



JCI MINING PULSE

THE OFFICIAL NEWSLETTER
BUILT BY PEOPLE, GUIDED BY VALUES, PROVEN IN DELIVERY

FEBRUARY 2026

VOLUME 3

JCI
MINING

CONTENTS

BUILT BY PEOPLE, GUIDED BY VALUES, PROVEN IN DELIVERY

- 05** **EDITOR'S NOTE**
Every Role Matters: Show Up. Add Value. Drive JCI Performance
- 06** **FROM MATTHEW'S DESK**
From good to great
- 08** **ONE JCI STANDARD**
One line to remember: Integrity is doing the right thing — even when no one is watching
- 09** **THE JCI WAY. THE 3C STANDARD**
Competence, capability and character
- 10** **LEADERSHIP SPOTLIGHT**
Area Manager Operations Jaques Pienaar
- 12** **LEADERSHIP SPOTLIGHT**
Area Manager Engineering Vince Mogashwa
- 14** **IN THE SPOTLIGHT**
Leeuwfontein Colliery
- 18** **ON THE GROUND SITE & HUMAN CAPITAL SPOTLIGHT**
Fatima Afrika — Human Capital Officer | Leeuwfontein
- 20** **RECOGNITION WALL LEEUWFONTEIN**
Xolani Brilliant Mashinini — Discipline in Action
- 22** **JCI'S EVOLUTION FRAMEWORK**
Digging Deeper
- 26** **MINED FUTURES @ JCI TODANI MUFAMADI**

- 28** **SAFTEY TIP**
The basics save lives
- 29** **VALUESGUARD**
Abigail Arina Mubvafhi — From Safety Intern to Junior Safety Officer
- 31** **TECH TIP OF THE MONTH**
From Good to Great: Start Clean, Catch Defects Early
- 32** **JCI SITE WORLD CUP CHALLENGE 2026**
One Team. Many Sites. One League Table.



EDITOR'S NOTE

EVERY ROLE MATTERS: SHOW UP. ADD VALUE. DRIVE JCI PERFORMANCE. ONE JCI STANDARD. EVERY HOUR. EVERY DAY. EVERY SHIFT. EVERY SITE.

This year we're making one idea real on every site: every role matters. When each of us shows up, does the basics right, and owns our part, the team performs — and JCI performs.

A good team can deliver sometimes. A great-performing team delivers consistently, even under pressure. The difference is culture — the habits we live when no one is watching.

At JCI, we are building that culture on purpose. We are moving:

- from doing our jobs to owning outcomes
- from awareness to ownership
- from inconsistency to discipline
- from individual effort to team performance
- from fit for purpose to great performance

Why culture matters is simple. It shows up in how we pitch up, how leaders lead, whether standards are applied the same for everyone, whether issues are raised early, and whether we do the right thing — even when it's hard.

When the culture is right, results follow: safety strengthens, uptime improves, costs stabilise, reporting is trusted, and clients see the difference.

This month we anchor our behaviour in one value: Integrity. Integrity means honest reports, clean handovers, and no shortcuts. It means we use time and resources the right way, and we keep our promises to each other and to our clients.

Your part today:

Show up on time and fit for work. Do the pre-start properly. Follow the permit. Be part of your team. Keep the speed and spacing. Log issues clearly. Hand over cleanly. If something slips, speak up early and fix it.

One line to remember:

I don't have to be the best — I have to bring my best, with integrity, every hour, every day on every shift.

FROM MATTHEW'S DESK

FROM GOOD TO GREAT

At JCI, our performance is the sum of what each person does every day. When people show up consistently and bring their best, the business performs. When we don't, the impact is immediate — production drops, downtime increases, costs rise, and client confidence is affected.

This month, we are focusing on moving from good teams to great performing teams at every site — because that is how we build a great performing organisation. The difference is not capability; it is consistency. And consistency is driven by culture.

So we are resetting the mindset from indifference (“I don't care”) to ownership (“everything I do makes a difference”). I want every employee to pause and honestly ask themselves:

1. What value do I bring to JCI?

2. Am I bringing it every day — to the best of my ability?

We anchor this effort in one core value: Integrity. Performance without integrity doesn't last. Integrity is what makes our work trustworthy — our reporting credible, our safety real, our discipline consistent, and our client relationships strong.

In Conversation with Matthew

JCI Pulse interviewed Matthew on this theme.

1. Matthew, why is this theme important now?

As JCI grows and new people join the organisation, it becomes even more important to hold fast to what we do well. The JCI Way must be visible in how we work, how we lead, and how we show up — in every person and at every site.



2. What does the “perfect JCI” look like to you?

People taking pride in what they do. People working safely. People working together as a team. High standards of housekeeping, PPE, and correct use of machinery. Everyone clearly understanding their role and contribution.

What does “every role matters” mean in practice?

At JCI, we assess people not only on technical competence, but also on behaviour and character. We consider the person holistically — their unique skills, talents, abilities, and values. Every individual is expected to know the value they bring and to bring it consistently. Great performing teams rely on individuals giving their very best, every day.

3. What is the one thing you want every person at JCI to embrace?

A sense of pride and ownership. Pride in being part of the JCI family, and ownership of one's role, tasks, and contribution.

4. What is your one message to the team?

Together, we can move from good to great. Let's join hands, support one another, and build a great performing culture at JCI.

ONE JCI STANDARD. BRING VALUE EVERYDAY — WITH INTEGRITY.

THIS MONTH'S VALUE | INTEGRITY

One line to remember:

Integrity is doing the right thing — even when no one is watching.

Integrity is not only about honesty. It's about trustworthiness in everything we do — how we report, how we work, how we treat safety, how we use time, how we handle company resources, and how we show up for our teams.

What integrity looks like at JCI (practical, daily)

- Showing up daily and bringing your best self
- Being dependable. If you commit to doing something, do it.
- Respecting company time and resources: no abuse of sick leave, no “gaming” the system, no misuse of assets
- Report honestly – keeping accurate records, real incident reporting, no shortcuts
- Owning mistakes early: escalate quickly, fix the root cause, don't hide the problem.
- Doing the job properly: follow procedures and standards even when under pressure.
- Consistent discipline: fair, firm standards — because inconsistency destroys trust.

Why integrity matters to performance

- Safety (we don't pretend — we prevent)
- Uptime (we fix properly, not temporarily)
- Cost (we avoid repeat failure and waste)
- Client confidence (they trust our data and our delivery)

Role-to-Result (keep as a visual box) – let's think about how to display this.

Absenteeism → lower manpower / poor coverage → reduced output → lower production → lower billing

Late / poor reporting → invoice risk / disputes → cash flow pressure

Breakdowns → downtime → production losses → cost increases

Unsafe behaviour → incidents / stoppages / damage → real cost + disruption

Poor discipline → repeat issues → low trust → management time spent on crisis instead of performance

Bottom line: Your daily behaviour becomes the company's monthly results.

THE JCI WAY

The 3C Standard

Competence

“Can you do it right — every time?”

Competence is doing the job correctly, safely, and consistently.

- You follow standards
- You don't cut corners
- You work safely
- You deliver quality work

Competence is proving it — daily.

Capability

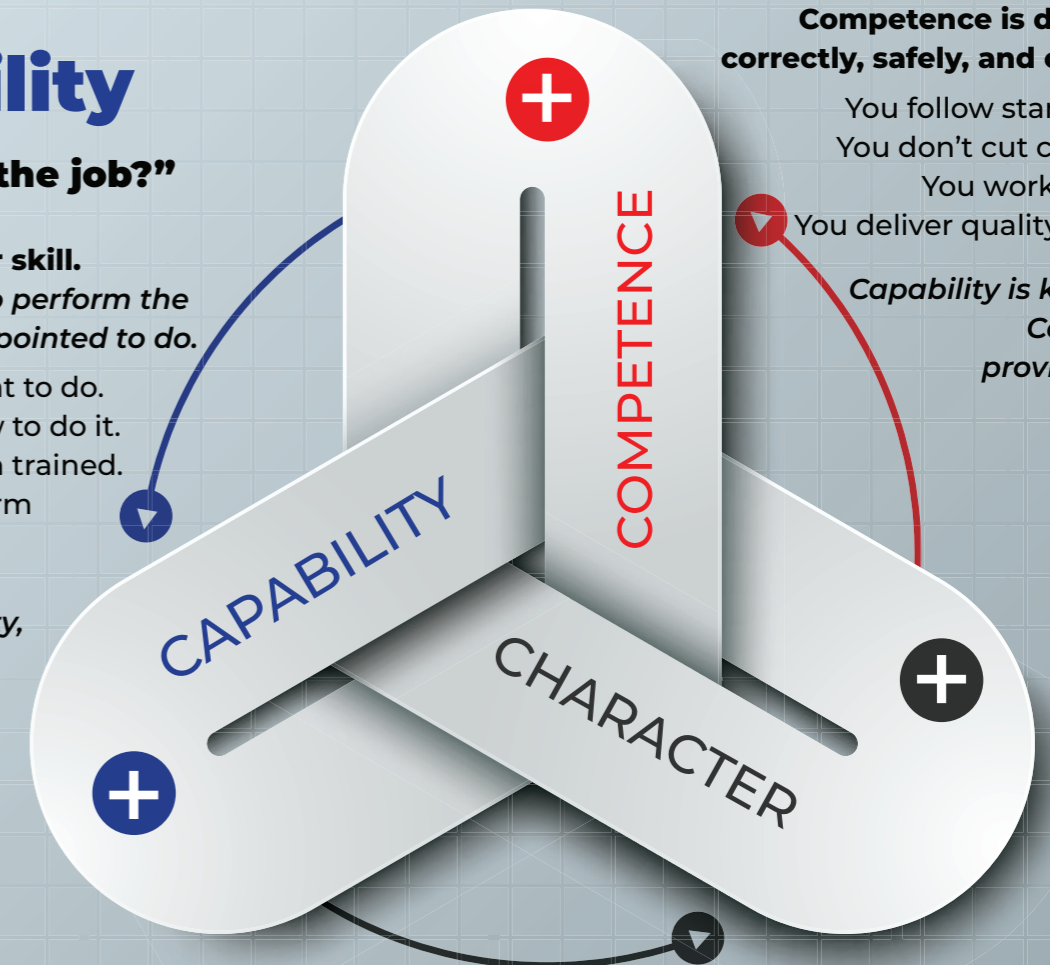
“Can you do the job?”

Capability is your skill.

It is your ability to perform the task you were appointed to do.

- You know what to do.
- You know how to do it.
- You have been trained.
- You can perform the role.

Without capability, you cannot start.



Character

“Who are you when no one is watching?”

Character is how you behave.

It is your ability to perform the task you were appointed to do.

- You act with integrity.
- You take responsibility.
- You respect others.
- You speak up when something is wrong.
- You protect people and the company.

Character builds trust. Trust builds careers.



We hire for capability. We expect competence.
Character will keep you here — and determine how far you go.

LEADERSHIP SPOTLIGHT

AREA MANAGER OPERATIONS

JACQUES PIENAAR

A Steady Presence

If you've met Jacques, you'll know he brings a calm, steady presence — and a genuine respect for people. Jacques has been happily married to Marië for 29 years, and they have three children. Based in Middelburg for the past 20 years, he enjoys family time, mountain biking, and horse riding. When work gets demanding, his reset is simple and grounding: a weekend in the bushveld, around a big fire, taking a breath and starting fresh.

Supporting Sites to Perform

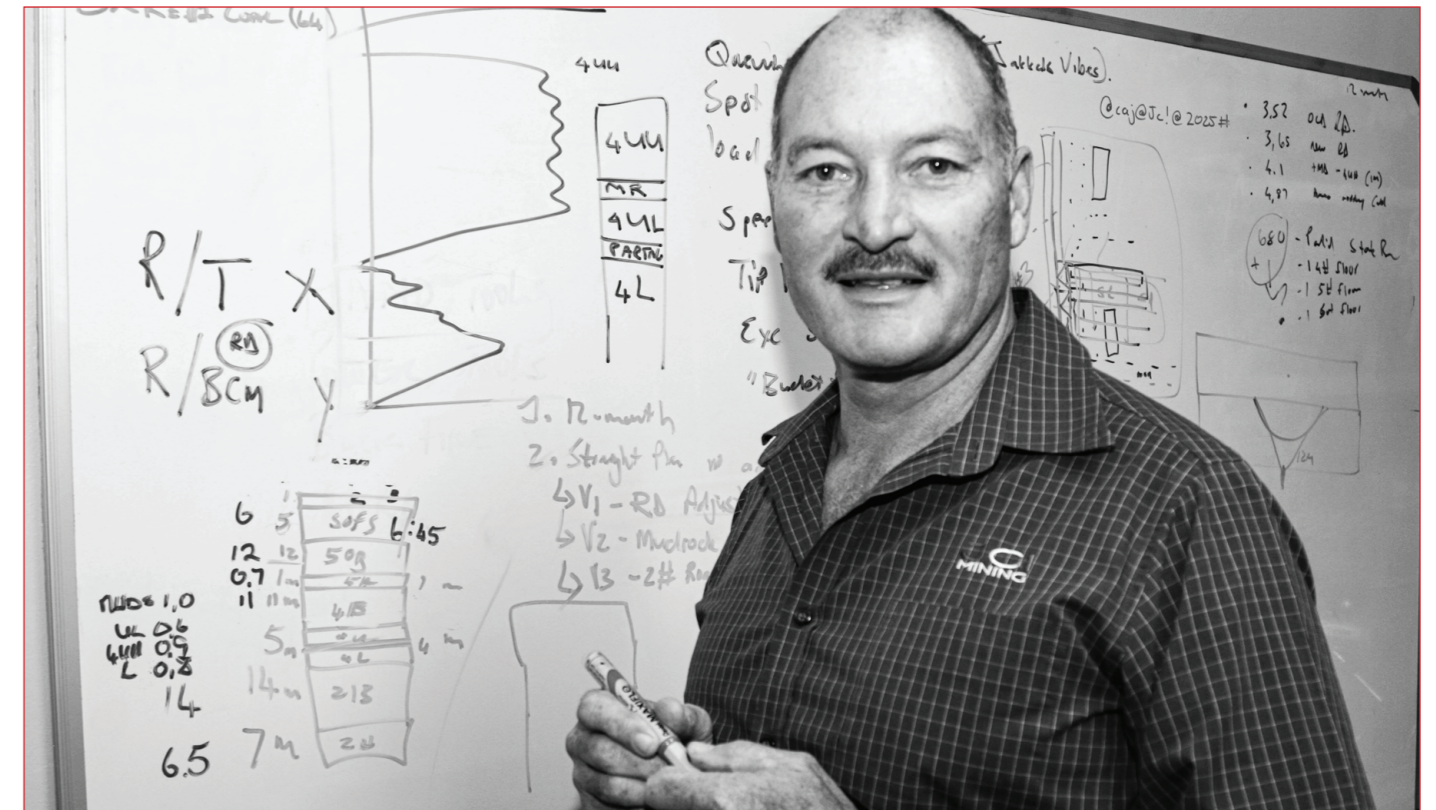
Jacques joined JCI in April 2017 and today serves as Area Manager: Operations, overseeing mining operations at Strathrae, Leeuwfontein, and Roodepoort.

In simple terms, his job is to help sites perform consistently — safely, to plan, and in line with what we've committed to our clients. He works closely with Site Managers and Heads of Department to strengthen execution on site: planning work properly, supporting teams when challenges arise, and ensuring delivery stays aligned to safety, quality, and legal standards.

A big part of Jacques' role is also connection — keeping strong relationships with clients, and making sure communication flows both ways between Head Office and site. His position allows decisions to move faster because he has direct access to the leadership team, HODs, and site teams — and that speed and clarity help JCI shift from good to great performing teams.

Values as a System

When asked about values, Jacques doesn't pick a favourite — and his answer fits the way he works. He describes the JCI values like the parts of a high-performance engine: Collaboration, Integrity, Safety, Inclusivity, and Accountability all work together. If one fails, performance suffers. For Jacques, the values are not separate — they are the full system.



LEADERSHIP SPOTLIGHT AREA MANAGER ENGINEERING

VINCE MOGASHWA

Behind every machine that runs smoothly and every site that meets its targets, there is engineering discipline holding the line.

At JCI, that discipline is strengthened by leaders like Vince Mogashwa, Area Manager: Engineering.

Born and raised on the East Rand, Vince has spent the past 20 years in Mpumalanga building both his career and family life. He is married, a proud father of two, and when he is not at work, you'll likely find him on the golf course. He jokes that his patience is being tested — and perhaps his “swearing vocabulary” improving faster than his swing — but he’s not giving up. That persistence says something about him.

What matters most to Vince? His family and their wellbeing.

Seven Years of Engineering Leadership

This year marks seven years at JCI for Vince.

As Area Manager: Engineering, his focus is clear: support the teams, strengthen systems, and ensure engineering and operations move in the same direction.

He works across sites to:

- guide engineering teams,
- resolve operational challenges,
- align departments,
- and step in early when problems arise.

Because when machines stop, production stops — and performance suffers.

The Value He Stands On

For Vince, the value that anchors everything is Accountability.

Accountability means acting immediately when issues arise, holding teams responsible, and preventing small problems from becoming large ones. But accountability is not harshness — it is fairness.

Standards apply equally. Problems must be addressed, not personalities.

His leadership philosophy is captured in one line:

“Address the problem and not the person.”

Integrity in Engineering

Mistakes happen. What matters is how they are handled.

Vince encourages teams to come forward early — because hidden mistakes become expensive mistakes.

His advice is simple:

“Do it right the first time. And whenever you are not sure, ask.”

That mindset protects uptime, safety, and cost.

The Challenge Ahead

The shortage of skilled artisans remains one of engineering’s biggest challenges.

Sustaining JCI’s performance means building capability from within — developing skills that will protect the business long-term which is the driving theme behind the Engineered Futures Programme.

What Makes Him Proud

When industry peers ask, “How do you do it at JCI Mining?”

That question tells him that the JCI standard is visible and inspirational.

His Message to the Teams

Work safely. Take accountability seriously. Keep the machines running.

Collaborate. Engineering excellence is not complicated — it is consistent.

And consistency, every hour, every day, every shift, is what moves JCI from good to great performing teams.

Vince Mogashwa. Area manager: Engineering



IN THE SPOTLIGHT LEEUFONTEIN COLLIERY

MORE ABOUT LEEUFONTEIN



Leeuwfontein mine is an open cast mining operation located 38km South of Middelburg on the way to Bethal. Black Royalty Mines Koorfontein (Pty) LTD is the reserve owner.

JCI was appointed as the preferred mining contractor and commenced mining activities in May 2025.

The operational team reports to Jacques Pienaar, Area Manager: Operations, with the engineering team reporting to Vincent Mogashwa, Area Manager: Engineering. The team on site is currently moving about 750 000 cubic meters in total per month. We are excited to feature this site in the third edition of JCI Pulse.

SITE MANAGER SPOTLIGHT

LEEUFONTEIN | CHARLES BALOYI — SITE MANAGER



Charles Baloyi. Site Manager

At Leeuwfontein, the standard is not just operational — it is personal.

And that standard begins with leadership. At the centre of it stands Charles Baloyi, a leader who carries both strength and humility in equal measure.

Born in Giyani, Limpopo, Charles grew up in a close-knit family of four siblings. Today, he is a proud husband and father of five children — two boys and three girls. His family is his backbone, and his faith shapes

how he leads and how he lives.

Charles holds a National Diploma in Mining Engineering from the University of Johannesburg, a qualification that laid the technical foundation for his career in mining. Over the years, he has combined that academic grounding with practical site experience, steadily growing through different operations and leadership roles within JCI.

Outside of mining, he is a passionate soccer supporter — and if there's a match to attend, he will be there.

Eight Years of Growth at JCI

This year marks eight years with JCI for Charles. Over that time, he has steadily grown through multiple sites — Komati, Ubuntu Colliery, Lakeside Zomhlaba — and now Leeuwfontein.

Each site added experience. Each challenge built resilience.

Today, as Site Manager at Leeuwfontein, he leads one of JCI's most technically demanding operations.

Leeuwfontein is an opencast operation mining underground pillars at approximately 60 metres depth — the only site of its kind within JCI. It operates under strict contractual obligations where coal losses cannot be compromised. The seams are sensitive. Compliance is tight. Water management on the 2# level is a

constant operational factor. It is not an easy site. But Charles embraces that.



Setting the Standard — Every Hour, Every Day, Every Shift

Ask Charles how he leads, and his answer is simple: be visible, be present, lead by example.

He is on the ground early. He attends shift change meetings. He listens. He greets people by name. He delegates responsibility so that supervisors and operators feel trusted and acknowledged.

For him, discipline alone is not leadership. Understanding, ownership, and teamwork are.

When asked what “Every Role Matters” means at Leeuwfontein, he doesn’t hesitate. From foreman to operator to support staff — every contribution affects safety, productivity, and morale. When one person drops the standard, the whole site feels it. When one person steps up, the whole site benefits.



Charles Baloyi, Site Manager

The Value That Drives Him

Of all the JCI values, Charles holds Collaboration closest.

“You can’t achieve results alone,” he explains. Mining is a team sport. Departments must work together. Trust must be built. Challenges must be faced collectively.

Without collaboration, you don’t just lose performance — you lose culture. And culture, at Leeuwfontein, is what holds everything together.

Growth, Even at the Top

One of the most inspiring parts of Charles’ journey is that he has never stopped developing himself.

He is currently completing his Government Certificate of Competency (GCC), with only one subject remaining. He is also preparing for submission toward his Mine Manager’s Certificate of Competency in 2026.

Balancing leadership, operational pressure, and studying is not easy. But he believes growth is a lifelong responsibility — especially for leaders. If he grows, the site grows.

A Message from Charles

To the Leeuwfontein team, his message is heartfelt:

“Thank you for your commitment and hard work. Let’s continue to support each other, grow together, and take pride in what we do.”

To JCI as a whole, he says simply:

“I am proud to be part of JCI. For eight years, I have grown here. My mining success and experience come from within the JCI family. Together, we will go far. Let’s press for excellence.” Leeuwfontein is demanding. But under Charles’ leadership, it is steady, disciplined, and united.

Because at this site, the standard is clear:

Every role matters. Every hour. Every day. Every shift.



ON THE GROUND SITE & HUMAN CAPITAL SPOTLIGHT

FATIMA AFRIKA — HUMAN CAPITAL OFFICER | LEEUWFFONTEIN

Some roles keep the machines running. Some roles keep the people aligned. At Leeuwfontein, that steady presence belongs to Fatima Afrika, Human Capital Officer — a woman whose strength is quiet, grounded, and deeply principled. Born in Emalahleni and raised in Ogies, Fatima grew up in a coal-mining town, in a household led by a strong woman — her mother. Influenced by both Christian and Muslim cultures, she was raised on faith, discipline, and respect. After losing her mother in 2017, life shifted. She moved between towns before eventually returning to Ogies with her children — rebuilding stability, one step at a time. She describes herself as the “girl next door” — warm, a free spirit, a social introvert. Her days are structured. Her priorities are clear. On her commute to work, she listens to Joel Osteen for motivation. No matter how late she gets home, she cooks a fresh meal for her children. Weekends begin with early-morning walks. Sundays end with quiet time and an ebook — currently Finding Me by Viola Davis — a story about resilience and growth. That balance between strength and softness defines her character.

The Heartbeat of the Operation

Fatima joined JCI on 28 May 2025 on a month-to-month contract. Within two months, she was made permanent.

She supported Head Office, assisted with the start-up at Strathrae, and is now permanently based at Leeuwfontein. In her own words: “I like to think of myself as the heartbeat of the operation.”

And she means it.

Her role is not just paperwork. It is risk management. It is operational stability. She recruits, manages payroll and employee records, monitors attendance, enforces discipline, and supports leadership — all while balancing production pressure and human realities.

While many see the Human Capital function as administrative only, she sees it differently: “When people aren’t clear on the rules, it leads to confusion and poor discipline.”

Her job is to ensure the workforce is:

- disciplined,
- present,
- aligned with company values,
- and clear on expectations.

She spends much of her time “firefighting” absenteeism issues and resolving grievances before they escalate. Because unmanaged people risks become production risks.

Integrity and Fairness

When asked what Integrity looks like in Human Capital, her answer is simple: “Doing the right thing even when it’s difficult.”

Fatima is clear — no favouritism. No “buddy-

buddy” systems. No gossip.

Procedures are applied equally. Standards are consistent. Decisions are transparent. She removes herself completely from gossip to remain impartial and professional. And when difficult conversations are required? She stays calm. Direct. Respectful. Emotions may run high — but she stays focused on facts and policy. She frames discipline as coaching, not attack. Her energy is approachable. But the rules are non-negotiable. That balance earns trust.

Inclusivity — The Value She Lives

Of all the JCI values, Inclusivity stands closest to her heart.

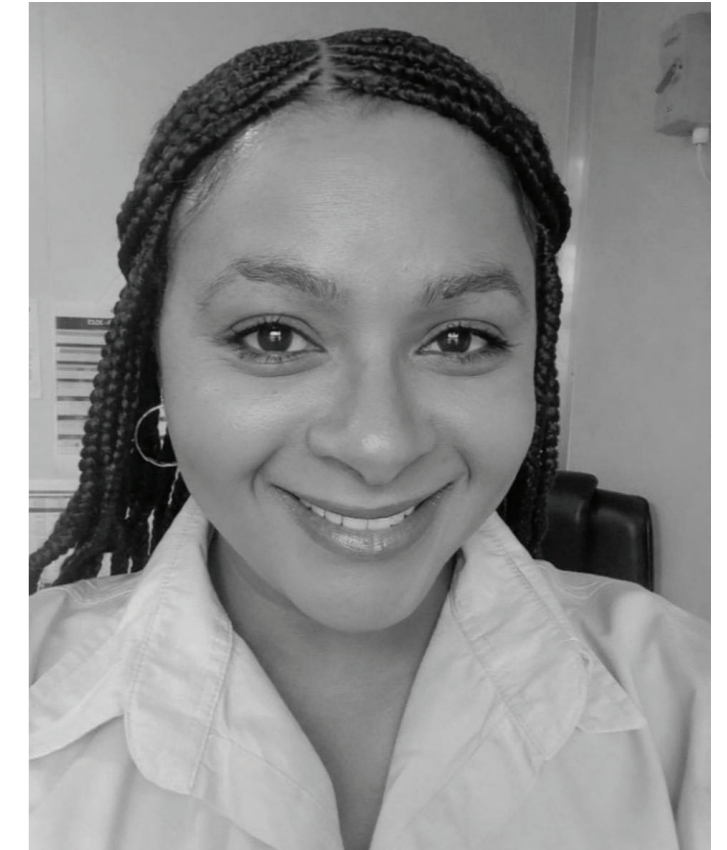
In a busy mining environment, it is easy for people to feel sidelined. Her mission is to ensure no one feels invisible. She listens without judgment. She gives people her full attention. She makes sure employees understand their role and value. From a Human Capital perspective, “Every Role Matters” means exactly that. “A mine is like a machine — every part must work for the whole to move.”

When people are supported and treated fairly, performance follows.

Growth and Vision

Fatima admits that stepping into JCI pushed her outside her comfort zone. Long commutes. A new site. High-pressure environments. But she has grown through it. Her vision for the future goes beyond site operations. She wants to help strengthen the connection between JCI and the broader community — especially young learners. She believes, “When we build the youth,

we build the future — not only for the community, but for the mining industry itself.” She wants JCI to be known not just for operational excellence, but as a company that invests in their workforce.



What JCI Means to Her

Fatima speaks honestly about JCI. Not every day is smooth. In a high-pressure coal mine, tensions rise. People disagree. But she believes maturity means: “Being tough on the issues but fair to the people.” For her, being part of JCI means being part of a real team — one that may clash, but shows up again the next morning. On a personal level, she says she feels seen and supported. She has found mentorship here. And she is excited to continue building her career with a company that believes every role matters.

RECOGNITION WALL LEEUFONTEIN

XOLANI BRILLIANT MASHININI — DISCIPLINE IN ACTION

At Leeuwfontein, performance is built shift by shift — and leaders on the ground make the difference.

One of those leaders is Xolani Brilliant Mashinini, a Production Foreman whose discipline and steady leadership have not gone unnoticed.

Originally from east of Bethal in Mpumalanga, Xolani is a proud father to his 7-year-old daughter. When he is not on site, he spends time with family, enjoys camping and fishing, and keeps active in the gym or hiking. For him, staying physically and mentally strong matters — because leadership requires both.

From Operator to Foreman

Xolani joined JCI Mining in 2018 at Overlooked Colliery as an Operator. Through consistency and discipline, he was promoted in 2021 to Production Foreman.

That journey speaks for itself.

Today, as a Foreman at Leeuwfontein, his responsibility is clear: oversee shift safety, manage the team, ensure equipment is used effectively, and deliver production targets without compromising standards.

In his own words, a good Foreman must be:

- a strong communicator,
- calm under pressure,
- decisive in problem-solving,
- and always focused on safety.

Leadership Under Pressure

Charles Baloyi describes Xolani as “outstanding, disciplined, and someone who keeps his shift under control.”

So what is his secret?

“Regular safety meetings, clear communication, and leading by example.”

When challenges arise, Xolani stays calm. He assesses the situation, prioritises safety first, communicates immediately, and works with the team to resolve the issue.

In a high-risk environment like mining, composure is leadership.

Safety Above All

Of all the JCI values, Safety stands out most strongly for Xolani.

For him, safety is not only about procedures. It is about people. It is about families waiting at home.



He ensures:

- safety checks are conducted properly,
- PPE is worn correctly,
- protocols are followed strictly,
- hazards are reported and addressed immediately.

Because without safety, there is no sustainable performance.

Every Role Matters

To Xolani, “Every Role Matters” means recognising that each person — operator, maintenance, supervisor — contributes to success.

“No task is too small,” he says. When every role is executed well, the whole team thrives.

That mindset builds pride on shift.

Challenges and Growth

One of the biggest challenges he faces is absenteeism and the unpredictable nature of mining operations. When manpower is reduced or conditions change, targets become harder to meet. But what makes him proud is making a meaningful impact and achieving goals that align with company values.

His future goals are clear: stability, growth, and continued improvement within JCI.

And his advice to young operators? “Define your own vision of success. Set goals. Be consistent. Stay disciplined. Keep learning.”

What JCI Means to Him

To Xolani, JCI represents a collaborative, forward-thinking organisation — professional and supportive. And through his steady leadership, he is helping ensure that Leeuwfontein remains exactly that.

JCI'S EVOLUTION FRAMEWORK

DIGGING DEEPER — DEVELOPING TALENT AT JCI THROUGH MINED FUTURES

Build, not buy talent.

At JCI, growth is not accidental. It is planned, disciplined, and built from within.

As the business grows and operations expand, one thing is clear: we cannot rely only on the external market to supply the skills we need. Across the mining industry, skills are scarce — and competition for experienced people is high.

That is why JCI has made a deliberate choice: we will build our own talent — safely, responsibly, and sustainably.

This commitment comes to life through Mined Futures @ JCI, our structured talent development programme under the JCI Evolution Framework.

What Is Mined Futures @ JCI?

Mined Futures @ JCI is about digging deeper — identifying potential, developing capability, and supporting people as they grow.

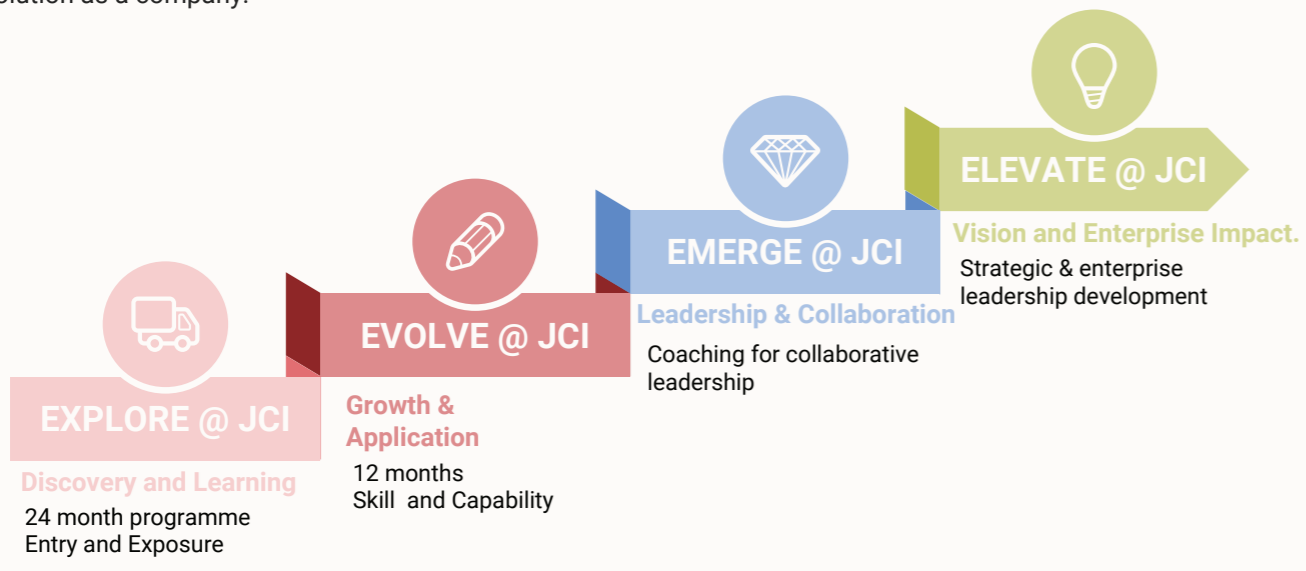
It is not about quick promotions. It is about real competence, strong values, and long-term success.

The programme follows four clear development stages:

Explore → Evolve → Emerge → Elevate

The JCI Evolution Framework

The four stages represent a continuum of growth – a deliberate journey that mirrors JCI's own evolution as a company.



Each stage builds both technical skill and leadership maturity, anchored in the JCI Way.

Built on Values, Not Shortcuts

At JCI, technical skill alone is not enough.

We develop people who live our values:

- Integrity — honest work, honest reporting
- Safety — people before production
- Accountability — owning outcomes
- Collaboration — working better together
- Inclusivity — growing diverse talent

This is what “build, not buy talent” really means: capability with character.

Two Clear Development Pathways

1. Professional Mining Engineering Pathway

This pathway develops Mining Engineers from graduate level through to senior technical leadership:

EXPLORE →	EVOLVE →	EMERGE →	ELEVATE
Entry & Exposure	Skill & Capability	Ownership & Leadership	Leadership & Strategy
EXPLORE Learn the basics. Understand the site. Work safely.	EVOLVE Build skills. Apply knowledge. Support the team.	EMERGE Take ownership. Lead tasks. Mentor others.	ELEVATE Lead people. Shape performance. Drive strategy.

- Explore @ JCI — strong operational exposure on site
- Evolve @ JCI — developing planning and analytical capability
- Emerge @ JCI — taking ownership and leading workstreams
- Elevate @ JCI — shaping performance and strategy

Engineers learn the pit, the people, the plant, and the pressures of real operations — not just theory.



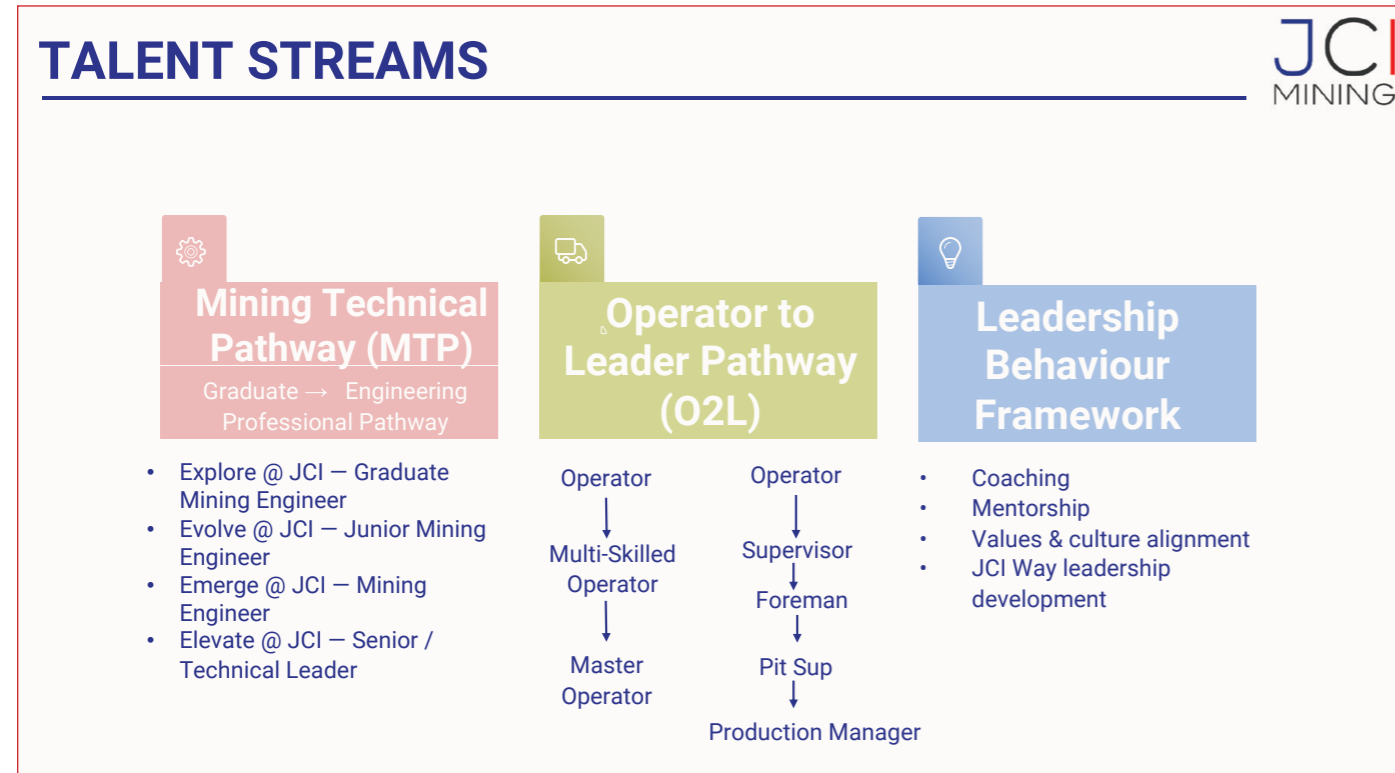
2. Operator to Leader (O2L) Pathway

This pathway identifies high-potential operators and develops them into frontline leaders:

- supervisory roles,
- foreman positions,
- pit superintendents and frontline leadership.

Both pathways are designed to ensure that leaders understand the work, the people, and the responsibility that comes with the role.

Participants are coached and mentored over time, building confidence, credibility, and leadership capability from the ground up.



Why This Matters

For JCI

- Strong internal pipeline
- Reduced dependency on external recruitment
- Greater operational stability
- Leaders who understand our sites and our culture

For Our People

- Clear development pathways
- Fair access to growth opportunities
- Skills that last a lifetime
- A future built on effort, discipline, and support

This is how we protect what we have built over the past 18 years — and prepare for what lies ahead.

Digging Deeper, Together

Mined Futures @ JCI is more than a programme.

It is a commitment.

A commitment to every role, to every person, and to long-term performance.

As we move from good to great performing teams, we are not only mining coal — we are mining potential, developing people, and building a stronger JCI for the future.

Mined Futures @ JCI

Build, not buy talent.

MINED FUTURES STRUCTURE JCI MINING

Stream 1 – Professional Mining Engineering Pathway

Programme	Target Group	Duration	Output
Explore @ JCI	Graduate Mining Engineers	12-24 months	Strong operations grounding
Evolve @ JCI	Junior Mining Engineers	6-12 months	Competent, independent Jnr Engineer
Emerge @ JCI	Mining Engineers	12-18 months	Ready for pit, planning, or technical leadership
Elevate @ JCI	Senior Mining Engineers	18-36 months	Strategic, technical, or operations leader



MINED FUTURES @ JCI

MINING TECHNICAL PATHWAY (MTP) SPOTLIGHT

Todani Mufamadi — Technical Compliance Officer | Makhado Project

Digging Deeper. Developing Mining Talent.

Behind every compliant report, every reconciled figure, and every safe operating system, there is discipline and detail.

At the Makhado Project, that discipline is supported by Todani Mufamadi, Technical Compliance Officer and a proud participant in JCI's Mined Futures – Mining Technical Pathway.

From Mudimeli to Mining Engineering

Todani was born and raised in Mudimeli village, the only boy among four sisters. Growing up, one value stood above all others: respect. His mother taught him to respect everyone — and that foundation still shapes how he works today.

What motivates him?

The desire to change his home situation and build a stable future — and perhaps one day start a family of his own. That motivation carried him through his academic journey.

The Academic Journey

Todani completed his BTech in Mining Engineering at the University of Johannesburg.

Mining appealed to him because of its importance to the economy — an industry that creates jobs and drives growth. But studying mining engineering was not easy. Balancing studies with financial pressure was challenging. However, with a bursary from MC Mining (then Coal of Africa), he was able to complete his studies.

Thermodynamics and rock mechanics tested his dedication. Instead of struggling alone, he formed study groups with his peers. That decision not only helped him master complex subjects — it strengthened his teamwork and problem-solving skills.

Those lessons now serve him daily on site.

Technical Compliance — What It Really Means

Todani has been with JCI for three years, and in that time, he has grown significantly in his understanding of mining operations.

As Technical Compliance Officer, his responsibilities include:

- Reconciling diesel usage and investigating anomalies
- Generating daily, weekly, and monthly operational reports
- Supporting operations with real-time data insights
- Collaborating with site managers and supervisors
- Enforcing safe working practices and compliance with safety policies

In simple terms, technical compliance means following the rules and standards that keep equipment, systems, and processes running safely and efficiently.

Just like following a manufacturer's instructions for a machine prevents breakdowns, compliance in mining prevents accidents, protects people, and reduces risk.

Non-compliance can lead to incidents, injuries, financial loss, and operational disruption.

Compliance protects performance.

Growth Through Mined Futures

Since joining JCI, Todani says he now understands the full dynamics of mining operations — knowledge that is paving the way for his future as an engineer.

One skill he is particularly proud of? Balancing production numbers accurately, without mistakes. That level of precision matters.

He credits Eric Mbedzi, the Makhado Site Manager, for mentoring him and constantly pushing him to become a better version of himself. Being part of the Mining Technical Pathway under Mined Futures means opportunity — a structured pathway to grow into a more senior engineering role.

This is how JCI builds technical leaders from within.

Collaboration in Action

Of all the JCI values, Todani connects most strongly with Collaboration.

Technical compliance does not sit in isolation. It requires coordination across departments — operations, engineering, supervision, and management.

For him, "Every Role Matters" means exactly that: Compliance is not only the responsibility of one person or one department.

Every individual contributes by:

- following procedures,
- reporting issues,



Todani Mufamadi - Technical Compliance Officer | Makhado Project

- maintaining standards,
- and acting responsibly.

When everyone does their part, the site remains stable and compliant.

Looking Ahead

In the next three to five years, Todani sees himself as a fully experienced mining engineer in a more senior role.

What kind of leader does he want to become? A fair one, he says.

His advice to young students interested in mining or engineering is practical:

- Build a strong foundation in maths and science.
- Gain practical experience.
- Stay curious.
- Keep learning.
- Build relationships.

The industry needs fresh minds and innovative thinkers.

What JCI Means to Him

To Todani, JCI represents a professional connection built on shared goals and mutual expectations.

It is a place where he is growing — technically, professionally, and personally.

And through Mined Futures, he is helping ensure that the future of mining at JCI is engineered from within.

SAFETY TIP

THE BASICS SAVE LIVES

Integrity keeps us safe.

Most incidents don't happen because people don't know the rules — they happen when we stop paying attention to the basics.

Safety is not about paperwork. It's about how we behave every hour, every day, every shift.

And safety without integrity is not safety at all.

Integrity in safety means:

- We don't ignore small risks.
- We don't rush procedures.
- We don't hide near-misses.
- We don't look away when something feels wrong.

We do the right thing — even when no one is watching.

Back to Basics:

- Wear your PPE properly — all the time.
- Do a real pre-task risk assessment — not a tick-box exercise.
- Follow permits and procedures, especially when conditions change.
- Keep speed limits, spacing, and traffic rules — no shortcuts.
- Speak up if something doesn't feel right.

Looking out for yourself also means looking out for your teammate. If you see something unsafe, say something — that is not interference, it is care.

Integrity in safety means we don't pretend risks don't exist. We stop, correct, and continue safely.

Because when we ignore a small risk today, it can become a serious incident tomorrow.

One line to remember:

Nothing we do is so urgent that it cannot be done safely.



VALUEGUARD FUTURES SPOTLIGHT

ABIGAIL ARINA MUBVAFHI

— FROM SAFETY INTERN TO JUNIOR SAFETY OFFICER

Some journeys begin with experience.

Others begin with heart.

For Abigail Arina Mubvafhi, her journey into safety began with a simple but powerful dream: to make sure that every person in the workplace returns home safely to their family.

Born at Ha Rabali Posaito and raised at Ha Matidza, Abigail is a proud mother to one beautiful daughter. Family means everything to her — and that is exactly why safety became more than a career. It became a purpose.

Choosing Safety with Purpose

After researching the profession carefully, Abigail realised that Health and Safety was not just an opportunity — it was her calling. Today, she is working toward her Advanced Diploma in Safety Management, strengthening her knowledge and preparing for greater responsibility.

She joined JCI in May 2025 as a Safety Intern — with no mining experience.

Within 10 months, through hard work, learning, and discipline, she has recently been promoted to Junior Safety Officer.

That is growth in action.

Growing Through ValueGuard Futures



Abigail Arina Mubvafhi - Junior Safety Officer

Abigail is part of JCI's development pathway under ValueGuard Futures, and she speaks about it with pride.

"It means an opportunity to learn and grow — and I only aim for high performance."

Since joining JCI, she has grown not only in skill but in confidence. She can now independently draft risk assessments and confidently address employees on safety matters — something that once felt challenging.

She credits Sharon Van Der Bergh, JCI's Safety Manager, for mentoring her, believing in her, and sharing knowledge openly. That mentorship has played a key role in her progress.

As she continues on the ValueGuard Futures pathway, Abigail is being groomed to become a fully qualified Safety Officer — building capability step by step.

This is what "Build, not buy talent" looks like in real life.

Integrity and Accountability in Action

When asked which JCI values she connects with most, Abigail does not hesitate:

Integrity and Accountability.

For her, safety is not about paperwork. It is about closing gaps before they become incidents.

It is about speaking up. It is about protecting lives.

She understands that as a Safety Officer, her role directly reduces the risk of losing valuable lives.

That responsibility is something she carries with pride.

Looking Ahead

In the next few years, Abigail sees herself stepping into a senior role — maintaining high standards and mentoring upcoming safety professionals, just as she was mentored.

Her advice to young people considering safety?

"Go for it. It may be scary at first, but once you get the hang of it, you will enjoy saving lives."

What JCI Means to Her

Perhaps the most powerful part of her story is this: JCI employed her with zero mining experience.

To her, that meant belief. Commitment. Investment.

In her words:

"JCI committed themselves to building me and watching me grow, and to me that is love.

So I commit to always do it the JCI way."

And that is exactly what ValueGuard Futures is about.

We build.

We develop.

We promote from within.

And every role truly matters.

TECH TIP OF THE MONTH

FROM GOOD TO GREAT: START CLEAN, CATCH DEFECTS EARLY

Danie Oosthuizen, Manager: Asset Reliability and Analytics

Good operations keep equipment running. Great operations prevent problems before they start. Moving from good to great begins with simple actions done consistently: clean work areas and early defect detection.

Why this matters?

Small problems grow when ignored. A small leak, loose bolt, or worn hose can become a breakdown or safety risk. Great teams fix small issues early and keep their areas clean and organised so problems are easy to see.

Start clean

- Remove loose tools, scrap, and unused materials
- Keep walkways and access areas clean
- Clean cabs, working areas, tracks, motors and pumps
- Make sure guards and covers are secure and visible

Catch defects early

- Recheck equipment after downtime or repairs
- Fix small leaks, loose parts, and minor damage early
- Listen and look for unusual noise, heat or vibration
- Treat repeat issues as warning signs

Log it properly

- Record every defect found
- Write clearly: what was found, where, and action taken
- Report serious defects immediately
- Update OnKey so work can be tracked and planned

Integrity in Action

Integrity means we don't ignore defects, hide repeat failures, or log "quick fixes" that don't solve the root cause.

Accurate reporting protects uptime, safety, and trust.

Doing it properly — even when no one is watching — is what moves us from good to great.

Always keep in mind

Good teams react to failures. Great teams prevent them. Clean areas, early action, and clear records move us from good to great.

JCI SITE WORLD CUP CHALLENGE 2026

ONE TEAM. MANY SITES. ONE LEAGUE TABLE.

Soccer lovers are counting down the days to the FIFA World Cup taking place in the USA in July 2026. At JCI, we're launching our own World Cup.

Not on a soccer field. On our sites.

Why We're Launching This

The JCI Site World Cup Challenge 2026 is a bi-monthly performance league designed to move us:

- From good teams to great performing teams
- From awareness to ownership
- From isolated effort to one JCI standard

This is about making performance:

- Visible (league table published in JCI Pulse)
- Fair (rate-based, target-based comparisons — not raw volumes)
- Objective (standard definitions, no moving goalposts)
- Values-led (you cannot win without Integrity)

This is not about catching people out. It is about raising the standard — together.

What Does "Winning" Mean at JCI?

Winning is not about the highest production volume. Winning means delivering consistently across:

- Safety & Risk Discipline
- Operations & Delivery
- Engineering Reliability & Asset Care
- Attendance & Workforce Discipline
- People & Culture
- Development & Capability
- Values, Compliance & The JCI Way



In simple terms:

You cannot win without safety.

You cannot win without discipline.

You cannot win without integrity.

This is how we move from good to great performing teams.

How It Works

- Each site scores points across 7 categories (Total = 100).
- Scores are based on performance vs target, rates, and discipline.
- Results are validated by GMC.
- A league table is published every two months in JCI Pulse.

There will be:

- Champions of ttcle
- Most Improved Site
- Fair Play Award (Values & Compliance)
- Clean Sheet Award (Engineering Reliability)

This is healthy competition — not corner-cutting.

Integrity remains non-negotiable.

Why This Matters

This challenge connects directly to our theme:

Every Role Matters.

Every hour. Every day. Every shift. Every site.

Your daily behaviour becomes the site's score.
The site's score becomes JCI's performance.

JCI Site World Cup Challenge 2026

Cycle: March–April 2026

RANK	SITE	TOTAL (100)	SAFETY (25)	OPS (25)	ENG (20)	ATTENDANCE (10)	PEOPLE (10)	DEV (5)	VALUES (5)	FORM
1										W-W
2										W-D
3										D-W

Form Key:

W = improved

D = stable

L = declined

The Standard Is Clear

This is not about once-off spikes. It's about consistency. Great teams deliver:

- When it's hot.
- When it's wet.
- When geology is tough.
- When morale dips.
- When pressure increases.

That's what separates good from great.

Final Message

The JCI Site World Cup Challenge is not about rivalry.

It is about pride.

It is about raising the bar.

It is about protecting what we have built.

And it is about proving that at JCI:

We don't just participate.

We compete with discipline.

We improve with integrity.

We perform with character.

One JCI Standard.

Every hour. Every day. Every shift. Every site.

A WORD FROM MATTHEW:

"Great teams are not built on once-off performance. They are built on consistency, discipline, and integrity. If every person brings their best — every hour, every day, "

JCI SITE WORLD CUP CHALLENGE 2026

One Team. Many Sites. One League Table.

Soccer fans are counting down to the 2026 World Cup.

At JCI, we're launching our own.

Not on a field.

On our sites.

WHY THIS MATTERS

This challenge moves us:

From good teams → to great performing teams

From awareness → to ownership

From effort → to consistent results

This is how we make performance visible.

This is how we protect what we've built.

This is how we raise the standard.

WHAT DOES IT MEAN TO WIN?

Winning at JCI is not about highest volume.

It means delivering consistently across:

- Safety & Risk Discipline
- Operations & Delivery
- Engineering Reliability
- Attendance & Workforce Discipline
- People & Culture
- Development & Capability
- Values & Integrity

You cannot win without safety.


You cannot win without discipline.

You cannot win without integrity.


HOW IT WORKS

- Sites score points across 7 categories (Total = 100)
- Scores are based on performance vs target
- Results published bi-monthly in JCI Pulse
- League table ranking for all sites

 Champions of the Cycle

 Most Improved Site

 Fair Play Award (Integrity & Compliance)

 Clean Sheet Award (Engineering Reliability)

WHAT THIS MEANS FOR YOU

Every Role Matters.

Attendance affects coverage.

Coverage affects production.

Production affects billing.

Discipline affects safety.

Reporting affects cash flow.

Your daily behaviour becomes your site's score.

Your site's score becomes JCI's performance.

A WORD FROM OUR MD

"Great teams are not built on once-off performance.

They are built on consistency, discipline, and integrity.

If every person brings their best — every hour, every day, every shift —

we will not only compete, we will lead."

— Matthew Abrahams, MD

THE STANDARD

One JCI Standard.

Every hour.

Every day.

Every shift.

Every site.



JCI MINING PULSE

THE OFFICIAL NEWSLETTER

JCI
MINING