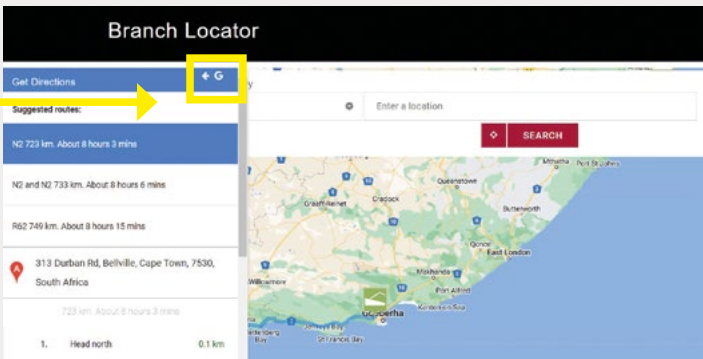


You can also click on the 'Get Directions' link, which will give you the option to open Google Maps and see where the operation is located.

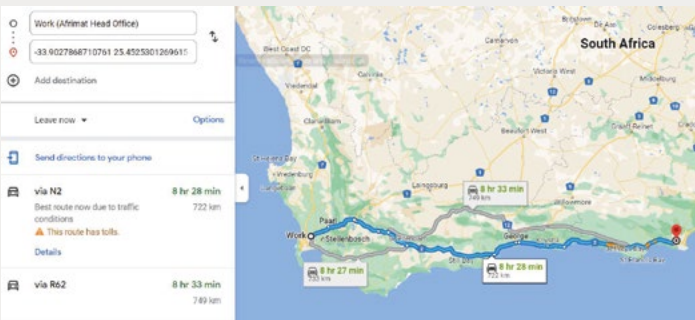
1. Click on 'Get Directions'
2. Type in your location
3. Click on 'Go'



Click on the 'G' button on the top right,



and the directions will open in Google Maps.



DINGWELL / ACI / CONTRACTING SERVICES

Congratulations to our AET learners

MIRANDA VLOK – HR INTERN

We want to congratulate our Adult Education Training (AET) Learners at Dingwell Quarry for passing their exams in April 2022.

- Elija Malumane for Numeracy Level 2
- Chris Mashaba for Numeracy Level 2
- Vusi Madonsela for Mathematics Level 3
- Tshepo Maseko for Mathematics Level 3
- Wiseman Mathonsi for Mathematics Level 4

Positive feedback from our AET Learners

Vusi Madonsela: ‘I enjoyed that our teachers were professional, and they accommodated us to make sure that we all understood everything.’

Colane Nkosi: ‘Now I can go and talk to my boss without any fear because I know how to greet him formally and also speak to him without sending anyone on my behalf. I can also write a letter to apply for any job using my AET skills.’

Tsepo Maseko: ‘I’m now able to communicate better in English.’

Elijah Malumane: ‘Most valuable was that I learned about money and calculations.’

Chris Mashaba: ‘I learned to write letters and read.’

James Ngwenya: ‘At work I can communicate better now in English and at home I can assist people with my numeracy when they are building houses.’

“I ENJOYED THAT OUR TEACHERS WERE PROFESSIONAL, AND THEY ACCOMMODATED US TO MAKE SURE THAT WE ALL UNDERSTOOD EVERYTHING.”

SA BLOCK

AET success at SA Block

DAVID MAKHUBU – PRODUCTION SUPERVISOR

We started this exciting journey of personal development back in 2019 when 10 employees were selected from a group of more than 60 interested candidates to participate in the Adult Education Training (AET) programme.

The new students were very excited from the start and the excellent results reflect their enthusiasm.

The journey was not always an easy one as students had to commit two hours per week from their personal time to attend class, while their team members had to endure an additional workload while these classes continued.

The lecturers and support staff from First Empowerment have been instrumental in the success of this programme and SA Block’s management is thankful for the great work they’ve done for our people.

One of the learners, Thandeka Ndlela, says, ‘I’m enjoying learning English and Mathematics, and I’m happy with SA Block. Thank you.’

We celebrated their results with a lunch, and Production Supervisor Thulane Makhubu congratulated them on their excellent results, thanked them, and wished all good luck for future studies.



Left to right:Thulane Makhubu,Vusi Nkosi, Mbali Masuku, Nomusa Ntumba,Thandeka Ndlela, Sindisiwe Thela and Thobeka Mavimbela

“THE NEW STUDENTS WERE VERY EXCITED FROM THE START AND THE EXCELLENT RESULTS REFLECT THEIR ENTHUSIASM.”

AFRIMAT SHARED SERVICES

Afrimat proudly rolls out its Supervisory Development Programme

RUBIN BEBE – GROUP MANAGER – HUMAN RESOURCE DEVELOPMENT AND TANYA PRETORIUS – NATIONAL MARKETING OFFICER

On 21 April 2022, the first Afrimat Supervisory Development Programme was presented at our Kliprug Quarry.

Servant leadership, and training and development are important to us, and we want to do everything in an atmosphere of joy and positivity.

At Afrimat, we believe that our leaders are responsible for driving this culture within their teams with the aim of getting the very best out of each team member.

Working towards establishing a shared and unified culture across Afrimat is of crucial importance and a critical enabler of our success and sustainability.

The ASDP programme covers the following key modules:

- Self-awareness: The importance of identifying values and aligning them with the Afrimat Way.
- Team awareness: Identifying the strengths of each team member.
- Authenticity: The importance of knowing who you are.
- Planning, organising, monitoring and evaluating.



“SERVANT LEADERSHIP, AND TRAINING AND DEVELOPMENT ARE IMPORTANT TO US, AND WE WANT TO DO EVERYTHING IN AN ATMOSPHERE OF JOY AND POSITIVITY.”



First ASDP session held at Kliprug Quarry



NORTH CLUSTER – AFRIMAT SILICA

The journey to become qualified

REABETSWE MOKOENE – AFRIMAT LYTTTELTON HR INTERN

Phineas Makutus began his tenure in May 2019 as an Electrical Learner for Afrimat Silica based at Afrimat Lyttelton.

Before Phineas started in Afrimat, he studied music in the United States of America (USA) through a scholarship. However, he then decided to pursue his engineering dream and went on to study Electrical Engineering N2-N6 in college and qualified as an Electrician in October 2021.

Phineas’ exuberance can be felt as he describes his time here in Afrimat: ‘It is a pleasure to be part of Afrimat as I feel it is an exceptional company that prides itself on providing excellent customer service.’

He also reveals that, in addition to gaining oral and written communication skills through Afrimat, the company helped strengthen his technical skills as well.

Phineas, we wish you all the best with your future endeavours.

“IT IS A PLEASURE TO BE PART OF AFRIMAT AS I FEEL IT IS AN EXCEPTIONAL COMPANY THAT PRIDES ITSELF ON PROVIDING EXCELLENT CUSTOMER SERVICE.”



Phineas Makutu



KZN AND FREE STATE REGIONS

Celebrating Reuben’s commitment to continuous learning

JACQUES STOKES – OPERATIONS MANAGER KZN AND FREE STATE

Reuben Phetla, Acting Area Manager, Southern KZN and Free State, grew up in the dusty streets of a small village, 30 kilometers outside Groblersdal in Limpopo.

He holds a National Diploma in Mechanical Engineering from Tshwane University of Technology and started his career as a Mechanical Engineering Trainee with B&E International Pty (Ltd) and was appointed as a Production Supervisor upon completion of his training.

Reuben has worked on various sites in Gauteng and KZN for one of the major aggregates producers for a period of nine years, gaining valuable knowledge in production, maintenance, people skills and quarry-related activities (eg. mine development, and load-and-haul contractor management).

He held a Works Manager position for three years at the company’s Ladysmith Quarry operation.

On 1 November 2016, Reuben joined the Afrimat family, when he was appointed as a Manager for the Pietermaritzburg Quarry, becoming part of the Afrimat Aggregates KZN/FS team.

Reuben maintains: ‘It has been a journey full of joy and positivity as I embraced the entrepreneurial culture, made possible by the support of Jaco Cokart and team AA KZN.’

One major setback that made things tricky and kept him awake at night during the first three years at the Pietermaritzburg Quarry, was the strong ‘non-substantive’ opposition to company operations by the local community (about five small farm owners situated on the perimeters of the pit). Reuben explains that it took a lot of patience and persuasion to change the view of the larger community and win the support of the DMRE.

Last year, Reuben embarked on a journey to enhance his knowledge by enrolling for an Advanced Diploma in Business Management at the Durban University of Technology (DUT). His goal is also to complete the Afrimat Management Development Programme (one module left for Project Management) and further his management studies in 2023.

He enjoys reading current affairs and business news during his time off. We want to take this opportunity to congratulate Reuben for his successes within the business as well as his commitment to continuously learn and develop and wish him well with his studies going forward.



Reuben Phetla

DRILLING AND BLASTING WESTERN CAPE

Congratulations Henk!

HERCU SMIT – WESTERN CAPE AREA BLASTER

Congratulations to **Henk Hougaard** for receiving your Blasting Certification!



Henk Hougaard

DEMANENG IRON ORE

Passionate about sustainable mining

KATARIEN DEYSEL – MINE MANAGER | ESTHER TEFFO – GROUP MANAGER/SOCIAL AND LABOUR PLANS | TANYA PRETORIUS – NATIONAL MARKETING OFFICER

At Afrimat, we are not only passionate about mining and doing so sustainably, but we are also genuinely passionate about South Africa and its people.

We, therefore, believe in creating value not only for our stakeholders but also for the people within the communities in which we operate. Afrimat also follows a proactive and participative approach towards health and safety management, both within the boundaries of all operations and in its integration with surrounding areas and communities.

In an effort to give back to the communities within which we operate, Afrimat Demaneng embarks on various initiatives in the different communities in and around the mine.

- The mine positively contributes to the communities not only through projects, but also by way of job creation through its support of local small, medium and micro enterprises.
- The mine also offers learnerships, bursaries, internships and vacation work for the local communities.

While operating in an industry that has a significant impact on the environment, Afrimat is committed to the continuous improvement of its operations by using its resources responsibly with the aim of reducing its environmental impact.

At Demaneng mine, we are at the forefront of doing concurrent rehabilitation, thereby reducing our footprint.

“WHILE OPERATING IN AN INDUSTRY THAT HAS A SIGNIFICANT IMPACT ON THE ENVIRONMENT, AFRIMAT IS COMMITTED TO THE CONTINUOUS IMPROVEMENT OF ITS OPERATIONS BY USING ITS RESOURCES RESPONSIBLY WITH THE AIM OF REDUCING ITS ENVIRONMENTAL IMPACT.”



AFRIMAT AGGREGATE OPERATIONS: PALMIET QUARRY

Bringing back the joy and positivity to teaching and education

NOKULUNGA MBONDA – SLP OFFICER WC/EC

On 10 May 2022, Afrimat Aggregates Operations (AAO) visited Little Angels, Peaceful Land, Mbalentle and Flukse Voetjies Early Childhood Development Centres (ECDC) in Sir Lowry’s Pass in Grabouw.

The ECDCs are part of the five identified by the Heaven-On-Earth-Programme (H-O-E-P), in partnership with Child Welfare South Africa, the Department of Basic Education and the community at large, to benefit from the AAO-Palmiet Quarry Corporate Social Investment.

H-O-E-P is a preprimary school readiness programme providing quality training and mentoring to 111 children aged five to six years from disadvantaged communities in Grabouw.

The programme started in February 2022 and will end in December 2026. AAO is investing R329 000 to make sure these young pupils continue to grow and excel in their education journey.

AAO funding provides for the weekly training of caregivers in H-O-E-P methods of teaching in line with the early childhood development requirements of CAPS as specified by the Department of Basic Education. Learners are provided with numeracy, literacy and life skills study guides that guide their learning activities daily. Moreover, the programme monitors the progress of learners by implementing quarterly assessments, ongoing interventions, and referrals throughout the year for quality control.



“H-O-E-P IS A PREPRIMARY SCHOOL READINESS PROGRAMME PROVIDING QUALITY TRAINING AND MENTORING TO 111 CHILDREN AGED FIVE TO SIX YEARS FROM DISADVANTAGED COMMUNITIES IN GRABOUW.”



VRYHEID QUARRY

Electrification of village homesteads

THABANI XABA – SOCIAL AND LABOUR PLAN OFFICER

The team from our Vryheid Quarry recently handed over the electrification of eight village homesteads at Grootgewacht Farm, commonly known as KwaWatts Farm in Vryheid.

Present at the launch were representatives from the Department of Mineral Resources and Energy, Abaqulusi Municipality, and members of the community.

The successful completion of this Local Economic Development Project was a result of ‘community involvement, local leadership and joint decision-making’, said Monty Coleman, Manager of Vryheid Quarry.

Former employee and community leader Patrick Zwane thanked Afrimat for its continued support of their community. He reminded everyone present at the launch that this was not the first infrastructure development project Afrimat has done, referencing 2009/2010 when a water borehole was installed thus bringing water closer to their homes.

We are pleased to have been part of creating value and a positive impact in the communities in which we operate.



Electrification for homesteads at Grootgewacht Farm

“THE SUCCESSFUL COMPLETION OF THIS LOCAL ECONOMIC DEVELOPMENT PROJECT WAS A RESULT OF COMMUNITY INVOLVEMENT, LOCAL LEADERSHIP AND JOINT DECISION-MAKING.”



Front, from left: Melusi Zindela (Regional Manager: DMRE KZN), Petros Zwane (beneficiary), Monty Coleman (Vryheid Quarry Manager)
Back, from left: Themba Duze (Regional Manager: Afrimat Social Development KZN, FS & Mpumalanga), and representatives from households that benefitted from the project

AFRIMAT SHARED SERVICES

Sustainability Conference

LETISHA VAN DEN BERG – GROUP SHEQ MANAGER

The Sustainability Conference took place from 17 to 19 May 2022 at the start of the 5th Covid-19 wave and it is encouraging to report that no Covid-19 cases were reported after our event, which goes to show that if you follow Covid-19 protocols, the virus can be beaten. We started the conference with Going Orange for Jody to make people aware of PWS (Prader-Willi Syndrome) and in support of Bevin Cornelius and his son, Jody.

The theme for the conference was ‘Discovering Your Gift to Make an Impact in the Sustainability Environment’.

At every conference, we invite all stakeholders to present how we can integrate our processes to make a positive impact on sustainability at Afrimat.

The speakers included Dr Brett Solomon (a Neuroscience Specialist), Anja van Beek (Agile Talent Strategist), and the following members from Afrimat: Carol Seddon, Hugo du Randt, Chris Bekker, Ruben Bebe, Renier van Collier, Innocentia Mogotsi, Tali Tshikhovhokhovho, Siphumelelo Mbali, Marlo Jansen van Rensburg, Esther Teffo and me. Each person’s talent or gift assists in building a better Afrimat.

“FROM A HEALTH AND SAFETY PERSPECTIVE, WE AIM TO CONTINUE VISIBLE AND FELT LEADERSHIP FROM SENIOR MANAGERS TO ENCOURAGE POSITIVE ENGAGEMENT WITH EMPLOYEES.”

The Sustainability teams split up into working groups – health and safety, environment and compliance – to determine the one thing that will make a difference going back to work.

From a health and safety perspective, we aim to continue visible and felt leadership from senior managers to encourage positive engagement with employees; to listen to employees on safety and health matters; and not to be soft on unsafe issues.

Top: Going Orange for Jody
Right, from left: Yanga Bout, Tshifhiwa Ramela, Carlton Mowane, Letisha van den Berg, Brian Wevel, Sesethu Mashiga, Steven Janse van Vuuren, Ongeziwe Ndletyana, Musa Mokoena, Marina Gricius, and Lana van der Heide.



Looking at sustainability holistically, we came up with the following phrases to remember while we operate daily:

- 1. Sustain a healthy lifestyle**
 - Work/life balance
 - Invest in your mental, spiritual, physical and emotional wellbeing
- 2. Sustain a positive working environment**
 - Do everything in the spirit of joy and positivity
- 3. Sustain a good relationship with all stakeholders, internal and external**
 - Be collaborative
 - Be non-confrontational
 - Be part of the solution
- 4. Sustain an eco-friendly workplace**
 - Measure and monitor quality of air, water, ground, waste stream and rehabilitation

“AT EVERY CONFERENCE, WE INVITE ALL STAKEHOLDERS TO PRESENT HOW WE CAN INTEGRATE OUR PROCESSES TO MAKE A POSITIVE IMPACT ON SUSTAINABILITY AT AFRIMAT.”



As proud as we are at Afrimat of our achievements in producing our products, so too are we proud of our natural heritage and remain committed to environmental stewardship and the responsible use of our natural resources.

Afrimat National Marketing Department



**Afrimat is committed
to the continuous
improvement of its
operations by using
its resources
responsibly with the
aim of reducing its
environmental
impact.**

