

FOCUS

FOSKOR 

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VOLUME 2 NO 1



 Welcome 2011

 Best Team Award kicks off

 Foskorites choose healthy alternatives

 Golf day proceeds filter through to communities

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Welcome back Foskorites!

I hope each and every one of you is revitalised, recharged and ready for what 2011 will bring you. The Chinese horoscope sees the ferocious and unpredictable Year of the Tiger come to an end and welcomes the placid Year of the Rabbit. They say many things will occur during the Year of the Rabbit as a direct consequence of happenings during the Year of the Tiger. Let's take a look of what the philosophers believe we have coming during 2011.



Good taste and refinement will shine on everything and people will acknowledge that persuasion is better than force. A congenial time in which diplomacy, international relations and politics will be given a front seat again. We will act with discretion and make reasonable concessions without too much difficulty.

A time to watch out that we do not become too indulgent. The influence of the Rabbit tends to spoil those who like too much comfort and thus impair their effectiveness and sense of duty.

Money can be made without too much labour. Our lifestyle will be languid and leisurely as we allow ourselves the luxuries we have always craved for. A temperate year with unhurried pace. For once, it may seem possible for us to be carefree and happy without too many annoyances".

If taking the philosopher's words as true, it seems that 2011 will be a year to celebrate. However, we should remember that 2010 was a year of good memories, filled with pride and success for our country, and not forgetting the difficult financial economic climate.

One of the first celebrations for this year is Valentine's Day. In this issue of Focus we look at how it all began and how it is celebrated in other countries.

We also take a look at the Mr & Mrs Foskorites who work and play hard together.

This year we see the inception of the Best Team Award in Richards Bay whereby those Foskorites who exceed expectations will be rewarded. Our CSI team continued working through the festive season to ensure our surrounding communities were looked after.

Over the next couple of issues you will be getting to know our FGAS team who so generously gave to the winners of their crossword. We also see the implementation of 'Writer of the Month' – a chance for Foskorites to express their thoughts and philosophies. Everyone is welcome to participate.

As usual keep the feedback coming and remember that you can only become the Reader of the Month if you enter. Thanks to everyone for your responses; each and every one is noted.

In closing, we have seen many Foskorites winning the battle of the bulge in the Biggest Loser competition and taking part in the wellness day; always remember true wealth is good health so make 2011 a healthy option.

Valentine Tip:
"Fight fair and agree to disagree"



Green Tip "Save money and precious resources, unplug all appliances when not in use".

Till next time.

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A final word

Happy 2011 fellow Foskorites! May this be our year to shine... and outshine! My wish for each Foskorite is happiness, good health and that each of us can perform to the best of our ability in the workplace as every one of us makes a vital contribution to the end results. Never underestimate the role you play within the company's success.

At the beginning of each year, like many others do, I look at myself holistically and decide on my New Year's resolution. This year I will be continuing with the resolution made at the beginning of 2010 – focussing on lifestyle and fitness. I will continue to exercise and maintain a healthy eating plan during this year.

During the festive season I took some time out in Thailand and decided to focus on my wellbeing. I spent some time at a health spa called Chiva Som and it turned out to be a life-changing experience. The focal points were mental and physical health, spiritual wellbeing and relaxation. These are teachings I will take with me on my day-to-day journey through 2011.



I am sure you noticed that the cover for this month's Focus is very different to all the others. At first glance it may appear as a mass of images, but each of these images represents Foskor as a whole – the milestones achieved and the things we can look forward to. Let me take you through the different images and explain their significance:

A blast into 2011	The first part of the Foskor circle of life.
Vegetables	The final part of the Foskor circle. The fertiliser enables food to grow and at the same time we are putting back into the earth what was taken out. It further represents the support we give to our community farmers through our CSI initiatives.
Bricks shaped as loaves of bread	Giving back to the surrounding communities is an important mandate we measure ourselves on. The bricks in the shape of bread depict the building of houses and the feeding of our surrounding communities.
Love hearts	This symbol forms part of our mission and vision which represents our responsibility to the environment and to each other. It also relates to initiatives within Foskor such as 'I am Foskor'. In addition, it notes the celebration of Valentine's Day.
Jagged line through picture	This indicates that our financials, due to excellent production and hard work from our Foskorites, are going to go sky high in 2011. It symbolizes our 60 year journey from 1951 to date – a milestone that not many other companies have achieved.
Ribbon	This upside down ribbon is used for various initiatives from HIV/AIDS to breast cancer awareness. This shows our dedication to the wellness of all Foskorites.
Human hearts	This indicates the importance of good health for each Foskorite.
F21 Logo	Both F21 half marathons will be bigger and better this year.
Pens, pencils and science equipment	This shows the commitment to our educational initiatives within the community and the drive to help gifted students excel in maths and science.
Golf Logo	The golf days in both divisions help uplift our surrounding communities.
Baobab tree	Aligned with the golfer is the baobab tree which guides Foskorites to achieve.
Stars	These are a representation of the Dekra stars that have been achieved and a reminder of our safety obligation to every Foskorite.
Hard hat	This represents safety. "Be the change" forms part of the initiative recently launched to bring us together as a team. The female symbol represents Woman at Mining and the importance of their role.
Golf balls	This follows on from the golfer image and further shows that the sky is the limit for achieving, both professionally and personally.
2011	Welcome to this wonderful year for which we all have very high expectations.

So as you can see, each element within the cover has been well thought through and represents the many facets of Foskor and our biggest asset – the Foskorites that make it happen.

As Foskor reaches its milestone 60 years since establishment, it is important to remember that unlike humans we will not be slowing down, but upping our pace. As we enter the era of being a sexagenarian, we will celebrate our milestones, celebrate our workforce and look forward to achieving the targets set.

After witnessing the economic downturn in 2010, let's spend wisely this year and budget in both our professional and personal lives.

For the period December year to date the EBIT for the group was R402m, which is R141m above the budget of R261m. Richards bay is reflecting a monthly EBIT of R34m, which is R21m above the budgeted R13m, mainly due to sales realisation being more than the cost per ton on all products. Phalaborwa is showing EBIT of R34m for the month of December, which is R24m below the budgeted R58m.

In the year to date December, production in Phalaborwa was 36 000 tons ahead of the budgeted 1 938 000 tons. In Richards Bay, the year to date production of P_2O_5 is 47 000 tons below the budgeted 514 000 tons. Granular production for the period to December is 38 000 tons below the budgeted 299 000 tons.

Thank you to each Foskorite, All Divisions are still within their annual budget limits of operating costs.

I am sure that you all join me in wishing the Proteas the best of luck in the upcoming Cricket World Cup and hope the boys come back with the cup.

All Foskorites are leaders in whatever role they play, whether they are cleaners, union leaders, executives or clerks. Each Foskorite should have pride in their jobs and do their jobs with delight. If we all do this and work together, we will become global leaders. So good luck for 2011 and lets all go for gold.



Foskorites get home-schooled

During November 2010, the Chemical Industries Education and Training Authority (CHIETA) evaluated the deliverables required to obtain accreditation. This highly sought after accolade ensures that our internal training centre can provide accredited training and qualifications to Foskorites on site.

The assessment ensures compliance to:

- All legal requirements;
- Quality management systems;
- Learning programmes;
- Learner entry guidance, including support through the programme;
- Moderation and management of assessment;
- Physical conditions; and
- Administrative and financial resources of all learners and learner programmes.

The following segments were evaluated and approved:

- Provisional accreditation for National Certificate Chemical Operations, NQF Level 2 (SAQA ID 78527) was approved as permanent;
- National Certificate Chemical Operations, NQF Level 3 (SAQA ID 58537);
- FETC, Chemical Operations, NQF Level 4 (SAQA ID 78529)

Human resource management, facilitator, assessor and moderator programmes were also assessed and Foskor was found to be compliant in all requirements.

The accreditation means we can celebrate the success of the Foskorites who venture into these training programmes.



From left to right: Vukile Madonsela, Stephen Mbongo, Mthobisi Zuma, Edwin Gumbi, Stuurman Aphane from CHIETA, Mattheus J P Schnuir, Michael Msane and W Fourie. This is the team that made accreditation possible.

Going the extra mile

For the past six months George Vrey has taken Zizo Mgjijima and Busiswa Mweli through a mentoring programme and extensive training to assist them in becoming Foskorite engineers. With the students firmly under his wing, all the modules covered in the programme are no longer theory but have been put into practice.

George was determined to make sure their training syllabus was completed in the allocated timeline. The students prepared their "portfolio of evidence" in their own time and are now embarking on the next syllabus. These assessments prepare the students to align their learned skills to Foskor standards and equip them with the soft skills required by line supervisors and middle management.

"I have seen a big change in both their attitude and performance since the commencement of the programme," said George. "During all major breakdowns these two EIT (engineers in training) students worked long hours with me

to resolve issues and problems with the aim of getting operations back on track."



Zizo Mgjijima and Busiswa Mweli with George Vrey

Foskor celebrate another Dekra audit success

After a five day Dekra audit in November 2010, the team at Foskor Phalaborwa Mining Division are proud as peacocks to announce that they have successfully retained all certificates – 9001, 14001, 18001 and SANS 16001, with not a single non-conformance issue raised.

Not settling for this achievement alone, Foskorites can also be proud of the hard work they put in to attaining five shields in SHE Management.

The scores for this were:

a) Safety	96.63%
b) Health	95.81%
c) Environment	96.39%
Overall Score	96.4%

This success could not have been realised without the continuous dedication and hard work from Foskorites



There is no “I” in TEAM

A unique initiative has been introduced by Chris Masina, who forms part of the technical team in Richards Bay. The Best Team Award aims to promote team work, whereby teams and not individuals will be rewarded for exceeding targets. This competition will run between January and March with an award being presented every four weeks, with the overall winner being unveiled at the end of March.

This award will motivate and recognise teams committed to working hard and going the extra mile by exceeding their required target threshold. The criteria for this award is performance driven and will vary amongst departments. Targets will be guided by those set out in the mini business areas (MDWT) based on the following KPAs:

- Quality (of product or service)
- Speed (tonnages or service)
- Cost (efficiencies, overtime, etc.)
- People (absenteeism, innovations)

The sulphuric acid and phosphoric acid plants will form part of a combined business unit where the



phosphoric acid production targets will determine overall performance. The criteria will be evaluated on a daily basis and the team that exceeds expectations on agreed targets will be awarded the title.

Chris enthusiastically comments, “I am really looking forward to the hype and excitement this award will create, and the positive results that are sure to follow. Good luck to all the Foskorite teams.”

A visit from Coromandel

The purpose of the visit to South Africa was for discussions on skills transfer and technical assistance between Foskor and Coromandel Fertilizers Limited



Foskor’s Vice President: Human Capital –Sarah Luthuli, Mr. V Ravichandran (Lead Director: Fertilizers and Sugars – Murugappa Group) and Dr Amit Rastogi (Vice President –Technology - Coromandel); after their meeting in Johannesburg on the 23rd November 2010.



Dr Rastogi (VP – Technology Coromandel) and Consul General of India Mr. AK Sharan was welcomed by Nathi Nkomzwayo of Foskor (GM– Acid Division) in Richards Bay



Vera Thompson from the Laboratory receiving SHE REP of the month award from acting VP PCS Rao

SHE REP OF THE MONTH DECEMBER 2010

Vera Thompson

FROM
THE LABORATORY

Education - the most precious gift

The 2010 Foskor school starter project was a phenomenal success and will definitely be continuing into 2011. The core aim of this project is to give every child within the Ba-Phalaborwa community equal opportunity to fully realise their individual academic potential.

For many children in the Ba-Phalaborwa community, scenarios such as abuse, neglect, homelessness and unemployment form part of their everyday life. There is often the additional disadvantage for children that their parents did not have the privilege of a formal education themselves.

With this in mind, Foskor's commitment to the community to identify these children is imperative. We have taken advantage of the Phelang centre, which is part of the Palabora Foundation and works hand-in-hand with the drop-in centres. Their assistance in helping us identify children due to go into Grade One in the 2011 academic year, as well as their support in obtaining identity numbers, birth certificates and contact details, is invaluable.

Once identified, the children are given a school starter pack, which comes in a school case, to get them ready for their student life. It is our hope that this will put these children in good stead, ready to tackle their first day of school.

Speakers at the event encouraged the children in many ways and made it clear that the simplest way out of poverty and deprivation is through studying and persistent hard work.

On behalf of the Foskor management team, we wish these children the best of luck; the next 12 years of hard work will pave the way for your future success.



Investing in the future

The Selema Tsela Drop in Centre opened doors on 15 January 2007, initially hosting 157 children with 25 volunteer helpers from the community of Namakgale. Once specific needs for the centre were identified, a welfare project was established with the aim of supporting community orphans and vulnerable children.

The centre assists children with their homework and provides them with a substantial meal. In addition, life skills are taught with a firm message, which aims to keep the children on the right track in the future.

On completion of the project, the centre saw two classrooms erected for homework purposes.

The centre's principal said: "The centre currently has 232 children with 10 volunteer helpers and three staff members. It is our hope that the centre grows as the needs of the children grow."



An alternative to abuse

The resounding success of last year's annual charity golf day is starting to flow into the community of Ba-Phalaborwa, in Huis Maroela in particular.

The centre for the abused children and women, which falls under the banner of South African Women Federation, was established in 2001 with the full support of Foskor. The proceeds from the hole manned by Toyota at our 2010 charity golf day were donated directly to this cause.

Together with the backing of our partner Toyota, as well as the volunteers who gave up their precious time, we would like to ensure that abused women and children are afforded a better and immediate alternative to their abusive homes.

"A hand is not for abusing but for caring and sharing of love"



Foskor stands united for World AIDS Day 2010

Heading towards the end of 2010, stakeholders became involved with promoting awareness for events such as the 16 Days of Activism campaign, Universal Children's Day and World AIDS Day. These are causes Foskorites take very seriously.

On 1 December last year, an event was held whereby stakeholders pledged their commitment to lead a coordinated effort to broaden the impact of these campaigns and increase awareness around the link between abuse and HIV/AIDS. There were educational and supportive chats relaying the message that education and prevention is vital, and access to treatment, care and support is a fundamental human right to everyone.

In his address on the day, Mr Pieter Jacobs, was happy to take the opportunity to speak about "a matter that deeply affects Foskor as a whole, Foskorites and their families as well as the world all over," adding, "HIV/AIDS has been with us for years, however, remains a problem. A solution to the prevention of contracting the virus is known, yet a cure still eludes us. Progress is being made regarding education and prevention as well as the challenges and complexity of the virus. The face of HIV/AIDS within Foskor has become more complex over the past decade. We are no longer only dealing with information and awareness campaigns, but with Foskorites, their families and the community at large being faced with the reality of living with the disease either directly or indirectly. The vast majority of people living with the disease are undiagnosed as they are not aware of their status. Many fall ill but do not know that their illness is related to HIV/AIDS. The tragedy is that often even if a person suspects they may be infected, they are reluctant to be tested, educated and counselled.

I urge all Foskorites to know their status as well as that of their partner's. Foskor has a complete HIV/AIDS wellness programme and can assist each Foskorite and their partner with testing."

**FOSKORITES BE RESPONSIBLE,
GET TESTED & KNOW YOUR STATUS.**

IT IS THE RIGHT THING TO DO.



News flash – One zebra and two giraffes disappear into thin air

Brave Foskorites in Phalaborwa have seen the benefits of changing their lifestyle by simply introducing a structured eating plan and regular exercise. Collectively the 114 Foskorite competitors managed to shed a whopping 324.3kg.

Always up for a challenge, these Foskorites eagerly signed up for The Biggest Loser competition which began on 11 October last year. After full body assessments, the entrants were divided into eight groups based on their BMI (body mass index) and fitness levels. Each of them were coached on healthy eating by a dietician and given an exercise regime by a personal trainer. Each participant was expected to do a minimum of two weekly fitness sessions at Xtreme Health and Fitness with a group personal trainer, which included a weekly 2.4km run. Feedback indicates that the physical portion of the competition proved the hardest to conquer as physical exercise was unfamiliar territory to most of these Foskorites.

Team spirit and competitiveness between the groups soon kicked in and these Foskorites were giving it their all, with many of them taking the plunge and exercising after work. These efforts contributed to a phenomenal end result, which each participant should be proud of.

Most weight lost by an individual

Vernon Venter (Group F) 22.4kg
Equates to 22 and a half bags of sugar

Most centimetres lost by an individual

Francois Kükkük (Group F) 61.6cm
Equates to two average size school rulers

Highest individual percentage decrease in body fat

Abrie Schoeman (Group G) 11.9%

Highest individual fitness level increase

Phineas Muchavi (Group H) 45%

The combined participant results were as follows:

Total weight loss

324.3kg
Equates to one zebra

Total centimetres lost

1372.1cm
Equates to the height of two giraffes

Total body fat % decrease

1181.4%

Total fitness level increase

653.7%

All the groups showed that losing weight can be tricky but fun! Group F collectively lost the most kilograms, equivalent to the weight of two impalas. Just shows you what competitive determination can achieve!

Phalaborwa region lost the weight of a zebra and the height of two giraffes – it may be interesting to see how long it takes before an elephant or rhino disappear into thin air! Although the competition came to an end in December, it is imperative that every competitor continues with their new found lifestyle.

Total Weight Loss

1. Vernon Venter Group F 22.4kg
Equates to just over 44 tubs of 500g margarine

2. Francois Kükkük Group F 19.6kg
Equates to 500 juicy lemons

3. Nic Quin Group F 15.3kg
Equates to the weight of an average toddler

4. Flip Grobler Group B 14.6kg
Equates to the size of a serval

5. Abby Ledwaba Group F 11.2kg
Equates to the size of a wild dog

Total cm Lost

1. Francois Kükkük Group F 61.6cm
Equates to the length of string on a 100g ball of string

2. Vernon Venter Group F 61.6cm
Equates to the length of a standard pillow

3. Nic Quin Group F 38.1cm
Equates to the length of a giraffe's tongue

4. Flip Grobler Group B 37.4cm

5. Kobus van der Sandt Group A 37.2cm

Fat % Decrease

1. Abrie Schoeman Group G 11.9%

2. Vernon Venter Group F 11.9%

3. Flip Grobler Group B 11.3%

4. Gerhard Gouws Group G 11.2%

5. Willie Rossouw Group B 11.1%

Fitness Level Increase

1. Phineas Muchavi Group H 45%

2. Tia Schutte Group B 30%

3. Cynthia Makhubedu Group G 29%

4. Clement Hlungwani Group G 26%

5. Patrick Komane Group B 26%

The ultimate Challenge

On Saturday 4 December 2010 the final challenge was scheduled. The challenge was to emphasise the importance of being fit and healthy, and the importance of teamwork. The event took place at the Phalaborwa Primary School (Groenskool) at the swimming pool area.

The nervous but excited participants were ready to show what they were made of. Although the day was a fun-filled event, going for gold was in the forefront of everyone's mind.

All the Foskorite participants were divided in groups. Each team consisted of eight competitors and two reserves. All eight members had to work together as a team through each of the different obstacles, which included:

- Stepper – the most steps completed in the shortest time
- Swimming pool – swimming one length of the pool in the shortest time
- Water balloons – passing balloons filled with water with the least penalties and in the shortest time
- Hurdles – passing over and under the hurdles in the shortest time
- Beep test – the most runs completed in two minutes
- Soccer ball – dribble a soccer ball through obstacles in the shortest time
- Low bed with net – going under the net in the shortest time
- Slip-a-slide – to make the biggest splash

Each of the participants had a great day with good humour, competitiveness and banter.

Biggest loser

Prizes were presented as follows:

Groups:

1. Overall winners of the day Combined C+G+H

Gert van der Merwe, Alex Liversage, Pieter Jacobs, Wilson Ngobeni, Tshepo Muhlarhi, Solomon Makhubedu, Diana Verster, Johan Fraser

2. Longest day (longest time) Combined A+C+D+E

Dorothy Ledwaba, Hardus Fourie, Kobus van der Sandt, Michael Mashishi, Sandy Shipman, Sarah Monakhisi, Enock Tibane, Doreen Dennison, Khensani Ngobeni, Pretty Zita-Moremi, Robert Mulumba, Elize Jacobs, Bes Bezuidenhout, Scorbert Mushwana, Sinki Phale

3. Best team spirit Group F

Vernon Venter, Francois Kükkük, Nic Quin, Marius van Burick, Alwyn Nagel, Danie van der Schyff, Ben Croukamp, Busi Mveli, Bongani Simelane, Susan Strydom, Abby Ledwaba, Matshona Ngwato, Rhulani Masingi

Individual winners

- 1. Biggest splash of the day Kobus van der Sandt
- 2. Bravery award (swimming pool) Robert Mulumba
- 3. Bravery award (swimming pool) Philemon Mohlala



Foskorites invest in wellness!

On 9 December 2010, the annual wellness day was held with 363 Foskorites taking part. Taking a holistic look at your health can often be a daunting task and this may well serve as a “gypsy’s warning” to those not taking care of themselves. Receiving the message in black and white that you should change your lifestyle is often ignored, with dire consequences.

A comprehensive report given to each participant indicated their general wellness, health measurements as well as indicators that chronic disease may be on its way. The information was obtained using four lifestyle and six clinical risks. Information collated helped to pinpoint health shortfalls and chronic diseases. Statistics prove that approximately 60% of deaths worldwide can be attributed to chronic disease, which can often be easily treated with medication.

The following were tested:

- Body mass index (height and weight)
- Cholesterol
- Glucose levels
- Blood pressure
- HIV
- Eyes
- Ears
- Diabetes

Qualified occupational health practitioners were on hand to assist and advise on the steps necessary to improve the participants’ general health. For Discovery Vitality members, an added bonus was earning up to 14 000 vitality points, which could push them up to a higher Vitality status.

A pharmacist was available to discuss any issues Foskorites had relating to medication. A dietician advised each participant on issues relating to healthy eating habits that would positively impact their lifestyle.

Foskorites need to be empowered to want to make healthy lifestyle choices. These choices will go a long way towards preventing certain chronic and dreaded diseases. It is advisable that clinical screening be done regularly to ensure early detection and treatment thereof.

It is imperative that Foskorites are motivated to participate in such initiatives to ensure longevity. A healthy Foskorite is a happy Foskorite and happy Foskorites achieve goals.

So remember to look after yourselves and family as this responsibility is yours alone.



Getting to know the FGAS team

During December 2010 Foskor Group Audit Services (FGAS) ran a crossword competition promoting the independent and external whistle blowing service offered by Deloitte called Tip-Off's Anonymous. Tip-Off's Anonymous is totally independent of Foskor, and incidents of unethical behaviour, fraud and theft can be made to the hotline anonymously.

The crossword was so well received that it will now be featured on a bi-annual basis. Two separate draws were held during December 2010 – one in Phalaborwa and the other in Richards Bay. Congratulations to the following Foskorites who each received a R500 Woolworths gift voucher for their correct entries:

- Charles Mbaso (Flotation – Phalaborwa);
- Saniah Thokozile Shivambu (HR – Phalaborwa);
- Wandile Sabelo Muzi Dlamini (HR – Richards Bay); and
- Dale Dixon (Projects – Richards Bay).



Meet the Team



Foskor Group Audit Services is looking forward to meeting their targets during 2011, by providing innovative and value-adding internal audit and forensic services. To get a better understanding of the role FGAS plays, we chatted to Terence Fogarty, a member of the FGAS team. Terence brings young blood to the team. At 26, he holds the position of IT auditor. His job involves evaluating IT systems within the company, ensuring that they are running to optimum level for user interaction, IT security, system reporting and governance. Holding a BSc in Computer Science and Information Systems, a BCom in Information Systems (Honours) from UKZN as well as an IT Auditing certification (CISA), shows that this young man is more than qualified to audit our state-of-the-art IT systems.

Terence first worked as a tutor at university and then went on to audit at KMPG, before working at Foskor. He has been with FGAS for 21 months.

Terence is currently single, so in the words of Beyoncé, 'All the single ladies, put your hands up!'

What do you like most and least about your job?

The great thing about working within Internal Audit is the opportunity to learn about the company holistically, to gain a better understanding of Procurement, Finance, Production, Mining, HR, IT and Logistics, to mention but a few. Getting to meet the people working for Foskor and finding out the role they play within the company is also interesting. Although Foskor staff members are willing to assist with our audits in general, it sometimes proves difficult to have the recommendations adopted. The barrier is

usually from a financial perspective. It can be frustrating to have audit recommendations rejected due to austerity measures, but that budgetary problem is uniform across all departments at Foskor and the world all over.

What role do you see FGAS playing in the day to day running of Foskor?

FGAS consists of Internal Audit, IT Audit, Forensics as well as Consulting. Our involvement in the bigger picture is to be one of the players to provide combined assurance to the Board that risks are being managed so that objectives can be met.

At the ground-level, we assist Foskorites with improving processes from a strategic view point. In addition we ensure that resources are utilised to maximum capacity, and provide guidelines and standards to assist Foskorites in their daily activities.

How is FGAS perceived by Foskorites?

Unfortunately FGAS often gets seen as the policemen of the company and are regarded as being out to catch Foskorites. Although we analyse the processes and controls in place using various auditing techniques, this stigma is an overstated one. The primary aim is to ensure the longevity and continuity of the organisation and safeguard its employees, assets and intellectual property.

Going forward, we are aiming to implement continuous auditing techniques. This will hopefully mean that there is less operational impact on the different departments and its staff members, and will aid management in making decisions on more timely audit information.

I would like to ask each of you reading this article to take a minute to reflect on the past week and to remember if you may have broken any rule or law? It could be anything from dumping garden refuse, littering, driving your vehicle over the speed limit or breaking a rule at work. If we all think honestly about this, I'm sure there aren't many of us that can plead not guilty.

Although some of our transgressions may be considered minor, it is a reality that crime prevention starts with an individual's attitude. Crime prevention begins at home, with our attitudes and the things we teach our children playing an important role.

We can't alter the crimes that have already taken place in our country, but if we want to make a positive change for the future, then we need to start talking about what we can do as a community and citizens of South Africa. Would we rather live surrounded by high walls, electric fencing and fierce dogs, or would it be better if we could lower these barriers and become more relaxed? We need to become creative in our thinking and take ownership for the ideals that will push us toward the future we would like to create.

In general, the SAP can only act upon crimes that have already been committed and as such, we need to look further afield if we want to be more proactive in crime prevention, beginning with the environment that is right on our door step. Perhaps as a starting block we should think about uniting people in both the public and private sectors, with the aim of putting together joint strategies and objectives.

It appears to be obvious that we need to start taking crime prevention into our own hands. We can either play the blame game or take some responsibility for the situation within our community.



We need to venture out of our comfort zones and start making contact with people – get to know your neighbour, start mobilising your street. The attitude of 'this is not working for me', 'it's not my problem' or 'what do I get out of this' is no longer cutting it. We must first change our attitude if we want to change society.

I believe in Richards Bay we have the right people, leaders and business power to start setting the example to the rest of South Africa. The only question remaining is when and how we get all the role players together so we can start talking real change and real crime prevention?

Crime prevention and crime free communities are possible if everyone contributes, so start making your contribution today. Your attitude to abide by the rules and laws of the country sets the example for the youth of today– for the future!

Writer's corner - Sli Mchunu

Making a resolution and a revolution

We are well into 2011 and hopefully all going strong. The one thing I always look forward to around New Year is hearing the different resolutions people make – resolutions that never seem to make it past Easter!

I'm outspoken by nature so when two lady cashiers were recently discussing their New Year's resolutions, I made it my business to include myself in their conversation. The one comment that stuck in my mind was, "I have no resolutions because I like myself the way I am." It's normally very tempting to want to concur with such a statement but the following two questions immediately sprang to mind. "Did she hear Oprah say that?", and, "Can anyone be so content with themselves that they can confidently believe they have reached the epitome of who they are?"

My question is: "What do I need to do to share even a fraction of the self-contentment of the lady who made that bold statement?"

In my quest to find the answer I decided to look up the word resolution.



Resolution: The process of resolving, decision, determination, pledge/oath, solution, quality of detail of image (TV)... okay, I've decided you can look up the rest for yourself before I lose my analogy.

If we want to set up resolutions that will be really meaningful in our lives, we need to spend time reflecting on our lives up until this point. If we go into a process of self-resolve and reflection, we get the opportunity to look at ourselves through a magnifying glass – to find not only what we didn't do well, but also the things we excelled in. This leads us into a place where we can become a better person; the person we aspire to be.

Honest reflection on our lives isn't an easy thing to do. Not only do you see the good in yourself, but you come face-to-face with the things that aren't liked as much. For you to really want positive change, it would mean determination and perseverance in abundance. Determination and perseverance to change the things we don't want and strive for the things we do want.

The benefits of self-reflection and the resolve to improve the quality of the picture of our lives will be visible, not only for us but for all those around in our personal and professional lives. All of this falls under the umbrella of taking yourself seriously, so that once you have started on this journey of self-improvement and don't break the promise you made to yourself, others take you seriously too.

So I'm not disputing resolutions, I'm encouraging them. I don't want to think I can ever reach a point in my life where continual self-improvement is no longer possible. What would be the point of going on then?

Make your resolutions meaningful, make them count and where you can, include them in your blessings to others. Most importantly, do not forget to live!

Top 10 New Year's resolutions

1. Stop smoking
2. Get fit
3. Lose weight and win the battle of the bulge
4. Enjoy life more – spend more time with family and friends
5. Quit drinking
5. Get organised (this is key to reaching all your goals)
7. Learn something new (start a new hobby, take up a sporting activity, travel or study further)
8. Get out of debt
9. Be nicer to the people around you
10. Help people less privileged than yourself

Ensure your financial wellbeing

When embarking on any form of insurance purchasing, loan, vehicle finance or refinance, it is important to find a reputable and authorised financial service provider (normally this is displayed through an FSP registration number) that has credible references. The financial services provider you select should also be an authorised financial services and credit provider registered with the National Credit Regulator (displayed through an NCRCP registration number). Unfortunately there are many fly-by-night companies out there quite willing to have you sign on the bottom line with promises of top service and returns. Many are out to make a quick buck at your expense and have no interest in either your personal or financial wellbeing.

Foskor recognised this risk and undertook to find suitable, credible and service-driven suppliers to handle the specific needs of Foskorites and their families.

Being in a position to ensure the wellbeing of your family should the worst happen, accurately budgeting for those university fees or when the new baby arrives, and being in a sound position to pay back loans at a market related interest rate is a fair description of what everyone wants. With this in mind, lemas are happy to evaluate your needs in a professional and ethical manner and assist you with financial products and services suited to your specific needs.

lemas has an agreement with Foskor to provide financial products and services to Foskorites. The following products and services are available:

- Maxi and mini loans
- Personal loans
- Vehicle finance
- Short-term insurance
- Purchase cards
- Financial advisory services spanning from funeral care policies to annuities and saving plans

During October last year lemas paid a visit to our Richards Bay site and participated in the wellness day. The aim was to provide information regarding financial services and personal financial planning.

lemas can be contacted at the following numbers and e-mail addresses:

Centurion: 012 674 7931 or jacquesr@iemas.co.za
Richards Bay: 035 901 9480 (general enquiries) or 035 901 9486 or karens@iemas.co.za
Phalaborwa: 015 781 3468/2843 or catherinep@iemas.co.za



lemas hamper handed to Foskorite Jabulani Mlambo (right) at the Richards Bay wellness day

The evening before the big race I fell asleep praying: "Please raft, float tomorrow. Please keep me safe from the crocs and sharks and let me not form part of their breakfast menu." Throughout the night I had visions of my dad's hands wide apart, demonstrating the size of the shark fins he had previously seen in the canal.

I awoke the next morning to Nickelback's 'If today was my last day' playing on the radio. My first thought was: "I believe that Captain Banie was too dedicated to building this raft for it to sink and with his reputation at stake, it will definitely float." I then felt quite positive and was proud to form part of the Foskorite Exceptional 8.

Wow! The atmosphere at Green Africa Nursery was out of this world but I needed to find the team. First I spotted Captain Banie together with Ama-glug-glug Khabo, Spectacle Harish and Lifesaver Nduduzo. The nerves were definitely kicking in, but finding the rest of the Exceptional 8 took my mind off the possible terrors. After spotting Zesty Ziaan and Brave Beer Richard, the last of our muscle, Heini Heineken, arrived.

In total there were 20 rafts and over 200 spectators all lined up along the canal, ready to sail in the treacherous waters. With spirits at their highest, participants and supporters were enthusiastically throwing eggs, soap powder, avos, 'vrot' tomatoes and water balloons, and were using slings and water-guns on everyone while teams chanted their war cries. The atmosphere was charged and it was



wonderful to see grown men and woman letting loose and having fun. The canal was filled with laughter, cheering, shouting and an array of bright colours.

Participants were briefed on the rules after which the fun began. The rules for the race were simple: The first raft home is penalised and if any of the teams manage to get one of the two big balls floating in the canal, they get 1 000 points. Simple!

The race started and there was no stopping the Exceptional 8. Brave Beer Richard could not be held back and dove straight into the water to fight off other participants and managed to salvage one of the two big balls – 1 000 points for us!

Our streamlined Foskor raft was unstoppable, gliding through the water in the same direction as the current.



We didn't want to be penalised for being the first raft home so Captain Banie tried rowing backwards in the hope of slowing us down. Brave Beer Richard swam to shore to get some cold beer supplies and became very protective over his cache. Not to be outdone, Ama-glug-glug attempted the same, but had to be rescued by Nduduzo with his oar. What a team!

We even had the dude of the day – Heini Heineken who wooed all the ladies and had them chanting from the shoreline.

We approached the dreaded bridge somewhat sceptically as we knew exactly what we were in for. Yes, the Exceptional 8 was bombarded with trays of eggs and everything squishy, splattery or 'vrot' so you can imagine what we looked and smelt like. This is where Spectacle Harish lost his glasses, which went plummeting underwater. Not wanting to make a 'spectacle' of himself, he let them sink to the bottom of the canal.

Nevertheless, there was no stopping us.

During all the action, Heini Heineken and I started plotting how to get some cold ones down us, but Captain Banie insisted on keeping a cool head and had 'Appletiser'.

About 500m from the finish line, Captain Banie recommended we turn around and sail through the wild fleet of rafts. This sounded like fun initially, but we realised our lack of ammunition would hinder this journey so we had to press on towards the finish.

Approaching the shoreline of the Yacht Club, we witnessed the festivities and smelt the aroma of James and Ben's potjie.



Welcoming us at the end of the gruelling race was Mr Zandberg and the Foskorite supporters. The atmosphere was phenomenal, and having all the Foskorites along the banks welcoming us back is something that will remain with me forever.

The Exceptional 8 all agreed that it was a phenomenal day, full of fun. Our team is already planning the next raft and tactics we'll use, and we would love to see a whole fleet of Foskorite rafts taking part (which I am sure we can easily beat!). The challenge is on for 2011!

Lessons learnt / what will we do differently next year: Build a bigger, more colourful raft to accommodate the masses of ammo required to finish, including some protection, ensuring that we have the ability to turn into the crowd and cruise in last.

Thanks for all the support from our fellow Foskorites !



Thank you for capturing this day.

The legend of Valentine's Day

Every February Valentine's Day is traditionally celebrated by giving flowers and cards to those we love or admire. This is done in honour of Saint Valentine. You may be wondering who this Valentine person is that we commemorate on the 14th of every February. Many myths abound, some believable and others far from it!



Legend has it that Valentine was a priest who served during third century Rome. There was an Emperor at the time by the name of Claudius II who decided that single men made better soldiers than those that were married. With this thought in mind he outlawed marriage for young men in the hope of building a stronger army. Supposedly, Valentine decided this decree just wasn't fair and chose to marry young couples in secret. When the Emperor found out about Valentine's betrayal, he sentenced him to death.

OR

Valentine was an imprisoned man who fell in love with his jailor's daughter. Before he was sentenced to death he sent a letter declaring his love and signed it, 'Your Valentine', hence the origin of the first valentine.

Perhaps we'll never know the true identity and story behind the man named St Valentine. Being that as it may, February remains the month to celebrate love. In fact, Valentine's Day ranks second only to Christmas in occasions for greeting cards to be sent.

Another popular Valentine symbol is Cupid. Cupid comes from the Latin word 'cupido', meaning desire. In Roman mythology, Cupid is the son of Venus, goddess of love. His counterpart in Greek mythology is Eros, god of love. Cupid is often portrayed as a mischievous boy who goes around wounding both gods and humans with his arrows, causing them to fall in love.

Valentine's Day is celebrated in many elaborate and unique ways around the world. This is how some countries do it:

Korea

The tradition of giving candy takes place in Korea on 14 February, but only from females to males. There is another special day for men to give gifts to women and this is celebrated on 14 March and known as White Day – a day when many young men confess their love for the first time to their sweethearts. For those young people who have no particular romantic partners, the Koreans have set aside yet another date – 14 April, also known as Black Day. On this date, such individuals get together and eat black Jajang noodles to mourn their disastrous love life.

This Foskorite couple have found the secret to longevity! Banie and Elise have been married for 38 years, and have two children – Benita 35 and Enrico 33. These grandparents also boast a 21-month-old granddaughter, Roxy-Ann.

With their 40-year wedding anniversary looming, they both received their 20-year long service awards in 2010 and 2011 respectively.

The couple consider keeping the family close a key component to their married life and Banie and Enrico have even completed the comrades three times side-by-side. They love camping and the outdoors, and what better way to enjoy it than with the family. A perfect example of how to work and play hard, this Foskorite couple know what it's like to fight fair and agree to disagree when necessary. They are a true inspiration.



Taiwan

Valentine's Day is celebrated in Taiwan on 14 February, but there is also a special Valentine's Day on 7 July. This falls in line with the lunar calendar, based on an ancient Chinese folktale. Both dates are equally as important. Many men purchase expensive bouquets of roses and other flowers for their sweethearts on these days. According to Taiwanese tradition, the colour and number of roses given holds much significance. For example, one red rose means an only love, eleven roses means a favourite, ninety-nine roses means forever, and one hundred and eight roses means marry me. (Imagine counting the roses before realising that marriage has been proposed.)

Slovenia

In Slovenia, 14 February is celebrated with the proverb: "St Valentine brings the keys of roots." This is thought to be when plants and flowers start growing in Europe and is the day that farmers and vineyard workers plant seeds. Slovenians also believe that birds get engaged or married on Valentine's Day. Children traditionally make little boats out of wood or paper and put candles in them and then send them downstream, symbolising the longer days and light.

Britain

The poets of Britain have probably penned the majority of the best-loved romantic verses associated with Saint Valentine. Different regions of the nation celebrate their own customs to honour this day, although the sending of cards and gifts of flowers and chocolates is standard procedure throughout the entire country. In some areas, valentine buns are baked with caraway seeds, plums or raisins.

Don't let love be "gone with the wind"



Whether you are in a long-term relationship, married or about to be married, you probably understand your partner well enough to know when and how to press the buttons needed to make them see red. Here are some tips to ensuring a long and happy relationship well past Valentine's Day, kindly donated by many old pros:

- A compliment goes a long way – if you notice your partner is wearing their hair differently, has a new outfit or has purposefully lost weight, let them know you have noticed.
- Accept your differences – no one is perfect. However, healthy arguments are good for the relationship; hence the most important thing would be learning how to compromise with one another.
- Always bid each other farewell before leaving the house – a simple kiss and the words "I love you" go a long way.
- Always take the moral high ground – name-calling can be demeaning and often things said in the heat of the moment can be hurtful and not easily forgotten.

Married for 20 years, Willie and Martie Steyn still love to carpool. Martie says, "I like to know that Willie is just around the corner, although I do not see him at all during the day except for an occasional meeting. To know each other's job and what it entails gives you a better understanding of what having a bad day at the office really is."

Although they sometimes talk shop at home, their children, 17-year-old Raymond and 14-year-old Lunè, ensure varied conversations.

Working within different sections of the same department, they believe that work is work and play is play. There is a mutual respect regarding each other's jobs and both have a healthy attitude regarding work issues.

This Foskorite couple's work ethic flows into their strong and structured relationship. They thrive on each other's strengths and respect and support each other. This has contributed to them being able to celebrate their milestone of two decades together.



- Apologise – this does not mean you are the weaker person. Don't be too stubborn to admit you made a mistake because apologising can allow you to move on from the conflict in a healthy manner.
- Date night – once a month, make a plan to go out together. Take the time to remember who you were when you met each other. Try not to discuss children, financial worries or any aggravating issues.
- Eat together – eat as many meals together as possible. Couples who eat together stay together.
- Encouragement – positive support and being there for one another is crucial to a successful relationship. Make sure your partner knows you are there for them and you are on their side.
- Family matters – always treat your partner's family and close friends with courtesy, even if you can't stand the sight of them. They may not be that important to you, but they are to your partner.
- Forgive – do this from the heart and not only in words.
- Goals – always keep focused on your goals as a couple. Talk and dream about your future together and your future expectations.
- Laugh together – humour is medicine to the soul. When you share good laughs together, the fun grows in the relationship and you grow closer and stronger every day.
- Listen – this could be the most important one ever. Always remember to listen with empathy, and not just hear words. Listening helps identify problems before they actually become a problem.
- Never forget – forgetting a birthday or anniversary could send you to purgatory. Always be mindful of important relationship milestones.
- Never go to sleep on bad terms – this often escalates tension and prolongs a bad atmosphere.
- Space – give your partner some space. Often a day at a sporting event or lunch out with friends can work wonders for your relationship.
- Welcome your love home – Show enthusiasm when your partner comes home. Greet them and show you are actually happy to have them home.

We hope that this Valentine's Day brings love and happiness to all Foskorites.



Approaching their third wedding anniversary, working together for six years has been a pleasure for these (comparatively) newlyweds. Candice Pillay and Naresh Nundlal could perhaps put this down to them working in different departments, but the common ground they share at work means they can vent after a hard day and know they are understood, and where necessary, heard by a sympathetic ear.

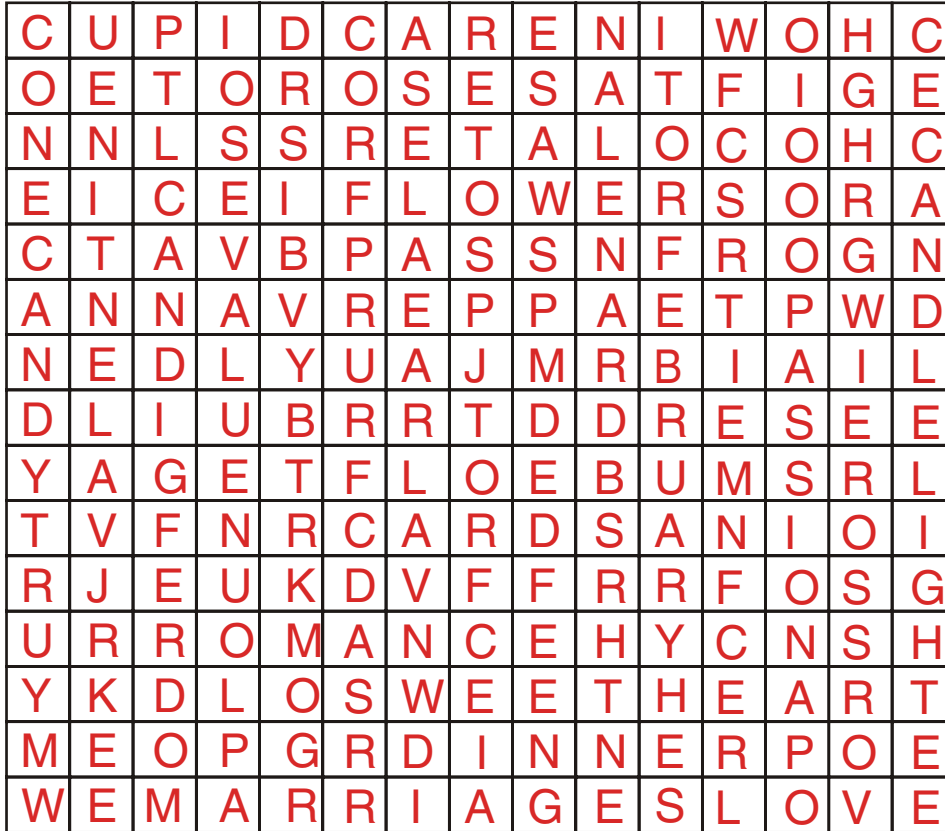
While others may feel harassed by traffic congestion, these two just enjoy the time together as they travel to and from work. At home they often find themselves discussing work issues and sometimes have to remind each other to talk about something different. As they struggle to come up with new topics of conversation, may we suggest they abandon this altogether and work on regenerating the Nundlal gene pool?

Still very much in love, this couple can proudly say that they have no regrets whatsoever when it comes to their working and private relationship.



Word Search

The words that are hidden in this puzzle could be back to front, upside down, all over the place, so make sure you check carefully. For the first correct random entry drawn there will be a prize for your efforts. Please ensure that completed searches are received by Friday February 18th at one of the numbers / addresses on the crossword page.



1. CANDLELIGHT
2. CHOCOLATE
3. SWEETHEART
4. CELEBRATE
5. VALENTINE

6. CUPID
7. WINE
8. FEBRUARY
9. MARRIAGE
10. PARTNER

11. ROMANCE
12. PASSION
13. FLOWERS
14. POEM
15. GIFT

16. DINNER
17. CANDY
18. LOVE
19. ROSES
20. CARDS



This Foskorite couple were on a dating marathon for nine years before marrying at the turn of the century. Abby finally got Dorothy to say the "I do's" and the title Mr and Mrs Ledwaba became effective. They quickly proceeded in having two boys, which qualifies them as an ideal family unit.

Abby was a Foskorite for a decade before Dorothy became an official Foskorite. "We manage to work separately but closely when compiling the quarterly employment equity report for the Department of Mineral Resources. Living together does come in handy during this time as managing the task at hand and the family can become a challenge," said Abby. They are intent on keeping their work and family life

separate and choose to manage the situation effectively by travelling separately to work. Although disagreements are normal and inevitable in a healthy relationship, when they do happen they choose to bury the hatchet when they put on the Foskorite cap. The slight downside to working together, and the one time it is imperative to differentiate between the work and home environment, is when expediting reports or any other confidential work deliverables to ensure there is no conflict of interest. However, on the upside, it is always easy to request or give favours if you deal with the person that you know affectionately.



Sister for blisters

Brenda Margach from Midrand attended Sisters for Blisters, an annual event to raise awareness of the plight of women and children survivors whose lives have been affected by abuse.

Brenda participated in both the 4km and 8km walks to show her support.



Say goodbye to Martiens

Martiens Slabbert became a Foskorite in March 2003 in the role of sales administration assistant before taking up the position of marketing administration co-ordinator in December 2006.

As Martiens leaves us at the end of January 2011, we wish him all the best in his future endeavors.



Louis Breytenbach (left) and Martiens Slabbert (right)

A Santa surprise

Looks like two junior Foskorites were nice and not naughty over the Christmas season. Dan Dan and little brother Travis, children of Logistics manager Quintin Pinchin, were lucky enough to receive a personal visit from Father Christmas.



Taking the lead

Foskorite parents are all very proud of the new matriculants in their homes. Jeanette has even more reason to be proud. Her daughter Sadé Walter was selected as head girl at Richards Bay high school for 2011. Congratulations and good luck.

Family pride

Henk van Niekerk is a man full of pride for his family. His son Michael (12) is a great all-rounder, and dad is proud to boast about his accomplishments, which include being selected for the under-13 Northern Coastal boys hockey team, winning the Midbay Series triathlon for his age group and winning the ATKV second language competition. Michael can often be found swimming, horse-riding (dressage), surf-ski paddling, doing karate, participating in mountain biking competitions, reading, singing in the school choir and playing in the school orchestra. And when he's not busy with all of this, Michael is quietly studying to maintain his A average – phew! All his efforts and hard work have paid off as he was awarded the Cultural Personality and Best All Rounder awards at school in 2010.



Henk's daughter Sonnika (7) is also keen on sports and looks set to follow in her big brother's footsteps. She partakes in swimming, karate, gymnastics, horse-riding and ballet, for which she recently received an award.



Henk is the first to acknowledge that none of his children's achievements would be possible without his wife's support. Despite running her own business, Tersia makes time to act as mom's taxi, making sure that the pair gets to all their various activities on time. This is a true family affair!

Guess who?

After completing matric and immediately joining Foskor, this Foskorite looks back at the last decade and counts his blessings. With his second year diploma in operations management under his belt, things can only move forward.

Having had the privilege of a hands-on father who has influenced his life phenomenally, this person managed to gain provincial colours in rugby, playing for the Limpopo Blue Bulls sevens. Having a natural ability for having his "eye on the ball", it figures that golf and cricket are other pastimes he enjoys.

Married to Lu, his shining pride are his boys – Nathan who is six years old and four-year-old Marc-Ethan. Family in tow, his dream is to take them on a fun-filled holiday to Mauritius.

During his down-time, he enjoys watching Top Gear with a coke in hand. As Jeremy Clarkson gives the specs of the new Aston Martin, this Foskorite's mind

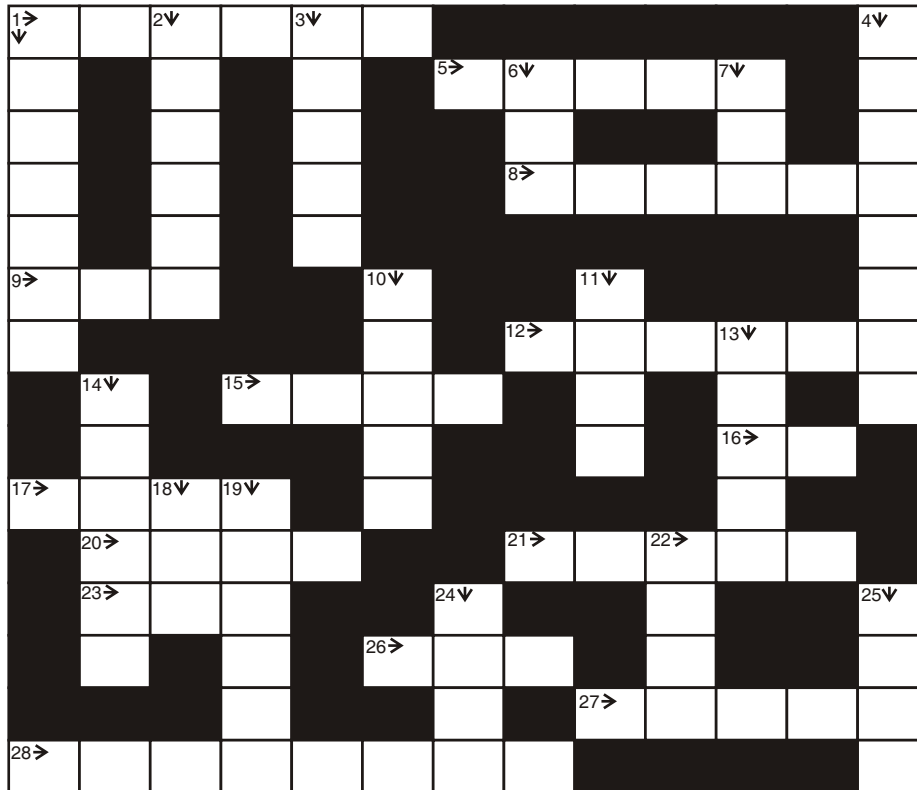
wanders to owning such a machine.

Who am I?

Featured in last months' issue – Debbie du Plooy



Foskorites, take some time out and try your hand at the crossword. Most clues can be found within the Focus and some will tickle your brain. Once completed, send your answers by fax to 011 347 0618 or mail jeanine@foskor.co.za with your completed crosswords before the close of business on Friday, February 18th. There will be a lucky draw of correct entries and a winner will be selected each month. The winner will be awarded the title 'Reader of the Month' and receive a prize for their efforts.



THIS MONTH'S QUESTIONS.

ACROSS:

1. What was the name of the company that manned the golf hole with proceeds going to Huis Maroela
5. During the annual raft race there are two giant and if you get them, you receive 1 000 points
8. Surname of the person who introduced the best team award in Richards Bay
9. Onions often make you do this when you cut them
12. According to the Chinese Horoscope which year have we just entered, the year of the
15. In the Valentine's Day segment, have been provided to ensure the longevity of your relationship
16. The first name of the wife of the person featured in this month's Guess Who
17. It goes with pepper
20. To direct your eyes for the purpose of seeing something
21. April 14th in this country is know as Black Day if you did not have a Valentine. What country celebrates this tradition
23. 1 000kg is also known as a
26. It fills up with water, provides us with drinking water and can be manmade
27. The Phalaborwa Biggest Loser participants collectively lost 325kg, which equates to what
28. During what month did Foskor become fully compliant when evaluated by CHIETA

DOWN:

1. First name of person profiled in the FGAS segment
2. Another word for things being done on an annual basis
3. 2010 was the year of theaccording to the Chinese horoscopes
4. Discovery members who participated in the wellness day gained 14 000 Points
6. On the body this fits between the shoulder and the hand
7. First name of the contributor of Writer of the Month
10. The name of the son of Venus who shoots arrows at people to make them fall in love
11. The first name of the person who participated in the annual raft race and was lucky enough to win a R500 gift voucher in the FGAS crossword
13. The participants of the Biggest Loser Competition have been battling the
14. Complete the slogan at the ending of the editor's note - "True..... Is good health"
18. A slang word for a toilet.
19. Nick Quin, Flip Grobler and Kobus van der Sandt each lost centimetres, which equated to what part of a giraffe
22. You can do this on a bicycle or a horse.
24. First name of head girl at Richards Bay High School for 2011
25. There is no letter "i" in the word

LAST MONTH'S ANSWERS

Across

1. Princess
 5. Theo
 6. Idle
 7. Chuck
 9. Eve
 11. Million
 13. Elf
 15. Lid
 16. Smith
 20. Rock
 21. Age
 22. Carel
 23. Doris
 24. Umhlanga
- Down
2. Reddy
 3. Education
 4. Cooper
 8. Nil
 10. One
 12. India
 14. Fit
 15. Legends
 17. Mokoena
 18. Heart
 19. FGAS

Congratulations!
 Our readers of the month are
 Winner of the crossword - Edward D Maake
 Winner of word search - Thembu Sebuthuma
 Your prize will be sent to you shortly.