

# AFRIMAT *Connect*

O AMOGETSWE • WELKOM • WEMUKELEKILE • U AMUKELEKILE • REA O AMOHELA

## Welcome to Afrimat

We warmly welcome you to the Afrimat Team.

At Afrimat, we aim to enable a supportive and vibrant work environment where you can sharpen your skills, share your ideas, and make a real impact. It is our belief that together, we will not only contribute to the success of Afrimat, but the construction materials industry as a whole.



## Who is Afrimat?

We are a proudly South African mid-tier mining and materials company. We pride ourselves on being a sustainable organisation with healthy finances and a leadership team that understands the South African landscape.

## What does Afrimat do?

**Our core competency is in mining.**

We also supply a broad range of products, ranging from Construction Materials, Industrial Minerals, Bulk Commodities, Mining Services and Future Materials and Metals.

## Our vision

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

WAMKELEKILE • RE A GO AMOGELA • VHA THANGANEDZEA • SIYAKWAMUKELA

## Afrimat Divisional Structure

CONSTRUCTION MATERIALS	INDUSTRIAL MINERALS	BULK COMMODITIES	MINING SERVICES	FUTURE MATERIALS & METALS
Aggregates	Agricultural Lime	Iron ore	Mine Planning	Phosphate
Readymix concrete	Animal Hygiene Lime	Anthracite	Drilling & Blasting	Vermiculite
Bricks and blocks	Feed Lime	Manganese	Load & Haul	Rare Earths
Building lime	Limestone		Crushing & Screening	Hemp Construction
Roadlime	Hydrated Lime		Mine Rehabilitations	
Clinker supplies	Unslaked Lime		Pit to Port Solutions	
Dolomite	Dolomite		Beneficiation of Materials	
	Metallurgical Calcite		Rail Loadout Logistics	

Lafarge aggregate and readymix operations will be incorporated into our Construction Materials division, and will extend our product offering with **CEMENT** and **FLY ASH**.

# WE BELIEVE IN DOING EVERYTHING WITHIN AN ATMOSPHERE OF JOY AND POSITIVITY

## Our Culture: The Afrimat Way

The 9 pillars encapsulated in what is known internally as the Afrimat Way, are at the core of Afrimat's culture.

We consistently endeavour to **empower our people** and foster **caaring environments** through **teamwork**, by having a **winning attitude**, and **humility**. We value **important relationships, skills and competence**, are **results-driven**, and have a strong **entrepreneurial drive**.



## Our Values

TRUST ★ ACCOUNTABILITY ★ INTEGRITY ★ TEAMWORK  
RESPECT ★ SAFETY ★ CUSTOMER SATISFACTION



# INTEGRATING OUR BUSINESSES

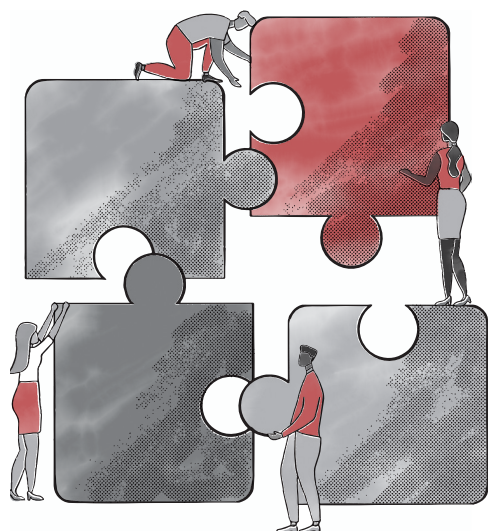
## Why did Afrimat acquire Lafarge South Africa?

- Afrimat sees Lafarge's operations as a strategic fit, perfectly complementing our existing Construction Materials division, considering both Afrimat and Lafarge's existing national footprint of aggregate quarries and readymix concrete operations.
- Lafarge's cement and fly ash operations also unlock new markets for Afrimat, expanding our reach and diversifying our offerings.



## What is the main objective of the integration process?

We will utilise the skills within Lafarge SA and Afrimat during the integration process to optimise efficiencies, productivity and profitability.



## How will we operate initially?

- We intend to initially operate Afrimat and Lafarge SA as two separate businesses and will follow a structured plan to integrate Lafarge SA into Afrimat's current structures.
- We have appointed Afrimat's Chief Financial Officer, **Pieter de Wit** as the full-time **Integration Manager** for this process, and he will, together with the integration team, focus on ensuring this process is as transparent and uncomplicated as possible.
- We will jointly assess the business, develop plans and implement the identified improvement initiatives once we've gained full access to information.

## What will our new names be under the Afrimat banner?

The following business names will change (effective Day 1):

- Lafarge SA Holdings (Pty) Ltd will be known as **Afrimat Construction Materials Holdings (Pty) Ltd**
- Lafarge Industries SA (Pty) Ltd will be known as **Afrimat Industries (Pty) Ltd**
- Lafarge Mining SA (Pty) Ltd will be known as **Afrimat Quarrying South Africa (Pty) Ltd**
- Ash Resources's name will remain unchanged.
- Geocycle will be known as **AfriGen (Pty) Ltd**

## Will the Lafarge head office be relocated to Cape Town?

- Afrimat has regional offices throughout the country and does not intend to relocate the Lafarge Head Office to Cape Town.
- It is, however, likely that Afrimat will seek an alternative office location. This will be assessed over time and will not be implemented immediately.

## Will the names of our operations change? For example, Ninians Quarry?

No, we do not foresee that any names will change.

# INTEGRATING OUR BUSINESSES

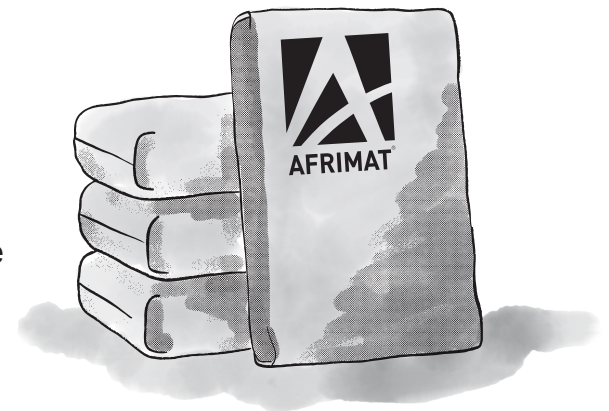
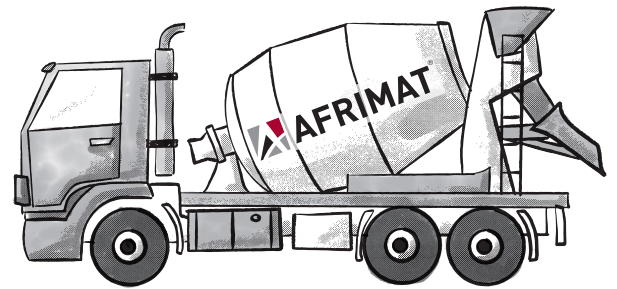
## Which immediate changes will you see?

### *Exit of Lafarge expat employees:*

- The integration manager will take on and designate responsibilities in the interim.
- A full structure will be disclosed at a later stage.

### *Branding changes in line with Afrimat's corporate identity:*

- Company name change(s)
- Signage changes in line with company name change
- Packaging
- Vehicle branding (this will be rolled out during the next 3 months)
- Product brochures (all new product brochures will be available on the Afrimat website from Day 1)
- Website (all applicable Lafarge operational information will be available on the Afrimat website from Day 1 and the Lafarge website will be closed)
- Social Media (Lafarge channels will be closed and/or integrated into Afrimat's where applicable)



## Will new IT programmes and systems be implemented?

Yes. This will be driven by management and integrated over the next 12 months.

## How will we answer the phone?

*Good day, you've reached Afrimat (operation name). How may I help you?*

Example: Good day, you've reached Afrimat Ridgeview Quarry. How may I help you?



# HOW DOES THE INTEGRATION IMPACT ME?

## Can we expect restructuring to take place?

As with any change in ownership, it is expected that a certain amount of restructuring will take place.

### Pertaining to employment terms and conditions, signing of new contracts, salaries, medical aid benefits and pension funds



- All current benefit structures will remain unchanged on Day 1. (Also applicable to shares and performance bonuses.)
- We will, however, align all remuneration and benefit structures with Afrimat's remuneration and benefit structures during the integration process.
- Prior service with Lafarge SA will be recognised.
- If any employment contracts are to be transferred to Afrimat, this will occur in accordance with the Basic Conditions of Employment Act.



### Pertaining to Union membership

All recognition and collective bargaining agreements concluded between recognised unions and the Lafarge companies will remain in force on Day 1.

### Pertaining to learning and development

- Afrimat has an excellent track record regarding the training and development of our employees and has several supervisory, management, leadership and other developmental programmes.
- Once Afrimat has had an opportunity to thoroughly assess Lafarge's development programmes, Afrimat will be able to determine if it will continue or replace these programmes with suitable alternatives aligned with the Afrimat Way.

# HOW CAN I AS AN INDIVIDUAL PLAY A KEY ROLE IN ENSURING A SUCCESSFUL INTEGRATION JOURNEY?

**There is no doubt that we will be operating in a changed environment. We will need to be more professional, customer focused, and cost effective, so that we can provide shareholders with the return they expect on their investment.**

**To achieve this will require teamwork, respect, support and a steadfast commitment to achieve our common goal of successfully integrating Lafarge SA into Afrimat.**

## **Seek Clarification**

- When uncertainty arises, don't hesitate to ask questions from reliable sources to gain clarity and ensure you are on the right track.

## **Take Ownership**

- Recognise your role as a valuable member of the team.
- Taking ownership of your responsibilities not only contributes to your personal growth but also positively impacts the collective success of the team. Understand that you are a key component of the team.

## **Embrace Patience**

- Understand that change can be a gradual process.
- Be patient as you navigate through transitions, allowing yourself and others the time needed to adapt and excel in the new environment.

## **Recognise Impact**

- Acknowledge that your behaviour influences the overall dynamics of the team.
- Strive to contribute positively, recognising the impact you have on team morale and effectiveness.

## **Commit to Excellence**

- Dedicate yourself to performing your job to the best of your ability.
- Excellence in your tasks not only showcases your skills but also elevates the overall standard of the team's work.

## **Cultivate Flexibility**

- Embrace openness to change and transition.
- A flexible mindset allows for easier adaptation to new circumstances and promotes a constructive approach to evolving situations.

## **Responsibility to Others**

- Acknowledge your responsibility not just to yourself but also to your team members.
- Actively take care of your colleagues, fostering a supportive and collaborative work environment.

# SUPPORTING YOU ON THIS JOURNEY OF CHANGE

## We understand that navigating change can be a stressful experience

- Therefore, Afrimat offers all employees access to a network of professional counsellors across South Africa through its AfriCare programme.
- Services are rendered by an independent contractor called Lyra Wellbeing (formerly 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.



**Toll-Free: 0800 424 242**



**Request a call back: \*134\*905#**



**Email: [eve@icas.co.za](mailto:eve@icas.co.za)**



## SHARE YOUR INSIGHTS

We invite you to answer the following questions and send your responses through to us via SMS or email.

**What are the top 3 focus areas Afrimat should address first?**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

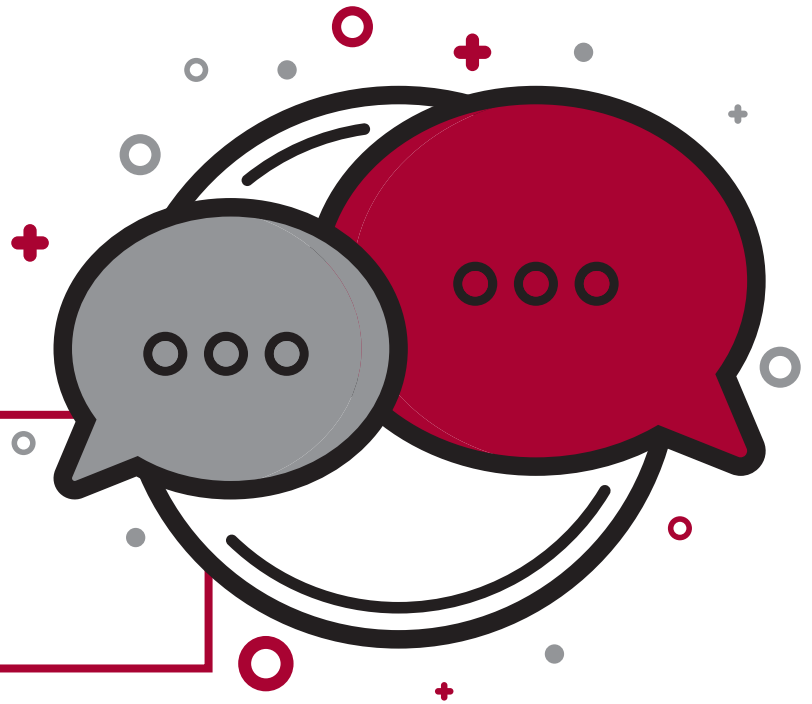
**How will I contribute to the future success of Afrimat?**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

# KEEP IN TOUCH

Over the next few months, we will continue to communicate via various channels to keep you informed as to what to expect on the road ahead.

Should you have any questions please contact your HR Business Partner for assistance.



## How can you keep in touch?

You are also welcome to send any questions through to us via the following channels:

- SMS: 096 000 1000 7164
- Email: [communication@afrimat.co.za](mailto:communication@afrimat.co.za)
- Website: <https://www.afrimat.co.za/communication>

## How will we keep in touch?

You may rest assured that all questions will be reviewed thoroughly.

- We will not be able to respond to all questions on a 1-on-1 basis, but will instead utilise the questions as and when they are received, to inform themes on which we will communicate back on to all employees.

## We believe in honesty and transparency

Afrimat encourages all employees, customers or suppliers to report any wrongdoings via our Whistle-Blowing hotline.

Reports may be submitted via our website portal at <https://www.afrimat.co.za/whistle-blowing>

