

Together we can make AFRIMAT the best company in South Africa

I would like to thank everyone for their wonderful feedback after our inaugural newsletter. It is clear that there was a void in AFRIMAT that has been filled by KLIP IN DIE BOS. Our intention is to continue to bring the newsletter out three-monthly.

Dit is tyd om terug te kyk na die afgelope jaar – 'n jaar van uiterstes maar ook weer 'n jaar van groot seën en genade. In Februarie vanjaar het ons rekordresultate getoon, en met groot verwagting uitgesien na nog 'n goeie finansiële jaar. Sedert April het die wêreldekonomie die ergste daling in ongeveer 80 jaar ervaar wat direk spruit vanuit die Amerikaanse "sub-zero – krisis".

Die olieprys het ver bo \$100 per vat gedraai, wat gelei het tot 'n rekord hoë dieselprijs wat saam met ander kostestygings ons winsgewendheid geknou het. Die opbrengs van die aggremaat-besigheid (quarries) het gevolglik drasties afgeneem - boonop in 'n ekonomie waar die Wes-Kaapse regering dit goedgedink het om slegs 11% van die beskikbare begroting vir infrastruktuur-ontwikkeling te spandeer.

In spite of the harsh economical climate, the Concrete Manufactured Products (Precast) business did very well. They exceeded both their profit- and volume targets. Readymix survived the onslaught of the economy with sound performance in spite of one of the wettest Western Cape winters.

Ten spyte van 'n moeilike jaar het ons 'n uiters geslaagde uitbreiding by die Ladysmith Precast-aanleg gedoen, Denver opgradeer en omskep in 'n model-groef, Scottburgh verbeter en 'n aanleg in Pietermaritzburggroef in bedryf gebring. Ons het die span van Sunshine Crushers in Dundee in die groep verwelkom. Ons nuwe besigheidsontwikkelingsinisiatiewe het ons besigheid uitgebrei na Ellisras, Randfontein en Witbank. Ons is ook steeds in onderhandelinge betrokke om verdere beleggings in AFRIMAT te bewerkstellig, insluitend addisionele BEE-vennote.

Ons het ervaar dat die Here ons seën met 'n besigheid wat deur die ontstuiimige getye bo die water kon bly, en dat ons ten spyte van die krisis om ons steeds kan sien hoedat die Here se beskerming oor die mense van AFRIMAT heers. Ons maatskappy is gebou op die fondament van Psalm 127:1 -

"As die HERE die huis nie bou nie, tevergeefs werk dié wat daaraan bou; as die HERE die stad nie bewaar nie, tevergeefs waak die wagter."

Harsh economical times does have *some* benefits – it "shakes out" inefficiencies in business, re-establishes the focus on the core business of operations, re-affirms the importance of cash flow management and the importance to limit build-up of stock. Strong companies get to the other side stronger, and weak companies disappear.

Some may remember the year 2008 for historic political developments such as the ousting of the president or the

formation of a new political party. Others may want to forget the year considering some of our poor sport performances such as the Olympics in Beijing. Hopefully all of us will remember what we have learned during the year.

Die jaar 2009 hou die belofte van opwindende uitdagings en nuwe geleenthede in. AFRIMAT is goed geposisioneer om elke nuwe geleentheid te benut. Ons moet geanker bly in ons geloofswortels en nie toelaat dat uitdagings ons onderkry nie.

The executive management team (EXCO) is optimistic that AFRIMAT is entering a stage where we can settle ourselves in the market as the most respected construction material supply company in Southern Africa. We are pleased that our initiatives are gaining momentum, and that AFRIMAT is finishing the year significantly stronger than we started. We are ready to build and grow in 2009. The dynamics of the construction industry and AFRIMAT'S desire to be in the lead, requires that each one of us is adaptable, willing and able to **embrace change**. We must commit fully to make AFRIMAT the most admired construction material supply company in Southern Africa, and we must commit to our values:

- trust / integrity
- respect
- accountability
- customer satisfaction
- teamwork.

Together we can make AFRIMAT the best company in South Africa.

Ek bedank elke personeellid vir hul besondere bydrae en toegewydheid aan AFRIMAT gedurende 2008. Mag u saam met u geliefdes 'n goeie rustyd ervaar en mag u gedurende die feestyd ook die seën van ons Hemelse Vader ervaar. May 2009 be a blessed year for you and your loved ones.



ANDRIES VAN HEERDEN



‘N GOEIE JAAR IN MOEILIKE TYE

Dit is die tyd van die jaar wanneer almal voel hulle het ‘n ruskans nodig. U verdien werklik so ‘n ruskans.

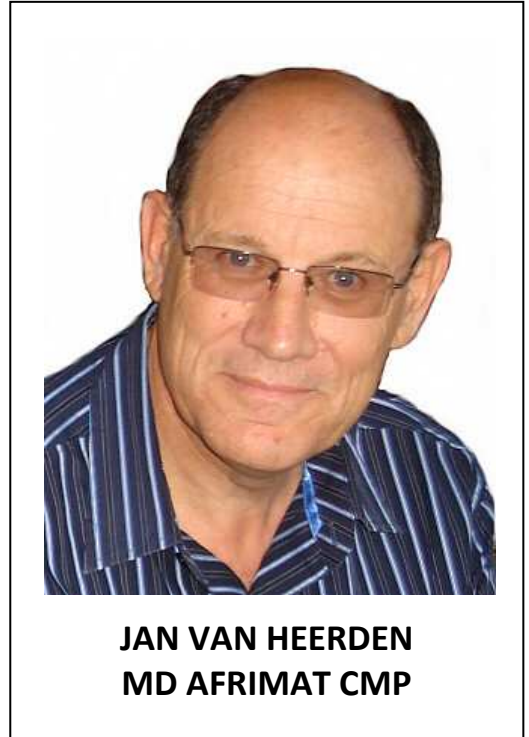
2008 was ‘n besondere jaar vir Lancaster Precast, waarby vyf kitsbeton aanlegte ingesluit is, asook vir Boublok. ‘n Jaar waarin God ons ryklik met gesondheid, talente, toewyding en goeie resultate geseën het. Die vrug op ons arbeid kon ons geniet. Ons bely dat “Bid en Werk” vir ons noodsaaklik is as ons ons roeping wil vervul. Aan Hom kom die dank toe wat ons hiertoe lei.

Aan u familie wat u ondersteun het en dikwels baie moes opoffer, ‘n besondere woord van dank. Ek en Susan het baie van u reeds ontmoet, en bedank u vir u vriendelikheid.

Ons by Lancaster Precast en by Boublok weet dat die personeel in die hoofkantoor baie doen sodat ons op ons eie roeping kan fokus. Aan hulle ook ‘n woord van dank en goeie wense.

Ek en Susan wens u en u familie ‘n kersseisoen toe waartydens u verby die aardse liggies en wêreldse vrolikheid sal kyk na die geboorte van Christus heen na Sy Kruis en Hemelvaart. Mag dit u met groot dankbaarheid en ware vreugde vervul.

Mag 2009 ook ‘n jaar wees waarop u met dankbaarheid sal kan terug kyk na ‘n jaar van ‘n vervulde roeping, vervulde ideale, geluk, vrede en gesondheid.



JAN VAN HEERDEN
MD AFRIMAT CMP



BILLY PATON
MD AFRIMAT READYMIX

2008 has been a difficult year for Afrimat Readymix, and has been a particularly challenging year financially. Amongst other factors, new readymix competitors have entered the market, which have negatively affected our volumes. While this competition can have negative effects on our business, it also encourages us to continuously improve on the way we currently do things, and hence focuses our attention on coming up with innovative ways of staying ahead of our competitors.

Under the extremely challenging economical and physical climate, we were still able to extend our presence into Gansbaai, Niewoudville and Port Elizabeth, and we are busy setting up plant in Stellenbosch area.

In 2009 we will be focusing on competitive initiatives, while concentrating on improving customer service, plant and truck efficiencies, value added products, and our mobile division. Marketing will be directed at promoting our new name and brand – **AFRIMAT READYMIX**.

Finally, I would like to wish you, the Afrimat staff, and your families a peaceful and safe well deserved break with a blessed Christmas and a Happy New Year. To come back refreshed and motivated with the aim of helping Afrimat Readymix achieve its goals and aspirations for 2009.



OPTIMISTIC ABOUT 2009



PETER CORBIN
MD AFRIMAT AGGREGATES

It feels almost unbelievable that we are already at the end of 2008, and as I look back over the past year, I see one of the most difficult years that I have ever experienced. In spite of this, and as I look forward into 2009, I cannot help feeling optimistic about our future. I feel that we have taken some unpleasant medicine this year, but I personally have never been more confident in the ability of our team to learn from, adapt to, and to ultimately make profit from our current situation. I believe an excellent 2009 awaits us, and I am excited about it.

Dankie aan ieder en elkeen van julle wat deel vorm van die AFRIMAT-span. Dit is vir my 'n eer om een van julle leiers te wees.

Geniet die vakansie wat voorlê en mag hierdie Kersfees net vreugde en blydschap vir julle en jul families bring.

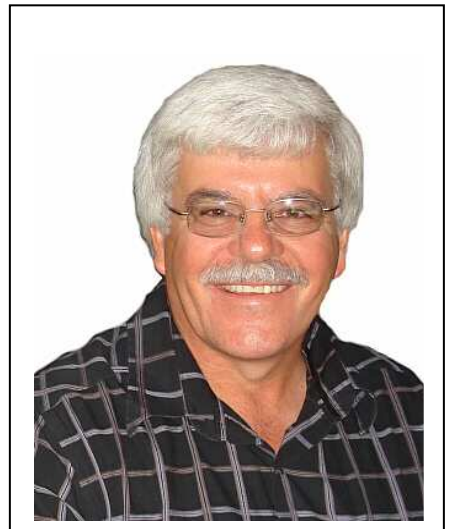
'n Woord van opregte dank aan elkeen in die Lancaster Quarries-span. Julle het hard gewerk om 'n jaar vol uitdagings suksesvol te voltooi. Dit was 'n uiters moeilike jaar, maar elkeen se harde werk is raak gesien. Rus lekker en geniet die tydjie saam met julle geliefdes.

Lancaster Quarries has seen three major developments, significantly extending the AFRIMAT footprint in KZN during 2008. Earlier in the year the upgrading of Scottburgh Quarry was completed and most recently the Pietermaritzburg plant was erected, where crushing has commenced in November. We also purchased the quarry of Sunshine Crushers in Dundee.

In Vryheid the Lancaster Central Workshop was opened officially in July 2008. A warm thank you to everyone who worked very hard to ensure the successful completion of the projects.

Mag julle in hierdie Kersseisoen vrede en vreugde ervaar, en mag julle weer opnuut bewus raak van die Groot Meester se teenwoordigheid in julle lewens.

PIETER DE WET
MD AFRIMAT AGGREGATES (NORTH)



AFRIMAT WELCOMES PHILIP HENN

A warm welcome to **Philip Henn**, who joined Afrimat Readymix as their Operations Manager.

Philip started his career in Construction in 1987 working as a Batcher for Readymix RMC, and then enhanced his skills in Drilling, Blasting, Excavating and Management. He furthered his career within the industry by



completing the City and Guild – Concrete Technology and Construction Course and gained his qualification.

We look forward to Philip applying his expertise within our Company in order to assist Afrimat Readymix to reach higher levels of efficiency and productivity, hence improving our customer service delivery.



AFRIMAT READYMIX'S MERIT AWARDS

Afrimat Readymix recently held their Merit Awards Ceremony where recognition was given to several employees for their outstanding performance.

Congratulations to our merit award winners for 2008. Well done and keep up the good work, you are an inspiration to your team members.



Goodstuff Msolo

Highest Productivity Output for the Mixer Trucks
Best Kept Truck
Overall Top Performer



Phillip Qukula

Highest Productivity Output
for the LODS



Columbus Mpeni

Most Improved Truck



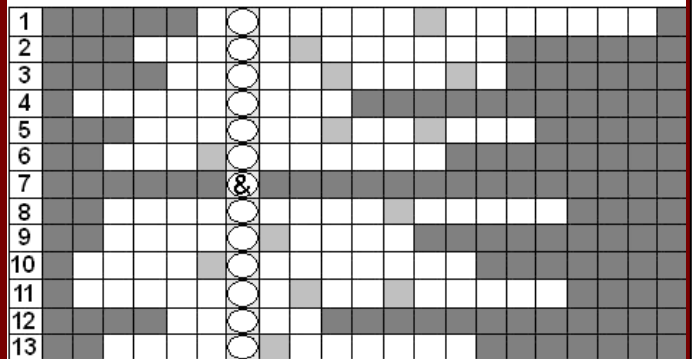
Dumisani Platjie
Best Kept Readymix Plant



Manrose Ngcongolo
Best Kept Front End Loader

PLAY OUR WORD-GAME

Find the mystery word. Simply answer the 13 questions by filling your answers in the blank spaces of the word puzzle, and then read the mystery word in the encircled cells. Light-grey blocks represent spaces between words.



- 1 His **SUCCESS STORY** is covered in this edition
- 2 The MD of **AFRIMAT Aggregates**
- 3 The Scripture that is the foundation of Afrimat
- 4 The new name of Ellisras
- 5 The MD of **AFRIMAT Aggregates (North)**
- 6 The MD of **AFRIMAT CMP (Surname only)**
- 7 &
- 8 The overall top performer of **AFRIMAT Readymix**
- 9 The operator involved in the rebuilding of **PMB**
- 10 He wrote the article on **Kuipersbult**
- 11 **AFRIMAT Aggregates (South) HR Manager**
- 12 The MD of **AFRIMAT Readymix (Surname only)**
- 13 Currently a **Non-Executive Director of AFRIMAT**

Write your name, surname, site, and answer on a piece of paper, and send it to The Editor, **KLIP IN DIE BOS** via your HR department before 15 February 2009.

RULES: Employees may enter one entry each. Senior Management may not participate. Five winners will be drawn and will each receive an **AFRIMAT - cap**.

You will find all of the answers in this edition of **KLIP IN DIE BOS**. If you are uncertain of an answer, ask around. Your Manager should have all the answers.

OUR PREVIOUS WORD GAME

The answer to our word game in the October edition was "**KLIP IN DIE BOS**".

We received several responses from all over, mostly from the KZN region. Thanks to all that participated.

Unfortunately only 5 winners of our **AFRIMAT caps** (sponsored by **AFRIMAT Aggregates**) could be drawn.

The lucky winners are:

- | | |
|-------------|--------------------|
| MN Masondo | Umfulozi (Ulundi) |
| P Makade | Worcester (W/Shop) |
| J Foka | QwaQwa |
| SG Mtshali | QwaQwa |
| I Stickling | Jeffreys Bay |





KUIPERSBULT PLANT LEPHALALE

Eskom het besluit om 'n tweede kragstasie net buite Lephale (voorheen genoem Ellisras), 'n klein dorpie in die hart van die Bosveld, te bou. Die eerste kragstasie in Lephale is Matimba Kragstasie, wat in 1987 in bedryf gebring is. Grootegeelukmyn (die grootste steenkoolmyn in die suidelike halfgrond) voorsien steenkool aan beide hierdie kragstasies.

Weens die elektrisiteitskrisis in Suid-Afrika is die voltooiing van hierdie projek van nasionale belang, en die plan is om die Madubi-projek binne 'n rekordtyd van vier jaar te voltooi.

AFRIMAT got wind of the opportunity to do business at this construction project, and was successful in placing itself strategically to compete effectively to provide aggregates for the contractor.

A recent tragic accident caused a dampening effect to the project, and the plant had to be relocated to Kuipersbult, a farm just outside Lephale.

I would like to thank Christo, Mike, Nick, Andre, Moosa, Stefaans, Willem and Michael. They were involved in the erection of the plant at Kuipersbult, which took long hours and hard work under difficult circumstances in the heat of the Bushveld.

Ignia Ferreira



PIETERMARITZBURG PLANT IN OPERATION

The rebuilt Pietermaritzburg (PMB) plant has come into full operation in November, extending our Aggregates supply further into the southern areas of KZN.



Die sleutelmanne met die bou van die PMB aanleg:
Japie Peens en **Vossie Vorster** (inlas) en **Begi Zungu** (links) saam met **Linda Xulu** (Operator).



READYMIX GROWS AND GOES MOBILE

Afrimat Readymix has invested in two mobile plants in order to service a wider geographical area for our clients. Mobile plants are particularly useful where a significant contract is landed in an area where it may not be viable to remain present after completion of the contract.

NIEWOUDSVILLE



**THE NIEWOUDSVILLE MOBILE PLANT
IN OPERATION AT SUNRISE**

The first mobile project was in Nieuwoudville, a small town situated between Van Rhynsdorp and Calvinia, where we are contracted to produce about 3000m³ concrete for the construction of a Rooibos Tea factory. The project commenced on 3 November 2008 and is scheduled to end on 15 December 2008.

The Nieuwoudville contract is a power-floated floor contract, therefore the employees had to start their day at 4 am to get the bulk of the concrete placed before experiencing the extreme temperatures of the midday sun.

Afrimat Readymix is amazed by the support and helpfulness shown by the local residents during the contract. We would like to thank the community for offering their resources to assist us with the maintenance on the plant, staff needs, diesel requirements and all other assistance provided.

The hard work and dedication of our employees to this contract, and their contribution to the success thereof is greatly appreciated. These employees are Tony Jansen (Batcher), Thembela Sikonda (Loader Operator), Samson Qomisa (MTO), Goodstuff Nsalo (MTO) and Komisane Nkosinathi (MTO).

STELLENBOSCH

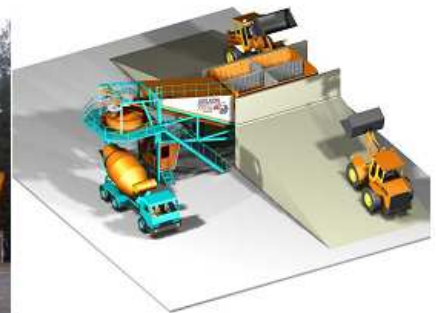
The second mobile project, for which an Elkon Mobile Master 60 plant was imported from Turkey, is destined for Stellenbosch to service a large contract awarded in that area. Due to its capacity and environmentally friendly design, it is the ideal plant for this location. The Elkon plant arrived in South Africa in November 2008.



The Elkon Mobile Master -60 concrete batching plant is fully mobile



The working position of the mobile concrete batching plant



Ramps are built on two sides of the mobile plant for loading aggregate materials

PORT ELIZABETH

2008 saw Afrimat Readymix venturing beyond the borders of the Western Cape for the first time by opening a plant in Port Elizabeth. The plant was erected at Denver Quarry under the watchful eye and guidance of Anton Barnard. The first m³ was produced and delivered in November. Jason Cloete has been appointed as the Sales Representative for that area, and we look forward to establishing Afrimat Readymix as a significant competitor in the Port Elizabeth market in 2009.



IN MEMORIAM

It is with sadness that we bid our colleague, **Richard Msokoli Salman**, Mixer Truck Operator at Hermanus farewell.

He passed away on Sunday morning 2 November 2008.

Our deepest sympathy goes out to the family and friends.

WELCOME BACK



Jacques de Braal has rejoined AFRIMAT in the position of HR Manager for Afrimat Aggregates (South) on 1 November.

Jacques has previously worked with Prima Klipbrekers for 9 years where he was appointed as Officer, and promoted to Senior Officer and finally as HR Manager.

My Veiligheid – My Verantwoordelikheid My Safety – My Responsibility

AFRIMAT uses the “Disabling Injury Frequency Rate” (DIFR) as a key indicator of any company’s safety performance. We measure our DIFR every month for every site in the group and for the Afrimat Group as a whole. The DIFR is a ratio of disabling injuries and man-hours worked.

Afrimat’s DIFR as at end October 2008 was 3.97, while the target is to bring it to 2.0 or less.

We had four disabling injuries for the month of October 2008:

1. “B” (Workshops) was busy to replace a new shaft for one of the screens at a Quarry, when the shaft slipped off the handrail, landing on his foot, leaving it badly bruised. (2 days off work)
2. “J” (Quarries) was busy to tighten the bolts of a screen when the spanner slipped and he knocked his face against the side of the screen, causing lacerations to his upper and lower lip. (4 days off work)
3. “R” (Transport) was busy to loosen a chain lock when the tension rod slipped, hitting him in the face and causing lacerations to his left eye and his nose. (2 days off work)
4. “M” (Precast) fell off the trailer of a truck causing contusions on his left elbow and a spell of dizziness. (5 days off work)

30% of all disabling injuries in Afrimat are finger- or hand injuries. Please be careful when you do any work that may injure your hands or fingers and use the correct protective equipment.

To achieve our DIFR target we need to reduce the number of disabling injuries per year by half. This can only be achieved if all our employees have a positive attitude towards safety and if we all live our safety motto.

TO HAVE AND TO HOLD...

Afrimat Readymix would like to congratulate the following employees who are getting married over the festive season and wish them all the best and much happiness in the years to come.

Tania Pamplin



Gloria Hendriks



Ivan George



SERVICE RECOGNITION

These two employees of Afrimat Readymix have received 5-years’ service awards at the recent awards ceremony.



Jarid Gavey
Plant Supervisor



Stemer Moloi
Workshop Assistant

KLIP IN DIE BOS

The staff newsletter appears three-monthly.

Contributions, in any language, preferably accompanied by photos, must be forwarded to your HR Manager or to Anton Gerber at the Tyger Valley office.

E-mail: anton.gerber@afrimat.co.za

JAPIE PROMOTED

Japie Peens has been promoted to the position of Quarry Manager at Vryheid Quarry. Japie was a Boiler Maker and has developed into this position through hard work and total commitment.

Congratulations, Japie!





KLIP IN DIE BOS

focus on successful people

Theunis Jordaan has played a significant part in establishing the legacy of growth and excellence which became synonymous with Prima. Together with Francois du Toit and Peter Corbin they formed a legendary trio.

Theunis is gebore en matrikuleer in Rawsonville. Hy onthou spesifiek sy Wiskunde-onderwyser Danie Neethling wat later as finansiële bestuurder by Prima kom werk het. In 1971 trou hy met Anami.

Theunis started his employment at Standard Bank, where after he joined Ceres Fruit Growers as Assistant Accountant, and later promoted to Company Secretary.

In 1979 Theunis joined his brother in law Francois du Toit, to establish Prima Quarries out of Prima Klipbrekers, each buying a share in that business. Interestingly, it was at that stage that Theunis met Monty Kaplan, (now a director of Afrimat) who was a director of GA Finance, who financed the Prima Quarries deal.

Peter Corbin joined Prima in the 80's. The formidable trio brought Prima to the point where it became a substantive part of AFRIMAT at listing.

Hoogtepunte vir Theunis was die vestiging van Boublok, Alpha Civil en Prima Readymix, asook projekte soos Port Nolloth, Alexanderbaai en Sao Tomé. Hy is trots op die goeie finansiële bestuurstelsels wat by Prima gevestig is, maar het moeilik vrede gemaak met elektroniese stelsels. Hy het lank bekend gestaan as "Meneer Kalamazoo" maar vandag kan hy sy eie e-pos doen. Hy is 'n selferkende opgaarder. Wanneer iets gesoek word, is hy die eerste bron waar die intelligente soeker navraag gaan doen. Hy is 'n onuitputlike bron van inligting oor die geskiedenis van die maatskappy.

Theunis heg baie waarde aan dissipline. Netheid en orde is vir hom sinoniem met bekwaamheid. Hy glo nie in uitstel nie, en glo daarin om vandag se taak vandag af te handel. Besluite moet deeglik deurdenk wees. Sy ervaring is dat die beste slaappil is wanneer daar kontant in die bank is.

Hy fokus tans op Boublok, waarvan hy die hoof is. In sy vrye tyd speel hy gholf en vang graag vis van die rotse af.



THEUNIS JORDAAN



Geniet die welverdiende vakansie

Buckle up and come back safely