

Africa's **Leading** Supplier of Natural Sodium and Related Products



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We manufacture and market natural sodium and **related products** for industrial and human consumption in the Sub-Saharan region, **sustainably**

Know your Board Members



NKULULEKO L. SOWAZI
Board Chairman

Botash Board of Directors

THE BOARD IS RESPONSIBLE FOR OVERALL CONTROL AND STRATEGIC DIRECTION OF THE COMPANY AND TO ENSURE GOOD CORPORATE GOVERNANCE



HARRY PHEKO
Deputy Chairman



LARA A. GRIEVE



OPELO T. MOTSWAGAE



OFENTSE DITSELE



KAGO G. MOSHASHANE



SEBELE MOLALAPATA



STEVEN L. LOUW



VICTOR RAMALEPA



GREGORY HIRSCHOWITZ

Accountability



Customer Focus



Excellence



Integrity



Teamwork



MD'S MESSAGE

1. SAFETY

During July 2021 safety outcomes were satisfactory. It is important that all legal appointees exercise day-to-day oversight on safety in the workplace. Investigations by the Inspector of Mines have identified this as an area of weakness. It also remains critical that each employee takes ownership for their and colleagues' safety.



2. COVID -19

At the time of writing, 129 employees [and contractors] had contracted Covid-19 with 118 fully recovered while 10 active cases were also expected to recover. Regrettably the remaining case has become the first Covid-19 fatality at Botash. Meanwhile, Flamingo International School and Baobab Pre-school were at 22 and 4 cases respectively.

Available evidence shows that infections are primarily driven by travel out of Sowa Town for social gatherings. For this reason, employees and their Sowa Town resident dependents are discouraged from travel. Similarly, interactions with members of the community without wearing a mask is discouraged as the positivity rate at Botash has surpassed that of the Sowa Community and the virus is now widespread.

In addition, it is important to continue to work safely and follow good hand hygiene, physical distancing [even during meals] and the wearing of masks in public and shared spaces [including in the community outside working hours] as has been communicated over the past 17 months. It takes just one of us failing to abide by these protocols to bring the virus into the workplace and significantly disrupt the business, as we saw in January 2021 or loss of life as we have had. For this reason, management needs the support and constructive contribution of each one of us. I would like to thank all those who have consistently abided by Covid -19 protocols.

3. Manufacturing Effectiveness [ME]

This month we will again discuss 'reducing waste'. Many people think of waste as material waste, scrap rejects or anything else that ought to be thrown away. However, waste in business is much wider than indicated above and broadly covers 'any activity that does not add value'. In this context 'value add' means the act of changing a product or a piece of information in some way that is so useful to a customer (both internal and external) that they are willing to pay for it. There are seven deadly wastes in business including here at Botash:

3.1 Waste of Defects: Defect arises whenever the level of work outcome is less than what a customer requires. For example, a salt bag has to be discarded because it was damaged by a conveyor.

3.2 Waste of Inventory: This takes the form of any inventory or work on hand other than what is needed right now to satisfy customer requirements. Inventory includes work in progress, finished products, supplies, excess documentation, even unread e-mails. For examples, the holding of inventory by Botash at the materials warehouse is about double what would be expected of a business of its size and scope of operations.

3.3 Waste of Processing: This occurs when more resources (space, energy, people) than really needed are deployed on a business activity. Think of the use of temporary employees when regular employees' manhours are not fully recovered. Or neglecting house-keeping until casuals are needed to clean up.

3.4 Waste of Waiting: This arises in situations where materials (product runs out), machines (downtime), inspections (laboratory tests) or information (customs documents) are not ready for the next stage. The impact of this waste is felt by Botash's food grade salt customers every day.

3.5 Waste of Motion: Any movement of people that does not add value. For example, going back to the workshop to collect tools, searching for items that have no designated storage place.

3.6 Waste of Transportation: Not to be confused with waste of motion this is movement of materials using carts, trucks, forklifts, or even hands and legs.

3.7 Waste of Overproduction: This occurs when more products than the customer needs right now are made.

As part of improving our manufacturing effectiveness, reducing waste will be critical. It is important, therefore, for all employees to continuously reassess their activities to identify waste and eliminate it. It is also important to note that all of us are involved in business activities, so this message is relevant to all employees.

4. ORGANISATIONAL REVIEW

As previously communicated, there is a project to re-examine organizational elements of Botash to align it to the business strategy and make it more effective.

This is a normal business process that happens from time to time. As a result, there is no need for alarm or fear, particularly among those who continue to do their work diligently. The greater reason for organizational review is the sustainability of the business, which clearly is in the interest of current and future employees.

While the project has proceeded at a pace slower than planned steady progress is being made.

Kangangwani Phatshwane
MANAGING DIRECTOR

09th August 2021

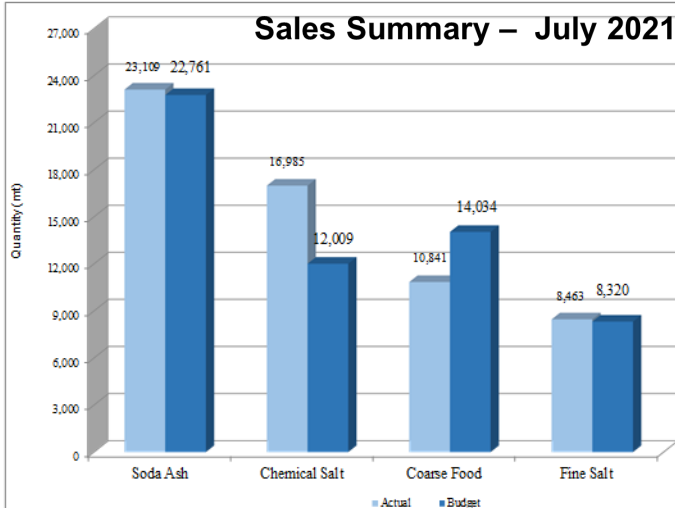
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TRIFR and Severity Rates



Sales Summary – July 2021



Soda Ash

- Soda ash sales for July 2021 were 1% above budget and 7% ahead of YTD budget.
- The good performance in South African market was driven by improved demand in the glass and chemicals industries.
- The North soda ash sales were 269% above budget and 78% ahead of budget YTD.
- Demand from the DRC cobalt mines continue to drive soda ash sales to the North during the month of July 2021.

Chemical Salt

- Chemical salt sales for the month were 41% below budget and 19% below budget YTD.
- Logistic delays on TFR lines were the main constraint on this account's performance and the high turnaround times on trains from Sasolburg. Trucks will continue to be engaged to help meet Sasol requirements.

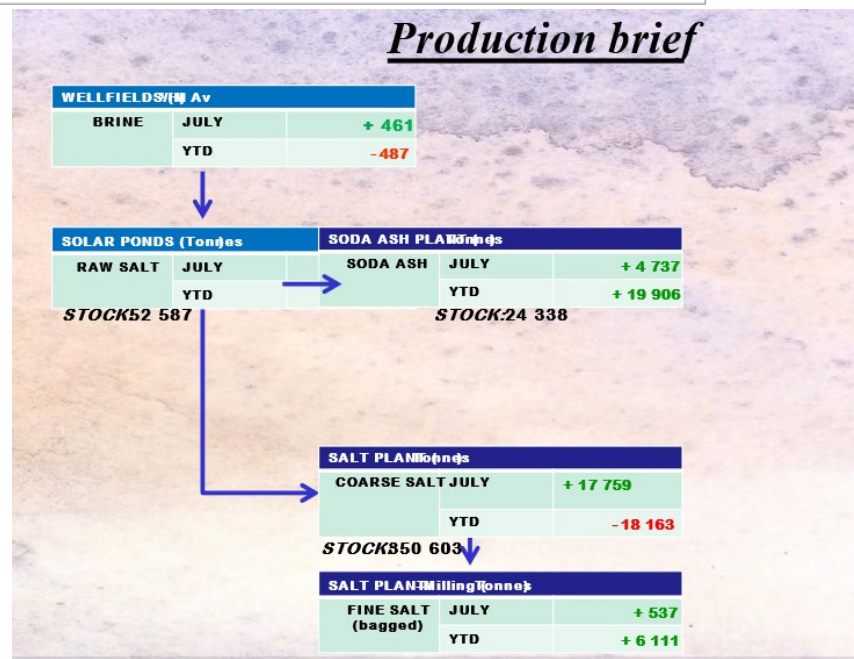
Coarse Salt (Food Grade)

- Coarse salt sales for the month were 23% below budget and 7% below budget YTD.
- The poor performance on coarse salt sales is attributed to the decline in customer buying power in the Zambian corridor which performed at 42% below budget.

Fine Salt

- Fine salt sales for July were 2% above of budget and 12% above budget YTD. Zimbabwe corridor performed well and closed the month at 13% above budget MTD.

Production brief

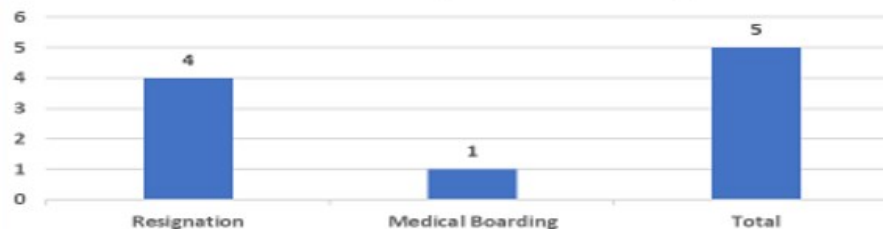


HUMAN CAPITAL – JULY 2021 MANAGEMENT BRIEF

Staff Engagement: Six (6) employees were engaged as below

RECRUITMENT	Position	Grade	Section	Engagement Date	Type
	Plant Attendant *3	A2	Salt Plant	01 Jul 2021	Permanent
	Registered Nurse	C3	Clinic	01 Jul 2021	FIC
	Accounts Officer	C2	Accounting	05 Jul 2021	FIC
	Lab Sampler	B1	Laboratory	28 Jul 2021	Permanent

Staff turnover was recorded as follows for the month under review, bringing YTD turnover rate to 5.72 %.

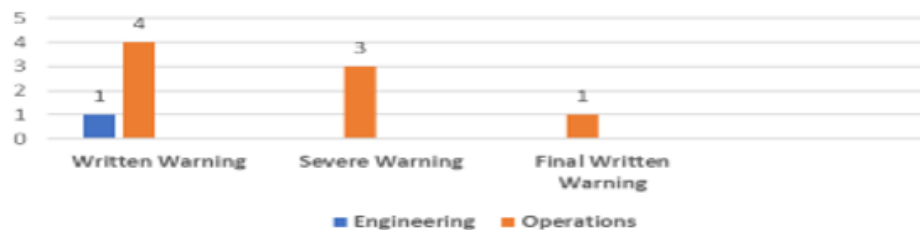
**STAFF
TURNOVER****Staff Turnover by Occupational Category****Staff Turnover by Termination Type****Soft Skills & Operations Training**

Apprentices resumed their training following relaxation of South Africa's lockdown rules to Level 3. BIUST students successfully completed their attachment programs and resumed studies on 21st July 2021.

The following training was conducted in the month under review

**ORGANISATION
DEVELOPMENT AND
TRAINING****Soft Skills & Operations Training**

Nine (9) offences and penalties were recorded as follows

DISCIPLINE**Penalties by Department**

Sort, Set in Order, Shine, Standardize and Sustain (5S of six sigma)

Management recently conducted an inspection at the main camp. Below are some of the before and after pictures from identified nonconformities in the camp.

Before



Poor stacking standards inside the Camp Manager's office

After



Improper storage of cabins



Debris laying on the yard



Distribution panel in the office cabin corroded and incorrectly labelled

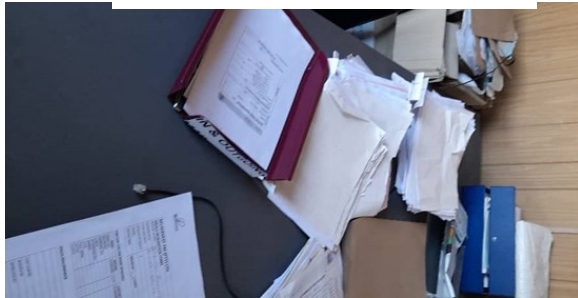


Before



General debris in the skip shed

After



Poor housekeeping in staff offices



Taps missing on Washing Basins



Lights not working



Fire hose reels are old and have no record of inspection



FRIENDLY SERVICE THAT MEETS THE NEEDS OF A CUSTOMER:

- ◆ PUTS THE CUSTOMER FIRST
- ◆ ALLOWS FOR COMMENTS AND SUGGESTIONS ON HOW TO IMPROVE ON CUSTOMER SERVICE
- ◆ COMMUNICATES DISRUPTIONS ALL THE TIME AS QUICKLY AS POSSIBLE TO CUSTOMERS
- ◆ UNDERSTANDS THAT A UNIVERSAL APPROACH MAY NOT WORK FOR ALL CUSTOMERS



BOTSWANA ASH CURRENT PRODUCT PRICES

Product	Pack	Price	
		PULA/tonne	USD/tonne
Iodated Fine Salt	50 kg	1,334.00	-
Iodated Coarse Salt	50 kg	1,022.00	-
Dense Soda Ash	50 kg/1mt	0.00	286.00
Light Soda Ash	50 kg	0.00	320.00



**THE RESILIENT MR MATOBOLO**

months.

What is your current position and role?

I am currently working as a production Foreman at the Soda Ash plant. My responsibilities entail managing and ensuring safety of plant equipment and employees. This comes down to conducting safety inspections, risk assessments as well as checking production quality, set targets and managing log sheets.

How did you first get involved with Botash?

Before joining Botash I stayed in Francistown awaiting my placement after applying to tertiary institutions to advance my education because I had performed well at high school. So, when an opportunity for a job came up, I applied because back then life was hard and looking at my background, getting a job was better than going to school, as tailored by our culture back then! My application was successful, and I got a job as a Plant Operator. Immediately I joined a few other employees who were sent to South Africa for Simulation training for a period of 2

What are some of your earliest memories of Soda Ash Botswana, now known as Botswana Ash (PTY) Ltd or Botash?

I have lots of memories to share about this place because I have lived in Sowa and worked at Botash my entire life. I remember when I joined Soda Ash Botswana there was no plant except for two tanks at the water plant and one ID fan. I witnessed the construction of the entire plant. We used to go to the boardroom to study the plant model as construction was underway. After completion of the plant, I think production started around March 1991. Then came another trial-and-error moment. No one knew what was happening and everything was manual. Only the carbonation had some systems in place, otherwise thickeners, valves and other equipment were manual and had constant system chokes. For startup of the plant, the company bought soda ash to charge the new calciners to start functioning.

During the early days the site had the worst dust I have ever seen, specially at night. This was caused by gravel roads from natural soil around the plant and the whole lease area. The dust was so dangerous that if sun set could catch up with you whilst at the solar ponds, wellfields or anywhere far from physical structures you could easily get lost. Therefore, one manager Mr Richard Beaming came up with an idea to always having a local person to assist with directions.

The landscape was also flat and dry with no vegetation at all. The vegetation we see now particularly in the lease area just grew recently. Also, the place used to be extremely hot and unbearable. Thanks to our management's solution to have 'Mazoe' drink in water coolers around the plant to help ourselves from the harsh conditions of Makgadikgadi pans. Wish this could be resuscitated...!

Moreover, entertainment was provided for with all the necessary facilities. The current Baobab facilities used to be a sports center and all sporting activities were free. We used to have happy hour moments and enjoyed our drinks after work. The other goodie we enjoyed was the provision of meals, which came in handy as most of us did not have families; allow me to say it was a boys and girls camp. After production had stabilized that was when social life started normalizing and people started bringing their families.

As you reflect on your experience, what things do you appreciate most ?

1. I have grown in all aspects of life considering that I joined Soda Ash Botswana at a young age.
2. I have learnt a lot of life skills from my experience, since this has been my first and will surely be my last job.
3. I managed to raise up my kids in a desirable manner and was able to take care of their needs accordingly.
4. Everything I have acquired in all the dimensions of life, physically, emotionally, intellectually, socially and spiritually has been through Botash.

What would you say has been the most rewarding part for both you and the company in the past 30 years?

In my 30 years with Botash am proud to say i have changed other people's lives through knowledge impartation and some have gone into higher managerial positions. I am a proud product of Botash and have committed to this business more than my life. I scarified a lot for the company, and I am confident that the company is where it is because of my unwavering loyalty and commitment. I came here as a teenager and leaving as an old man.



Mr Matobolo conducting inspections to ensure production of soda ash

Please share one memory of a funny situation/scenario that you've experienced

One day when I was working at carbonation plant and an incident happened. Though safety comes a long way, in the olden days you could get away with it. So, it happened that Dave Peters, a Fitter, was working on heat exchangers, and around the same time I was asked to go and open one of the valves. Mistakenly I did not do safety checks before executing the task and Dave was working on the other side. As I opened the valve the pressurized water splashed all over him and out of shock he yelled, and he came after me in anger. I ran to the control room for rescue, and he retreated. After some time he called me to his office and he also apologized that he realized that he also made a mistake by not removing hydraulic pipes so that when I open valves the one he was working on would not be affected and the issue was put to rest.

What is your genuine wish for Botash?

I would like to see Botash working on a proper succession plan in preparation for our time out because most of us who came early are almost retiring and there are no people being trained to takeover. For example, I have been a shift worker up to now and the sad part is there's nobody under studying me in preparation for my retirement. This can be a big blow for business continuity i. It's high time the company implemented a compatible work program and devise formal training programs for understudies within the company.



What is your current position and role?

I work at the Laboratory as a Laboratory Shift Leader. My responsibilities entail supervision of my shift, analysis of salt, water and soda ash samples for quality control and compliance.

How did you first get involved with Botash?

Before joining Soda Ash Botswana (Pty) Ltd, I worked at Shashe Gold Mine as an analyst. Then I saw an advert in the newspapers for which I tried my luck and was successful. I joined Soda Ash Botswana on 5th November 1990 as an analyst before I was promoted to the current position I hold.

What are some of your earliest memories of Soda Ash Botswana, now known as Botswana Ash (PTY) Ltd or Botash?

I remember when I first came to Sowa, the town was still under development and had only nine houses which were shared by at least 5 people per house. Typically, the contractor built structural frames using steel first, then mounted it and fed the walls to make a complete house. The construction was so fast that each day we went home after work we would find a new house and we used to get lost and miss our houses because they all looked the same, and by then had no house numbers. The situation then did not allow for families until around 1992.

As you reflect on your experience, what things do you appreciate most about the company?

I have worked in this company for more than 30 years. Therefore, I am who I am because of Botash. I managed to raise my family and afford my children the best education. I come from Marapong and working here is a blessing in disguise because am near both my home village and my cattle post.

Also, I will always be grateful for the medical aid which helped my family to access better health services, especially my wife who has been battling with severe back problem. Without it I can't imagine what would have happened to her.

What would you say has been the most rewarding part for both you and the company in the past 3 years?

I appreciate the employment opportunity that Botash has accorded me to date and possibly to my retirement. Through it I have been able to improve my life to be the person I am today. Though I have not accomplished all my desires, I am grateful of what I have acquired and accomplished so far.

As for my contribution to the company, surely my efforts have not been in vain. In my services, I have trained a lot of staff under my supervision, of whom some are now managers in their respective areas. I am still keen to impart knowledge where opportunities arise.

Please share one memory of a funny situation/scenario that you've experienced here at Botash.

Some stories are better untold. There was one Mbakile Bechwa commonly known as 'Funny Guy'. One day he missed work and was found dancing and drinking in a party by the managers the late Syprin Majelante. The supervisor approached him and asked what he was doing in a party at a time he was supposed to be at work. He responded by saying that he has resigned, and he said so in a convincing manner. The following day Mr Majelante saw him in the office and summoned him for follow-up, only to find out that the 'Funny Guy' had missed work. Disciplinary action was taken against him.

What is your genuine wish for Botash?

My wish is for the plant to stabilize and improve on production and maintenance. Recently the plant has been experiencing numerous breakdowns which may be an indication that some parts of the plant need overhauling for better production results.



The calm and collected Hloniphane Chifana

LABORATORY GENERAL QUALITY REQUIREMENTS

- Botash has a quality management system that ensures it produces quality products.
- The salt and soda ash produced by Botash are of high quality ,typically above 99% pure.
- Botash conducts quality control checks on in-processes and finished products to ensure compliance to product specifications.
- Botash conducts stringent quality control tests on its products before dispatch to customers.
- Botash management systems are certified to ISO 9001: 2015, 14001:2015 and 45001:2018

What is fire? Is a rapid chemical reaction between oxygen and combustible materials.

There are three (3) components of combustion for a complete fire to occur and this include the following:

- ⇒ Heat- any source of ignition such as sparks, sun rays and scratching match sticks.
- ⇒ Fuel- this is any combustible material such as wood, paper, grass etc.
- ⇒ Oxygen- component of natural circulating air.

HOW TO EXTINGUISH FIRE?

This will depend on what is burning. Sometimes fire emanates from cars, houses, or buildings. In this incidents fire dry chemical powder (DCP) extinguishers can be used if the fire is still at an early stage. The most fires that we normally experience are bush fires also known as veld fires. The best tool to fight this fire is fire beaters or tree branches.

HOW TO USE FIRE EXTINGUISHER?

Here are simple steps to follow when using a portable fire extinguisher:

Stand away from the wind at around 3 meters or 8 feet from the fire

Follow acronym **"P.A.S.S."**

PULL the pin while holding the cylinder upright. There is a small pin that prevents the fire extinguisher from accidentally being used, pull it out and continue to the next step.

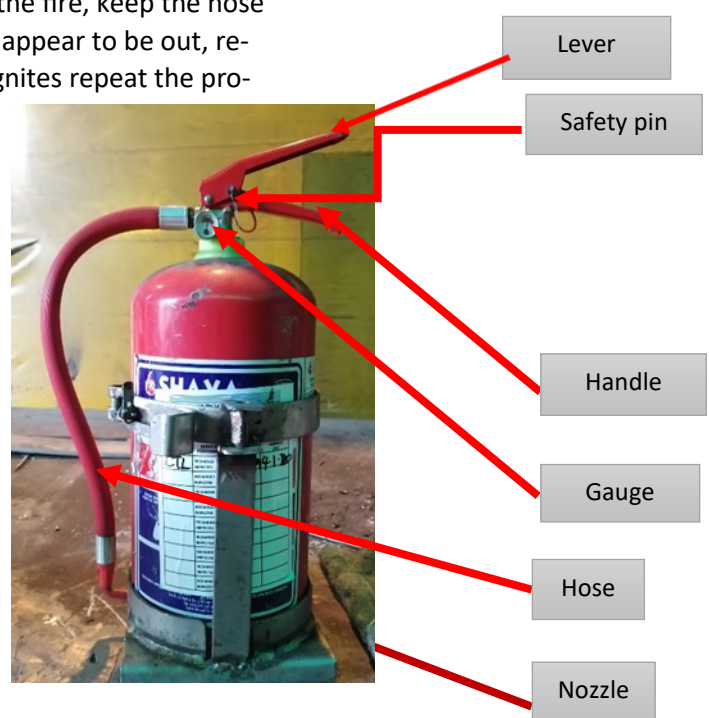
AIM low. The hose or nozzle should be pointed at the base of the fire to best put out.

SQUEEZE the lever above the handle. This will shoot the extinguisher substance from the hose or nozzle, keep in mind that most small extinguishers will run out their extinguishing agent in 10 to 25 seconds.

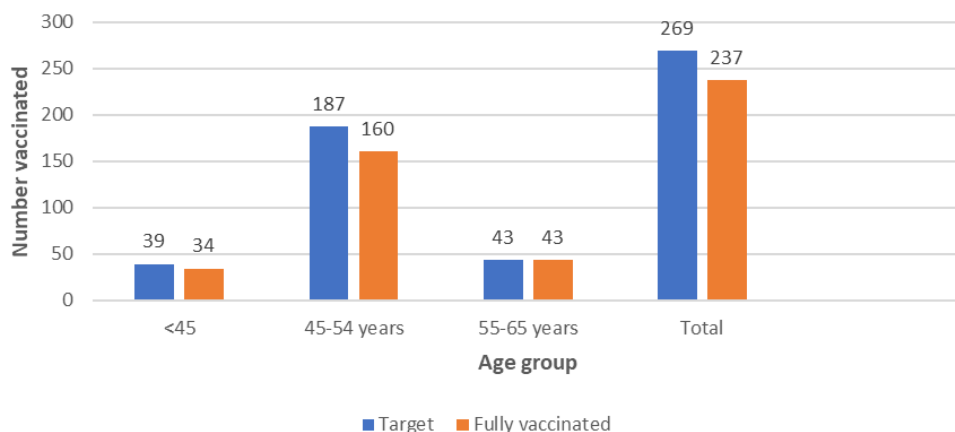
SWEEP from side to side, as you move slowly towards the fire, keep the hose or nozzle aimed at the base of fire, if the flame appear to be out, release the handle and watch closely. If the fire ignites repeat the process. Below is a picture of fire extinguisher and its components:



Fire beaters

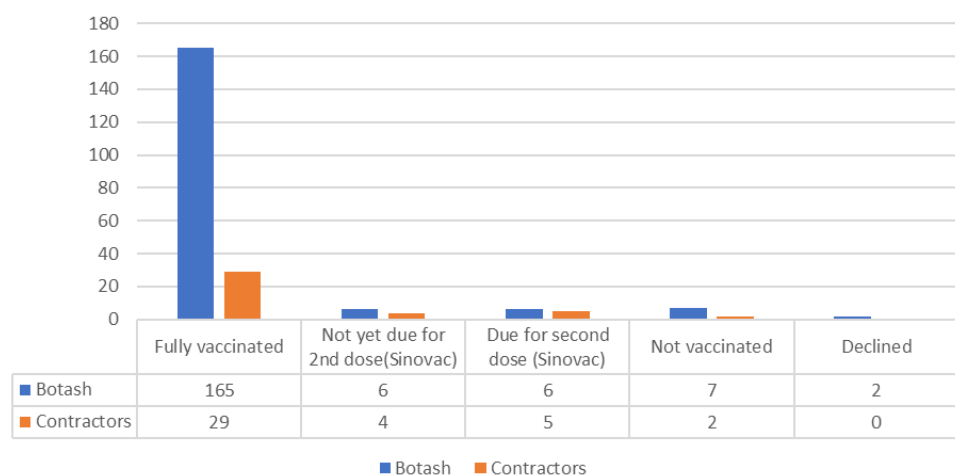


COVID-19 VACCINATION BY AGE GROUP



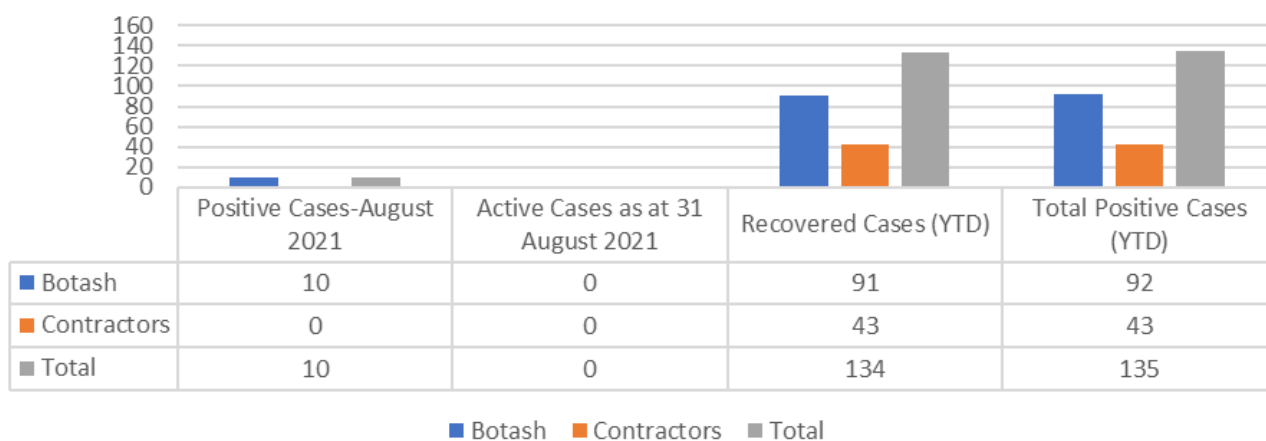
- Target for all vaccinated phases: 269
- Total vaccinated across the business: 237
- <45 years: FIS and
- Baobab staff

VACCINATION STATUS



- 32 out of 269 (12%) have not fully vaccinated (21 took 1st dose only, 9 not vaccinated at all and 2 have declined).
- The 2 that have so far declined are being engaged on benefits of taking the vaccine.

Covid-19 Status



Be a champion in the fight against COVID-19.

COVID-19 is not taking a timeout. Neither should you.

Watch your favorite games at home.

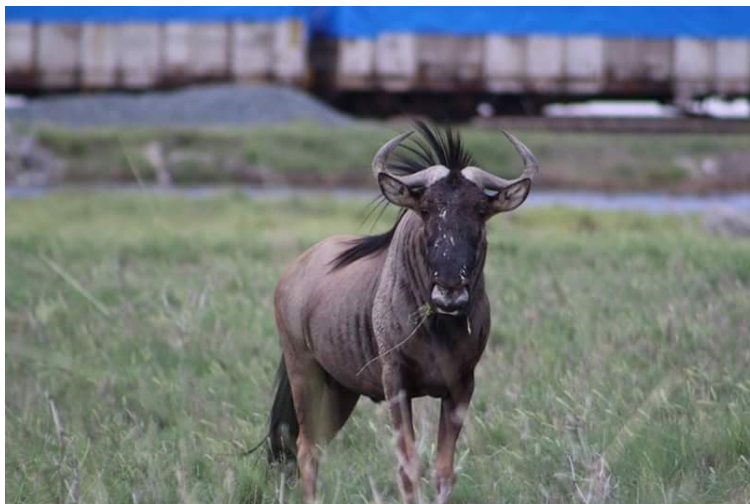


In line with the Sua Pan Game Park Management Plan, Botash carried out a culling exercise from 16th - 21st August 2021 to ensure correct capacity and sustainability of animals in the park. Relevant stakeholders including Department of Wildlife and National Parks and Veterinary Services were engaged to ensure compliance to legal requirements of culling.

A total of 42 wildebeests were donated as meat to these communities and employees who had expressed their interest during consultation meetings

A professional hunter was engaged for the exercise and the communities availed personnel for skinning and collection from the park. Allocation of wildebeest to the communities was done as follows Nata 9, Dukwi 7, Mosetse 6, Sowa Town 4, Botash employees 6, Tshwaane 4 while Njuutsha and Semuwani clusters received 3 each community.

Botash operates a conservation game park in its lease area to conserve endangered indigenous wild animals. Therefore, culling is required periodically to manage numbers and ensure the health and sustainability of animals in the park.



Wildebeest spotted in the park



Skinner from Maleleje skinning the wildebeest



Community of Njuutsha being consulted before donation



Members of the community of Nata collecting their carcasses



COMMUNITY AND INDIGENOUS RELATIONS

Responsible Mining
Safeguarding human
rights
Reducing risks
Improving environ-
mental management



BIODIVERSITY & CONSERVATION



WATER STEWARDSHIP

**CRISIS MANAGEMENT &
COMMUNICATIONS
PLANNING**



NEW BOTASH RECEPTIONS

Welcome on Board

Botash Bulletin welcomes the following new employee and wishes him a fulfilling Botash experience!



BOKAMOSO JAMES

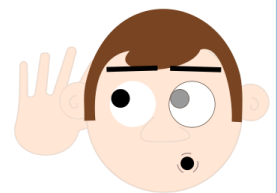
Bokamoso James joined Botash as an Instrumentation Mechanician responsible for plant maintenance.

He was born on 24th August and comes from Mahalapye. James was previously employed by Gidary Technical Solutions as an Automation and Instrument Technician.

His hobbies are playing football, chess and cooking

OFFENCES RELATING TO INDISCIPLINE OR DISORDERLY BEHAVIOUR

Below are offences predominately committed by employees. The company cautions employees to refrain from, and encourages all to perform to their optimal level.



14.2.3 Unsatisfactory Work Performance

Carelessness: Performance of a task or duty without the exercise of due care and attention, which could lead or has led to incidents of loss to the Company;

Negligence: Failure to exercise proper care and regard to the manner of discharging duty to the extent that tasks have to be repeated or equipment or persons are at risk of damage or injury;

Inefficiency: Failure or inability to carry out work at the required standard without reasonable cause;

Loafing: Failing without reasonable cause to complete tasks set;

Non-compliance with established procedures: Failure to observe procedures that have been formally established to carry out certain tasks.



Art by Flamingo International School students

Since March 2021, FIS has embarked on the 'Street Art Project'. This creative project, apart from beautifying the school ground, is an initiative to engage students to create a gallery of outdoor mural art that adds value to what we see on campus, and the way we think and consider our environment. This collection of work was started by Temo Gabedi who completed a mural dedicated to honouring the conservation that Botswana Ash (Pty) Ltd. does with Botswana's rhino population.



Artwork by Kao Tumagole – Standard 6



Wall mural – honouring the work Botash is doing with rhino conservation
Design by Temo Gabedi – Form 4



Graphite sketch by Chido Chiyapo – Form 3



Eggshell art from our talented Standard 3 students.



Artwork by Lebone Letlotla in Std 4

TERM 3 *Changes

Tuesday 17th August: Standard 7 and Form 4 students return to prepare for examinations.

Monday 30th August: All staff and students return for the start of Term 3

Independence Weekend

School closes at 10:00 am on **Wednesday 29th September 2021** and re-opens **Monday 4th October 2021**

Mid-Term

School closes 10:00 am on **Thursday 28 October 2021** and re-opens **Tuesday 02 November 2021**

Botswana Ash (PTY) Ltd

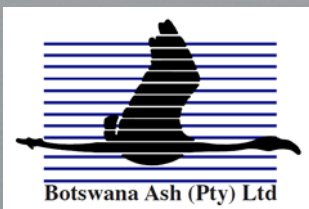
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Africa's Supplier of Choice for Natural Sodium Products