JUPITER MINES

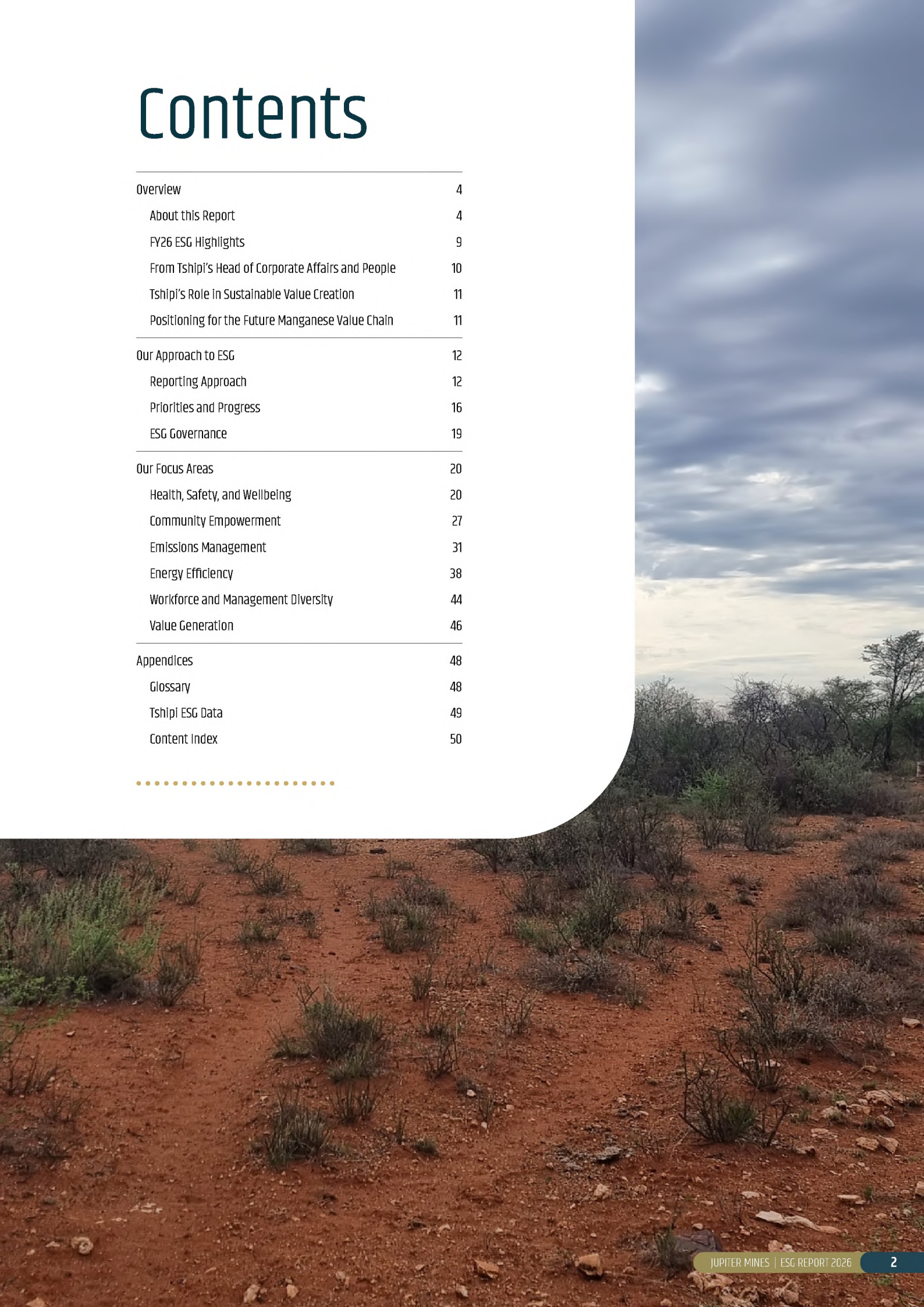
ESG Report 2026





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Tshipi é Ntle
Manganese Mining
NOCTA

Overview

About this Report

This is Jupiter's fourth voluntary ESG Report. It has been renamed from the Sustainability Report to distinguish it from sustainability reports prepared under the Australian Accounting Standards Board Standard 2: Climate-related Disclosures (**AASB S2**) reporting framework. Jupiter is not currently required to report under AASB S2, as it has not yet met the applicable reporting thresholds.

Disclosures provided within this report cover the operations and activities of both Jupiter and its core asset in Tshipi. Unless otherwise stated, the data provided relates to Tshipi and its contribution to sustainable development.

References in this Sustainability Report to a "year" or "FY26" refer to the financial year ended 30 June 2026, unless otherwise stated. As a South African domiciled entity, Tshipi is required to report to various South African government departments on the Mining Charter, Social and Labour Plan (**SLP**), and Broad-Based Black Economic Empowerment (**B-BBEE**), on a calendar year basis (1 January – 31 December).

For FY26, Tshipi has aligned its reporting data to the financial year to improve consistency across disclosures, while including CY23 and CY24 data where relevant to support completeness, comparability and transparency.

All monetary values are presented in Australian dollars (**A$**) unless otherwise stated. Conversions from South African Rand (**ZAR**) are based on the average FY26 exchange rate of 1 AUD = ZAR 11.45, as published by Oanda, consistent with the approach used by Jupiter in its financial reporting.

For further information on Jupiter's operations and performance, this ESG Report can be read in conjunction with the Annual Report.

References throughout this Report to 'Jupiter', 'Jupiter Mines', 'the Company', 'we', 'us' and 'our' refer to Jupiter Mines Limited.

Disclaimer

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About Jupiter Mines

Jupiter is the largest pure-play manganese miner on the ASX.

Headquartered in Perth, Western Australia, Jupiter's core asset is a 49.9 per cent stake in Tshipi é Ntle Manganese Mining Proprietary Limited (**Tshipi**), which operates the Tshipi manganese mine in South Africa's Kalahari Manganese Field (**KMF**), one of the world's largest and lowest-cost manganese operations. Tshipi, which translates to "beautiful steel" in the local Tswana language, has been in production since 2012 and has a mineral resource that supports more than 100 years of mine life.

Jupiter has a strong track record of returning value to shareholders, including through regular dividends, and remains focused on creating long-term value from its exposure to manganese, a critical mineral used in steelmaking and increasingly in electric vehicle battery supply chains.

Our Vision



We aim to be the leading manganese producer in the world, with a reputation for reliability, responsibility and robust returns.

Our Strategic Priorities

Manganese Leader

To become the largest manganese producer in the world by June 2028.

Reliable

Production that is within 95% of volume targets, with zero rejected shipments due to quality.

Robust Returns

Dividend payments with a minimum 70% payout ratio. Earnings to grow in line with production.

Responsible

More than 90% of employees and more than 70% of mine employees to be local. Improved B-BBEE score each year.

Our Strategy

Fittest in the Field

Efficiency

Improve Logistics
Streamline Marketing Processes
Eliminate Tshipi Product Rehandle

Industry Leader

Growth

Targeted M&A
Optimise Production

Sustainably Empowered

ESG

ESG Reporting Framework
Tshipi Solar Project

Upcycle

EV Batteries

Complete EV Battery Market Entry Strategy

Our Values

Safety First, Always

Caring for each other is at the heart of how we work. It's about making thoughtful choices that prioritise safety and wellbeing, so that everyone feels valued, protected, and supported.

Lead by Example

Integrity and reliability define our actions. We set the standard by doing what's right, delivering on our commitments and fostering trust through dependable and transparent actions.

Better Every Day

We're always looking for better ways. From managing daily tasks, to operating our business, we seek better ways to deliver enduring benefits for our people, partners, and the communities we serve.

Our History

Jupiter Mines holds a 49.9 per cent interest in the world-class, long-life Tshipi manganese mine in South Africa.

2026

Exxaro Resources Limited (**Exxaro**) acquires Ntsimbintle and OM Holdings' shareholdings in Tshipi, becoming Jupiter's new co-investor at Tshipi, as well as a new major shareholder of Jupiter Mines.

2025

Level 1 Broad-Based Black Economic Empowerment (**B-BBEE**) milestone achieved at Tshipi. Milestone ten-year MECA3 Agreement with Transnet to enhance cost competitiveness and export resilience. A record-breaking year for Tshipi, with highest-ever mining volumes of 15 million bank cubic metres (**bcms**), record tonnes of materials processed (3.72 million tonnes) and exporting a record 3.6 million tonnes of manganese ore.

2024

Jupiter released its inaugural Sustainability Report, showcasing environmental, social and governance (**ESG**) performance at Tshipi in FY23. Tshipi exported the first parcel of manganese ore through the Port of East London[1], making Tshipi the first manganese producer to export through eight African commercial seaports.

2023

Jupiter released its five-year growth strategy – with a focus on improving operating efficiency, growing production volumes and potentially entering the electric vehicle battery market, while being accountable to a new ESG framework.

2022

Tshipi produced a record 3.7 million tonnes of manganese ore.

2019

Tshipi set a new export record of 3.5 million tonnes of manganese ore, strengthening its position as the largest exporter of manganese ore from South Africa from a single mine.

2018

Tshipi exported a record 3.34 million tonnes of manganese ore, becoming the largest exporter of manganese ore from South Africa from a single mine.

2016

The total manganese mineral resources of the Tshipi mine amounted to 418 million tonnes as of 31 December 2016, of which 61 million tonnes represent ore reserves.

2012

Tshipi's own rail siding was constructed, providing significant logistical advantages over other local manganese producers. Production commenced at Tshipi and first shipment of manganese ore was exported.

2011

Construction activities commence at Tshipi.

2010

Jupiter and OM Holdings acquired equity in Tshipi. The capital generated from the transaction was allocated to partly fund the development of the Tshipi mine.

2008

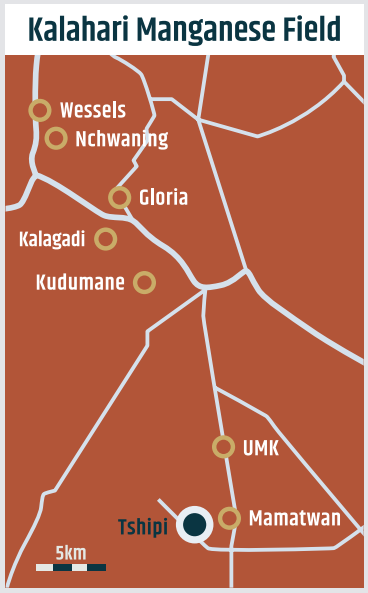
Tshipi é Ntle Manganese Mining Proprietary Limited (**Tshipi**) was formed.

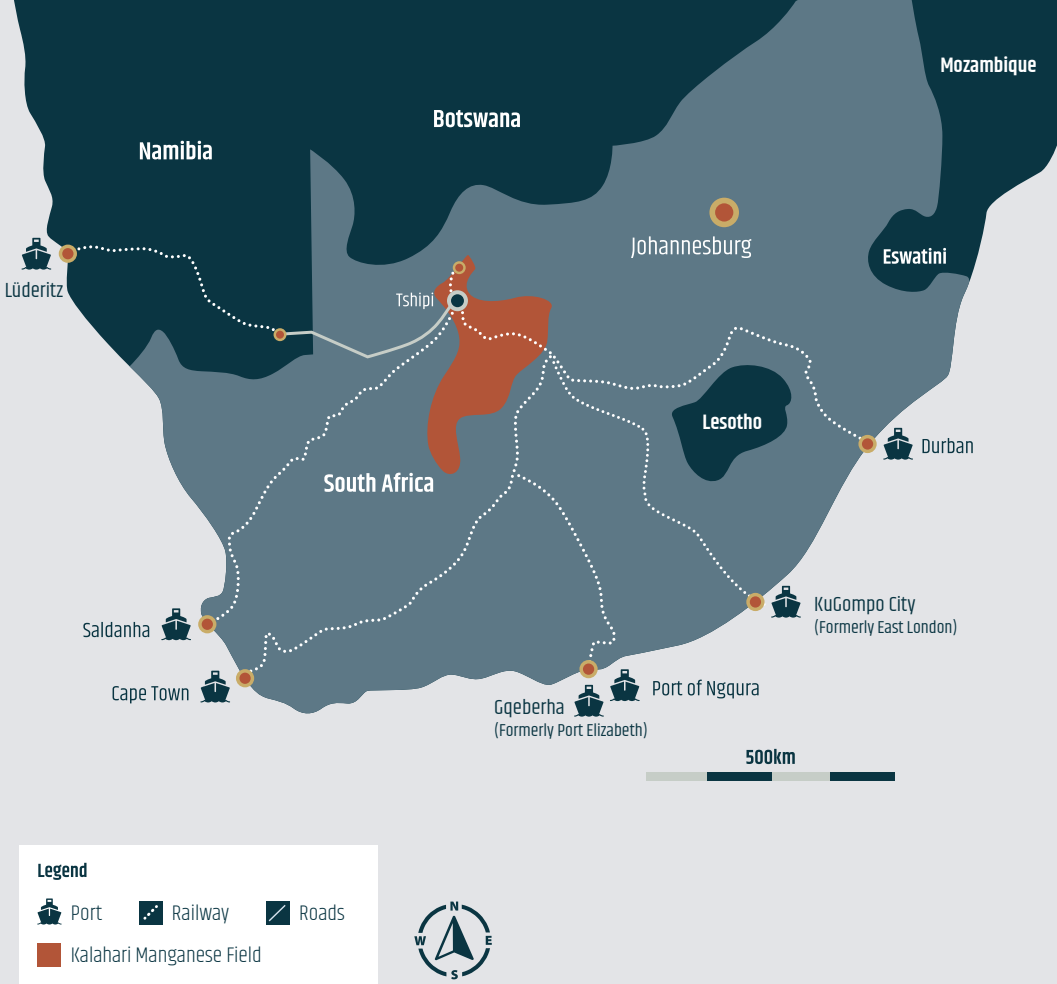
2004

Ntsimbintle Holdings was incorporated when nine Black Economic Empowerment groups secured manganese prospecting rights in the Northern Cape.

1 East London in South Africa was officially renamed KuGompo City in February 2026

Tshipi Manganese Mine



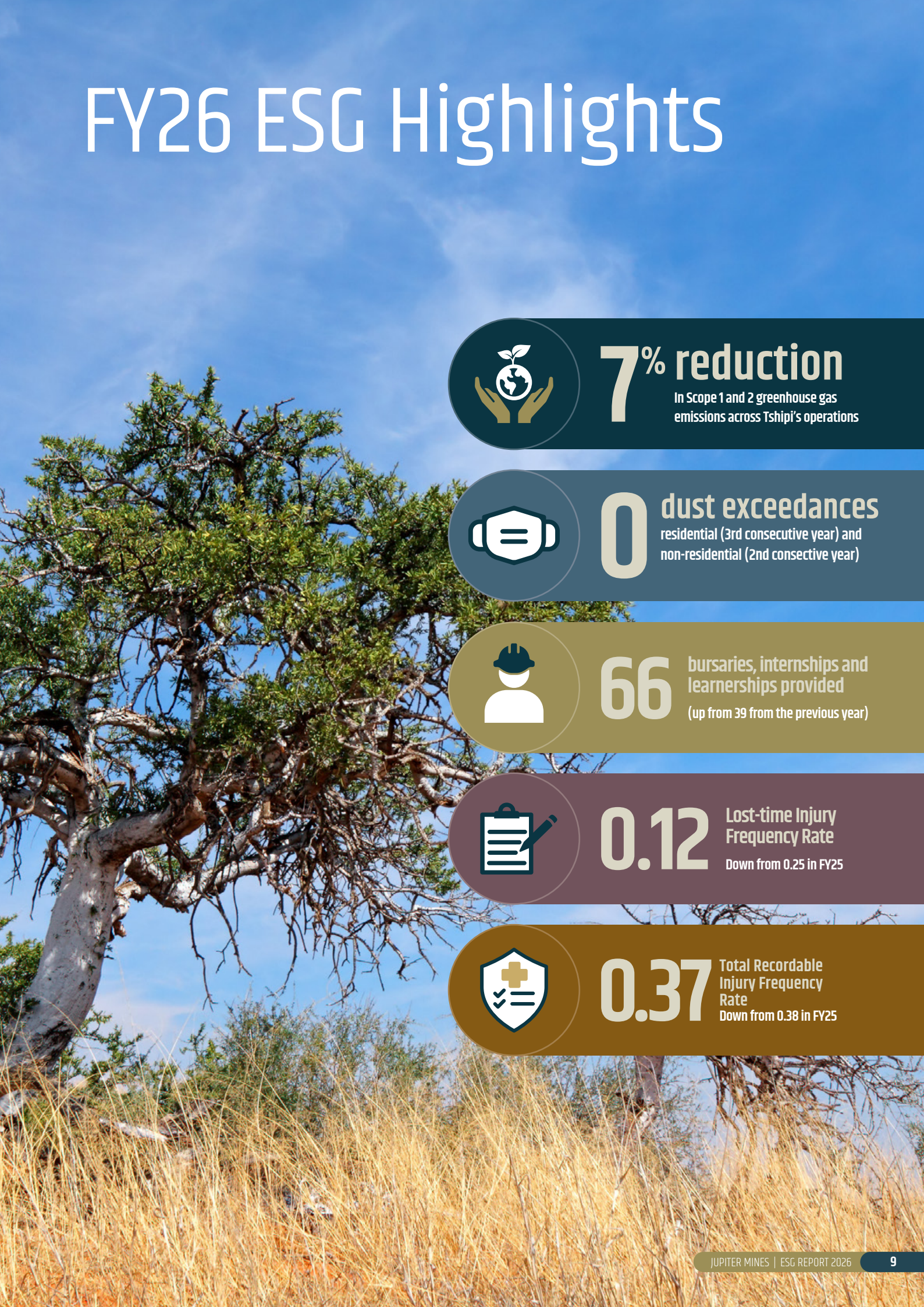


Corporate Structure

Jupiter's 49.9 per cent beneficial interest in Tshipi is held through its wholly owned subsidiary Jupiter Kalahari Pty Ltd, which holds a 49.9 per cent shareholding in Tshipi, as shown in the diagram:



FY26 ESG Highlights



7% reduction
In Scope 1 and 2 greenhouse gas emissions across Tshipi's operations

0 dust exceedances
residential (3rd consecutive year) and non-residential (2nd consective year)

66 bursaries, internships and learnerships provided
(up from 39 from the previous year)

0.12 Lost-time Injury Frequency Rate
Down from 0.25 in FY25

0.37 Total Recordable Injury Frequency Rate
Down from 0.38 in FY25

From Tshipi's Head of Corporate Affairs and People

FY26 was another year of progress for Tshipi, with strong operational performance supported by continued investment in our people, communities, safety and environmental management.



Supporting transformation and communities

Tshipi's attainment of a Level 1 B-BBEE rating during the year reflects the company's continued commitment to transformation, inclusive growth and meaningful economic participation in South Africa.

Community investment increased to approximately A$1.87 million, with a strong focus on infrastructure that improves everyday quality of life and supports economic participation. This included road infrastructure projects that enhance village connectivity and enable local economic activity, the provision of household ablution facilities to promote dignity and healthy living, and investments in clean, safe water infrastructure. Together with ongoing investment in learnerships, internships, bursaries and enterprise development programmes, these initiatives demonstrate the value Tshipi creates beyond the mine and its commitment to building resilient and thriving communities.

Strengthening safety and wellbeing

The health, safety and wellbeing of our people remain fundamental to how we operate. During FY26, Tshipi recorded two lost-time injuries, a 50 per cent reduction from FY25. The Lost-Time Injury Frequency Rate decreased from 0.25 to 0.12, while the Total Recordable Injury Frequency Rate improved from 0.38 to 0.37.

While these measures improved, every incident reinforces the importance of maintaining our focus on preventing harm and improving safety performance. During the year, we introduced our Life-Saving Behaviours program, supported by targeted safety campaigns and risk management training across the workforce, with a focus on fatal and high-potential risks, critical controls and accountability at every level of the operation.

We also continued to support employee wellbeing through onsite healthcare, mental health support and preventative wellness programs.

Improving environmental performance

Responsible environmental management remains an important part of how Tshipi operates and plans for the long term. During FY26, we continued to strengthen our management of emissions, water and biodiversity, with combined Scope 1 and Scope 2 greenhouse gas emissions decreasing by 7 per cent and no dust fallout exceedances recorded across non-residential and residential monitoring locations for the second and third consecutive year, respectively.

The declaration of the 1,827-hectare Tshimo é Ntle Nature Reserve was another important milestone, establishing a long-term biodiversity offset to protect native vegetation, habitats and species beyond the mine's operational footprint.

Looking ahead

Our priorities for FY27 remain focused on the areas that matter most to our people, communities and long-term operations. We will continue to strengthen critical risk controls and verification processes and build leadership capability across the business, while also commencing the next five-year Social and Labour Plan review, progressing the new Employment Equity Plan and introducing more structured support for small, medium and micro enterprises.

The progress made during FY26 reflects the contribution of our employees, contractors, business partners, communities and other stakeholders, and I thank them for their continued contribution and engagement. I would also like to acknowledge Jupiter Mines and Exxaro Resources for their ongoing support as Tshipi's shareholders and partners, and for their shared commitment to the long-term success of the operation.

As we look ahead, our focus remains on operating responsibly, supporting our people and communities, improving performance and ensuring Tshipi continues to create lasting value.



Mpho Sadiki
Head of Corporate Affairs and People

Tshipi's Role in Sustainable Value Creation

Tshipi traces its history back to 2004, when Ntsimbintle Mining secured prospecting rights over manganese deposits in South Africa. These rights were transferred to Tshipi é Ntle Manganese Mining Proprietary Limited in 2007, with Jupiter acquiring its 49.9 per cent interest in March 2010.

Following approval of the mining rights transfer and a 20-month construction and commissioning period, Tshipi exported its first manganese ore in December 2012.

Since commencing operations, Tshipi has delivered consistent operational and financial performance, supporting long-term value creation for shareholders and contributing to employment, local procurement, community investment and broader economic participation across the Northern Cape.

In March 2026, South African mining company Exxaro completed an acquisition of various manganese mining investments, including a 50.1 per cent interest in Tshipi and a 19.99 per cent shareholding in Jupiter Mines. Jupiter retained its 49.9 per cent interest in Tshipi and continues to hold joint operational control of the mine, which is located in the Kalahari Manganese Field. Jupiter's existing shareholder arrangements and pro-rata marketing rights agreements for Tshipi remain unchanged, as do Tshipi's sustainability governance structures, ESG reporting lines and the commitments outlined in this report.

EBITDA earnings in A$

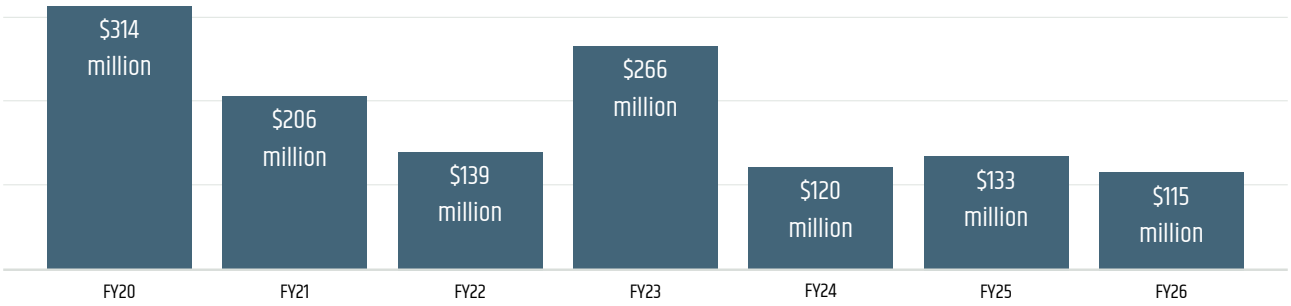


Figure 1: Tshipi's EBITDA earnings in A$ from FY20

Positioning for the Future Manganese Value Chain

Jupiter is assessing the potential to produce HPMSM, a refined product used in certain EV battery chemistries, from lower-grade ore and stockpiles at the Tshipi manganese mine. The opportunity could extend Jupiter's participation beyond its established role in supplying manganese to the global steel industry.

Since launching its battery materials strategy in 2023, Jupiter has progressively developed the technical basis for a potential HPMSM project. A 2024 scoping study confirmed laboratory-scale production of battery-grade manganese could be achieved from Tshipi's lower-grade semi-carbonate ores using a hydro-metallurgical extraction processes. Subsequent pilot plant work validated key elements of the proposed processing flowsheet on a semi-continuous basis to replicate a commercial plant extraction process.

During FY26, Jupiter focused on refining the flowsheet, validating product quality and engaging with prospective customers. While longer-term demand for battery-grade manganese is expected to grow, the timing and scale of the market remain uncertain. Jupiter will therefore continue to progress the opportunity in stages, maintaining technical readiness without committing significant capital ahead of clearer demand, pricing and customer support.

Further information on Jupiter's HPMSM strategy and technical studies is available in the front section of this Annual Report on page 24.

Our Approach to ESG

Reporting Approach

Jupiter's approach to ESG is embedded in the way it conducts its activities, manages business relationships and oversees its operations. Sustainability has been integral to the Company since its establishment and continues to inform decision-making focused on long-term value creation, responsible investment and positive stakeholder outcomes.

At Tshipi, ESG is embedded in the business through its B-BBEE origins and long-standing focus on environmental management, community development and responsible operations. Measurement, reporting and engagement with local communities are well established and form part of day-to-day business practices.

Jupiter builds on this strong sustainability foundation through its ESG vision and strategic reporting framework, supporting clear oversight, accountability and transparency in relation to its investment in Tshipi.

ESG Focus Areas

Jupiter's ESG focus areas are informed by the sustainability topics considered most relevant to the Company's strategy, performance and sustainable value creation. These material topics reflect the areas where effective management is important to supporting Jupiter's and Tshipi's abilities to deliver on its targets, commitments and stakeholder expectations.

The Company's approach is guided by Global Reporting Initiative (**GRI**) 3 *Material Topics 2021*, which recognises the importance of stakeholder engagement in determining material topics. Jupiter applies a double materiality lens, considering both how the Company and its business relationships affect the environment, economy and society, and how external factors may influence Jupiter's enterprise value.

Jupiter remains committed to ensuring its material topics reflect its evolving business context and stakeholder expectations. In FY27, the Company intends to refresh its materiality assessment to validate that its ESG focus areas remain current, relevant and aligned with stakeholder priorities. As part of this process, Jupiter will consider GRI 14: *Mining Sector 2024*, which came into effect on 1 January 2026, and assess how its sector-specific disclosures and metrics can be incorporated into Jupiter's ESG reporting.

Broad-Based Black Economic Empowerment (B-BBEE)

B-BBEE aligns closely with ESG principles and is underpinned in South Africa by the *Broad-Based Black Economic Empowerment Act* (**the Act**). The Act is designed to support economic transformation and increase the participation of black people and other previously disadvantaged groups in the South African economy.

It provides a formal framework for measuring performance across key areas including ownership, management control, skills development, enterprise and supplier development and socio-economic development.

B-BBEE performance is an important indicator of how a company contributes to South Africa's transformation agenda. It also supports access to government-related business opportunities and strengthens alignment with stakeholder expectations.

Tshipi has continued to demonstrate strong ESG performance through its B-BBEE outcomes. In October 2025, Tshipi achieved a Level 1 B-BBEE rating (Figure 2) becoming the second miner in the Kalahari Manganese Field region to have obtained this level[1]. This reflects the effectiveness of its B-BBEE strategy and the focused efforts of the Tshipi team in implementing targeted actions across the business. This outcome demonstrates Tshipi's continued progress in supporting transformation and delivering positive social and economic outcomes for its communities and stakeholders.

1 Tshipi attains industry-leading B-BBEE Level 1 status https://www.jupitermines.com/news/esg/tshipi-attains-industry-leading-b-bbee-level-1-status

The five empowerment pillars of the B-BBEE scorecard and Tshipi's CY25 performance against each pillar.

SKILLS DEVELOPMENT

Investment in the development of skills and competencies of employees and the community

17.42 / 20 (+5 BONUS POINTS)

OWNERSHIP

A minimum of 25% owned by Historically Disadvantaged Persons (**HDP**)

25 / 25

MANAGEMENT CONTROL

A diverse management team that is representative of the communities in which they operate

12 / 19

SOCIO-ECONOMIC DEVELOPMENT

Contribution to communities in line with local government priorities

5 / 5

ENTERPRISE AND SUPPLIER DEVELOPMENT

Engagement of empowered suppliers and contractors including Small, Medium, Micro Enterprises (**SMMEs**)

40.64 / 40 (+6 BONUS POINTS)

TOTAL POINTS

100.06 / 120

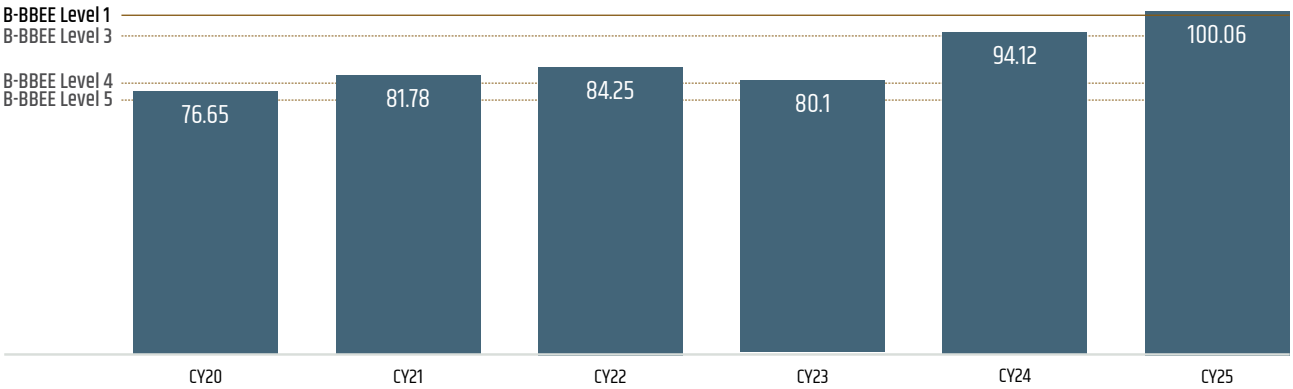


Figure 2: Tshipi's B-BBEE score from CY25 out of a possible 120 points against points required for Level 1.

Social and Labour Plan (SLP)

A SLP is a statutory requirement for mining companies in South Africa and forms part of the conditions attached to holding mining rights. It sets out the commitments a mining company makes to its employees and host communities, with defined actions, timeframes and delivery requirements.

Tshipi is currently implementing its fourth SLP (**SLP4**), covering the CY2024 to CY2028 period. As a five-year plan, its core focus areas remain consistent throughout the cycle and provide a structured basis for investment in host communities priorities, including health, education, infrastructure and youth training.

The SLP also supports local economic development through alignment with municipal priorities, skills development and supplier development initiatives. These activities contribute to broader ESG outcomes by strengthening local capability, supporting responsible procurement, promoting fair employment practices and reinforcing labour standards across Tshipi's operations and supply chains.

The key focus areas of Tshipi's SLP4 include:

- Human Resources Development Program
- Employment Equity Plan (**EE Plan**)
- Local Economic Development Program
- Housing and Living Conditions Plan
- Procurement, Enterprise and Supplier Development
- Program for Managing Downscaling and Retrenchment

Further information on Tshipi's SLP 4 is available on Tshipi's website.





United Nations Global Compact (UNGC)

The UNGC provides a globally recognised framework for responsible business conduct, structured around 10 principles across human rights, labour, the environment and anti-corruption.

Jupiter became a participant in 2024 and has now submitted its second Communication on Progress (**CoP**). Participation in the UNGC supports Jupiter's ongoing focus on continuous improvement and provides a practical framework to guide the Company's approach to responsible and sustainable business practices over time. More information on Jupiter's CoP can be found here[1].

1 **Website link:** https://unglobalcompact.org/what-is-gc/participants/161384-Jupiter-Mines-Limited

Priorities and Progress

Jupiter and Tshipi are proud to outline the progress made against the FY26 Strategic Actions shown below, reflecting the work undertaken across their material ESG focus areas during the reporting period.

To build on this progress, Jupiter and Tshipi have also set FY27 Strategic Actions to guide continued improvement and support the ongoing development of their sustainability approach across the areas most relevant to the business, operations and stakeholders (Table 1).

Table 1: Jupiter's and Tshipi's FY26 progress update and FY27 strategic actions.

Sustainability Priority	Jupiter's Commitment	FY26 Progress Update	FY27 Strategic Actions
Health, Safety, and Wellbeing	Health, safety, and wellbeing are paramount. We are committed to supporting Tshipi with its wellness strategies, enhancing employee capabilities, and shifting towards proactive health initiatives.	– **Tshipi:** Maintained the #YouMatter and ChipAway campaigns following strong employee engagement and positive wellbeing outcomes. – **Tshipi:** Continued to reinforce employee safety awareness and proactive intervention through behaviour-based safety initiatives. – **Tshipi:** Launched Life-Saving Behaviours to strengthen critical risk controls, supervisory accountability and safe work practices. – **Jupiter:** Jupiter Board members appointed to Tshipi's Social and Ethics Committee. – **Jupiter:** Established Jupiter's Sustainability, Safety and Operations Committee as a committee of the Board.	– **Tshipi:** Standardise baseline risks and critical controls, implement critical control verification, strengthen leadership capability and maintain zero Level 4 and 5 environmental incidents. – **Tshipi:** Achieve at least 90% completion of mandatory safety, statutory and technical training actions in the approved Workplace Skills Plan.
Community Empowerment	We are dedicated to community empowerment, focusing on Tshipi's B-BBEE program, the SLP, and the Tshipi Mining Charter Program. We aim for excellence in these initiatives to better serve and uplift our communities.	– **Tshipi:** Improved its B-BBEE rating to Level 1. – **Tshipi:** awarded 66 bursaries, learnerships and internships. – **Tshipi:** Maintained a Mining Charter Level 2 rating.	– **Tshipi:** Initiate the 5-year cyclical SLP review and multi-stakeholder consultation. – **Tshipi:** Introduce structured demand-led SMMEs development and fast-tracked early payment terms. – **Tshipi:** Standardise formal SMME development incubators framework.
Management and Workforce Diversity	We believe in the importance of diversity on the board, in management, and in the workforce. This will be achieved through Tshipi's Employment Equity Policy, board skill enhancement, and Women in Mining Program. We are working towards an even more diverse and inclusive environment.	– **Tshipi:** Board composition changed following the Exxaro transaction, with no change to female representation at Board level. – **Tshipi:** Increased female workforce participation with a female-to-male ratio of 1:1.81. – **Tshipi:** Increased overall workforce, with 95% Black employees and 34% Black women representation.	– **Tshipi:** Obtain approval for Year 1 EE Plan actions and maintain compliance reporting, forum governance and recruitment alignment.



Sustainability Priority	Jupiter's Commitment	FY26 Progress Update	FY27 Strategic Actions
Emissions Management	We are committed to working with Tshipi on emissions control, progressing in dust monitoring, greenhouse gas management, and clean water initiatives. We also value our partnerships and accreditations in responsible mining.	– **Tshipi:** Achieved no dust fallout exceedances across residential and non-residential monitoring locations. – **Tshipi:** Tshipi's Scope 1 and 2 emissions have been calculated.	– **Tshipi:** Measurement of Scope 3 emissions will be reconsidered. – **Tshipi:** Revisit timing of solar project execution.
Energy Efficiency	We aim to be leaders in energy efficiency. With innovations like solar project at Tshipi, improved conveyors, fleet management, and transport strategies, we strive for continuous improvement across the Company in energy efficiency.	– **Tshipi:** Completed studies, assessments and design activities for the Northern Waste Rock Dump extension which will reduce average haul distance leading to reduction in diesel consumption. – **Tshipi:** Completed six truck fleet change-outs which allows for increased load-out stockpile capacity, reduced rehandling, fewer vehicle movements and lower diesel consumption.	– **Tshipi:** Drive efficiency with implementation of Phase A of the connecting conveyor project. – **Tshipi:** Construction of a fence around the Tshimo nature reserve, to provide protection for the native flora and fauna.
Value Generation	Value generation remains central to our mission. We are refining supplier partnerships, managing risks, and strengthening our investment approaches. As we look forward, we are emphasising stakeholder relationships, refining our processes, planning sustainably, and investing in forward-thinking initiatives like EV batteries.	– **Tshipi:** Achieved stable production volumes while maintaining consistent dividend payments. – **Jupiter:** Continued to monitor EV battery market developments and progress the HPMSM opportunity through flowsheet refinement, product validation and battery industry engagement. – **Jupiter:** Key efficiency initiatives under Jupiter's five-year strategy progressed, with Jupiter Directors actively contributing to Tshipi's efforts to reduce product rehandling.	– **Tshipi and Jupiter:** Collaborated to optimise mine planning, ore extraction, rehandling and logistics, supported by stronger contractor relationships, to maximise value from each tonne of ore extracted. – **Jupiter:** Applied its broad industry experience to provide Tshipi with objective input and feedback on industry best practices.


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ESG Governance

Jupiter continued to maintain oversight of ESG matters through its Board and executive governance structures in FY26, with a focus on ensuring sustainability risks, performance and disclosures remained subject to appropriate review and accountability.

Jupiter's governance approach operates alongside Tshipi's established ESG oversight framework. At Tshipi, sustainability matters are managed through defined operational, executive and Board-level reporting lines, with clear accountability for ESG performance across the business.

Sustainability governance is underpinned by a commitment to transparency, accountability and ethical conduct. This joint governance approach remains an important strength, supporting accountability and performance across both Jupiter and Tshipi.

In FY26, Jupiter established the Sustainability, Safety and Operations Committee (**SSOCo**), a new Board committee responsible for providing oversight, guidance and accountability across three critical areas:

- **Sustainability:** Overseeing ESG strategies, performance, and disclosures to ensure long-term value creation and alignment with stakeholder expectations;
- **Safety:** Monitoring and promoting workplace health, safety, and risk management programs to safeguard employees, contractors, and communities;
- **Operations:** Reviewing operational performance, resiliency, and continuous improvement initiatives that support Jupiter's' strategic objectives.

ESG principles are embedded within Tshipi's operational and corporate activities, supported by a well-defined reporting and accountability structure. Responsibilities are clearly assigned at management, executive and Board levels, with Tshipi's Social and Ethics Committee providing delegated oversight on behalf of the Tshipi Board (Table 2: Board-level committees between Jupiter's and Tshipi's Boards.).

Table 2: Board-level committees between Jupiter's and Tshipi's Boards.

Board	Jupiter's Board	Tshipi's Board
Board Committee	– Audit and Risk Committee – Remuneration and Nomination Committee – SSOCo	– Audit and Risk Committee • Jupiter Membership: ◦ Melissa North ◦ Sally Langer (invitee) – Remuneration and Nomination Committee • Jupiter Membership: ◦ Scott Winter – Social and Ethics Committee • Jupiter Membership: ◦ Brad Rogers ◦ Melissa North (invitee)
Executive Committee	Executive Leadership Team	Executive Committee – Investment Committee – Contracts Committee

Jupiter's Board takes an active role on sustainability matters at Tshipi and oversees all Jupiter-led ESG reporting strategy and disclosures. The Tshipi Board composition established in prior years continues to support this oversight.



Our Focus Areas

Health, Safety, and Wellbeing

Health, safety, and wellbeing are paramount with a continued focus on wellness strategies, enhancing employee capabilities and shifting proactive health initiatives.

Zero Harm

A strong commitment to Zero Harm remains central to Tshipi's operations and underpins its licence to operate. With mineral resources supporting a potential 100-year mine life, maintaining strong health and safety performance is a key business priority. Employees and business partners receive the same level of safety training, helping promote consistent standards and behaviours across the site in support of Zero Harm.

In FY26, Tshipi recorded two LTIs, representing a 50 per cent reduction from the four LTIs recorded in FY25. The LTIFR decreased from 0.25 to 0.12, while the TRIFR improved from 0.38 to 0.37 (Table 3). This improvement reflects Tshipi's increased focus on strengthening critical risk controls, improving frontline hazard awareness and embedding safe behaviours across the workforce.

A key initiative supporting this progress was the launch of Tshipi's Life-Saving Behaviours. The initiative translates Tshipi's Zero Harm commitment into clear and consistent expectations for managing fatal and high-potential risks. It defines the essential "do's and don'ts" for high-risk activities and help employees and business partners understand the critical controls required to protect themselves and their colleagues. Further information on Tshipi's Life-Saving Behaviours program is provided in Case Study: Strengthening Critical Management Through Life-Saving Behaviours.

Table 3: Tshipi's Health and Safety performance in FY26.

Reporting Year	Number of Lost-Time Incidents[1]	LTIFR[2]	TRIFR
FY22	0	0	0.58
FY23	0	0	0.20
FY24	4	0.25	0.35
FY25	4	0.25	0.38
FY26	2	0.12	0.37

In FY26, Tshipi also undertook a detailed review of High Potential Incidents (**HPIs**) to better understand key risk themes and identify opportunities to strengthen preventative controls. During the full reporting year, 22 HPIs were recorded.

The review conducted in the first half of the year identified vehicle and mobile equipment interactions as the most common contributing category, accounting for seven incidents. Other incidents related to fire events, uncontrolled energy release, rail operations and falling objects. These findings were used to inform targeted risk management actions and reinforce controls across higher-risk activities.

To further support its Zero Harm commitment, Tshipi implemented an Easter Safety Program in April 2026. The program was introduced during the Easter holiday period, when increased leave, changes in workforce availability and disruptions to supervision and work routines can result in additional safety risks. Tshipi's incident trend data indicates that a higher number of incidents have historically occurred during holiday periods compared with other periods. In response, Tshipi increased safety awareness and leadership focus in the lead-up to these times. The Easter Safety Program focused on strengthening leadership oversight, effective supervision, succession planning and competent acting legal appointments. It also reinforced employee awareness of Priority Unwanted Events (**PUEs**) and critical risk controls.

1 Reported LTIs include incidents involving both employees and contractors.
2 LTIFR and TRIFR are calculated per 200,000 hours worked, consistent with South African mining industry practice.

Tshipi also continued to build operational risk management capability during FY26 through the rollout of risk management training across the mine. The initial risk awareness training was delivered across all levels of the organisation, with approximately 800 employees participating and a 70 per cent completion rate achieved during the reporting period. The rollout will continue in FY27, supporting Tshipi's focus on applying incident learnings to strengthen controls, improve risk awareness and build organisational resilience. Tshipi's risk management training framework comprises four levels, designed to build capability progressively across the organisation:

- **Risk Management Level 1:** basic awareness and understanding of risk management principles for employees, supervisors or team members.
- **Risk Management Level 2:** builds on basic risk awareness and focuses on developing the skills needed to actively participate in risk assessment and risk control activities.
- **Risk Management Level 3:** develop advanced competency in leading, coordinating, and overseeing risk management processes across projects, departments or an organisation
- **Risk Management Level 4:** develop strategic risk leadership capabilities, enabling senior managers and executives to establish, govern and optimise an organisation's risk management framework to support long-term business objectives and sustainability.

Tshipi is currently implementing the Mine Operational Risk Management Framework Program to strengthen risk management capability across the workforce. The program is designed to train employees working at the mine on Tshipi's risk management process, including how to conduct workplace risk assessments, job safety analyses and planned task observations.

Tshipi's Health and Safety Values



Caring and Unity

I will **work safely** and I will help others to work safely.



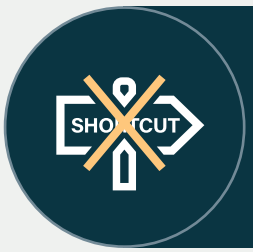
Teamwork

I will **actively participate** in the mine's safety systems.



Respect

I will **respect the hazards** associated with my job and my workplace.



Zero Shortcuts

I will do proper risk assessments, follow procedures and instructions and **never take shortcuts.**



Reporting

I will **stop, correct and report** unsafe conditions and behaviours, always!

A strong commitment to Zero Harm remains central to Tshipi's operations and underpins its licence to operate.



Case Study

Strengthening Critical Risk Management Through Life-Saving Behaviours

Key United Nations Sustainability Development Goals (UNSDGs):



- **UNSDG 3: Good Health and Well-being**
  Promoting a safe and healthy workplace by preventing fatalities, reducing exposure to high-risk activities and protecting employee wellbeing.
- **UNSDG 8: Decent Work and Economic Growth**
  Supporting safe, productive and sustainable employment through effective occupational health and safety practices.
- **UNSDG 12: Responsible Consumption and Production**
  Promoting responsible operational practices through effective risk management and control of hazardous activities.

Context

Tshipi recognises that working towards achieving Zero Harm requires a proactive approach to identifying, managing and eliminating fatal risks. Through its risk management framework, Tshipi developed a set of Life-Saving Behaviours designed to provide employees and business partners with clear expectations for managing critical risks and PUEs.

Tshipi's eight Life-Saving Behaviours are:

1. Identify, Isolate and Lockout
2. Operating Mobile Equipment
3. Fall of Ground
4. Working at Height
5. Lifting Operations
6. Explosive Control
7. Safe Work Execution and Competency
8. Fitness for Work



Approach

Tshipi's Life-Saving Behaviours program was developed through a structured risk management process to strengthen the identification, understanding and control of fatal risks across the operation. The program involved a reassessment of baseline risks, identification of three fatal risks and PUEs, and the development of bow-tie risk assessments and critical control requirements to support consistent risk management.

To embed these Life-Saving Behaviours across the workforce, Tshipi implemented a comprehensive awareness and training program focused on building employee and business partner understanding of critical risks and the controls required to prevent serious incidents. Approximately 800 employees participated in the initial risk awareness training, with a further rollout continuing during FY27. Level 3 and Level 4 employees have been prioritised in the next phase of implementation, with approximately 50 per cent of Tshipi's 1,300 permanent employees trained to date.

The program is supported through ongoing communication and reinforcement initiatives, including workplace awareness material, safety discussions and the Adopt-a-Supervisor program. This coaching initiative supports supervisors in applying safety expectations consistently, strengthening frontline leadership and ensuring critical controls remain embedded in daily work practices.

To bring the Life-Saving Behaviours to life, Tshipi implemented practical safety campaigns focused on high-risk activities, including Isolation and Lockout and Explosives Control. These campaigns used realistic scenarios and employee engagement activities to demonstrate the consequences of failing to apply critical controls.





The Isolation and Lockout campaign highlighted the importance of correctly isolating equipment, applying lockout procedures and ensuring appropriate work authorisation before commencing maintenance activities. Through a safety theatre demonstration, employees were shown the potential life-changing consequences of bypassing isolation requirements, reinforcing that these controls are non-negotiable.

The Explosives Control campaign focused on the risks associated with explosives handling and lifting operations. A simulated uncontrolled detonation scenario demonstrated the importance of following approved procedures, verifying equipment conditions and avoiding shortcuts during high-risk activities. The demonstration also incorporated emergency response elements, including the use of the site fire response capability, to reinforce preparedness and coordinated incident management.

Both campaigns were delivered through a collaborative approach involving Safety, Health and Environment (**SHE**) representatives, safety officers, blasting contractors, operational leadership and business partners. This multidisciplinary involvement strengthened engagement, encouraged open communication and reinforced shared accountability for achieving Zero Harm.



Outcomes

The Life-Saving Behaviours program has strengthened Tshipi's safety culture by improving awareness of fatal risks, reinforcing critical controls and encouraging employees to take personal responsibility for safe work practices.

Key outcomes include:

Improved understanding of fatal risks and PUEs across the workforce

Increased visibility and application **of critical safety controls** in daily operations

Approximately **800 employees trained** through the initial **risk awareness program**

Strengthened collaboration between employees, contractors, SHE representatives and leadership teams

Approximately **50% of permanent employees trained** through the FY26 training rollout

Enhanced communication channels between **supervisors, managers and frontline employees**

Through practical learning interventions, leadership engagement and realistic safety demonstrations, Tshipi continues to embed Life-Saving Behaviours as a fundamental part of its Zero Harm journey. The program reinforces that every employee has a role in identifying risks, applying critical controls and ensuring everyone returns home safely every day.



Preventive Wellness

Tshipi recognises that employee wellbeing is an important part of maintaining a safe, healthy and resilient workforce. Its approach extends beyond occupational health and safety, with a focus on supporting physical health, mental wellbeing and preventative care through accessible health services and targeted wellness initiatives.

Employees and business partners have access to Tshipi's on-site Primary Health Care Clinic, which provides a range of healthcare services and support from qualified professionals, including a wellness counsellor and dietician. The clinic supports preventative healthcare, early intervention and the ongoing management of chronic health conditions.

Mental health remains a key component of Tshipi's wellbeing strategy. During FY26, support was strengthened through access to a full-time counsellor on-site one day per week. While telehealth appointments were previously available, Tshipi found that in-person support was more effective and more frequently used by employees and business partners. This improved accessibility, encouraged greater engagement and provided more practical support for mental wellbeing across the workforce. Tshipi's #YouMatter Campaign was retained in FY26 as an annual mental health awareness program, following the strong outcomes from the previous year. The program, together with mental health screening tools, continues to improve awareness, support early identification and connect employees with appropriate support where required.

Tshipi continued to expand its wellness program during the year which supported a broader workplace focus on health, fitness and mental wellbeing. The enhanced program introduced comprehensive health investigations, including laboratory blood testing, to help identify emerging health risks such as chronic kidney disease, cardiovascular disease and glaucoma.

Tshipi's Chip Away wellness program ran for the second year in FY26. Chip Away continues to support employees in reducing their risk of metabolic disease through lifestyle interventions, health education and ongoing wellbeing engagement.

Health surveillance and wellness initiatives continued to be strengthened in FY26, with a focus on early detection, ongoing monitoring and timely intervention for both acute and chronic health conditions.

Key activities included hearing assessments, spirometry testing and drug screening, with substance abuse continuing to be monitored as a critical workplace risk. Tshipi also provided targeted support for employees managing chronic conditions, including 134 employees with hypertension and 51 employees with diabetes.

Preventative screening remained an important part of Tshipi's approach to workforce health. During the year, 496 employees were screened for tuberculosis, with 23 individuals identified for treatment and ongoing clinical management. Cancer awareness campaigns also supported early detection, resulting in 10 employees being referred for specialist assessment and treatment.

Together, these initiatives support Tshipi's focus on proactive healthcare, early intervention and improved long-term health outcomes for employees.



Community Empowerment

Jupiter is dedicated to supporting community empowerment through Tshipi's B-BBEE program, SLP, and the Mining Charter Program to better service and uplift communities.

FY26 marked a significant milestone in Tshipi's B-BBEE performance, with the business achieving a Level 1 rating by building on the initiatives and systems established in previous years.

Tshipi's approach is guided by its obligations under South Africa's B-BBEE framework, SLP requirements and the Mining Charter. These requirements are considered as part of an integrated approach to investment, procurement, employment and community initiatives, supporting both compliance and practical social and economic outcomes.

This approach is reflected in Tshipi's continued focus on developing local capability. During the year, progress in socio-economic development and skills development pillars supported the uplift from a Level 3 to Level 1 B-BBEE rating, demonstrating stronger participation by local suppliers and continued investment in broader economic inclusion.

Achieving a Level 1 rating also supports Tshipi's broader operating context. It strengthens alignment with South Africa's transformation objectives, supports relationships with communities and stakeholders, and can provide commercial benefits such as improved access to rail haulage capacity, a stronger local talent pipeline, reduced industrial relations risk and access to goods and services from local SMMEs.

The FY26 outcome reflects the cumulative impact of work undertaken over several years and reinforces Tshipi's commitment to using transformation as a platform for sustainable shared value.

Skills Development and Talent Pipeline

Investing in employee skills and capability is essential to maintaining a productive and sustainable mining operation. Tshipi supports workforce development through targeted training, competency programs and leadership development initiatives that strengthen technical capability, promote career progression and support operational resilience.

This commitment extends to the development of future mining skills through learnerships, apprenticeships, internships, bursaries and community skills development programs. During the 2025 calendar year, Tshipi invested ZAR 3,144,849 (A$274,659) in learning programs for HDP. This contributed to key sub-elements of Tshipi's B-BBEE submission such as Skills Development Expenditure (increasing from 5.81 in December 2024 to 5.82 the following year, out of six points) and the number of HDP participants in learnerships, apprenticeships and internships also increasing from 5.81 to 5.83, out of six points.

Skills development remained a significant area of investment, with 6.67 per cent of payroll allocated to training during the period. Tshipi also maintained high levels of compliance across safety and technical training. While the rollout of the new learning system is still stabilising, overall training outcomes remain strong.



Case Study

Youth Enterprise Development – Creating Pathways to Sustainable Livelihoods

Key UNSDGs:



- **UNSDG 1: No Poverty**
  Supporting sustainable livelihoods and income-generating opportunities for youth from historically disadvantaged communities.
- **UNSDG 4: Quality Education**
  Providing accredited training, workplace readiness, entrepreneurship development and skills-building opportunities.
- **UNSDG 8: Decent Work and Economic Growth**
  Creating pathways to employment, entrepreneurship and sustainable economic participation.
- **UNSDG 10: Reduced Inequalities**
  Promoting inclusive economic participation through enterprise development and support for historically disadvantaged individuals.
- **UNSDG 17: Partnerships for the Goals**
  Collaborating with strategic partners to deliver youth development and enterprise support initiatives.



Context

Tshipi recognises that youth unemployment remains one of South Africa's most significant socio-economic challenges[1]. As a responsible corporate citizen, Tshipi continues to position ESD as a strategic enabler of transformation, inclusive economic growth and sustainable community development.

Through its ESD initiatives, Tshipi aims to create opportunities that extend beyond the mining value chain by investing in youth skills development, entrepreneurship and enterprise creation. These initiatives are focused on developing future entrepreneurs, strengthening local economies and creating sustainable livelihoods for HDPs.

1 Source: South Africa's Youth and the Labour Market in Q1 2026, Statistics South Africa https://www.statssa.gov.za/?p=19526



Approach

During FY26, Tshipi invested ZAR 2.31 million (A$201,747) in Lulaway Holdings Ltd, one of South Africa's leading youth employment solutions providers. This investment aligns with the objectives of the B-BBEE Codes of Good Practice – Code Series 400, supporting the development, incubation and sustainability of qualifying black-owned enterprises while advancing Tshipi's transformation objectives.

Through the **Tshipi Lularides Youth Scooter Program**, Tshipi supported young entrepreneurs by providing market-relevant skills, entrepreneurial capabilities and practical work experience within South Africa's rapidly growing digital delivery and logistics economy.

The program adopts an integrated development approach that addresses key barriers faced by aspiring entrepreneurs. Each approved beneficiary receives a comprehensive Enterprise Development support package, including:

- A motorbike
- Mobile phone
- Personal protective equipment (PPE)
- Accredited rider training
- Business onboarding and mentorship
- Enterprise development support
- Stipend assistance during the incubation phase



The program combines accredited training, workplace readiness, entrepreneurship development and financial literacy to equip participants with the skills required to establish and manage sustainable income-generating enterprises.

By supporting beneficiaries to operate as independent business owners, the program provides a pathway towards economic participation, enabling participants to manage their own delivery operations, develop business management competencies and build sustainable livelihoods.

Outcomes

Through access to equipment, training, mentorship and financial support, participants can operate their own delivery services, develop business management capabilities and build more sustainable livelihoods. The program provides a pathway to greater economic participation and supports the development of youth-owned enterprises.

The program has helped beneficiaries build practical business capability, including financial literacy, operational planning and customer management, while improving access to employment and income-generating opportunities in the digital logistics sector.

Through this initiative, Tshipi supports youth empowerment, inclusive economic growth and community development by helping young people build sustainable pathways to economic participation beyond the mining sector.

Tshipi has consistently exceeded the B-BBEE procurement target of 80 per cent spend with compliant suppliers, achieving the maximum score of five points.

Procurement Practices

Tshipi's procurement practices remained consistent in FY26 and continue to align with the B-BBEE framework, SLP commitments and the Mining Charter. The Company's approach is designed to increase economic participation by HDP in mining-related industries, while maintaining consistent commercial and technical standards across the supplier base.

Tshipi's procurement approach is guided by the following principles:

- Facilitating access to procurement opportunities to support greater HDP participation in mining-related industries;
- Ensuring HDP suppliers are assessed against the same requirements as other suppliers, including quality, price, safety standards, environmental performance and other commercial or technical criteria; and
- Supporting small HDP suppliers where appropriate, including by allocating certain tenders, in part or full, for HDP suppliers.

In FY26, Tshipi consistently promoted the instruction of local labour though procuring community-based workforce and service providers. Across two key community investment projects delivered in FY26, over 56 per cent of the workforce were youths[1], further supporting youth development and skills development objectives.

Tshipi has consistently exceeded the B-BBEE procurement target of 80 per cent spend with compliant suppliers, achieving the maximum score of five points. This reflects the Company's continued focus on responsible procurement, supplier transformation, local economic development and participation in the Northern Cape.

Enterprise and Supplier Development (ESD)

Tshipi's ESD initiatives complement its procurement approach by helping build the capability and sustainability of local SMMEs. These initiatives are focused on supporting HDP-owned and black female-owned businesses to strengthen their operational capacity, improve commercial readiness and participate more effectively in the mining supply chain.

Through targeted supplier development activities, Tshipi supports emerging businesses to access future procurement opportunities and establish sustainable commercial relationships. This contributes to inclusive economic growth and helps create longer-term value for local suppliers and surrounding communities.



1 Youth refer to individuals aged 18 and 35 as per the South African Age classification.



Emissions Management

Jupiter is committed to emissions control, progress in dust monitoring, greenhouse gas management, clean water and waste management initiatives.

Mine operations

Tshipi's environmental impacts are primarily associated with its open-pit manganese mining activities. Ore is extracted using conventional open-pit mining methods, supported by mobile equipment, haulage routes, crushing infrastructure and site services.

Before mining begins in a new area, topsoil is removed and stored for future rehabilitation. This process helps preserve soil resources and supports Tshipi's progressive rehabilitation approach as mining areas are developed and later reshaped.

The mining process then involves removing overburden to expose manganese-bearing ore, which is drilled, blasted and transported for crushing and further handling. These activities require energy, water and materials, and can generate environmental impacts such as dust, waste and greenhouse gas emissions from diesel-powered equipment.

Water is used across the operation for activities such as dust suppression, processing and general site services. Tshipi manages its environmental responsibilities through practical controls and monitoring programs focused on dust management, water stewardship, waste handling, land rehabilitation and compliance with environmental obligations.

This approach supports Tshipi's objective of reducing operational impacts where practicable while maintaining safe, efficient and responsible mining activities.



Air Quality and Dust Emissions

Air quality is an important environmental focus for Tshipi due to the potential for open-pit mining activities to generate dust and airborne particulate matter. Managing these emissions helps minimise impacts on the surrounding environment and nearby communities. This includes the management and monitoring of particulate matter including PM_{10} and $PM_{2.5}$ [1].

Tshipi is located approximately 20 km south of the town of Hotazel and 48 km east of the town of Kuruman. Several farming communities are also located within 2 km to 10 km of the mining right boundary, reinforcing the importance of effective dust control, air quality monitoring and ongoing environmental management.

Dust fallout monitoring is undertaken in accordance with the approved Environmental Impact Assessment, Environmental Management Program, the South African National Ambient Air Quality Standards and the requirements of South African National Standards (**SANS**) 1929:2005.

To effectively manage dust emissions and meet regulatory obligations, Tshipi maintains a comprehensive dust fallout monitoring program. The program is designed to:

- Demonstrate compliance with the Environmental Management: Air Quality Act (Act No. 39 of 2004), the National Dust Control Regulations and the National Ambient Air Quality Standards;
- Assess long-term dust fallout trends in support of the Mine Air Quality Management Plan; and
- Provide operational data that informs dust control measures and drives continual improvement.

Dust management remained a key focus in FY26, building on the strengthened Dust Management Plan implemented in the previous reporting period. Enhanced suppression measures continued across the site, including the use of pit water on haul roads and other high-traffic areas to control dust generation from operational activities.

These measures, together with elevated rainfall during the year, supported effective dust control across exposed surfaces such as haul roads, stockpiles and disturbed mining areas. The higher rainfall likely contributed to reduced dust generation and lower observed dust fallout rates, particularly at monitoring locations further from active operational areas.

Dust fallout levels at all residential and non-residential monitoring locations remained below applicable regulatory thresholds during the reporting period, with no reportable exceedances recorded. Targeted occupational exposure monitoring also continued for higher-risk employee groups, including drilling assistants, to verify the effectiveness of controls and support ongoing worker health and safety.

1 PM_{10} and $PM_{2.5}$ refers to particulate matter with a diameter that measures 10 micrometres or less and 2.5 micrometres or less respectively.

Residential Area Dust Emissions

Dust fallout monitoring in residential areas in FY26 demonstrated continued compliance with the acceptable limit of 600 mg/m²/day throughout the reporting period (Figure 3). The maximum dust fallout rate of 372.7 mg/m²/day was recorded at the monitoring point on the western mine boundary. The higher result was attributed to the monitoring point's proximity to mining-related activities, including haul road traffic and operational areas. No instances of consecutive monthly exceedances of the applicable limit were observed.

Dust fall-out monitoring buckets in residential areas - limit value of 600 mg/m²/day

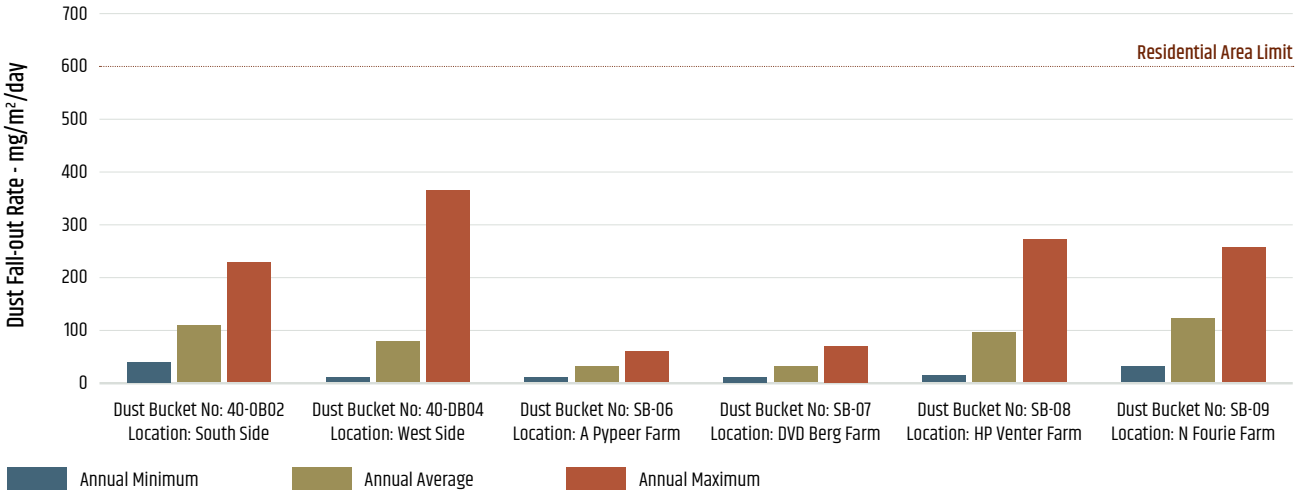


Figure 3: Residential area dust fall-out sampling results for FY26 at Tshipi.

Non-Residential Area Dust Emissions

Similarly, dust fallout deposition at all non-residential monitoring locations remained within the permissible limit of 1,200 mg/m²/day during FY26 (Figure 4). The highest recorded dust fallout rate was 680.0 mg/m²/day at the monitoring bucket located adjacent to the Tshipi mining offices.

This result is consistent with FY25 dust fallout records, where higher readings were also observed in areas closer to active operational activities. The FY26 result is likely attributable to the bucket's proximity to mining and processing areas, including crushing activities and high vehicle movement zones.

Dust fall-out monitoring buckets in non-residential areas - limit value of 1200 mg/m²/day

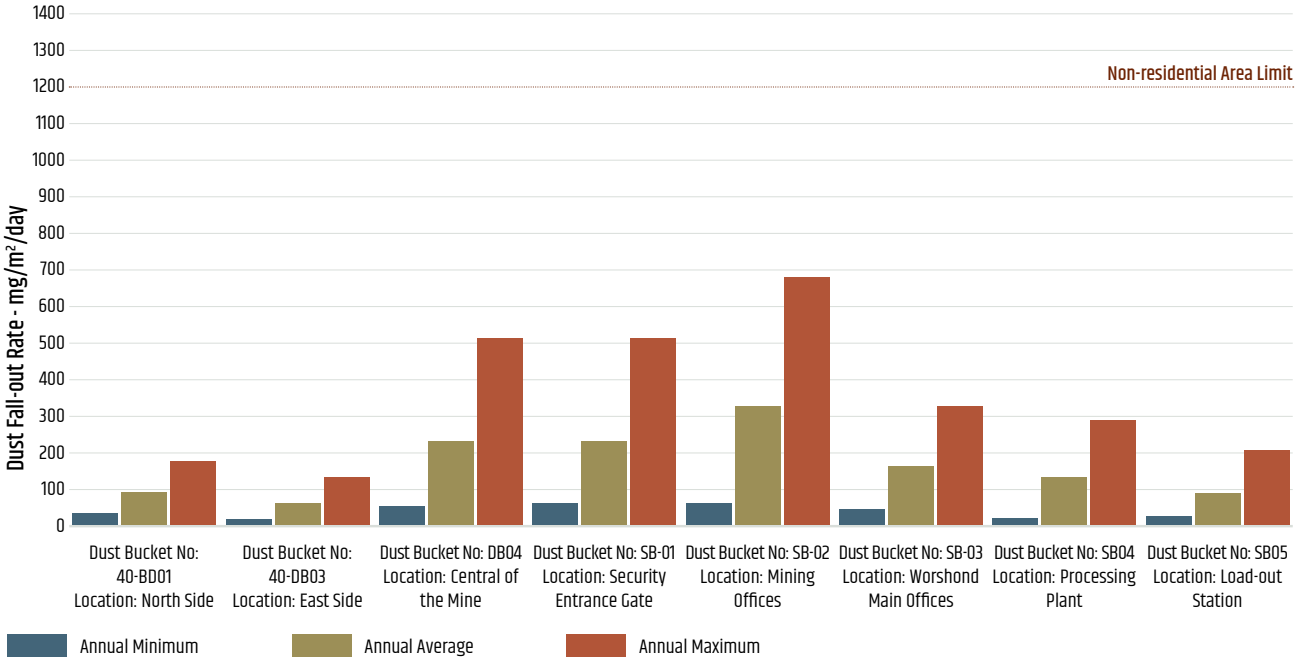


Figure 4: Non-residential area dust fall-out sampling results for FY26 at Tshipi.

Greenhouse Gas Emissions (GHG)

Tshipi quantifies its operational GHG emissions annually, covering Scope 1[1] and Scope 2[2] emissions. This process is undertaken using the emissions factors prescribed in Schedule 1 of South Africa's Carbon Tax Act. Scope 3[3] emissions are not currently included in its GHG inventory. Tshipi will reconsider their measurement in future reporting periods as its emissions reporting approach develops and the availability and quality of value-chain data improve.

In FY26, Tshipi recorded total Scope 1 and Scope 2 emissions of 81,623.8 tCO_2-e, representing a 7 per cent reduction from FY25 (Figure 5)[4]. The decrease was supported by lower diesel consumption, particularly from stationary generators, following improved stability of the Eskom electricity grid. While greater use of grid electricity increased Scope 2 emissions, the reduction initiatives implemented to reduce Scope 1 emissions continues to support a lower operational emissions profile. These initiatives include:

1. Strengthening source-level fuel accounting.
2. Calibrating nitrogen dioxide and black-carbon monitoring at activity and boundary locations.
3. Increased sensor data with meteorology, dispatch and fuel records to monitor impacts and verify controls.

Scope 1 emissions continued to account for the majority of Tshipi's GHG footprint, representing 92 per cent of combined Scope 1 and Scope 2 emissions in FY26. These emissions continue to be driven predominantly by diesel consumption across Tshipi's operations. Tshipi continues to manage fuel use through preventative maintenance, equipment optimisation and disciplined asset management. Emissions from stationary diesel generation remained well below historical levels, reflecting the continued reduction in generator operating hours.

Scope 2 emissions represented 8 per cent of total Scope 1 and Scope 2 emissions and related to purchased electricity. Although improved grid reliability has reduced reliance on backup diesel generation, standby generation capacity remains important to support operational continuity during planned outages and unexpected electricity supply interruptions.

Tshipi's operational GHG emissions intensity improved to 111 tCO_2-e/A$1 million revenue, representing a 4.9 per cent reduction year-on-year.

Tshipi complied with all applicable GHG reporting requirements during FY26. As the mine's annual diesel consumption exceeded the 100,000-litre reporting threshold, Tshipi continued to report its emissions through South Africa's National Atmospheric Emission Inventory System, in accordance with legislative requirements.

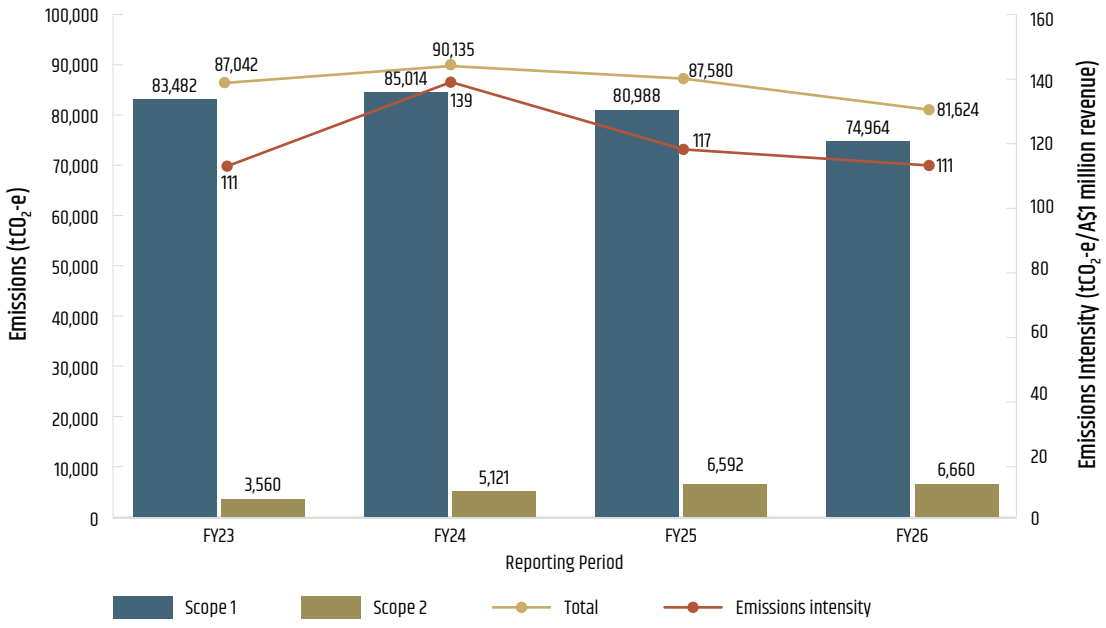


Figure 5: Tshipi's total Scope 1 and 2 emissions and operational GHG emissions intensity from FY23 to FY26

1 Scope 1 emissions are defined as direct GHG emissions released from sources owned or controlled by a company
2 Scope 2 emissions are defined as indirect GHG emissions caused by purchasing electricity, steam, heat, or cooling
3 Scope 3 emissions are defined as all indirect GHG emissions that occur in a company's wider value chain, including both upstream suppliers and downstream customers
4 Tshipi has not sought external assurance over its Scope 1 & 2 GHG emissions

Climate Risks and Opportunities

Governance

Jupiter and Tshipi recognise that climate change and the transition to a lower-carbon economy may influence strategy, operations, risk management and long-term value creation. Oversight is embedded within existing governance structures, with the Jupiter Board and Tshipi Board each responsible for climate-related matters relevant to their respective business activities.

Operational monitoring and review are supported through delegated committee structures. At Jupiter, the Audit and Risk Committee oversees the Group's overall risk profile, while specific climate-related matters are considered by the SSOCo. At Tshipi, climate-related oversight is supported by the Social and Ethics Committee. Together, these committees support the structured identification, assessment and monitoring of climate-related risks and opportunities, with material matters escalated as required.

As an ASX-listed company, Jupiter is also focused on preparing for future climate-related reporting obligations under AASB S2. During the reporting period, Jupiter began strengthening its governance structures, processes and supporting documentation to support readiness for future reporting. This work is intended to improve the Company's ability to identify, assess, manage and disclose climate-related risks and opportunities in line with evolving regulatory expectations.

Risk Management

Tshipi's location and operating context mean that physical climate risks are expected to be more prominent than transition risks over time. Climate-related studies for the region indicate that average temperatures may increase under future climate scenarios, with a greater number of extremely hot days expected across parts of the Kalahari region where the Tshipi manganese mine is located.

Changes in rainfall patterns may also create operational challenges, with the potential for drier dry seasons, wetter wet seasons and more variable precipitation. These changes could affect water availability, workforce health and safety, infrastructure resilience, logistics and broader community wellbeing.

In FY26, higher rainfall increased availability of pit and dam water, which supported reduced reliance on potable water sources. Rainfall also contributed to natural dust suppression and lower dust fallout levels across parts of the site. Further information is provided in the Air Quality and Dust Emissions and Water Management sections.

Physical climate impacts may also be amplified by existing social vulnerabilities in South Africa, including reliance on agriculture and varying levels of access to clean water and healthcare. These factors can increase pressure on surrounding communities and may have greater impacts on vulnerable groups, including women, children, the elderly and people with chronic health conditions.

To better understand these risks, Tshipi is committed to undertaking a comprehensive physical and transition climate risk assessment specific to its operations. The assessment will help identify material climate-related risks and opportunities and inform practical actions to manage, mitigate and respond to climate-related impacts.

Jupiter is also committed to completing a high-level climate risk assessment to understand how climate-related risks and opportunities may affect its business, value chain and investment in Tshipi. Tshipi's climate risk assessment will be an important input into Jupiter's broader assessment, supporting a more informed view of potential climate-related impacts.

Strategy

Loadshedding in South Africa occurs when electricity supply is constrained and demand on the grid is reduced to protect the power system. Tshipi manages electricity supply interruptions with diesel generators to support business continuity where required.

During FY26, the reliability of the electricity grid stabilised, reducing the need for diesel-generated backup power. As a result, Tshipi deferred the proposed solar and battery storage project despite the positive FY25 feasibility study. The opportunity will be reassessed in FY27, considering grid performance, technology costs and renewable energy market developments.

Tshipi recognises that emissions reduction is only one element of climate resilience and is committed to conducting a climate risk assessment to support a broader understanding of how climate-related risks and opportunities may affect the business and inform future climate-related strategy and planning.

Jupiter continues to take a disciplined and an industry-aligned approach to monitoring developments in the EV battery market. Jupiter is also continuing to evaluate the opportunity to produce HPMSM through flowsheet refinement, product validation and ongoing engagement with the broader battery industry.

Metrics and Targets

Tshipi has tracked and reported its Scope 1 and Scope 2 greenhouse gas emissions annually since 2018 and remains committed to transparent disclosure. In addition to absolute emissions, Tshipi reports emissions intensity relative to revenue, providing further insight into operational efficiency and year-on-year performance.

As part of its continued improvement in emissions management and reporting, Tshipi is focused on strengthening its data collection processes to support more credible, complete and available information for future Scope 3 emissions assessment and reporting. Further detail is provided in the Greenhouse Gas Emissions section.

Jupiter is committed to measuring its Scope 1 and Scope 2 emissions in FY27 to improve visibility of its corporate emissions profile and support future climate-related reporting.

Water Management

Responsible water stewardship remains an important part of Tshipi's environmental management approach and long-term operational resilience. Effective water management supports regulatory compliance and helps safeguard water availability for neighbouring communities, agricultural users and local ecosystems, reinforcing Tshipi's commitment to responsible resource management and maintaining its social licence to operate.

Tshipi continued to focus on improving water efficiency and reducing reliance on external water sources during FY26. This included prioritising the capture and reuse of stormwater and rainfall to support operational water requirements and reduce freshwater consumption. Investments made in previous years to expand pit water storage capacity continued to provide benefits during the reporting period.

FY26 was characterised by high rainfall, with Tshipi recording 746.6 mm for the year. This contributed to a 40 per cent increase in pit water volume and a 45 per cent increase in dam water volume compared with FY25. As a result, water abstracted from pit and dam sources increased by 71 per cent compared with the prior year, allowing Tshipi to meet the majority of its operational water needs from internal water sources.

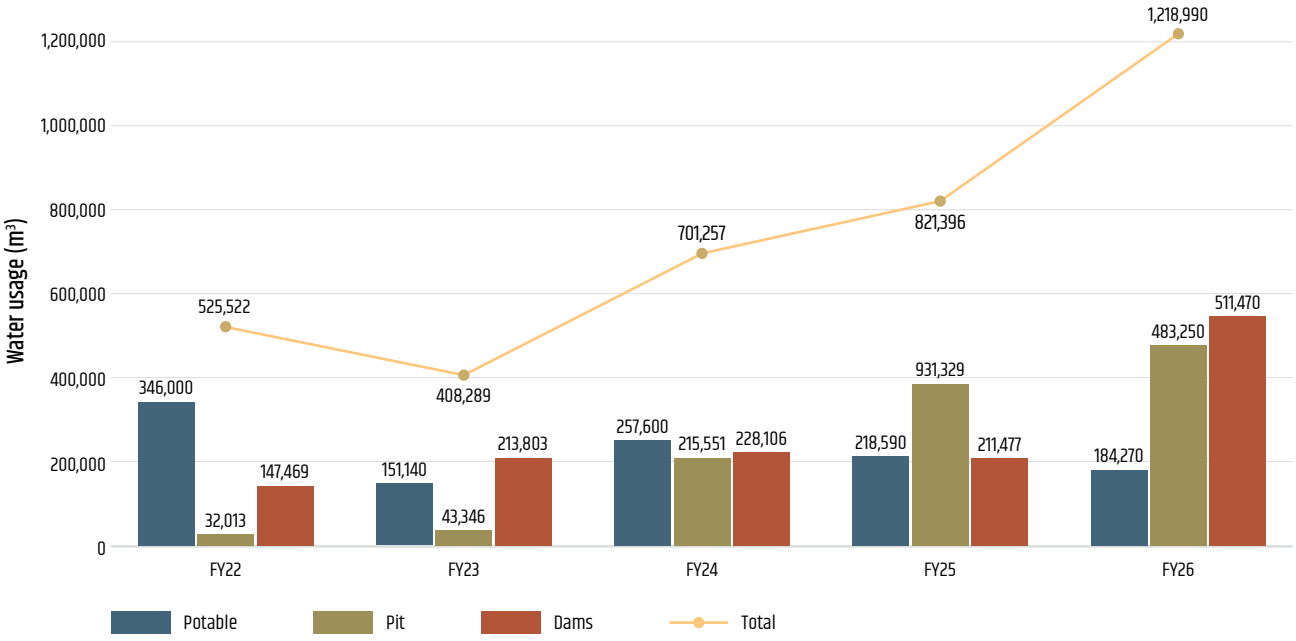


Figure 6: Tshipi's total water consumption FY22 - FY26

Total water withdrawn during FY26 was 1,218,990 m³. While overall water usage increased during the year, the expansion of pit water storage capacity and higher rainfall enabled Tshipi to reduce reliance on potable water sources, with potable water accounting for 15 per cent of total water withdrawn. This represented a 16 per cent reduction in water drawn from potable sources compared with FY25.

The increase in overall water consumption was driven by operational requirements and dust suppression activities undertaken to keep dust fallout within regulated thresholds. Managing water consumption remains a key priority, particularly as high rainfall cannot be relied upon each year to meet operational water needs. Tshipi therefore seeks to maximise water reuse across its operations wherever practicable.

Tshipi will continue to strengthen water management through ongoing monitoring, infrastructure optimisation and water conservation initiatives. This includes maintaining a focus on water efficiency, reducing reliance on potable water sources where practicable and balancing operational needs with the interests of surrounding stakeholders.

Waste Management

Effective waste management is fundamental to Tshipi's environmental stewardship and supports the commitment to responsible resource management. Tshipi's long-term objective is to achieve zero waste to landfill, in alignment with South Africa's National Environmental Management: Waste Act, the National Waste Management Strategy, and international mining industry best practice.

Tshipi's Waste Management Plan provides the framework for monitoring, managing and reducing waste generated across our operations. Waste performance is tracked throughout the year to identify trends, improve resource efficiency and support continuous improvement initiatives in line with the waste hierarchy, which prioritises waste avoidance, reduction, reuse and recycling ahead of disposal.

Total waste generated increased by 8 per cent between FY25 and FY26, primarily due to the recommencement of projects, including construction of the heavy mobile equipment workshop and the pit network connection, which resulted in an influx of contractors onsite. Despite the increase, Tshipi made progress in waste diversion and minimisation initiatives.

During FY26, Tshipi maintained its relationship with an external recycling facility to recover non-hazardous materials, including scrap steel, paper, plastics, cans and used oil. The program returned ZAR 41,278 (A$3,605) in recycling rebates during the year. By recovering materials that would otherwise be sent to landfill, the initiative reduces waste disposal while creating financial value and supporting more circular use of resources.

During FY26:

Improved waste reduction, segregation and material recovery practices contributed to a **60 per cent increase in recycled waste** and a **22 per cent decrease in non-hazardous waste generation**.

The waste profile comprised 43.5 per cent hazardous waste, 31.1 per cent recycled waste and 25.4 per cent non-hazardous waste, **highlighting ongoing efforts to divert waste from landfill** while ensuring **hazardous waste is managed in accordance with legislative requirements**.

The year-on-year waste performance is presented in Figure 7, which illustrates trends in total waste generation and waste categories over the reporting period.

These results demonstrate continued progress towards Tshipi's long-term waste management objectives. Tshipi remains focused on expanding recycling initiatives, reducing waste generation and improving waste diversion from landfill, supporting both regulatory compliance and the broader ESG commitment to environmental sustainability.

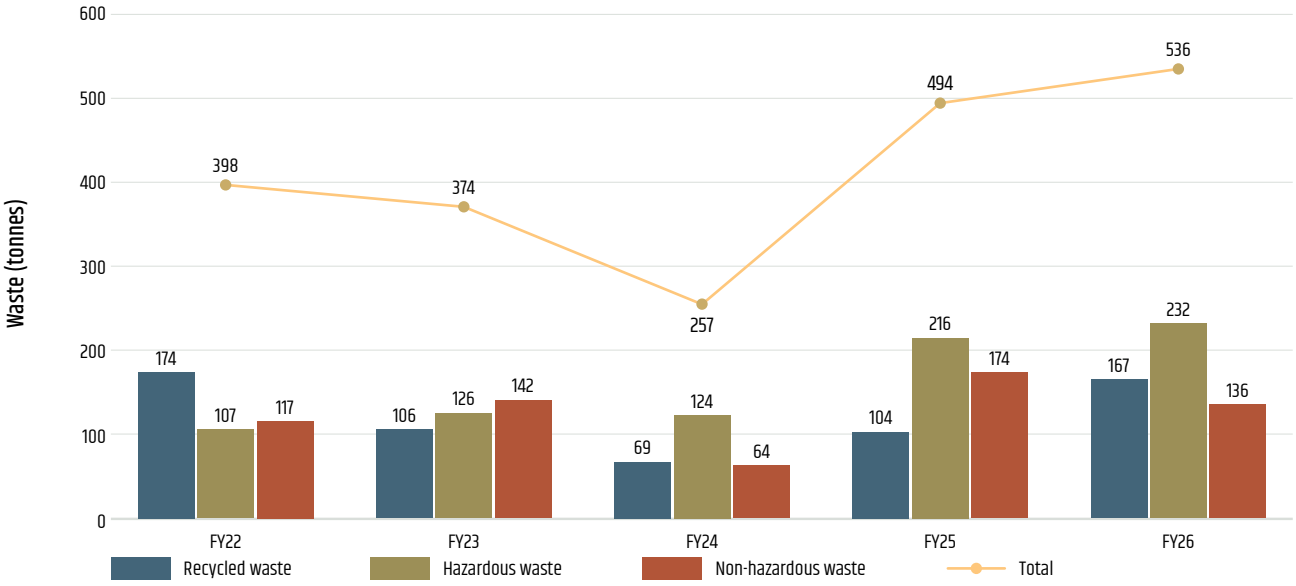


Figure 7: Tshipi's total waste production FY22 - FY26

In FY26, Tshipi processed 158m³ of contaminated soil through the bioremediation facility. This represents a 73 per cent reduction in the volume of contaminated soil compared with FY25. The reduction reflects two factors: reduced operation of the fixed rock breaker during the year, and the relocation of the suppressant tanks, which lowered the risk of ground contamination. Of this, 152 m³ has been successfully treated and reintroduced into the environment, with the remaining six m³ undergoing treatment (Table 4). This demonstrates both the effectiveness and environmental benefit of Tshipi's bioremediation process.

Table 4:Tshipi's management of polluted soil (m³) since FY24.

Year	Soil treated and returned to the environment (m³)	Soil currently undergoing treatment (m³)
FY24	100	200
FY25	478	100
FY26	152	6



Energy Efficiency

Renewable Energy

Tshipi continues to evaluate the timing of its proposed on-site solar generation and battery storage project. A comprehensive feasibility study completed in FY25 demonstrated a strong business case, with the potential to reduce the mine's energy costs and operational emissions.

At the June 2026 Board Strategy Day, project execution timing was identified as the key matter requiring further assessment. Before proceeding, Tshipi will consider developments in technology costs, the performance of South Africa's electricity network and pricing offered by third-party power suppliers. This disciplined approach enables Tshipi and Jupiter to respond to changing market conditions and select the pathway that delivers the greatest long-term value.

Optimisation of Operations

Tshipi continues to pursue operational efficiency initiatives that support reduced diesel consumption, lower greenhouse gas emissions and improved resource use across the mine.

A key initiative is the proposed extension of the Northern Waste Rock Dump, which is expected to reduce average haul distances and, in turn, lower fuel use and associated emissions. During FY26, work focused on completing the studies, assessments and design activities required to support the extension, with approvals and recommendations expected during FY27. Subject to approval, construction is anticipated to commence in late FY27 – early FY28.

Tshipi is progressing operational initiatives to improve haulage efficiency and reduce diesel use, including the transition to higher payload haul trucks and upgraded stockpile equipment to increase load-out capacity and minimise material rehandling.

During FY26, six truck fleet change-outs were completed, with initial efficiency improvements observed from December 2025. The upgraded stockpile equipment also commenced implementation during the year. As these initiatives were introduced during FY26, their full benefits are expected to become more evident in FY27 as implementation continues and performance data is assessed.





Land Management

In FY24, Tshipi acquired Tshimo é ntle (*"beautiful land"* in Setswana; **Tshimo**) to offset impacts and protect key biodiversity assets. In FY26, after a significant registration process, it was declared a nature reserve. Following this declaration, the Tshimo é Ntle Nature Reserve entered the implementation and monitoring phase of its Annual Management Plan. This plan focuses on conserving biodiversity and maintaining ecosystem health through the protection and monitoring of indigenous trees, native flora and fauna, and the management of alien invasive species to prevent the displacement of indigenous vegetation. Tree health and growth are monitored through regular visual assessments supported by photographic records, while annual flora and fauna surveys will track ecological trends over time, with FY26 establishing the baseline dataset.

Case Study

Protecting Biodiversity Beyond the Mine Gate



Key UNSDGs:



- **UNSDG 13 – Climate Action**
  Take urgent action to combat climate change and its impacts.
- **UNSDG 15 – Life on Land:**
  Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt biodiversity loss.
- **UNSDG 17 – Partnerships for the Goals**
  Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Context

In December 2025 Tshipi established the Tshimo é Ntle Nature Reserve as a biodiversity offset associated with the proposed expansion of the Tshipi mine. The reserve covers 1,827 hectares (18.27 km^2) of largely intact Olifantshoek Plains Thornveld. Its purpose is to protect key biodiversity values, including protected tree species, intact savanna habitats, ephemeral wetland systems and potential habitat for species of conservation concern.

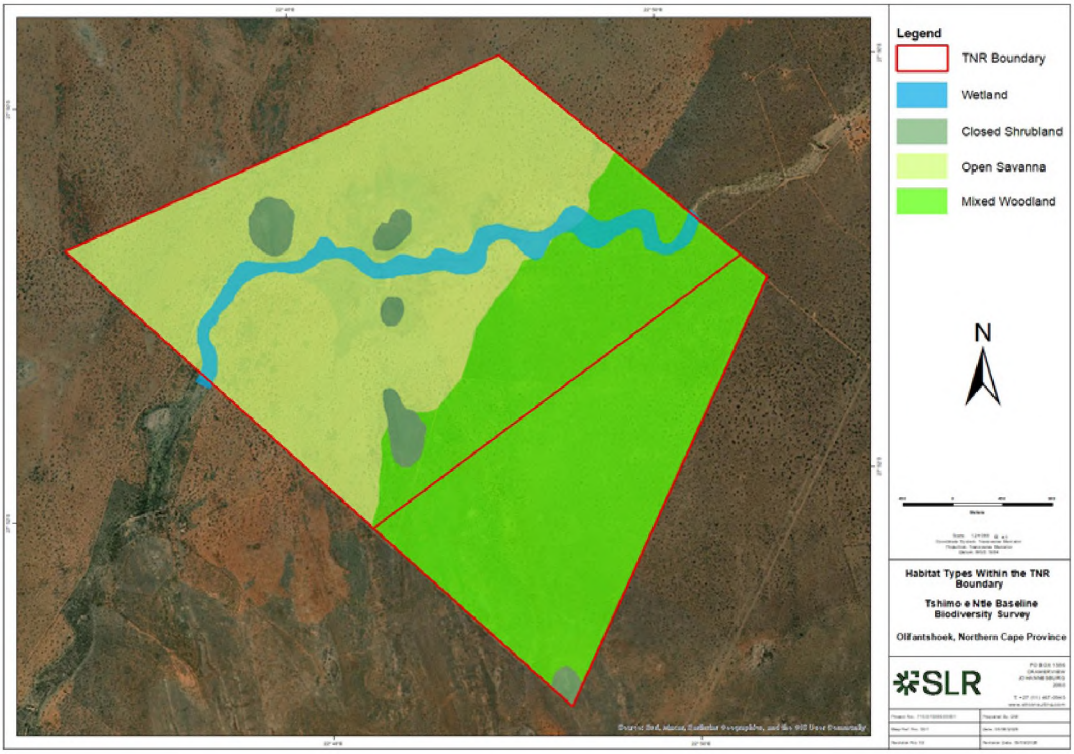
Approach

Tshipi commissioned an independent baseline biodiversity survey to understand the reserve's ecological condition and guide future management. The assessment combined desktop research, with a dry-season field survey undertaken from 7 to 13 June 2026. Specialists mapped four habitat types across the reserve. The survey also recorded plant, mammal, reptile, amphibian and bird species, assessed the likelihood of species of conservation concern, and identified key management priorities such as maintaining open savanna structure, protecting keystone tree species and monitoring bush encroachment.

In FY27, Tshipi plans to complete fencing around the reserve to restrict unauthorised public access and reduce potential disturbance to flora and fauna. Tshipi is also exploring digital security measures, including camera surveillance at critical access points and other key locations across the property.



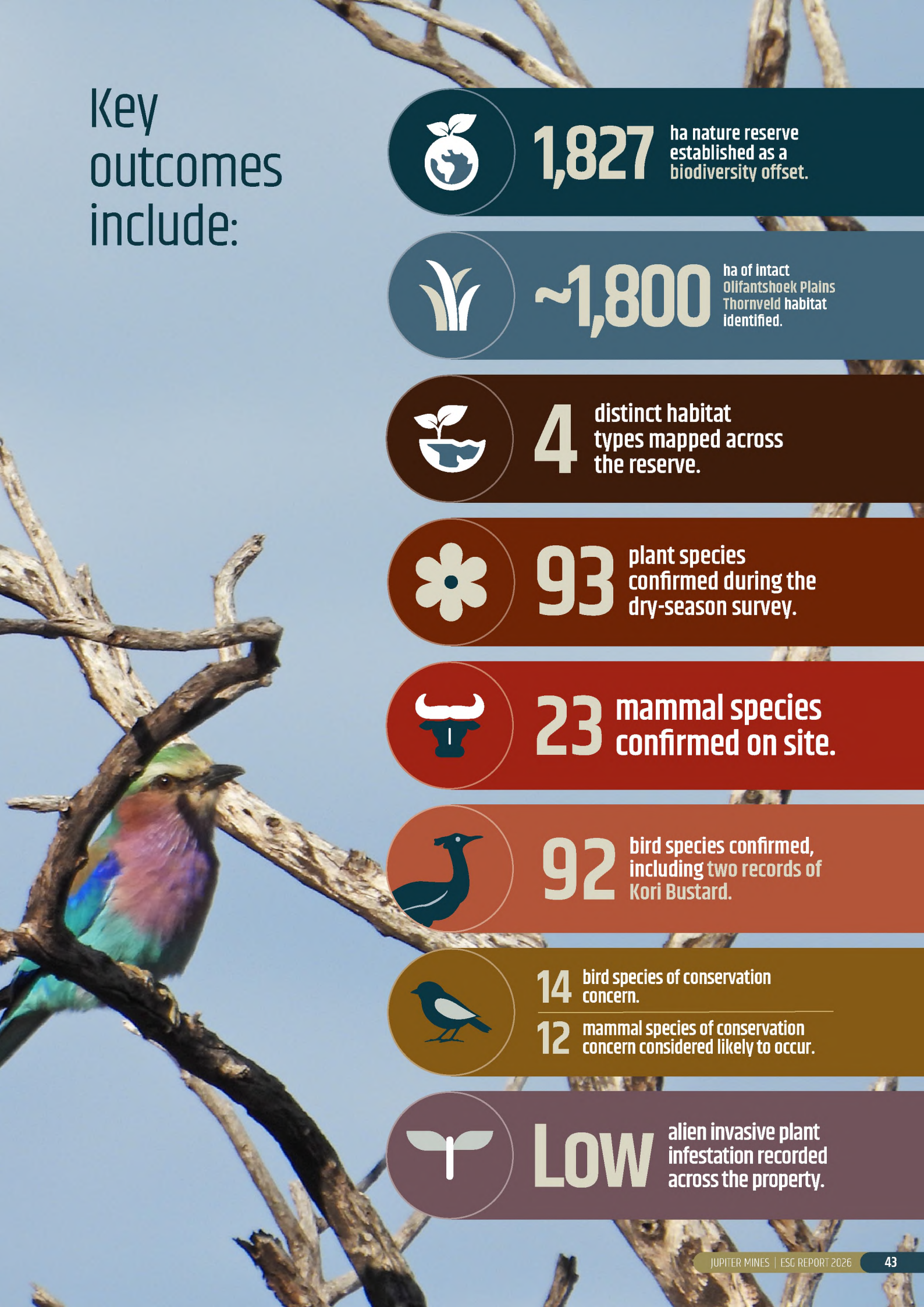




Outcomes

The baseline confirmed that the reserve is in good ecological condition and supports a diverse semi-arid savanna ecosystem. Approximately 1,800 hectares of intact habitat were identified, with 93 plant species, 92 bird species, 23 mammal species, five reptile and frog species sighted during the dry-season survey.

A Kori Bustard (*Ardeotis kori*), a species of conservation concern, was recorded twice, and the reserve was found to have high potential to support other important species including Temminck's Ground Pangolin, Brown Hyaena, Leopard, Secretary Bird, Martial Eagle and vultures. The study also highlighted low levels of alien invasive plant infestation and recommended future summer surveys, passive monitoring methods such as camera traps, and a quantitative bush-encroachment baseline to demonstrate the long-term effectiveness of the biodiversity offset.



Key outcomes include:

1,827 ha nature reserve established as a biodiversity offset.

~1,800 ha of intact Olifantshoek Plains Thornveld habitat identified.

4 distinct habitat types mapped across the reserve.

93 plant species confirmed during the dry-season survey.

23 mammal species confirmed on site.

92 bird species confirmed, including two records of Kori Bustard.

14 bird species of conservation concern.

12 mammal species of conservation concern considered likely to occur.

Low alien invasive plant infestation recorded across the property.

Workforce and Management Diversity

Diversity and inclusion continue to be important priorities for Jupiter and Tshipi, supported by Tshipi's broader transformation commitments as a Level 1 B-BBEE organisation.

In FY26, Tshipi's workforce increased by 0.5 per cent, while female representation improved to 36 per cent, up from 34 per cent in FY25 (Table 5). Tshipi also maintained more than 50 per cent Black representation across all levels of the business, reflecting its continued focus on building an inclusive and representative workforce (Figure 8 and Figure 9).

Table 5: Diversity of Tshipi's workforce from CY23 to FY26.

Reporting Year	Number of female employees	Number of male employees	Percentage of female employees	Total number of employees
CY23	66	129	33.85%	195
CY24	67	132	33.67%	199
FY25	72	138	34.29%	210
FY26	75	136	35.55%	211

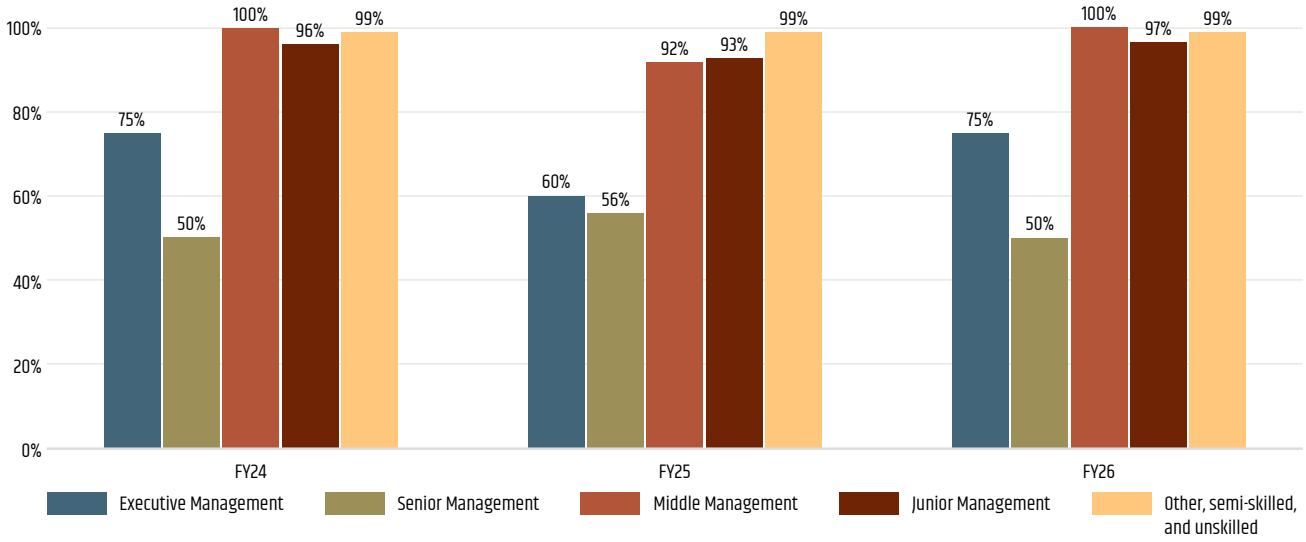


Figure 8: Tshipi's black representation, broken down via occupational levels

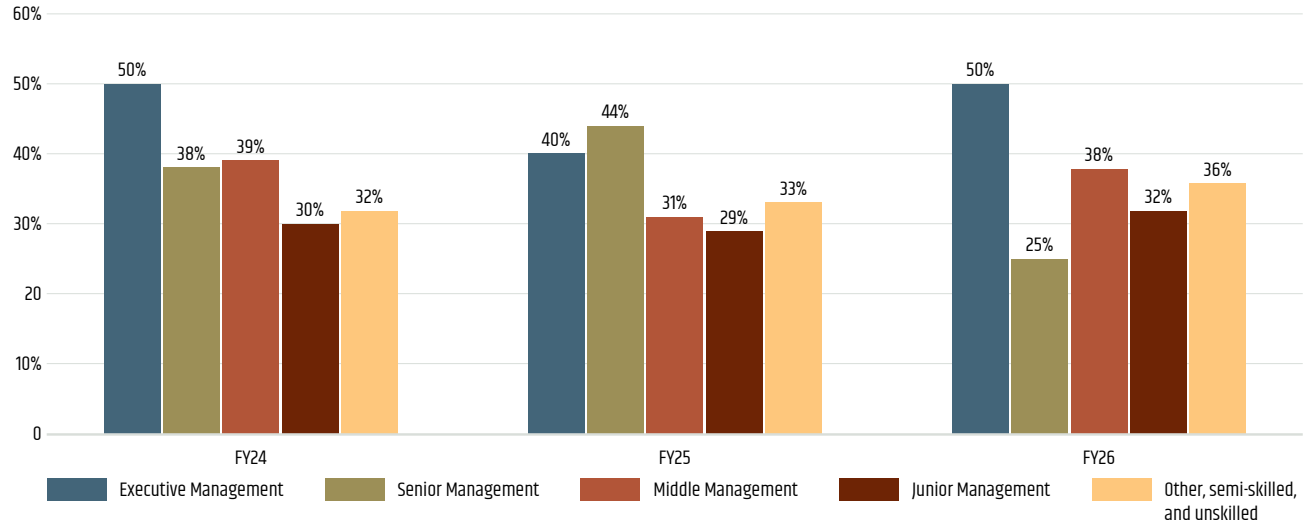


Figure 9: Tshipi's black women representation, broken down by occupational levels

Tshipi is committed to maintaining a diverse, equitable and inclusive workplace that reflects the communities in which it operates. A representative workforce supports stronger decision-making, improved organisational performance and a workplace culture grounded in fairness, respect and equal opportunity.

Tshipi's approach is guided by its EE Plan and aligned with the Employment Equity Act, the Mining Charter and its SLP commitments. During FY26, Tshipi continued to monitor employment equity outcomes and maintain equitable employment practices across the organisation, supporting ongoing progress against its workforce transformation objectives.

With the previous EE Plan now completed, Tshipi is preparing to approve its next three-year EE Plan. In FY27, the focus will be on approving and commencing the Year 1 actions under the new plan, supporting continued compliance, governance and accountability in relation to employment equity reporting and implementation.



Value Generation

Jupiter is focused on delivering long-term value through leadership in manganese production, reliable operational performance, and strong financial returns.

Our Strategic Priorities

During FY26, Tshipi continued to advance its strategic priorities through the following key pillars:

- Continue to be one of the largest and lowest cost manganese ore exporters globally.
- Ensure that the manganese ore we export is in accordance with recognised and established quality standards.
- Position ourselves to be able to facilitate regional co-development and the ultimate consolidation of the Kalahari Manganese Basin.
- To exploit our abundant and shallow resource.
- Capitalise on our highly motivated and experienced management team who has been instrumental in navigating the business from the historic project development phase to becoming the largest exporter of manganese ore from South Africa.
- Rapidly respond to evolving market conditions by exploring upside opportunities such as flexible onsite and offsite infrastructure capacity.
- Enhance cash flow through optimisation initiatives such as continuously reducing mining costs and finding the most cost-effective balance between rail and road transportation of ore to the ports.

Tshipi's strong operating performance, low-cost structure and debt-free position have supported resilient profitability across market cycles. This financial stability provides the foundation for continued investment in Tshipi's people, local communities and broader ESG priorities, while supporting ongoing improvement across the business.

In FY26, Tshipi maintained this strong performance record, underpinned by stable operations and disciplined cost management. This is reflected in Tshipi's eight-year average of 3.4 million tonnes in Manganese production, demonstrating the consistency and resilience of its operating model over time (Figure 10).

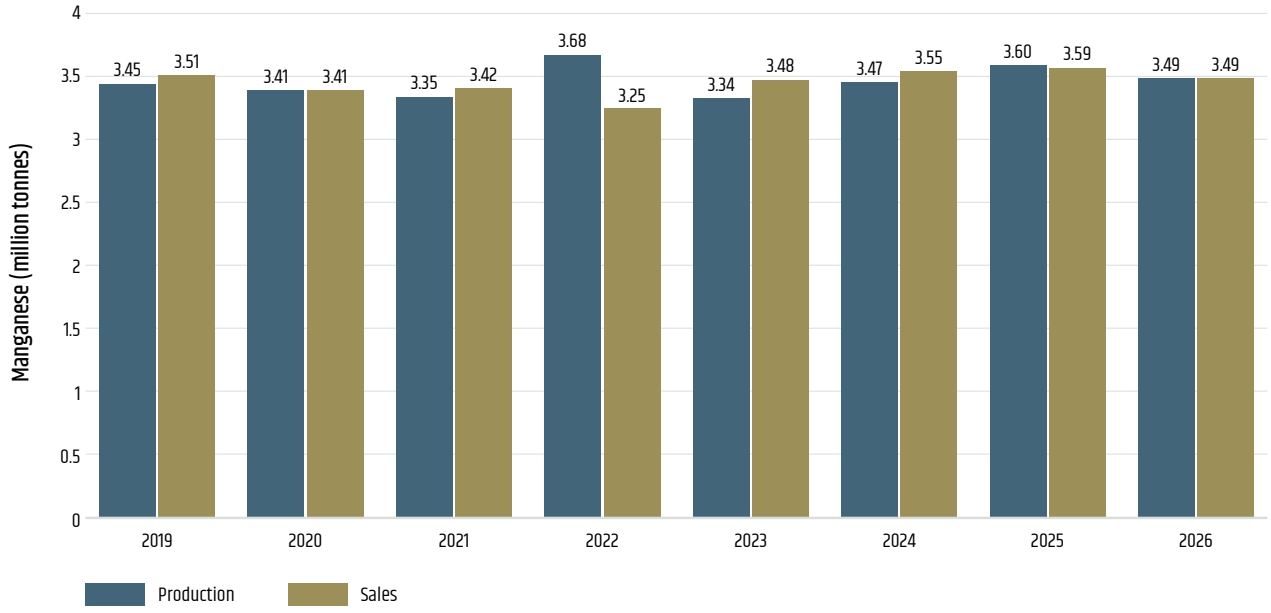


Figure 10: Tshipi's Sales and Production from 2019



Sustainable financial performance also allows Tshipi to generate and distribute value through employment, procurement, taxes, community investment and returns to shareholders. In recent years, Tshipi's tax contribution has increased significantly, reflecting the broader economic value created through its operations.

Table 6 outlines the value generated and distributed by Tshipi since reporting on this data commenced in CY23.

Table 6: Value generated and distributed by Tshipi from CY23 to FY26.

Reporting Year	Percentage of procurement budget spend on local SMME	Income tax paid to the Government (A$)	Community Investment (A$)	Ratio of entry level wage to minimum wage	Wages into the local economy (A$)
CY23	5.00	16,610,114	620,408	3.88 : 1	16,219,920
CY24	4.00	24,259,360	671,807	4.85 : 1	16,128,163
FY25	4.00	40,529,202	1,631,609	4.44 : 1	16,365,104
FY26	4.75	21,192,259	1,868,996	4.34 : 1	19,476,740



Tshipi's strong operating performance, low-cost structure and debt-free position have supported resilient profitability across market cycles.

Appendices

Glossary

Acronym	Definition
A$	Australian dollars
B-BBEE	Broad-Based Black Economic Empowerment
CoP	Communication on Progress
EE Plan	Employment Equity Plan
ESD	Enterprise and Supplier Development
ESG	Environmental, Social and Governance
EV	Electric Vehicles
Exxaro	Exxaro Resources Limited
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HDP	Historically Disadvantaged Persons
HPIs	High Potential Incidents
HPMSM	High Purity Manganese Sulphate Monohydrate
LTI	Lost-Time Injury
LTIFR	Lost-Time Injury Frequency Rate
ICMM	International Council of Mining and Metals
PUEs	Priority Unwanted Events
SDG	United Nations Sustainable Development Goals
SHE	Safety, Health and Environment
SLP	Social Labour Plan
SMMEs	Small, Medium and Micro Enterprises
SSOCo	Sustainability, Safety and Operations Committee
TRIFR	Total Recordable Injury Frequency Rate
Tshimo	Tshimo é ntle
Tshipi	Tshipi é Ntle Manganese Mining Proprietary Limited
UNGC	United Nations Global Compact
ZAR	South African Rand

Tshipi ESG Data

Sustainability Priority	Metric	FY26	FY25	FY24	FY23
Health, Safety and Wellbeing	LTI	2	4	4	0
	LTIFR	0.12	0.25	0.25	0
	TRIFR	0.37	0.38	0.35	0.20
Community Empowerment	Bursaries, Internships, and Learnerships provided	66	39	21	37
Management and Workforce Diversity	Board diversity (% black female representation)	23	20	20	20
	Board diversity (% black representation)	40	40	40	40
	Executive management diversity (% black female representation)	50	50	50	40
	Executive management diversity (% black representation)	75	60	75	80
	Workforce diversity (% black female representation)	35	34	33	33
	Workforce diversity (% black representation)	95	92	96	Not reported
Emissions Management	Scope 1 GHG emissions (tCO_2-e)	74,963.50	80,988.40	85,014.10	83,482.60
	Scope 2 GHG emissions (tCO_2-e)	6,660.30	6,591.90	5,120.70	3,560.10
	Number of dust fall-out exceedance in residential areas	0	0	0	1
	Number of dust fall-out exceedance in non-residential areas	0	0	2	2
	Percentage reduction in non-hazardous waste sent to landfill	22	21	28	12
Energy Efficiency	Energy Consumption (MWh)	7,351	7,080	5,121	3,527
Value Generation	Procurement spend on local SMMEs (%)	4.75	4.00	4.00	5.00
	Tax paid to Government (A$)	21,192,259	40,529,202	24,259,360	16,610,114
	Community Investment (A$)	1,868,996	1,631,609	671,807	620,408
	Wages into the local economy (A$)	19,476,740	16,365,104	16,128,163	16,219,920

Content Index

Statement of Use	GRI 1
Jupiter Mines has reported the information cited in this GRI content index for the FY26 period with reference to the GRI Standards and the Company's approach to the management of its most material ESG topics.	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
GRI 2: General Disclosures 2021	2-1 Organisational details	About this Report	NIL	NIL
	2-2 Entities included in the organisation's sustainability report	About this Report	2	NIL
	2-3 Reporting period, frequency and contact point	About this Report	10	NIL
	2-6 Activities, value chain, and other business relationships	Global Impacts and Future Outlook on Manganese Value Chain	2	NIL
	2-7 Employees	Workforce and Management Diversity	3	6
	2-9 Governance structure and composition	ESG Governance	1	NIL
	2-11 Chair of the highest governance body	ESG Governance	1	NIL
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance	1	NIL
	2-22 Statement on sustainable development strategy	From Tshipi's Head of Corporate Affairs and People	1	NIL
	2-29 Approach to stakeholder engagement	ESG Focus Areas	10	7
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Focus Areas	10	NIL
	3-2 List of material topics	Priorities and Progress	10	NIL
	3-3 Management of material topics	Our Focus Areas	10	NIL
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Value Generation	NIL	NIL
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Value Generation	3	5
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Procurement Practices	9	1, 6
	203-2 Significant indirect economic impacts	Case Study: Youth Enterprise Development – Creating Pathways to Sustainable Livelihoods	9	1
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Value Generation	9	NIL



GRI Standard	Disclosure	Location	ICMM Principles	UNGC Principles
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	6	7
	303-5 Water consumption	Water Management	6	7
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Land Management	7	8
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions	6	8
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions	6	8
	305-4 GHG emissions intensity	Greenhouse Gas Emissions	6	8
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management	6	8
	306-2 Management of significant waste-related impacts	Waste Management	6	8
	306-3 Waste generated	Waste Management	6	8
	306-4 Waste diverted from disposal	Waste Management	6, 8	8, 9
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Zero Harm	4, 5	1
	403-3 Occupational health services	Preventive Wellness	5	1
	403-6 Promotion of worker health	Preventive Wellness	5	1
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Preventive Wellness	5	1
	403-9 Work-related injuries	Zero Harm	4, 5	1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce and Management Diversity	3	1, 6
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Case Study: Youth Enterprise Development – Creating Pathways to Sustainable Livelihoods	9	1

Corporate Directory

Australian Business Number 51 105 991 740

Directors

Ian Murray
Non-Executive Chair; Independent

Scott Winter
Non-Executive Director; Independent

Sally Langer
Non-Executive Director; Independent

Kiho Han
Non-Executive Director; Non-Independent

Brad Rogers
Managing Director

Executives

Matthew Jarvis
Interim Chief Executive Officer

Melissa North
Chief Financial Officer and Company Secretary

Principal and Registered Office

Level 8
220 St Georges Terrace Perth WA 6000
Telephone: +61 8 9346 5500
Email: info@jupitermines.com
Website: www.jupitermines.com

Share Registry

MUFG Corporate Markets (AU) Limited
QV1 Building, Level 12
250 St Georges Terrace Perth WA 6000
Telephone: +61 1300 554 474
Fax: +61 2 9287 0303
Email: support@cm.mpms.mufg.com
Website: www.mpms.mufg.com

Auditors

KPMG
235 St Georges Terrace Perth WA 6000
Telephone: +61 8 9263 7171
Fax: +61 8 9263 7129
Website: www.kpmg.com.au


Tshipi é Ntle
Manganese Mining
Quality. First. Always

Level 8, 220 St Georges Terrace
Perth WA 6000

+61 8 9346 5500

jupitermines.com

