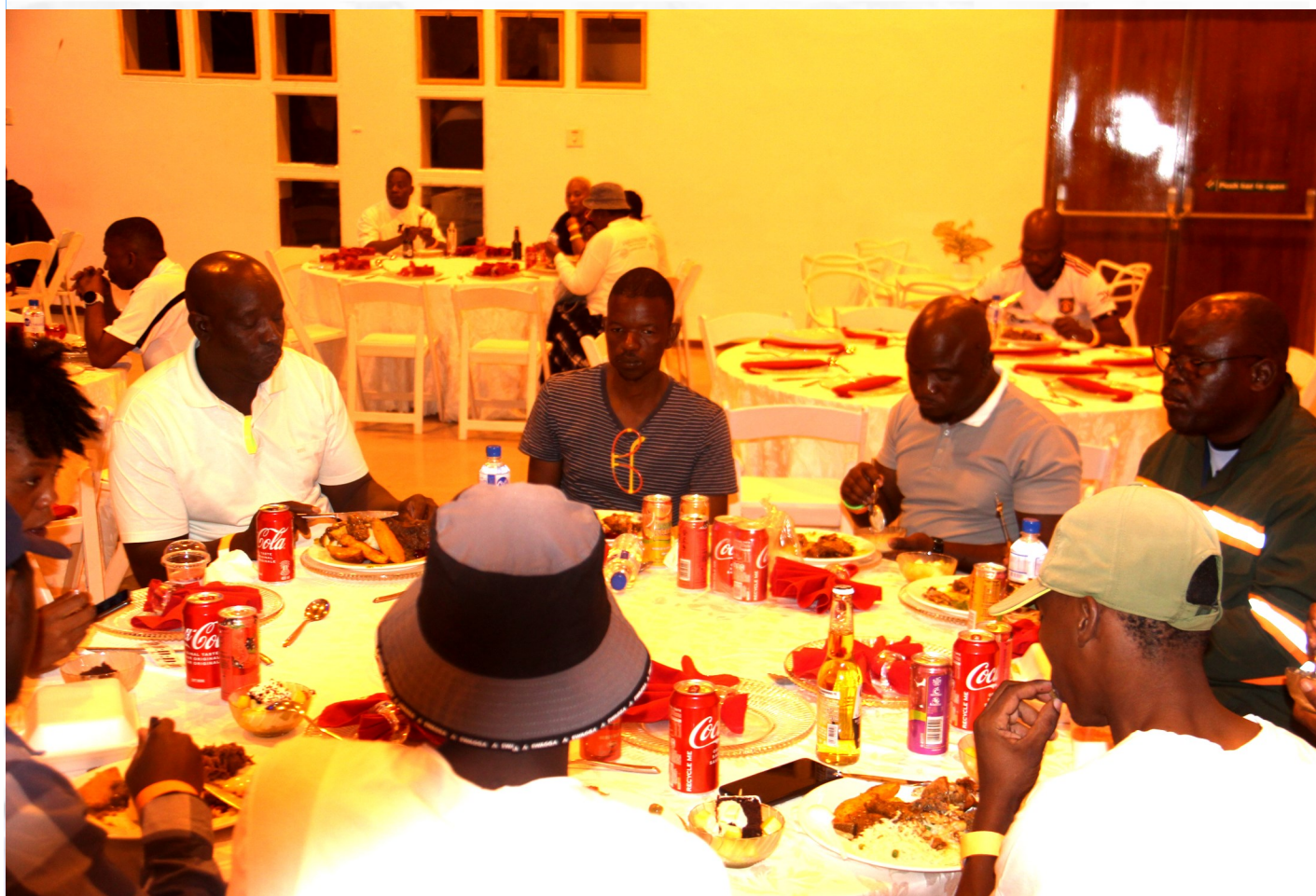




Botswana Ash (Pty) Ltd

BOTASH Bulletin

Nov/Dec 2022




Merry Christmas

AND HAPPY NEW YEAR!

Africa's Leading Supplier of Natural Sodium and Related Products

1. Safety

While during November 2022 there was no lost time injury, overall safety outcomes were unsatisfactory - with two first aid injuries recorded. The emphasis should remain behavioural change driven by managers and supervisors. Likewise, it remains critical that each employee takes ownership for their and colleagues' safety.

**2. Strategy**

As you are aware, the company finalized its next 5-year strategic window recently. The pillars of the strategy can be summarized as follows:

2.1 Reliable and Predictable Production

The focus will be on running efficient and reliable production in line with set international standards and benchmarks. A key focus will be to maintain a cost per tonne of $\leq \$115$ for Soda Ash through efficient plant operations that are enabled by staged improvements to the current aging plant to ensure reliability of production. Botash will continuously evaluate and apply the different strategies for matching capacity with demand in the short, medium and long term. This will be achieved by ensuring that manufacturing assets are able to deliver optimal yields of products reliably and in a predictable manner in alignment with customer demands and needs. Botash will also position the cost of production of all its products on the bottom quartile of their respective cost curves while optimizing the cost to serve.

2.2 Defence and growth of Market Share

This pillar will be instrumental in the development of new markets and growing current market share in the Sub-Saharan African region. Growth in market share will be driven by a strong marketing and sales function that uses effective market intelligence/research and a compelling business case as a basis for expansion into selected markets in the SADC region.

Additionally, the focus will be on managing the threat posed by competition and any dumping of products by international competitors.

2.3 Diversified Product Offering

Opportunities exist to harness current resources, by-products and manufacturing capabilities for other related products. As a way of minimising strategic risk, new products and lines of business need to be developed to diversify the company's revenue streams. This will be achieved by developing a deep understanding of industry trends and market needs for various natural sodium-based and related products. Botash will continue to strive for diversification of its product portfolio through the manufacturing of new products including crystallised Soda Ash, Sulphate of Potash, Sodium Sulphate and Sodium Bicarbonate as well as any secondary products that could be viably sold into existing markets. The production of all related products will be based on a solid business case that clearly indicates how the company will capture value from the market and return shareholder value.

2.4 Committed to Sustainability

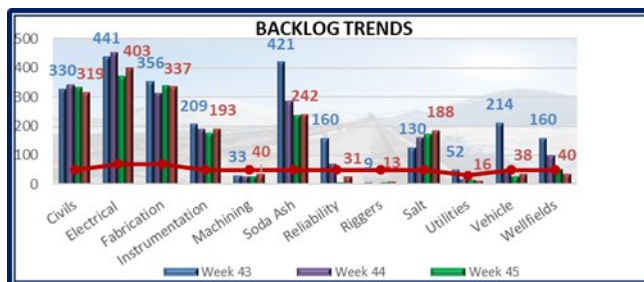
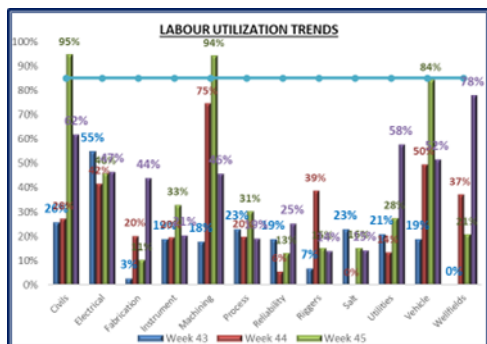
Botash strives for sustainable mining by ensuring that it minimises negative Environmental, Social, and Governance (ESG) impacts associated with its operations while limiting extraction to rates that do not exceed resources recharge, establish substitutes, or recycle any particular material so as to not compromise potential needs of future generations. Our strategy accounts for an ESG agenda that is supported by our commitment to the globally recognized Towards Sustainable Mining (TSM) standard that guides mining companies in managing key environmental and social risks.

As 2022 ends and the current 2018 - 2022 strategic window closes, management would like to thank all employees who made a positive contribution for the last 5 years and wish all a safe festive season.

Employees demonstrate Company values

During the month of November and December, Botash appreciated 3 employees who demonstrated and lived company values.

One of them Mr. Nganisa Elias Mapucheka, Foreman Machining, was appreciated for consistent and exceptional job in managing Work Order and Labour Utilization over the last 4 weeks. As shown in the figures below Mapucheka, has managed to keep his weekly backlog count at between 30 and 40 against a set target of 50. He has demonstrated the value of **EXCELLENCE**.



Another employee, Ms Keletso Opelo from Electrical section, has shown the value of Integrity and Excellence by attending to electrical break-downs and relieving standby personnel who had worked longer hours even when she was not meant to be on standby. Though Opelo is on breast feeding times, she is always responsive to customer's needs, continually assisting other team members and always putting organizational interest ahead of self.

Lastly, Mr Khumo Nthoyapelo from Flamingo International School was also appreciated for his exceptional service of administering Cambridge examination. Though the exercise is time consuming and sensitive in its nature, Mr Nthoyapelo has served selflessly and ensured that the examination process and students results are safe to the highest level of professional standard, though not paid for that extra activity nor appointed



as the Cambridge Examination Officer as is the case with most schools. He has demonstrated the value of integrity and accountability.



Congratulations to Elias, Keletso and Khumo

BOTASH HOSTS THE 6TH EDITION OPEN CHESS CHAMPIONSHIPS



Botash Open Chess Championships is one of the strongest and competitive tournaments in Botswana organized by Botswana Chess Federation. This year Botash sponsored the tournament at a value of P75,000, with 60% of the spend channelled to the Youth. The sponsorship was the 6th edition with Botash having supported the tournament since inception, a clear indication that Botswana Chess Federation (BCF) and Botash are doing a wonderful job as far as sports development in Botswana is concerned.

The 2022 Botash Open Chess Championships was hosted at Sowa Primary School in Sowa Town on the 26th and 27th November 2022.

The championship was categorized into 3 sections, being, Open Section (Open to everyone), Women Section (strictly for ladies and girls) and lastly Youth Section (for players under the age of 18), categorized into Under 10, 14, 16 and 18).

The championship was graced by 5 international players from Zambia and Zimbabwe. Representing Botswana at this year's tournament in the Open Section was Keletshabile Monnaatsheko, a national team player who represented the country at this year's World Chess Olympiad in India, CM Thuso Mosutha, as well WCM Natalie Banda, Thuto Mpene and Musa Munyere, who have brought us continental medals, and are all teenagers.

73 players (Open 37, Women 11, Youth 33) 1 less player compared to 2021 participated in this event.

An Illustration of Player Participation from The Tournament



Open Section	Women Section	Youth Players U16 (Boys)	Youth Players U16 (Girls)
29	11	16	17

A coaching clinic for the youth would be held in Sowa early next year. All medalists' qualifiers will attend the coaching clinic to improve and advance their development.

BOTASH DONATES SOCCER KIT AND EQUIPMENT TO SOWA UNITED SOCIAL CLUB

On the 12th of December 2022 Botash EXCO handed over new soccer kit and training equipment worth P8,000 to Sowa United Social Club.

During the hand over session Botash Acting Managing Director Mr Othusitse Seokamo said the company will always support local teams so that they can grow to feed Sua Flamingoes FC which is currently playing in the Premier League, until such a time that the town has only 1 team to avoid stretching resources too thin which may not be impactful.

Sowa United Social Club Manager Mr Kethani "BMG" Machenge appreciated the donation on behalf of the team and promised Botash management that they will take care of the kit and equipment and use it for the intended benefit of the club and community.

Following the donation 'The United Boys' as they are commonly called played against Mosetse FC and unfortunately lost 0-2.

#GOYAGOILE
#TOGETHERWECAN

#WEGOFORWARD



Sowa United Social Club



Acting MD handing over donations to the Club Manager Mr Machenge



Botash Management and Sowa United posing for a group picture

Interview with Victor Kefenyang following World Soda Ash attendance in Sorrento, Italy

**You recently attended the World Soda Ash Conference in Italy, how was the experience for you?**

I would like to thank Botash management for giving me that wonderful opportunity to attend the World Soda Ash (WSA); a global event held every year in Sorrento, Naples Italy.

This year the conference was held from 11th – 13th October. The experience was beyond my expectation, and it started with my first ever business class flight and a rekindle of Europe experience after almost a decade. Also the venue was first class and it boasts a high standard and spacious conference room which delivered a perfect presentation and learning environment. Furthermore, there were informal networking opportunities with other soda ash producers, distributors, end-users, and technology/process equipment suppliers. The experience concluded with a guided group tour to the Pompeii city ruins which was destroyed by the volcanic eruption of Mount Vesuvius in 79 AD.

Tell us a little bit about who Victor is

My name is Lebabonye Victor Kefenyang. I am from a small village called Khumaga in Boteti. I enjoy playing and watching soccer, as well as reading spiritual evolution books and spending time with my family. I am also a fan of travelling and seeing new places and meeting new people.

What did you study and how long have you been with the company?

I hold a Master of Engineering & Bachelor of Engineering in Chemical and Mineral Engineering from The University of Leeds, Leeds, England (UK). Prior to that I went to UB for two years, studying bachelor's degree in Science. I joined Botash in 2014 as Process Engineer intern and after completing two-year training programme, I was hired as a Plant Controller and progressed through to a Shift Foreman position at Soda Ash plant. In 2020 I transferred to P&PD department to train as graduate Process Engineer, before taking a new role as a Process Engineer in 2021 until now.

What did you learn from the conference and how does that apply to your role?

Attending this conference was an eye opener for someone like me who works in the soda ash business as it offered a vast insight into the soda ash business, providing a global picture of the markets, demand & supply trends, and related products in various applications, challenges, and opportunities in the soda ash industry. This information is important to soda ash stakeholders especially for strategic planning, pricing, and making trade decisions. Let me admit that prior to that I had only known soda ash business in the context of Botash and Southern African market.

The conference was preceded by a workshop on 'soda ash technologies' which refreshed me on the various technology options available for use in the production of soda ash, their impact on product quality, environment, and competitive advantages.

Interview with Victor Kefenyang continues...



With so much pressure to move away from fossil fuels to cleaner technologies, Process engineering in this case, is essential in making sure that alternative energy sources are explored for consequent replacement of fossil fuels, to relief global warming by reducing carbon emissions.

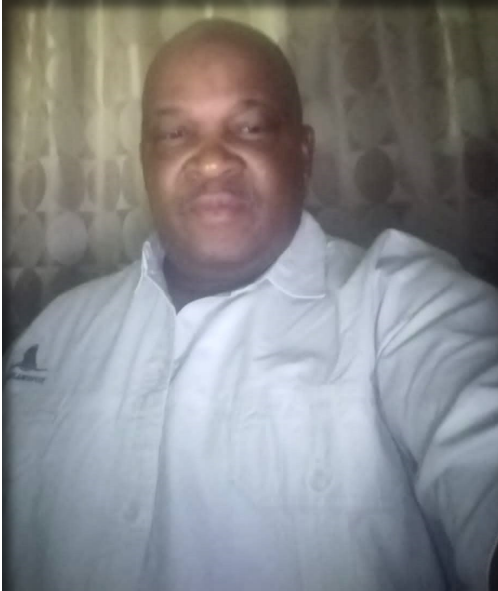
The company will be starting its new cycle of strategy from 2023 – 2027 what do you hope the strategy will address?

I hope that the strategy will seek to grow or at least maintain the status of the business. Consistent production is the core of the business and must be supported 100 % by debottlenecking the process and repair of plant equipment. The factory has aged, having been in operation for more than 3 decades in a salty environment, it is therefore important that the strategy must involve a serious undertaking to refurbish it.

This was useful and relevant given the current ambition of Botash to embark on an expansion mission. As a Process Engineer, one needs to be familiar with available technologies so that they can provide proper guide during strategic decision making especially at the design stage.

Additionally, it would be desirable to see Botash addressing employee welfare issues, which include improvement of employee housing, sports and entertainment. My wish is also to have employees' turnover improving. I also hope that Botash will invests in developing young talent/employees in build up to a successful succession.

31 Years working for Botash Reflections with Mr Mosupi Selaledi



Tell us about yourself?

I was born 57 years ago in Zeerust in a village called Mokgola .I am a father and grandfather of three children respectively. My family is my life, and we spend many happy hours at the farm or in the garden. I have a passion for gardening and spend all my free time working on my garden. I also love motorbikes, and riding in the wide open spaces.

What do you do?

I am currently working as a locomotive driver, but I started as a messenger in 1991.

What have you benefited from the company in the last 30 years?

I have acquired many skills through experience. The company also trained and exposed me through my voluntary work as a Wellness co-ordinator, Safety Rep, First Aider level 3 and Fire fighter. Through my involvement in peer education my colleagues have started recognizing the important of testing for HIV, prostate and all the chronic stigmatic diseases.

What does it mean for you personally to be part of such a milestone

It is a great feeling I cannot really describe the feelings, am running short of words.

What are some of your fondest Botash memories of the past 30 years?

I remember sometime back when we experienced floods in Botswana, and specifically in Sua Pan that wiped away the entire plant. It was easy for anyone to look at the situation and get discouraged, but we pulled together as a team to rescue the situation.

What one piece of advice would give to your fellow colleagues to enjoy working for Botash?

Employees should be mindful that the company belongs to them too, and as such they should take full responsibility to ensure continuity and business growth.

What is your genuine wish for Botash?

To see this company, grow from strength to strength and expand beyond Africa



31 years with Botash Reflections with Mr. Martin Phiri



Tell us about yourself?

My name is Martin Phiri and employed as Operations Controller. I started working for this company on 1st November 1991. I joined Botash SA as a Road Loader and was later promoted to the position of Control Room Operator, before moving to the position of Dispatch Clerk, then Shift Controller and later Stock Controller.

What do you do?

As Operations Controller I am managing all plant employees, planning customers demand for soda ash and making sure that all planned deliveries are completed within reasonable time. I ensure that Safety and quality policies and procedures are followed by all plant employees, contractors and all visitors coming to the plant.

What do you remember about your first year in this business?

During my first year in business the plant was being run by day shift only, from 07h00 to 15h00. An afternoon shift was later introduced from 15h00 to 23h00. When knocking off at 23h00. I remember we used to sleep under silo 3 because driving at night was not allowed due to community unrest/strikes taking place around Katlehong area. So, if there were tankers to be loaded, we would work until 02h00 am.

What impact have you made over the last 30 years on the business?

I have had my fair share in the growth of Botash, particularly with customers such as Consol factories, Unilever and PFG who have made Botash to be the biggest supplier of natural sodium in Southern African.

What does it mean for you personally to be part of such a milestone?

I feel very proud that I am still part of the team after 31 years of service while most of my colleagues have either passed away or lost their jobs.

What are some of your fondest Botash memories of the past 30 years?

When the company was going through liquidation, employees worked hard as a team to ensure that the company survived. Employees also supported each other as job insecurity brought about emotional discomfort.



What one piece of advice would you give to your fellow colleagues to enjoy working for Botash?

You should always work hard and not rely on close supervision from your manager. Avoid injuries and ailments from incidents by always following company safety procedures.

What is your genuine wish for Botash?

My genuine wish for Botash is to supply the world.

Makgoeng, Kebantshitse and Ditshotlo bids Botash goodbye after long service

It is Botash's common practice that every year the company host a farewell session for employees retiring from service. This year colleagues, friends and family gathered to bid farewell to Messrs Gotshetsamang Kebantshitse, Lekoko Makgoeng and Ramatlotlo Ditshotlo. The trio's service period ranges 29, 28 and 23 years respectively.

When giving the welcome remarks, the Human Capital Manager Mr Sabelo Matikiti welcomed all to the event. Mr Matikiti appreciated the retirees for having invested their time and skills in the business and said they deserved to be celebrated. He further lamented that the business needs to reinforce proper ways of knowledge retention and succession planning for business continuity.

Speaking at the event held on 8th December, the motivational speaker Mr Louis Malikongwa started by appreciating Botash for having seen it fit to invite him to share his experience as a pensioner. Mr Malikongwa highlighted that retirement is entering a new life where now one spends more time with family and community. "Retirement is planned while one is still working so that it does not come as a surprise at the end of employment", he added. Mr Malikongwa further cautioned retirees including all the attendees from embarking on new activities or projects upon retirement as this can wipe away their retirement package. He said one should start a business whilst still working so that it is tried and tested whilst resources are still available to make amends, and it is important to align with one's interest and passion.

He concluded by encouraging attendees to keep in touch with their communities whilst still working to avoid being strangers in their own communities upon retirement. "Let it be a norm that you participate in community activities like weddings, funerals, projects and community meetings, so that when you go home upon retirement the community welcomes you", said Malikongwa.

Retirees' supervisors also had an opportunity to share memories and good stories of those retiring.

In closing retirees were showered with gifts.

Mr Lekoko who started as Temporary Labourer in September 1994, retired as a Reclaimer Operator to date after 28 years of service with Botash.

Mr Kebantshitse joined the Botswana Ash (Pty) Ltd as a General Gang Labourer in May 1993 and was later promoted to Plant Attendant, a position he held until his retirement; 29 years of service.

Mr Ramatlotlo joined as a Trainee Standards Officer (Materials) in September 1999 and was promoted to Standards Officer in 2003 giving it 23 years of services to Botash.

Botash wishes the above retirees the best in their future endeavors.



1. Mr Ramatlotlo on of the retirees enjoying the session
2. Mr Makgoeng observing proceedings
3. Mr Louis Malikongwa giving motivational speech
4. Attendees
5. Managing Director Mr Phatshwane, handing over tokens to retirees
6. Union representatives gracing the occasion



Mr Kelebemang Ketshogile

Mr Ketshogile joins Botash as a Senior Design Draughtman under Projects. He was previously employed by Debswana as a Design Draughtman responsible for designs, maintenance modification and provision of supervision to customers and business partners.

His new role of a Senior Design Draughtman entails project planning and execution and provision of other drawing office services.

He was born on 08th October and comes from Serowe. His hobbies taking are taking walks and going to a place of worship. Mr Ketshogile is married and has 3 boys (ages 3, 7 & 10).



Ms . Rethabiseng Erica Mosinyi

She joins Botash as an Internal Auditor.

Ms Mosinyi was employed by Grant Thornton Botswana providing audit services.

Her new role entails provision of internal audit and related services to the business.

The Bokaa native was born on 15th September . Her hobbies are walking and playing table tennis. Ms Mosinyi has a **6 year** old daughter.

Mr Keadiretse Bont Morewane has been engaged as a Civils Clerk of Works (Civils).

He was previously employed by Engineers International responsible for supervising construction works.

The new role entails supervising all civil/construction works and promoting safety on site..

He was born on 22 February and comes from Mookane/Shoshong. His hobbies are watching sports and listening to music.



Mr Tsholofelo Mhlabano

He joins Botash as Materials Manager responsible for ensuring efficient and timeous acquisition of materials and inventory management.

He was previously employed by Botswana Agricultural Marketing Board (BAMB) as Procurement Manager.

He was born on 11th November and comes from Shashe Mooke. His hobbies are watching football and formula 2 and engaging in farming activities. Mr Mhlabano is married and has 5 girls aged 9 months, 3, 9, 12, and 14 years respectively



Ms Lesedi Katriana Inambao

She joins Botash as a Graduate Intern based at Human Capital Office. Her role entails payroll administration, facilitating employee relations as well as training and development activities.

The Kasane native enjoys reading, writing and playing volley ball



We are gearing for the new strategic cycle starting 2023 to 2027 with our Strategic Intent To sustainably deliver diversified sodium-based product growth through improved logistics, plant operations, new product development and geographical expansion to double our EBITDA to BWP 761 million by 2027.

The company organized several sessions with the MD and Exco cascading the strategy to the rest of the employees. Our strategic intent represents the logic of how Botswana Ash will win in the market. It summarises what Botswana Ash will do and the outcomes we will see by the end of our five (5) year strategic planning period in 2027.





FIS on the top 10 schools in the Central District

Flamingo International School Class of 2022 placed in the top 10 schools in the Central District with a 100% pass rate (A-C), one of only 17 schools that achieved the distinction of 100% out of 272 schools.

Reflecting on 2022, it is no surprise that our students have done so well. The exceptional commitment and dedicated work of Mrs. Dintwa and Ms. Mophuting set the foundation for this high level of achievement through consistent and focused quality teaching and learning that empowers students to approach their PSLE finals with confidence, practiced knowledge and the necessary skills.

We are grateful that FIS staff went an extra mile to ensure that students achieve at the highest level and be the best that they can at FIS school.

Thank you to our Standard 7 parents for your trust and support! Your partnership with the school makes the difference. Our students are very lucky to be surrounded by guardians who care and support with such encouragement, dedication and belief.

Of our 20 students who wrote PSLE, our students achieved a total of, **7 A, 8 B and 5 C** aggregates.

Congratulations PSLE Class of 2022! You have made the FIS community, your teachers, and your parents proud. We celebrate your results .

On behalf of the Leadership and staff at FIS, we wish the community a joyous and peaceful Christmas and blessed New Year.

Flamingo International School - 2023 Academic Calendar

- ⇒ Staff return on Monday, 16th January 2023
- ⇒ Students return on Tuesday, 17th January 2023



Goodbye Form 4, Class of 2022!

We will miss you! We said goodbye to the Form 4 class of 2022 on Friday, the 18 November. After a very rigorous year of learning and completing a Cambridge Assessment International Education examinations series of 47 exams, it was time to celebrate our students at prize-giving with our guest speaker, Kgosi Reuben Majeremane. Our students had a wonderful last day and had a well-planned send off. We trust for God's hand on every young adult and wish them everything of the best for their futures

Farewell Ms. Seepo!

A special blessing and thank you to Ms Thati Seepo for her 12 years of years of commitment and hard work at Baobab Pre-school where she has been the Senior Teacher.

Her understanding, knowledge and skills have ensured excellence of personal development, teaching, and learning for the students who have passed through her and the Baobab team's caring hands. Go with God's blessings, Thati!

We will miss you very much but wish you all the best for the future.