

A Volvo excavator bucket is shown in the process of dumping a load of brown soil. The bucket is tilted, and a large plume of dust and dirt is rising from the ground, creating a hazy, golden-brown atmosphere. The excavator's arm and the word "VOLVO" are visible on the side of the bucket. The background is a clear, light blue sky.

OCT 2025

JCI
PULSE

THE OFFICIAL NEWSLETTER

**BUILT BY PEOPLE,
GUIDED BY VALUES,
PROVEN IN DELIVERY**

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FROM THE MD'S DESK

I am very pleased to welcome you to the launch issue of JCI Pulse – our very own newsletter that will keep us all connected to the heartbeat of JCI.

Through this publication, you'll get a window into what's happening across our head office and sites. We'll introduce new colleagues, celebrate the achievements of our people, and showcase the performance of our operations. Most importantly, JCI Pulse will be a reminder of the values we live by and the culture we continue to build together.



Matthew Abraham, MD

This year marks 18 years of JCI – a journey that has not been without its challenges. Yet our resilience and determination have carried us through, and today we stand on the brink of an exciting future. We have secured three new contracts, including South Africa's only hard coking coal mine. These milestones position us for phenomenal growth, and in September we launched our Fit for Purpose Strategy to ensure we are adequately capacitated for what lies ahead.

But growth also brings responsibility. Every one of us has a role to play in protecting what we have achieved, so that together we can engineer the next 18 years of success. That means working safely, delivering on time and to budget, and striving to get it right the first time.

What makes JCI unique is not just the work we do, but the way we do it – our culture of respect, collaboration, integrity, and inclusivity. Every voice matters here, and our diversity is our strength. I encourage you to contribute your stories, achievements, and ideas to JCI Pulse so that this becomes a true reflection of all of us. Let's stay connected, celebrate one another, and continue building a company we can all be proud of.



WELCOME NOTE

Built by people, guided by values, proven in delivery

Welcome to the launch issue of JCI Pulse. This year, we celebrated 18 years of JCI – 18 years of grit, determination, and tenacity that have carried us from a small plant-hire start-up to a trusted, solutions-driven mining partner.

Who we are & where we're going

JCI is a solutions-driven company, partnering with clients to deliver superior outcomes by integrating commercial, operational, social, and environmental mandates. Our people are our priority. With our workforce more than trebling in six months to just over 750 colleagues, our values and culture matter more than ever.





The JCI Way

The JCI Way is how we show up, every day: a culture of mutual respect, inclusivity, collaboration, integrity, and accountability where every voice is heard and everyone is supported to reach their potential. We balance people and culture with systems and process—because sustainable performance needs both.

Living our values, every day

- Safety above all else. Plan the job, Take Five, stop unsafe work, look out for one another. Zero shortcuts. Zero harm.
- Inclusivity. Welcome diverse voices and backgrounds; listen first; create space for participation; grow talent from within.
- Collaboration. Solve problems together—Ops, Engineering, Safety, HR, Finance—share information, back each other to deliver.
- Integrity. Do what we say; be transparent with clients and colleagues; honour our social and environmental responsibilities.
- Accountability. Own the plan and the outcome: safe, on time, to budget—first time.

OUR OPERATIONAL FOOTPRINT

We operate five sites: Makhado, Leeuwfontein, Strathrae, Lakeside Pit C, and Roodepoort. Our site infrastructure is core to our success, and each site is expected to be a microcosm of Head Office—replicating our standards, systems, and culture: empowered leadership, respect for each individual, accountability and responsibility, and safety first embedded in planning, execution, and continuous learning.

Our growth, in South Africa's context

JCI's rapid growth is unfolding within a South African reality marked by deep socio-economic challenges. We are grateful for our momentum, and mindful that coal mining—locally and globally—is in constant transition.

Together, we must build the JCI of tomorrow: resilient, responsible, and future-fit. That asks us to create jobs and skills, protect safety and wellbeing, partner with communities and local suppliers, uphold environmental responsibility, deliver operational excellence, and stay future-ready by innovating for a just energy transition.

Our task is to deliver today while we engineer the next 18 years—grounded in the JCI Way and accountable to our people, clients, communities, and the environment.

Why JCI Pulse?

This newsletter connects our people to our purpose. Every two months you'll see site highlights, meet new colleagues, celebrate achievements, and learn from lessons on the ground—alongside From the MD's Desk for direction and priorities.

Your voice matters

Send us your stories, milestones, innovations, and shout-outs. JCI Pulse is made by all of us—a living record of how we deliver for clients, care for communities, protect the environment, and grow our people. Here's to the next chapter—built safely, together.





RECOGNITION WALL



From our People to our Purpose – the JCI Pulse

Meet Donna Mathibela, Finance Administrator at Head Office, who has been part of the JCI family for 7 years and 4 months. Donna describes herself as loving, kind, caring, and family-orientated – qualities you feel the moment you speak to her. At home she’s the proud mom of two: Lethokuhle Bokamoso (“let there be good in the future”) and Ndaloenhle (“beautiful nature”). Her husband is a Comrades runner and Donna is his number-one cheerleader. The only daughter among two brothers, Donna credits her “beautiful, humble” mom for raising her with love and respect.

This year Donna achieved a long-held dream: a Bachelor of Commerce from Regent Business School – a journey of 3 years and 230 days. She chose a BCom for its breadth – “a bit of everything: supply chain, project management” – opening doors to contribute across the business. She was encouraged early on by Mam Lucia, JCI’s former HR Manager, who saw her potential and kept reminding her what education could unlock.

It wasn’t easy. Between extra-murals, homework, caring for her mom, and full-time work, time management became the biggest mountain. A missed assignment and a failed accounting module were hard lessons, but Donna regrouped – planning better, getting organised, leaning on study groups, and showing up for late-night webinars. The result? Greater confidence, sharper critical thinking, and a rekindled love for accounting— along with new career possibilities.

Donna’s message to colleagues considering further study: set a clear goal, be disciplined, plan well, and keep going – small, consistent efforts add up. There will be hiccups, but don’t let setbacks derail your vision. Believe in yourself and what you carry inside.

“It always seems impossible until it is done.” – Nelson Mandela

Donna, your perseverance embodies the JCI Way – respect, inclusivity, collaboration, integrity, and accountability. We’re proud of you.

SAFETY TIP:

Stay Alert – Fatigue and TMM Don't Mix

Fatigue reduces your ability to concentrate, slows your reaction time, and affects your judgment – all of which are critical when working around or operating Trackless Mobile Machinery (TMM).

01 Recognize the Signs:

Yawning, heavy eyes, poor focus, and slow responses are early warning signs of fatigue.

02 Rest Matters:

Ensure you are well-rested before your shift. Lack of sleep is as dangerous as working under the influence.

03 Stay Visible:

Always make eye contact with TMM operators before entering their work zone. Never assume they've seen you.

04 No Shortcuts:

Use designated walkways and crossing points. Avoid walking or standing between parked or moving machines.

05 Speak Up:

If you feel too tired to work safely, inform your supervisor immediately. Managing fatigue is a shared responsibility.



Keep yourself and your team safe by following these tips:

Remember:

Fatigue and moving machinery can be a deadly combination. Stay rested, stay visible, and stay alive.



From our People to our Purpose – the JCI Pulse

Meet Pretty Mabena, our HR Officer at Strathrae Colliery, who joined JCI just four months ago and is already making her mark. Pretty is a proud mom and a people-first professional who believes growth happens when we support one another. When she's not on site, you'll find her with family, reading, or diving into personal-development content – anything that helps her understand people better and serve them well.

Pretty recently completed her Bachelor of Commerce in Human Resource Management with MANCOSA (February 2023 – June 2025). She chose HR because, in her words, "I love humanity and the impact we can make in the workplace." Having started as a Management Assistant, then HR Administrator, the degree deepened her expertise and aligned perfectly with where her heart – and career – are headed.

The road wasn't simple. Balancing full-time work, motherhood, and studies took serious discipline. And then there was Business Statistics – "it showed me flames!" she laughs – a subject she hadn't tackled at school. But Pretty backed herself, asked for help, put in extra hours, and kept a positive mindset. The result? Confidence, capability, and momentum. She feels better equipped to support employees and the business, with a stronger grasp of HR practice and a clearer sense of purpose. Her message to colleagues thinking about further study is classic JCI Way:

"Just start – even if it feels impossible. Don't wait for perfect. Be disciplined, stay passionate, ask for help, and keep moving. It's not about perfection; it's about progress."

Pretty, thank you for living our values – respect, inclusivity, collaboration, integrity, and accountability – and for showing what's possible when purpose meets perseverance. We're proud to celebrate you on the Recognition Wall.

On the Ground, Site and Manager Spotlight – The Makhado Project Site, and Eric Mbedzi, the Site Manager



A quick look at a JCI site and the person leading it – what’s happening, who’s who and what’s next.

Eric has been with JCI since 2016. He’s a miner at heart and a steady leader. At home, he’s a proud father of five (three boys and two girls). Two are at university, and his eldest son is already working. Eric says what he loves most about JCI is the 100% support he gets to do his job well – and the chance to keep growing through study and on-the-job learning.

About the Project

The Makhado Project is owned by MC Mining. It is JCI’s first hard coking coal project – a big milestone for our company. The site sits in the Soutpansberg Coalfield, about 36 km north of Makhado town on the N1, 65 km south-west of Musina, and 80 km south-east of Vele in Limpopo.

Makhado is an open-pit mine. The JCI team built it from the ground up – from site roads and plant platforms to office camps and water controls. Drilling and blasting have started, and the team is steadily opening the ore body. Until the wash plant is fully commissioned, they protect the coal by keeping a cover layer on top so it doesn’t heat up in the sun. It’s careful, disciplined work – the JCI Way in action.

Safety First, Every Shift

The site has had no lost-time injuries to date. Top risks like dust, traffic with large machines, and uneven roads are managed daily with dust suppression, clear traffic rules, and regular watering and grading. Toolbox talks are active, with both JCI “Family Season” and MC Mining “Silly Season” campaigns reminding everyone to stay alert at work and on the road.

People, culture, and community

Right now, 177 people (including management) are on site, with plans to grow to around 196 as the project ramps up. Eric’s team is building skills locally: 24 community members have already been trained and hired, with another 12 new ADT operators in training. The crew also grades and suppresses dust on the nearby public road (D745) to support neighbours and safe travel.

Eric says the goal is simple: respect every person, work as one team, and own the plan and the outcome – safe, on time, to budget, first time. He’s proud that the site is hitting monthly targets, sticking to the client schedule, and has fully staffed three shifts with well-briefed new employees.

What’s next

In the coming weeks the focus is on exposing coal and keeping the site running smoothly as more systems come online. Eric’s one ask from Head Office? Help shorten supply times by sourcing key items closer to site – PPE, spares, and technical support – so the team can keep the momentum.

Makhado shows what JCI stands for: people who care, systems that work, and delivery you can see on the ground.



Technical Tip: Small Data, Big Impact

Accurate job card feedback is not just paperwork — it helps us fix problems faster.

- When you record the right info (what failed, why it failed, start/finish times), our system (OnKey/FEA) can spot patterns and prevent repeat failures.
- One missing code or a vague comment can confuse the data for months. Clear entries = better decisions.
- Good data helps planners and managers plan maintenance, predict failures, and get the parts and budget we need — across all departments, not only Maintenance.

Example:

If the data shows many breakdowns start with oil contamination, but follow-up checks are not recorded, we can't act early. By logging inspections properly (oil samples taken, temperatures, findings), teams can catch early warnings and avoid costly overhauls.

Bottom line: Small, accurate entries every day = safer machines, less downtime, lower cost.





Quick Checklist (for every job card)

01

Failure reason selected (correct code)

02

Clear comment (what happened / what you found)

03

Start and finish times recorded

04

Follow-up action logged (what's next, by who, by when)

05

Inspection readings captured (e.g., oil sample, temperature)

Thank you for doing the basics well – your small data makes a big impact.



Connect with us!

Send us your stories. Let's celebrate your achievements.



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