

Botswana Ash (Pty) Ltd

BOTASH BULLETIN

31 July 2021

**AFRICA'S LEADING SUPPLIER OF NATURAL SODIUM
AND RELATED PRODUCTS**



1991

2021

MD's BUSINESS UPDATE

WILDEBEEST CULLING

**COPORATE SOCIAL
RESPONSIBILITY**

**2021 SHUTDOWN
UPDATE**



Our VALUES Our CULTURE

CONGRATULATIONS TO THE FOLLOWING EMPLOYEES WHO HAVE EMBRACED AND LIVE OUR VALUES IN THEIR DAILY ACTIVITIES. KEEP UP THE GOOD WORK!



Cassius Tamocha
Sales and Marketing



Reuben Phologolo
Transport



Alfred Keleagetse
SHE



Melusi Machae
Security Systems



Dikgang Tlhabanelo
Hoisting's Solutions

Accountability



Customer Focus



Excellence



Integrity



Teamwork



Botswana Ash Monthly Brief

June 2021



MD'S MESSAGE

1. Safety

During June 2021 safety outcomes were satisfactory. It is important that all legal appointees exercise day-to-day oversight on safety in the workplace. It also remains critical that each employee takes ownership for their and colleagues' safety.

2. Covid -19

At the time of writing, 100 employees [and contractors] had contracted Covid-19 with 92 fully recovered while the remaining 6 active cases were also expected to recover. Meanwhile, Flamingo International School and Baobab Pre-school were at 21 and 4 cases respectively.

Available evidence continues to show that infections are primarily driven by travel out of Sowa Town. 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.

In addition, it is important to continue to work safely and follow good hands 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 16 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. 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]

Because of its significance, this month we will again discuss 'organizing the workplace'. One practical and systematic approach to organising the workplace is the 6S system. Formally defined, 6S is a method of creating a clean and orderly workplace that promotes safety, exposes waste and makes abnormalities immediately visible.

3.1 Sort: The first step is to sort. The challenge is to get rid of things we do not need or use. This step is useful in removing clutter and disorganisation which unfortunately is a feature of many workplaces including here at Botash.

3.2 Straighten: This is the step that is normally summarised as 'a place for everything and everything in its place'.

3.3 Sweep or shine: This step actually means clean the place so well that it allows meaningful inspection not just good old sweeping. Thus, if one finds themselves sweeping or even washing

MD'S MESSAGE continued...

away the same spillage day after day (there are many examples of this at Botash) one should be working on stopping the spillage.

3.4 Standardise: This step is focused on establishing standards, so abnormalities are easily recognised. Validated checklists and audit protocols are very helpful here.

3.5 Sustain: For any improvement to be sustained, it must be clear to all that is the way it ought to be in the business. This calls for accountability and self-discipline for each team member. Failure to enforce standards undermines sustainability. For this reason sustainability depends on the stand the supervisor | manager takes.

3.6 Safety: A clean and organised workplace promotes safety.

As part of improving our manufacturing effectiveness, organizing all our workplaces is the place to start. It is important, therefore, for all employees to continuously reassess their contribution to the state of the workplace and specifically be clear as to what they are doing to advance good housekeeping. It is also important to note that all of us have workplaces, so this message is relevant to every employee. Management has continued to refurbish amenities (offices, ablution blocks, workshops) around the factory as part of this programme. It is expected that these facilities shall be well looked after and kept clean.

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.

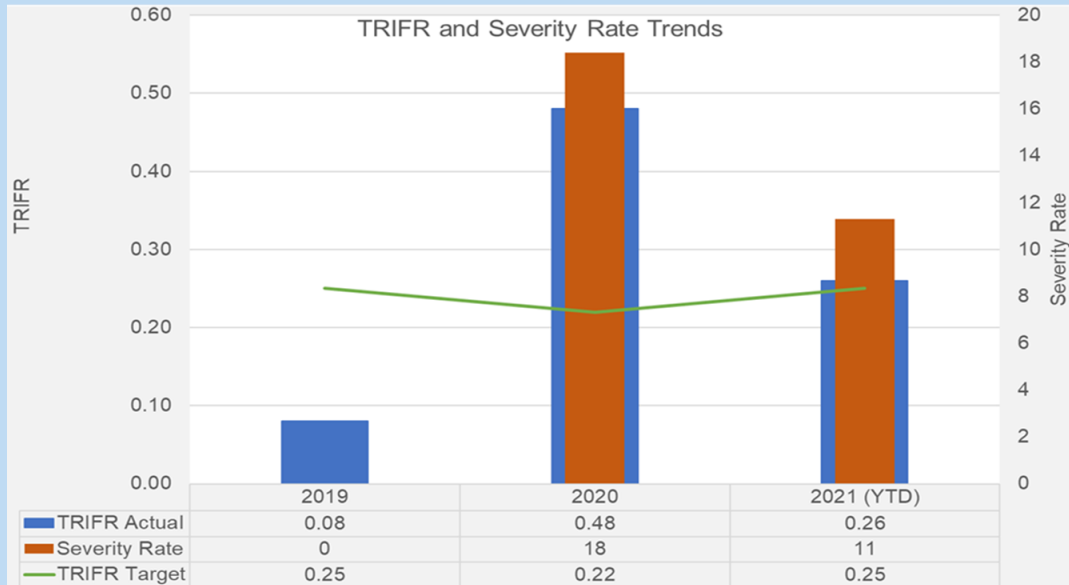
Kangangwani Phatshwane
MANAGING DIRECTOR

30th June 2021

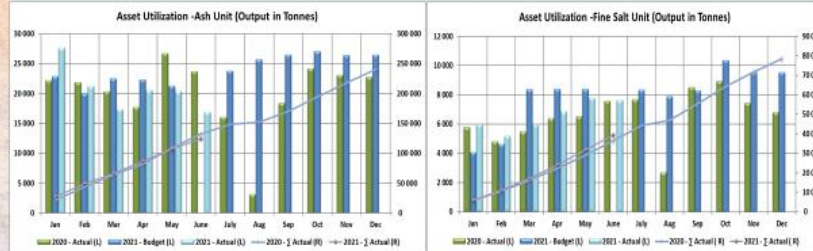
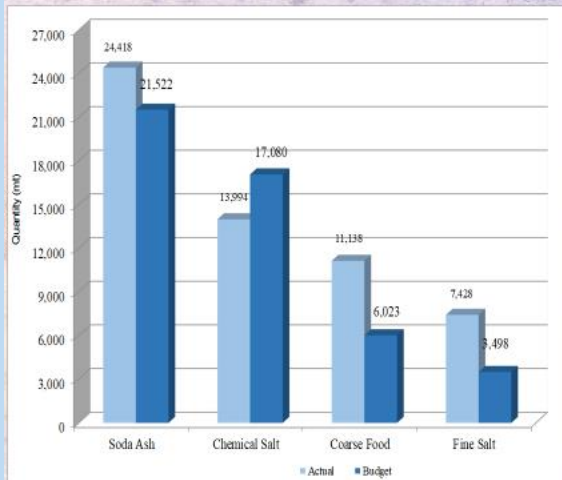
Sig:



JUNE FINANCIAL BRIEF

*Production brief*

	Jan	Feb	Mar	Apr	May	Jun	YTD F'21
Ash (t)	+4 727	+1 288	-5 099	-1 760	-907	+16 920	+15 169
Fine (t)	+1 912	+588	-2 383	-1 559	-612	+7 628	+5 574
Coarse (t)	+4 770	-17 849	-33 432	+3 969	+2 026	+4 584	-35 922

**Sales Summary – June 2021**

Botswana Ash (Pty) Ltd

Soda Ash

- ❑ Total soda ash sales for June 2021 were 13% above budget and 7% ahead of YTD budget.
- ❑ Above budget performance in the South African market was driven by improved demand in the glass and chemicals industries.
- ❑ Soda ash sales to the North were 226% above budget and 29% ahead of budget YTD.
- ❑ Demand from the DRC continue to drive soda ash sales to the North in June.

Chemical Salt

- ❑ Chemical salt sales for the month were 18% below budget and 15% below budget YTD.
- ❑ Train movement constraints continued with delays on TFR lines and at Sasolburg. More road trucks were deployed to help meet Sasol requirements.

Coarse Salt (Food Grade)

- ❑ Coarse salt sales for the month were 84% ahead of budget and 3% below budget YTD.
- ❑ Sales into Malawi were impacted after Alifra suspended offtake for 3 weeks (citing low sales which led to depleted storage space)

Fine Salt

- ❑ Fine salt sales for June were 112% ahead of budget and 14% ahead of budget YTD.

JUNE FINANCIAL BRIEF CONTINUED...

BOTASH BITTERNS BENEFICIATION PROJECT UPDATE QUARTER 2 OF 2021



FEASIBILITY STUDY	<ul style="list-style-type: none"> ✓ Onsite Pilot Solar ponds: Campaign 1 extended evaporation complete & brine and salt samples from Stage 6 to 8 enroute to K-UTEC for process pilot testing. Preparing final stage sample for sending (Stage 9) ✓ Campaign 2 Solar Evaporation commenced on 28th June 2021 ✓ Update Process Design for SOP production draft report complete & K-UTEC addressing Botash comments 	<p>Extended On-site Solar Evaporation Ponds</p>
PROJECT FINANCING	<ul style="list-style-type: none"> ✓ Discussions continued with the shortlisted potential financiers 	
PRODUCT OFFTAKE	<ul style="list-style-type: none"> ✓ Supply Agreement discussions with K+S resumed on 22nd June 2021 ✓ In principle, parties agree on key issues. These to be finalized in a Draft Supply Agreement 	
RISKS/ISSUES	<ul style="list-style-type: none"> ➢ COVID-19 lockdowns & travel restrictions delayed project by over two months (Schedule adjusted, revised target Oct 2021) ➢ Updated Process Design: energy supply options – long lead time to construct & may impact project schedule and salt product quality (high bromine contamination a concern). ➢ Rain: Early rains on the Sua Pan have delayed concentration of brine by one month 	
FUTURE WORK	<ul style="list-style-type: none"> ✓ Feasibility Study – Continue Campaign 2 solar evaporation. Complete Updated Process Design by July 2021 ✓ Continue Funding Options Assessments 2021 with shortlisted potential funders 	<ul style="list-style-type: none"> ✓ Continue Offtake Agreements Discussions 2021 ✓ Engineering Design & Construction 2022-23 ✓ Production Start: End of 2023/2024

•12

HUMAN CAPITAL – JUNE 2021 MANAGEMENT BRIEF



TEMPORARY EMPLOYEES	<ul style="list-style-type: none"> ✓ There were one hundred and nineteen (119) temporary employees during the month under review as follows: <table border="1"> <thead> <tr> <th>DEPARTMENT</th><th>NO.</th></tr> </thead> <tbody> <tr> <td>Operations</td><td>59</td></tr> <tr> <td>Engineering</td><td>49</td></tr> <tr> <td>Finance</td><td>3</td></tr> <tr> <td>Human Capital</td><td>4</td></tr> <tr> <td>Marketing</td><td>4</td></tr> </tbody> </table>	DEPARTMENT	NO.	Operations	59	Engineering	49	Finance	3	Human Capital	4	Marketing	4						
DEPARTMENT	NO.																		
Operations	59																		
Engineering	49																		
Finance	3																		
Human Capital	4																		
Marketing	4																		
STAFF TURNOVER	<ul style="list-style-type: none"> ✓ Thirty two (32) casuals were engaged during the period under review <table border="1"> <thead> <tr> <th>DEPARTMENT</th><th>NO.</th></tr> </thead> <tbody> <tr> <td>Operations</td><td>17</td></tr> <tr> <td>SHE</td><td>7</td></tr> <tr> <td>Finance</td><td>6</td></tr> <tr> <td>P&PD</td><td>2</td></tr> </tbody> </table> <ul style="list-style-type: none"> ✓ Three (3) terminations (1 resignation, 1 dismissal, 1 medical boarding) were recorded resulting in YTD terminations of twenty (20). The terminations are in the following occupational categories: <table border="1"> <thead> <tr> <th>Termination Type</th><th>Occupational Category</th></tr> </thead> <tbody> <tr> <td>Resignation</td><td>1 Operative</td></tr> <tr> <td>Dismissal</td><td>1 Operative</td></tr> <tr> <td>Medical boarding</td><td>1 Operative</td></tr> </tbody> </table> <p>YTD turnover rate is 4.57 %.</p>	DEPARTMENT	NO.	Operations	17	SHE	7	Finance	6	P&PD	2	Termination Type	Occupational Category	Resignation	1 Operative	Dismissal	1 Operative	Medical boarding	1 Operative
DEPARTMENT	NO.																		
Operations	17																		
SHE	7																		
Finance	6																		
P&PD	2																		
Termination Type	Occupational Category																		
Resignation	1 Operative																		
Dismissal	1 Operative																		
Medical boarding	1 Operative																		

DISCIPLINE	<ul style="list-style-type: none"> ✓ Internal Discipline and Trade Disputes <p>Nine (9) disciplinary actions (7 operatives, 2 supervisory) were undertaken, resulting in YTD total of fifty-five (55).</p> <table border="1"> <tbody> <tr> <td>1. Written Warning</td><td>-6</td></tr> <tr> <td>2. Severe Warning</td><td>-1</td></tr> <tr> <td>3. Final Warning</td><td>-1</td></tr> <tr> <td>4. Dismissal</td><td>-1</td></tr> </tbody> </table>	1. Written Warning	-6	2. Severe Warning	-1	3. Final Warning	-1	4. Dismissal	-1
1. Written Warning	-6								
2. Severe Warning	-1								
3. Final Warning	-1								
4. Dismissal	-1								
UNION, EMPLOYEE RELATIONS	<ul style="list-style-type: none"> ✓ 2021/2022 Wage Negotiations <ul style="list-style-type: none"> • 2021/2022 Wage negotiations between Management and the Union were ongoing and yet to be concluded. 								
ORGANISATION DEVELOPMENT AND TRAINING	<ul style="list-style-type: none"> ✓ Organisation Review Project Update <ul style="list-style-type: none"> • Macro design process by GEMINI on-going • Micro designs will commence following Board approval of the Macro designs. • Workshop on the Project Charter done with the ExCo team, awaiting sign-off. • Change Management and communication plan being developed <ul style="list-style-type: none"> ✓ Training <ul style="list-style-type: none"> • Twenty-six (26) employees and contractors were trained on awareness of ISO 45001 & 14001 standards. • Engineering Skills Training Centre was closed due to escalating Covid-19 cases, the learners are on site. • Fourteen (14) employees were trained and on Permit to work (acceptors & issuers). While other twelve (12) Employees were trained on High Pressure Washing Machine. 								

Preparations for the 2021 annual shutdown gathers momentum

CCOVID-19 pandemic continues not to only affect the health industry but also other economic sectors that underpin the national and regional economies. The mining and manufacturing sectors have been adversely impacted by the effects of COVID-19. The situation is worsened by the ever-developing coronavirus variants that keep emerging making trade exchanges complex, disrupting applied controls, processes and creating uncertainty on logistics, health care programs, travel restrictions and the stability of the businesses.

The overall effect has limited business support services amongst others. Despite this grim prospect, businesses are striving hard to maintain their positions in the market, driving their missions and visions. Botash is one of the businesses that embraced resilience approaches to the COVID-19 pandemic by demonstrated compliance to laid protocols by employees, business partners and their respective families.

Looking back, it is worth noting that Botash shutdown for 2020 was interrupted by the extreme lockdown that was prevailing in Botswana. Movement was curtailed and most companies were either temporarily shut or were running at scaled down production rates. Critically required spares were delivered some months late after the initial shutdown date, because of supply chain disruptions due to lockdowns in Europe. The company was not able to import required skills even after work permits were secured. Extreme social distancing requirements that did not allow for multiple occupancy in rooms meant that only a fraction of the required labour could be mobilised. Under these circumstances, only a scaled down shutdown using local resources was possible, leading to the postponement of some jobs to 2021.



*A crane lifting the sulphuric acid tank at carbonation plant in preparation for replacement.
(File Pic)*

Movement was curtailed and most companies were either temporarily shut or were running at scaled down production rates. Critically required spares were delivered some months late after the initial shutdown date, because of supply chain disruptions due to lockdowns in Europe. The company was not able to import required skills even after work permits were secured. Extreme social distancing requirements that did not allow for multiple occupancy in rooms meant that only a fraction of the required labour could be mobilised. Under these circumstances, only a scaled down shutdown using local

resources was possible, leading to the postponement of some jobs to 2021.

The 2021 shutdown has been further postponed to October 2021 and preparations are underway. This has been necessitated by the need to have all inputs in place to ensure a successful shutdown. The shut is embarked to mainly address statutory requirements, scheduled maintenance, structural integrity, process improvements and other production constraints. The main key enablers for this shutdown are:

- (a) availability of spares to carry out identified works,
- (b) availability of labor to assist in executing the shutdown,
- (c) availability of Botash products to supply customers during the shutdown and post shutdown.

The current covid situation might also necessitate changes in the dynamics of how this year's shutdown will be carried out.

2021 Shutdown preparations update

Some of the preparations include generating the **shutdown management plans**, the SHE management plan to address the current biological hazard, adoption of Covid-19 protocols, incident prevention programs, SHE response plan as well as equipment and material handling plans.

Contractor induction booklets will be reviewed and updated for their relevance to this shutdown as this will enable prevention of incidents and inconveniences whilst the shut has started. There is a need to carry out baseline risk assessment for this shutdown and draw up a risk log for the shutdown. The response plan will address management of possible injuries for short term engagements with emphasis on how incidents will be covered during and post shutdown with a clear scope and responsibilities.

Security management plan: This will focus on the management of incoming contractors whilst onsite to ensure compliance with relevant security requirements. This will involve screening at the vet gate to control access and movement of personnel as well as compliance to the set statutes. A check list which will be used to verify all induction processes would be signed off before one can be allowed into the mine premises.

Accommodation and movement control plan: Constraint on accommodation has been partially addressed by constructing a new 80 men block at Main Camp and additional ablution block at the Lodge camp site. The management of the accommodation facility will only admit visitors at the Lodge and Camp who have pre-bookings and have valid Covid-19 PCR tests. The main camp room occupation will be two people per room. In case of emergency there are dedicated blocks for emergency and temporary isolation of personnel at both the lodge and main camp whilst awaiting repatriation of affected person to national isolation centers. Travel by employees and business partners outside Camp and Lodge during weekends and other rest periods would be managed by the adopted movement control plan.

Recruitment and stakeholder engagement: Preparations with the human capital department are also underway. The recruitment process of local resources has commenced and also awaiting release of coded welders' results. Confirmation of the required resources and their availability will be finalized a month before the shutdown. Furthermore, application for permits to work has been submitted to the relevant government offices for approval. As a commitment to the Towards Sustainable Mining Initiative, stakeholder engagement with major communities of interest (Sowa, Dukwi, Mosetse and Nata) has been completed.

Procurement of spares: Most of the spares required for the shutdown has been sourced and are being expedited accordingly. There was an alarm about the possible shortage of industrial oxygen around the country and the procurement team is closely monitoring the situation and will ensure enough supply for the shutdown.

Pre-fabrication works: Some of the maintenance work like pre-fabrication works have been completed and awaiting installations. According to the plan, more work will be done prior to the shut shutdown so that only work that cannot be done outside the shut get attended to when the plant is down. Hence process streams will be maintained individually not shutting down the whole plant and later during the year when the soda ash stock levels permit.



Shell and heat plate exchanger chemical cleaning at the carbonation plant- Soda Ash (File Pic)

Management is continually monitoring the Covid-19 situation and its impact on logistics and all necessary updates to stakeholders and interested parties will be communicated appropriately.

Nxakato JSS students say 'bye' to unbearable cold nights

On July 13, 2021, Nxakato Junior Secondary School received a donation of 200 winter blankets, disposable masks and gloves from Botash.

Speaking at the handover ceremony Nxakato JSS Head Ms Ruth Higgins said that the donation has come at the right time as the school was just recovering from a COVID-19 outbreak which has seen the school record a cumulative 318 cases out of 559 students as at June 2021. "Most positive cases were from students in boarding facilities and the donation will help the school to fight this outbreak. Ms Higgins further appreciated assistance that the Botash mine has been giving the school since COVID-19 started. Not too long ago, the school received a donation of hot water geysers and face masks which were equally handy in the fight against COVID-19.



Botash Managing Director Kangangwani Phatshwane handing over blankets to Kgosi Mojeremane and the school management

It will be noted that the school offers a boarding facility to students some of whom come from humble families in the neighboring settlements around Sowa Town, like Tshwaane, Malelejwe, Dzutshwa and others.

In his remarks Botash Managing Director, Mr Kangangwani Phatshwane highlighted that the company operates in several communities and has chosen to concentrate its CSR efforts in 4 established communities of Nata, Mosetse, Dukwi and Sowa Town as well as many other settlements around Sowa Town. "The idea is to invest the limited resources that we have as much as we can to improve the lives in these communities." He further cautioned the school community to take care of themselves and their families against this pandemic, adding that he was concerned when he learned that the children do not have enough beddings while infected with COVID-19 which posed a serious health risk of developing infections like pneumonia hence his timely response.

Kgosi Reuben Mojeremane of Sowa Town, in his vote of thanks on behalf of the school management and students, appreciated the donations made to the school. He urged the students to take care of the blankets and return the favour by producing good results and displaying exemplary conduct at all times.



Some of the students showing off their blankets after donation



Donation on display before handing over

Botash donates Soccer Equipment to Sowa United Sporting Club

'Mmasepala for life-goya goileng'

Sowa United Sporting Club chairman, Mr Kebatshabile Raphiri, has disclosed that the team has been facing a number of challenges including lack of adequate training equipment which has adversely affected its performance and progress.

It is against this background that the executive committee of the club took a decision to approach Botash management for assistance concerning the challenges the club was going through. The COVID-19 situation has not made the situation any better for the club. Whereas Sowa United appreciated the fact that Botash was also facing the same challenges in addition to sponsoring Sua Flamingoes, this did not stop the club from asking for assistance. Botash management responded favourably by donating 10 soccer balls to Sowa United. The handover of the soccer balls donated to the club was made on July 13 2021, at a ceremony held at Nxakato Junior Secondary School sports grounds.

When donating the 10 soccer balls which was one of their biggest needs, Botash Managing Director, Mr Kangangwani Phatshwane, urged the team to purposely work towards grooming the best gems for Sua Flamingoes which is representing the entire Northern region in the premier league. He added that his wish is to see football developed in a manner that teams are self-sustaining which will then give a chance to organizations like Botash to also support other sporting disciplines in the town or region.

In 2020 the Botash adopted the Towards Sustainable Mining initiative. Under this initiative is the Corporate Social Responsibility (CSR) policy which focus on three thematic areas of Sports, Education, Conservation and Employment. Therefore, this activity falls within the company's CSR policy.

Sowa United Sporting Club earns such support because of its contribution in promoting sports and recreation in Sowa Town. Since its formation, the team has produced some outstanding players, referees and even coaches who are contributing to the development and success of the sport across the country. Sowa United recruits its team players from the surrounding villages of Dukwi, Nata, Zoroga, Moseitse and Sowa Town.



Mr Kangangwani Phatshwane donating soccer balls to Sowa United Sporting Club



Team members posing for a picture with their balls in jubilation



ACCESSIBLE CUSTOMER SERVICE

- ❖ FRIENDLY SERVICE THAT MEETS THE NEEDS OF A CUSTOMER
- ❖ PUTTING THE CUSTOMER FIRST
- ❖ ALLOWING FOR COMMENTS AND SUGGESTIONS ON HOW TO IMPROVE ON CUSTOMER SERVICE
- ❖ COMMUNICATING DISRUPTIONS AS MUCH AS POSSIBLE TO CUSTOMERS
- ❖ UNDERSTANDING THAT A UNIVERSAL APPROACH MAY NOT WORK FOR ALL CUSTOMERS

OUR VALUES

ACCOUNTABILITY

INTERGRITY

CUSTOMER FOCUS

EXCELLENCE

TEAMWORK

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



30 YEARS OF SERVICE REFLECTIONS WITH MR VICTOR SENGO

1. What is your current position and role?

I am currently working as a Cost Accountant under Finance department. My responsibilities entail the following: Prepare monthly management accounts, general ledger reconciliations, Review General Ledger (GL) accounts for accuracy of balances and correction of mispostings before GL closure, compiling of monthly cost reports and distribute to relevant users for decision making, organize monthly cost review meetings with Departmental heads to discuss variances on budgets and recommend appropriate actions.



The forever cheerful Victor Sengo

2. How did you first get involved in Botash?

I started working under a company called Udhe/LTA which was the principal contractor during the construction and commissioning of the plant around 1989. Later when the plant was commissioned there was a vacancy at Soda Ash Botswana (Pty) Ltd where I was hired as an Account Clerk under management accounting section. Later in 2001 I was enrolled for an AAT qualification which I completed in 2004 through BAC in Gaborone.

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

On the fondest memories is the teamwork and mentorship that we savored through our managers then. It is really a pleasure to have worked under the leadership of managers like Mr. Brian Middup who was one of my first managers. He was very patient and believed in me, though I did not have accounting experience. Today I am a seasoned accountant with a good track record of over 30 years because of people like him who taught me the gist of accounting.

Another memory is that of the training facility which used to conduct low level courses in different areas. It was a good arrangement that gave many employees an opportunity to acquire necessary training in different fields. Still on education, the company used to have an educational assistance scheme of which our children were fully sponsored even up to secondary school. This was a worthwhile gesture that beneficiaries will forever be grateful for.

I also remember when I first joined Soda Ash Botswana (Pty) Ltd in May 1991, the sporting fraternity was very active with well-resourced and equipped facilities. Though the town was still new, sports was the main source of entertainment and kept us away from excessive boredom. Some of the sporting codes available were football, volleyball, squash, tennis, and others, of which some are not active anymore. It is also worth noting that I was one of the founders of Sua Flamingoes football club with other members like Molwantwa Kgame, the late Kele Sebeso, Alfred Kebinakgabo and Joseph Mosetlhe; may their souls rest in peace. The club was later taken out of the Botash management to community under a new technical team. Nonetheless Botash remained the primary sponsor of the team to date.

Interview with Mr Sengo continued...

As time passed, I started the gym in the late 1991. When we started most of the gym equipment like dumbbell, benches and other equipment were fabricated from the fabrication workshop. The gym has always catered for both Botash employees and members of the community.

4. As you reflect on your experience, what 5 things do you appreciate most about or from the company?

I would like to appreciate the following:

- The job opportunity that the company offered me, which has enabled me to provide for my family.
- The education support that was afforded my daughter.
- Career advancement. The education training that I got through Botash will always be appreciated as it has made me the professional, I am today.

These are my most appreciated gestures from Botash for both my personal and career life.

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

I believe I have contributed immensely to the success of the company so far in my 30 years of service. My skills, experience and qualifications though acquired on the job have contributed to the achievement of the objectives of this company. The company has savvied been through a lot of roller coaster challenges and emerged victorious because of our collective efforts. I am joyful to the fact that the company is still operating and hopefully will continue to grow.

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

There used to be one employee by the name Kennedy McQuade who believed so much in physical discipline when things did not go his way. In his time at Botash the guy had a few physical encounters as this was the only discipline code he used conscientiously. Though generally he was a nice person, he was also very impatient which made him resort to solving issues physically. I remember this one time we were in a queue at the Sowa Town Cooperative and one customer came and joined the queue in front of us. As it was his weakness, he said to me "Victor, lets beat this guy". Before I could even respond his fist had already landed on the guy's face.



Mr Sengo at work

7. What is your genuine wish for Botash?

I wish Botash could consider a glass manufacturing factory in future and have at least one finished product from its raw products. I also wish the company could expand its product line, considering that for the past 30 years I was here, we have always produced soda ash and salt only.

A CHAT WITH MR EMMANUEL SUMBIKANI AFTER SERVING BOTASH FOR 30 YEARS

1. What is your current position and role?

I am currently working as a Locomotive Driver, responsible for marshaling of trains.



2. How did you first get involved in Botash?

I joined Soda Ash Botswana (SAB) on 15th May 1991 as a Shunter when I was 23 years of age. By then I was fresh from school, and I saw an advert on the newspaper, Gazette newspaper to be specific, I applied for the post, was called for an interview and was successful.

Due to the hard work I put in my assignments and dedication to work in 1996 I was promoted to the position of a Locomotive driver, the post I am currently in.

In my stay with Botash I have been enrolled to several short courses among them First Aid and Customer care. These two have helped me to be a better employee in as far as delivering customer's expectations is concerned and fulfilled my safety mandate both for myself and others.

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

In my memory bank, I still remember vividly the liquidation and cyclone challenges that the company went through in previous years. These challenges brought trauma and uncertainties to our future, but we were adamant to support the business all the way to its current state. Some employees left during that time in for greener pastures, but for some of us who are still here we remained to support our company.

I also remember when I came to Sowa Town, there were no shops, and we would get our supplies from Francistown. Even churches were hosted in bushes as there were no proper buildings to host church services as compared to now.

Entertainment was well provided for at the Recreational Hall and this was for the public. The country club was reserved managers most of the time.

4. As you reflect on your experience, what 3 things do you appreciate most about or from the company?

I would like to appreciate the following:

- Education assistance from the employer. All my 3 children went to Flamingo School
- I am also grateful for the medical aid cover provided through the employer. I don't remember paying anything for medical aid/expenses.
- The employer's portion for pension is also higher than that of the employee, meaning my retirement package will be favorable, considering that retirement can be the end of someone's life if planning was done properly.

INTERVIEW WITH MR SUMBIKANI CONTINUED...

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

Regarding my contribution at the rail yard specifically, I have achieved a lot, from organizing rail consignments to conducting safety checks in the rail line which I believe if had not been fixed or managed, the company would have lost lives and money.

I also believe myself and others who have been with Botash from inception have done our utmost best in taking the company this far. Those coming after us will continue the legacy.

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

Boys will always be boys. We have had our fair share of playing reckless games and prohibited stunts like the famous 'fly shunt, but we are grown up now, physically, mentally and professionally.

7. What is your genuine wish for Botash?

I wish Botash could grow the business and produce more products to contribute more to the economy's growth and create more employment opportunities.

**RAILYARD GENERAL SAFETY PRECAUTIONS**

- Wearing a hard hat in all hard hat designated areas is compulsory.
- Sleeping on duty is totally prohibited, anybody found sleeping on duty will face disciplinary action.
- All non-distribution personnel are not allowed to cross the rail-way line but use the to cross to the other side. It is the duty of any employee to report any unauthorized persons crossing the rail line.
- Please take note of the following danger signals displayed by hands or communicated through the radio:
 - (a) Stop signal – Both arms held straight up above the head or red light by night.
 - (b) Ease-Off – one arm pointed forward with circular movements of the wrist. Green light moved quickly from side to side with the movement of the wrist.
 - (c) Coupling – both arms held straight up above the head and brought together in a clapping movement. a green light during the night moved from side to side across the body.



CODE OF CONDUCT

**FAMILIARISE YOURSELF AND ADHERE
TO THE COMPANY POLICY AND
AVOID DISCIPLINARY ACTION**

Alcohol and Drug Offences

- a) *Working or reporting for work whilst under the influence of alcohol and or narcotics.*
- b) *Being in possession of alcohol and /narcotics whilst on duty.*
- c) *Taking, injecting or inhaling alcohol and/ narcotics whilst on duty. Alcohol consumption has implications for health and safety at the workplace.*



Alcohol test reading in terms of the policy and Procedure for the management of Persons Under the Influence of Alcohol, Drugs and or medication will be evidence of being under the influence of alcohol. The terms and conditions of this Policy and Procedure will be applicable for all cases of alcohol, drugs and medications.

(Ref: Disciplinary Code and Procedure; Section 14.3.4)



Botash consulted communities of interest on wildebeest culling and donation

Botash will be carrying out a wildebeest culling activity from 16th - 21st August 2021. These wildebeests will be donated to Botash's communities of interest as carcasses. Expression of interest was sort from communities through meetings held from 29th - 27th July 2021. These communities included Sowa Town, Nata, Mosetse, Dukwi, Tshwaane/Malelejwe, Njuutsha/Mhatane,

Njukhurii/Semuwani clusters as well as the union and business partners.

Communities will send two members from each to assist with skinning and collection.

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.



New Botash Reception

Moemedi Badla joined Botash as a Laboratory Sampler responsible for collecting and analysing of samples.

He was born on 20th January and is from Tutume. Badla was previously employed by Gaborone Laboratory Services as a Laboratory sampler.

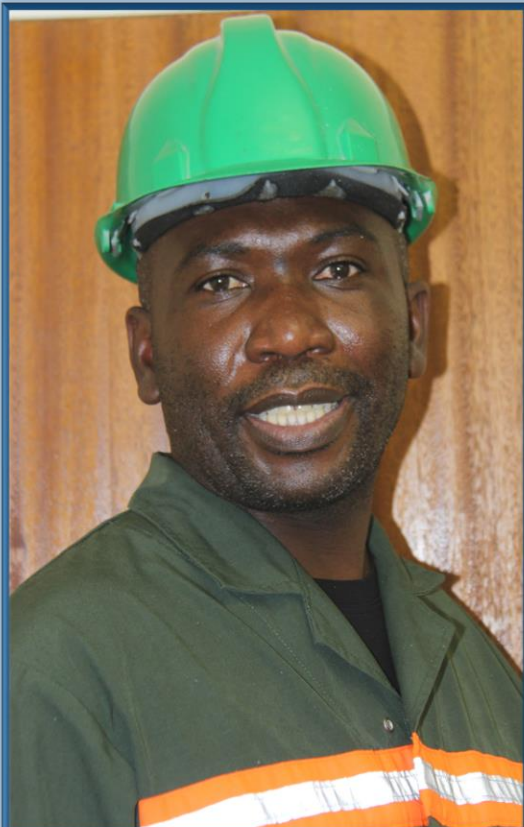
Badla has a daughter. His interests are playing soccer and reading.



Lamorena Bridget Gabotolane

joined Botash as an Accounts Officer. Her responsibilities include management of customer and suppliers accounts, bank reconciliation and posting and others.

Born on 29th Mar, Lamorena comes from Serowe. She was previously employed by Bushways Safaris as an Accounts Clerk. She likes reading, going to the gym and aerobics.



Kutlo Dithlong joins the Botash family as a Shunter responsible for shunting, marshaling and dispatching trains. He was born on the 28th of August. Dithlong comes from Maun.

He was previously employed by Botswana Railways as a Trainman responsible for checking trains before departure.

Dithlong enjoys playing chess, pool, table tennis and darts.

TOWARDS SUSTAINABLE MINING PROTOCOLS



COMMUNITY AND INDIGENOUS RELATIONS

Responsible
Mining

Safeguarding
human rights

Reducing risks

Improving
environmental



BIODIVERSITY & CONSERVATION



WATER STEWARDSHIP

CRISIS
MANAGEMENT &
COMMUNICATIONS
PLANNING

