

## NEWSLETTER 2021

Cared for and well-maintained Kangra reboots



### FROM THE COO'S DESK

It is good to be back in action at Kangra after what was a tough 2020 for all our stakeholders including our valued employees, community members, traditional leaders, local authorities, suppliers and customers.

Last year, we faced tough choices immediately when our customers closed their businesses because of COVID-19 local and global lockdowns in March 2020. We responded by making a tough but crucial decision to meet our legal obligations to all our employees in terms of paying what was due to them for services rendered over the years, and stop incurring any additional costs. We then placed the mine on care and maintenance.

The decision enabled us to preserve Kangra's assets with a small care and maintenance team that would prepare for the then unknown date to restart operations. The level of uncertainty was truly daunting.

I would like to extend a special vote of thanks to the women and men, who were part of the care and maintenance team for all their hard work in ensuring the mine assets were maintained and that Kangra is in the position to ramp-up to full productions in the course of the next few months.

COVID-19 has taken a heavy toll on the lives and livelihoods of many worldwide. However, looking ahead, the market indications are positive. It is for this reason that we are restarting Kangra. I want to thank the communities and the Community Forum for the assistance and support during the closure. If we work together, I firmly believe that we can stay open in these challenging times.

We have recommenced operations with the opening of the new opencast investment called Pit C. We are also planning to develop the Kusipongo resource, which is located to the west of the existing mining operations and is a natural extension of Kangra's current coal resource. It has a coal reserve of around 41.9 million tons and would extend the life of the mine by more than 20 years.

Collectively we need to work towards a common goal of producing coal safely and cost effectively to ensure the continuation and growth of Kangra.



Controller | Zimbili Precious Simelane



## CONTRACTOR BECOMES MENAR MINING SERVICES EMPLOYEE WITH REOPENING

Since 2016, Zimbili Precious Simelane has been working at Kangra through mining contractor companies. However, in February 2021, she was appointed as a Controller by Menar Mining Services.

Her job is to provide efficient, accurate and timely entry of mining data into the mining logistics system. Zimbili's management of the load and haul fleet is crucial to maximise ore delivery to the run of mine stockpiles and send waste to waste dumps. She also assists shift supervisors with the planning and coordination of current and oncoming shifts.

Zimbili was retrenched by the mining contractor she was working for in February 2020 as her contract had come to an end, which was just a month before the mine went into care and maintenance in March 2020 owing to the COVID-19 lockdown.

"It has been challenging working for multiple contractors over the years at the mine, but I am hopeful that working for Menar Mining Services will offer stability of employment", she enthuses.

Zimbili is from the local Driefontein community and has opencast and underground experience having previously served, as an administrator and underground breakdown controller.

She explains that Kangra is very important to the local communities as it provides work to many in the local community, and it is hard to find a job in this area. "When the mine was on care and maintenance it was extremely difficult for many families, whose only breadwinner is often employed on the mine," Zimbili points out.

"I am very blessed to be back at Kangra and am very appreciative to Kangra and Menar management for restarting operations, as are many people in the local communities," she concludes.

## DONKERHOEK'S DUST BUSTER XOLANI PLAYS HIS PART

Dust on mine sites is a prevalent problem that poses a risk to the health of workers, impacts negatively on the surrounding environment and can significantly reduce the lifespan of mining machinery. It can damage even the most high-tech of equipment and technologies. Therefore, it is crucial to effectively reduce dust on a continuous basis.

Xolani Maisela, a Water Bowser Operator working in Kangra's Pit C mining area, is playing an important role in suppressing dust emissions. He is from the local Donkerhoek community which hasn't had a lot of people work at Kangra over the years, as it is a predominantly a farming community with people lacking the required skills to be eligible to work at the mine.

"It means a lot for me, my family and my community to be able to work on the mine because it means I no longer have to go and look for a job somewhere else. It is good to be able to work near my home," says Xolani.

He explains that normally people from his community would have to go further away to find work, even as far as other provinces. "This is something that the community has wanted for a long time to be able to work here at Kangra and I am thankful that I have been given the required training in order to be able to work here," states Xolani.

He started working at the mine in Pit C in February 2021, after receiving training by Menar Mining Services on how to operate and maintain the water browser.

"I enjoy what I do and take great pride in my work and am learning something new all the time," Xolani highlights. He adds that in time he hopes to learn how to operate more machines and aims to someday to become a multi skilled operator.

Water Bowser Operator | Xolani Maisela





## KANGRA NOTCHES-UP 2.5 MILLION FATALITY FREE SHIFTS

As at 5 March 2021, Kangra had recorded over 2.5 million fatality-free shifts and is on course to achieve 3 million fatality free shifts during the course of the year, says Kangra Safety Lead, Michael Madonsela.

“Through our mandatory daily safety briefings, Visible Felt Leadership (VFL) programmes and monthly health, safety, security, community and environmental evaluations of safety performance, and focusing on the health and safety of all colleagues, we have achieved this milestone,” he explains.

Michael notes that from a health and safety perspective, Kangra did very well under care and maintenance. “It was a challenging time, as we have never been on care and maintenance before. It was a learning experience for the colleagues who stayed behind to keep the mine maintained. To keep the mine operational, it was a bit tough in terms of ensuring that they still adhered to safety standards that were in place before the shutdown and to ensure that their safety came first.”

He says that making sure that everyone was in compliance with COVID-19 protocols was the biggest challenge, not just for the care and maintenance team, but even for those who weren't at the mine. “When lockdown started on the 27th of March 2020 no one knew what to expect. It was an entirely new experience and very scary at times with people losing loved ones to the disease.”



Safety Lead | Michael Madonsela



However, Michael points out that the health guidelines and protocols put in place by the Department of Mineral Resources and Energy on how to operate during COVID-19 has been crucial to protecting lives and enabling mines to restart operations.

“It's been a steep learning curve for all of us. With colleagues returning we have been doing extensive screening and health induction medicals to assess colleagues' health and fitness to return to work. The new protocols include the mandate that everyone needs to wear a mask at all times, sanitize, and keep their 1.5-meter distance wherever possible,” Michael highlights.

He adds that if they feel any symptoms while at the mine, they need to inform the clinic immediately and will be assessed to establish if they need to be quarantined, sent for testing or for further medical examination offsite.

Michael stresses all staff members need to remember that adhering to COVID-19 regulations does not start nor end at the mine gate. “Just as it's crucial to be safety conscious at work, we all need to be safety orientated on returning home. Colleagues need to keep up their guard at home and in the communities they reside, to mitigate their risk of contracting and transmitting COVID-19 to others in line with our aim of achieving zero harm to all,” he states.





## POSITIVITY KEY TO SUCCESSFUL RESTART

"We've all learned very important lessons over this past year. You can make all the plans in the world but when a totally unexpected event like a once in a generation global pandemic happens, something that you have no control over occurs, you just need to realign yourself and adapt quickly," remarks Nokuthula Mokwena.

Nokuthula, who is the Safety Risk Officer at Kangra, says that all colleagues need to come together with a positive, forward looking attitude to ensure the mine operates efficiently for the sake of all stakeholders. Especially the local community and staff, who depend heavily on the mine for their livelihoods.

She has been with Kangra since 2013, starting off as a Systems Administrator and progressing her way up to her current position. "I think through my experience in systems building it helped me in transitioning to the Safety Department, as the mine required somebody that could look at the risk component of safety matters, such as compliance," Nokuthula explains.

## COVID-19 Compliance

Ensuring that standard operating practices (SOPs) and code of practices (COPS) are aligned according to regulations is a crucial part of the Safety Department's mandate. However, these have been updated to incorporate COVID-19 protocols.

"When COVID-19 started, some of us didn't have an opportunity to be in the workplace at that point in time. However, coming back, many colleagues have to learn to do things differently, as the Department of Minerals, Resources and Energy (DMRE) have given us a comprehensive guideline to follow in order to protect the health and safety of colleagues."

"At the end of the day, we are parents, we are mothers, we are sisters, and we all need to be safe where we work, by taking these practices back to our home environment. Therefore, it's crucial to stress to colleagues that we need to adhere to COVID-19 regulations on and off the mine," she stresses.

Nokuthula is of the view that: "It's up to us, as the Safety Department to always remind colleagues that they need to wear their masks, sanitize, wash our hands regularly and adhere to social distancing, wherever possible."

Furthermore, we all need to also adhere to health and safety rules to achieve the goal of zero harm and ensure that all colleagues return home safe and healthy every day.

## Promise Kept

"I am over the moon with happiness to be back on site at Kangra. I was so grateful that Bradley Hammond and Menar, kept their word, because he promised to bring us back to work when the mine reopened. I was very excited to receive my recall notification and am grateful to be back. I'm looking forward to being a positive and fruitful employee, so that we can bring success to the mine," she asserts enthusiastically.





# SANDILE ENSURES KANGRA IS READY FOR REOPENING

Underground Mechanical Foreman Sandile Masuku has been with Kangra since 2008, starting off as an Underground Fitter and has since worked his way up to a Mechanical Foreman. He has seen Kangra go through various change of owners which has come with its own ups and downs. Sandile was also part of the group that were responsible for the care and maintenance of Kangra during its temporary closure.

“It has been a journey for sure,” says Sandile. Regarding the care and maintenance period, he remarks that, “there was a lot of work that needed to be done to ensure the mine was maintained and in a position that allowed it to be restarted quickly.”

## Block-H and Maquasa West Upkeep

“We are working on Block-H and are in the process of closing and rehabilitating Maquasa West Shaft. The shaft has been rehabilitated and the team is currently walling up the shaft in order to complete the final closure.”

He explains that West Shaft comprises of three portals: the main entrance, Adit 2 and Adit 4. The team has already completed Adit 2 and are currently busy on West Main Shaft then from there they will be closing Adit 4 and then the shaft will be completely closed.

He notes the team also worked on Block-H during the care and maintenance period. “There was an issue with excess water in the shaft which needed to be pumped out. Therefore, we had to do a lot of water pumping. We also had to do our regular fire patrols which included making sure there was enough ventilation and everything else was in order,” says Sandile.

It was crucial to make sure that Block-H was well maintained because it is an active mining area and it needed to be fully operational. Therefore, a lot of work had to be done on the shaft to ensure it remained functional.

On the 16th of December 2020, two Roof Bolt Operators joined the team to begin supporting the area. Shaft H consists of two sections however, he points out that most of the work was done in section one because the roof needed some structural reinforcement by installing welded mesh to support the roof. Additionally, Sandile notes that with the shaft not operating for some time, there were some loose rocks on the walls and backs of the shaft that required scaling. This meant the team had to carry out cleaning of the shaft because there was a risk that coal would fall on the walkways. Other maintenance work included road maintenance and starting the machines from time to time to ensure they were ready for when production restarted.

Underground Mechanical Foreman | Sandile Masuku



## Fan Installation Project

Sandile points out that one project that he recently worked on involved installing additional fans in Block-H. The aim of the project was to improve ventilation in the shaft. “Previously by using just one fan we got about one cubic meter per second, which is sufficient but now with the additional fan this will be increased to 1.6 cubic meters per second, and the installation of a third fan will increase ventilation further by providing fresh, cool air reliably.”

## Team Work a Formula for Success

“When the mine was on care and maintenance it did not matter if you were a Mechanical Foreman or the Mine Manager, as we all had to assist wherever we were required. The small team actually was a positive because it emphasised the importance of teamwork. If we never worked as a team, we wouldn’t be where we are today. Everybody that was here played their part, which was absolutely crucial,” he says.

“It’s exciting to be back and actually mining again. We all need to continue working hard to make sure the mine runs optimally.”

Sandile has a very philosophical take on the past year: “For every ship that sails there will always be waves, but it needs to navigate the turbulence to reach its final destination. The same is true with life, there is always going to be some turbulence but we don’t want to give up and walk away, we have to make it through to the end.”





## SIYABONGA EXCITED TO BE BACK IN HIS ADT

“The previous year was very hectic, but I’m now very happy that we have started working again, and the mine is already operating. I’m from the Driefontein community and I can say with confidence that we are all pleased that Kangra has reopened,” enthuses Siyabonga Yende, who is a Menar Mining Services Articulated Dump Truck (ADT) Operator.

He has worked at Kangra since 2016, but was previously working as a mining contractor. Siyabonga returned to the mine in February 2021 and is working in the Pit C mining area. “It feels great to be starting on a new mining area which will extend the life of Kangra. The mine is very important to the community and this was felt greatly when it was on care and maintenance,” Siyabonga states.

Moreover, Siyabonga notes that he is very proud to now be part of Menar Mining Services, which is the company responsible for mining at Kangra. “I’ve done my research on Menar and I’ve seen that it is a growing company and I’m proud to be part of a growth-focused business entity,” he states.

“I just want to see the mine grow and develop. Being part of a new chapter in Kangra’s history means a lot to me,” Siyabonga remarks.

## THABANG AND THOKOZANI LOOK FORWARD TO CONTINUING CAREER PROGRESSION AT KANGRA

Electrician Thokozani Mandlazi and Underground Fitter Thabang Mochaba have both been at Kangra since 2015 and returned to Kangra as part of the recall agreement in March 2021. The pair says they are looking forward to developing their skills and knowledge at Kangra.

Thokozani started his career at Kangra working at the rebuild workshop. Then he went to work underground at West Shaft’s Section 4 Low Seam. From Low Seam he progressed to Section 5. “Then from West Shaft I went to work Out Bye. Prior to the care and maintenance period I was working at Out Bye and West Shaft, and it’s good to be back here,” he states.

Thokozani explains that Out Bye is not in the production section, instead it is where the conveyor belts run product out of the production areas to stockpiles.

Thabang started his career at Kangra working in the plant. “I worked in the plant for around six months. Then there was an opening for an underground worker in Out Bye and I have worked mainly on the belt, pumps and fence maintenance ever since,” he says. Thabang says he wants to learn more and is excited about what the future holds for him in terms of career development.

Thokozani says that his dream is to become an electrical engineer. “I recently started studying again and have just one subject to complete in my studies. I’ve registered to complete that subject this year and I’m positive that I’ll pass it.”

He says that he was motivated to study further after seeing others do the same over many years during their time at Kangra and hopes to be able to follow in his predecessors’ footsteps.

\* Left to right - Underground Fitter | Thabang Mochaba  
Electrician | Thokozani Mandlazi







Articulated Dump Truck Operator |  
Vusi Mabuza

## VUSI DOES IT FOR DONKERHOEK

"It means a lot to me to be afforded the opportunity to work here at Kangra. I know that I'm both blessed and lucky. It is also a big responsibility to represent the Donkerhoek community and show we can be good mining equipment operators," states Vusi Mabuza, who was appointed in February 2021 as an Articulated Dump Truck (ADT) Operator at Kangra.

He received training and certification from Menar Mining Services in order to operate an ADT safely and efficiently and says that he truly loves his job.

Donkerhoek is traditionally a farming community which is why very few mine workers have come from the community, but Kangra, which has been owned by private investment firm Menar since December 2018, has committed to rectifying this situation by upskilling members of Donkerhoek community.

"We are working nicely here and it feels a lot like working with brothers and sisters. It is wonderful to be here with all the people I'm working with. I want to work hard to make myself, my family and community proud. It is a huge privilege to be able to work here and I'm going to make sure to take this opportunity with both hands," Vusi concludes.

## SMALL TEAM GIVE BIG HEARTED EFFORT DURING CARE AND MAINTENANCE PERIOD

The care and maintenance team pulled together during a difficult chapter in the history of Kangra to ensure the mine was ready for reopening. The core care and maintenance team consisted of around 30 people, who worked tirelessly to ensure the mine assets were maintained and that Kangra is in the position to ramp-up to full productions in the course of the next few months.

Members of the Electrical Engineering team included Surface Electrical Foreman Alton Erasmus, Electrician Sampie Dreyer and Francois Werner Engineering Foreman.

Sampie and Alton remained on the mine from the first day of lockdown throughout the period that Kangra was placed on care and maintenance, while Francois returned in July 2020. Alton has been with Kangra, since 2010, Sampie since 2008 and Francois started in 2007.

"We were not limited to doing just electrical work, we had to do everything including the water reticulation maintenance, maintenance of the electrical infrastructure, servicing of all the overhead lines, site rehabilitation, maintenance of the reverse osmosis plant, ensuring the drinking water for the shaft met the required standard as well as carrying out plumbing works, among other things," states Sampie.

"We were the jack and masters of all trades," remarks Francois. Alton adds that the team recently has also been working on maintaining the front-end loaders as well as the driving trucks and cranes to make sure they were kept running during the shutdown.

"It was tough with a very small team around who were working on every single sphere of the operation. That was a challenge and we had our ups and our downs, but we are grateful to see the mine restarting. It means a lot to us and the community. It's just huge for everyone concerned," emphasises Alton.

Furthermore, the team also moved around 30 000 ton of run of mine coal over December 2020. Alton is in charge of the Maquasa West plant, which is a crushing plant that is connected to an overland conveyor belt. "There was coal from H-Block that had been stockpiled and needed to be crushed for a once off project so we had to start up the plant to crush the coal," explains Alton.

"We were often plant operators, machine operators and general maintenance men," Francois points out. Sampie adds that: "We had interesting and challenging times, but overall we all managed quite well under the circumstances."



\* Left to right - Surface Electrical Foreman | Alton Erasmus  
Electrician | Sampie Dreyer  
Engineering Foreman | Francois Werner