

AFRIMATTERS



DIVISIONAL MATTERS: MANGWENI UNDERGROUND DECLINE SHAFT PROJECT
PEOPLE MATTERS: THE IMPORTANCE OF HAVING A WILL
SUSTAINABILITY MATTERS: CELEBRATING LTIFR FREE DAYS



Afrimat Employee Wellness Programme

In the spirit of promoting a caring environment, Afrimat launched a group-wide Employee Wellness Program (EWP) called **AfriCare**.

All Afrimat employees and their immediate family members have **24-hour access to free counselling services** in any of our **11 official languages**.

AfriCare gives Afrimat employees access to a network of professional counsellors across South Africa **offered by an independent contractor called ICAS**.

Most of the counselling services are offered telephonically and via live text, meaning that you can access help anytime and from anywhere in South Africa. Where necessary, face-to-face counselling services can also be arranged.

ICAS offers confidential services, meaning that the information that you share with your ICAS counsellor is kept only between you and the counsellor. Nobody in Afrimat gets access to your counselling information.

What kind of help does ICAS offer?



Counselling:

- Stress
- Depression
- Anxiety
- Relationships
- Trauma
- Substance abuse
- Change



Financial guidance:

- Debt management
- Budget management
- Wills & estate planning
- Saving & investment solutions
- Retirement
- Credit reports
- Insurance
- Home, vehicle & personal finance solutions



Personal development:

- Coping mechanisms
- Access to monthly webinars
- Access a wealth of personal development material
- Suggested lifestyle changes

Company code: AGS001

- 📞 **Toll-Free: 0800 424 242**
- 📞 **Request a call back: *134*905#**
- ✉️ **Email: eve@icas.co.za**

Help is a phone call away.

Don't delay getting help.
Call ICAS today.

CONTENTS

CEO'S MESSAGE	03
DIVISIONAL MATTERS	04
PEOPLE MATTERS	
CULTURE	21
EMPLOYEE MATTERS	22
WELCOME NEW COLLEAGUES	25
PEOPLE MANAGEMENT NEWS	28
WOMEN IN MINING	31
TRAINING & DEVELOPMENT NEWS	32
SOCIAL NEWS	34
HEALTH & SAFETY MATTERS	39
MARKETING MATTERS	46
COMMUNICATION MATTERS	50
SUSTAINABILITY MATTERS	52
ENGINEERING MATTERS	56
TECHNOLOGY MATTERS	58
END-OF-YEAR MATTERS	59

AFRIMATTERS

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Co-ordinating Editor: Tanya Pretorius | **Managing & Copy Editor:** Wendy Maritz
Contributors: Andrew Wray, Alison Marone, Andries van Heerden, Andre van Heerden, Anton Barnard, Anton Marnewick, Andrew Crauzas, Ashleigh Cokart, Amanda van Eden, Anton Marnewick, Boitumelo Makgala, Christo Schloms, Christo Nothnagel, Chris de Vries, Collin Ramukhubathi, Davin Giles, Denleigh Spocter, David Khadi, Ethan Stevens, Florence Mocheta, Gerhard Odendaal, Grant Dreyer, Isabella Sinclair, Jans van Wyk, Japie Fleming, Justin Hudson, Johan Burger, Johan du Plessis, Kobus Meyer, Lana van der Heide, Lucan Botha, Loren Cupido, Mary-Ann Meyer, Marina Gricius, Naledi Mosaku, Noko Mabasa, Pieter-Braam Griesel, Pieter Stoker, Pieter Bruwer, Pieter de Wit, Pierre du Toit, Pholisa Ngcai, Piet van Zyl, Ruan Botha, Reginald Gwala, Ruan Smit, Reabetswe Mokoene, Sesethu Mashiga, Sinenhlanhla Mahlasela, Semonia Beukes, Sheelah Links, Sonja Kleynhans, Selinah Masehla, Tanya Pretorius, VR Jewaskiewitz.
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Let's continue to live our values and drive excellence with integrity

OUR WAY



Caring Environment



Humility & Belief



Results Driven



Important Relationships



Skills & Competence



Empowering



Entrepreneurial Drive



Teamwork



Winning Attitude

Everything within an atmosphere of joy and positivity

CEO'S MESSAGE

Teamwork remains the ultimate competitive advantage

Patrick Lencioni, author of *The Five Dysfunctions of a Team*, wrote: 'Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.'

Reflecting on 2023, one may say that it has been one of our most challenging, yet rewarding, years since listing on the JSE in 2006.

Factors such as unprecedented levels of loadshedding, a subdued macro-economic environment and the highest interest rates in over 15 years, have all negatively impacted our businesses in some way or another.

Yet it is the dedication of our people, consistent teamwork, and our ability to react quickly to opportunities that have served us exceptionally well this year.

I firmly believe that Afrimat's culture is an essential component of our success. Operating as an interdependent team guided by a shared value system and fostering environments of joy and positivity enable us to consistently achieve excellence with integrity.

Thank you to each Afrimatter for your contribution toward Afrimat's success during this past year. May you have a blessed and happy Christmas break, enjoying the time off with your friends and family. It is well-deserved.

Be safe on your travels and come back next year with renewed energy, ready to turn challenges into opportunities.

Looking to 2024, it is my sincere hope that we will continue to build on the successes we have achieved thus far, as a supportive, caring and motivated team.

Andries van Heerden
CHIEF EXECUTIVE OFFICER



'I FIRMLY BELIEVE THAT AFRIMAT'S CULTURE IS AN ESSENTIAL COMPONENT OF OUR SUCCESS. OPERATING AS AN INTERDEPENDENT TEAM GUIDED BY A SHARED VALUE SYSTEM AND FOSTERING ENVIRONMENTS OF JOY AND POSITIVITY ENABLE US TO CONSISTENTLY ACHIEVE EXCELLENCE WITH INTEGRITY.'



Construction Materials Conference

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

From 24 to 26 August 2023, Afrimat held a very successful conference for its Construction Materials division at the Zebra Country Lodge in Cullinan, just north of Pretoria.

DAY 1

We welcomed attendees from across the country and kicked off the afternoon with a Circle of Trust activity followed by a motivational talk, and then ended the day with a game drive.



Circle of Trust

We were divided into random groups, each provided with a rope. We then had to form a circle and hold the rope in the air, while one designated team member had to walk the full circle with the help of another team member in the group. The activity was a great icebreaker and encouraged us not only to communicate with each other, but also to establish trust from the get-go.



DAY 2

We started bright and early with breakfast at 7am, followed by presentations from each cluster.

Thereafter, Dr Marlene Dippenaar facilitated sessions focusing on the importance of teamwork under the heading 'Understanding the Five Dysfunctions of an Effective Team', followed by group discussions and debates that emphasised trust, healthy debate, accountability and team objectives. Lunch was followed by an operational and pledge discussion.

The day culminated in a potjie-kos competition. We were divided into pre-selected teams. Each team had to choose a name for themselves, come up with a recipe and get creative with their table setting. All the ingredients were provided by the venue.



DAY 3

On the final day of the conference, Andrew Crausaz, Production Manager for Clinker Supplies, shared a story about the synergies that are possible between the North and South Clusters. Thereafter, COO Davin Giles presented a review of the division's finances. We ended off by making a commitment to contribute positively to the success of the Construction Materials division, and were all gifted with a copy of Patrick Lencioni's *The Five Dysfunctions of a Team*.



'THE CIRCLE OF TRUST ACTIVITY WAS A GREAT ICEBREAKER AND ENCOURAGED US NOT ONLY TO COMMUNICATE WITH EACH OTHER, BUT ALSO TO ESTABLISH TRUST FROM THE GET-GO.'





BETHLEHEM QUARRY

Congratulations on successfully implementing a turnaround strategy

ANTON MARNEWICK – QUARRY MANAGER

It is with a warm heart that I want to congratulate the Bethlehem Quarry team on their adoption of a turnaround strategy. The goal was to turn Bethlehem into a profitable operation and uplift its health, safety and environmental status. In 2023 the operation got a Showplace for the ASPASA About Face audit of 97.28% and a Showplace for the ASPASA ISH audit of 95.32%. Well done, team Bethlehem!



Back, from left: Walter Khasabe, Jacob Ngozo, Elmien Johnson, Potha Nhlapo and Solomon Motloung
Middle, from left: Lize Spies, Junior Lengoabala, Eric Mahlabe, George Ntjoboko, William Motsima and Piet Letsothe
Front, from left: Samuel Tlali, Wynand van Zyl, Apolo Tshabalala, Izak van Schalkwyk and Eric Maduna

BETHLEHEM QUARRY

Taking care of our fleet

ANTON MARNEWICK – QUARRY MANAGER

At the end of July, the delivery truck for Bethlehem Quarry was assessed and we realised some work had to be done: the load bin needed to be stripped and replaced and the engine pulled for oil leaks and other problems. We decided to do this in-house to keep the costs as low as possible and the quality of work as high as possible. The small team did an excellent job with the truck repairs.



From left to right: Sakkie van Schalkwyk (Mechanic), Solomon Motloung (Boilermaker) and Eric Maduna (Boilermaker's assistant)



FREE STATE AND KZN REGION

Readymix rising from the ashes

KOBUS MEYER – REGIONAL MANAGER

The KZN Readymix team faced a tough year with low sales volumes that impacted the region's PBIT (profit before interest and taxes) performance negatively. Thankfully, the team's performance improved year-on-year due to the hard work and dedication of our sales department, in conjunction with the operations and maintenance teams. The performance would not have been possible had it not been for infrastructure development projects in our respective areas. We are proud of our team and confident that the year will finish off strongly.



Hluhluwe Readymix team: C Mathonsi (Mixer Driver), S Mthombeni (Loader Operator), N Ntombela (Mixer Driver), S Mncube (Mixer Driver), S Nxumalo (Batcher), D Mickleburgh (Branch Manager) and M Ngcobo (Assistant Batcher)



Vryheid Readymix team: J Job (Branch Manager), C Sithole (Driver), S Masuku (Driver), N Buthelezi (Batcher), S Simelane (Batcher) and T Dlamini (Team Leader)



Nongoma Readymix team. Back row: S Mbatha, S Sibiya (Batching Supervisor) and Alfred Dlamini. Front row: P Zulu and N Sibiya



HLUHLUWE QUARRY

Zero Lost Time Injuries

MARY-ANN MEYER – SALES ADMINISTRATION

Our team at Hluhluwe Quarry had an exceptionally good year with regards to sales. We can be very proud of our teamwork. We also have 0 Lost Time Injuries to date. Let's carry on with the good work and strive for another successful year in 2024!



Celebrating teamwork at Hluhluwe Quarry. Back: H Xaba, N Nxumalo, J Masuku, M Kruger, P Xaba, and D Moletshe. Middle: M Sibisi, M Sikhakhane, N Xaba, P Mdluli, T Mathe and M Meyer and X Shezi. Front: L Ntshangase, L Ngwenya, W Cana, M Ntshangase and M Khumalo



ECKRAAL QUARRIES AND READYMIX

Construction project at Truda Foods

AMANDA VAN EDEN – SCHEDULING & LOGISTICS

The construction project at Truda Foods, Granate Avenue, Klerksoord, is scheduled for completion by December 2023. Eckraal supplied readymix concrete for the foundation and floors of their new factory. We would like to thank our team for their hard work and commitment to this project.



Supplying readymix for the construction project at Truda Foods, Klerksoord



QWA-QWA QUARRY

A good year for our quarry and team

ANTON MARNEWICK – QUARRY MANAGER

2023 was a good year for Qwa-Qwa Quarry and the team! The plant started up again after months of low to no sales due to the Free State not having construction contracts available.

It was difficult to keep the employees positive and focused during these trying times but we still managed to achieve a Showplace in the ASPASA About Face audit with a score of 96.46% and then with the ASPASA ISHE audit a score of 97.59%. I'm very proud of our team for their dedication and commitment to a 0-harm mindset.

'I'M VERY PROUD OF OUR TEAM FOR THEIR DEDICATION AND COMMITMENT TO A 0-HARM MINDSET.'



Celebrating Arbour Day as a team. Back: Jeremia Tsotetsi, Petrus Moloi, Donald Tsotetsi, Johannes Foka, Piet Motaung, William Mokoena, Snyman Sithole, Abel Ntshingila and William Mashinini. Front: Heather Meyer, Simon Gambu, Charlie Mofokeng, Petros Maya, Lizzy Xaba, Joseph Tshabalala, Innocent Mokhachane, Doctor Mokoena and Julia Nyathi



FREE STATE AND KZN REGION

Assisting to keep Transnet on track

KOBUS MEYER – REGIONAL MANAGER

From Q2 2022 to Q3 2023, the KZN Aggregates team has been working hard to supply the Richards Bay Transnet coal line shutdown with ballast and base materials. This line is crucial to the coal export business of our country and any improvement in this sector will relieve the pressure on the existing road infrastructure in the region. During this time, we delivered a total of 50 000 tons of ballast, 26 000 tons of G2, and 15 000 tons of G5. Considerable pressure was put on the Vryheid team not only to supply the critical Transnet order, but also to keep their regular base-line customers happy. Sometimes these efforts resulted in some fancy footwork to manage changes fast and effectively.

During a critical stage of the project, the customer needed additional G5 material urgently. As there was

'CONSIDERABLE PRESSURE WAS PUT ON THE VRYHEID TEAM NOT ONLY TO SUPPLY THE CRITICAL TRANSNET ORDER, BUT ALSO TO KEEP THEIR REGULAR BASE-LINE CUSTOMERS HAPPY.'

none in stock at Vryheid at the time, the value of having complementary operations in the region was once again demonstrated, when the Ulundi operation came to the rescue and delivered the additional 12 000 tons within one week.

Special mention must go to the Logistics and Transport team at the Vryheid regional office. Supplying these kinds of volumes in a rural region with only the regular transporters was not an option and the team had to source transport from far and wide.

The Transnet shutdown was successfully completed during August 2023 and the KZN team received a high score from Transnet during its annual customer survey.

Well done to all the KZN/Free State Afrimatters involved.



The Vryheid Aggregates team. Back: M Coleman (Quarry Manager), B Simelane, N Mavuso, S Mthembu, P Shabalala, R Kuhl and H Labuschagne (inset). Middle: M Zwane, F Mdlalose, L Simelane, S Mbatha, P Zulu and K Khumalo. Front: B van Deventer, G Shabalala, P Zwane, S Mkhwanazi and C Ndwandwe



AGGREGATES & READYMIX WESTERN CAPE

Teamwork and logistical planning make the dream work

DENLEIGH SPOETER – SALES REPRESENTATIVE

We strive to consistently deliver excellent products and services, and we are very proud of our teams who recently completed another successful construction project.

Teams from our Kliprug Quarry and Wetton, Killarney and Stellenbosch Readymix Plants recently supplied 7 940 tons of G4 and 3 100 cubes of readymix concrete to the construction of wash bays and stacking areas at the Maersk container depot in Cape Town.

Ensuring timely delivery would not have been possible without the assistance from our Logistics and Dispatch departments, and we extend a big thank you to them.

Rand Civils and Chris Howes Concrete Floors were the contractors on site.

We look forward to more projects together.



Supplying construction materials to the Maersk container depot in Cape Town



AFRIMAT LAB WORCESTER

Quality assurance: The secret to a successful business

JOHAN BURGER – QUALITY MANAGER: AGGREGATES

Quality assurance and laboratory testing for aggregates are critical to the safety, durability and performance of infrastructure projects.

Accurate testing and stringent quality control protocols help identify potential defects, inconsistencies or impurities in aggregates, guaranteeing that construction materials meet required standards and specifications.

This meticulous approach safeguards public safety, upholds project integrity

and enhances the overall quality of infrastructure, making it indispensable in the construction industry.

The commendable contribution and dedication exhibited by Franco, Regan, Ferguson, Perchel and James within the Afrimat Laboratory is outstanding. Their diligent efforts have significantly impacted our operations and ultimately contributed to the success and reputation of Afrimat.

'THIS METICULOUS APPROACH SAFEGUARDS PUBLIC SAFETY, UPHOLDS PROJECT INTEGRITY AND ENHANCES THE OVERALL QUALITY OF INFRASTRUCTURE, MAKING IT INDISPENSABLE IN THE CONSTRUCTION INDUSTRY!'



Left to right: Franco Davids, James Nonnies, Ferguson Hendricks, Regan Baadjies and Perchel Lee van der Westhuizen



CAPE LIME VREDENDAL

Driving the Afrimat culture at Vredendal

ANTON MARNEWICK – QUARRY MANAGER

Our Cape Lime operation in Vredendal recently launched an awareness campaign focussed on Afrimat’s culture and values.

The idea was to plant trees and link each tree to a core value identified and agreed to by the team on site.

The team will put in effort to nurture a team culture based on these core values, and focus on growing as a team, while also nurturing the trees and ensuring their successful and sustained growth.

1. **Overall culture:** As a diverse team, we have respect for each other.
2. **Safety culture:** Integrity starts with us being honest and by doing the right thing when no one is looking.
3. **Health initiatives:** We are accountable for our own health.
4. **Environmental awareness:** Teamwork can improve efficiency and productivity.
5. **Quality driven:** Customer satisfaction is reflecting our business health by showing how well our products resonate with buyers.



Elroy Love, Johan Stemmet and William Adonis

'THE TEAM WILL PUT IN EFFORT TO NURTURE A TEAM CULTURE BASED ON THESE CORE VALUES, AND FOCUS ON GROWING AS A TEAM, WHILE ALSO NURTURING THE TREES AND ENSURING THEIR SUCCESSFUL AND SUSTAINED GROWTH.'



Sheelah Links and Ruan Smit



JJ Coetzee and Johan Stemmet



Austin Isaks and Mario Adams



Reagan Willemse





NKOMATI ANTHRACITE MINE

Mangweni Underground Decline Shaft Project

VR JEWASKIEWITZ – NKOMATI UNDERGROUND MINE MANAGER

In early 2021, Afrimat commenced the underground mining phase at Nkomati. Certainly, with the tarnished history of the mine and underground mining in general, it was a bold step forward.

The primary objective of this project allows us access to 20 million tons of high-grade anthracite coal, which could not be mined by opencast due to the depth below surface.

As part of the risk-mitigating measures, a truly experienced team of miners had to be sourced and very careful planning was required. We gathered a team to refurbish the equipment but, more importantly, to sink a new decline shaft to access the valuable anthracite seam.

What is remarkable is that we decided, in true Afrimat style, to undertake the inclined shaft project in-house and not employ a specialist contractor for the work.

The collective experience of the qualified miners and production supervisors involved (all near retirement age) was impressive and testament to the skills and knowledge on hand.

To bolster the future underground management team, two of Afrimat’s young mining engineers were redeployed to the project to acquire the necessary technical competence for this very specialised mining effort.

The project commenced in November 2021. A new semi-box cut was blasted into the side of an existing ramp to create a competent highwall. Two shafts were then developed at 8°-12° through challenging geological strata to the coal intersection some 85m below ground level.

All relevant infrastructure was established near the shaft entrances. These included back-up generation for loadshedding, stockpile conveyors for product delivery, a complete lamp and control room and massive air-circulation fans.

An unsatisfactory geological fault approximately halfway down resulted in a significant deviation having

to be constructed that delayed the project by more than 12 weeks. Approximately 100m of tunnelling was abandoned and rerouted in another direction.

Expected ingress of seepage water and bad underfoot conditions were dealt with on a weekly basis while a safe environment was established and maintained for the duration of the project.

Strategically, it made sense to employ rental rock-moving equipment while operating in the harsher rock formations but, ultimately, we had to acquire two new load haul and dump machines to complete the last 20% of the work.

The top of the coal intersection was reached in August 2023. The development of the shaft bottom commenced shortly thereafter to establish a five-road section in the coal to enable us to produce some 20 000 ROM (run of mine) tons per month. The full shaft development was completed by the end of October 2023.

The project crew was made up of hardworking mining and engineering staff who all work for Afrimat. Their dedication and enthusiasm bode well for the success of the Mangweni Underground Shaft.

Some salient features of the Mangweni Underground Decline Shaft Project

- **Total cost of project:** R144 million
- **Shifts worked:** 2 x 9 hours Monday – Friday; 1 x 9 hours on a Saturday
- **Metres drilled by hand:** 977m
- **Volume of rock material mined:** 18 000m³
- **Lost Time Injuries:** 1 minor case
- **Total staff complement for shaft construction:** 70
- **Planned staff complement when in full production:** 110



Mangweni underground shaft sinking at Nkomati

'THE TOP OF THE COAL INTERSECTION WAS REACHED IN AUGUST 2023. THE DEVELOPMENT OF THE SHAFT BOTTOM COMMENCED SHORTLY THEREAFTER TO ESTABLISH A FIVE-ROAD SECTION IN THE COAL TO ENABLE US TO PRODUCE SOME 20 000 ROM (RUN OF MINE) TONS PER MONTH. THE FULL SHAFT DEVELOPMENT WAS COMPLETED BY THE END OF OCTOBER 2023.'



BULK COMMODITIES DIVISION

Data-driven mining in action at Bulk Commodities

ANDRE VAN HEERDEN – INDUSTRIAL ENGINEER & PIETER BRUWER – HEAD OPERATIONAL EXCELLENCE

The pursuit of efficiency has been a paramount driving force at Afrimat over the past couple of years. Our recent mining conference showcased just how spectacular our journey has been. Our relentless pursuit of efficiency, particularly in the realm of our fixed plants, has yielded remarkable results with some plants more than doubling their output.

At this first-of-its-kind conference, we had the incredible opportunity to shift our spotlight onto the efficiencies of the yellow fleet, all made possible by the remarkable strides in technology that have granted us access to richer and more reliable data than ever before.

By combining data retrieved from AVA, On Key, Accpacc and various other data sources, the operational excellence team could very accurately identify inefficiencies in the load and haul operations of these sites and then pinpoint the costs associated with these inefficiencies.

A vibrant and constructive discussion unfolded, delving deep into strategies to address these inefficiencies.

Moreover, this invaluable data allowed us to conduct a comprehensive comparison of the efficiencies among the various machines deployed across the different sites.

What ensued were action plans from each of our sites, concentrating on specific Key Performance Indicators (KPIs) pinpointed during the conference. These KPIs include cycle delays, average cycle speeds and start-up and shut-down wastes.

Our teams didn't stop at identification; they pledged concrete improvements for each KPI. What's truly exciting is that these KPIs are no longer passive metrics; they will undergo rigorous daily, weekly and monthly monitoring across all levels of management. This commitment ensures that the promised enhancements will indeed be realised. We're igniting a new era of accountability and achievement at Afrimat.

'WHAT'S TRULY EXCITING IS THAT THESE KPIs ARE NO LONGER PASSIVE METRICS; THEY WILL UNDERGO RIGOROUS DAILY, WEEKLY AND MONTHLY MONITORING ACROSS ALL LEVELS OF MANAGEMENT. THIS COMMITMENT ENSURES THAT THE PROMISED ENHANCEMENTS WILL INDEED BE REALISED. WE'RE IGNITING A NEW ERA OF ACCOUNTABILITY AND ACHIEVEMENT AT AFRIMAT.'

An essential KPI unveiled during this conference is Mining Momentum*, which will be used in a similar fashion to the OPP KPI for our fixed plants. This dynamic metric is calculated by multiplying the tons moved by a piece of equipment with the average cycle distance, and then dividing it by the hours spent in operation, resulting in the powerful measure of ton-kilometres per machine hour. What sets this KPI apart is its remarkable ability to level the playing field, accounting for variations in cycle distances and enabling us to make direct comparisons of efficiency across diverse sites. It's a game-changer, ensuring that our pursuit of excellence is fuelled by data-driven insights, setting us firmly on the path to even greater achievements. *Mining Momentum = Tons moved x Cycle distance ÷ Machine hours

To catapult Afrimat from a junior mining player to a formidable mid-tier mining company, the adoption of these technological advancements has become an imperative. Our commitment to this upward trajectory is evident in the proactive steps we've taken. These include concrete actions to establish cutting-edge control rooms at our mines.

In addition, we've invested in comprehensive training programmes to equip our team with the expertise required for the seamless integration of new mine-planning software and geographical tools. This holistic approach is propelling us towards our goal of mining excellence.

As we embark on this exciting new chapter in our pursuit of mining excellence, armed with formidable data and a dedication to continuous improvement, the future of Afrimat shines brighter than ever before.

With every cycle, every ton moved, and every moment of optimisation, we're not just shaping the efficiencies of today but laying the foundation for the industry standards of tomorrow.

These KPIs aren't just metrics; they are the compass guiding us toward our vision of becoming a renowned mid-tier mining powerhouse.

Together, with unwavering resolve and a commitment to innovation, we will continue to set new benchmarks, inspire one another, and propel Afrimat to unprecedented heights of success. The journey is thrilling, and the destination is extraordinary.

This is Afrimat, and the best is yet to come.



From left: Gert Buitendach (Nkomati Mine Manager), Hannes Cronje (GM Iron Ore), Pieter Bruwer (Head Operational Excellence), Katarien Deyssel (Demaneng Mine Manager), Deon Uys (Group Cost Accountant), Andre van Heerden (Industrial Engineer), Japie Flemming (Jenkins Mine Manager) and Willem Hattingh (GM Nkomati)

'WE'VE INVESTED IN COMPREHENSIVE TRAINING PROGRAMMES TO EQUIP OUR TEAM WITH THE EXPERTISE REQUIRED FOR THE SEAMLESS INTEGRATION OF NEW MINE-PLANNING SOFTWARE AND GEOGRAPHICAL TOOLS. THIS HOLISTIC APPROACH IS PROPELLING US TOWARDS OUR GOAL OF MINING EXCELLENCE.'



JENKINS MINE

Increasing efficiency and blast block general grade

JAPIE FLEMING – MINE MANAGER & TANYA PRETORIUS – HEAD OF COMMUNICATIONS

The eastern part of Jenkins Mine contains well-exposed outcrops of dense black hematite, dipping at approximately 17 degrees to the west. At approximately 200m downslope, the hematite is overlain by the younger Gamagara quartzite and ferruginous shale (Fig.1)

Blast blocks (Fig.1) are planned in the Three-Month Production Plan to extract ore and waste. A certain percentage of blast blocks intersects both ore and waste. Hanging-wall shale waste on the contact with ore is soft material that can be removed without drilling and blasting.

Previously, the soft shale on the ore contact was removed with an excavator and bulldozer leaving a certain amount of shale waste on the ore contact, causing dilution of the grade on the ore contact (Fig.2).

The vibrating ripper (Fig.3) was implemented in 2023 to remove hanging-wall waste on top of the ore contact to decrease the dilution of Fe grade in a blast block.

Did you know?

- Fe stands for ferrum, the Latin word for the chemical element iron.
- Fe is also the symbol that indicates the presence of iron in the TMT steel bar.
- TMT steel bars (thermo-mechanically treated bars) are high-strength reinforcement steel bars that can withstand high amounts of stress and vibrations.

The result was an effective removal of hanging-wall waste on top of the ore contact, increasing the Fe grade in the blast block and decreasing the amount of low-grade material in the block that cannot be utilized in the ore product (Fig.4).

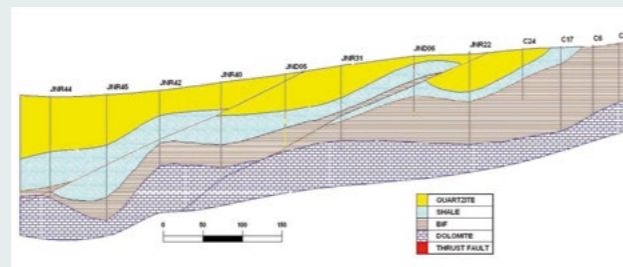


Fig.1 East-west geological section through Jenkins

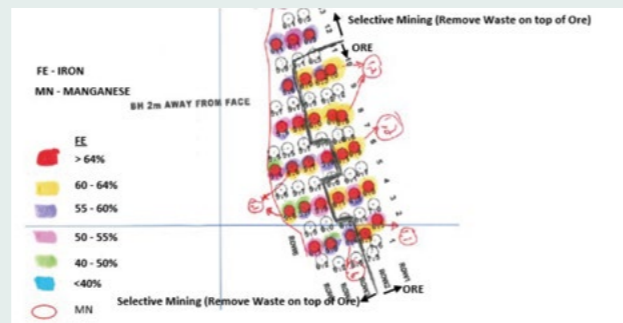


Fig.2 Shale waste on top of ore after selective mining



Fig.3 Implementation of vibrating ripper

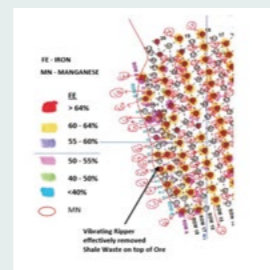


Fig.4 The vibrating ripper effectively removed the shale waste on top of the ore

'THE VIBRATING RIPPER WAS IMPLEMENTED IN 2023 TO REMOVE HANGING-WALL WASTE ON TOP OF THE ORE CONTACT TO DECREASE THE DILUTION OF FE GRADE IN A BLAST BLOCK.'

Leading with integrity: A personal view

HARTEBEEFONTEIN QUARRY

JUSTIN HUDSON – MINE MANAGER

What defines a true leader?

Simply put, a true leader leads by example, fostering strong relationships with individuals and teams alike, ensuring that all reach their full potential while, importantly, achieving organisational goals.

What is Integrity?

Integrity means being honest and having strong moral principles. A person with integrity behaves ethically and does the right thing, even behind closed doors. The Bible reminds us in Proverbs 28:6: 'Better is a poor man who walks in his integrity than a rich man who is crooked in his ways.'

How does a good leader show integrity?

Good leaders practise integrity on a daily basis by matching words with actions and upholding ethical values. This is essential for earning trust and is a critical element in any workplace.

A person of integrity is honest and just in all his social dealings. He loves mercy and shows compassion toward others. Solomon advises us: 'The righteous man walks in his integrity; his children are blessed after him' (Proverbs 20:7), and 'The integrity of the upright will guide them' (Proverbs 11:3).

How do you nurture integrity as a leader?

- Minimise secrecy and welcome transparency.
- Share your thoughts with those you trust before acting.
- Accept feedback and be open to learning from others.
- Ensure integrity in decision-making.
- Pay attention to your processes.
- Provide timely, honest, and accurate communication.

Joyful are people of integrity, who follow the instructions of the Lord. Joyful are those who obey his laws and search for him with all their hearts. They do not compromise with evil, and they walk only in his paths.

'GOOD LEADERS PRACTISE INTEGRITY ON A DAILY BASIS BY MATCHING WORDS WITH ACTIONS AND UPHOLDING ETHICAL VALUES. THIS IS ESSENTIAL FOR EARNING TRUST AND IS A CRITICAL ELEMENT IN ANY WORKPLACE.'

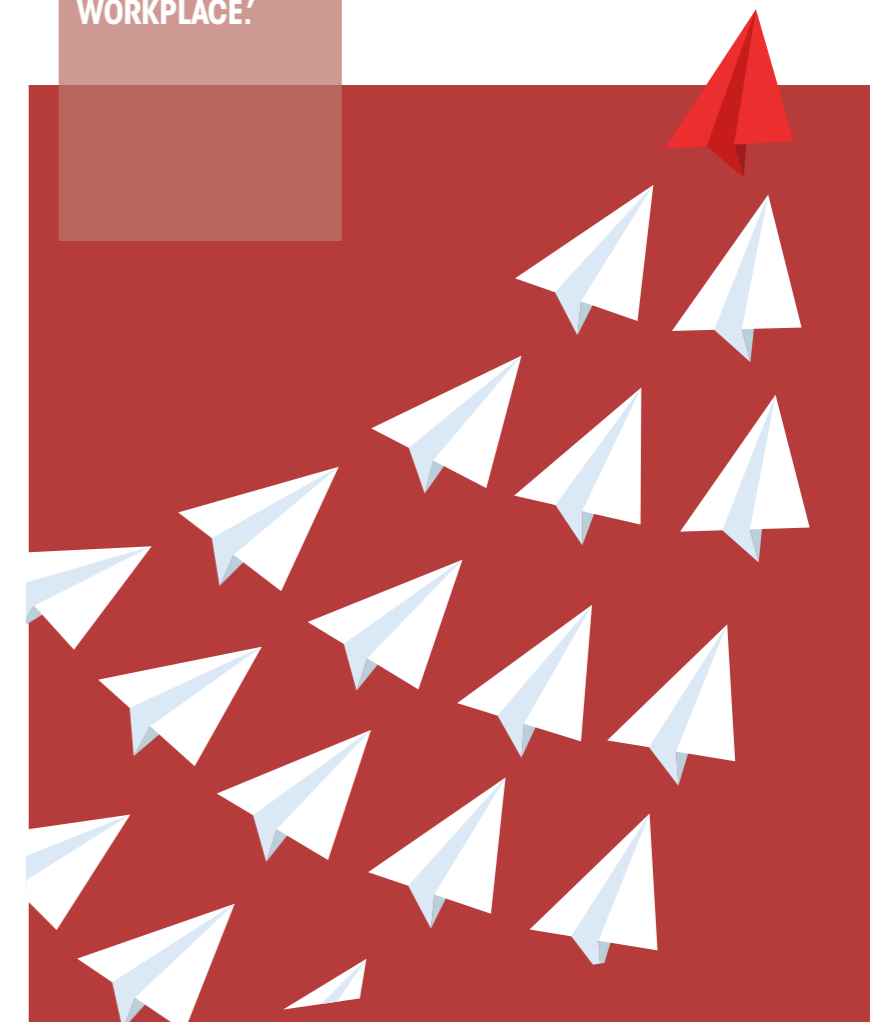
How does God reward integrity?

God rewards integrity with security. The Bible says: 'He who walks in integrity walks securely, but he who perverts his ways will be found out' (Proverbs 10:9). When you live a life of integrity, you can rest secure.

My prayer for our leaders

Philippians 2:3

I pray for all leaders of your people. I pray that they will not lead selfishly, for personal ambition or vain conceit, that leading is really a task that requires them to serve. So, Father, raise up servant leaders, in Jesus name. Let us as leaders in Afrimat set the example and be disciples of our values.



Your will, your legacy

ORGANISATIONAL DEVELOPMENT

LUCAN BOTHA – OD ASSISTANT – TYGER VALLEY

Will my loved ones be taken care of after my death? is an important question to ask. A will ensures that your assets and personal belongings are divided between the recipients you have selected. Your wishes as to who should inherit what are carried out if you have a valid and current will.

Did you know that almost 70% of South Africans do not have a will?

Not having a will can be concerning because it will leave your family unprepared when you're no longer around. Without a will in place, conflicts can arise among family members, so it's a useful roadmap to ensure your loved ones are taken care of when you're gone. We firmly believe that having a will is of paramount importance for individuals and families alike. We understand that estate planning can be a complicated and daunting process, which is why we offer AfriCare services to assist you in crafting a will and navigating other financial matters. Remember that wills are not only for high-value assets; they can include anything from a braai set and heirloom jewellery to a China teacup collection.

With the guidance of a financial coach, you can create a comprehensive and personalised will that not only protects your assets but also ensures that your legacy is preserved for generations to come.

At Afrimat, we care about your financial wellbeing and our AfriCare service is just one way we can support you on this important journey.

ICAS Evolve is a service that has been designed to offer our Afrimat employees and their direct family members support when life happens: a reactive 24-hour professional support service available when you need it.

You can access this by speaking to one of our financial coaches through the AfriCare service.

These coaches offer a variety of financial services in addition to will and estate planning, including management budgeting, garnishee orders, debt management, transactional banking, credit scores, general financial inquiries, retirement, insurance and other personal finance solutions.

Beyond financial assistance, AfriCare also provides counselling services that can be conducted over the phone with a qualified employee wellness professional counsellor at any time, day or night.

Be proactive and do not wait for life to happen!

Make use of our AfriCare services today to ensure that your legacy and loved ones are taken care of.



'BE PROACTIVE AND DO NOT WAIT FOR LIFE TO HAPPEN! MAKE USE OF OUR AFRICARE SERVICES TODAY TO ENSURE THAT YOUR LEGACY AND LOVED ONES ARE TAKEN CARE OF.'



Smart money moves

ORGANISATIONAL DEVELOPMENT

NOKO MABASA – OD INTERN

The festive season is here – a time of joy, fun and celebrations. Yet, it's easy for us to spend money carelessly! With braais, seven-colour meals, gifts and travel, budgets can quickly get out of control. In fact, according to research done by Wonga, over 70% of South Africans spend more in December than any other month. This can set you back financially for the new year.

Don't let festive spending dent your wallet. Remember, true festive joy doesn't come from overspending; make good use of your money to see you through the seemingly never-ending month of 'Janu-Worry'.

Hot tips to avoid 'Janu-worry'

- **Budgeting:** Outline your monthly expenses. This includes fixed costs (e.g. rent and car payments) and variables (like groceries and fun). Stick to what you can afford.
- **Prioritise savings:** Before settling bills or shopping, set aside some savings. This can push you through the long stretch of January.
- **Mind your debt:** If you have loans, prioritise settling them and avoid taking on new debt unless it is absolutely necessary.
- **Shop smart:** Don't rush purchases. Compare prices to ensure you get the best deals.
- **Thoughtful gifting:** Remember, it's the thought that counts. Consider giving handmade gifts or even experiences instead of expensive items. Often, these can be more meaningful and memorable.
- **Homemade meals:** Save by cooking at home. It's both economical and heartwarming.

The festive season is all about creating and cherishing moments with loved ones. **The amount of money you spend doesn't determine the value of those moments.** Plan smartly, spend wisely, and step into the new year with financial confidence.

'THE FESTIVE SEASON IS ALL ABOUT CREATING AND CHERISHING MOMENTS WITH LOVED ONES. THE AMOUNT OF MONEY YOU SPEND DOESN'T DETERMINE THE VALUE OF THOSE MOMENTS.'



AfriCare contact details:

Toll-Free: 0800 424 242
Request a call back: *134*905#
Email: eve@icas.co.za
Download the ICAS Hub app
Company code: AGS001



Meet the team

AFRIMAT KZN REGION

REGINALD GWALA – PEOPLE MANAGER – KZN/FREE STATE REGION

Hello from Afrimat Hluhluwe Aggregates, Vryheid Readymix and Ulundi Concrete Products.



Ulundi Concrete Products team. Back, from left: M Ntombela, J Mthembu, M Mbuyisa, M Shandu, S Dlamini and M Sibiya. Second row, from left: B Khoza, N Zulu, V Buthelezi, M Mncube, Z Bophela and M Kunene. Middle, from left: K Ngqulunga, M Dlamini, B Sibisi, S Lamula, E Ntuli, MB Ndlovu, M Ndlela, M Mzila, M Buthelezi, Z Ntombela and M Dlamini. Front, from left: N Dlamini, S Dlamini, M Mtshali, D Dlamini, N Sibisi and J Majoz



Vryheid Readymix team. From left: J Job (Branch Manager), C Sithole (Driver), S Masuku (Driver), N Buthelezi (Batcher), S Simelane (Batcher) and T Dlamini (Team Leader)



Hluhluwe Aggregates team: Back: H Xaba, N Nxumalo, J Masuku, M Kruger, P Xaba and D Mdletshe. Middle: M Sibisi, M Sikhakhane, N Xaba, P Mdluli, T Mathe, M Meyer and X Shezi. Front: L Ntshangase, L Ngwenya, W Cana, M Ntshangase and M Khumalo

Welcome to team Langvlei

CAPE LIME LANGVLEI

SINENHLANHLA MAHLASELA – PEOPLE MANAGEMENT INTERN

Percival Britz joined us as an EME Operator on 1 September 2023. Prior to joining Cape Lime, he worked at Afrimat Readymix as a Plant Batcher/Supervisor.

Henry Klaasen officially joined us as an EME Operator on 1 July 2023. Prior to that he worked within the company on a casual basis as a General Worker.

Bradley Michaels joined us as a Kiln Operator on 1 July 2023. Prior to joining Cape Lime, he worked for Afrimat Boublok as a Gantry Operator.

Sive Ntloya joined us as a Kiln Operator on 1 September 2023. Prior to that he worked within the company on a casual basis as a General Worker.



Percival Britz



Henry Klaasen



Bradley Michaels



Sive Ntloya

Welcome new Afrimatters

GROUP SHARED SERVICES

LOREN CUPIDO – PEOPLE MANAGEMENT OFFICER

We asked our new colleagues to introduce themselves.



Brent Ferreira

Brent Ferreira: I am the new Financial Accountant based at Tyger Valley head office and I report to Catherine Burger in the Finance division. I completed my Bachelor's Degree in Financial Accounting at the University of the Western Cape in 2019, and afterwards completed three years of articles at an accounting firm and subsequently passed my professional evaluation. I reside in Cape Town where I often pass my time playing soccer, hiking and spending time with family and friends. I live life following a simple principle: If you have faith as small as a mustard seed, you can say to this mountain, 'Move from here to there,' and it will move. Nothing will be impossible for you.

Phathekile Ngwentle: I am a Business Systems Administrator at Afrimat Tyger Valley. I studied Financial Information Systems at Cape Peninsula University of Technology and recently obtained my Data Science Certification at Explore Data Science Academy. I believe that every choice you make in life makes you – that is why we must always make the right choices in life and be able to determine between what is wrong and right. In my spare time I like reading inspiring books (like *Rich Dad Poor Dad*) and spending time with my family. I'm also a member of the brass band at my church.



Phathekile Ngwentle



Noko Mabasa

Noko Mabasa: I am originally from Moletji, a small village outside Polokwane, Limpopo. I am a registered Psychometrist in independent practice. My favourite quote is 'Trust God and give your best shot'. I believe giving your best in life is good enough and I intend to bring my best to my journey at Afrimat. I have a great sense of humour and enjoy being surrounded by jokey people. I reset by going for hikes, watching investigative documentaries as well as game shows. I love sport, especially soccer, and play netball as a hobby.

Dean Nielsen: I am a Development Security Operations Engineer and studied computer science at Harvard University. I would like to maximise my knowledge in the computer industry as much as possible by being absorbent and learning in various technological environments. One of my favourite quotes is by Abraham Lincoln: 'If I had six hours to chop down a tree, I would spend four hours to sharpen my axe.' I enjoy most sports, like diving and surfing, and my hobbies include building robots/ AI and entering technology hackathons. I also like hiking, hunting, nature walks, and exploring new foreign destinations.



Dean Nielsen

Nooh Connelly: I was born and raised in Cape Town. I completed my honours in Industrial Psychology at the University of the Western Cape. A phrase that helps me get through the day: 'It is what it is.' I hope to learn from the various departments at Afrimat and increase my pool of knowledge through the experience that surrounds me. 'Training is fun but watching F1 is a great way to end off the weekend.'



Nooh Connelly



Samkelisiwe Nzotho

Samkelisiwe Nzotho: I completed a BCom Degree in Finance at the University of the Western Cape in 2022. I enjoy reading, expanding my knowledge and baking. My go-to phrase is 'If you can imagine it, you can achieve it'. Through hard work and dedication, you can achieve anything you want.

Ashleigh Martin: I was born and raised in beautiful Cape Town and studied at the University of the Western Cape, majoring in Information Systems. One of my favourite quotes is 'Be the best version of you', which is one of the morning affirmations I repeat every day. I enjoy exploring, trying new restaurants, spending time with friends and family, and spending evenings in the gym.



Ashleigh Martin

New People Management Intern

AFRIMAT AGGREGATE OPERATIONS

ETHAN STEVENS – PEOPLE OFFICER

I'm thrilled to introduce **Pholisa Ngcai** – PM Intern, and the latest addition to our People Department team – who joined Afrimat Aggregate Operations on 3 July 2023. Pholisa graduated from the University of the Western Cape with a Bachelor of Arts degree in Industrial and Organisational Psychology and brings with her a willingness to learn, sound administrative experience, and a further willingness to help. Pholisa is described by many as having a bubbly personality, a team player and consistent, and someone who always has a positive and friendly attitude. I can concur that Pholisa is truly hardworking and that it is a pleasure to have her around the office. We would like to wish you success in your new role, and we hope that your experience here at Afrimat is wonderful.



Pholisa Ngcai

Welcome to the team

LYTTELTON DOLOMITE AND ECKRAAL

REABETSWE MOKOENE – PEOPLE MANAGEMENT INTERN

We would like to welcome our new Sales Representative for Afrimat Lyttelton and Eckraal, **Carine Erasmus**. We wish you all the best in your new role and journey, Carine.



Carine Erasmus

Promotions

KZN/FREE STATE REGION

REGINALD GWALA – PEOPLE MANAGER

Congratulations, **Ashleigh Cokart**, our new Environmental Specialist.

Ashleigh's journey at Afrimat started in 2021, when she was afforded the opportunity to shadow the SHE Officer in Vryheid for three weeks during her honours year at North-West University. Those three weeks turned into five additional months and then an internship.

During her tenure as an Environmental Intern, Ashleigh also started a master's programme in Environmental Management. Juggling work and school was a challenging task. In Vryheid, she assumed the role of Environmental Specialist for the KwaZulu-Natal and Free State region.

In this new position, Ashleigh wishes to spread the passion she has for the environment. It's not just about trees and bees (as most think), but also about empowering employees through knowledge, training and awareness, and providing them with the necessary tools to assist Afrimat in staying environmentally compliant across the board.

She is grateful for this opportunity, and excited to see what the future holds.



Ashleigh Cokart

CAPE LIME LANGVLEI

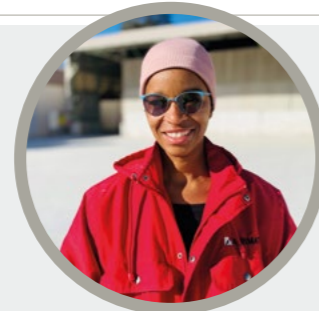
SINENHLANHLA MAHLASELA – PEOPLE MANAGEMENT INTERN

Buhle Noguda officially joined Cape Lime Langvlei as a Packer on 1 March 2023. Prior to that she was working as a Student Operator as part of the Women in Mining Programme.

Derek Fortuin joined Cape Lime Langvlei as a Plant Intern in February 2019. Since then, he has worked in different departments. He was appointed as a Kiln Operator in 2020 and then promoted to Milling Operator in August 2023.

Elton-John Tieras joined Cape Lime Langvlei as a Plant Operator in November 2018. He was recently promoted to Forklift Operator and Packer, effective from 1 August 2023.

Siné Damons joined Cape Lime Langvlei as a Plant Intern in August 2019. Since then she has worked in different departments. She was appointed as a Packer in 2020 then became a Weighbridge Clerk in 2021. She was promoted to the position of Administrator & Sales Clerk in August 2023.



Buhle Noguda



Derek Fortuin



Elton-John Tieras



Siné Damons

Congratulations to our new Environmental Officer

AAO & READYMIX CAPE – TYGER VALLEY

PHOLISA NGCAI – PEOPLE INTERN

We would like to congratulate **Asavela Siqangwe** on her recent promotion. Asavela, who joined the Afrimat family as an Environmental Intern in 2021, has been promoted to Environmental Officer. She states that she is grateful for the opportunity as it came as a great surprise, just three months before her contract was due to come to an end. We wish Asavela a continuous smooth journey with Afrimat. Her mentor and Manager, Siphumelelo Mbali, said: 'Asavela is a great asset to the company as she embodies the Afrimat values.' Siphumelelo believes that Afrimat is in good hands because Asavela is extremely passionate about her job ensuring that we continue mining in an environmentally sustainable way.



Asavela Siqangwe

The future is ours

GLEN DOUGLAS DOLOMITE

FLORENCE MOCHETA – SENIOR LEARNING AND DEVELOPMENT OFFICER

Glen Douglas is proud of the absorption of all our interns for the year 2023. These individuals have brought unique skills and perspectives to the table, and their journey promises to be an exciting one.

Kagiso Maboshego started as a Mining Engineering Intern at Glen Douglas in 2021, a budding industrial engineer with a passion for optimising processes and improving efficiency. From the get-go, Kagiso has proven to be a valuable addition to our Glen Douglas team. He was absorbed at Afrimat Group Services as a Graduate in Training in Industrial Engineering.

Miranda Vlok is on a mission to become a skilled HR Officer. Her journey started as a PM Intern and she's been climbing to new heights ever since. Her dedication to understanding the human side of our mining operations is evident. Miranda has shown a remarkable ability to connect with our employees and understand their needs. As they learn the ropes of HR in a mining environment, we believe they'll play a crucial role in fostering a positive workplace culture. Miranda was absorbed at AMSJ as a PM Officer.

Patience Ranyaole started as a Finance Intern in October 2022 and handles a wide range of responsibilities with efficiency and precision, ensuring that the gears of our office run smoothly. She has been absorbed as an Admin Clerk in our Finance department at Glen Douglas.

Afrimat is immensely proud of its continued growth, and the absorption of these interns in 2023 is a testament to our commitment to nurturing talent. We recognise that the future of our industry lies in the hands of individuals like Kagiso, Miranda and Patience. Their enthusiasm, dedication and willingness to learn are qualities we hold in high regard.

Rodney Titus retires

AFRIMAT AGGREGATE OPERATIONS

CHRISTO SCHLOMS – MAINTENANCE MANAGER

Rodney Titus started at Prima Klipbrekers on 1 April 2000 and, after 23 years of service, is set to retire. Rodney added a lot of value to AAO and was involved in all the Engineering department's projects. Not only is Rodney a master of his trade as a Fitter and Turner, but he is also a proud and loyal colleague, and an example to everyone. We are going to miss Rodney's friendly and helping attitude and would like to wish him all the best for his well-deserved rest.

'NOT ONLY IS RODNEY A MASTER OF HIS TRADE AS A FITTER AND TURNER, BUT HE IS ALSO A PROUD AND LOYAL COLLEAGUE, AND AN EXAMPLE FOR EVERYONE.'



Farewell

AFRIMAT MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Message from the Marble Hall Team: It's been an absolute pleasure working with you, **Lebogang Siyoba**. Thank you for everything you have done for us. We will miss your sense of humour dearly but are so happy for you. Good luck!



Lebogang Siyoba

Congratulations, colleagues, on the arrival of your bundles of joy!

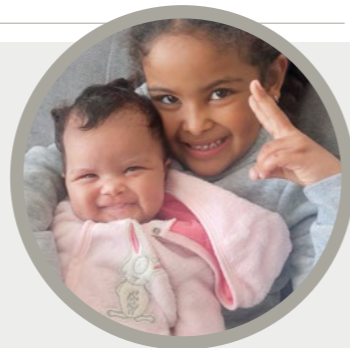
MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Congratulations to **Luciah Mashiloane** (LAB Technician) on the birth of your beautiful baby girl, Phuthego, on 29 August 2023.



Luciah Mashiloane

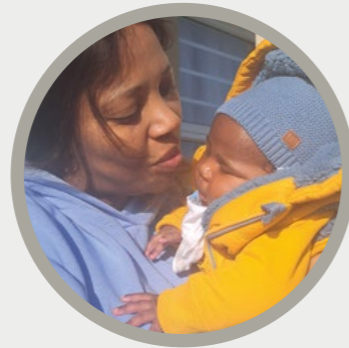


Baby Ayla

AAO & READYMIX CAPE – TYGER VALLEY

PHOLISA NGCAI – PEOPLE INTERN

David Jacobs and his wife, Cindy-Lee, welcomed baby Ayla on 30 May 2023.



Baby Thando



Baby Edward

Cynthia Saul welcomed baby Thando Maliea on 10 July 2023.

Natasha Abrahams and her husband, Ashley, welcomed baby Edward on 10 July 2023.

Marriages

MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Congratulations to the following ladies on their respective weddings:

- **Ruanet van der Westhuizen:** Marble Hall Debtors Clerk
- **Dineo Moropyane:** Plant Operator



Ruanet van der Westhuizen



Dineo Moropyane

Women in Mining Committee

ACI

SESETHU MASHIQA – JR HEALTH AND SAFETY OFFICER

The committee consists of female employees as well as a few trusted male employees.

'The participation of women in business has been shown to positively influence the bottom line of companies and to contribute to enhanced sustainability. Critically for mining companies, gender-inclusive workplaces also lend themselves to being safer.' (WIM Canada, 2016)

The new PPE designed exclusively for women in the mining industry is just one development for women since the committee's founding under ACI. The new PPE will officially be offered to employees at the beginning of 2024.

'THE PARTICIPATION OF WOMEN IN BUSINESS HAS BEEN SHOWN TO POSITIVELY INFLUENCE THE BOTTOM LINE OF COMPANIES AND TO CONTRIBUTE TO ENHANCED SUSTAINABILITY.'



From left: Naledi Mchunu, Thandeka Ndiela, Thoko Fakude, Sesethu Mashiga and Thandeka Bombi

AMDP Module 1: Supply and Control of Construction Materials

KZN/FREE STATE REGION

REGINALD GWALA – PEOPLE MANAGER

The People Management team in the KZN/Free State Region hosted a highly successful Afrimat Management Development Programme (AMDP) Module 1 presentation on Supply and Control of Materials, in Vryheid in September.

From left: Kim Mzimela, Hannes Lombard, Rajan Pillay, Janabi Esop, Bianca Dingelstad, Amanda Strauss, Jaco Cokart (Course Facilitator), Jonathan Job, Tammy Weeks, Hendrik Labuschagne and Monty Coleman



Training and Development leads to professional growth at Dingwell

DINGWELL QUARRY

SESETHU MASHIQA – JR HEALTH AND SAFETY OFFICER

From Cleaner to Dump Truck Operator, First Aider and Fire Fighter!

Naledi Mchunu joined Dingwell Quarry in May 2018 as a Cleaner. Since then, she has successfully finished training to become a certified Dump Truck Operator, First Aider and Fire Fighter. She recently obtained her Code 14 license, and she is still busy with her ABET classes.

Continuous learning through Afrimat's Mechanical Fitting Course

Surprise Sithole joined Dingwell Quarry as a General Worker in September 2020 on a fixed-term contract. Then in March 2021, he was hired permanently as a Plant Operator. After beginning his training as a Plant Operator, he went on to complete a Dump Truck course and was certified as a competent operator. He is presently enrolled in an Afrimat-funded Mechanical Fitting Course, which is a portable skill offered on site, and he recently obtained his Code 14 licence.



Naledi Mchunu



Surprise Sithole

Celebrating learning and development at Marble Hall

MARBLE HALL MINE

SELINAH MASEHLA, JUNIOR PEOPLE OFFICER

Congratulations to:

1. **Mahlitse Matsemela** (Cleaner) for getting her Office Administration Certificate through an Afrimat Bursary at Oxbridge Academy College.
2. **Ignicious Mokuwe** (Fitter Learner) for achieving his Fitter Trade.
3. **Harmans Phetla** (Electrical Learner) for achieving his Electrical Trade.

Well done!



Mahlitse Matsemela



Ignicious Mokuwe



Harmans Phetla

Diploma in HR Management

AFRIMAT AGGREGATE OPERATIONS, WORCESTER

ALISON MARONE - HR ADMINISTRATOR



Brendon Davids

Congratulations to **Brendon Davids** for graduating from Boland College and receiving his Diploma in Human Resource Management

Shaping tomorrow's workforce: Career Day insights

AFRIMAT GROUP SERVICES, TYGER VALLEY

ISABELLA SINCLAIR – L&D INTERN

Career days serve as a bridge between the worlds of education and industry, offering students a glimpse into potential career paths and providing businesses with the opportunity to connect with the workforce of the future. These events are invaluable for talent acquisition, employer branding and fostering community engagement.

At Afrimat, we have embraced the opportunity to participate in three highly successful career days this year, engaging with students at the following universities: Stellenbosch University, University of the Western Cape, the University of Pretoria and the Vaal University of Technology, both located in Gauteng.

These events have allowed us to connect with the bright minds of tomorrow and share our insights into potential career paths, fostering meaningful interactions with students from diverse backgrounds. These events have been instrumental for Afrimat in identifying and selecting prospective interns and bursary recipients.

This year, we successfully recruited a total of 22 new interns across a range of disciplines, including engineering, people management, finance, health and safety, environmental studies and information technology.

Ultimately, career days are more than just recruitment opportunities; they represent a strategic investment in a brighter and more talented future for both Afrimat and the communities we serve.

THIS YEAR, WE SUCCESSFULLY RECRUITED A TOTAL OF 22 NEW INTERNS ACROSS A RANGE OF DISCIPLINES, INCLUDING ENGINEERING, PEOPLE MANAGEMENT, FINANCE, HEALTH AND SAFETY, ENVIRONMENTAL STUDIES AND INFORMATION TECHNOLOGY!



Phiny Khakane at the Vaal University of Technology



Mbofho Lalumbe addressing students at the University of Pretoria



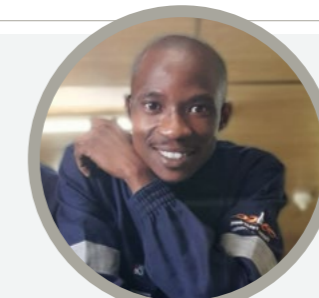
Zara Panjwani, Mechanical Engineering student at Stellenbosch University and winner of our 'Guess the mass of the Iron Ore on display' competition. The mass of the iron ore was 1.463kg and Zara guessed 1.45kg

Congratulations!

MARBLE HALL MINE

SELINAH MASEHLA, JUNIOR PEOPLE OFFICER

Congratulations to **Isaac Ratau** for achieving his Fitter Trade!



Isaac Ratau

Casual Day: Share a smile

AFRIMAT MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Casual Day is a widely celebrated national campaign that takes place annually in South Africa. This year it took place on Friday 1 September. Casual Day is a major national effort to increase awareness of people with disabilities and to promote their rights. These include access, equality, social inclusion and economic engagement. Afrimat Marble Hall appreciates and acknowledges people with disabilities.

From left: Mercy Daile, Ivy Babili, Selinah Masehla, Tshepiso Raolane, Olga Ndaba, Nolikie Makgwale, Thandekile Khumalo, Mahlatshe Matsemela, Margaret Ntuli and Ruanet van der Westhuizen



Mandela Day 2023 celebration

AFRIMAT MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

The Mandela Day Campaign encourages people to use 67 minutes of their time to support a chosen charity or serve in their local community. Afrimat Marble Hall celebrated Mandela Day by donating food parcels for 30 families in Moganyaka Village around Marble Hall. The smiles and happiness visible in the families' faces were very heartwarming. Keep it up, Afrimat.



Marble Hall organised food parcels for Mandela

Breast Cancer Awareness Day

AFRIMAT IRON ORE

NALEDI MOSAKU: SENIOR SOCIAL AND LABOUR PLAN OFFICER

Approximately 19.4 million women from the age of 15 onwards live at risk of developing breast cancer. Annually October is known as Breast Cancer Awareness Month to raise awareness about this cancer that affects so many. Afrimat Iron Ore decided to embark on an awareness drive to equip the women on the mine with knowledge of breast cancer.

Sister Monica de Klerk from Twinkle Home-based Care joined us for an hour to teach women about the early warning signs of breast cancer, how to do a self-examination and shared the myths and facts about breast cancer. The session was highly informative and interactive as the women were given the opportunity to ask questions and reflect on their own personal experiences.

We also took the time to light a candle in remembrance of those who have passed due to the disease. Sister Monica encouraged the women to go for their mammograms and informed us that even without medical aid, there are many clinics one can visit that offer the service for free.



AIO breast cancer awareness drive

Heritage Day Vetkoek Challenge

NORTH CLUSTER - GAUTENG

SONJA KLEYNHANS – PEOPLE MANAGER & REABETSWE MOKOENE – PEOPLE MANAGEMENT INTERN

On Friday 22 September 2023, teams from Glen Douglas, SA Block Admin, Clinker Supplies Admin, ASMJ, Admin (Gauteng South), Afrimat Lyttelton, Afrimat Shared Services, and Logistics and Engineering (Gauteng North) took part in our Heritage Day Challenge.

The rules were simple: vetkoek was provided and teams, made up of five members, had to use only five ingredients to make fillings. Everything had to be made on the premises. A total of seven teams competed for the prizes of best vetkoek filling and best team spirit.

Winners Gauteng South

- Team Honey Trap won the prize for the best team spirit, all dressed in true South African attire of green and/or khaki.
- Team Da Vette Bilkoeek won the prize for best vetkoek filling with their amazing combination of cream cheese, blue cheese, biltong and preserved figs, topped off with caramelized onions.

Winners Gauteng North

The day was filled with excitement and laughter and ended up being a huge success.

- Winners: Christopher Vermeulen, Reabetswe Mokoene and Suzan Ramokgopa.

Team Honey Trap:

Ilse Grimbeek, Michell van Niekerk, Arenda de Braal, Danie Janse van Rensburg and Michelle Spies.

Team Da Vette Bilkoeek:

Molebogeng Mohajane, Theo Ferreira, Magda de Bruyn, Sonja Kleynhans and Karin Hawkins.



Team Honey Trap won for best team spirit



Team Da Vette Bilkoeek – winners of best vetkoek filling



Kagiso Maboshego, Terblanche de Jager, Francois Louw, Ren Swanepoel and Ludwig van der Walt



Patience Hlongwane, Amanda Simelane, Poppy Gaarekwe



Carine Erasmus, Andrew Mckeen, Richard Mnisi, Dikgang Manyaka



Patience Hlongwane, Amanda Simelane, Poppy Gaarekwe



Pauline Sesing



David Makgoba, Lorraine Maja, David Khadi, Nomsa Maseko



Nomsa Mamba, Khuthadzo Raungedzani, Valerie Louwrens



Christopher Vermeulen, Reabetswe Mokoene, Suzan Ramokgopa

Gun Run fun

AFRIMAT TYGER VALLEY

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

On 16 and 17 September 2023, several of our colleagues participated in the OUTsurance Gun Run held in Cape Town.



Monica McGregor



Melanie Joubert



Catharine Burger and friends Natalie Mackenzie, Kim Cloete, Marlene Botha and Anja Barnard Smit



Hennie Bester, Lana van der Heide and Christiaan Mostert

Congratulations to Helen Williams, Sales Admin Clerk, on her 50th birthday!

AFRIMAT AGGREGATE OPERATIONS

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

The team recently held a party at the office to celebrate this milestone! Congratulations, Helen!



Quarry soccer team

ACI DINGWELL QUARRY

SESETHU MASHIQA – JUNIOR HEALTH AND SAFETY OFFICER

Soccer is a good sport for maintaining one's physical and mental health, strength, and endurance – which we also need for our work at Afrimat.

It encourages teamwork and collaboration, challenges employees to succeed, and rewards superior performance, all of which have been proven to be excellent motivators for staff to give it their all.

While the Dingwell Quarry soccer team is still young, we work to improve our abilities and self-confidence while playing against local teams and continuing to get sponsorship support from our Business Unit.

We have played two games so far and won one.



Dingwell Quarry soccer team

Woman's Month: Sanitary drive for schools in and around the KZN region

AFRIMAT AGGREGATES (KZN)

ASHLEIGH COKART – ENVIRONMENTAL SPECIALIST AND JUNIOR SAFETY OFFICER

National Women's Day, celebrated in August of every year, highlights the strength and resilience of women and their contribution to our society and country. To show support of Women's Month, the KZN team decided to launch a sanitary drive for schools in and around the KZN region. Period poverty is an under-reported issue that unfortunately affects young girls across the country. In extreme cases, young girls miss school due to the lack of accessibility to sanitary products, which has a snowball effect on their education. The accessibility to and cost of sanitary items have proven to be the root cause of this problem. Although a small gesture from our team, we have received a lot of positive feedback from the schools visited, from education departments and the like. Thank you to each manager who supported this initiative. We have made a difference, in true Afrimat style.



Afrimat Ulundi Aggregates and Concrete Products



Afrimat Ladysmith Quarry



Ladysmith Concrete Products



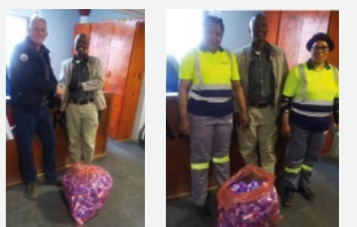
Afrimat Vryheid Quarry



Afrimat Maritzburg Quarry



Afrimat Dundee Quarry



'PERIOD POVERTY IS AN UNDER-REPORTED ISSUE THAT UNFORTUNATELY AFFECTS YOUNG GIRLS ACROSS THE COUNTRY!'

Celebrating our heritage at Marble Hall

ACI DINGWELL QUARRY

SESETHU MASHIQA – JUNIOR HEALTH AND SAFETY OFFICER

South Africans celebrate Heritage Day by acknowledging the heritage of the many cultures that make up the population of South Africa. Heritage Day is meant to be a joyous occasion celebrating all that's beautiful about South Africa's diversity. Heritage can include culture, wildlife, monuments, artwork, literature, music, languages and culinary traditions to name a few. There is great beauty in diverse people celebrating what makes them unique, and unites them. In 2023, Heritage Day was celebrated in vintage style at Afrimat Marble Hall.



From left: Mmathapelo Malapane, Olga Ndaba, Mercy Daile, Ruanet van der Westhuizen and Selinah Masehla

Langvlei wins the Arrie Nel Car Competition

CAPE LIME LANGVLEI

SINENHLANHLA MAHLASELA – PEOPLE MANAGEMENT INTERN

Cape Lime took home a brand-new car on 29 September 2023 in the Arrie Nel Car Competition organised by the Wynland Pharmacy in Robertson. The customers had to spend R200 or more at any Arie Nel Pharmacy to stand a chance to win a car. Cape Lime has an account with the pharmacy as part of the company's medical scheme, hence our entry was automatically selected for the competition.



Gerold Jagers and Sine Damons

Celebrating Casual Day with persons with disabilities

CAPE LIME, VREDENDAL

SEMONIA BEUKES – PM ADMIN – CAPE LIME



Back, from left: Yanga Bout, Irma Hayes, Sheelah Links and Alet Kotze. Front, from left: Semonia Beukes, Maria Joseph and Johnnecia Engelbrecht

Important facts about fire extinguishers

MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Important facts to know about fire extinguishers

- All fire extinguishers need to be numbered and installed according to the general rules.
- Extinguishers must be reachable.
- Clear signage indicating where the extinguishers are as well as showing clear evacuation routes must be installed.
- Detailed registers of emergency equipment must be drawn up.
- It is also crucial to ensure you install the right class of extinguishers, suitable for the type of risk in your immediate area.
- It is important to know where fire extinguishers are located in your area.
- Conduct regular inspections to ensure that items have not been tampered with.
- Broken or missing seals/pins must be reported to your SHE Representative.

Causes of fire

- Unsafe work practices
- Poor housekeeping
- Lack of awareness
- Carelessness
- Lack of maintenance

Let us all be safe, and know how to take care of ourselves and our colleagues in the event of a fire on site.

'FIRES CAN BE CAUSED BY UNSAFE WORK PRACTICES, POOR HOUSEKEEPING, LACK OF AWARENESS, CARELESSNESS AND LACK OF MAINTENANCE.'



What you need to know about fire extinguishers

Celebrating 7 years of commitment to safety

GLEN DOUGLAS DOLOMITE

ORGANISATIONAL DEVELOPMENT TEAM

Well done to the Glen Douglas Dolomite team for their commitment to safety! On 17 July 2023, the mine celebrated being seven years (2 555 days) LTIFR free!

LTIFR refers to Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace and is calculated as follows:

Number of Lost Time Injuries x 200 000 divided by the number of man hours worked.

At Glen Douglas Mine, safety is not just a policy, but a collective effort. We extend our appreciation to the Glen Douglas Safety team for their dedication and to every employee who contributed to making our workplace safer each day.



'AT GLEN DOUGLAS MINE, SAFETY IS NOT JUST A POLICY, BUT A COLLECTIVE EFFORT.'

Stop winter falls: Do the penguin walk

GLEN DOUGLAS DOLOMITE

MARINA GRICIUS – SAFETY OFFICER

During winter we decided to create awareness around hazards common to the season like slipping, hand injuries and muscle strains.

We covered the following topics:

- Winterproof your workplace
- Tips to stay healthy this winter
- Winter health and safety tips
- Stop winter falls
- Hand injuries

We also handed out packets of Cup a Soup at the morning meetings. At the end of the winter, we ran a crossword competition and each of the three winners received a winter goodie bag. We kept the team safe with the penguin walk!

'WE KEPT THE TEAM SAFE WITH THE PENGUIN WALK!'



Amos Motaung (Cleaner) won first place



Second and third places went to Johnson Mtembu (Diesel Workshop) and Teenage Chebase (Diesel Workshop) (left)



Do the penguin walk



A Cup a Soup to get the day started

Congratulations, Donald, on your ASPASA recognition

QWA-QWA QUARRY

ANTON MARNEWICK – QUARRY MANAGER

We wish to congratulate our Safety Rep, **Donald Tsotetsi**, for receiving the Top Performing Safety Representative in the Industry Award from ASPASA and the Institute of Quarrying. Congratulations, Donald, for your ASPASA recognition Well done!



Marius van Deventer (ASPASA Auditor) hands Donald Tsotetsi the award

IQSA recognition for health and safety

KZN/FREE STATE REGION

ANTON MARNEWICK – QUARRY MANAGER

At the Institute of Quarrying Conference that was held in Umhlanga, the KZN/FS team walked away with four awards for their commitment to health and safety, and the environment.

From left: Anton Marnewick (Exceptional Performance: Environmental and Showplace for Harrismith, Qwa-Qwa and Bethlehem, as well as Top Performer: Health and Safety for Qwa Qwa Quarry); Ashleigh Cokart (Outstanding Commitment: Environmental); and Marius Kruger (Top Performer: Environmental on-line for Afrimat Hluhluwe)



5 Seconds for Safety

AFRIMAT MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER.

Well-done to our SHE Representatives for executing and encouraging employees to take precautions on safety with the 5 Seconds for Safety campaign, which we call High Five for Safety! The campaign is about creating awareness around the hazards and risks in the workplace. The campaign promotes the Afrimat Way of zero harm to persons, communities and the environment.



'THE CAMPAIGN PROMOTES THE AFRIMAT WAY OF ZERO HARM TO PERSONS, COMMUNITIES AND THE ENVIRONMENT.'



From left: Brucely Mamogobo, David Moloto, Mmathapelo Malapane, Daniel Mokuwe, Tshepiso Raolane, Thabo Matlou, Ronald Maleswena and Thandekile Khumalo

Celebrating 1 500 LTIFR free days at Lyttelton

AFRIMAT LYTTELTON DOLOMITE

DAVID KHADI – MINE MANGER

Lyttelton celebrated 1 500 LTIFR days on 27 August 2023. It takes the whole team's commitment towards safety to achieve such a record and we are very proud of every team member of the Lyttelton operations. For Lyttelton, LTIFR is not just a number, it reflects our dedication to creating a safe and secure work environment.

'FOR LYTTELTON, LTIFR IS NOT JUST A NUMBER, IT REFLECTS OUR DEDICATION TO CREATING A SAFE AND SECURE WORK ENVIRONMENT.'



Be a LifeSaver 24/7

GLEN DOUGLAS DOLOMITE

MARINA GRICIUS – HEALTH & SAFETY OFFICER

The purpose of the 'Be A LifeSaver 24/7' campaign is to enhance employee awareness about the fact that not everyone can swim (unsafe conditions/unsafe acts), but there are life buoys available 24/7 (controls) in the workplace that will prevent them from drowning (getting hurt).

In conjunction with the theme, we handed out wristbands with the same slogan, to be worn as a reminder to work safely. The employees signed a pledge showing their commitment to safety.

'THE PURPOSE OF THE "BE A LIFESAVER 24/7" CAMPAIGN IS TO ENHANCE EMPLOYEE AWARENESS.'



Be a LifeSaver 24/7 awareness band

Effective toolbox meetings

MARBLE HALL MINE

SELINAH MASEHLA – JUNIOR PEOPLE OFFICER

Every morning, before the shift starts, team members get together for a brief meeting, outlining the potential hazards to be aware of, reflecting on the importance of health and safety, and to ensure everyone understands their respective tasks for the day. Well done to the teams at Marble Hall for ensuring effective toolbox meetings.



ACI team. Back: Jonathan Africa, Stephans van Vuuren, Amos Kgapola, Andile Gwaru, Petrus Mvimvi, Freedom Thobejane and Bonile Mhlathi. Front: Cedric Makhubedu, Benny Mours, Goodman Mntambo and Caleb Jansen van Rensburg



Admin team: Mercy Daile, Margret Ntuli, Olga Ndaba, Tshepiso Raolane, Ivy Babili, Noliike Makgwale, Mahlatse Matsemela, Ighardt van Lingen, Ruanet van der Westhuizen, Thandekile Khumalo, Thabo Matlou, Selinah Masehla and Mmathapelo Malapane



Load and haul team: Xolani Chichaba, Gavin Sefoloshe, Jacob Mahlangu, Goodman Maze, Geophrey Malesa, Elias Mosehle and David Moloto



Production team: Adam Makgalefa, David Mahlare, Albert Bokale, Tshogofatso Nkgadima, Tebogo Tlailane, Patrick Marota, Daniel Mmotla, Ronald Maleswena, Lazarus Mahlangu. Front: Karabo Phadu, Johanna Mogula, Derrick Nchabeleng, Surprise Manthosi, Vincent Sepheu, Klaas Monnye, Stephen Madisha and Given Mamabolo



Engineering team: Nkululeko Mtsweni, Tumelo Maifo, Ronald Lenonyane, Phillimon Mabogoane, Ignatius Ferreira, Diego Kgaditsi, Donald Motswane, Thabang Nkgadima, Ignacious Mokuwe, Qolani Ntuli, Fumani Mgiba, Jeffrey Molebale, Jenly Manasoe, Thandekile Khumalo, David Makamu, Klaas Maphothoma, Harmans Phetla and Johan van Zyl

'WELL DONE TO THE TEAMS AT MARBLE HALL FOR ENSURING EFFECTIVE TOOLBOX MEETINGS.'

Readymix Safety Preserver Competition

AFRIMAT AGGREGATE OPERATIONS WESTERN CAPE

LANA VAN DER HEIDE – SAFETY OFFICER

This year we wanted to make sure that our teams not only follow our safety procedures but also understand why they must follow them, i.e. to keep each other safe. We also wanted to test their skills to see if they fully understood what is expected of them.

We did this by launching our Safety Preserver Competition over a period of two months with a total of three assignments.

Assignment 1

In the first assignment the teams were given an example of an industry-related accident and they had to complete the latest template of the incident report. This was to test their understanding of how the forms must be completed and what aspects they will have to look at when doing an investigation. For the second part of the assignment, they were sent a link to a safety video and a questionnaire that they had to complete.

Assignment 2

For the second assignment they were sent a new pre-start template for the FEL (front-end-loader). I added a section for the risks involved while doing these checks (like working at a height, slipping/tripping hazards, cuts or pinching of hands). They had to identify or add the risks for each step of the checklist. Finally, they had to offer suggestions on what must be done to reduce those risks. With the feedback from this assignment, I could see if they understood how a risk assessment works and in which area they need more training.

Assignment 3

For the final assignment, I sent them the safe operating procedure for the FEL risk assessment that they did and an example of a Planned Task Observation (PTO). They were then asked to conduct their own PTO to send to me. The reason for this assignment was to encourage the teams to use their safe operating procedure when doing a PTO.

After all the assignments were assessed and the scores were given, we were happy to announce the top three teams.

- The Stellenbosch Plant team came third.
- The Hermanus Plant team came second.
- And our Safety Preserver team in first place was the Worcester Plant (all members received jackets and a lunch).

Congratulations to everyone involved!

'TO ENSURE TEAMS NOT ONLY FOLLOW SAFETY PROCEDURES BUT ALSO UNDERSTAND WHY THEY FOLLOW THEM, WE LAUNCHED OUR SAFETY PRESERVER COMPETITION.'



Back, from left: Clinton Lottering, Gerald Januarie, Matthews Abrahams, Nico Mostert, and Thabo Maine. Front, from left: Marwaan Kamalie and Dimitrie Eland

1 500 days LTIFR free

CLINKER SUPPLIES EMFULENI

ANDREW CRAUZAS – PRODUCTION MANAGER

On 25 August 2023, we marked 1 500 days without a Lost Time Injury on site at Clinker Supplies Emfuleni. What makes this achievement so special is the way in which it was achieved.

Various challenges encountered along the way have been managed and executed. The most significant of these being the decommissioning of the Clinker Supplies Vaal operation and its relocation to Emfuleni in 2021. A monumental task and, for many of the team, unprecedented at the time.

New initiatives were introduced during this period, as we attempted to navigate our new reality with the team, at times being split up and temporarily transferred to other Afrimat operations to assist with the sharing of assets and providing a service to the group. This has brought new challenges and a mix of safety styles that have proven to be a challenge, but which have been well received and embraced.

Congratulations on this achievement and may we continue to ensure that our safety is a top priority.

'VARIOUS CHALLENGES ENCOUNTERED ALONG THE WAY HAVE BEEN MANAGED AND EXECUTED. THE MOST SIGNIFICANT OF THESE BEING THE DECOMMISSIONING OF THE CLINKER SUPPLIES VAAL OPERATION AND ITS RELOCATION TO EMFULENI IN 2021.'



Clinker Supplies Emfuleni celebrates being 1 500 days LTIFR free

COMPETITION



Competition details:
Win an Afrimat Goodie Bag with each Afrimatters edition in 2023!

How to enter:
Please read the latest edition of the Afrimatters and find an article that you find interesting, then tell us why with a short article of 120 characters or less. Submit your article along with an image of yourself and the subject #joyandpositivity to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please remember to include your name, telephone number, location, and email address when submitting your entry.



Competition terms and conditions
The competition is open to Afrimat employees only. Competition closing date: 45 days after this edition date. 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 winner will be chosen based on the submission that stands out most. The National Marketing department will notify the winner after each closing date per edition. Afrimat goodie bag may vary per edition. 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.

Competition details:
Making a difference: Stand a chance to win a lantern power bank!

How to enter:
Please read the latest edition of the Afrimatters and share your thoughts on how you think the Afrimatters magazine is making a difference in your business unit. Submit your article not longer than 120 characters along with your image and use the subject or caption #consistentlydelivering to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please include your name, telephone number, location, and email address in the submission of your entry. Entry must be submitted by the end of the following month after the latest edition date.



Competition terms and conditions
The competition is open to Afrimat employees only. Competition closing date: 45 days after this edition date. 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 winner will be chosen based on the submission that stands out most. The National Marketing department will notify the winner after each closing date per edition. 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.

Competition details:
Catch your colleagues doing the right thing and stand a chance to win a pair of noise-reducing headphones!

How to enter:
Catch your colleagues living the Afrimat Way values, capture the moment, and write a short article describing what you observed and why you feel they embody one of the Afrimat Way Values. Submit your article not longer than 120 characters and an image of you catching your colleague in the act. Use the subject or caption #werisebyliftingothers to natasha.hartley@afrimat.co.za or WhatsApp to 084 707 2058. Please include your name, telephone number, location, and email address in your entry.



Competition terms and conditions
The competition is open to Afrimat employees only. Competition closing date: 45 days after this edition date. 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 winner will be chosen based on the submission that stands out most. The National Marketing department will notify the winner after each closing date per edition. 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.



CONGRATULATIONS TO OUR WINNERS



My short story is about the article on people matters "from good to great: how learning and development unlock excellence".

I've found this article very interesting because the leadership programme aligns exactly with "our way" eg.

- Caring environment: growing people.
- Results driven: stretching goals.
- Skills and competence: learning culture.
- Entrepreneurial drive: see opportunity and pursuing them.
- Humility and belief: servant leadership.
- Important goals: integrity.
- Teamwork: motivated personnel.
- Empowering: finding talent in unusual places.
- Winning attitude: fighting spirit

Interesting about the IDP's is the hidden talent found and the development needs of our employees, means to me that Afrimat cares outmost for its people.

It is heartwarming to see these programmes in place, unlocking the excellent leadership within you.

Marcello St Jerry, Palmiet Quarry

#joyandpositivity



Incorporating a garden project that emphasizes teamwork and a caring environment can transform the culture of Afrimat. While it might not directly relate to mining activities, the positive effects on employee well-being, collaboration, and overall job satisfaction can contribute to a more productive, harmonious, and successful Afrimat operation.

Bonga Nkomo, Hluhluwe Quarry

#consistentlydelivering



Andries Baard I want to write about he is facing a lot of stress and challenges he had in this 29 years but he is prioritizing his job and strive to give his company the best and always works very hard.

Eddie Mandisi Qawuka, Robertson

#werisebyliftingothers

Supporting our clients across Afrimat

AFRIMAT NKOMATI ANTHRACITE

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

In September, the Nkomazi Municipality held its Mayoral Cup sports tournament. Afrimat's Nkomati Mine sponsored the sports kits for the local community members and the National Marketing department assisted with branding the kits, as well as supplying branding for the event, which included feather banners, a gazebo and tablecloths.



Cape Lime at the Montagu Golf Day

Cape Lime Langvlei attended the Montagu Golf Day in September and the National Marketing team assisted with branding and marketing materials for the day. We had new pull-up banners made as part of a campaign to raise awareness in-store, and are also rolling out our Ikalika Paint in the Eastern Cape. As part of the campaign, we assisted with branding mini soccer balls, caps and signage for in-store.

Glen Douglas Dolomite ran a campaign during September and October where the Commercial team visited Consulting Engineers. In preparation for these meetings, the National Marketing Department assisted with supplying branded notebooks and pens that were handed out as gifts.



Glen Douglas notepad and pen



Cape Lime's pull-up banner



Ikalika Paint soccer balls



In-store branding for Ikalika Paint



Ikalika Paint branded caps



Nkomazi Mayoral Cup kit branding

Honesty and integrity: Keeping Afrimat safe via the Whistle-Blowing Hotline

AFRIMAT LIMITED

PIET VAN ZYL – INTERNAL AUDIT MANAGER & TANYA PRETORIUS – HEAD OF COMMUNICATIONS

The main aim and purpose of this process is to enable any employee, customer or supplier of Afrimat Limited or its subsidiaries to report any of the following wrongdoings to the Afrimat Whistle-Blowing Hotline:

- Financial malpractice or impropriety or fraud/theft/corruption
- Failure to comply with legislation
- Dangers to safety and health or the environment
- Criminal activity
- Improper conduct or unethical behaviour
- Attempts to conceal any of the above

Unethical behaviour threatens Afrimat's profitability and our job security. We should collectively protect our wellbeing through ethical conduct and responsibly report unethical conduct.

Whistle-Blowing Hotline

Anonymous tip-off's via website
<https://www.afrimat.co.za/whistle-blowing>



To speak to one of our whistle-blowing officials, contact:

	<p>Piet van Zyl Internal Audit Manager 071 400 4471</p>	<p>Renier van Coller General Manager: People 021 917 8706</p>
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This document derives from the Afrimat Whistle-Blowing Policy

Any employee, customer or supplier of Afrimat Limited or its subsidiaries should report any of the following wrongdoings to the Afrimat Whistle-Blowing Hotline:

- ✓ Financial malpractice or impropriety or fraud/theft/corruption
- ✓ Failure to comply with legislation
- ✓ Dangers to safety and health or the environment
- ✓ Criminal activity
- ✓ Improper conduct or unethical behaviour
- ✓ Attempts to conceal any of the above

Individuals reporting any wrongdoing should provide the relevant facts to the Whistle-Blowing Hotline Official and should also provide the contact details of the individual reporting the wrongdoing. The detailed Whistle-Blowing Policy (Policy HR-G-Pol-001) is available from the various human resource departments.

Migrating to SharePoint

AFRIMAT LIMITED

RUAN BOTHA – IT INFRASTRUCTURE TECHNICIAN, PIETER-BRAAM GRIESEL – DATA SCIENCE AND ANALYTICS & TANYA PRETORIUS – HEAD OF COMMUNICATIONS

Afrimat has gradually migrated to hosting all our data on SharePoint.

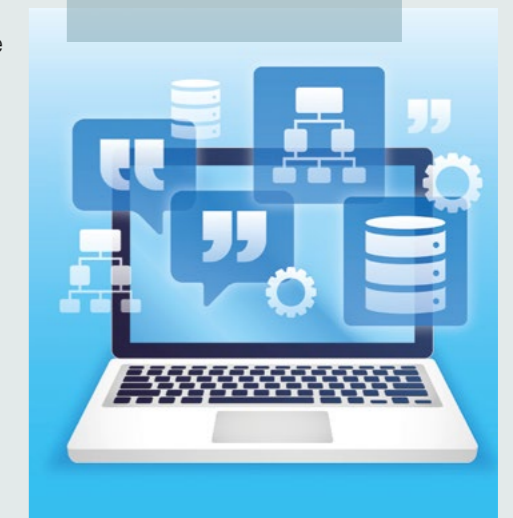
Why this was done:

- All data will be hosted on Microsoft servers instead of our own.
- SharePoint can then be accessed via the internet from any Afrimat device on afrimatcoza.sharepoint.com
- You will no longer need a VPN connection to access your documents.
- Easy access. We will set up SharePoint to sync to your computer's File Explorer.

Benefits for Afrimatters and Afrimat of using SharePoint:

1. **Multi-purpose functionality built-in:** The collaborative platform serves as an intranet, which is simply a company's internal website for information-sharing and much more.
2. **Centralised administration:** Administrators can quickly access operation features, including security settings, back-up sites and site data, perform restorations, and update privileges all on a single dashboard.
3. **Customisable:** You can keep the default online SharePoint features and benefits, or you can tailor them to your business needs.
4. **Document management and collaboration:** Makes it possible to organise your company's information in an accessible manner.
5. **Site consolidation:** You can integrate all your sites (shared work environments) into one platform.
6. **Integration with your existing apps:** Offers a seamless integration with the rest of your Microsoft applications.
7. **Enhanced security:** Benefits include advanced security features that reduce the risk of outages and unauthorized access.
8. **Ease of use and design assistance:** Includes the ability to build solutions that better meet your business needs.
9. **Speeds up and streamlines business processes:** Makes it possible to collect and organise data in one place.

'ADMINISTRATORS CAN QUICKLY ACCESS OPERATION FEATURES, INCLUDING SECURITY SETTINGS, BACK-UP SITES AND SITE DATA, PERFORM RESTORATIONS, AND UPDATE PRIVILEGES ALL ON A SINGLE DASHBOARD.'



Click and connect with us on social media to get all the company information you need

AFRIMAT LIMITED

TANYA PRETORIUS – HEAD OF COMMUNICATIONS

Our social and digital media channels are a great way to stay informed about the latest Afrimat news, important updates and career opportunities.

We encourage all Afrimat employees to regularly visit our social and digital media channels to stay informed and engage with us!

Follow & engage with us on social & digital media



www.afrimat.co.za



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Afrimat



Afrimat Mining Services



Afrimat Industrial Minerals



Afrimat Hemp



@Afrimat_Ltd



Afrimat Hemp

Another milestone for Team SLP

AFRIMAT SHARED SERVICES

BOITUMELO MAKGALA – SOCIAL AND LABOUR PLAN REGIONAL OFFICER

Afrimat Marble Hall Mine and Ephraim Mogale Local Municipality jointly implemented a Local Economic Development project for the installation of four high-mast lights in one of our communities in Moganyaka Village, Limpopo.

Afrimat Marble Hall Mine committed to a budget of R1 000 000 for the implementation of the project, which was aligned to our Marble Hall Mine Social & Labour Plan Cycle for 2020-2024.

The project started in August 2023 and was concluded in September 2023. Afrimat is truly a change agent to our society in different ways.



Four new high-mast lights were installed in Moganyaka Village, Limpopo

Mandela Day school shoes drive

AFRIMAT IRON ORE

NALEDI MOSAKU – SENIOR SOCIAL AND LABOUR PLAN OFFICER

In celebration of Mandela Day, Afrimat Iron Ore (Pty) Ltd, in partnership with the NGO 1 Million School Shoes Campaign, donated over 500 pairs of school shoes to four schools in the Kathu and Olifantshoek areas in the Northern Cape.

Shoes were distributed between Noord-Kaap Primary School in Olifantshoek, and Deben Primary, Sishen Primary, and Sishen Intermediate schools in Kathu.

Fostering essential relationships and a caring environment, empowering across boundaries, and doing so with humility and belief, are some of the principles of the Afrimat Way.

Mandela Day is a global celebration that takes place annually on 18 July, to honour the life and legacy of Nelson Mandela. On this day, individuals, communities and organisations are called upon to make a positive impact in their communities.

In line with Madiba's belief that everyone has a responsibility to create positive change, Afrimat, guided by the pillars of the Afrimat Way, is committed to protecting the environment, enhancing the quality of life of its employees, and empowering the communities in the areas in which it operates.

'IN LINE WITH MADIBA'S BELIEF THAT EVERYONE HAS A RESPONSIBILITY TO CREATE POSITIVE CHANGE, AFRIMAT, GUIDED BY THE PILLARS OF THE AFRIMAT WAY, IS COMMITTED TO PROTECTING THE ENVIRONMENT, ENHANCING THE QUALITY OF LIFE OF ITS EMPLOYEES, AND EMPOWERING THE COMMUNITIES IN THE AREAS IN WHICH IT OPERATES.'



The 1 Million School Shoes Campaign

Celebrating Arbour Week

KZN/FREE STATE REGION

ASHLEIGH COKART – ENVIRONMENTAL SPECIALIST AND JUNIOR SAFETY OFFICER

Arbour Week, celebrated in many countries around the world, is a dedicated time to raise awareness about the importance of trees and promote tree-planting activities.

Arbour Week serves as a valuable platform for businesses to make a positive impact on the environment, society and their own stakeholders.

Afrimat has pledged to plant 50 trees at several schools in the Western Cape, KwaZulu-Natal, Northern Cape, Mpumalanga and Gauteng.

By demonstrating environmental stewardship, fulfilling corporate social responsibility, fostering employee engagement, contributing to biodiversity conservation, and potentially reaping long-term economic benefits, Afrimat is actively contributing to building a sustainable and greener future for generations to come.

Why are trees important to us and the environment?

- **Trees regulate the water cycle:** The water cycle is the process by which water falls to the ground as rain. It is then absorbed by trees and other plants, and then released back into the air as transpiration.
- **Trees provide jobs:** All the way from rainforest care to tree planting.
- **Trees are a vital habitat for wildlife:** A diverse range of birds, insects and mammals live in forest habitats.
- **Trees improve the soil quality:** Trees play an important role in improving the quality of the soil around them. As part of their carbon-filtering properties, they remove carbon and other unhealthy substances from the soil, allowing other plants to flourish.
- **Trees prevent soil erosion:** Areas that have lost many trees are much more vulnerable. Tree trunks and roots keep the ground steady, protecting us when there are strong winds or a storm.
- **Trees are a food source:** Most of the food we eat comes from trees or is reliant on trees to survive.
- **Trees combat noise pollution:** A major effect of cities and transport, noise is not just irritating to the human ear, but it can also affect wildlife.
- **Trees combat light pollution and provide shade**
- **Trees create oxygen:** It is a bonus that they also produce oxygen that allows us to breathe every day.

Herewith a list of schools that were identified and benefited from the project:

Area	School
1 Western Cape	Nomzamo High School Vredendal
2 KZN	Harvest High School Maqingendonda High School Mbhasobhani Primary School Mbilane High School
3 Northern Cape	Noord Kaap Primere Skool Maikalelo
4 Mpumalanga	Boschrand Primary
5 Gauteng	Nkoana Willy Maditsi Primary School

'BY DEMONSTRATING ENVIRONMENTAL STEWARDSHIP, FULFILLING CORPORATE SOCIAL RESPONSIBILITY, FOSTERING EMPLOYEE ENGAGEMENT, CONTRIBUTING TO BIODIVERSITY CONSERVATION, AND POTENTIALLY REAPING LONG-TERM ECONOMIC BENEFITS, AFRIMAT IS ACTIVELY CONTRIBUTING TO BUILDING A SUSTAINABLE AND GREENER FUTURE FOR GENERATIONS TO COME.'



Sustainable garden project

ACI – DINGWELL QUARRY

SESETHU MASHIQA – JR HEALTH AND SAFETY OFFICER

Anton Combrink (Manager) came up with the idea for the on-site garden and supplied everything necessary to get it started. The goal is to inspire employees to take an active role in its cultivation, as well as to assist with reducing stress levels and sick days by providing healthy produce that can be enjoyed by the employees.



Tending the garden at Dingwell

Thank you, Cape Lime, for your donation

CAPE LIME VREDENDAL

SESETHU MASHIQA – JR HEALTH AND SAFETY OFFICER

On 22 September 2023, Nuwefontein Primary received a donation of appliances from Afrimat Cape Lime. Here is the letter of thanks they wrote:

Nuwefontein Primary is a small, rural, no-fees school with a feeding scheme in Kliprand, Western Cape. This small town is on the border of the Western Cape and the Northern Cape. The population of the town is only 200 people and there are very few job opportunities.

We as educators and learners of Nuwefontein Primary School would like to give big thanks to Mr Nieuwoudt and the whole team at Afrimat, Cape Lime Vredendal, for the generous donation of a refrigerator, kettle and kitchen tools. This donation will make a huge difference in the lives of our learners.



Making a difference

'THIS DONATION WILL MAKE A HUGE DIFFERENCE IN THE LIVES OF OUR LEARNERS.'

Road repairs from Mzinti to Madadeni

AFRIMAT NKOMATI

CHRISTO NOTHNAGEL – CARU PROJECT MANAGEMENT & GERHARD ODENDAAL – COO MINING

In August 2023 Afrimat Nkomati Mine finalised the decision to take responsibility for repairing the road from Mzinti to Madadeni, Ehlanzeni, Mpumalanga. The condition of the road had deteriorated to an almost undrivable state, which was jeopardising future sales and service delivery by private trucking operators.

Repairing the road intended to achieve a pre-defined set of deliverables that would ensure multi-stage value.

Deliverables included:

1. Improved general access

- Residents, businesses, government organisations, local markets and NGOs will benefit from the project, as driving conditions improve.
- The local community will benefit from improved access to two community halls, five schools, two clinics and Social Welfare offices.

2. Employing local community members

- The local community suffers from a high unemployment rate. The road repair project is employing 30 local community members who, in turn, support on average four family members each, thus positively affecting approximately 120 lives.
- Local businesses are supported.
- The project will make use of local suppliers for material and plant requirements, resulting in economic growth.

3. Skills transfer

- New skill sets were shared and practised and in all probability, these will serve the participants of the project well by making them more marketable in the workplace, and could even lead to empowering an emerging contractor to offer similar services to local councils in the area.

Achieving our goals will generate value to the local community and to our vision to support them, while maintaining a safer and more efficient conduit for product sales.

Carefully coordinated and managed by Themba Duze and Christo Nothnagel, the project is being rolled out to include local community involvement and involves training the individuals who were recruited to complete the job.

'ACHIEVING OUR GOALS WILL GENERATE VALUE TO THE LOCAL COMMUNITY AND TO OUR VISION TO SUPPORT THEM, WHILE MAINTAINING A SAFER AND MORE EFFICIENT CONDUIT FOR PRODUCT SALES.'



Road repairs in full swing

Alternative energy solution for the groundwater ingress problem at the Langvlei Quarry

AFRIMAT ENGINEERING & MAINTENANCE ENGINEERING

JANS VAN WYK – MAINTENANCE ENGINEER

During seasonal rains, the Langvlei Quarry fills with ground water, effectively stopping all mining activity in the quarry until the water can be pumped away. As most quarries are far from utilities, the use of standalone solutions is necessary. Most quarries are prepared for this and utilise high-pressure diesel pumps to reduce the water for mining to continue.

Unfortunately, the use of fossil-fuel solutions comes at a price. After obtaining the specialised pumps, either purchased or hired, the operational costs increase significantly and can quickly accumulate into a small fortune. Utilising the current solar technology available is a possibility but some innovation is needed to have a fit-for-purpose solution in a quarry environment.

A fixed solar array is out of the question as the boundaries of the quarry change continuously, forcing the array's position to be changed accordingly. Placing the array too far away from the quarry and in a fixed position will hamper the effectiveness and flexibility of the solution, not to mention the financial implications. Thus, a movable solar panel array and pump system that is not difficult to set up and is cost effective would be the ideal solution. Working together with the Langvlei maintenance section and the Afrimat engineering team, we were able to develop a workable solution.

Diagram 1: Typical solar pump system

The solar pump systems are off-the-shelf items and after considering all the constraints at the Langvlei site, we chose a 2.2kW 110m head borehole pump with an 8 x 405W solar array.

Taking the size of the panel array into consideration, a custom-built trailer with a frame for the solar panels, was designed. The pump float is less complicated and consists of a frame with discarded oil drums for buoyancy.

To ensure that the project remains economical, we decided not to add a battery system which would double the solar array. The effectiveness of the current system could be further explored and would involve using the system as a natural syphon. When the system is not being used for pumping water, it can easily be moved to supply electricity to offices, workshops, and so on.



Mobile solar array

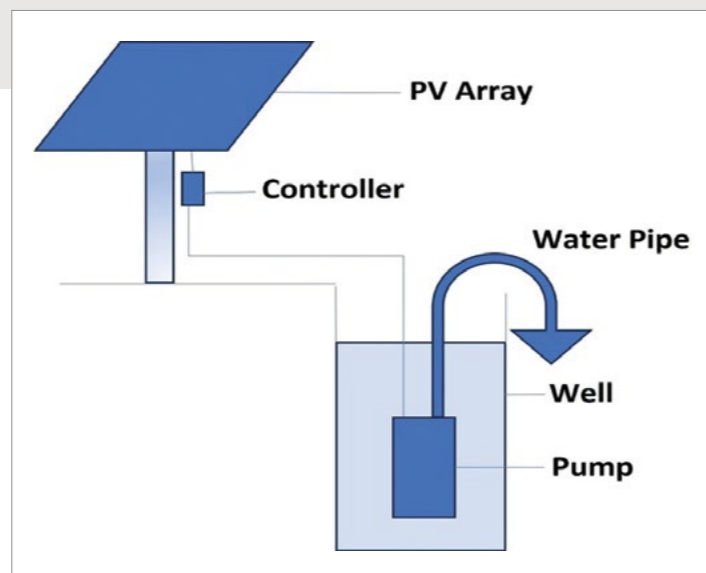


Diagram 1: Typical solar pump system

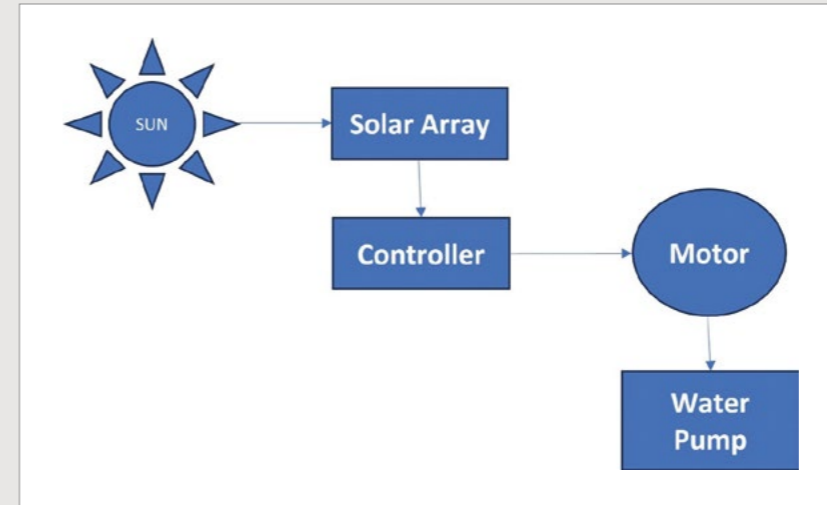


Diagram 2: Solar system components

The designed capacity of the pumping system at a pumping height of 40m (Langvlei current situation) will be approximately 9 000-15 000 litres per hour. With an average 5.5 hours of usable sunlight per day, the pump will be able to move 50 000-60 000 litres of water daily.

In extreme cases where the amount of water to be displaced necessitates a higher pump rate, another system can just be added as the solution is now modular.

At present the system is being tested at the Cape Lime Langvlei Quarry with positive results.

The cost of the system is R150 000 versus the cost of a mobile pump that is in the region of R500 000 to R750 000, excluding fuel.

'TAKING THE SIZE OF THE PANEL ARRAY INTO CONSIDERATION, A CUSTOM-BUILT TRAILER WITH A FRAME FOR THE SOLAR PANELS, WAS DESIGNED. THE PUMP FLOAT IS LESS COMPLICATED AND CONSISTS OF A FRAME WITH DISCARDED OIL DRUMS FOR BUOYANCY!'



Float system



Langvlei project team: Ecki Spoerer and Lionel van Rooi



Mobile solar array and float at Langvlei Quarry

Information technology business solutions

PROJECT MANAGEMENT IN ITBS

PIETER-BRAAM GRIESEL – DATA SCIENCE AND ANALYTICS

The Project Management function in ITBS has successfully streamlined project structuring and methodology across the IT department.

It leverages the ticketing system built on the same technology and framework as the existing IT Helpdesk ticketing system, providing users with faster access to the entire team.

Tickets are assigned and prioritised based on both urgency and team workload.

We see the rollout and adoption of the project management structure and methodology as key to the successful project delivery from business departments requiring work from the ITBS department. This ensures that projects started are prioritized according to business objectives, and that they are well defined and understood before being undertaken to ensure on-time delivery according to expectations.

The central functions managing internal IT projects are highlighting and managing the interdependencies between departments, reducing unnecessary delays in projects by providing feedback, and planning time accordingly between IT departments.

Internal teams are notified and managed appropriately to meet the objectives of other teams. Examples include centralised project management for projects across ITBS managers, People Management (PM) projects that include the 1:1 connected site, the data centre and server upgrades, as well as the effective rollout and structure of SharePoint Sites to new departments and functions.

In-house software development

DATA SCIENCE AND ANALYTICS

PIETER-BRAAM GRIESEL – DATA SCIENCE AND ANALYTICS

Growing inhouse software development expertise is enabling in-house implementation of best-of-breed open-source solutions and IT management systems, helping the IT team to overcome previous hurdles that required external assistance. The open-source and on-premises technology installations increase the security and customisation that cater to the specific requirements of the various business units in Afrimat. Automation and digitisation are the key focus areas of the development team – understanding what tasks are causing unnecessary manual effort for Afrimat teams and where quicker non-paper-based solutions are available.

'WE SEE THE ROLLOUT AND ADOPTION OF THE PROJECT MANAGEMENT STRUCTURE AND METHODOLOGY AS KEY TO THE SUCCESSFUL PROJECT DELIVERY FROM BUSINESS DEPARTMENTS REQUIRING WORK FROM THE ITBS DEPARTMENT.'



Afrimat's data journey

DATA SCIENCE AND ANALYTICS

PIETER STOKER – HEAD DATA SCIENCE AND ANALYTICS

The combination of multiple data sources into a centralised location is made possible by sophisticated backend systems developed in the form of a newly developed data warehouse by the DSA team. Gerhard Lemmer has built data pipelines into the AVA platform while Riaan Korsten and Colleen Cross are working closely with the Operational Excellence Engineering team to enable iron-out calculations and make the insight platforms more user-friendly.

The year 2023 has had its fair share of challenges, but in true Afrimat Way, Exco members have led their teams through these times with a strong culture of teamwork and support.

Collin Ramukhubathi

Executive Director

I cannot believe 2023 has come and gone. It feels like yesterday when I was in my office writing last year's message. We have had our highs and lows this year, but one thing remains: we are extremely blessed as a company. It is astonishing to think Covid-19 was three years ago. It's not part of our conversations anymore; it's like it never happened. But it is a testament to the resilience of the human spirit. In true Afrimatters spirit, we came together, adapted to the new normal and took our company to new heights.

As one of our values, safety remains a high priority. We actively work together as a team to ensure we create a safe working environment for everyone. This is seen in the all-time low LTIFR we achieved this year. However, it is a bittersweet moment as we lost one of our own this year. May Manuel Makama's soul continue to rest in peace, and we extend our heartfelt condolences to his family.

We can all agree it has been a challenging year. We have seen high interest rates, high inflation and escalating food prices. As a business, we are cognisant of these challenges. In November 2022, we launched a group-wide employee wellness programme called AfriCare and in its first year, we've already seen the value it adds to the lives of employees. The programme offers Afrimat employees and their immediate family members 24-hour access to free counselling services in all 11 official languages, and includes financial guidance, personal development, and managerial support, to name a few.

As a business, our geographical footprint continues to grow. And as we grow, we continue creating jobs in a challenging economic climate that is not just affecting our country but the world. The number of employees passed the 2 800 mark, a true indication of our resilience, hard work and not letting the environment dictate our future. We need to show the rest of the country the Afrimat Way.

In addition to creating jobs in the local and labour-sending communities, we run training programmes, and offer local SMMEs procurement opportunities that contribute to the local economy. I had the privilege of attending several LED project handover ceremonies. I cannot mention them all, but these are noteworthy: In Mpumalanga, we handed over one of our health flagship projects, a newly renovated and extended Steenbok Clinic, to the Mpumalanga Department of Health. In KwaZulu-Natal, we handed over addition classrooms at Unobhala Secondary School. To receive the warm appreciation of learners and educators was an experience I will cherish for a long time.

Our culture continues to propel everything we do and how we do it. We rolled out a culture survey across the group this year to measure where we are as a business and how we can improve. A big thank you to everyone who participated in the survey, we achieved a 79% participation rate. I am proud and happy to see that you agree that our culture is alive, and it makes a difference to our success. The next step is making sure we

build on what we already have and roll out initiatives that will propel our culture forward.

As I write this article, we are on the verge of welcoming Larfage South Africa, our biggest acquisition so far, with approximately 890 employees. I urge you to welcome them with open arms and show them our true culture of family and our caring environment. I wish you all a good rest and look forward to another year with you all.

'AS A BUSINESS, OUR GEOGRAPHICAL FOOTPRINT CONTINUES TO GROW. AND AS WE GROW, WE CONTINUE CREATING JOBS IN A CHALLENGING ECONOMIC CLIMATE THAT IS NOT JUST AFFECTING OUR COUNTRY, BUT THE WORLD.'



Davin Giles
COO Construction Materials

My mother always warned me, that the older you get, the faster the years pass you by. This was an exciting thought when I was younger as there was so much to look forward to: another Christmas, another birthday, the holidays.

While I know that time, as a measurement, remains the same, those words ring true as I now experience the speed of time, possibly as I now realise how limited it is with only a finite amount remaining.

What an interesting and exciting year it has been. The staff and structural changes made have improved our business and these are reflected in our results. Stronger teams are being formed and geographical areas between our various clusters are becoming 'grey' as we all move closer together unlocking synergies between one another.

We have faced many changes in the industry, including economic conditions and loadshedding that have affected us in various ways. I am immensely grateful that these challenges have led us to growth and resilience to weather the storms. It is a testament to our culture and commitment to living the Afrimat Way.

I commented in my last Christmas message, and I quote, 'The growth of the Construction Materials division has commenced in earnest.' The focus continued in 2023 with the offer to purchase Lafarge South Africa. There are, without doubt, numerous challenges that await us as we integrate these two businesses, but what an amazing journey it has been. Our future is in our hands, and it is our collective responsibility to ensure that we continue this growth and continue to contribute to our company, our various stakeholders and our country. While our time may be finite, our growth is infinite and determined by our actions daily.

As we look ahead, the growth opportunities are staggering, and I am excited about the future. Let's continue looking for ways to expand and reach new markets, build on our customer base, and help to position the business for long-term growth. With our winning attitude and dedication to our business, I am confident we will unlock success.

Two quotes to take us into the New Year: 'Coming together is a beginning; keeping together is progress; working together is success.' 'Alone we can do so little; together we can do so much.'

Thank you for your hard work, innovation, positivity and drive towards achieving our goals. May you find success and prosperity in all your endeavours. Wishing you a very Merry Christmas and a prosperous 2024. It's going to be bigger and better because we will do it together and there is still so much to look forward to. Stay safe, have fun and enjoy the holiday season!



'LET'S CONTINUE LOOKING FOR WAYS TO EXPAND AND REACH NEW MARKETS, BUILD ON OUR CUSTOMER BASE, AND HELP TO POSITION THE BUSINESS FOR LONG-TERM GROWTH.'

Gerhard Odendaal
COO Mining

Dear colleagues, I am pleased to report that our Bulk Commodities division continued to make significant progress over the past year. The Jenkins Iron Ore Mine and Beneficiation Processing Facility have been completed and are operating at steady-state production, affording us the opportunity to optimise our local and export market opportunities and product lines. At the same time, the Nkomati Anthracite Mine has made significant progress in its turnaround development path, with additional opencast pits and an underground section that commenced with production.

Our ability to sell iron ore and anthracite into the local market on fixed-contract terms has positioned us as a low-cost producer. This approach has significantly buffered us from international commodity price fluctuations. We are confident that our investment into the mines has been executed meticulously and that they will deliver against our expectations. We are looking forward to exciting developments in our phosphate business and Industrial Minerals while the AMS department is once again stretching our horizons to outside the borders of SA.

I want to express my gratitude to all the team members involved in bringing these projects to fruition. Your hard work and dedication have been instrumental in the success of our Bulk Commodities division. I have every confidence that we have the skills, expertise and determination to meet these challenges head-on and to continue to deliver sustainable value to our shareholders.

Your commitment to our vision and values has been an inspiration to me, and I am honoured to work alongside such a talented and passionate team. We are proud of what we have accomplished this year, but I am even more excited about what lies ahead.

As we approach the holiday season, I want to take this opportunity to thank you for your hard work and dedication throughout the year. Please take care this season, be safe on the roads, and be vigilant while traveling. I wish you all a happy and restful festive season, filled with joy, peace and time spent with loved ones. May the coming year bring you health, happiness, and continued success in all your endeavours.



'WE ARE CONFIDENT THAT OUR INVESTMENT INTO THE MINES HAS BEEN EXECUTED METICULOUSLY AND THAT THEY WILL DELIVER AGAINST OUR EXPECTATIONS.'



Jacques Stokes
MD North Cluster

Theodore Roosevelt once said: 'Believe you can, and you are halfway there.' Together we have achieved so much during this year, mostly due to the belief that you can make a positive contribution, however small it may feel.

Our extraordinary business performance can only be attributed to your belief, hard work and perseverance, and living the values of trust, accountability, integrity, teamwork, respect, safety and customer satisfaction.

We have once again experienced some change during this year. On a global scale we are currently seeing two terrible wars being fought, affecting us all in some way or form. On the home front, we experienced change within our Construction Materials business environment, where the management structure changed, and exciting new opportunities will soon become a reality. Change is inevitable, and although some of us may have experienced some kind of 'war' in our personal lives during the past year, we must look back and believe that this made us stronger and be thankful for so many blessings received.

We unfortunately also think back to the terrible fatal accident at one of our quarry operations this year and the sad loss of one of our colleagues. To his family and our extended Afrimat family, who have lost loved ones and have had to deal with health issues, for you we pray. 'Having hope will give you courage.' (Job 18:11)

Now at the end of 2023, I wish to thank the entire team for your exceptional commitment during this challenging yet satisfying year. You have truly created an atmosphere of joy and positivity.

Enjoy your well-deserved break and celebrate life, family and friends responsibly during the forthcoming festive season.

Wishing you a blessed Christmas and Happy New Year.

'BELIEVE YOU CAN, AND YOU ARE HALFWAY THERE.'



Pierre du Toit
MD Afrimat Mining Services

When I look back on the past year, I am proud to say that we as Afrimatters have accomplished a great deal!

There are plenty of challenges in our country and external factors that are out of our control. We need to deal with loadshedding and the lack of upkeep of basic infrastructure, which make our normal day-to-day tasks very difficult. Despite these difficult circumstances and daily challenges, I have always seen our employees come to work with a positive attitude and smiles on their faces. Everything in an atmosphere of joy and positivity.

I am proud to be an Afrimatter and commend all of you for your commitment and contribution towards making our business a success.

Enjoy the well-deserved rest and time with your families this festive season.

Looking forward to an exciting new year with lots of opportunities.

Season greetings.



Chris de Vries
Head of Business Development and Group Strategy

Dear colleagues, I want to take a moment to express my sincere gratitude to my team for the outstanding work and dedication they have shown towards our projects aimed at growing the business. Each one has been pivotal in helping achieve our objectives and played an integral role in driving growth and success. I'm particularly proud of the leading role you played in the Lafarge transaction, working seamlessly with our fellow Afrimatters in achieving a truly groundbreaking deal. You also made a big impact supporting our businesses in the Mining division in their growth projects. Thank you!

As we move forward, I encourage everyone to maintain the same level of dedication and passion that you have shown thus far. Together, we can overcome any challenge that comes our way and continue to raise the bar for the industry.

Afrimat's continued commitment to excellence has been the foundation of our success, and I am confident that with your unwavering support, we will continue to achieve remarkable accomplishments. I wish you all a very Merry Christmas and a Happy New Year. Please take some time to rest, relax and recharge. Get ready to tackle new challenges in 2024.

'AFRIMAT'S CONTINUED COMMITMENT TO EXCELLENCE HAS BEEN THE FOUNDATION OF OUR SUCCESS.'

Andrew Wray
MD Industrial Minerals

As we approach the end of another year, I want to take a moment to express my appreciation for your commitment to excellence and teamwork that has helped us achieve our goals and position us for continued success.

This year has been challenging, but our team has risen to the occasion and demonstrated resilience, innovation and adaptability. We have made significant progress in our business, including expanding our product portfolio, increasing our market share, and improving our operational efficiency.

As we celebrate the holiday season, I want to express my gratitude to each of you for your hard work and dedication. I also want to extend my warmest wishes to you and your loved ones for a happy, safe and healthy holiday season, and a prosperous and fulfilling new year.

I look forward to continuing our journey together in the coming year, and to achieving even greater success and impact as a team.



'THIS YEAR HAS BEEN CHALLENGING, BUT OUR TEAM HAS DEMONSTRATED RESILIENCE, INNOVATION AND ADAPTABILITY.'

Grant Dreyer
Cluster Head Future Materials & Metals

A year ago the Future Metals and Materials cluster, which includes both the Glenover and Afrimat Hemp businesses, was formed.

It has been an exciting and challenging period for both businesses, which is to be expected in a start-up 'greenfield' environment. The teams have been focused on meticulously executing their respective plans and strategically positioning the operations to maximise value.

We were reminded that a culture of success, organisation-wide teamwork, accountability and resilience is required to pursue new frontiers and to be world class.

Glenover is an exciting growth platform (which ultimately is five projects in one) that will reduce Afrimat's exposure to the ferroalloys market by providing a very unique multi-commodity product portfolio that will serve various sectors and, importantly, address major global trends relating to food insecurity, the production of fertilisers, and the advancements in technology.

The market for the products produced are characterised by strong long-term thematic tailwinds, which present significant opportunity to optimise the current business case and potential scalability of the operations, providing Afrimat with long-term diversified and sustainable earnings.

On the hemp side, the team has been pioneering the development of the industrial hemp sector locally and across the border into Mozambique.

A major milestone is the Agrément Certification that was awarded to the business for its hempcrete building system. This not only adds credibility to the product but will enable Afrimat Hemp to supply to the wider general construction market regulated by the National Home Builders Registration Council (NHBRC).

The farming operation at Vredendal was prepped and the first industrial hemp seed was planted in October. Various other strategic partnerships for supply and offtake have been established and we are excited about the potential of these businesses in various sectors.

I would like to acknowledge and thank everyone who has played their part in executing the various projects, including all the support we have received from the rest of the Afrimat team. The commitment and resilience has been exemplary – the success will be due to your dedication and as a team we will celebrate the success for many years to come.



'IT HAS BEEN AN EXCITING AND CHALLENGING PERIOD FOR BOTH BUSINESSES, WHICH IS TO BE EXPECTED IN A START-UP "GREENFIELD" ENVIRONMENT.'



Pieter de Wit
CFO

My colleagues, we are blessed that Afrimat continues to perform well even in the current difficult economic environment.

Afrimat's exceptional performance could not have been possible without the contribution and hard work from each one of us. Despite all the challenges, we have managed to grow, improve, and build a stronger company. I remain excited about Afrimat's future and the role we play to make a difference. This includes the integration of the Lafarge South Africa business. Thank you to everyone for your role in building an exceptional company.

I would like to wish you and your loved ones the blessings of the season – peace, hope, joy and love. May you enjoy some well-deserved rest over the festive season and may the new year be the year of reaching your goals, achieving the milestones in your life, and may success embrace you in 2024.

'DESPITE ALL THE CHALLENGES, WE HAVE MANAGED TO GROW, IMPROVE, AND BUILD A STRONGER COMPANY.'



'IT IS MOST PLEASING TO SHARE THAT OUR FINANCIAL PERFORMANCE FOR THE CLUSTER HAS SIGNIFICANTLY OUTPERFORMED THE SAME PERIOD LAST YEAR.'

Anton Barnard
MD South Cluster

At the time of writing this message we have already completed the first half of this financial year. It is most pleasing to share that our financial performance for the cluster has significantly outperformed the same period last year. This is most encouraging for the Construction Materials division, and we must ready ourselves to take advantage of more favourable market conditions.

Our company has also embarked on a culture survey, to which many of you have given valuable contributions. We will use this information wisely and implement measures and strategies to further improve the culture that is the heartbeat of our company.

A big thank you to the entire team for your exceptional commitment and hard work, thank you for all the extra effort and time that you have given without being asked. I honestly believe that this is what sets us apart from our competitors.

On behalf of Afrimat, please allow me to extend my personal and genuine appreciation for your valuable contributions. Working with you this past year has been a pleasure, and I am privileged to lead such an amazing team.

Our business environment is continuously changing, and staying ahead of change will remain a high priority for us as a team. I believe with a team like ours, that believes anything is possible, we will carry this momentum forward in the following financial year.

Soon we will embark on making the Lafarge acquisition successful. We will welcome new team members onboard and will grow the business even further. This is a massive opportunity that we are not only grateful for but also very privileged to be a part of – it's an exciting new venture.

Please extend my gratitude to your loved ones for the support that they have given you and the time that you have spent away from home during this year. Please enjoy your well-deserved break; remember to slow down and spend quality time with your loved ones.

2024 is set to be another exciting year for us. We can look forward to working together as a team, and to delivering our best to ensure outstanding customer experience and overall business excellence.

We received so many blessings this year and I thank the Lord for all his grace upon us, I wish you a merry Christmas and a happy new year!

'For I know the plans I have for you, declares the Lord. Plans to prosper you and not to harm you, plans to give you hope and a future.' (Jeremiah 29:11)



'LET'S KEEP PUSHING BOUNDARIES, STAY CURIOUS, AND ALWAYS STRIVE FOR EXCELLENCE. REMEMBER, OUR GROWTH IS NOT JUST A PERSONAL JOURNEY, BUT A COLLECTIVE ONE.'

Johan du Plessis
GM Technology Systems

As we approach the end of another year, it's time to reflect on the incredible journey we've been on. The Afrimat Way, our values and our culture have guided us to deliver exceptional results and have been instrumental in our success.

The past year has been filled with moments of growth, innovation and achievement. We've pushed boundaries, challenged processes, embraced change, and come out stronger on the other side. Each of these experiences has been a testament to our core values and the Afrimat Way, and they've shaped us into a team that's ready to tackle anything that comes our way.

'In the field of human endeavour, two things are important: one is the outcome, and the other is the opportunity to grow.' This quote from Albert Einstein succinctly captures the spirit of our journey. The outcome, while important, is secondary to the opportunities we've had to grow, learn and evolve as people and as a company.

As we look forward to the next year, let's continue to protect our culture. Let's keep pushing boundaries, stay curious and always strive for excellence. Remember, our growth is not just a personal journey, but a collective one. Our success is not just about the results we achieve, but the experiences we share.

In the spirit of compassion, let's support each other, celebrate our victories and learn from our challenges. In the spirit of fearlessness, let's embrace change, take calculated risks, and strive for only the best. In the spirit of equality and fairness, let's respect and value each other's contributions, regardless of our backgrounds or experiences.

As we move into the new year, let's continue to build on our achievements and shape a brighter future for all, together. Have a good rest, travel safely and may we all remember and celebrate the true story of Christmas.



OUR VISION

To be globally respected for excellence in unlocking and enhancing the earth's mineral potential to build a better world

OUR VALUES

- Trust
- Accountability
- Integrity
- Teamwork
- Respect
- Safety
- Customer satisfaction

Everything within an atmosphere of joy and positivity

Season's Greetings and a Joyful New Year

