Jubilee Metals Group

Pursuing Responsible Growth

Integrated Annual Report 2022

Reporting theme

PURSUING RESPONSIBLE GROWTH

We have, over the past five years, experienced exponential growth across several fronts. Since the commissioning of our very first metals recovery processing facility in Brits, South Africa, in early 2017, we have evolved from a project-partner, single-asset platinum group metals (PGM) junior firm into a multi-asset-owning, commodity-diversified mid-tier producer with an established operational footprint in two of Africa's premier mining jurisdictions.

Spurring this growth has been our core objective to create value for all stakeholders, over the short and long term, in a manner that reverses most of the damaging effects of historical mining activities and achieves a positive legacy for the communities living within the radius of our operational influence. To this end, our business model is one of the most sustainable in the global mining sector from the way it operates to the value that is created.

The Company's evolution over the past 18 months has been primarily facilitated by a £58 million (US$71 million) capital expansion project through which we have successfully funded the acquisition and refurbishment of processing facilities in South Africa's PGM and chrome-rich Bushveld Complex and the copper-rich Southern and Northern extent of Zambia. It has also been aided by the notable expansion of our client base and the acquisition of new feedstock sources.

This positive trajectory is a foretaste of what is to come to rapidly expand our operational footprint in Zambia and seize further growth opportunities in South Africa while holding the potential to replicate this success across multiple jurisdictions. As we intend to continue targeting metals that are linked to a low-carbon future, particularly renewable energy production and battery storage, our position and value to the global supply chain will become increasingly entrenched.

Drivers of our growth:

- The Jubilee Way – unique metals processing solutions and recovery technology
- Industry-leading technical knowledge, skills and expertise
- Embedded operational and cost efficiencies
- Strong balance sheet and liquidity
- Institutional investor support

Roan copper beneficiation plant

Contents

About this report

Jubilee Metals Group is pleased to present this inaugural Integrated Annual Report, prepared in accordance with the principles set by the Integrated Reporting Framework, International Financial Reporting Standards (IFRS) and International Financial Reporting Interpretations (IFRIC) as issued by the International Accounting Standards Board (IASB).

Embarking on the integrated reporting journey is an important step for us, as it allows us to clearly explain our approach towards value creation and management, while expanding on our operational, financial, environmental, social and governance performance and activities for the financial year ended 30 June 2022. This report is a credible medium to disseminate information critical to our business and growth, and to communicate with our stakeholders with integrity and transparency.

The accompanying annual financial statements (AFS) for the year ended 30 June 2022 and notice of annual general meeting (NOM) for the year ended 30 June 2022, can be found on the Company's website: *https://jubileemetalsgroup.com/investors/corporate-documents/*

Approach

This Integrated Annual Report aims to inform investors and stakeholders of the fundamentals of Jubilee's operating context and business model, risks, and approach to value creation to enable them to make a more informed assessment of the Company, its prospects, and impact on sustainable development. While written primarily to address the interests of our shareholders and providers of capital, this report also addresses matters considered to be important to a wide range of stakeholders.

We communicate the performance and sustainability of our business and compliance in terms of our primary listing on the Alternative Investment Market (AIM) of the London Stock Exchange, and our secondary listing on the Johannesburg Stock Exchange (JSE).

Responsibility and approval

We, the Jubilee Board, including the Audit and Risk Committee, acknowledge our responsibility for the compilation of this report and in ensuring the integrity and completeness of the information presented. The Board has accordingly reviewed this report and applied its collective mind throughout the preparation of this report.

Assurance

The annual financial statements on pages 92 to 155 were audited by and are reported on by our independent assurance provider, Crowe UK LLP. Their report can be found on pages 88 to 91.

Sable Zinc copper flotation circuit

Abbreviations

AET	adult education training
B-BBEE	broad-based black economic empowerment
BEE	black economic empowerment
BLRA	baseline risk assessment
Braemore Plant	The PGM concentrate processing plant owned by Braemore Platinum Smelters at Inyoni Operations, together with all equipment, components, machinery, parts and spares associated with that plant and the tailings recovery and chrome beneficiation plant at Inyoni Operations, owned by Braemore Platinum Smelters, a subsidiary of Jubilee
DCM	Dilokong Chrome Mine, in the Eastern Bushveld of SA
CGU	cash-generating unit
"Company" or **"JMG"** or **"Jubilee"** or **"the Company"**	Jubilee Metals Group PLC
CY	Calendar Year
EBITDA	earnings before interest, tax, depreciation and amortisation
FY	Financial Year
The Group	Jubilee and all of its subsidiaries and associated companies
IAR	Integrated Annual Report
IFRIC	International Financial Reporting Interpretations Committee
IFRS	International Financial Reporting Standards
Income Tax Act	the South African Income Tax Act no. 58 of 1962, as amended from time to time
Integrated Kabwe Project	Jubilee's zinc, lead and vanadium project in Zambia
Inyoni Chrome Operations	Jubilee's chrome plant near Brits
Inyoni PGM Operations	Jubilee's PGM processing facility near Brits
IP	intellectual property - oral or written information, data or material in relation to the Group's operations and projects which is deemed proprietary, or confidential and not generally known by the public and includes discoveries, ideas, concepts, research, development, processes, procedures, maps, diagrams, technical information, "know-how," pricing policies and financial information, methods of production, use, operation and application, invented, owned or developed by the Group, proprietary data regarding mineral anomalies and exploration results, business practices, pricing, product philosophy and position relative to competitors
NOMAD	Nominated Advisor
Notes	notes to the financial statements
OHSE	occupational health and safety and the environment

Abbreviations Continued

PGE	Platinum Group Elements
PGM or PGMs	Platinum Group Metals (platinum, palladium, rhodium, ruthenium, iridium, osmium)
PGM 6E	platinum, palladium, rhodium, ruthenium, iridium, osmium + gold
ROM	run-of-mine
Sable Refinery	the multi metal refinery acquired in Zambia, owned by Sable Zinc Kabwe Limited, a subsidiary of Jubilee
SAMREC	the South African code for the reporting of exploration results, mineral resources and mineral reserves
SLP	social and labour programme
Pound Sterling	Great British Pound
TSF	a tailings storage facility used for the depositioning of tailings generated as a result of the ongoing processing of various types of material; alternatively a tailings storage facility which consists of historically depositioned tailings generated by historic processing operations
US$	United States Dollar
Windsor Chrome Operations or **Windsor Chrome**	Jubilee's chrome operations comprising the Windsor Chrome Plant and Windsor 8
Windsor Chrome Plant	Jubilee's chrome processing plant at the Windsor (comprising Plant 1 to Plant 7), situated near Brits, North – West Province, South Africa
Windsor SA	Windsor SA (Pty) Ltd, a wholly owned subsidiary of Jubilee and operator of Windsor 8
Windsor 8	South African based chrome processing plant situated near Mooinooi, Northwest Province, South Africa
ZAR	the South African Rand
ZMK	the Zambian Kwacha

Directors' statement of responsibility and commitment

The Directors are responsible for preparing the Integrated Annual Report and financial statements in accordance with applicable laws and regulations. Company Law requires the Directors to prepare financial statements for each financial year. The Directors have elected to prepare the Group and Company financial statements in accordance with UK adopted International Financial Reporting Standards.

Under Company Law, the Directors must not approve the financial statements or annual report unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group and Company for that period. The Directors are also required to prepare financial statements in accordance with the rules of the AIM market of the London Stock Exchange for companies trading securities on the AIM, as well as in compliance with the JSE's Altx listing rules.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether they have been prepared in accordance with IFRS, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the Company will continue in business.

The Directors are also responsible for keeping adequate internal financial controls and accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the requirements of the UK Companies Act. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Website publication

The Directors are responsible for ensuring the Integrated Annual Report and the financial statements are made available online. Financial statements are published on the Company's website in accordance with legislation in the United Kingdom and South Africa, governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Company's website is the responsibilities of the Directors. The Directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

The financial statements were authorised for issue and approved by the Board on 24 October 2022 and signed on its behalf by:

Leon Coetzer
Chief Executive Officer

24 October 2022

Company number: 04459850

FY2022 highlights

Financial

Tangible net asset value

Up 40% from FY2021 to 4.85 pence per share

Revenue

Up 5.4% to £140 million (US$186 million)

(FY2021: £133 million (US$179 million))

Attributable operational earnings

£45 million (US$60 million)

(FY2021: £71 million (US$85 million))

EBITDA

£37 million (US$49 million)

(FY2021: £49 million (US$66 million))

Capital investment of

£31 million (US$38 million)

during FY2022 in further expansion projects in South Africa and Zambia

Total capital investment to complete Inyoni upgrade and Project Roan construction

£58 million (US$71 million)

for further growth in production in South Africa and Zambia

Profit before tax

£27 million (US$36 million)

(FY2021: £43 million (US$58 million))

Operational

PGM - Integrated Inyoni chrome and PGM expansion completed on time and on budget from a single feed facility to a multi feed facility

Cu - Project Roan achieves nameplate capacity post the reporting period

PGM production (Chrome by-product)

41 586 oz **(1 222 452 tonnes)**

(FY2021: 50 162oz) (FY2021: 727 264 tonnes)

Revenue per PGM ounce

US$1 615/oz

(FY2021: US$2 248/oz)

Cost per PGM ounce net of chrome

US$408/oz

(FY2021: US$456/oz)

Net operational earnings per PGM ounce

US$1 207/oz

(FY2021: US$1 792)

Copper production

2 604 tonnes

(FY2021: 1 387 tonnes)

Revenue per copper tonne

US$9 210/tonne

(FY2021: US$8 657)

Cost per copper unit net of cobalt

US$5 386/tonne

(FY2021: US$5 076/tonne

Net operational earnings per copper tonne

US$3 994/tonne

(FY2021: US$3 582)

Responsible growth means a commitment to disclosing our efforts in protecting the environment, providing a safe and productive working environment, uplifting our host communities, and practising good governance. We have worked diligently to enhance our non-financial disclosure reporting and this inaugural Integrated Annual Report is a key milestone in our financial and non-financial disclosure reporting journey.

Environmental performance

Environmental spend

£290 948 (US$339 525)

Standardised emission measurement system implemented for all operations

Baseline established for energy consumption measurements

Safety and Sustainability Committee established

Social responsibility performance

Community spend

£355 845 (US$415 475)

£1.3 million (US$1.6 million) spent with local community businesses in SA

£5.8 million (US$7 million) spent with local community businesses in Zambia

Workforce profile

44% increase

increase in workforce complement

354 individuals trained

in a wide spread of skills

Health and safety

Lost Time Injury Frequency Rate

South Africa: 1.50
Zambia: 2.90

LTI free days

South Africa: 162
Zambia: 185

Zero fatalities recorded in FY2022

About Jubilee Metals Group

Listed on the London Stock Exchange's AIM (ticker: JLP) and the Johannesburg Stock Exchange (ticker: JBL), Jubilee Metals Group is a diversified metal recovery business with a growing world-class portfolio of projects in South Africa and Zambia.

Our business is driven by the objective to create value for all stakeholders through turning mining liabilities into profitable assets in a manner that addresses mining's historical waste dump footprint and improves the quality of life for surrounding communities.

Our shared-value business model focuses on the retreatment and metals recovery from mine tailings, ore deemed to be waste, slag, slurry and other secondary materials generated from third-party mining operations.

While extracting maximum financial returns, we responsibly rehabilitate environments scarred by the surface footprint of historical mining operations and seek solutions for air and water pollution issues associated with those installations. In addition, we are able to treat material from third-party mines that would ordinarily be deemed as waste, thereby extracting significant additional value from mineral deposits in the jurisdictions in which we operate.

Our expanding multi-project portfolio provides exposure to a broad commodity basket including PGMs, chrome, copper, cobalt, lead, zinc and vanadium.

Led by an experienced team with the ability to design, build and execute environmentally conscious metals recovery solutions, our strategy is to widen geographic and metals exposure driven by rising environmental obligations and demands for mining operations to be more efficient.

Our vision

To be recognised as the leader in the efficient extraction of minerals from historical mine waste and perceived waste previously deemed as uneconomic, while ensuring the creation of maximum value for all stakeholders.

Our core values

Caring

We care about the safety, health and well-being of our employees and contractors, we care about the environment and the legacy that we leave for future generations, and we care about the well-being and socio-economic development of our host communities.

Commitment

Committed, individually and as an organisation, to our goals and objectives.

Accountability

We are accountable for our choices, actions and delivering on our commitments.

Integrity

We conduct business and treat people honestly, openly, fairly, ethically and respectfully.

Unity

We work as a team, in collaboration with our employees and stakeholders, to achieve our goals.

Adaptive

We will always seek new opportunities, be innovative and adapt to changes and challenges.

INVESTMENT CASE

Our distinguishing value proposition is the positive impact of our business on all stakeholders and the environment.

This is underpinned by:

Substantial growth in profitable production

- Significant increase in production over the past five years
- Recent completion of two major growth projects in both South Africa and Zambia with full impact to be seen in FY2023

Addressing mining's environmental legacy

- Processing remnant mining residues and waste material addresses the physical legacies of historical mining operations and assists with pollution management
- Employing energy efficiency measures
- Minimal waste generation

Experienced management team

- Years of experience and a proven track record in processing solutions and metals recovery
- Entrepreneurial mindset which supports creative thinking
- Capacity to pursue new opportunities

Diversified production

- Production of PGMs in South Africa, key metals in both the lowering of emissions in internal combustion engine (ICE) vehicles, as well as the hydrogen future
- Copper and cobalt producer in Zambia. Both metals are key for energy transition

Unencumbered balance sheet

- Largely debt free with capacity to gear up if required
- Cash generative operating assets
- A track record of leveraging and deleveraging conservatively for growth

Global potential

- Organic growth potential secured in both South Africa and Zambia with the acquisition of further feed stock sources in both countries
- Engagement with major feed suppliers and governments means diversification of earnings from multiple sources, multiple metals and across multiple geographies
- Vast waste resources offers the opportunity to replicate success from existing operations at a significantly increased scale

Roan tailings depositioning

Inyoni employees

Jubilee's journey

This timeline journey provides key milestones in Jubilee's growth journey over the last 21 years, from a junior exploration company into a multi-asset-owning, commodity-diversified mid-tier producer with an operational footprint extending across South Africa and Zambia, two of Africa's premier mining jurisdictions.

2001
Jubilee Platinum founded

Jubilee established by Colin Bird to take advantage of mineral exploration opportunities in Southern Africa.

2002
Listing on London's Alternative Investment Market

In July, Jubilee was admitted to trading on AIM to raise capital for exploration projects.

2006
Secondary listing on the JSE

Additional listing on the South African bourse to raise capital for further acquisitions and growth.

2009
Acquisition of Braemore Resources

Acquisition of platinum and nickel producer, Braemore Resources, to further Jubilee's mission to become an established PGM metals producer in South Africa.

2010
Jubilee acquires smelting facility for its ConRoast programme

Acquired a brownfield smelting facility, as the first site of its ConRoast processing solution to launch its metals from waste processing strategy.

2018
Ultra-fine Chrome plant commissioned

In March, industry-first ultra fine chrome recovery plant in Mpumalanga province commissioned.

2018
Jubilee signs processing agreement with Northam's Eland Platinum

In April, Jubilee executed an agreement with Eland Platinum, which is a wholly owned subsidiary of Northam Platinum, for the processing of platinum-rich material.

2018
Diversified established footprint in Zambia

In May, Jubilee acquired the Integrated Kabwe Project establishing its footprint in Zambia.

2018
Acquired the Windsor processing operations

In December, the Windsor SA 75,000 tpm chrome processing operation was acquired. The acquisition, which included 1.8 million tonnes of surface dump material containing chrome and platinum, elevated Jubilee to a pivotal position in the Western Bushveld, where it has easy access to material for treatment from numerous nearby sources.

2019
Acquisition of Sable Zinc refinery in Zambia

In July, Jubilee acquired Sable Zinc Kabwe Limited from Glencore.

2012
First contract negotiated to recover PGMs from chrome tailings

Jubilee awarded rights to recover PGMs from PGM-bearing chrome tailings at the Dilokong Chrome Mine (DCM), in the Eastern Bushveld of SA. Major advance in Jubilee's mine-to-metal strategy.

2015
Co-operation agreement with Hernic Ferrochrome

In January, the Company was selected to beneficiate Hernic's (a Subsidiary of Mitsubishi Corporation) chrome and PGM surface tailings in the Northwest.

2015
Sale of non-core assets

The disposal of non-core assets, including Middelburg smelter complex and a 70% interest in Power Alt, was concluded in July to advance Jubilee's mission to become an established PGM producer.

2016
Partnership with Hernic Ferrochrome and platinum surface processing plant commissioned

Heads Of Agreement signed with Hernic to beneficiate chrome and PGM surface tailings in the Northwest Province of SA. In March, DCM processing plant commissioned and Jubilee controls 75 000 tpm processing plant.

2017
Jubilee delivers first chromite and PGM production at Hernic

The Inyoni 660 000 tpa PGM and chromite tailings processing plant, formerly known as the Hernic project, commenced platinum production in March reaching full capacity in June.

2020
First Zambian copper tailings secured

Jubilee signs a number of transactions in Zambia to process, in total, approximately 270 million tonnes of copper and cobalt-containing surface tailings. Jubilee signs JV with a private Zambian company to process two million tonnes of ROM material.

2020
Processing capacity at Windsor fully committed

Under a chrome offtake agreement to process 40 000 tonnes per month of chrome concentrate, Jubilee fully commits its Windsor chrome beneficiation plant for the next three years.

2021
Increase in ownership in Zambia copper and cobalt tailings projects

Jubilee now holds 100% of its Southern Refining Strategy including the Sable Refinery and Project Roan. In the North, Jubilee holds an 80.75% interest in Project Elephant's TD52 portion.

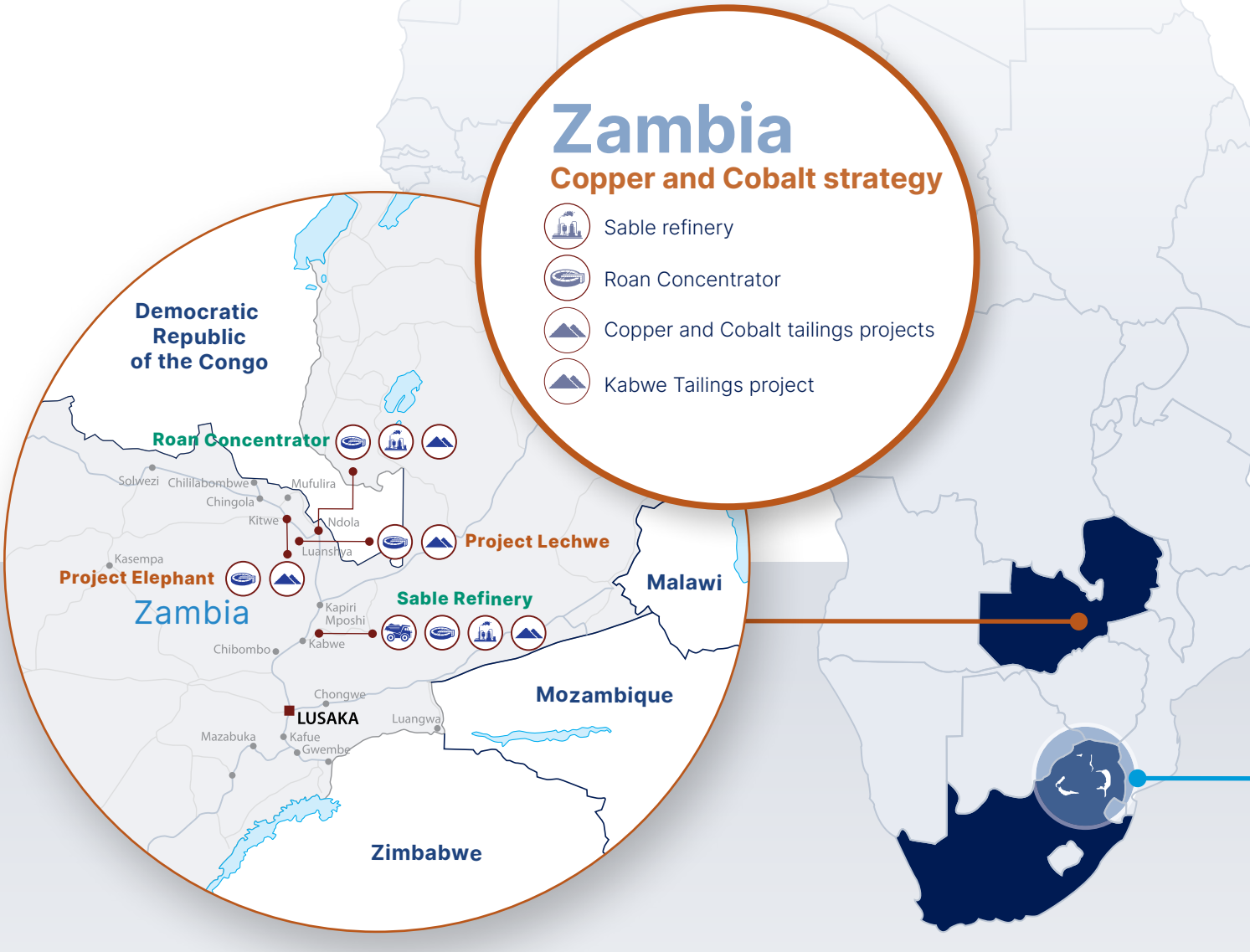
2021
Inyoni upgrade and expansion commences

Jubilee commences with the US$26 million Inyoni upgrade, allowing it to process up to 75 000 tonnes per month of chrome and PGM rich material from a number of different sources with different types of ore. The facility was fully commisisoned in March 2022.

2022
Sable Refinery commissioned

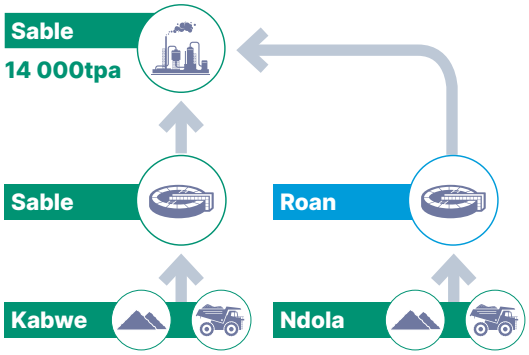
Jubilee's Sable Refinery starts production of intermediate copper concentrate.

Our footprint



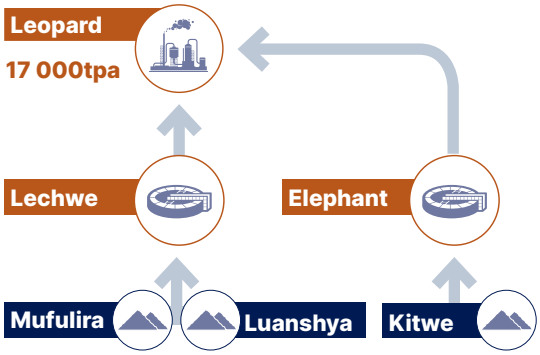
Southern Strategy

(Excludes third-party feed 10 000tpa refers to Project Roan target alone. Sable design capacity of 14 000tpa)



Northern Strategy

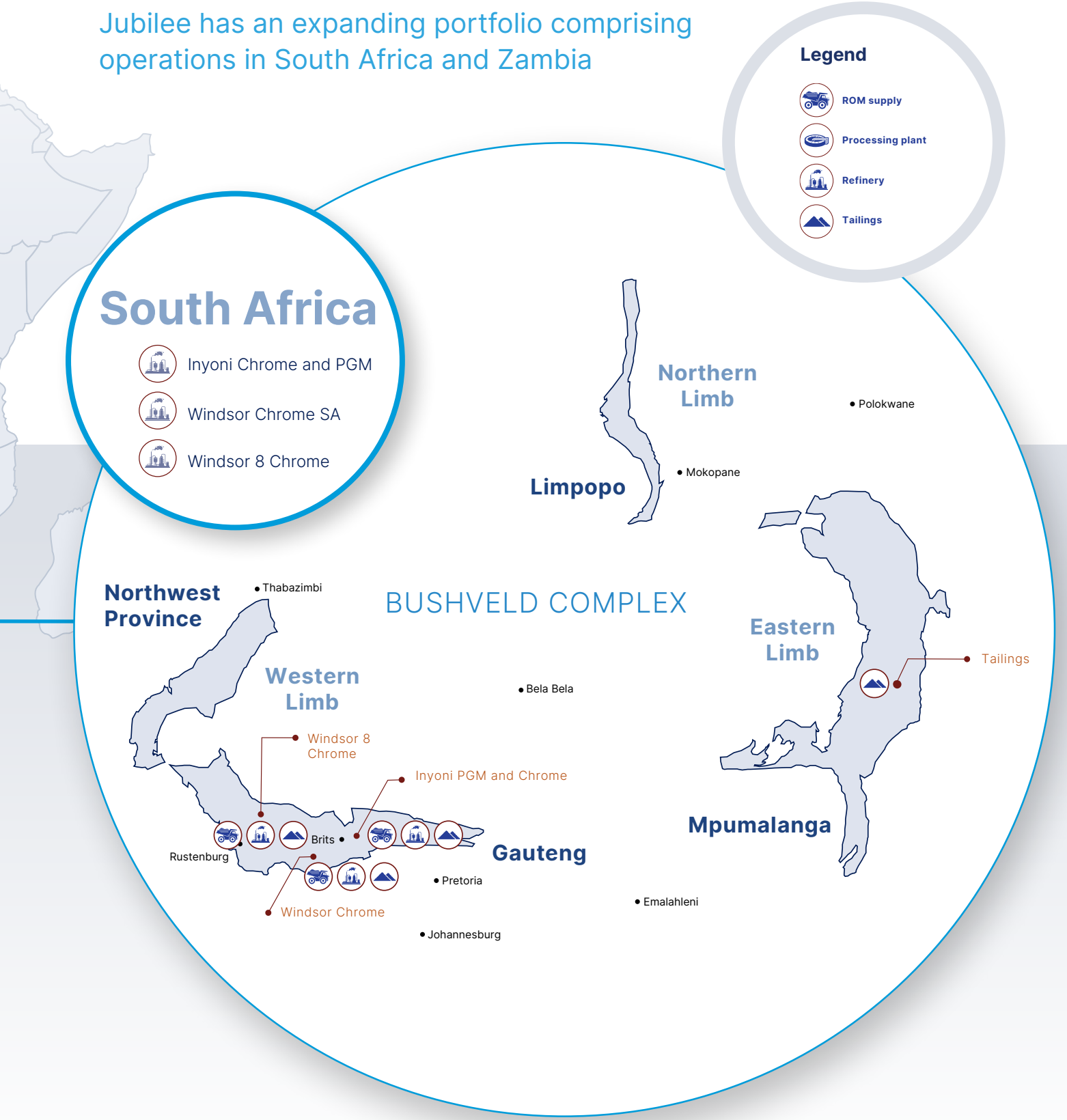
(Targets the brownfields expansion of existing refinery in Kitwe 17 000tpa capacity)



Legend

- Operational
- Fully secured
- Under commissioning
- Under design/ contractually secured

Jubilee has an expanding portfolio comprising operations in South Africa and Zambia



Our business and operating model

Capital inputs

We are focused on the retreatment of, and metals recovery from mine tailings, waste, slag slurry and other secondary materials from historical mining activities. We also process third-party ROM ore for mining clients in South Africa and Zambia.

The following pages explain our value creation journey. Starting with the broad range of qualitative and quantitative resources and relationships – what the Integrated Reporting Framework refers to and described here as the 'six capitals' – required to operate our business, to the outputs generated by our activities. It goes on to explore the benefits and consequences of our business activities on our key stakeholder groups and what value impact, both financial and non-financial, that will affect over the medium to long term.

Natural capital

- Commodity-diversified feedstock supplying Jubilee's processing plants in South Africa and Zambia:
  - 3 million tonnes of chrome and PGM-bearing tailings in South Africa
  - 300 million tonnes of copper and cobalt-bearing tailings in Zambia
- Chrome ore provided by a diversified client base in South Africa
- Resources consumed in the process of recovering metals from tailings and ore:
  - 1 356 Ml Water
  - 54.05 GWh electricity
  - 524.76 kl of diesel

Manufactured capital

- Capital investment to date of £58 million (US$71 million) invested to upgrade and expand the operational footprint in South Africa and Zambia
- Upgraded, expanded and well-maintained functional properties, plant and equipment with a book value of £70 million (US$86 million) as at year end

Financial capital

- Capital fund raise of £30 million (US$37 million) during FY2022
- Strong balance sheet
- Good track record of responsible financial management
- Significant cost savings facilitated by wide-ranging processing and operational efficiencies
- Access to efficiently priced bank and trade finance facilities

Social and relationship capital

- Continuous and constructive engagement with all stakeholders
- Building a trusted reputation with host communities, civil society bodies, NGOs and the media
- Meeting our governance and corporate responsibilities
- Maintaining healthy relationship with diversified customer base

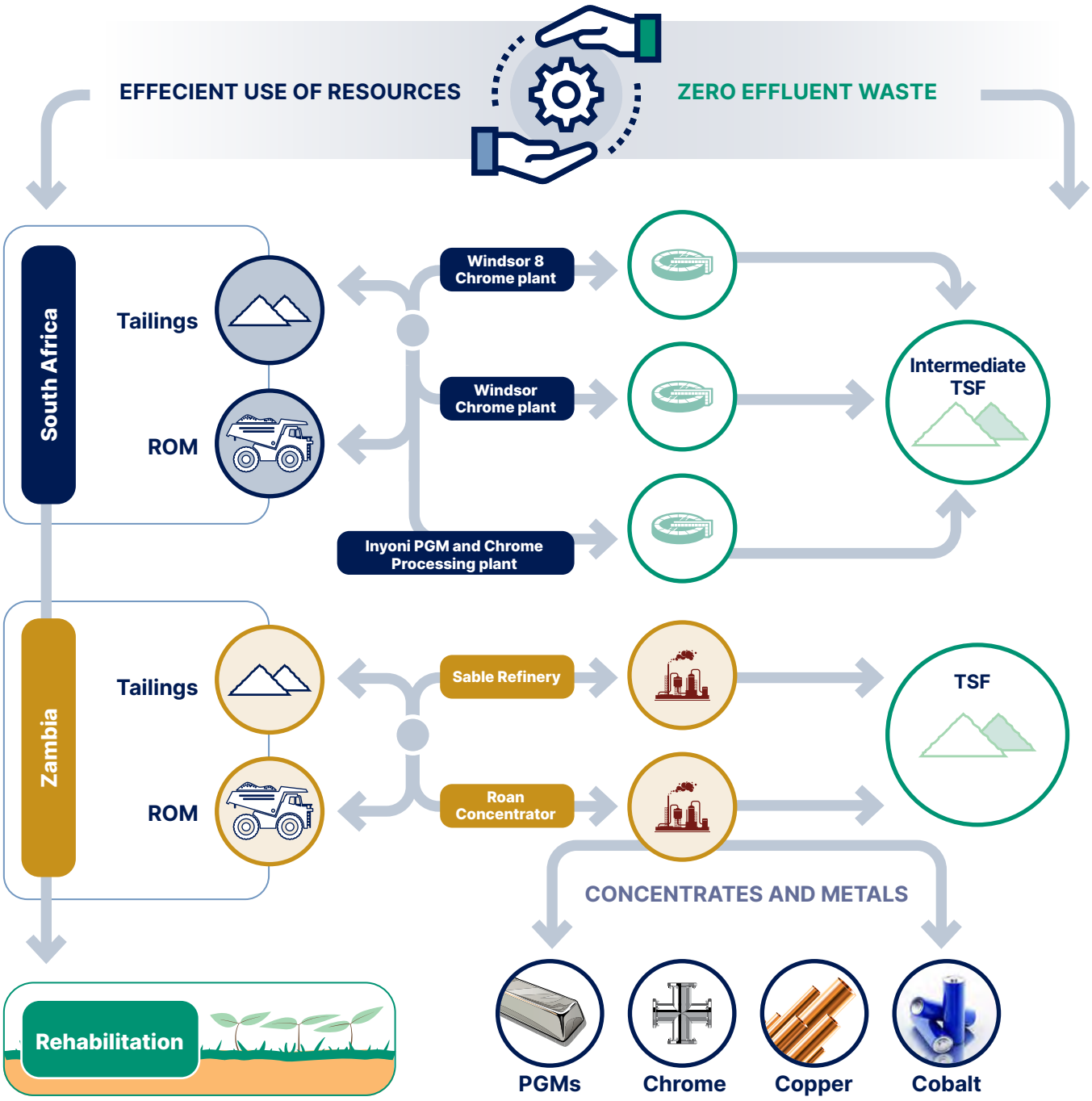
Human capital

- An expanding workforce of skilled and empowered employees and contractors
  - 752 in South Africa
  - 776 in Zambia
- A technically experienced leadership team
- £155 000 (US$150 000) spent on training and skills development during FY2022

Intellectual capital

- Superior skills and know-how on tailings material processing technology
- £556 101 (US$681 672) spent on research and development to ensure skills and processing technology remain industry leading during FY2022

Our operating model



Our business and operating model

continued

Outputs

PGM

41 586 ounces

Chrome by-product

1 222 452 tonnes

Copper

2 604 tonnes

Mining waste repositioned

South Africa	Zambia
0.75 Mt	**9 454 tonnes**

Intermediary Mining waste generated

Tailings	Coarse tailings
1.22 Mt	**0.49 Mt**

Financial capital

Revenue generated	EBITDA
£140 million	**£37 million**

Our value impact

Providing stable employment

- £10 million (US$12 million) spent on wages in South Africa
- £3 million (US$4 million) in Zambia through a fair and responsible remuneration model
- 354 individuals engaged in training initiatives

Investing in long-term growth

- Expenditure on future value creation and stay-in-business (total capital expenditure): £31 million (US$38 million) in FY2022
- Enhancing value by targeting existing brownfield processing assets in Africa for lower capital expenditure and faster route to production

Building communities

- £1.3 million (US$1.6 million) spent on local procurement in South Africa; £5.8 million (US$7.1 million) in Zambia
- £310 371 (US$380 455) spent on socio-economic development initiatives in South Africa; £30 000 (US$36 774) in Zambia

Contributing to the national fiscus

- £12.5 million (US$16.7 million) taxes paid in South Africa and £1 million (US$1.4 million) taxes paid in Zambia
- Taxes on the export of refined metal product provide a source of additional revenue for host governments

Expanding partnerships

- Multiple third-party ROM supply agreements negotiated in FY2022 to secure long-term feed

Protecting the environment

- Two (level 3 to 5) environmental incidents (refer Reportable environmental incidents on page 76 below for details)
- No water source or habitat materially negatively affected by our extraction and use of water

Creating value stakeholders

- Capital investment to date of £58 million (US$71 million) invested to increase throughput and production for increased earnings and cash generated from operating activities

Medium- to long-term stakeholder impacts

Environment
Our greatest long-term impact will be the improvement of the landscapes scarred by historical mining activities.

Employees
Providing meaningful employment opportunities sustained by fair remuneration practices and training and development opportunities.

Investment case
Being firmly in a growth phase, our business model presents a strong investment case for medium- to long-term investment growth. Surplus cash generated from operations is currently being re-invested into existing and new projects.

Communities
Through the rehabilitation of historical mine tailings, we aim to limit the pollution that has impacted, or could be impacting the health and well-being of the communities that live in the shadows of these installations. As such, our business activities aim to improve the health and general living conditions of mining communities. We also strive to uplift communities by providing employment, business and training opportunities.

Government
Our contribution towards ongoing payment of taxes and royalties contributes to the national fiscus' broader infrastructure and socio-economic development objectives. We also strive to contribute to government initiatives and work in close co-operation with the relevant government regulatory and environmental agencies.

Customers and society
In supplying the metals critical to the manufacture of renewable and battery technologies needed to transition to a low carbon future in the next 25 years, our long-term contribution to and impact on global society and tackling the scourge of climate change will be invaluable.

Inyoni OBB plant sizing screen feed

Letter from the outgoing Chairperson

Dear Stakeholders,

Since we first listed, it is fair to say the Company has been a trailblazer in the sector. At the time we entered South Africa's Bushveld Complex in 2004, the rich resources of that world-famous geological phenomenon were locked up in concessions tightly held by several major mining companies and the barriers to entry were immense. Prior to our and others' entry to that space, the phrase 'junior explorer' was almost non-existent in the South African mining context.

Thanks to our perseverance, coupled with significant reform of the country's mineral and mining legislative landscape that coincided with our entry into South Africa, we have been able to forge a unique path in one of the most valuable mining jurisdictions in the world. We realised early on that, to develop any mining project in the best way, access to industry-leading processing technology would not only facilitate Jubilee's development into an established, independent producer, but would also prevent us from becoming a contractor to the majors, either through joint venture or onerous toll treatment contracts.

This then, was the rationale behind our merger with Braemore Resources, which gave us access to a whole new spectrum of activities within the PGM-industry.

Most significantly, as part of that transaction, we were able to retain the services of Leon Coetzer, whose career in the field of mineral processing technology was formidable. I stood down from the Chief Executive Officer role not long after the Braemore Resources transaction was consummated, clearing the way for Leon to implement our new strategy.

Over more than a decade working with Leon, I have been fortunate enough to witness at close hand his drive and tenacity in creating something special in South Africa's PGM sector. On a much greater scale, Leon's vision and natural entrepreneurship is infectious and together over the years we have been able to attract some of the top minds and operators in the processing business to build the capacity required to reach our goals.

The mark of any good leader is one who rises to the challenges, and like any growth company Jubilee has faced and overcome adversity as we have transitioned from junior platinum explorer to fully fledged multi-metal producer.

Perhaps the greatest challenge tackled by the Company, and certainly a notable challenge of my career, has been the Covid-19 pandemic, which catapulted businesses across the globe, not to mention all our lives, into unprecedented territory. The implementation of emergency measures to manage the spread of the virus not only significantly restricted the movement of people but resulted in the massive upheaval in global logistics, particularly in the shipped transport of goods from the Far East. In learning to operate in a world with novel operating challenges, Jubilee has demonstrated that it has been able to weather the storm, continue production, and continue its upward growth trajectory. I firmly believe that the last two years have proved our resilience as a company and made us stronger for the difficulties faced.

Despite the ongoing impact of Covid-19, our employees and contractors remained safe, and Jubilee's operations continued apace, reaching major milestones, the most significant of which included the completion and recommissioning of the Inyoni PGM and chrome facility in South Africa, and realising the first copper production from Project Roan in Zambia.

Other key achievements of the Company over the last year included the significant increase in chrome ore beneficiation capacity in South Africa, enabling us to target production of 1.2 million tonnes of chrome concentrate per annum, the delivery of the Southern Copper Refining Strategy in Zambia, which targets to produce up to 12 000 tonnes of copper units per annum initially, and 50 000 tonnes over the mid-term. The development and construction of the South African and Zambian operations will form a solid platform for global growth, embracing all of the fundamentals that enabled our initial success.

Climate change and the green energy transition has become an increasingly crucial point on the global agenda since our primary listing on the LSE's Alternative Investment Market twenty years ago. As a company involved in treating, deriving value from, and rehabilitating environmentally hazardous tailings, and one that produces some of the metals critical to facilitating a low carbon future, this is a shift we have fully embraced.

Our work in treating historic Zambian tailings dumps aptly highlights this, and I know that the Company will relish the opportunity to continue to positively affect the lives of Zambians through environmental rehabilitation and socio-economic partnerships.

We have always been and will always remain, committed to our responsibility to enhance sustainable growth and return to our investors, a consideration at the forefront of every Company decision. Jubilee is now well-positioned to expand globally.

I also welcome the new Chairperson, Ollie Oliveira. Ollie's appointment has been made with the Company and Shareholders' best interests foremost, and it will ensure that the Board's composition meets the highest standards of corporate governance expected of London-listed companies.

I have absolute confidence in Ollie's ability to guide Jubilee to continued success. I continue to be involved with Jubilee in an advisory capacity and look forward to seeing the new heights to which I know Ollie and Leon will take the Company.

Colin Bird

24 October 2022

Introducing the new Chairperson

The Board and Executive Management team were pleased to welcome Manuel Lino Silva de Sousa (Ollie) Oliveira to the position of Non-Executive Chairman of Jubilee on 1 June 2022.

New to the Jubilee team and having joined in the closing weeks of the financial year under review, a Q&A with Ollie is provided below to give you, our stakeholders, insight into the experience Ollie brings as well as his vision for Jubilee.

Q: Tell us about your early career?

Ollie Oliveira: I have a classic educational background in finance. I went into a traineeship with Touche Ross/Deloitte and qualified both as a Chartered Accountant and Chartered Management Accountant. After a period as a management consultant, in the late 1980's I was invited to join the Anglo American's International Corporate Finance Department and remained an executive with Anglo/ De Beers until I took early retirement in 2007 with my last position being De Beers Executive Director of Strategy and Corporate Finance at De Beers.

Q: Tell us more about your role and work at Anglo American.

OO: I was not in the mould of a traditional Anglo corporate finance executive in that I arrived at the Group with substantial operational experience.

This meant that I was often given assignments in troubled parts of the Group, where operational experience in restructuring, change management and strategy was key. My all-round general management experience as a consultant and a member of previous Exco teams stood me in good stead particularly when I transferred to De Beers, which was, at the time, experiencing significant challenges as it sought to change its strategy, business model and culture.

Q: You achieved a historic milestone for De Beers during your time there. Please elaborate on this?

OO: In 2001, as Executive Director for Strategy and International Corporate Finance, I spearheaded the team which conceptualised and executed the strategic thrust to delist De Beers from the Swiss and Johannesburg stock exchanges by taking the Company private through a leveraged buyout of public shareholders. This was a complex US$19 billion deal which required months of discussions with sovereign governments, public shareholders and all the Company's numerous upstream and downstream stakeholders in the value chain. The severe undervaluation of the Company was successfully addressed by this initiative, creating value for all existing shareholders and the control consortium.

Introducing the new Chairperson Continued

Q: What have you done since taking early retirement?

OO: Having achieved the task of taking De Beers private, I started my own consultancy and private equity business from which I retired in 2018. During this time, I selectively chose to accept invitations to join listed boards as an independent non-executive director. In the last few years, I was senior independent director of two FTSE 100 companies and am presently Chair of the Audit Committee of Vale SA.

Q: How did your appointment to Jubilee come about and what attracted you to the Company?

OO: In early 2022, Jubilee ran a search process, and my name was tabled as a possible contender by an ex-colleague. In deciding whether I would agree to my name being added to the list, I used my extended set of contacts in the financial world and the mining industry to verify Jubilee's credentials and those of the management team. My chats with Leon Coetzer and the executive team impressed me and substantiated its recent track record.

I took good note that Jubilee's CEO and management have a set of morals, principles and practices that mirror those I have followed in my life and career. This, coupled with what I perceived to be very dedicated and technically proficient and innovative engineers and support operational staff, convinced me to accept the position when it was offered.

Jubilee is at a set of important crossroads and to reach the next level of growth it requires a greater level of clear communication with shareholders, and of strategic direction and the consequential requirement of discipline, process, risk management and structure. These are areas where I can assist both the Board and the Executive team.

Q: What is your hope for Jubilee within the next five years?

OO: In the next three years Jubilee must have delivered, at a minimum, on its Eastern Limb strategy in South Africa and on its Zambian Northern Refinery Strategy, to become a major producer of PGMs, copper and cobalt.

It is an imperative that Jubilee further diversifies its commodity portfolio and expands its operational footprint. Risk mitigation is important in our economic sector, and one should not be reliant on only one country or on one metal. Within the next five years, Jubilee ought to have added further and shown that the current business model is transferable to countries further afield, preferably in partnership with major players in the traditional mining industry.

I believe that the Jubilee business model is superior to the traditional mining model, where projects have reached absolute levels of design size so large that they take decades and many billions to come to fruition. Internal rates of return are higher, the time taken to first saleable concentrate is shorter and hence the peak funding requirement is lower.

If the above holds true and the Company remains fleetfooted, with a balance sheet that is presently unencumbered, Jubilee can create substantial additional value from more innovatively financed growth projects than hitherto.

Q: What is your perception of the current metals market?

OO: I am bullish about the supply/demand forecast for most metals in the next few years but that is almost by the by. Mining is an industry where producers are price takers. I have never met anyone or seen any supply/demand model that is capable of forecasting price cycles with any meaningful level of confidence. One therefore has to concentrate on identifying the metals with the best future prospects and which are the best risk adjusted jurisdictions.

Beyond diversifying and having at least three metals in the portfolio, one has to strive to be innovative and super-efficient at what one does. Positioning oneself in the lowest part of the first quartile of the cost curve is key, so as to have assurance of a sustainable business through any price cycle, however disastrous.

Not only do the companies in that part of the cost curve survive but they come out of the downcycle stronger than ever, and able to make the super profits that are required for surviving the next downcycle.

Ollie Oliveira

24 October 2022

Chief Executive Officer's review

"The "Jubilee Way" encapsulates our business approach, to always challenge the norm accepted by industry, so that we strive to set new standards in efficiencies to unlock value from what was perceived as waste. Coupled with a value system that is founded on transparency and fairness, the Jubilee brand has begun to achieve a global status as a partner of choice."

– Leon Coetzer

It is an absolute pleasure to address you, our valued stakeholders, at such a momentous time in Jubilee's history. There is no doubt this has been a very important year in our existence as we executed a highly complex capital expansion programme, despite a number of challenges. The successful completion of this programme has secured a solid foundation for our pursuit of responsible diverse growth and gaining recognition as a global leader in processing and retreating historical mine waste and perceived waste.

Responsible growth means a commitment to disclosing our efforts in protecting the environment, providing a safe and productive working environment for our employees and contractors, uplifting our host-communities, and practising good corporate governance. To this end, we have worked diligently to enhance our non-financial disclosure reporting and it is therefore fitting that today we release our first Integrated Annual Report. This is a key achievement for our Company and milestone in our value creation journey.

While we have made significant strides over the last few years to embed sustainability across the Group, we recognise that there is still much to be done. To this end, in July 2022 we appointed Ms. Tracey Kerr as Independent Non-Executive Director of the Company. Tracey was most recently Group Head of Sustainable Development at Anglo American Plc, having previously also been accountable for safety, operational risk management and sustainable development across the Anglo American Group. Given Tracey's experience in sustainable development and safety, she is ideally suited to chair our Safety and Sustainability Committee. This committee aims to ensure we uphold the highest standards of sustainability, particularly in terms of achieving zero harm and effecting a positive impact on the environment by reducing historical mine waste. Dr Evan Kirby, Technical Director, and I have joined Tracey as members of the Committee.

We at Jubilee constantly strive to be the best at what we do, and by proving this in several instances this year, we have begun to achieve a status globally in this regard, allowing us to become the partner of choice for a variety of stakeholders, including mining clients looking to improve their performance and efficiencies. Something we have always said is that perceived waste is a real industry and we have developed a highly profitable business model within that industry. We have also worked with government and regulatory bodies who sought the right partner to uplift local communities through providing solutions to clean up the legacy of mining's past.

Covid-19, a factor that thankfully is now largely in the past, could easily have been an excuse to postpone and perhaps extend the deadlines we put on ourselves during the build process. Instead, we took it on as a challenge that we needed to overcome as a team to ensure we reach our goal to become the Company we are today – an independent, multi-feed, multi-metals producer, with the expertise to enter any territory and extract metals that no other company can do as efficiently and profitably as we can.

One really has to look back to see what a different proposition Jubilee is today. A little over five years ago, we commissioned our single first customer sourced tailings treatment facility and the learnings we take from that experience continue to guide us in everything we do today.

It is important to remember that, at the core of the Jubilee story, is that we are able to extract commodities that would otherwise remain unrecovered for numerous reasons. This solution we offer means that we are not only able to clean up environmental liabilities such as tailings deposits, but in parallel treat third-party mine feed that ordinarily would be headed straight to a waste dump.

Thanks to the integrated Inyoni facility rebuild, our destiny now sits in our own hands, meaning we can pursue opportunities and create partnerships under our terms, ensuring that everything is done the Jubilee Way - a set of principles and techniques we have refined over the years.

South Africa

There is no other PGM and chrome processing plant in the world like Inyoni. We now have a facility that can not only feed a variety of tailings material but also one that can process a variety of reefs from different clients, each of whom mine differently and who deliver ore in different sizes and grades.

Chief Executive Officer's review Continued

Already the expanded Inyoni ounces are generating significantly greater margins than what we were achieving through our Windsor JV in the past, for the reason that we wholly own this project compared to the shared earnings that come from our Windsor JV.

This is best reflected in our second half of FY2022 margins versus the first half of FY2022, where our earnings per PGM ounce increased by 20% to US$1 316 despite a 2% decrease in our received basket price over the same period in dollar terms. Our Windsor JV contributed only 5% of the second half PGM production, compared with 25% in the first half of FY2022.

A potential next step in South Africa is for us to integrate better the mining of targeted reefs with the new Inyoni processing facility to further unlock the potential of extracting greater value from every tonne mined by our clients. The increased efficiencies achieved by Inyoni offers the potential to extract reefs preciously regarded as not economical. Such a closer co-operation with our mining clients will not only unlock greater value for our clients but will also ensure a more consistent reliable flow of feed to Inyoni.

As noted above, in South Africa, we delivered on our strategy to maximize the processing of historical tailings through our own operations, rather than utilising the processing capacity offered by third-party processing facilities through existing joint venture agreements. Jubilee's new Inyoni processing facility significantly outperforms the efficiencies achieved at these third-party facilities.

The PGM operational processing capacity has been increased by 45% to 75 000 tonnes per month which holds the potential to produce 44 000 PGM ounces per annum. The investment programme included the expansion of the chrome processing operation by approximately 80% to 250 000 tonnes per month which holds the potential to produce 1.2 million tonnes of chrome concentrate per annum.

The chrome operations play an important role in Jubilee's PGM operations by not only acting as a feeder system to the PGM operations but also subsidising the PGM unit cost through the sales of chrome concentrate.

Despite almost completely reconstructing Inyoni from the inside out during the year, Jubilee achieved production of 41 586 PGM ounces in FY2022. Notably 95% of the PGM production stemmed from the new Inyoni operations in the second half of FY2022, exceeding Inyoni's previous best performance by 33%, with the operations reaching full design capacity in March 2022.

Zambia

In Zambia, we have replicated this model and I am pleased to say our Roan concentrator, completed just before financial year end, is running at full steam. In doing so, we have implemented the Southern Copper Refining Strategy which targets to produce up to 12 000 tonnes (design capacity of 14 000 tonnes) of copper units per annum including a cobalt by-product from certain cobalt containing feed streams.

The fully integrated Southern Copper Refining Strategy is a significant step for Jubilee as it diversifies our processing footprint across commodities and jurisdictions. It also holds the potential to significantly grow Jubilee's earnings in a commodity such as copper, supported by strong fundamentals.

Our project execution team broke ground for the construction of the new copper concentrator, Project Roan, in June 2021 and despite the challenges caused by the Covid-19 pandemic and its effect on supply chains, the team was able to commence testing of certain equipment within seven months and completed all construction activity within eleven months which remains a remarkable achievement.

Our learnings in South Africa have allowed us to rollout our Zambia growth strategy at a much faster pace. The concentrate coming from Roan feeds into our Sable refinery which can now operate at an annualised production capacity of 12 000 tonnes of copper cathode, a near five-fold increase on the 2 604 tonnes we produced in the year under review.

In recent months a cobalt stream with the ability to produce 1 200 tonnes of this valuable metal annually, has also been added, and as a by-product it too will lower our costs further, just as is the case with chrome in South Africa.

Crucially, and in line with Jubilee's goals to promote sustained, inclusive economic growth, the Southern Copper Refining Strategy has resulted in significant job creation, with total jobs filled in Zambia surpassing 700 in the last twelve months. Jubilee has prioritised the sourcing of skills and services from its local communities and has, in many instances, partnered with local firms to assist in their growth and development to offer a sustained service to its projects.

PGM and copper markets

Overall, our PGM revenue averaged US$1 615 per ounce in the financial year to end-June 2022, compared with US$2 248 per ounce in the previous year. The reason for the decline is owed to the softening of PGM prices over the financial year.

The softening of PGM prices have been buffered by supply constraints with both palladium and rhodium maintaining elevated levels on a historical level. We remain bullish on the PGM basket price with demand expected to increase during 2023 driven by recovering car sales from pent-up sales demand.

Given our flexibility at the newly built Inyoni, coupled with our multiple sources of feedstock, we do have the ability to react quickly and prioritise feed of material that we know has a relatively higher content of a certain PGM that is perhaps experiencing elevated pricing levels at a certain time.

Copper, on the other hand, had a very strong year, helping us achieve an average price of US$9 295 per tonne in the period, compared with an average market price of a little over US$8 000 in the prior 12 months. The price has softened into the new year, we remain positive on the fundamentals of a metal that is key to the electrification story going forward.

Corporate and financial

From an income statement perspective, Group revenue totalled £140 million (US$186 million) for the year, 5.4% higher than the previous year, mostly driven higher by the increased production of chrome concentrate as a by-product from the PGM recovery process and the step-up in copper production at Sable refinery.

Jubilee's strategy to expand its operational footprint started to bear fruit with the unit cost to produce a PGM ounce benefiting from the sharp increase in byproduct credits generated by the sale of chrome concentrate, reaching 1 222 452 tonnes over the period, with unit cost to produce a PGM ounce reducing by 10% despite the inflationary cost pressures in the industry. This fed through to positive operational earnings of £45 million (US$60 million). The full impact of the reduction in PGM unit cost per ounce and the contribution of by-product credits will only be fully reflected in FY2023.

We were also able to consolidate our ownership in Zambia, via a suite of transactions, allowing us to take full control of our integrated Southern Refining Strategy, including the Sable Refinery and Project Roan. With regards to our Northern Refining Strategy, we increased our beneficial interests, including at Project Elephant's TD52 portion, to 80.75% (highest copper and cobalt concentration of all tailings within Project Elephant).

Combined, the transactions had an aggregate value of £18 million (US$22 million) and offered Jubilee the flexibility to better schedule the development of the various tailings projects. We will continue to pursue the further consolidation of our ownership of the remaining portfolio in the Northern Refining Strategy.

Significantly, we eliminated £5.3 million of our historical debt in the period under review, providing a robust balance sheet and the financial capacity to be able to pursue further opportunities. I am confident that any future bank and structured lending required to fund growth could be secured on substantially better terms.

Outlook

The new enlarged Inyoni PGM and chrome operation has set the platform to deliver 44 000 PGM ounces and 1.2 million tonnes of chrome concentrate per annum from Jubilee's own capacity. The PGM production benefits from the increased efficiencies of this new enlarged facility, which is significantly subsidised by the increased chrome production as highlighted by the recent results for the second half of the financial year. The current financial year to end-June 2023 offers strong potential for growth in earnings as it benefits from the full exposure of our enlarged South African operations.

In South Africa, the Company confirms its guidance of 44 000 PGM ounces from own production for FY2023.

We continue to progress discussions to secure a further PGM processing footprint in the Eastern Limb of the Bushveld (north-eastern region of South Africa's chrome and PGM mining region). Jubilee has already secured significant tailings resources with further expansion opportunities in the area. We are reviewing the option to either secure a decommissioned PGM facility that will be repurposed by Jubilee, or to construct a new facility in the region.

In Zambia, the Southern Copper Refining Strategy has adjusted its copper target for the first half of FY 2022 to 3 000 tonnes owing to persistent interruptions in the supply of water and electricity due to aging infrastructure which impacts Roan's ability to sustain its throughput. As a counter measure the Company has secured an independent water supply license which enables the Company to implement a dedicated water supply infrastructure. The Company targets to implement the upgraded infrastructure during December 2022, ramping up to target 10 000 tonnes of copper for the full FY2023 year. If achieved this equates to a 284% increase in copper output.

In addition, we will complete the testing and commissioning of the cobalt circuit on the back of the completed ramp up of Project Roan offering the potential of significant earnings contribution.

And as significant as our achievements in Zambia have already been, we see the Southern Copper as a mere demonstration of a much larger footprint in the country in the years ahead, given the vast amount of potential feedstock, our expertise to extract the metals within them, and the brownfield processing capacity that lies idle across the country.

In fact, we believe, as we continue to demonstrate our ability to recover metal out of tailings, that, as we are doing now in South Africa, we will be given the opportunity to help make existing mines more efficient by extracting copper from perceived mine waste, before it even makes it to the dump. This has a knock-on effect of making an entire country's mining industry more profitable and importantly more competitive, ensuring the longevity of the industry.

Acknowledgement

During the financial year, Colin Bird, Jubilee's founder and Chairperson, announced his decision to step down. I would like to take this opportunity to extend my sincere thanks to Colin who has been instrumental in steering Jubilee to the Company it is today. As founder of Jubilee, Colin has worked tirelessly to build our position and reputation, and the leading metal processing expertise that he has helped to create can now be deployed as we implement our global strategy.

On a personal note, Colin has been a mentor to me for many years and I would like to thank him for his guidance and mentorship. I look forward to continuing my work with Colin as he steps into an advisory role, and we broaden our focus in an organised, strategic, but aggressive way, with the global roll-out of the Company's brand, 'The Jubilee Way'.

We have matured rapidly as a Group over the past two years, and we recognise the need to bring people, with different skillsets, into the organisation. In Ollie Oliveira we have a Chairperson who will not only provide that layer of stability and governance, but is at the same time supportive of the entrepreneurship needed to grow Jubilee to the next level.

Finally, to each of Jubilee's employees – a big thank you. We have been through a very busy year and your tireless efforts and long hours have not gone unnoticed. You have shown that The Jubilee Way is not just a set of words, but something you lived by over the past twelve months, both in South Africa and Zambia.

Leon Coetzer

24 October 2022

Risks and opportunities

Our approach to risk management

The nature of our operations, together with factors and events in the external environment, expose our business to risks and opportunities that can impact on our ability to generate sustainable value for shareholders and other stakeholders.

We have systems and processes in place to carefully evaluate, manage and mitigate these risks proactively and to realise opportunities. Effective governance, compliance and active management are fundamental components of these processes and systems. By understanding and seeking to address these components, both internal and external, we are able to effectively manage the effects of such risks and to position us to take advantage of opportunities and growth prospects.

The Board and the Executive Committee keep under constant review the risks inherent in the processing of potential and current surface assets, the mining and exploration of such assets, and the general functioning of the business. They also embed effective risk management culture and practices, considering both threats and opportunities throughout the organisation and our current and expected operating environment. As part of the risk management process, regular meetings of the Executive Committee are held to discuss and update new business opportunities which includes a risk assessment of such opportunities and how these can be managed or mitigated.

The principal risks for the Group and the measures taken by the Board and Executive Committee to mitigate them are detailed below:

Operational risks

Nature of risk	Potential impacts	Mitigation efforts
Availability of feed material		
Metal recovery business models rely on consistently available feed material at the processing plants. We are substantially reliant on agreements with third parties to supply tailings and ROM feed for our operations. Social and economic challenges within the host communities living in the near radius of tailings installations and mine operations increase the risk of not gaining access to required feed material on a timely basis.	Any interruption to the availability of feed material and flow to our operations could cause operational stoppages for prolonged periods, which could, in turn, have a notable impact on volume throughput, productivity and ultimately profitability.	Given the paramount importance of securing feed material, we prioritise the ongoing procurement of such material through strategic partnering or joint arrangements. We endeavour to pursue proactive engagement and maintain a good working relationship with these key suppliers. Our multiple feed processing facilities have been designed to enable a seamless switch between different feed material so, should one source of feed be interrupted for any reason, we are able to switch to another feed to maintain productivity. We also own historic PGM-bearing tailings which can be treated in the temporary absence of continued incoming supply of third-party feed. Given the influence host communities can have on feed material supply, we actively engage with these stakeholders to build positive and mutually beneficial relationships to support and protect access to feed material.

Nature of risk	Potential impacts	Mitigation efforts
Consistent availability of power		
Both South Africa and Zambia suffer from notable electricity supply constraints. South Africa The country largely depends on coal-fired power generated by the South African state utility, Eskom. Electricity supply has been constrained since 2008 and the country continues to suffer periodic and on-going supply interruptions. This is largely due to poor historical maintenance of the national grid, funding challenges, and new-build power stations not performing to design specifications. These disruptions have been particularly notable in the first half of FY2022 with strike action by Eskom employees exacerbating constrained supply conditions. There is uncertainty as to whether Eskom will be able to meet demand for power supply in the future. Zambia Consistent availability of electricity has become increasingly constrained in recent years on the back of an extensive, nationwide electrification programme and rising demand from the mining sector. Zambia's electricity is mostly provided by the state-owned utility ZESCO. Much of the country's electricity is generated from renewable hydro energy projects. Poor seasonal rainfalls over recent years have resulted in frequent low availability of water for these projects. To address the shortfall, the Zambian government has commissioned coal-fired power station projects. Coal-generated power is more expensive than hydroelectricity which is driving up the cost of electricity.	Unplanned and short-notice electricity supply outages not only lead to loss of production but impact on the competitiveness of our operations. Frequent electricity disruptions can also result in damage to critical components, which further inflates our operating costs. Above-inflation future energy cost increases reduce our competitiveness and could, in extreme cases, put the viability of the business at risk.	The safety of our employees is of paramount concern, and we have established clear protocols and implemented measures to ensure employee safety in the event of a major power supply failure. The availability of emergency generators (as partial back-up) at our operations caters for the risk of unplanned, localised power disruptions that are mostly unrelated to pre-warned load curtailment. In an effort to reduce our energy consumption, we have implemented a range of energy efficiency initiatives that have yielded successful results at our operations. We continue to look at further measures. Projects to produce on-site renewable energy for some of our operations are under consideration. Measures are in place to protect all information and data in the event of a loss of power supply.

Risks and opportunities Continued

Nature of risk	Potential impacts	Mitigation efforts
Rising operating costs		
Extracting metals from ore and tailings is a complex process requiring a range of inputs from human to financial and natural capital. Operating costs, particularly in South Africa and Zambia, have risen dramatically in recent years, driven mainly by infrastructural challenges, general inflationary pressures and weakness in the currencies against the US$. Since the outbreak of the pandemic in 2020, operating costs have been further exacerbated by Covid-19-related restrictions and supply-chain bottlenecks. Costs have been further compounded by the impact of inflationary pressures following Russia's invasion of Ukraine in February 2022.	Our principal operating costs are source feed material, energy and labour. The costs of the source feed material vary with market conditions but, while volatile, any increases in input costs should be reflected in increased revenues. Increasing operating costs could adversely affect the profitability and reduce the ability to generate free cash flows. Any impact on our profitability may impact our ability to share value with stakeholders.	Given the impact operating costs can have on profitability, we employ a range of measures to mitigate this. We: • actively manage feed sources to optimise our revenue basket depending upon market conditions; • focus on budgetary control, with a particular focus on unit costs of production and working capital controls, and risk management; and • promote a culture of continuous operating improvements and implementing sustainable efficiency and cost management programmes.
Access to capital		
The Group requires access to capital to fund its current business operations and projects and future growth projects.	The inability to access adequate amounts of debt and equity capital on attractive terms will constrain the business from delivering its growth ambitions and could, if really acute, constrain the businesses operations.	As we are listed in both London and Johannesburg, we have a wider pool of shareholders, which enhances our ability to raise capital through these platforms. We are in the process of embedding ESG excellence across the business to ensure that we are an attractive investment proposition to ESG focused funds and investors. The Company has existing lines of credit with financial and other institutions and is continuing to build relationships and its track record in order to further diversify access to credit.

Nature of risk	Potential impacts	Mitigation efforts
Commodity price and exchange rate fluctuations		
Commodity price risk is the movement in prices of the individual and basket of metals which we process. This could impact: • the cost of raw material feed that we source from third parties; and • the value of the processed materials that we sell. Currency risk relates to the possibility that one currency will devalue to the exchanger's detriment. PGM, chrome and copper metals are priced in US$ while operating costs are incurred in ZAR and to a limited extent the ZMK. As global and regional economies face asynchronous growth and inflationary challenges, the demand for and price of the commodities which we recover and produce may fluctuate significantly as well as the exchange rates in which we incur many of our operating costs.	Fluctuations in commodity prices and exchange rates could have a significant impact on our cash flows, profitability, and return on capital employed. In an extreme scenario, metal prices could fall to such a degree that it becomes uneconomical to recover such a metal. Fluctuations in exchange rates also causes volatility in the price of funding, and results in a timing mismatch between purchases and sale. Changes in commodity prices or exchange rates also impact on the economic viability of operations, and therefore impact on investment decisions. Uncertainty about such parameters could also challenge our ability to take advantage of future growth and value-enhancing initiatives.	The diversification of our product range mitigates against single commodity price dependency. Chrome is a by-product that can contribute to increased PGM production and, depending on chrome's price performance, contribute to a lower quartile of the industry PGM operating cost curve. The Board and the Executive Committee monitor markets closely to ensure optimal extraction value from feed sources given changes in the prices of commodities. Selected customers are invoiced in US$ to protect revenues from being dependent on local exchange rates. Transfer of currency is actively managed by the Executive Committee to minimise the impact of potential local currency volatility. The economics of current operations and potential future investments are regularly reviewed.
Counterparty exposure		
Counterparty exposure risk is the probability that the other party in an investment, credit, or trading transaction may not fulfil its contractual obligations in whole or in part.	Our business relies on the purchase of raw materials from a limited number of suppliers, sales of material to a limited number of counterparties and working capital funding from a limited number of funders. The inability by one or more counterparties to perform could have a material adverse impact on our business.	We perform thorough due diligence on each counterparty. Thereafter, we undertake continuous monitoring of counterparty operational performance. To further reduce individual counterparty risk, we are selectively increasing the number of our counterparties. We also maintain strict payment controls as a measure of mitigating this risk.
Social licence to operate		
A social licence to operate refers to the ongoing acceptance of a company by its stakeholders and general society. It is created and maintained over time as a company builds trust with the community and stakeholder environment within which it operates by demonstrating its positive contribution, operating responsibly, taking care of its employees and the environment, and being a responsible corporate citizen. We need to continuously demonstrate its role as a positive socio-economic influence on its host communities.	Failure to build and retain a social licence to operate risks compromising our ability to operate. Dissatisfaction amongst host communities or other stakeholders could lead to unrest or protest action. This could impact our business in a number of ways including: • loss of production and possible damage to assets; • lawlessness due to third-party influence resulting in potential adverse impacts on communities during protests; and • negative reputational consequences. Potential disputes with employees, could lead to labour unrest, which could spill over into the host communities, and result in a loss of productivity and/ damage to operations.	We endeavour to regularly engage with key stakeholders in a structured and transparent manner. In doing so, we have introduced community liaison structures to foster better relations with host communities. We prioritise the compliance with all relevant in-country regulations.

Risks and opportunities Continued

Nature of risk	Potential impacts	Mitigation efforts
Labour stability		
Ensuring a transparent, conducive and safe working environment is paramount to producing materials safely and at optimal levels.	Instability may lead to a demotivated workforce and even work stoppages.	We have structured workplace forums through which we regularly engage with employee representatives and union officials. Official Company communication and memorandums are distributed to build on a culture of transparency.
Experience and skills		
Recruiting and retaining skilled and qualified employees are critical to our success. We rely on a team of experienced professionals with specific technical skills for our operational excellence. The number of people skilled and experienced in chemical engineering, metal processing and recovery, and project management is limited and competition for such skills is intense. Overall, the industry faces a skills shortage: experienced personnel are ageing and increasingly approaching retirement, and the industry has struggled to attract younger relevantly qualified individuals.	The failure to attract, train and retain appropriate employees may cause unnecessary disruption to the business. Similarly, a lack of succession planning for both the Board and key management will also result in unnecessary risks and disruptions, and potentially loss of investor confidence.	We undertake succession planning for workforce members nearing retirement and for workforce members occupying critical roles. We use both external training providers as well as our own internal programmes to ensure our employees receive the appropriate training and skills development. While we aim to fill vacancies with internal candidates, we also recruit externally to ensure that the right individual with the most appropriate skills and experience is appointed. During the period, the Board has made strategic changes to the executive management team as well as new additions to the Board to ensure that we are sufficiently resourced to effectively manage our on-going operational and growth trajectory.

ESG risks

Nature of risk	Potential impacts	Mitigation efforts
Water costs and availability		
Southern Africa, particularly South Africa, is a relatively dry area and prone to periods of drought. The process of retreating surface tailings and extracting metals from mined ore is highly reliant on water as water is used to transport material over large distances and for processing.	Predictions are that dry conditions will escalate in South Africa, which will put significant pressure on water availability, particularly for mining and industrial processes. Water shortages will also result in a higher cost of water. This may adversely affect our operational performance and financial results. Water shortages may impact relationships with host communities as competition for the scarce resource becomes more profound.	Each of our operations has effective water management strategies in place to focus on water re-use, ensure the decrease in new groundwater intake, and decrease the total volume of water utilised in the processing and recovery of metals. In addition, a zero effluent policy is being implemented across our operations.
Safety, health and well-being		
The safety, health and well-being of employees is key to the sustainability of the Company and a measurable KPI of management.	Poor safety and health procedures could have a number of consequences namely: • they could lead to loss of life incidents and workplace injuries; • incidents could result in safety-motivated stoppages by regulators; • an operation's licence to operate could be revoked; and • disruptions due to health and safety incidents could have a significant effect on the Company's profitability.	Our Executive Committee has a relentless focus on safety improvement. To this end, we have implemented a safety risk management system and strict safety guidelines and procedures across all our operations to ensure the safety, health and well-being of each employee and contractor. We are also in the process of creating a leadership approach and Group-wide culture conducive to innovation and improved safety performance.
Carbon footprint		
The imperative to address global warming is a defining challenge facing the sustainability of the planet and mankind. The world is at a point, particularly in the wake of the COP26 climate change summit held in Glasgow in November 2021, where the social and political consensus is for action on climate change. Strategies for addressing climate change include limiting the emission of carbon dioxide into the atmosphere and transitioning to a future dominated by low-carbon technologies. Many countries have or are in the process of actively regulating climate change with aggressive targets and are providing funding and incentives to meet these. Society and governments also have increasingly stringent requirements regarding other forms of operational emissions, including SO_2 and fine particles (PM10). Mining and processing operations are under continual pressure to decrease all forms of operational emissions.	We both impact and are impacted by climate change. As we are not a zero-carbon producer, our activities do result in operational emissions, including greenhouse gas and SO_2. Climate change is likely to have an increasing impact on the Group in the future, particularly in terms of water shortages and security.	We firmly understand that we have a role to play in the global response to the threat of climate change and global warming. It is for this reason that we have begun the process of understanding and embedding decarbonisation into our way of operating, which will facilitate the reduction of carbon emissions across the operational footprint. We continually monitor our operational emissions to ensure that we meet regulatory requirements and minimise environmental impact, and we are continually innovating to reduce operational emissions.

Risks and opportunities Continued

Nature of risk	Potential impacts	Mitigation efforts
Environmental pollution		
The risk of environmental pollution including water and soil contamination from tailings containing harmful and toxic substances. An added challenge to environmental pollution is that not all regulatory bodies, communities, or even non-governmental organisations, apply the same standards in assessing environmental pollution risks. This variation in standards from area to area could result in reputational and liability risks for operators.	According to legislation in South Africa and Zambia, it is the holder of the mining licence and/ mining right that is legally liable for cleaning up environmental pollution on the land. In South Africa we are not a mining licence or mining right holder but still need to ensure compliance with the relevant legislative and regulatory framework applicable to our operations. In Zambia, we acquired the Small-Scale Mining Licence in Kabwe in June 2020.	We are in the process of completing baseline studies to define any pre-existing environmental issues, in particular to determine if there is any plume – streaks of effluent and pollution entering the groundwater – at the Kabwe TSF. Dependent on the outcome of these studies, and if required, the Company will build a neutralisation facility to manage any further possible effluent and pollution. In another mitigating effort, we are working with the United Nations to assess and address the issue of legacy lead poisoning by third parties in Zambia and identify sustainable solutions. The UN has highlighted the Kabwe area as a concern for public health.
Regulatory uncertainties		
Several factors continue to shape the investment climate in South Africa and Zambia, not least of which are the policy and regulatory environment, the status of bulk infrastructure services and social stability.	The risks inherent to investments in Zambia and South Africa could influence our ability to raise capital for future development projects. Similarly, potential further credit rating downgrades could make debt financing for projects more expensive. Political civil unrest could adversely impact our operational performance and production.	We actively engage with the government to facilitate constructive conversations on South Africa and Zambia's regulatory challenges and uncertainty and relay our business needs and objectives.
Environmental, social and governance requirements		
As environmental, social and governance (ESG) factors become a more entrenched priority for all, not least of which include investors, shareholders and capital providers, companies are expected to do more to integrate ESG into corporate strategies, decision-making and stakeholder reporting. Stakeholder pressure over issues such as decarbonisation and good environmental stewardship are requiring companies to implement effective plans that satisfy expectations. Companies are also under increasing pressure to take more responsibility for their impact on communities and go beyond their regulatory obligations.	ESG factors represent an increasing imperative that influence our investment attractiveness. Without sound ESG credentials, there is a significant risk of investors' interest being compromised or the Company trading at a significant discount to its peers. Furthermore, it could impact our access to capital and have a negative influence on our brand and reputation.	Sustainability is at the core of our business, and we are committed to ESG excellence in our business and operating model. We endeavour to improve the clarity in which we communicate the integral nature of sustainability in our business model, and the strong performance in delivering material sustainability outcomes. We also undertake compliance monitoring on areas of environmental management and social responsibility.

Macroeconomic risks

Nature of risk	Potential impacts	Mitigation efforts
Impact of rising food and energy costs		
The war in Ukraine has had many consequential effects but the most acute has been the major disruption to global energy and food supply chains. This has caused prices of key commodities, particularly basic food goods, to spike, which is spurring a global cost of living crisis. Such is the severity of the crisis that the United Nations Development Programme (UNDP) has estimated that, in the three months between March and July 2022, 71 million people, predominantly living in the developing world, have been tipped into poverty. The populations of both South Africa and Zambia are particularly susceptible to the extreme inflationary pressures. The effects are already manifesting in these two Southern African nations with those in the poverty and near-poverty bands struggling to pay energy bills and buy food.	The crisis may cause a rise in civil unrest, particularly in South Africa, which has an established protest culture. The civil unrest may filter through to the host communities living in the radius of our operations. This may result in unrealistic expectations of the degree to which we can assist these communities through the crisis, which could lead to dissatisfaction, social unrest and disruption to operations. A rise in poverty and social unrest may lead to an increase in theft of equipment and supplies from our operational sites. Food and energy inflationary pressures will also lead to pressure from employees and contractors for an increase in wages.	We endeavour to regularly engage with relevant stakeholders, particularly host communities, in order to effectively understand the impact of the cost-of-living crisis and to manage their expectations. As our policy is to recruit locally as far as is feasible, our contribution to local community employment is contributing to economic stability and upliftment. This extends to our focus on local preferential procurement, through which we support many goods and service providers established in our host communities.
Supply chain bottlenecks		
Global supply chains are vulnerable to shocks that occur in the major exporting countries. From early 2020, Covid-19 disrupted global activities across all economic sectors and industries on an unprecedented scale. The lockdown measures that were implemented worldwide to contain and manage the spread of the pandemic resulted in production halts, movement restrictions of people and goods, border closures, logistical constraints, as well as the slowdown of trade and business activities. Lockdown measures have continued to remain largely in place in China, which is one of the major manufacturing and distribution hubs supplying finished and semi-finished products to countries around the world. The effects of this global and economic shock are still evident in 2022.	Global supply chain bottlenecks, particularly those inhibiting the logistics of large equipment and machinery, could impact and have impacted on our ability to deliver projects on time and on budget. Similarly, challenges and restrictions in procuring much needed supplies for operating plants on a timely basis, particularly chemicals used in metals recovery, could have an impact on our ability to achieve maximum production capacity and, thereby, impact our revenues and profitability.	We have adapted to the prevailing operating environment by building in longer lead times to project planning and procurement strategies. This involves regular meetings and updates from engineering, procurement and construction (EPCM) operators and partners. We also regularly and actively investigate alternative supply options so that, in the event constraints or blockages being experienced by our supply partners, we may still be able to source critical goods and services to meet our needs.

Risks and opportunities Continued

Nature of risk	Potential impacts	Mitigation efforts
Global macroenvironment and geopolitical uncertainty		
Russia's invasion of Ukraine in February 2022 marked a watershed moment for geopolitical stability. Since this date, Russia has largely been excluded from the Western economic and political order, and unprecedented sanctions against Russia continue to disrupt financial markets and create macroeconomic risks not foreseen at the start of the year. Sanctions against Russia look likely to remain in place for the foreseeable future. As a result, there has been a substantial and disruptive reorganisation of global trade flows, particularly in the energy and agricultural sectors, which is causing profound adverse global social and economic consequences.	The economic, social and financial risk environment remains at an elevated level as a result of this invasion. Moreover, the effect of sanctions may put further strain on recovering supply chains.	We continue to operate the Group's operations in a manner consistent with the risks and environment that we believe impact, directly and indirectly, our business whilst exploring opportunities as and when they arise. We remain very focused on full compliance with all applicable regulations and laws.

Opportunities

In reviewing and developing our strategic objectives and identifying potential risks, we simultaneously consider the opportunities that may have a bearing on our business. As with the risk management process, identifying opportunities is integral to strategy development.

The most notable opportunities for the Group and corresponding considerations of the Board and Executive Committee are detailed below:

Opportunity	Considerations
1. Strategic partnerships	Over the last few years, particularly in the year under review, we have demonstrated that we are a partner of choice for mining companies wanting to outsource the extraction of metals from ROM ore. As mining companies strive for ever greater efficiencies and maximum metal recovery there exists a significant growth opportunity for us through the negotiations of offtake agreements and strategic partnerships.
2. Further expanding operational footprint	The Global Tailings Review, a joint initiative between the International Council on Mining & Metals, the United National Environment Programme and Principles for Responsible Investment, estimates that there are at least 8 500 active, inactive and closed tailings storage facilities located across the globe, weighing in at 282.5 billion tonnes. While a percentage of that will not be economically viable to treat for the recovery of metals, much of it will and this presents a significant opportunity for us, to further demonstrate our ability to successfully expand our operational footprint cross border into another African premier mining jurisdiction.
3. Commodity diversification	The nature and sophistication of our processing technology means that we are able to treat and recover a wide variety of metals and minerals. This has enabled us to rapidly expand our commodity portfolio from just PGMs to include chrome, copper, cobalt, lead, zinc, and vanadium. Depending on the demand and economic viability of extraction there may well be opportunity for further commodity diversification in the future.
4. Technology advancement	Innovation plays a critical role in the mineral extraction industry as a tool to improve the efficiency of our processes, to reduce costs, and to meet the increasing social and environmental concerns among communities and authorities. The technology that facilitates the recovery of minerals and metals from perceived waste tailings material, is constantly advancing and enabling an ever-increasing quantity of critical, precious, and other materials to be successfully extracted profitably from mineral ores or tailings. In South Africa, our proven efficiencies coming through in the chrome operations extend the accessibility of ore from reefs that were not previously viable. Efficiencies open up exceptional opportunities from previously economically un-viable deep reef mines. In Zambia we have developed unique processing flow sheet designs that can, over a short period, achieve viable metal recovery which gives us a competitive edge.

Market overview

Core to Jubilee's business model is the recovery of PGMs and chrome at our South African operations, and copper and cobalt at our Zambian operations. What follows is a brief overview of the main uses of each commodity, as well as their respective markets.

Platinum

Uses

- Catalytic converters for vehicles representing 50% of the demand each year
- Jewellery
- Catalyst for production of nitric acid, silicone and benzene in the chemicals industry
- Computer hard disks and thermocouples
- Optical fibres and LCDs, turbine blades, spark plugs, pacemakers and dental fillings
- Chemotherapy drugs

Market

- 70% of platinum comes from South Africa.
- The demand for platinum fell sharply during Covid-19, due to the decline in the sales of vehicles but rebounded in 2021 and is forecast to keep growing over the next five years.
- Asia-Pacific region is set to dominate the demand market due to an increase of use of platinum in jewellery, hydrogen vehicles and chemical manufacturing. This will offset the reduction in use for catalytic converters as EVs become more popular.
- The market is consolidated. There are five major players in the market. Norilsk Nickel, Northam Platinum, Sibanye-Stillwater, Anglo American Platinum and Impala Platinum.

Palladium

Uses

- Catalytic converters for vehicles representing more than 50% of demand
- Jewellery
- Dental fillings and crowns
- Ceramic capacitators which are in laptops and phones
- Hydrogenation and dehydrogenation reactions

Market

- South Africa is a major producer of palladium.
- The price of palladium has more than tripled since 2016. This has displaced platinum as the choice metal for catalytic converters in vehicles. This could pose a problem in the future as it is over-reliant on this sector. The introduction of Electric Vehicles (EVs) means there is no need for catalytic converters and a large portion of palladium's use is vanishing.
- The forecast is for its demand and consequently price to fall away over the next decade.
- The market supply of palladium is dominated by five main companies as listed above.

Rhodium

Uses

- Catalytic converters for cars representing 80% of demand
- Catalyst in the chemical industry for making nitric acid, acetic acid and hydrogenation reactions
- Electrical contact material so used in coating optic fibres and headlight reflectors

Market

- South Africa produces 60% of the world's rhodium.
- Asia-Pacific is the fastest growing market for the supply of Rhodium. Europe and North America currently dominate the market due to more stringent environmental laws meaning the use of catalytic converters is higher.
- Similar to the above metals, the production of EVs could cause a slump in demand for catalytic converters.
- The global rhodium market supply is highly consolidated amongst a handful of major players.

Market overview Continued

Copper

Uses

- Coinage. All USA coins are copper alloys
- Majority of it is used in electrical equipment. It is particularly used in wiring as it conducts heat and electricity well
- Construction (roofing and plumbing) and industrial machinery
- Copper sulphate is used in agriculture as a pesticide and in water purification

Market

- Chile is the largest producer of copper accounting for roughly 30% of total global production.
- China is the top consumer of copper. Its slump in demand caused a fall in price after a record high in early 2022.
- The market for the supply of copper is expected to grow over the next decade. This will be caused by the growth of construction in which copper plays a key role.
- The growth of electronics, especially wiring, for which copper is suited due to its good conductivity, will also fuel this growth.
- The copper market supply is only partially consolidated. A few major players dominate a large portion of the market, but there are smaller providers who are able to gain a foothold in the market.

Information on our by-products

Chromium

Uses

- Used to make stainless steel and produce alloys
- 90% of leather is tanned using chrome
- Industrial catalysts and pigments

Market

- South Africa dominates chromium mining.
- Asia-Pacific dominates the global market because of the manufacturing industries.
- China produces the most stainless steel which requires chromium. The growth of China and worldwide development means the demand for this will be greater than ever.
- It is increasingly used in alloys and other metallurgical processes. These range from making aircraft engines to stainless steel tankers.
- It also has applications in the chemical industry as well. A lot of this industry is also centred in the Asia-Pacific region.
- It is a fairly consolidated market, and a significant portion is dominated by only a few companies including Glencore.

Cobalt

Uses

- Electric vehicles (EVs)
- It can be used as a magnet. When alloyed with aluminium and nickel it can be very powerful
- Jet turbines and gas turbine generators
- Electroplating
- Cobalt salts are used for colour creation
- Cancer treatment

Market

- 74% of cobalt is mined in the Democratic Republic of the Congo.
- China is the major centre for cobalt use primarily related to the manufacturing of EVs.
- Over the next decade there is significant growth forecast as the demand for EVs increases.
- The amount of cobalt being mined will need to increase significantly to keep up with the expected demand.
- The market is consolidated with four major companies producing the great majority of cobalt. Glencore is the dominant producer.

Operational and financial review

Our key achievement in FY2022 was the completion of our £58 million (US$70 million) investment programme in South Africa and Zambia that has reshaped Jubilee, provided expanded production across PGMs, chrome, copper and cobalt, and laid the platform for strong results in FY2023. This Operational and financial review constitutes the Strategic Report as required by the Companies Act 2006.

Key achievements for the year

- A £58 million (US$70 million) investment programme to diversify and expand our chrome, PGM, copper and cobalt operational footprint was successfully completed
- In South Africa, we completed construction and commissioning of the new 45% expanded Inyoni operations, with an annualised nameplate production capacity of 44 000 PGM ounces and a 1.2 million tonnes combined chrome concentrate capacity (up 85%)
- Early results from the new Inyoni operations, completed in March, indicate a 10% reduction in the PGM US$ unit cost (47% in the second half of FY2022) as the facility benefits from a significantly increased operational footprint and increased contribution from chrome production
- Project Roan reached nameplate production during September 2022 to maintain its design throughput rate of 110 tonnes per hour needed to produce the targeted copper concentrate for refining at the Sable Refinery
- Targeted production of 3 000 tonnes of copper to December 2022 and 10 000 tonnes of copper for the full twelve-month period ending June 2023
- The Southern Copper project in Zambia is a great example of the Jubilee Way of establishing growth, requiring an investment of approximately £40 million (US$49 million) to deliver a 12 000 tonnes per annum copper cathode production capacity within two and a half years of entering Zambia. This investment is a fraction of the industry norm's capitalisation requirements per unit of copper

Combined operational and financial performance

	Unit	12 months to 30 Jun 2022 FY2022	12 months to 30 Jun 2021 FY2021	% Change
Key units of production				
PGM ounces sold				
- Inyoni	oz	35 318	35 642	(1%)
- Third-party JV	oz	6 268	14 521	(57%)
Total PGM ounces sold	oz	41 586	50 162	(17%)
Copper tonnes sold	tonne	2 604	1 388	88%
Unit revenue				
Revenue per PGM ounce	$/oz	1 615	2 248	(28%)
Revenue per copper tonne	$/t	9 210	8 657	(6%)
Unit costs				
Net cost per PGM ounce (after by-product credits chrome)	$/oz	408	456	(10%)
Net cost per copper tonne (after by-product credits cobalt)	$/t	5 386	5 076	6%
Unit earnings				
Net earnings per PGM ounce	$/oz	1 207	1 792	(33%)
Net earnings per copper tonne	$/t	3 824	3 582	7%

Operational and financial review Continued

Combined key financial highlights

- Strong balance sheet with an increase of 40% in tangible net asset value per share to 4.85 pence
- Equity increased by 52% to £208 million maintaining a strong equity ratio of 72%
- Revenue from operations up 5% to £140 million (US$186 million) for FY2022
- Operational earnings totalled £45 million (US$60 million) for FY2022 (FY2021: £71 million (US$95 million))
- Positive net cash position with current assets covering total liabilities by 131%
- Group cash and cash equivalents as at 30 June 2022, stood at £16 million (US$19.5 million) (FY2021: £19.6 million (US$21.2 million))
- Low gearing ratio of 3.6% compared to 7.7% for the comparative period

Combined key operational highlights

- £58 million (US$71 million) invested in the expansion and upgrade of our projects in South Africa and Zambia
- Inyoni facility upgraded from 40 000 tonnes per month to 75 000 tonnes per month throughput
- Project Roan fully commissioned and reached nameplate production post the period during September 2022
- Southern Copper Refining Strategy targets to deliver 12 000 tonnes of copper per annum after a total capital investment of approximately £40 million (US$48 million) for the entire project

Roan Copper beneficiation plant

South Africa

Inyoni PGM beneficiation plant

Project and operational highlights

South African operations maintained a strong safety performance for FY2022 with 162 days worked without any LTIs; an LTIFR rate of 1.5 was achieved

Our PGM operations delivered 41 586 PGM ounces

During the second half of FY2022, delivered 20 166 PGM ounces of which 95% delivered by Inyoni operations. This equates to an increase of 33% compared with Inyoni's previous best past performance of 15 152 PGM ounces

Third-party JV ounces decreased by 57% as part of our strategy to migrate to Inyoni only production

Financial highlights

Early results from the new Inyoni operations indicates a 10% reduction in the PGM US$ unit cost (second half of FY2022 -47%) as the facility benefits from significantly increased operational footprint and increased contribution from chrome production

Net revenue from our South African operations for FY2022 increased to £121 million (US$162 million) up 2.5% from FY2021

Net operational earnings from South Africa for FY2022 reached £38 million (US$50 million) down 46% from FY2021 but maintained a strong margin of 30%

South Africa Continued

Jubilee's operations in South Africa consist of the Inyoni PGM, Windsor SA, and Windsor 8 Chrome processing facilities.

In FY2022, a £22 million (US$26 million) substantial infrastructure investment was completed, which has provided an excellent platform for future growth across our South African operations.

The highlight of the year and this investment programme was the construction and successful commissioning in March 2022 of the enlarged Inyoni plant. This investment has materially increased the Group's production capacity of PGM ounces and, most importantly, increases the proportion of the ounces produced that are fully attributable to Jubilee along with the associated earnings compared with the considerable dilution of earnings experienced at the Windsor SA where 40% of earnings are attributable to the JV partner.

From an operational perspective, FY2022 can be characterised as a year of two halves. The first half was one of complex construction where much of the final work took place on converting the Inyoni complex into a highly flexible, multi-feed facility, which included the construction of a new 80 000 tonnes per month Chrome processing facility ("OBB Chrome Plant") at the front end.

The OBB Chrome Plant consists of four integrated chrome recovery circuits to maximise chrome efficiencies, including the fine chrome operation. This allows Jubilee to extract more chrome annually from waste and perceived waste than previously, providing the Group with significantly more upgraded feed to process through the expanded Inyoni PGM facility.

This world-class, fully integrated chrome and PGM processing facility is able to process a wide variety of chrome and PGM containing mined ores, as well as historical tailings. The new integrated facility, which was commissioned in March 2022, sets a strong foundation for sustained future growth and is the culmination of Jubilee's extensive investment into achieving world-class efficiencies.

The Company maintained its contractual obligations to deliver the required PGM production during the first half of FY2022, despite its Inyoni PGM operation only being partially operational, as scheduled, to achieve 20 316 PGM ounces sold (same period FY2021: 21 975 ounces). As a result, the PGM production numbers were skewed and impacted by the staged decommissioning and recommissioning of the new integrated Inyoni facility resulting in the one-off release of certain lower PGM grade inventories and the refilling of the operational pipeline over the period.

In the second half of FY2022, Inyoni ramped up towards its full capability and early on in the second half of FY2022, we saw monthly production levels up 66% compared with the six-month period to December 2021, which reflected the reaching of full design capacities. This includes the increase of processing capacity to 250 000 tonnes per month of chrome concentrate (including the Windsor 8 chrome plant), placing the Company among the largest chrome producers in the world. These chrome facilities play an important role by not only acting as a feeder system to the PGM operations, but also subsidising the PGM unit cost through the sales of this chrome concentrate.

In addition, the PGM ore operational processing capacity at Inyoni has been increased by 45% to 75 000 tonnes per month and has the potential to produce 44 000 PGM ounces per annum. PGM production also benefits from the increased efficiencies of this new enlarged facility, which is significantly subsidised by the increased chrome production. FY2023 offers strong potential for growth in earnings as it benefits from the full exposure of our enlarged South African operations.

The increased scale of our South African operations began to be reflected in the second half of FY2022, with the unit cash cost to produce a PGM ounce reducing to US$408 for the year under review (FY2021: US$456) and the cash cost per PGM ounce for the year benefitting from the increased contribution from the sale of chrome concentrate accounting for US$299 per PGM ounce (FY2021: US$83).

In total, for the full year, 869 415 tonnes of feed from ten different streams were processed through the OBB Chrome Plant. This resulted in the sale of 521 512 tonnes of chrome and the production of 162 932 tonnes of tailings material with an average grade of 3.53g/t PGM to feed into the Inyoni plant.

At Windsor SA and Windsor 8, a total of 1 195 367 tonnes of feed from eleven different streams were processed during the year under review. This resulted in the sale of 700 940 tonnes of chrome and the production of 253 059 tonnes of tailings material with an average grade of 4.27g/t PGM to feed into the Inyoni plant.

Historically, Jubilee's PGM operational footprint has been largely focused on the Western Limb of the Bushveld Igneous Complex, a single area of the two main PGM-bearing geological areas in South Africa. During the course of the financial year, the Eastern Limb became a key focus for Jubilee to expand its PGM reach and operational capacity following the completion of its fully integrated Inyoni facility. To this end, we secured additional PGM feed supply agreements for the supply of material from the Eastern Limb, which will not only allow us to establish an operational presence in this region, but also provides a platform to pursue further growth opportunities.

The Eastern Limb PGM supply agreements are mostly based on the LG6 chrome reef known for its high rhodium and palladium content, accounting for approximately 12% in the case of rhodium and 20% in the case of palladium of a produced PGM ounce. This compares with as low as 7% and 16% respectively of other chrome reefs.

The PGM supply agreements have secured the rights to long-term PGM feed supply with the potential to produce up to 14 500 PGM ounces per annum, with further growth opportunities available.

We have initially been processing the increased PGM feed at Inyoni, while pursuing the implementation of a dedicated processing facility in the Eastern Limb. The temporary increase in costs to transport this material to Inyoni will be offset by the strategic investment to secure material for the Eastern Limb strategy and the long-term growth it offers. Supply from the Eastern Limb will only commence once a dedicated processing facility has been built or refurbished.

Operational project unit costs expressed as US$ per PGM ounce produced consisted of US$597 per ounce processing unit cost and a US$112 per PGM ounce transport cost for the material sourced from the Eastern Limb less net credit from by-product earnings of US$299 per PGM ounce totalling US$408 per PGM ounce.

Prospects for FY2023

- FY2023 offers strong potential for growth in earnings as it benefits from the full exposure of our enlarged South African operations;
- The new enlarged PGM and chrome operations have set the platform to deliver 44 000 PGM ounces and 1.2 million tonnes of chrome concentrate per annum from Jubilee's own capacity. The PGM production benefits from the increased efficiencies of this new enlarged facility, which is significantly subsidised by the increased chrome production as highlighted by the results for the H2 six-month period. FY2023 offers strong potential for growth in earnings as it benefits from the full exposure of our enlarged South African operations;
- Management continues to progress discussions to secure a further PGM processing footprint in the Eastern Limb of the Bushveld (north-eastern region of South Africa's chrome and PGM mining region). We have already secured significant tailings resources with further expansion opportunities in the area. Jubilee is reviewing the option to either secure a decommissioned PGM facility that will be repurposed by Jubilee, or to construct a new facility in the region; and
- The Company confirms its guidance of 44 000 PGM ounces from own production for FY2023.

Windsor SA processing plant

South Africa Continued

The table below sets out the operational and financial performance of the South African operations for FY2022:

US$					Pound Sterling			
% Change	FY2021	FY2022	Unit	Unaudited	Unit	FY2022	FY2021	% Change
				Revenue from PGM operations				
(40%)	112 778	67 167	$'000	PGM revenue	£'000	50 507	83 748	(40%)
101%	47 004	94 370	$'000	By-product revenue (chrome)	£'000	71 148	34 905	104%
1%	**159 782**	**161 537**	**$'000**	**Net PGM revenue**	**£'000**	**121 655**	**118 653**	**3%**
				PGM operating costs				
(8%)	27 019	24 779	$'000	Processing cost	£'000	18 575	20 064	(7%)
100%	–	4 654	$'000	Transport costs Eastern Limb	£'000	3 528	–	100%
91%	42 854	81 916	$'000	By-product costs (chrome)	£'000	61 720	31 823	94%
59%	**69 873**	**111 349**	**$'000**	**Total PGM operating costs**	**£'000**	**83 823**	**51 888**	**62%**
				PGM operational earnings				
(56%)	85 759	37 734	$'000	PGM earnings	£'000	28 404	63 684	(55%)
200%	4 150	12 454	$'000	By-product earnings (chrome)	£'000	9 428	3 082	206%
(44%)	**89 909**	**50 188**	**$'000**	**Net earnings from PGM operations**	**£'000**	**37 832**	**66 766**	**(43%)**
				Financial results per PGM ounce				
(28%)	**2 248**	**1 615**	**$/oz**	**Revenue per PGM ounce**	**£/oz**	**1 215**	**1 670**	**(27%)**
				Operating cost per PGM ounce				
11%	539	596	$/oz	Processing cost	£/oz	447	400	12%
100%	–	112	$/oz	Transport costs Eastern Limb	£/oz	85	–	100%
31%	539	708	$/oz	Operating cost per PGM ounce	£/oz	532	400	33%
263%	(83)	(300)	$/oz	By-product credits (chrome)	£/oz	(227)	(61)	269%
(10%)	**456**	**408**	**$/oz**	**Cost per PGM Ounce net of By Product Credit**	**£/oz**	**305**	**339**	**(10%)**
(33%)	**1 792**	**1 207**	**$/oz**	**Net earnings per PGM ounce net of by-product credit (chrome)**	**£/oz**	**910**	**1 331**	**(32%)**

Zambia

Copper cathodes ready for shipping at Sable

Project and operational highlights

Zambian operations maintained a strong safety performance achieving 185 days worked without any LTIs; an LTIFR of 2.9 was achieved

12 000 tonne per annum Southern Copper Refining Strategy brought into operation with the integration of the newly commissioned Roan copper concentrator

Project Roan reaches nameplate capacity post year end

Copper tonnes sold during the period under review as part of operational trials increased to 2 604 tonnes, up 88% over the previous period

Financial highlights

Net revenue from Zambian operations increased to £18 million (US$24 million) for the year, up 103% from the previous year

Net operational earnings from Zambian operations increased to £8 million (US$10 million) for the year, up 30% from the previous year

Total capital allocation to deliver the integrated Southern Copper Refining Strategy of £40 million (US$49 million)

Zambia Continued

Post the period under review, in early September 2022, we reached a very important milestone with the newly constructed Zambian copper concentrator, Project Roan, reaching nameplate capacity following the successful commissioning and ramp-up of the operations.

Project Roan is a core component of our Zambian Southern Copper Refining Strategy, which aims to produce 12 000 tonnes of copper per annum through the Sable Refinery. Total capital allocation to deliver the integrated Southern Copper Refining Strategy's is £40 million (US$48 million).

The multi-metal Sable Refinery acts as a central metal production facility for third-party material in the region and provides access to a current resource comprising an estimated 6.4 million tonnes of surface waste assets containing zinc, lead and vanadium pentoxide.

Our Kabwe tailings project, combined with the multi-metal Sable Refinery, establishes our fully integrated multi-metal recovery and refining operational footprint in Zambia and the roll-out of the copper and cobalt strategy offers the potential of significant continued earnings growth in addition to the achievements to date of our PGM and chrome operations.

The fully integrated Southern Copper Refining Strategy is a significant step as it diversifies our processing footprint across commodities and jurisdictions. It also offers the potential to significantly grow the Group's earnings in commodities such as copper and cobalt supported by strong fundamentals.

The strategy integrates the upgraded Sable Refinery with Project Roan, a new copper concentrator processing both ROM copper ore as well as tailings to produce copper concentrates for refining at Sable (10 000 tonnes per annum), which complements the existing supply of third-party feed to Sable refinery (2 000 tonnes per annum).

Copper production at the Sable Refinery reached 2 604 tonnes for the full year to end-June 2022, an 88% increase on FY2021. This, after 178 412 tonnes were processed from third-party material during the year at an average grade of 1.87% contained copper. The bulk of production stemmed from trials as part of ensuring operational readiness at the Sable Refinery for Project Roan.

Small licence ore suppliers provided a significant feed to Sable during the financial year, with about 70 licensees in total supplying material to the plant.

Cost per copper unit totalled US$5 386 per tonne (net of cobalt by-product credits) in FY2022, an increase of 6%.

In 2020, Jubilee entered into JV agreements to secure rights to process over 300 million tonnes of copper and cobalt containing tailings in Zambia. The copper and cobalt tailings are located in three central locations named Project Roan (part of the Southern Strategy), Project Lechwe and Project Elephant (both part of the Northern Strategy).

Jubilee's aim has always been to construct a concentrator facility at each of the three locations to ultimately feed the refinery at Sable and any other brownfield refining capacity secured by the company in the region. The scope of the processing facilities will be determined by the refining capacity at its Sable Refinery, currently standing at 14 000 tonnes per annum. Jubilee has a set target to expand its access to refining capacity, to achieve a targeted 25 000 tonnes of copper units per annum.

The first of these concentrator facilities, Project Roan, was completed towards the end of the financial year under review. It is capable of processing both ROM copper ore as well as tailings, to produce copper concentrates at a rate of approximately 10 000 tonnes of contained copper per annum, for refining at Sable, which complements the existing supply of third-party feed to Sable refinery (2 000 tonnes of copper per annum).

Jubilee's project execution team broke ground for the construction of the Roan copper concentrator, in June 2021, and despite the challenges caused by the Covid-19 pandemic and its effect on supply chains the team was able to commence testing of certain equipment within seven months and completed all construction activity within 11 months. Post financial year end, Project Roan completed its ramp-up reaching nameplate capacity.

We have targeted the production of 3 000 tonnes of copper for the six-month period ending December 2022 in-line with the ramp-up to full production of Project Roan.

All feed ore is delivered to Roan via road, conveniently within a 40 to 50km radius and largely on non-public roads in the region. Concentrate product produced at Roan and totalling as much as 10 000 tonnes per month is then delivered by road to Sable which is 170km away. Ultimately, rail transport for this leg would be the best solution, given a rail siding sits within 2km of Roan and Kabwe (Sable location) hosts a station, and discussions have taken place with the rail department in this regard.

With the completed hand-over by the projects team, the operational efficiencies will continue to be optimised under the management of our operational team. Our projects team's focus now shifts to the commissioning and ramp up of the cobalt circuit as well as the much larger Northern Strategy.

Crucially, and in line with our strategy and goals to promote sustained, inclusive economic growth, the Southern Copper Refining Strategy has resulted in significant job creation, with total jobs filled in Zambia reaching over 700 during FY2022. We have prioritised sourcing of skills and services from its local communities and have in many instances partnered with local firms to assist in their growth and development to offer a sustained service to its projects.

During the year, design work for our second copper processing facility in Zambia, Project Lechwe, (part of the Northern Strategy), was also completed. We have secured the rights to approximately 150 million tonnes of copper containing surface tailings in the region, and further progressed with pilot runs to confirm the design work. Project Lechwe targets to reach a production level of 7 500 copper in concentrate per annum by the second quarter of calendar year 2023.

In August 2021, we announced the execution of a binding Memorandum of Understanding with Mopani Copper Mines Plc, a subsidiary of ZCCM Investment Holdings Plc in Zambia for the implementation of additional copper and cobalt refining capacity through the recapitalisation of existing refining capacity placed under care and maintenance by Mopani.

This additional refining capacity targets to increase Jubilee's existing copper refining capacity by a further 17 000 tonnes of copper per annum and, together with the Sable Refinery, increases the Group's total potential refining capacity to in excess of 31 000 tonnes per annum.

The Project will establish Jubilee's Northern Zambian refining footprint for the refining of the copper and cobalt concentrates produced at Jubilee's Kitwe and the Luanshya copper and cobalt tailings.

Prospects for FY2023

- The Southern Copper Refining Strategy targets production of 3 000 tonnes of copper within the first half of FY2023 ramping up to target 10 000 tonnes of copper for the full financial year. This equates to a 284% increase in copper output;
- In addition to this, we look to complete the testing and commissioning of the cobalt circuit on the back of the completed ramp up of Project Roan offering the potential of significant earnings contribution; and
- Jubilee's technical and projects team can now dedicate their focus on the development and execution of the Northern Copper Refining Strategy.

The table below sets out the operational and financial performance of the Zambian operations for FY2022.

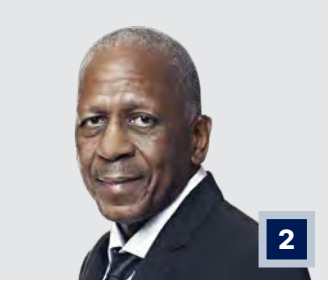
US$					Pound Sterling			
FY2021	FY2022	% Change	Unit	Unaudited	Unit	% Change	FY2022	FY2021
				Production				
1 387	2 604	88%	tonne	**Copper tonnes sold**	tonne	88%	2 604	1 387
				Financial				
				Revenue from operations				
12 011	23 983	100%	$'000	**Copper revenue**	£'000	102%	18 043	8 919
-	400	100%	$'000	**Cobalt by-product revenue**	£'000	100%	308	-
12 011	**24 383**	**103%**	**$'000**	**Net copper revenue**	**£'000**	**106%**	**18 352**	**8 919**
				Operating cost				
7 042	**14 425**	**105%**	**$'000**	**Costs**	**£'000**	**107%**	**10 847**	**5 229**
				Operational earnings				
4 969	**9 958**	**100%**	**$'000**	**Net copper earnings**	**£'000**	**103%**	**7 505**	**3 690**
				Financial results per tonne				
8 657	**9 210**	**6%**	**$/t**	**Revenue per copper tonne**	**£/t**	**8%**	**6 929**	**6 429**
				Operating cost per copper tonne				
5 076	5 386	6%	$/t	**Cost per copper tonne sold**	£/t	7%	4 047	3 769
3 582	**3 824**	**7%**	**$/t**	**Net earnings per copper tonne after by-product credits (cobalt)**	**£/t**	**8%**	**2 882**	**2 660**

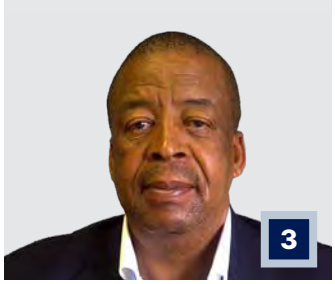
This Strategic Report was approved by the board of directors and signed on its behalf. The s172 statement is included on page 51 of this annual report.

Leon Coetzer

24 October 2022

Board overview





1 Mr Ollie Oliveira (70)

Incoming Non-Executive Chairperson

CA; CMA

Appointed 1 June 2022

Ollie Olivera is a Chartered Accountant and economist and has over 35 years of strategic and operating experience in corporate finance and strategy, mainly in the mining sector. Taking early retirement in 2008, he spent the next nine years running his own consultancy as a corporate strategy advisor and private equity advisor and co-investor. Ollie has substantial international quoted company experience having been an executive director of companies quoted in Switzerland and South Africa and a non-executive director of companies listed on the TSX, NYSE, and Hong Kong. He has chaired or been a member of Board committees covering the whole spectrum of governance bodies.

2 Dr Mathews Phosa (69)

Non-Executive Vice-Chairperson

BProc LLB; PhD (Hons) in Law (Boston University, USA)

Appointed 1 November 2010

Dr Mathews Phosa is a prominent legal, political and business leader in South Africa. He opened the first black law practice in Nelspruit in 1981 and was appointed as the first Premier of Mpumalanga – one of nine provinces established in 1994. He resigned his seat in parliament in 1999 to enter a career in business, although returned to politics to serve as Treasurer-General of the National Executive Committee of the ANC between 2007 and 2012. Dr Phosa received the inaugural Fellow of Stadio lifetime award from Stadio on 13 April 2022. He sits on the boards of a number of prominent South African institutions and companies, including the University of South Africa, the Afrikaanse Handelsinstituut, Special Olympics South Africa and Hans Merensky Holdings. Dr Phosa is a prolific author who speaks nine languages. He has two anthologies in Afrikaans poetry to his name under the title "Deur die oog van 'n naald" – some of which have been prescribed in the school curriculum for the South African national matric syllabus. Dr Phosa launched an English anthology called "Chants of Freedom" in June 2015.

3 Mr Christopher Molefe (74)

Non-Executive Director

B. Com; Postgraduate diploma

Appointed 23 September 2004

Christopher Molefe has over 20 years' experience in the South African banking and mining industries. He began his career as Group Human Resources Manager at Union Carbide Africa Corporation after which he moved to Royal Bafokeng Resources where he served as Chief Executive. He has served as Transfrontier Capital Proprietary and Sabicor Proprietary and is currently on the boards of a number of South African corporates.

Board diversity – skills and experience

	Leadership and governance	Strategy	Chemical engineering	Mining	Financial Acumen	Stakeholder engagement	Safety, health and environment	Legal and regulatory compliance
Ollie Oliveira	✓	✓		✓	✓	✓	✓	✓
Dr Mathews Phosa	✓	✓		✓		✓		✓
Christopher Molefe	✓			✓	✓	✓		
Leon Coetzer	✓	✓	✓	✓	✓	✓	✓	✓
Dr Evan Kirby	✓		✓	✓			✓	
Nicholas Taylor	✓	✓		✓	✓	✓	✓	
Tracey Kerr	✓			✓		✓	✓	

4 Mr Leon Coetzer (52)

Chief Executive Officer

Chem (Eng)

Appointed 1 August 2010

Leon Coetzer is a qualified chemical engineer with more than 30 years' experience in the mining and mineral processing sectors. He enjoyed a long, successful career with the Anglo American plc Group where he was responsible for managing both technical and production units of large operations, including both platinum concentrators and smelters. Leon was appointed Chief Executive Office of Braemore Resources in 2008, which was responsible for the commercialisation of the patented ConRoast pyro-metallurgical process. Leon oversaw the acquisition of Braemore by Jubilee Metals Group Plc (formerly Jubilee Platinum Plc) and was appointed Chief Executive Officer of Jubilee in 2010.

5 Dr Evan Kirby (71)

Technical Director

BSc; BSc (Hons); MS; PhD; FSAIMM

Appointed 7 August 2018

Dr Evan Kirby is a metallurgist with extensive experience in the mining sector. His early career was pursued in South Africa with Impala Platinum, Rand Mines and then Rustenburg Platinum Mines. During this time, he worked in management, process development, plant expansions and on new projects. In 1992, he moved to Australia where he held a number of engineering management and technical positions in projects covering a wide variety of commodities. In 2002, Evan established his consulting business, Metallurgical Management Services. His clear understanding of the relationships between geology, mining, metallurgy, and production has contributed to the technical and financial success of many projects. He has served on the board of a number of ASX- and AIM-listed companies.

6 Nicholas Taylor (53)

Independent Non-Executive Director

MA (Hons); MNatSci

Appointed 1 October 2020

Nick Taylor has more than 30 years' experience in financial accounting, banking, strategy and business development. Having qualified in the UK with Price Waterhouse as a Chartered Accountant, Nick spent over 20 years in investment banking, focusing principally on the mining and minerals sector, where he has significant experience of corporate transactions, particularly public and private M&A, capital raising and deal structuring. He is currently a business development and strategy consultant in the natural resources sector and is also involved in a start-up developing technologies to improve the environmental footprint of the mining and building materials sectors.

7 Tracey Kerr (57)

Independent Non-Executive Director

BSc

Appointed 1 July 2022

Tracey Kerr has had an extensive career in the mining industry at executive and board level, with experience in exploration, safety and operational management, and sustainable development. Her formative career was spent at Vale and BHP after which she moved to Anglo American plc Group where she held a number of senior roles including Group Head of Exploration and Group Head of Sustainable Development, and was accountable for safety, operational risk management and sustainable development across the organisation. Tracey currently serves as a Non-Executive Director at Hochschild Mining PLC, a precious metals mining company, and at Weir Group PLC, a mining technology company.

Corporate governance

In formulating the Company's corporate governance procedures, the Board of Directors takes due regard of the principles of good governance as set out in the the principles of the 2018 Quoted Companies Alliance Corporate Governance Code ("the QCA Code").

The Board underwrites best practice in corporate governance. As a public company listed on AIM, the Board acknowledges that it is responsible and accountable to all stakeholders, shareholders, suppliers, staff, clients, customers and contractors.

The Board has adopted the principles of the 2018 Quoted Companies Alliance Corporate Governance Code ("the QCA Code") to support the Company's governance framework. The Directors acknowledge the importance of the ten principles set out in the QCA Code and below a table illustrates the Company's compliance or explanation where not fully compliant.

Application and explanation of the QCA Code:

Principle	Level of compliance	Comply or explain
Deliver growth		
1. Establish a strategy and business model which promotes long-term value for shareholders	The Company's strategy and business model is clearly promoted in its annual reports and six-monthly updates where detailed information is published on its strategy, and its progress towards achieving its short- and long-term strategies. This information is reviewed and updated regularly and communicated to shareholders.	Compliant
2. Seek to understand and meet shareholder needs and expectations	The CEO and/or Chairperson, where appropriate, responds to shareholder queries directly (whilst remaining cognisant of the Market Abuse Regulations' restrictions on inside information and within the requirements of the AIM Rules for Companies). Non-deal roadshows are arranged throughout the year to meet with existing shareholders and potential new stakeholders to maintain, as much as possible, transparency and dialogue with the market. Investor presentations and interviews can be found on the Company's website. The Company's Chairperson and Chief Executive Officer have regular road shows and investor shows to reach out to the wider stakeholder group to ensure a presence in the market about the Company's growth strategies, its projects and its responsibilities in this regard. Shareholders with queries can email info@jubileemetalsgroup.com	Compliant

Principle	Level of compliance	Comply or explain
3. Consider wider stakeholder and social responsibilities and their implications for long-term success	Jubilee's business model and strategy are clear and are set out in its Integrated Annual Report. The vision of the business is to be a diversified metals recovery company with a focus on the reprocessing of historical surface mine waste and materials. The Company's Executive Committee plays an important role in the day-to-day management of the Group. The committee consists of selected members of senior executive management in the Group as well as the CEO and the Technical Director. The Company has an open-door policy from the executive team down where employees' opinions and suggestions are valued and listened to. The objectives of Jubilee's metals recovery strategy are three-fold: • Secure low risk, low capital intensive, long-term commodity production at an attractive point on the global cost curve from mine waste by using advanced environmentally sustainable metal recovery techniques. This ensures a much lower cost entry point to produce metals compared to traditional mining; • Diversify across multiple commodities and in different countries including PGMs, chrome, cobalt, copper, zinc, lead, vanadium and gold to hedge income risk and align with global trends; and • Rehabilitate the adverse footprint left by legacy mining in accordance with acceptable international environmental standards.	Compliant
4. Embed effective risk management, considering both opportunities and threats throughout the organisation	As part of risk management, regular Executive Committee meetings are held to discuss and update new business opportunities and threats, and how this can be mitigated, managed or eliminated prior to engaging in any new business. Other risk management areas are disclosed in this report on page 24. The Executive Committee developed a risk matrix as guidance to the Audit and Risk Committee, the Board and management on which risk areas are most important to our business model and operations. During the period the Audit and Risk Committee also formalised its Terms of Reference which were approved by the Board. The Audit and Risk Committee holds regular formal and informal meetings to review and monitor progress around risk management and opportunities.	Compliant

Corporate governance Continued

Principle	Level of compliance	Comply or explain
Maintain a dynamic management framework		
5. Maintain the Board as a well-functioning, balanced team led by the Chairperson	At the date of this report, the Board comprised two executive directors and five non-executive directors. The Board is supported by its sub committees being the Remuneration and Nomination Committee, the Audit and Risk Committee, and the Safety and Sustainability Committees. Members of the Board are all individuals of high calibre and have many years' experience in or associated with the mining industry. Each Board member is expected to dedicate sufficient time to the business of the Company as may be necessary to fulfil their duties. Biographies of the Board are disclosed each year in the Company's annual report and updated annually. Directors are re-elected by rotation every three years. The Company is of the view that the current Board is appropriately resourced to meet its obligations in compliance with the code. The need for changes or additions to the Board are reviewed regularly and addressed in line with the Company's growth profile.	Compliant
6. Ensure that between them the Directors have the necessary up-to date experience, skills and capabilities	The Remuneration Committee is responsible for Board appointments and assessing the suitability of potential new Board members as and when required. It also assesses the appropriateness of the size and composition of the Board. The Board currently comprises two executive and two non-executive directors and three independent non-executive directors with a wide range of skills, experience and knowledge. The Board has access to external advisors where necessary. The Board is kept abreast of developments of governance and AIM regulations. The Company's lawyers provide updates on governance issues to the Board, the Company's NOMAD provides annual Board AIM Rules refresher training as well as the initial training as part of a new Director's induction. All Directors have access to the Company's NOMAD, Company Secretary, Lawyers and Auditors as and when required and are able to obtain advice from other external bodies when necessary. Refer to page 44 of this report for a Board overview.	Compliant During and post the period under review Jubilee made some strategic changes to its executive management and the Board as part of its global expansion strategy. In June 2022, Mr Ollie Oliveira was appointed as non-executive Chairperson to the Jubilee Board. Ollie is a Chartered Accountant and economist with over 35 years of strategic and operational experience in the mining industry and corporate finance. In July 2022, Ms Tracey Kerr was appointed independent non-executive director. Tracey is a geologist by background having overseen global exploration programmes at a number of large multinational corporates with a focus on sustainable development and safety. Given the importance Jubilee places on upholding the highest standards of sustainability, in particular ensuring a positive impact on the environment by reducing historical mine waste, a new Safety and Sustainability Committee was formed, chaired by Ms Kerr with Leon Coetzer, Group CEO, and Dr Evan Kirby, Technical Director, as members.

Principle	Level of compliance	Comply or explain
7. Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement	The Company is currently undergoing a growth phase, which requires both the Board and management to be evaluated and their effectiveness to be reviewed regularly. There is a strong flow of communication between the Directors. The Company has formulated a framework for both the Board and management to be evaluated on performance and skills and to be remunerated accordingly. The framework includes performance measurement on project level as well as company level and aims to incentivise and motivate members of the Board and management to participate in the growth and performance of the Company.	Compliant The Board continues to build on the governance structure already in place. The Company has re-constituted the Remuneration Committee post the period end.
8. Promote a corporate culture that is based on ethical values and behaviours	Ethical values, corporate culture and behaviour, and respect are not negotiable and the Company promotes and supports a proper corporate culture based on ethical values and behaviour towards fellow team members and Jubilee's stakeholders and shareholders. Issues of bribery and corruption are taken seriously. The Company has a zero-tolerance approach to bribery and corruption and has a Corporate Governance Policy in place to protect the Company, its employees and those third parties with which the business engages. The Policy is provided to staff upon joining the business and training is provided to ensure that all employees within the business are aware of the importance of preventing bribery and corruption. Each employee is required to sign an agreement to confirm that they will comply with the policies. Employees are updated regularly to ensure that the issues of bribery and corruption remain at the forefront of peoples' minds. There are strong financial controls across the business to ensure ongoing monitoring and early detection.	Compliant

Corporate governance Continued

Principle	Level of compliance	Comply or explain
Build trust		
9. Maintain governance structures and processes that are fit for purpose and support good decision-making by the Board	During the period under review, the Board held seven meetings, of which two were special Board meetings. Papers are circulated well in advance of the meetings, giving Directors ample time to review the documentation and enabling an effective meeting. Resulting actions are tracked for appropriate delivery and follow up. Each Committee has terms of reference outlining the specific responsibilities delegated to it. There are certain matters that are reserved for the Board, they include: • Approval of the Group's strategic aims and objectives; • Approval of the Group's annual operating and capital expenditure budgets and any material changes to them on recommendation of the Audit and Risk Committee; • Review of Group performance and ensuring that any necessary corrective action is taken; • Extension on the Group's activities into new business or geographical areas; • Any decision to cease to operate all or any part of the Group's business; • Major changes to the Group's corporate structure and management and control structure; • Any changes to the Company's listing; • Any changes to governance and key business policies; • Ensuring maintenance of a sound system of internal control and risk management; • Approval of half yearly and annual accounts and the Integrated Annual Report on recommendation of the Audit and Risk Committee; • Reviewing and approving material contracts and contracts not in the ordinary course of business; and • Any changes to the Company's Share Option Plan.	Compliant Board members are regularly updated by the CEO on the Company's development and the progress of its projects.
10. Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders	The Company communicates with shareholders and other relevant stakeholders through a number of forums the most important of which are announcements through the Regulatory News Services of the AIM market. These include interim and annual financial results updates as well as six-monthly updates released to update shareholders on the operational and financial performance of its business operations. The Company's annual general meeting ("AGM") is also a forum for shareholders and stakeholders to engage with the Board and the auditors on any questions they may have pertaining to the resolutions contained in the notice of the AGM which, is circulated well in advance of the AGM. Informal discussions are also facilitated after the AGM to afford discussions outside of the AGM agenda. The Company furthermore holds regular webcasts where shareholders and stakeholders can register online and participate in an update presented by the Company on its business operations followed by a question-and-answer session afterwards. These webcasts are also published on the Company's website at www.jubileemetalsgroup.com The Company's website also contains regular video interviews with the CEO and can be viewed at www.jubileemetalsgroup.com	Compliant

Section 172 statement

As the Board of Jubilee, we are aware that the decisions we make may affect the lives of many stakeholders. We also understand that maintaining a robust and transparent relationship with our stakeholders fundamentally underpins our social licence to operate.

To this end, the Board makes a conscious effort to understand the interests of our key stakeholders. Considerations as to the potential impact of our decisions on stakeholders is integral to the discussions at Board meetings. All decisions we make take into account any potential impacts on them and the environment.

This Section 172 statement and corresponding Stakeholder engagement section is intended to explain, for the benefit of our stakeholders, how we endeavour to factor into our decision-making processes the:

- likely consequences of any decision in the long term;
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers and others;
- impact of the Company's operations on the community and the environment;
- desirability of the Company maintaining a reputation for high standards of business conduct; and
- need to act fairly between members of the Company.

The Board views engagement with our shareholders and wider stakeholder groups as essential work. We are aware that we need to listen to each stakeholder group, so that we can understand specific interests, and foster effective and mutually beneficial relationships. By understanding our stakeholders, we can build their needs into the decisions we take.

The Directors continue to have regard for the interests of the Company's employees and other stakeholders, including the impact of its activities on the community, the environment and the Company's reputation, when making decisions. Acting in good faith and fairly between members, the Directors consider what is most likely to promote the success of the Company for its members in the long term.

The Company promotes sustainable metal production to benefit our employees, investors, communities, and governments. We regularly review our principal stakeholders and how we engage with them. The stakeholder voice is brought into the boardroom throughout the annual cycle through information provided by management and also by direct engagement with stakeholders themselves. The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Board seeks to consider the needs and priorities of each stakeholder group during its discussions and as part of its decision-making process.

Our efforts to understand the interests of stakeholders, particularly through the process of engagement, are detailed below in the 'Stakeholder engagement' section. This Section 172 statement by the Board should be read in conjunction with the Integrated Annual Report and the Company's statement on Corporate Governance on page 46 of this report.

Engaging our stakeholders

Our approach

The manner in which mining and metal recovery companies operate is just as important to society as the natural resources they extract and the products they produce. Responsible companies recognise that the long-term success and sustainability of their operations critically depends on building and maintaining positive, closely co-operative and transparent relationships with all stakeholders. This depends heavily on understanding the broad context in which business activities occur, the implications of decisions made and their direct and indirect consequences to the vital interests of stakeholders. This is the essence of a 'social licence to operate'.

Jubilee is fully committed to proactive and cooperative engagement with all our key stakeholder groups.

Our continuous engagement with stakeholders assists in navigating the social, political, regulatory, and legislative environments in which we operate and provide insights into potential risks, opportunities, and key issues that may impact our business. These engagements enable us as a Group to plan, manage and act in coordination with our stakeholders, addressing the key issues delivering value, building trust, earning and maintaining our social licence to operate timeously and comprehensively.

Oversight and accountability

The Board is responsible for effective guidance on stakeholder engagement. This includes the identification and analysis of who our stakeholders are followed by the implementation of a plan to communicate and engage with stakeholders. The Board and the Executive Committee gives guidance on proactive management of relationships with stakeholders.

Investment community

This stakeholder group represents the principal providers of financial capital and includes existing and potential investors and shareholders, capital providers, investment analysts, and financial media.

Our investment community places significant trust in Jubilee's Board and management to deliver appropriate returns on their investment. By understanding our investors and capital providers' requirements and meeting their value expectations, we grow trust in our organisation, which, in turn, strengthens our access to capital.

We strive to facilitate and maintain transparent, symmetrical and consistent engagement on presenting our performance results, delivering on our growth programme and on managing expectations.

How we engage and communicate	Key focus areas	Our actions taken and continued engagement
• Annual general meeting (AGM) • Webcasts and videos • Media presentations and interviews • Financial and operating results • Operational performance and project updates • RNS announcements • Face-to-face and online meetings • Road shows and roundtables • Industry conferences • Website	• Corporate strategy and business model • Investment case • Operational and financial stability and performance • Opportunities • Technical excellence and skills • Integration of ESG across the business • Future guidance on performance and projects • Governance • Composition of the Board • Management team • Compliance with all relevant laws and regulations	• Regular updates to the market • Maintaining a strong balance sheet to better weather short- and medium-term volatility in commodity prices as well as being prepared to take advantage of opportunities that arise • We commissioned Inyoni on time and on budget, which illustrated our commitment to project delivery • Continuous assessment of compliance with the UK QCA Governance Code • Regular engagement with governments, regulators and suppliers of business-critical services • Constitution of a Safety and Sustainability Committee to develop and implement policies and processes designed to manage health and safety, environment (water use, waste, air emissions, biodiversity), tailings facility management, sustainable development (socio-political and supply chain), climate change, social performance, community relations, human rights and security or other developments in the mining industry • Regular engagement with our nominated advisor (NOMAD)

FY2023 Focus: Implement a structured investor engagement programme to facilitate continuous dialogue with private and institutional investors.

Governments and regulators

Government and regulators set the legislative framework within which our business must operate. They also provide, through state-owned utilities and enterprises, some of the basic services and resources required by our operations. As such, strong compliance and maintaining a cordial relationship with this stakeholder not only ensures we maintain our licences to operate but have access to necessary resources and infrastructure.

Further to this, we engage with government and regulators to communicate the state of our business and its challenges and opportunities, to mitigate regulatory and political risks, encourage certainty and to generally promote an environment conducive to investment and development.

How we engage and communicate	Key focus areas	Our actions taken and continued engagement
• Regular engagement with local and provincial government and municipalities • Scheduled and unannounced site visits by regulators • Feedback on draft regulations and bills • Communication with relevant ministries during parliamentary committee meeting • Statutory reporting	• Understanding and mitigating political and regulatory risk • Regulatory compliance – safety, employment, local economic and community development and taxation South Africa • Legal compliance – health and safety legislative framework (Mine Health and Safety Act and Occupational Health and Safety Act), environmental legislative framework (inter alia National Environmental Management Act, National Water Act) and compliance with the provisions of the Mineral Petroleum Resources Development Act • Reliable availability of resources supplied by state-owned utilities • Adhering to the Basic Conditions of Employment, Act, Labour Relations Act, Skills Development Act and Employment Equity Act • Adhering to Broad-Based Black Economic Empowerment (B-BBEE) laws Zambia • The categorisation of mine tailings within the context of overall mineral extraction regulation • Provision of key resources such as electricity and water to remote locations	• Engage with governments and relevant regulators to ensure channels of communication remain open • Engage regularly with governments and relevant regulators to provide updates on regulatory compliance • Regular meetings between local government officials and management at the operating site • Stakeholder engagement forums at all operations South Africa • Cementing good relationships with Department of Mineral Resources and Energy (DMRE) officials performing safety audits and any other regulatory audits • Submission of all regulatory reporting Zambia • Continuous dialogue on surrounding the benefits of metals recovery from mine waste and tailings material • Early engagement with government departments regarding the provision of electricity and water

FY2023 Focus: Maintain compliance and governance through effective controls and management systems supported by regular audit processes and engagements.

Engaging our stakeholders Continued

Employees and unions

Our employees provide the labour, skills and knowledge for the efficient operation of our business and achievement of targets. Constructive engagement with employees ensures they are committed, productive and motivated to deliver on our operational and growth strategy.

How we engage and communicate	Key focus areas	Our actions taken and continued engagement
• Workplace meetings, both formal and informal • Induction and refresher training • Coaching and skills development • Emails and newsletters • WhatsApp and text messages • Regular meetings with unions • Ongoing safety training on all operational sites	• Job security • Fair remuneration and performance rewarding incentives • Financial assistance for continued education • Safety at work • Covid-19 pandemic and other health issues • Fair treatment	• The commissioning of two projects and the steady rise in production supports job security across the business • Wage agreements concluded with recognised unions • Implementation and adherence to strict safety protocols • Adherence to Covid-19 and other health procedures tailored to each operation • Mechanisms in place to allow employees to air grievances • Implementation of a whistle blowing policy • Sourcing talent from local communities, coaching, and empowering

FY2023 Focus: Build a stable and robust workforce, implement innovative measures to motivate them and provide the skills and knowledge necessary to deliver on our growth strategy and targets.

Communities

As host communities live in the immediate radius of some of our operations, they are directly exposed to the effects and performance of our operations and as such should and do have a powerful influence over our social licence to operate. We are therefore accountable to host communities to be responsible corporate citizens. Engaging with host communities is important to ensure that they are informed and involved in important decisions likely to affect them and to ensure that they are able to cooperate and participate in the achievement of sustainable benefits during and after our life of operations.

How we engage and communicate	Key focus areas	Our actions taken and continued engagement
• Formal meetings with community groups • Widespread use of media to support community engagement including interviews, articles and adverts both in newspapers and the radio • Stakeholders personally addressing affected persons and individual issues	• Employment opportunities • Development of the community • Environmental well-being • Health and safety	• Prioritising local labour across all areas of our operations • Investment in water supply projects in host communities to ensure clean water and sanitation • Providing educational bursaries, skills training and stationary supplies. Procure as many supplies as possible locally. Procurement strategy aligned to upliftment and support of local small and medium enterprise development • Monitor safety requirements and adherence thereto • Adhere to environmental regulations

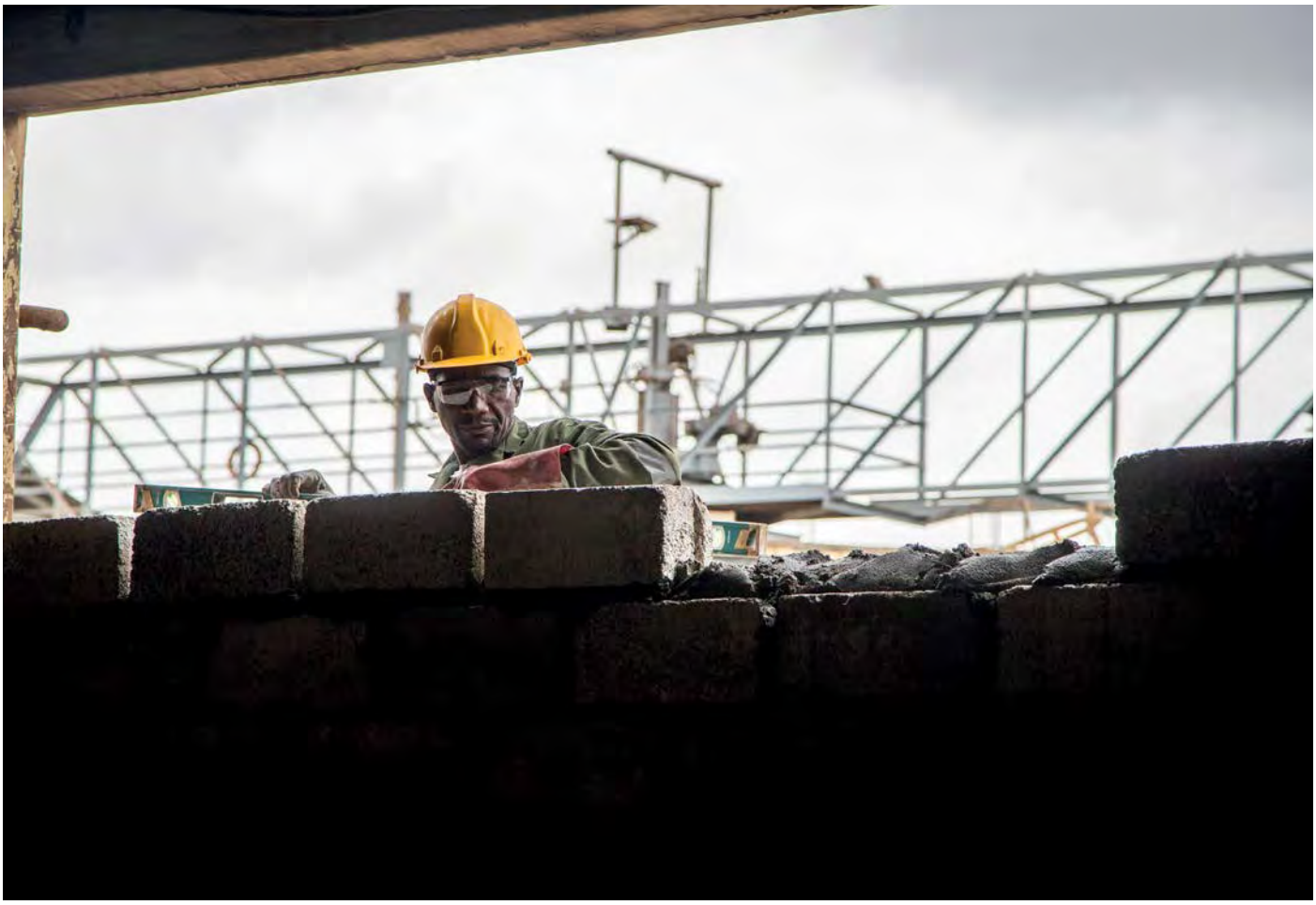
FY2023 Focus: Build on existing relationships to establish us as a responsible and engaging stakeholder partner with our host communities.

Suppliers and contractors

A significant portion of our operating cost is spent on procured goods and services rendered to our business. It is vital that we engage with our suppliers to ensure their understanding of our requirements.

How we engage and communicate	Key focus areas	Our actions taken and continued engagement
• One-on-one meetings • Onsite engagement • Email and website • Wider industry meetings	• Economic performance of local mining industry • Long-term financial performance of Jubilee Metals • Transparency in procurement processes • Fair prices for goods and services • Timely payment for goods and services	• Following initiatives to support local suppliers • Publication of our financial results • Adhere to contracts and service agreements and ensure they comply with good employment practices • Improving knowledge of the macroeconomic picture and its potential effect on pricing of goods and services • A standard payment policy for suppliers and contractors

FY2023 Focus: Foster healthy corporate governance principles in our dealings with our suppliers and contractors.



Construction at Sable Zinc

Directors' report

The Directors present their report together with the financial statements for the year ended 30 June 2022.

1. Principal activities and place of incorporation

Jubilee is UK domiciled and incorporated in England and Wales and is governed by UK Law. Its primary listing is on the Alternative Investment Market of the London Stock Exchange ("AIM") and it has a secondary listing on the Alternative Exchange of the JSE Limited ("AltX"). Jubilee is a diversified metal recovery business with a world-class portfolio of projects in South Africa and Zambia. Our distinguishing value proposition is our net positive impact on all stakeholders and the environment. We create value for all stakeholders through the transformation of mining liabilities into profitable assets in a manner that addresses mining's historical footprint and improves the quality of life of doorstep communities.

2. Business review

A review of the Group and Company's operations and projects for the period under review is contained in this Report on pages 35 to 43.

3. Dividends

The Directors did not recommend the payment of a dividend for the year under review (FY2021: £Nil).

4. Financial overview

Refer to the Operational and financial review on page 35 to 43 for a detailed financial overview.

Per share information for the period under review:

Figures in Pound Sterling	June 2022	June 2021
Number of shares in issue at year end	**2 657 051 370**	2 242 509 468
Tangible net asset value	**4.85**	3.47
Earnings attributable to ordinary equity holders of the parent	**18 037 001**	39 599 917
Weighted average number of shares	**2 455 458 009**	2 185 345 903
Effect of dilutive potential ordinary shares:		
Share options and warrants	**123 943 501**	40 742 711
Diluted weighted average number of shares	**2 579 401 510**	2 226 088 614
Basic earnings per share (pence)	**0.73**	1.81
Diluted basic earnings per share (pence)	**0.70**	1.78

5. Risk review

The Board, its committees and the Executive Committee keep the risks inherent to the industry in which it operations including the processing of potential and current surface assets, the operational and production business and the ESG risks under constant review. Refer to Risks and Opportunities on pages 24 to 32 of this report for a detailed risk review.

6. Corporate governance

The Board adopted the principles of the 2018 Quoted Companies Alliance Corporate Governance Code – ("the QCA Code") to support the Company's governance framework. The Directors acknowledge the importance of the ten principles set out in the QCA Code, and the table below illustrates the Company's compliance or explanation where not fully compliant.

Refer to pages 46 to 50 for application and explanation of the QCA Code.

7. Board of Directors

7.1 Composition of the Board of Directors

The Chairperson of the Board has a strategic role to play in representing the vision and purpose of the organisation. He ensures that the Executive Committee functions properly, that there is full participation at meetings, all relevant matters are discussed and that effective decisions are made and carried out. He is also responsible to ensure that the Group practises good corporate governance at all times.

The structure of the Board ensures that no one individual or group dominates the decision-making process. The Board meets informally on a regular basis and provides effective leadership, overall control, and direction to the Group's affairs through a pre-approved schedule of matters reserved for its decision. The Board delegates certain of its responsibilities to Board committees that have clearly defined terms of reference. Between the Board meetings referred to above, an Executive Steering Committee consisting of Executive Directors and management meets on a regular basis.

Refer to pages 44 to 45 for a Board overview.

The table below sets out memberships of sub committees of the Board of Directors:

		Audit and Risk Committee	Safety and Sustainability Committee	Remuneration Committee
Colin Bird	Outgoing Chairperson (Stepped down 31 May 2022)			
Ollie Oliveira	Incoming Chairperson	✓		
Dr Mathews Phosa	Non-Executive			✓ (Chair)
Christopher Molefe	Non-Executive	✓		✓
Leon Coetzer	Chief Executive Officer		✓	
Dr Evan Kirby	Technical Director		✓	
Nicholas Taylor	Independent Non-Executive Director	✓ (Chair)		✓
Tracey Kerr	Independent Non-Executive Director		✓ (Chair)	

All Directors have access to the advice and services of the Board Secretary, who is responsible for ensuring that all Board procedures are followed. Any Director may take independent professional advice at the Company's expense in the furtherance of his or her duties. A minimum of one-third of the Directors retires from office at every AGM of the Company. In general, those Directors who have held office the longest time since their election are required to retire. A retiring Director may be re-elected and a Director, appointed by the Board since the last AGM, can also be re-elected. In the latter case the Directors' period of prior appointment by the Board will not be considered for the purposes of rotation.

The Board attaches importance to maintaining good relationships with all its shareholders and ensures that all price sensitive information is released to all shareholders at the same time and in accordance with the AIM rules and the MAR rules. The Company's principal communication with its investors is through the AGM and through the annual reports and interim statements. The Company maintains a website, in compliance with AIM Rule 26, containing up-to-date information of the Group's activities as well as all recent LSE Regulatory News Service and JSE SENS announcements.

Refer to pages 52 to 55 for Stakeholder engagement and page 51 for the Board's s172 Statement.

Roan beneficiation processing plant

Directors' report Continued

7.2 Attendance of Board and committee meetings

During the period under review the following meetings were held:

Director	Board (15/07/2021)	Board (18/10/2021)	Board (05/01/2022)	Board (08/03/2022)	Special Board (10/05/2022)	Special Board (19/05/2022)	Board (25/05/2022)	ARC (15/07/2021)	ARC (15/10/2021)	ARC (01/12/2021)	ARC (15/03/2022)	ARC (14/04/2022)	REMCO (17/07/2021
Chris Molefe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Colin Bird	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dr Mathews Phosa	✓	✓	✓	✓	✓	✓	✓	⊖	⊖	⊖	⊖	⊖	⊖
Dr Evan Kirby	✓	✓	✓	✓	✓	✓	✓	⊖	⊖	⊖	⊖	⊖	⊖
Leon Coetzer	✓	✓	✓	✓	✓	✓	✓	⊖	⊖	ⓘ	⊖	⊖	⊖
Nicholas Taylor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ollie Oliveira	NA	NA	NA	NA	NA	NA	✓	NA	NA	NA	NA	NA	NA

Legend:

✓ Required and attended

⊖ Not required

ⓘ Attended by invitation

NA Not a Director at that date

7.3 Directors' remuneration

Remuneration of Directors is established by reference to the remuneration of Directors of equivalent status both in terms of level of responsibility of the position and by reference to their job qualifications and skills. Packages include performance-related bonuses and the grant of share options. The Remuneration and Nomination Committee consists of Dr Phosa as Chair and Nicholas Taylor and Chris Molefe as members.

7.3.1 Directors' interests in securities of the Company

The Directors' interests in the ordinary shares of the Company as at the period end and the date of this report:

	Number of ordinary shares 30 June 2022	% of issued capital	Number of ordinary shares 30 June 2021	% of issued capital
Colin Bird (Direct) (Resigned 31 May 2022)	–	–	500 000	0.02%
Leon Coetzer (Direct)	**527 810**	**0.02%**	527 810	0.03%
Dr Mathews Phosa (Indirect)[1]	**2 727 384**	**0.10%**	2 727 384	0.12%
Total	**3 255 194**	**0.12%**	3 755 194	0.17%

1= Dr Phosa holds his interest in Jubilee through his NMP Trust of which he is a trustee.

- Save as disclosed in this annual report, none of the Directors nor any members of their families, nor any person connected with them within the meaning of section 252 of the Act, has any interest in the issued share capital of the Company or its subsidiaries;
- Save as disclosed in this annual report, as at the date of this annual report, no Director has any option over any warrant to subscribe for any shares in the Company;
- None of the Directors nor any members of their families, nor any person connected with them within the meaning of section 252 of the Act, has a related financial product (as defined in the AIM Rules) referenced to the ordinary shares;
- None of the Directors is or has been interested in any transaction which is or was unusual in its nature or conditions or significant to the business of the Company and which was effected by the Company and remains in any respect outstanding or unperformed;
- There are no outstanding loans made or guarantees granted or provided by the Company to or for the benefit of any Director; and
- Save as disclosed in this annual report, there are no potential conflicts of interest between any duties to the Company of the Directors and their private interests or their other duties.

7.3.2 Directors' share options

The Directors believe that it is important to properly motivate and reward key management personnel and other senior employees and to do so in a manner that aligns their interests with the interests of the shareholders. The Directors also recognise the importance of ensuring that all employees are engaged, incentivised and identify closely with the profitability of the Company.

The Directors' interests in share options of the Company as at the end of the year and the date of this report were as follows:

Option Holder Strike price (pence)	1	3.5	4	6	7	8	10	15	19	24	Total
Leon Coetzer	7 000 000	8 000 000	4 000 000	4 000 000	–	–	–	–	–	–	**23 000 000**
Chris Molefe	–	–	–	–	–	–	–	–	–	–	**–**
Dr Mathews Phosa	–	–	–	500 000	–	–	–	–	–	–	**500 000**
Nicholas Taylor	–	–	–	2 000 000	2 500 000	3 000 000	–	–	–	–	**7 500 000**
Ollie Oliveira	–	–	–	–	–	–	–	9 000 000	3 000 000	3 000 000	**15 000 000**
Evan Kirby	–	–	–	–	–	–	1 000 000	–	1 000 000	–	**2 000 000**
	7 000 000	8 000 000	4 000 000	6 500 000	2 500 000	3 000 000	1 000 000	9 000 000	4 000 000	3 000 000	**48 000 000**

Refer to note 20 on page 138 of this report for details of the options awarded.

7.3.3 Directors' remuneration

	Director Remuneration paid (£)	Bonuses	Benefits in kind	Other services	Total FY2022	Total FY2021
Colin Bird	**73 333**	**–**	**9 988**	**–**	**83 322**	2 129 791
Ollie Oliveira	**11 274**	**–**	**–**	**–**	**11 274**	–
Chris Molefe	**23 495**	**–**	**–**	**–**	**23 495**	23 317
Leon Coetzer	**258 745**	**359 296**	**29 907**	**–**	**647 949**	1 219 517
Dr Mathews Phosa	**35 156**	**–**	**–**	**–**	**35 156**	39 174
Evan Kirby	**22 351**	**–**	**–**	**28 936**	**51 286**	44 214
Nicholas Taylor	**24 000**	**–**	**–**	**–**	**24 000**	18 000
	448 354	**359 296**	**39 895**	**28 936**	**876 481**	3 474 013

Refer to note 6 on page 117 of this report for details of employee costs.

Directors' report Continued

8. Audit and Risk Committee

Establishment and terms of reference

The Board of Jubilee has established an Audit and Risk Committee of the Board (the "Committee") and approved Terms of Reference which set out the roles, responsibilities, composition, functions, and other matters concerning the Committee. The Terms of Reference may, at any time, and from time to time, be altered, modified, or amended in such manner as may be approved by the Board. The Terms of Reference also subscribe to the guidelines as contained in the Quoted Companies Alliance Guide to Audit Committees.

The Committee does not have decision-making authority, except in the very limited circumstances described herein or where and to the extent that such authority is expressly delegated by the Board. The Committee conveys its findings and recommendations to the Board for consideration and, where required, decision by the Board.

The Committee shall discharge its responsibilities and assess the information provided by the Company's management and any external advisors, in accordance with its business judgment.

Role and responsibilities

The Committee is responsible for assisting the Board with the independent review and oversight of the Company's financial reporting process, the system of internal controls, management of risk, and the audit process, including the nomination, oversight and compensation of the external auditors of the Jubilee Group. The Audit Committee should also assist the Board in fulfilling its responsibilities in reviewing the Company's process for monitoring compliance with laws and regulations. The Committee's report contained in the annual report and accounts of the Group should be clear and concise articulating the steps that the Committee has taken to fulfil its role.

The Committee's role is to:

- review and challenge the process of identification of risks and opportunities, and risk mitigation structures and processes, across the business;
- monitor the preparation of the Company's accounts, annual report and other public financial reports;
- ensure the company has an adequate process for approving market announcements and making these available to Board members for review and comment;
- advise the Board, independently from the Executive Directors and the external auditors, whether it considers the Company's corporate reporting, including the annual report and accounts, to be fair, balanced, and understandable;
- ensure that the Company's corporate reporting and risk management processes address relevant non-financial matters, as well as financial matters;
- manage the contractual relationship with external auditors to ensure that the annual audit is effective, objective, independent, appropriately priced and of a high quality;
- ensure that the relationship with the external auditor is appropriate, approving any non-audit services;
- report to the Board on any significant reporting and risk issues, including estimates and judgements made in connection with the preparation of the Company's annual report and accounts;
- review the need for internal audit and, where required, make the appointment of a head of internal audit;
- communicate and engage effectively with shareholders on the extent of the committee's activities; and
- support the Board in embedding a sound system of risk management and internal control and having oversight on their effectiveness.

Ethics, business integrity, and whistleblowing

Employees, customers, and suppliers of the Company should have access to an independent confidential forum in which it is possible to raise concerns about potential and perceived improprieties which could be in respect of financial reporting, non-compliance with laws, lack of response to grievances or otherwise. The Committee needs to regularly review the utilisation of this facility and the quality, timeliness, and outcome of investigations into any reports.

The Committee shall:

- review and monitor the effectiveness of the Code of Conduct implementation and review any statements on ethical standards for the Company;
- review significant instances of behaviour which stand in conflict with the Code of Conduct;
- review and monitor the effectiveness of the Company's arrangements to counter the risk of bribery and corruption; and
- review the Company's arrangements and procedures for its employees to raise concerns, in confidence, about possible wrongdoing in matters of financial reporting, fraud, bribery, corruption or other matters, and to ensure the arrangements and procedures allow for proportionate and independent investigation of such matters and appropriate follow up action.

9. Compliance with the Bribery Act

The Board acknowledges the UK Bribery Act 2010, which came into force on 1 July 2011. It is the policy of the Board to comply with all laws and regulations including this Act. Staff and management are made aware of these laws and regulations and are urged to familiarise themselves with the same, including the consequences of any breach of the law or regulations.

10. Relations with shareholders

Communication with shareholders is given a high priority by the Board and the Directors are available to enter into dialogue with shareholders. All shareholders are encouraged to attend and vote at the Annual General Meeting during which the Board is available to discuss issues affecting the Group and Company.

11. Going concern

The Directors have adopted the going-concern-basis in preparing the financial statements. Further disclosure of the Directors' assessment of going concern is made in note 32 to these annual financial statements.

12. Legal proceedings

Other than as disclosed in this report, the Directors are not aware of any legal proceedings or other material conditions that may impact on the Company's ability to continue its business operations.

13. Special resolutions

During the period under review, shareholders voted in favour of the following special resolutions:

- The Company was authorised to make one or more market purchases (as defined in section 693(4) of the Act) of ordinary shares of the Company. The maximum aggregate value of ordinary shares which may be purchased is £3 632 340 (representing approximately 14.95% of the issued share capital of the Company at the time of the resolution being passed); and
- The Directors were empowered to allot securities for cash up to an aggregate nominal amount of £2 642 051.

14. Major shareholders

The Directors are aware of the following substantial shareholdings of 3% or more of the share capital of 2 674 184 838 ordinary shares as at the date of this report:

Shareholder	Number of ordinary shares	% holding
Slater Investments	271 463 789	10.15
Hargreaves Lansdown Asset Mgt	238 902 875	8.93
Interactive Investor	216 295 929	8.09
FIL Investment International	210 765 760	7.88
ACAM LP	209 447 822	7.83
Canaccord Genuity Wealth Mgt	198 302 197	7.42
Veddis Capital	121 090 517	4.53
Jupiter Asset Mgt	96 433 663	3.61
Quantock plc	93 350 624	3.49

15. Share issues, options and warrants

Details of shares issued, options granted and warrants issued during the year are disclosed in note 19 on page 135 of the financial statements.

16. Post-reporting date events

Refer to note 33 of the financial statements for details of post balance sheet events.

17. Creditors' payment policy and practice

The Group and Company's policy is to settle terms of payment with suppliers when agreeing terms of business, to ensure that the suppliers are aware of the terms of payment and to abide by them. The Group and Company settles its trade payables in accordance with this policy.

18. Qualifying indemnity provision

The Company had a Corporate Guard Directors and Officers Insurance cover in place during the year under review and up to the date of this report.

19. UK streamlined energy and carbon reporting

The Group's UK energy and carbon information is not disclosed as the Company and UK subsidiaries qualify as low energy users in the UK.

20. Political and charitable donations

The Group made no charitable or political donations during the period under review (2021: £Nil).

21. Auditors

The Company appointed Crowe UK LLP ("Crowe") as the new Group and Company auditors effective 28 June 2021.

As the Group continues to expand the Committee will consider annually whether the re-appointment of Crowe remains appropriate. The Committee has recommended that Crowe be appointed as auditor for the year ending 30 June 2022.

The Directors review the terms of reference for the auditors and obtain written confirmation that the firm has complied with its ethical guidance on ensuring its independence. Crowe provides audit services to the Company and Group. Any non-audit-related services must be recommended by the Audit and Risk Committee and approved by the Board. The level of fees charged is reviewed by the Board to ensure they remain competitive and to ensure no conflicts of interest arise.

22. Statement of disclosure to auditors

The Directors have taken all reasonable steps to make themselves aware of any relevant audit information and to ensure that the Company's auditors are aware of that information. As far as the Directors are aware, there is no relevant audit information of which the Company and Group's auditors are unaware.

This directors report was approved by the Board of Directors on 24 October 2022.

Our contribution to achieving the Sustainable Development Goals

Sustainability is core to our business as a metals processing and recovery company.

By processing remnant mining residues and waste material, we aim to mitigate the physical legacies of historical mining operations. We are committed to operating in a manner that is transparent and environmentally responsible, that ensures the longevity of our operations, and that supports the socio-economic uplift of our host communities.

At present, our operational footprint extends across the emerging market countries of South Africa and Zambia, each of which has unique socio-economic development challenges and requirements. As a rapidly expanding multi-commodity producer in both countries, we acknowledge that we have a role to play in not only contributing to broader sustainable development but also in addressing, as far as is possible, the socio-economic and environmental challenges confronted by our host communities as far as is feasible.

The United Nations 17 Sustainable Development Goals (SDGs) are a useful benchmark through which we can measure our contribution towards sustainable development. The SDGs, which came into effect in January 2016, were developed to support the United Nations 2030 Agenda which aims ultimately to:

- end poverty and inequality;
- protect the planet; and
- ensure that all people enjoy peace and prosperity.

While we support all 17 of the goals, certain goals and targets have more connection points with the business than others and so we acknowledge that it is not within our capability to directly contribute to all of them. As a Group, we promote socio-economic development by providing jobs and supporting local preferential procurement, we protect the planet and host communities by rehabilitating vast quantities of historical and perceived mine waste material removing toxic chemical pollutants in the process and facilitate the drive towards a low carbon future.

We have interrogated the SDGs and their respective targets to identify those most aligned with our business model and with our objectives as a responsible corporate citizen.

Good health and well-being

SDG Target

3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

Jubilee's contribution to achieving the target

In many instances, historical and perceived mine tailings contain harmful quantities of toxic substances that can potentially pose serious health and environmental problems through air dispersion of air-dried tailings, leaching of potentially toxic chemicals, erosion and subsequent uptake by the aquatic system and bioaccumulation.

By processing remnant mining residues, correctly disposing that material, and rehabilitating the impacted environment, we are directly tackling and reducing the hazards that have impacted the health of communities living in the shadow of these historic installations. As such, we will be directly responsible for improving the good health and well-being of many mining communities in South Africa and Zambia.

Clean water and sanitation

SDG Target

6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

Jubilee's contribution to achieving the target

As many of our host communities occupy informal settlements on the fringes of mines which have limited infrastructure and utility services, many residents do not have ready access to clean water. In some cases, residents will have to walk over 5km to the nearest water source.

We recognise that all people have a basic human right to safe drinking water. For that reason, we endeavour to facilitate such access for our host communities. During FY2022, we sunk a borehole and provided water storage tanks for the residents of Makululu village in Zambia.

We further invested in the maintenance of an existing water project in the Tjate village, in South Africa.

6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

As described above, our metals recovery processes effectively remove toxic substances and contaminants from historical tailings storage facilities; substances that prior to being retreated would have seeped into and contaminated ground water sources. Not only do we eliminate much of the contaminants, but our zero effluent policy means that no chemicals and materials used in the recovery of metals pollutes local potable water sources. The recycling and reuse of water is at the heart of our efficient operating model.

Decent work and economic growth

SDG Target

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

Jubilee's contribution to achieving the target

We believe in promoting sustained, inclusive and sustainable economic growth through the provision of meaningful employment opportunities. This was particularly illustrated in FY2022 as we expanded our Group workforce by 44%. We actively employ local labour in a number of areas in our business operations.

Our contribution to achieving the SDGs Continued

Decent work and economic growth Continued

SDG Target	Jubilee's contribution to achieving the target
8.4. Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead.	Resource efficiency is the epitome of Jubilee's business model. Not only is the metals recovery process highly-efficient in its natural resource input, but the very model of our business creates value from what most mining companies – and society more generally – perceive as waste. Moreover, unlike mining companies, our growth is not dependent on impacting the environment to extract commodities from the earth but is rather driven by the rehabilitation and improvement of the land already disturbed to a level fit for redevelopment.
8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	Safety, good health, and employee well-being is a cornerstone of our business and we have adopted a zero-harm approach to safety. All employees and contractors deserve the right and ability to work in a safe environment and to return home to their family each and every day unharmed. Freedom of association is core to our approach to human capital. We actively work with recognised unions both in South Africa and Zambia to build and maintain transparent, mutually engaging and conducive relations with our employees and contractors.

Responsible consumption and production

SDG Target	Jubilee's contribution to achieving the target
12.4. Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment.	The environmentally sound management of chemicals and waste is intrinsic to Jubilee's business model. Once tailings material and ROM ore is processed and the metals recovered, we have strict guidelines and procedures in place to ensure that, firstly, all the chemicals used in the recovery process and, secondly, the legacy toxic substances and pollutants, are extracted and correctly disposed of according to international best practice. This reduces and manages the impact on human health and the environment.

Life on land

SDG Target	Jubilee's contribution to achieving the target
15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	Rehabilitating historical mine tailings has the effect of reversing, to a certain extent, the damage caused by mining activities, not least of which is the scarring of the surface landscape. Restoring natural habitats through rehabilitation will limit the loss of biodiversity.

Our employees

Human capital is our most valuable asset, and the driving force behind our business model.

It is only with skilled and highly motivated employees and contractors that we can achieve our growth and production objectives, as well as effectively create and deliver value to our key stakeholders. We therefore respect our employees and prioritise their well-being to ensure they are safe, feel valued, and have the appropriate skills to perform their job.

FY2022 Highlights

Workforce complement expanded by

44%

Optimal organisational structures implemented

Effective stakeholder engagement platforms introduced

354 individuals

trained in a number of skills areas

Successful wage negotiation processes concluded

Zero

fatalities reported

Jubilee team member

Our employees Continued

Our approach

We recognise that our employees are our greatest asset. To this end, we aim to foster a robust relationship with employees and unions while providing a working environment that facilitates a motivated and productive workforce. We achieve this by:

- engaging in open and honest dialogue, both with individual employees and their representative unions;
- maintaining an open-door engagement policy for all employees;
- attracting the best people in the industry and placing them in positions where their strengths are most suited;
- upholding fair and equitable practices according to our employment policy;
- strictly complying with all statutory requirements, such as the Basic Conditions of Employment Act of South Africa;
- encouraging the development of new and existing skills through our training programmes; and
- ensuring that we recruit preferentially from local communities to encourage socio-economic well-being and development.

Our employment practices are aligned to the guidelines of the International Labour Organization.

Governance

Group Human Resources (HR), based at our head office in South Africa, oversees all aspects of employee engagement and development. The Group HR Manager is charged with executing and enforcing this function.

HR management is guided by a number of adopted policies and procedures, which include a Recruitment and Selection Policy, Training and Development Policy, and a Disciplinary Code of Conduct to increase transparency and fairness.

In addition to Group-wide governance, each of our operations in South Africa and Zambia have individual policies and procedures, which not only reflect the organisational culture of previous owners of the assets, but their site-specific operational characteristics.

Policies and procedures are identified, drafted and consulted on with our employee structures. The enforcement of current policies and consistent introduction of new policies, where appropriate, is part of our commitment to ensure our employees are always treated fairly and with respect.

Further policies are in development phase, such as the Employee Value Proposition, which we aim to adopt during FY2023.

Workforce profile

As this is the first year of our ESG reporting journey, and the first-time detailed employee-related metrics are being published in this format, year-on-year performance data and commentary will not be provided in this report. This will be made a priority in FY2023. Commentary in this section refers exclusively to FY2022 data.

Key human resources metrics

	South Africa	Zambia	Total Jubilee
Workforce profile			
Permanent	426	448	874
Contractors	326	328	654
Percentage recruited locally (%)	100	99	99
New hires and turnover			
New hires	100	145	245
Employee turnover (%)	11	9	10
Permanent workforce by age			
18<30	97	119	216
30-50	297	286	583
>50	32	43	75
Employee remuneration			
Employee wages and benefits paid (£'million)	10	3	13
Employee wages and benefits paid (US$'million)	14	4	17
Ratio of minimum wage to average wage paid	9.98	7.41	9.33

We have benefitted from a sustained period of growth over the last five years. This growth has inevitably necessitated a significant increase in our workforce complement. In achieving this, we have been committed to, firstly, developing talent within the Group and, secondly, recruiting from the local communities in which our operations are situated. We build our efficient technology driven innovation and sustainability processes on recruiting industry leaders.

In FY2022, the number of full-time employees across the Group increased by 44%. This was primarily the result of the commissioning of two projects in the period, including the expansion project at Inyoni in South Africa and Project Roan in Zambia. This growth was especially impressive in a period in which the effect of Covid-19 on local labour markets was still evident.

Furthermore, as demonstrated in the human resources metrics table, in both South Africa and Zambia we recruited strongly from local communities, which is a core part of our ethos.

There have been certain challenges, though, associated with this growth. The challenging socio-economic conditions of the surrounding communities means that it can be, on occasion, difficult to obtain local skilled workers. This, however, is something that we see as an opportunity rather than a challenge.

We play an important role in developing the skills of communities and improving their economic situation. We have started doing this by providing training to local communities, both to those who are already employed, and also to contractors residing in these communities.

Diversity and inclusion

FY2022 Diversity and inclusion metrics

	South Africa	Zambia	Group Total
Women as a % of total workforce	16%	7%	11%
Women as % of management	40%	15%	23%
Women as % as technical staff	11%	3%	8%
Number of employees with disabilities	0	1	1
Incidents of discrimination and corrective actions taken	Zero	Zero	Zero

We strive to ensure that we have an inclusive and diverse workforce while fostering a working environment in which every employee and contractor is valued and respected. This philosophy and approach form the foundation of a comprehensive Transformation Policy, which is currently in draft for presentation to the Safety and Sustainability Committee (SSC) for review and approval.

We continuously strive to do more to create a truly diverse and inclusive workforce, particularly in terms of the percentage of women employed. To this end, we have put in place ambitious plans to increase the percentage of female employees both generally, but also specifically in senior management roles and at Board level. We have begun to make notable strides in this objective. In the post-reporting period, in July 2022, Ms Tracey Kerr was appointed as independent non-executive director of Jubilee and appointed chairwoman of the SSC.

In South Africa, feeder pools have been created which focus on the training of female artisans, operators and graduates. These feeder pools will be used as repositories of skills and human resources talent which we can draw upon to fill vacancies and new roles as and when they become available. This preferential access will facilitate and ensure the growth of the number of women within the Group at the technical and operational levels.

Gender-based violence

Key challenges to driving gender diversity across the Group are sexual harassment and gender-based violence (GBV). Moreover, the abuse of women and children is a major concern in both Zambian and South African societies. GBV in any form is unacceptable and we regard it our responsibility to confront and tackle this issue and ensure that our sites are safe working environments for all women.

Awareness training is conducted at all our operations and communication to eliminate all forms of violence in the workplace is regularly shared. A grievance procedure is in place to report incidents of GBV and sexual harassment. Although no incidents were reported at any of our operations in FY2022, we recognise the need to address more specific and confidential matters.

Relationships with trade unions

We recognise the importance of freedom of association and actively work with recognised unions both in South Africa and Zambia to build and maintain transparent, mutually engaging and conducive relations.

In South Africa, we have concluded recognition agreements with the National Union of Mineworkers (NUM), and the Association of Mineworkers and Construction Union (AMCU) as the foundation of positive partnerships.

In Zambia, a similar agreement with the Zambian Mine Workers Union of Zambia (MUZ) has been concluded.

No strike action was recorded in South Africa or Zambia during the year under review.

Wage negotiations

We commit to a fair and equitable remuneration structure. Successful wage negotiations were undertaken in Zambia and South Africa in FY2022. In Zambia, a one-year wage agreement was concluded while in South Africa. a two-year agreement was negotiated and concluded in 2021. In South Africa, the agreement was concluded with AMCU, and covered all bargaining unit employees (B band and CU - Patterson grading scale). The next round of wage negotiations will commence towards the end of 2022 and again in mid-2023.

Skills development and learning

We acknowledge that in a competitive fluid environment it is critical to align our people and ensure continuous learning and development.

It has been reported that there is a growing skills deficit in South Africa and Zambia. This dearth of skills is particularly acute in the instrumentation field and experienced metallurgical and mechanical engineering. We have responded to these challenges by identifying feeder pools in these fields to ensure consistent access to the necessary talent and as part of its succession planning.

Graduates in training are developed under the guidance of our technical department. This training focusses mainly on continuous learning, striving for innovation and embracing individual input. In FY2022, 31 internships were facilitated at both the South African and Zambian operations.

We believe that effective training programmes are essential to the effective and productive running of our operations. For this reason, we use both external training providers as well as our own internal programmes to ensure our employees receive the appropriate training and skills development. Our skills development and learning adhere to statutory training requirements in both Zambia and in South Africa. We believe in an organisational model with purpose-led high performance, innovative and accountable managers. During FY2022, five employees were trained in leadership initiatives.

All our employees are trained on the relevant safety standards and protocols to underline our zero harm and safety-first approach.

Furthermore, study assistance is made available and 11 of our employees are currently studying part-time at tertiary facilities.

Our employees Continued

We recognise the fact that some of our employees have not had the opportunity to complete a formal schooling career and we have embarked on an adult-based education programme. This programme will assist eighteen participating employees to complete a training programme consisting of communication, literacy and numeracy skills.

In South Africa, during FY2022, a total of £150 000 (US$183 870) was spent on training across the Group. Training included safety, specific operating procedures, competency and development training.

FY2022 Training and skills development initiatives

Initiative	Number of Participants
Leadership	5
AET	9
Foundational Learning Competence	9
Internships	31
Study Assistance	11

In addition to this, we also run a project to train members of the local community in South Africa. This provides them with additional skills and increases their employability. This is important area of focus for us to further identify talent from the local communities and develop these individuals. The training focuses on equipping members of the local community with skills to not only assist with employability but also focus on entrepreneurship. These initiatives will also be rolled out in Zambia during FY2023.

Employment benefits

We offer a competitive range of benefits to our employees across both our South African and Zambian operations. These benefits are available to all our full-time employees and so far, have been widely accessed.

In FY2022, we contributed towards the healthcare of 288 employees in South Africa and participated in the National Health scheme for all employees in Zambia and high-cost care for all employees at local hospitals. We have concluded agreements with the Military Hospital in Ndola and the Mine Hospital in Kabwe.

Contributions to retirement funds are made on behalf of 360 employees in South Africa. A funeral policy was implemented for all employees in South Africa. In addition to these, various allowances including housing and transport are paid monthly to operational employees across all business units.

We are committed to ensuring a motivated team and have rolled out Incentive Production schemes at the operations in South Africa and Zambia

A consolidated remuneration and reward audit will be done in the next financial year to ensure harmonisation of benefits to our employees across all business units.

Human rights policy

We have also recognised the need for a comprehensive Human Rights Policy. This is a key priority for us, and it is currently being drafted, with the aim of implementing the policy in the upcoming financial year.

Female employee at Windsor SA

FY2023 Focus

For the upcoming year, our Human Resources strategy both in South Africa and Zambia will focus on six core objectives, which will enable us to better support our employees, improve the efficiency of the company and return significant value to all of our stakeholders. These include:

- aligning our HR strategy with the Group's business needs to ensure we are correctly resourced with capacity and skills to fulfil our growth development objectives;
- the planning and managing all training initiatives to ensure a competent workforce as well as feeder pools;
- establishing a system of talent management and a retention policy that will not only attract talent but oversee development through the Company;
- implementing a Group HR reporting and analytics system;
- improving our internal communication strategy; and
- rolling out a culture programme to embed our values across the organisation as a step towards becoming an employer of choice.

Safety and health

Everyone has the right to a safe workplace that promotes health and well-being. Safety, good health and employee well-being is one of the cornerstones of corporate sustainability.

We firmly believe that a healthy workforce in a safe work environment that adheres to strict safe operating practices enables a high level of performance that is not only sustainable but ultimately delivers value for all stakeholders. As a consequence, ensuring the safety and health of all our employees and contractors is a paramount priority across the Group.

FY2022 Highlights

Competency matrix for the training of all employees is incorporated into the mySHEQ system

South Africa LTIFR	Zambia LTIFR
1.50	2.90

Continuing and maintaining safety focus during the Covid-19 pandemic

In addition to meeting statutory training requirements, we also focused on competency and development training

South Africa	Zambia
>2 million hours worked	1.4 million hours worked

Ensuring our employees are safe with dedicated safe walkways

Safety and health Continued

Safety

Approach

The safety performance of the Group can not only fundamentally impact the lives and well-being of employees but can also have implications for other aspects of our business, not least of which is our reputation and profitability. We have a zero-harm approach to safety. All employees and contractors have the right and should have the ability to work in a safe environment and to return safely home to their families each day.

Governance

We recognise the critical importance in having strong and effective governance in place, particularly in relation to operational safety across our business operations in South Africa and Zambia. To this end, we are in the process of developing and implementing a standardised, Group-wide Safety Policy. This process is being guided by a new Safety and Sustainability Committee, which was formed post the reporting period, in July 2022. Chaired by Ms Tracey Kerr with Leon Coetzer, Group CEO, and Dr Evan Kirby, Technical Director, as members, the Committee oversees the management of safety and sustainability matters, including the relevant systems and processes, focusing on those which it considers to be most important.

Our South African operations are governed through a single Safety, Health, Environmental and Quality (SHEQ) system. This is managed by a central SHEQ department based at head office. The system and all safety procedures are designed to comply with the national regulations as stipulated by the departments of Health and of Mineral Resources and Energy, through the Mine Health and Safety Act 29 of 1996 and the Occupational Health and Safety Act 85 of 1993. It is also intended to comply with the safety procedures of our third-party suppliers and joint venture partners. This will be rolled out to our Zambian operations during FY2023.

In both South Africa and Zambia, we have a business unit manager at each site who is ultimately responsible for the safety of operations and those on-site, who reports directly to the Chief Operating Officer of either South Africa or Zambia. Each operation has an established SHEQ department, which reports directly to the relevant business unit manager under the guidance of the Central SHEQ department. These departments comprise sub-ordinate managers and supervisors responsible for ensuring compliance to safety standards and compliance across various work areas.

If employees have queries about safety on-site, they are able to address these with the business unit manager, legally appointed sub-ordinated managers and supervisors, the site safety committee, recognised labour union structure, and safety department at site.

We are working towards aligning our safety protocols with internationally accepted standards. As a rapidly growing, global business, we realise the urgency and necessity to be fully compliant and aligned with internationally accepted standards, particularly in terms of safety and health.

Safety strategy

Our first priority is to ensure a safe working environment for all our employees' well-being by ensuring compliance to safety standards, providing the required protective equipment and empowering employees to be responsible for safety management by active participation in our safety management system.

Given that a safe working environment is key to our ability to produce profitable tonnes and ounces, and that a poor safety record could impact our brand and reputation as a good corporate citizen, the effective mitigation and management of all safety-related risks and incidents are of paramount importance. To this end, we have adopted a safety strategy to prevent fatalities, injuries and encourage a safety culture change.

The key to effectively manage the prevention of fatalities and injuries is identification, effective management and mitigation of risks, reporting and investigation of all safety-related incidents and 'near misses', as well as proper training of all employees and contractors working on our sites.

Risk management

We employ a range of systems and mechanisms to ensure we proactively identify, assess and control all threats that could cause harm to any of our employees. These are implemented at each one of our operations and project sites in South Africa and Zambia.

Baseline risk assessments

Benchmarking the nature and size of potential hazards in the workplace is a vital starting point for effective safety risk management. We benchmark our risks by means of baseline risk assessments (BLRAs) which are revised every three years. The main safety risks and challenges identified at our operations include trackless mobile machinery, the use of hazardous chemicals in confined areas, and operating and maintaining electrically driven equipment.

In the year under review, assessments were done on all three of the South African operations. Windsor SA and Windsor 8 were combined under a single assessment as both sites have similar processes and shared services and, therefore, similar risks.

In Zambia, assessments have been done for both our Sable and Roan operations. Given the growth nature of these projects, and the need to continually assess risks and hazards, reviews to the BLRAs were done in January 2022 and will be reviewed as and when applicable.

mySHEQ information management system

The all-in-one software solution, mySHEQ, has been installed and is in use at all our South African operations to manage safety, health, environmental and quality information. It was first introduced in FY2021 and has been an active management tool since. The advantage of using this is that, not only does it allow the Group to accurately log and record all safety-related information, but the software also helps identify gaps in our safety performance. This, in turn, allows us to put measures in place to improve on those gaps. mySHEQ will now also be rolled out to all our Zambian operations during FY2023.

Issue-based risk assessments

Each operation conducts issue-based risk assessments at regular intervals or as and when required, the aim of which is to identify risks within certain tasks, processes or activities. At every stage of a new task, a risk assessment is conducted.

For routine and non-routine tasks which have imminent danger or critical tasks, operations and maintenance teams together with occupational, health, safety and environment (OHSE) staff work together to complete the issue-based risk assessment to ensure the task is completed safely. Personnel on site is trained to perform issue-based risk assessments through the supervisory level and teams on site.

Reporting

It is by investigating and learning from the accidents and incidents that occur in the workplace that we will be able to eliminate safety hazards on our sites. To this end, each of our operations has procedures in place to report and investigate all safety incidents and 'near misses'.

It is the responsibility of employees to report all incidents and even those 'near misses' that could have potentially resulted in injuries. At management level, weekly observations are made at all sites to ensure the implementation of risk assessments and correct safety protocol.

Training

Employee induction training is conducted at sign-on and must be completed annually thereafter. This encompasses first aid training, training of internal safety monitors and training on specific procedures. Not only do we ensure that statutory training requirements are adhered to but there is also a drive to facilitate competency and development training. A competency matrix for the training of all employees is incorporated into the mySHEQ system.

Safety culture change

As a Group, we inherently understand that safety can only be achieved if all employees and contractors are correctly trained and empowered with the skills, knowledge and resources needed to execute work tasks in a safe and productive way. We prioritise the training of our employees and contractors, and regularly engage with them to understand their perspectives, challenges and successes, to determine how best we can assist in creating a safer working environment.

All employees are required to sign a Health and Safety Agreement prior to beginning work at any of our sites and are included in forums and meetings with regard to proper health and safety conduct. This includes Toolbox Talks, which are daily safety meetings held with each working team prior to commencing any work. A more formal Safety Committee meeting is held once a month.

Continuous training and communication regarding the contents of Sections 22 and 23 of the Mine Health and Safety Act are shared and confirm that employees and contractors are obliged to look after their own health and safety and that of others. This includes the right to withdraw from unsafe work. This right is continuously emphasised, and employees and contractors are encouraged to use it in unsafe circumstances.

Maintenance fault finding at Roan Plant

Safety and health Continued

FY2022 Performance

As this is the first year of our integrated reporting journey, and the first-time detailed safety statistics are being published in this format, year-on-year performance and commentary will not be provided in this IAR. Commentary in this section refers exclusively to FY2022.

FY2022 Safety statistics

	South Africa	Zambia
Total hours worked	2 004 300	1 363 521
Number of fatalities	0	0
Fatal injury frequency rate	0	0
Lost-time injuries (LTIs)	3	4
Lost-time injury frequency rate	1.5	2.9
Medical treatment cases (MTCs)	3	2
Total recordable cases (fatal injuries + LTIs +MTCs)	6	6
Total recordable case frequency rate	3.0	5.1

South Africa

Our production capacity and capabilities in South Africa have expanded significantly over the last five years. Such is the rapid increase of this growth that two million hours worked was recorded across our South African operational footprint.

While Covid-19 presented many challenges to our operations, the impact was manageable with regards to safety, and there is no evidence to suggest that it negatively impacted safety performance at our South African operations.

Zambia

Our commitment to ensuring the safety of our employees has been illustrated in the performance of our Zambian operations. In the year under review, we recorded four lost-time injuries, all of which were minor injuries of which majority occurred during construction of our Roan Concentrator plant. We believe, however, that one injury is one too many and we seek to learn from all incidents to ensure zero harm comes to any employee or contractor.

FY2023 Focus

Our priority objective in the next financial year is to maintain zero fatalities through effective and sage management of all incidents to ensure the continuous improvement of the health and safety of employees and contractors. In seeking to achieve this, we will endeavour to:

- continue to implement and refine the risk management system to eliminate or control risks to an acceptable level in all operations;
- embed a safety culture that recognises the importance and the value of effective safety management systems;
- continue to monitor management's commitment to, responsibility and accountability for all safety and health policies and procedures; and
- maintain occupational safety management programmes which are aligned with relevant country industry specific regulations; and
- Maintain an effective emergency response plan.

Health and well-being

Approach

A motivated and productive workforce is one that is healthy and positively engaged. Understanding this, we take the health and well-being of all employees and contractors very seriously.

Our approach is to maintain occupational health management programmes which are aligned with relevant country industry specific regulations. The goal of these programmes is to aim to reduce the occupational injuries and diseases, including promoting and protecting physical and mental health.

In South Africa our health management programmes are aligned with SANS 16001:2013, a standard that provides a framework for the effective and efficient response to identified disease risks.

An occupational health risk management system has been implemented at all operational sites to ensure that we proactively manage and mitigate all factors that could cause harm to employees and contractors.

In addition to managing risks, we have implemented a range of measures to ensure that occupational health protocols are adhered to for the physical and mental health of all employees:

- All employees are tested for lung function, hearing and other measures as part of pre-employment and specifically in Zambia also tested for heavy metal poisoning for high-risk employees;
- Employees are tracked during annual medical exams, as well as at exit medical exams. The results are compared to the baseline data with deviations flagged, investigated and reported if needed;
- Employees are regularly consulted with on issues of occupational health through the Safety and Sustainability Committee, forums and internal employee meetings, including Toolbox Talks;
- As a condition of the Health and Safety Agreement employees must also report any health and well-being 'near misses'; and
- We also provide the requisite training and personal protective equipment to empower each employee to ensure their own health and well-being and that of their colleagues.

In South Africa, we have entered into partnership with the LIFE Employee Health Solutions clinic to provide occupational health monitoring and care services. The clinic, which is serviced by an occupational health practitioner and hygienist, is located at the Dikwena Chrome mine and can be accessed by employees of both Samancor Chrome, us and our contractors.

The Zambia operations have a memorandum of understanding with the nearby military hospitals in Kabwe and Ndola. All Zambian sites have first aid stations, and a nurse will come to site when needed.

We offer competitive leave benefits, a comprehensive funeral policy, registered trauma counselling and are currently investigating a comprehensive employee wellness assistance benefit for employees.

Governance

Each of our operations is governed by a site-specific Safety, Health, Environmental and Quality (SHEQ) policy and procedure system.

A dedicated business unit manager is appointed to each site to monitor and ensure compliance with our SHEQ policy, with legislation and to safeguard the health and well-being of employees and visitors on-site. The Business Unit managers report directly to the Chief Operating Officer at Group level.

FY2022 Performance

As this is the first full year of our ESG reporting journey, and the first time detailed occupational health statistics are being published in this format, year-on-year performance and commentary will not be provided in this report. This will be made available in the FY2023 IAR. Commentary in this section refers to FY2022 only.

FY2022 Occupational health statistics

	South Africa	Zambia
Number of health examinations conducted		
Pre-employment	312	107
Annuals	129	199
Exits	37	0
Percentage of employees covered by health insurance	68%	100%
Inhalable hazards and carcinogens		
Total number of workers at risk of exposure to inhalable hazards and carcinogens	361	150
Workers potentially exposed to inhalable hazards above the exposure limit	0	0
Workers potentially exposed to carcinogens above the exposure limit	0	0
Noise		
Total number of workers at risk of exposure to noise	361	100
Workers potentially exposed to noise above 85 dB(A)	63	40
New cases of occupational diseases		
Diseases related to inhalable hazard and carcinogen exposure	0	0
Illness related to noise exposure	0	0
Diseases related to other health hazard exposure	0	0

One of numerous safety standards across our operations reminding employees to work safely

South Africa and Zambia

The year under review was impacted by the lingering Covid-19 pandemic. The emergence of multiple variants in 2021 presented cyclical surges of the disease, which inevitably had an effect on our operations. While we continued to implement a range of preventative and screening measures to hinder the spread of the various, it is with sadness we note that one employee succumbed to Covid-19 in FY2022.

As a Group, we continue to align to international best practice and protocols drafted by the national government, World Health Organization, and the National Institute of Communicable Diseases.

Occupational diseases

The most common occupational health challenges at our operations are noise exposure, respirable silica, environmental heat, and heavy metal poisoning.

We reported no occupational diseases in FY2022.

However, as occupational diseases do not derive from one particular incident, but rather happen over a period of time or as a result of a series of repetitive acts, we are aware that some of our employees and contractors may be at risk of diseases such as noise-related hearing loss and reduced lung function.

Periodical health surveillances are conducted every year to ensure our employees are fit for work. Post medical surveillances when leaving employment are taken by the Occupational Health and Safety Institute (OHSI).

Safety and health Continued

Controls to mitigate these risks include:

- Mandatory wearing of personal protective equipment, particularly, masks and clothing, in high-risk areas;
- In high noise areas, wearing of mandatory hearing protection, rotation system to limit exposure to noise and engineering controls to properly maintain or replace equipment and or machinery to comply with permitted noise standards;
- Employee medical surveillances conducted on all new employees to ascertain their fitness for work;
- Consistent monitoring of noise and dust levels to identify areas with high risk of exposure and occupations with high risk of exposure;
- Annual medical monitoring programme to monitor employee health with respect to hearing and lung function, for early detection and remediation of potential exposure; and
- Any deviations reported outside of agreed limits are reported as an incident and full investigation is conducted to reduce the risk of exposure.

Our approach to remedial action is based on the hierarchy of control:

FY2023 Focus

Our main health focus areas for FY2023 include:

- conducting chemical exposure monitoring levels on all employees and contractors using chemical;
- conducting radiation exposure tests on all laboratory employees;
- reviewing risk assessments on all tasks that could result in exposure to occupational health hazards;
- creating awareness around the management of occupational health hazards including chemical hazards, biological hazards, environmental hazards, psychological hazards and ergonomic risk factors;
- enhancing monitoring programmes such as dust, lighting, noise, water and heavy metal poisoning
- installing a clinic and employ a clinical nurse at all our operational sites to run the health facilities on site to make the medical surveillance accessible and convenient for employees. This has already been completed at Inyoni;
- continuous training for employees;
- monitoring contractor management to ensure contactors adhere to all our health and safety protocols;
- continuing to monitor and follow Covid-19 guidelines as laid down by the Department of Health with periodical onsite testing; and
- developing a strategy to ensure water borne diseases are prevented on site.

Ground water monitoring at Roan site

Environmental management and stewardship

Responsible and sustainable environmental stewardship is core to our business as a metal recovery company.

The very nature of our business, being the retreatment and metals recovery of mine tailings, waste, slag, slurry and other secondary materials, effectively rehabilitates environments scarred by the surface footprint of historical mining operations. When processing historical mining residues and waste material we not only address the physical legacies of historical mining operations but also water and air pollution issues impacting the health and well-being of employees and communities living in the immediate radius of these tailings storage facilities.

FY2022 Highlights

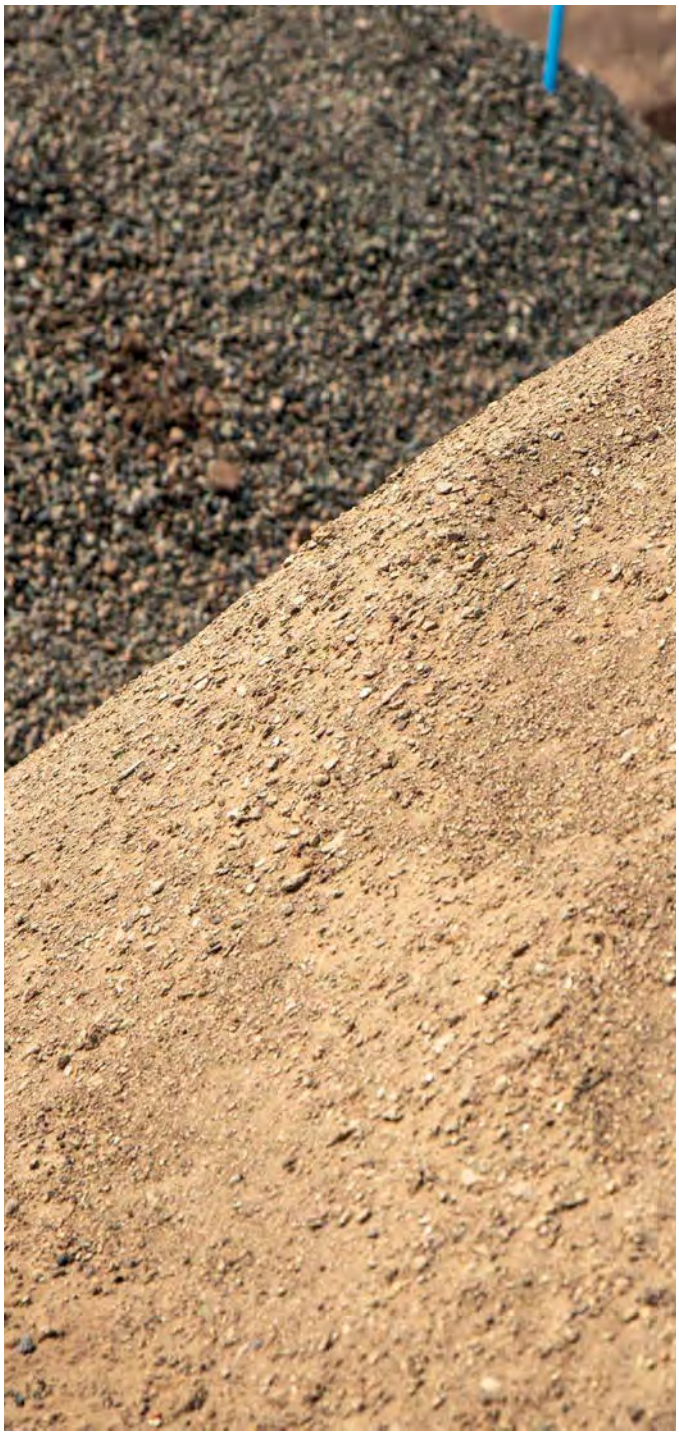
Group total environmental spend

£290 948 (US$339 525)

Baseline established for energy consumption measurements across the Group

Engaged specialists to implement standardised emission measurement system for all operations

All environmental permits valid during the reporting period



Secondary and low-grade material ready for processing at Sable Zinc

Environmental management and stewardship Continued

Our approach

As a metals processing and recovery business, environmental stewardship and management is the cornerstone upon which we have grown and matured over the years. It is the responsible reclamation and rehabilitation of historical waste tailings material that allows us to create and share sustained value to all stakeholders, particularly those community stakeholders living in the shadows of legacy mining dumps.

We are committed to responsible stewardship of the environment and strive to use natural resources in a sustainable manner that ensures a positive legacy for future generations. We aim to operate in an innovative manner that prevents, mitigates, and manages the effects our operations have on the environment and biodiversity, and the communities in which we operate.

In ensuring good environmental management and stewardship remains at the heart of our business, we endeavour to:

- improve waste minimisation measures, energy efficiencies and air, land and management systems;
- manage and mitigate the impact on affected natural ecosystems;
- contribute towards biodiversity conservation;
- ensure effective and appropriate land rehabilitation; and
- ensure that comprehensive disaster management plans are in place.

The diversity and beauty of the environments in which we operate and live are daily reminders of the value in protecting the environment. To do so, we not only operate in compliance with all environmental regulations across all business units but strive to lead the development of industry best practice.

A priority focus during the year under review was the collection of all environmental management data across the Group to establish a baseline for monitoring and reporting purposes. The data reported is audited by the relevant regulating authorities in South Africa and in Zambia for compliance to the conditions as stipulated in the various environmental permits. This will also assist in improving sustainability in key areas going forward.

We will use this baseline data to set a range of environmental targets, which will be elaborated upon and reported in the FY2023 Integrated Annual Report.

Governance

We realise the necessity and value in having strong governance mechanisms in place, particularly as our operational footprint continues to expand globally. A Group Sustainability Policy, covering environmental management and stewardship, is currently in development phase and is anticipated to be implemented and published during FY2023.

This process is being guided by a new Safety and Sustainability Committee, which was formed post the reporting period, in July 2022. Chaired by Ms Tracey Kerr with Leon Coetzer, Group CEO, and Dr Evan Kirby, Technical Director, as members, the Committee oversees the management of all sustainability-related matters, including the relevant systems, processes and policies.

Our individual operations in South Africa and Zambia have drafted and adopted regional and site-specific policies and programmes that are aligned to our Group Guiding Principles.

As our operations are registered as separate business entities, they are each responsible for developing and implementing their own SHEQ policies, and so these may vary slightly between sites. These SHEQ policies consider the varying operating circumstances at each of our sites which include different regulating authorities. Business unit managers are responsible and accountable for all SHEQ-related matters and carry legal appointments.

A SHEQ policy is in place for Inyoni, and for Windsor SA and Windsor 8 combined. An environmental management policy has been developed for our Zambia operations, which will be embedded during the course of FY2023.

Our integrated approach to SHEQ is under constant review, ensuring that environmental stewardship is always effective and appropriate. This approach also includes increasing environmental awareness and the need for responsible stewardship, which is driving the requirement to recover treatable historic mining waste.

Environmental compliance

We continuously endeavour to adhere to all relevant legislation pertaining to environmental management and reporting across all of our operations and projects.

Reportable environmental incidents

In FY2022, zero Level 3 to 5 incidents were reported at our South African operations, with seven lower-risk incidents of environmental non-compliance reported in South Africa. All seven incidents were classified as minor or moderate incidents as defined in terms of South African Environmental Incident Classification, and therefore no incidents were reportable to regulating authorities, as per the licensing and permitting requirements.

Two incidents of environmental non-compliance were recorded at our Zambian operations in FY2022.

The first incident, reported at the Sable operation, concerned the discharge of acidic effluent from tailings storage facility (TSF) via a drain. As a result of learning from the investigation into the incident, the installation of a neutralisation plant and a TSF water return dam are currently under construction to avoid any repeat incidents in the future.

The second incident involved the discharge of acidic seepage effluent from TSF 1 at the Roan operation into the environment. To remedy the problem, TSF 1 seepage effluent has been diverted into a containment pond.

Environmental incidents are classified as follows:

Level	Consequence/ severity	Description
5	Disastrous	Disastrous long-term or irreversible environmental effects on biological/ physical/ecosystem function beyond site boundaries
4	Severe	Severe medium-term environmental effects on biological/physical/ecosystem function within site boundaries
3	Serious	Serious short-term environmental effects on biological/physical/ecosystem function within site boundaries
2	Moderate	Moderate very short-term environmental effects on biological/physical/ecosystem function within an area at an operating site
1	Minor	Minor environmental effects on biological/ physical/ecosystem function within a confined area at an operating site

Tailings management and rehabilitation

Given that our principal business focus is the recovery of metals from historical mine waste material and tailings, we take the responsible management of tailings storage facilities extremely seriously. To this end, all our TSFs are designed, constructed and operated in alignment with the standards set by the regulating authorities in South Africa and Zambia, the two jurisdictions in which we currently operate.

As we adopt a more global expansion strategy, we are aware that consideration must be given to the alignment on global standards. During the year under review, risk assessments were undertaken at each of our operational sites to aid in the consideration of aligning to and adopting the Global Standard on Tailings Management (GSTM) that was launched in August 2020. At the time of writing, the outcome of those investigations were being assessed and a decision is expected in the near future.

Tailings depositioning at the Inyoni TSF

The main focus in managing our TSFs is ensuring failures do not occur. All aspects of managing these facilities, including planning, design, construction, operation, decommissioning, and closure, are undertaken in a manner such that:

- structures are stable;
- solids and water are managed within designated/ approved areas;
- facilities comply with regulatory requirements; and
- facilities conform to applicable standards, internal policies, industry best practices and the technical guidelines of the jurisdictions in which we operate. We shall ensure that we have comprehensive systems and procedures in place for the safe operation and monitoring of tailings facilities that follow best practices, organised around interrelated activities.

It should be acknowledged that much of the legacy tailings that are reprocessed by us are stored on properties on which the Company does not own the mineral or surface rights. The advantage of this is that our reprocessing activities provide the owners of those mineral and surface rights the opportunity to reduce their environmental liability and to complete rehabilitation requirements not previously possible. It is for this reason that we are not responsible for rehabilitation spend with those costs being born by the owner of the property. As our TSF footprint remains operational no rehabilitation of sites has been undertaken yet.

The subsequent use or vegetation of the land rehabilitated by us, including the legacy tailings facilities, has been predetermined and is included in their respective Environmental Management Programme Reports (EMPRs). We prepare for subsequent use or vegetate all land which we own or on which we processes legacy tailings material.

South Africa

In accordance with South African legislation, all companies are required to rehabilitate the land on which they work to a determined standard for alternative use. The principal management guidance document for tailings storage facilities is SANS 10286, the origin of which dates back to 1998. This standard contains fundamental objectives, the principles and minimum requirements for best practice which are all aimed at ensuring that no unavoidable risks, problems and/or legacies are left to future generations.

Jubilee prides itself on the fact that it has achieved, and continues to achieve, higher-than required TSF management standards. While only considered temporary storage facilities, the Windsor and Windsor 8 TSFs are operated and managed to comply with the same standards as permanent facilities before being re-mined for processing at another site.

Environmental management and stewardship Continued

Case study

Partnering with the world bank on tailings rehabilitation

In 2019, we began investigating the possibility of expanding our footprint of activities to Zambia, a premier mining jurisdiction that is estimated to have some 1.9 billion tonnes' worth of waste mine material contained in heaps of tailings dumps.

The timing of our entry into Zambia in 2019 was fortuitous as it was at roughly the same time that the World Bank had commissioned an investigation into tailings rehabilitation. The World Bank subsequently launched an environmental project valued at approximately US$20 million. Its principal aim was to reduce the environmental and health risks in critically polluted mining areas.

The project consisted of the remediation of contamination hotspots, the improvement of environmental infrastructure and rehabilitation of tailings dam and mine closure in the Copperbelt.

The initial focus areas of the World Bank's project, called the Zambia Mining and Environmental Remediation and Improvement Project (ZMERIP), were the Chingola, Kabwe, Kitwe and Mufulira municipalities. These areas experienced Zambia's most intensive mining activities over the last century and, thereby, are host to some of the largest tailings facilities in the country.

Given the historical lack of stringent environmental regulations and controls, or any real mine closure and rehabilitation requirements, much of the mine waste generated in bygone days was deposited as cheaply and efficiently as possible. This inevitably resulted in considerable potential environmental and health complications for the communities living in the vicinities of these facilities. In addition to water and air contamination, which has caused numerous health issues for host communities, tailings dams, particularly those with poor engineering foundations, can fail suddenly and catastrophically.

Roan TSF2 and Sable Tailings storage facility

When we began investigating economically viable remediation projects on the Copperbelt our paths inevitably crossed with that of the World Bank. At the time, the World Bank was beginning to assess government-owned historical tailings dumps by their risk profile, to allocate funds for the targeted rehabilitation of the highest-risk dumps. In short, the risk profile of the dams was graded, accounting for factors such as their mineral content, the way in which they were deposited, and whether there are water systems nearby, both surface and subsurface.

Given our technical team's extensive expertise and knowledge of tailings remediation, we were asked to consult on the project. During this consultation period, which spanned over two years, we investigated a large number of tailings facilities. Our analysis focused on the environmental and health risks stemming from these facilities, as well as the commercial viability of their remediation.

The investigations assisted us in prioritising approximately 14 tailings dams that held the potential to yield economic value as part of an integrated remediation process. It was on this basis that we secured a commercial transaction with the holders of the rights to the dams, who appointed us to extract the metal value and oversee the remediation of these tailings facilities.

Outside of these commercially viable tailings dams the World Bank has progressed with the rehabilitation of other targeted tailings dams to ultimately fully secure and cap them by introducing vegetation to regenerate biodiversity.

Climate change and decarbonisation

While still in a growth and development phase of our trajectory, we firmly understand that we have a role to play in the global response to the threat of climate change and global warming. It is for this reason that we have begun the process of understanding and embedding decarbonisation into our way of operating, which will facilitate the reduction of carbon emissions across our operational footprint. This will be achieved through a range of sequential phases:

The first step in the development of that strategy is the implementation of a standardised emission measurement system to determine the carbon footprint at each of Jubilee's operations. We have engaged specialists to undertake this project, which is expected to be implemented during FY2023.

As a standardised emission measurement system was only implemented at our operations in FY2022, there is no consistent or reliable greenhouse gas (GHG) emission data to convey in this Integrated Annual Report. However, as the system was in place by the start of the new financial reporting, the Company will be in a position to report on Scope 1 and 2 emissions as well as GHG intensity for FY2023.

Task Force on Climate-Related Financial Disclosures

As an AIM-listed company, Jubilee recognises the requirements to report on climate-related risk in line with the recommendations of the global Taskforce on Climate-related Financial Disclosures (TCFD). As the requirement is only mandatory for accounting periods beginning on or after 1 January 2022, this will be prioritised for the 2023 financial year.

Energy consumption

The process of recovering metals from historical tailings and mined ore is a highly energy-intensive activity. Not only does the consumption of electricity weigh considerably on our operating costs but any disruptions to supply have an impact on productivity.

As this is the first year of our ESG reporting journey, and as we are still in the process of establishing targets and measurement systems, a year-on-year performance of energy consumption is not provided in this report.

As the energy consumption characteristics differ between our South African and Zambian operations, the main features of each, including some available data for the year under review, are provided below.

FY2022 Energy consumption (kWh)

	South Africa	Zambia
Energy from fossil fuels	39 025 700	1 068 867
Energy from renewable sources	4 336 189	9 619 800
Total energy consumed	43 361 889	10 688 666

South Africa

Our operations source all electricity from the national grid. Not only does this mean that the electricity consumed is generated from fossil fuels, a significant generator of carbon emissions, but also that some of the operations, specifically the Windsor SA and Windsor 8 operations, are often subject to rolling power outages on a rotating schedule – locally known as loadshedding – when the electricity supply across the national grid becomes too constrained.

Loadshedding

Loadshedding was certainly a notable feature of the South African operating context in FY2022. That said, our Inyoni operations did not record any negative impact from Eskom loadshedding in terms of productivity, as it receives power from Dikwena Chrome Smelters, which has a dedicated supply from Eskom and has a load curtailment agreement in place.

Conversely, the Windsor SA and Windsor 8 operations were affected by loadshedding. The Windsor and Windsor 8 operations electricity supply is on a what is referred to as a "rural distribution network" and shares the network with other consumers. It is therefore subject to all stages of loadshedding.

The summary table on the next page shows the actual hours of operation lost due to loadshedding for Windsor SA and Windsor 8.

Refer to page 25 of this report for our mitigating efforts to address the risk of consistent availability of power.

Environmental management and stewardship Continued

	Eskom downtime (hours lost)	Production lost (tonnes)
Plant 1	298	3 465
Plant 2	259	12 042
Plant 3	284	13 223
Plant 6	146	3 054
Plant 8	605	42 208
Total	**1 592**	**73 992**

As the table indicates, a significant number of hours were lost to loadshedding in FY2022. This equated to a loss of almost 74 000 tons of ROM at the Windsor SA and Windsor 8 plants.

Where there is sufficient notice for loadshedding, maintenance downtime is scheduled to coincide with the supply interruptions. Unfortunately notices regularly do not provide sufficient notice to utilise this opportunity.

Energy-efficiency initiatives

All processing facilities within Jubilee have been, and will continue to be, designed factoring in energy efficiency as part of the process design principles. Our philosophy is to efficiently liberate, classify and separate at appropriate stages within the process design circuit to maximise process efficiency and reduce installed energy consumption requirements. This methodology is best illustrated using the following diagram:

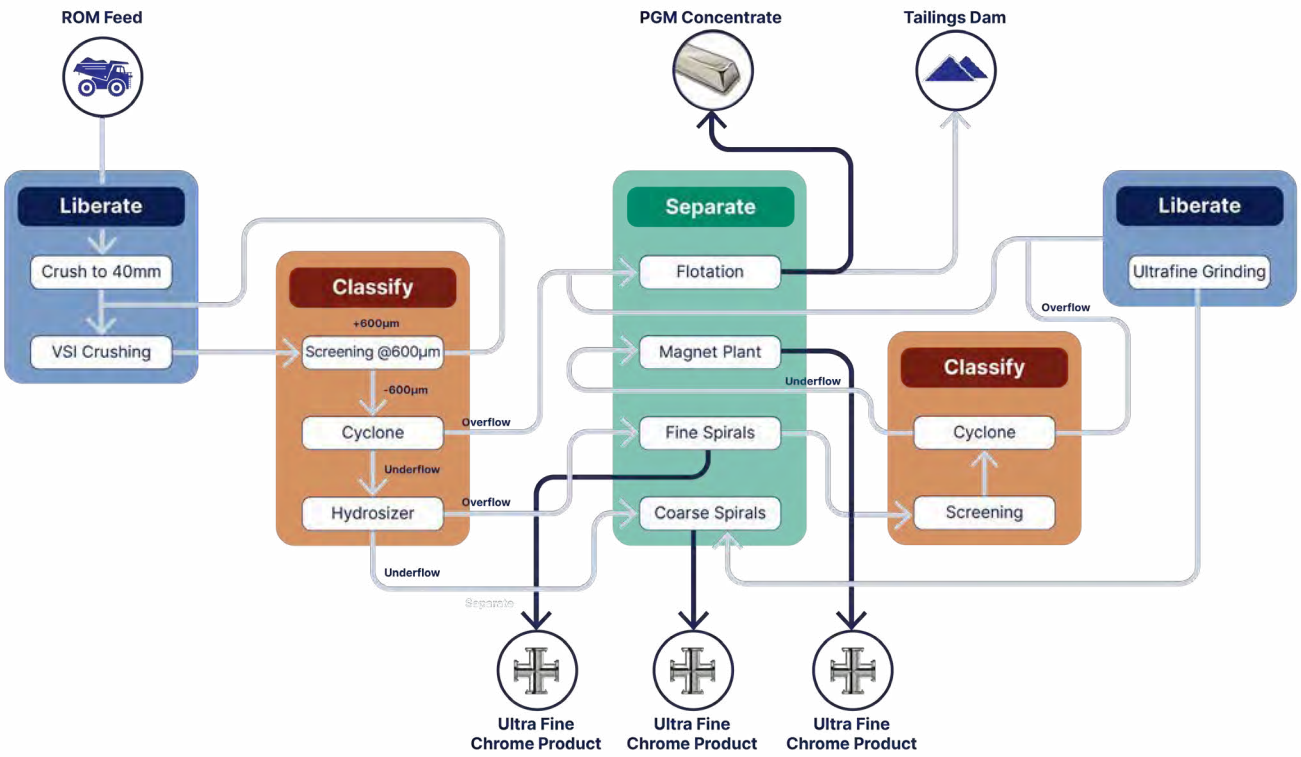
The most energy consuming process is the liberation stage where energy is required to break rock to liberate particles from each other to recover the valuable minerals.

The Jubilee approach has energy consumption advantages in that:

- all chrome removal is facilitated prior to the PGM recovery process. This not only results in improved chrome concentrate mass yields but reduces the tonnage to be milled in preparation for flotation significantly and in turn reduces energy requirements;
- energy-efficient vertical shaft impactor (VSI) crushers are employed for liberation prior to chrome separation. Traditional circuits use a combination of crushing and ball milling in closed circuit with screens that consumes significantly more energy; and
- ultrafine grinding mills using ceramic media beads, is significantly more energy efficient for grinding below 100µm, when compared to traditional ball and tower mills are employed for flotation feed preparation as final liberation step thereby further reducing the energy consumption of the circuit.

Zambia

Reliable electricity supply is also a concern for our Zambian operations, which sources power from the national grid. While we are not directly impacted by loadshedding on account of a Power Supply Agreement signed with ZESCO, the state electricity utility, our operations were, in FY2022, impacted by power failures and disturbances, which are a common occurrence. This resulted in production loss and damage to equipment.



Energy-efficiency initiatives

Currently, there are a number of energy initiatives being implemented at the Zambian operations to enhance energy efficiencies. The most notable of these include:

- Implementations of a power factor increasing it from 0.76 to 0.95;
- Implementation of an automated maximum demand control system to improve monitoring and control; and
- Procuring energy efficient motors for new installations and spares.

Water consumption

Water is a critical component in the minerals processing and hydrometallurgical metals recovery processes. Without water we would not be able to operate. Water is a scarce commodity due to its limited availability and therefore necessary precautions are taken to manage and conserve it.

We are committed to using water in a responsible manner to ensure that the resource is protected from pollution and degradation and that downstream users of the resource have equitable use and are not adversely affected by our operations. Water quality is monitored on a monthly (surface water) and quarterly (groundwater) basis to ensure that the operations do not impact negatively on water resources.

FY2022 Water consumption (ML)*

	South Africa	Zambia
Groundwater	172	802
Raw water	308	–
Potable water	26	–
Total water used for primary activities	506	802

* Currently recycled water is not measured, installation of flow meters to measure water recycled from the tailings storage facility back to the process water dam is planned for the next financial year.

South Africa

South Africa has a semi-arid climate, meaning that the region's precipitation rate is below the potential rate of evapotranspiration. This implies that water resources are limited and that there is increased risk for higher water stress in areas that have high demand for water. High water stress is particularly evident on the Western Limb of the Bushveld Complex on which our South African operations are situated. It is also in this area where the ability of local authorities to consistently deliver potable water to its residents is limited.

It is for these reasons that we rely on a combination of groundwater and raw water to meet our water needs. Groundwater is used at the Windsor SA and Windsor 8 operations, while the recently commissioned Inyoni plant sources its water from the nearby Hartbeespoort Dam and groundwater wells.

Water Conservation and Water Demand Management Plans (WC/WDMP) are in place for the Windsor SA and Windsor 8 operations. Inyoni operates under the Samancor Chrome Water Use Licences and authorisations and compliance are measured against this. We strive to meet the requirements of these licences to ensure continued compliance. We maintain a zero effluent policy in line with the water use licence requirements and the entire water cycle is a closed system, retaining and reusing water on a continual basis.

The recycling of water is integral to our metals processing and recovery process. Water is recovered and is recycled back to the operations as dilution water, thereby reducing the requirement for fresh water.

Zambia

As is the case in South Africa, water is one of the most important components required to effectively recover metals and minerals from waste material.

We predominantly use recycled water for our recovery process. Both in the case of Sable and Roan, water is extracted from old mining operations and recycled through our plants.

A continuous water monitoring system has been installed at both operations to determine the quality of both surface and groundwater.

Windsor 8 Thickener operator

Environmental management and stewardship Continued

Dust monitoring

Dust fallout is an inevitable consequence of the nature of our operations, which involves the transportation of dry, refined waste residue to our plants for reprocessing. As such, this is a very important consideration, especially given the dry climate in which our operations are based.

South Africa

The Inyoni, Windsor SA and Windsor 8 operations are located in rural settings and the exposure to communities of nuisance dust is limited as no major communities or residential areas are within the dust fallout areas of our operations. Fallout is further limited by the regular watering down of roadways and operational areas. We also conduct monthly gravimetric dust fallout monitoring and, where fallout is identified, dust mitigation measures are implemented, such as water sprays to suppress dust at transfer points on conveyer belts. Currently, 16 dust monitoring sites are utilised at the Windsor SA and Windsor 8 operations. Dust at Inyoni is monitored by Samancor Chrome, which has 6 sites.

A summary of the dust monitoring results recorded in FY2022, is provided in the table below:

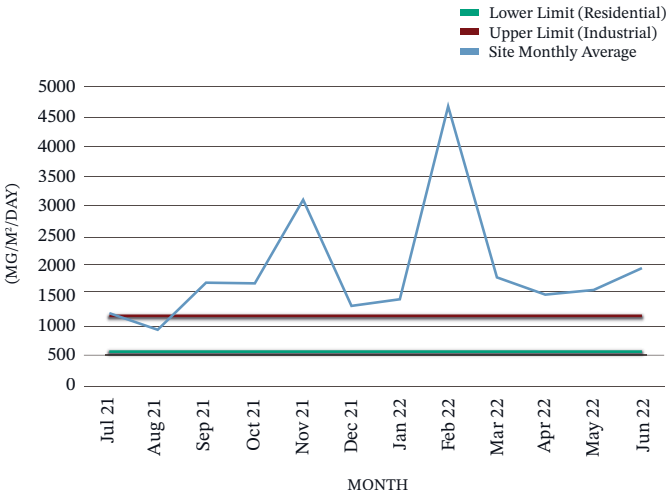
	Windsor SA	Windsor 8	Inyoni*	Jubilee Total
No. of measuring points/locations	8	8	6	22
Months	11	11	11	33
Total measurements	88	88	66	242
Exceedances >1200 mg/m²/day (individual measuring points/locations)	14	40	2	56
Exceedances >1200 mg/m²/day (site wide average)	2	10	0	12

* These are the buckets for the entire Samancor site and not exclusively for Inyoni operations

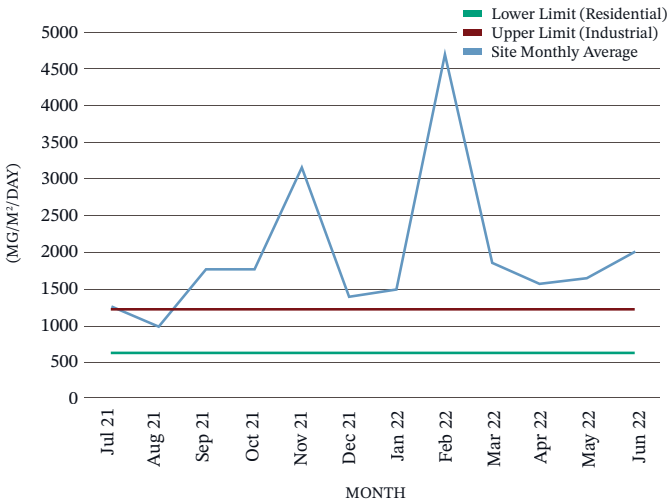
56 individual dust exceedances were recorded out of a total of 242 measurements, representing approximately 23% of all individual measurements taken. Based on average dust fallout site-wide averages, calculated from the average of all the individual measuring points per site, only 12 exceedances were recorded as per detail below.

- Windsor SA exceeded the site monthly average for non-residential areas on two occasions. To mitigate this, the frequency of dust suppression initiatives was increased by improving the availability of water trucks;
- The below graph indicates that interventions at Windsor SA has been successful, with no exceedances of the prescribed industrial limit in the last six months and that dust fallout was even lower than the prescribed residential limit in the last three months;
- Dust exceedances at Windsor 8 are still above the industrial limit and will be a focus area for FY2023 as per below graph;

Gravimetric dust fallout (mg/m2/day): Site monthly average



Gravimetric dust fallout (mg/m2/day): Site monthly average



- During FY2022 the causes for high spikes experienced was identified and after intervention dust fallout measurements were more consistent for the last three months of the year;
- Focus for FY2023 would be to reduce dust fallout to below the industrial limit; and
- Windsor 8 exceeded the site monthly average for non-residential areas on 10 occasions due to the close proximity of the dust monitoring devices to the ROM crushing and screening activities which produce a skewed view of the situation on site.

To mitigate against and lower dust fallout, dust suppression on transfer points was improved during the reporting period and frequency of watering roadways was increased. Further action to reduce dust at source, however, is required. The positioning of the dust fallout monitoring stations is to be reviewed as the results are skewed due to the close proximity of the stations to the crushing plant.

With regard to Inyoni, one dust related complaint was received from Samancor for the exceedance of the limit for non-residential areas. The frequency of dust suppression was increased with the addition of a second water truck and the use of a biodegradable chemical dust suppressant on the haul roads. No further incidences were recorded after mitigation measures were implemented.

Zambia

Dust fallout monitoring is done according to Zambia's National Dust Control Regulations, and the American Standard for Testing and Materials method D1739 ("ASTM D1739").

Only two dust exceedances were recorded in FY2022. These were addressed by intensifying dust suppression measures already in place. These include:

- Dust suppression watering on unpaved roads;
- Progressive rehabilitation and establishment of vegetation cover on the TSFs; and
- Installation of water cannons for dust suppression on the tailings dumps.

Waste management

We ensure that all waste types generated at our operations are managed responsibly and in accordance with statutory requirements. Waste disposal is conducted through an experienced third-party according to waste management legislation. Disposal certificates are maintained as proof that waste generated at operations is responsibly disposed.

Our waste management plan is laid out in the following diagram:

FY2023 Focus

Carbon footprint:

Improving measurements to determine areas of opportunity for energy consumption reduction and establishing carbon footprints for all operations so that it is possible to continually monitor climate change impact and reduction through implemented initiatives.

Tailings management:

The focus for the Group is maintaining the effective management of the TSFs at all operations. The continued design construction, operation and monitoring of these facilities will be done by competent persons to ensure that it complies with environmental and safety regulatory requirements. Consideration to the Global Industry Standard on Tailings Management (GISTM) will also be prioritised.

Water management:

Improving the water monitoring network at all of our operations to not only measure the volume consumed, but also the internal recycling which will inform the water balance.

Waste management:

Maintaining focus on being a zero-effluent operation and reducing the surface footprint of historical mining operations. We are also focused on continued compliance with all legislation regarding disposal of any waste generated at our operations.

Energy consumption:

Continual research to optimise the stages within the process design circuit to maximise process efficiency and reduce installed energy consumption requirements.

Our communities

The extractive resources industries, particularly mining, is an economic multiplier. Not only does it provide jobs, which enable people to support families and wider communities, but is also a reliable market for goods and services.

One inevitable consequence of this is that people and businesses flock to and settle in mining areas, in line with project development and growth. This has inevitably led to the establishment and mushrooming of communities, both formal and informal, around these projects whose existence is equally dependent on and impacted by the mines. This is a phenomenon particularly relevant to South Africa and Zambia's socio-economic context.

As our business model is built on the recovery of metals from waste tailings material, its processing facilities have been constructed in the heartlands of South Africa and Zambia's mining provinces, which host the greatest concentration of economically viable tailings material. Thus, there are a number of established, albeit informally, communities residing within a 25km radius of all of our operations.

It is for this reason that the viability of our operations, and our business in general, is dependent on our social licence to operate. To this end, building and maintaining Social and Relationship Capital, as one of our six capitals covered in this Integrated Report, with our community stakeholders is a priority focus for the Group. We endeavour to do this through regular, transparent engagement with key representatives of the communities and through contributing to socio-economic development initiatives that will facilitate more sustainable and resilient communities.

Bokfontein upliftment centre sponsor

FY2022 Highlights

Establishing community engagement forums at all operations

Spent:

£1.3 million (US$1.6 million)	£3.3 million (US$4 million)	£5.8 million (US$7 million)
with local businesses in SA	with BEE groups in SA	with local businesses in Zambia

Community computer centre handed over in Bokfontein, South Africa; ablution facilities built at Kabwe in Zambia

Successfully trained 88 community members on portable skills training

Successfully maintaining a community water project completed at Tjate and commenced with two new water projects in both SA and Zambia

Our approach

We are committed to delivering a positive and sustainable contribution to host communities. To this end, transparent, honest and regular dialogue is at the heart of our approach to community stakeholder engagement.

We believe the greatest impact we can have is to facilitate the empowerment of our communities so they have the skills, means and motivation to uplift their socio-economic circumstances.

In discussing our approach to and performance in engaging with our communities and facilitating socio-economic upliftment, it should be acknowledged that we are still very much in a growth and development phase and particularly in Zambia.

It should be noted that, as this is the first year of our ESG reporting journey, and the first-time detailed community development metrics are being published in this format, year-on-year performance and commentary will not be provided in this report. This section refers exclusively to FY2022.

Governance

Policy and strategy development is the responsibility of our senior management and individual business unit managers, who work alongside the Group's Human Resource (HR) department.

With regards to day-to-day management, structures are in place at each of our operations to manage, evaluate and review all community support projects. These structures include senior management, HR, union representatives, and finance and procurement representatives.

Community stakeholder engagement

Engagement with the community is primarily managed through stakeholder engagement forums, which include local ward councillors, traditional leaders and registered non-profit organisation (NPO) representatives recognised by local councillors. Engaging local government structures to ensure transparent and effective working relationships is vital to the process.

As we are still in growth and development phase, and many of the community relationships and partnerships are still emerging, we endeavour to hold bi-monthly meetings with key identified community representatives. Once more established such meetings will be conducted on a quarterly basis.

In FY2022, we maintained a cordial, open and conducive relationship with our communities, both in South Africa and Zambia.

Socio-economic development

We define socio-economic development as the economic empowerment of local communities through the creation of innovative market access opportunities. The cornerstone of this philosophy is sustainability and accountability as only through fair and sustained socio-economic growth can communities experience true upliftment and progress.

Socio-economic development includes but is not limited to employment opportunities, skills development and training, procurement and enterprise development, ensuring good health and access to basic human rights, protecting the environment, and empowering and uplifting woman, children, and the elderly.

We are in the process of drafting a Socio-Economic Policy to implement formal structures to guide our engagement with host communities. The HR manager is in charge of developing this policy, which will focus on certain areas where we believe we can have the greatest positive impact namely employment, training, small business development, and also capital projects including access to water.

The introduction of the new policy will formalise our contributions to the local communities, however, we have already made important positive contributions in multiple ways to our host local communities. These contributions have been made in three main areas which are local preferential procurement, infrastructure development, and education.

Local and preferential procurement

A Local and Preferential Procurement Policy for the Group is currently being developed. Senior employees have also been appointed to focus on streamlining and ensuring transparent and compliant procedures in procurement.

Good and services procured locally:

- Labour — maintenance, cleaning, security, carpentry, construction and civil work and painting;
- Logistics including on-site moving of material as well as moving product;
- Goods — perishable goods and cleaning material, stationary, carpentry works, painting works; and
- Supply of raw materials and consumables.

Sable zinc ablution facility sponsor

Our communities Continued

South Africa

We are proud to support host-communities by integrating local businesses into the heart of our supply chain. We have developed partnerships with a range of local small and medium enterprises (SMEs). These businesses have consequently taken up a diverse set of roles in the supply chain including labour, security, logistics, and the supply of goods, raw materials and consumables.

Such has been the integration of these SMEs that, in FY2022, our South African operations spent a total of £1.3 million (US$1.6 million) across 15 local suppliers. This has not only stimulated economic growth in our local communities but has provided ongoing employment.

In addition, outside of local businesses we have endeavoured to support South Africa's B-BBEE (Broad-Based Black Economic Empowerment) programme. In FY2022, we procured goods and services through an additional 24 B-BBEE businesses with a total spend of £3.3 million (US$4 million).

Zambia

Having established our footprint in Zambia, we understand the importance for us to play a role in supporting the socio-economic development of the country and particularly the communities living in the radius of our operations. Key to achieving this is to support local businesses through preferential procurement.

In the last two years, we have formed partnerships with seventy local SMEs that supply to our Sable Refinery and Project Roan. In FY2022, we spent a total of £5.8 million (US$7.1 million) with these suppliers.

We have also formed some co-operatives with local communities to support tailings retreatment at our Sable Refinery.

Infrastructure

Our second core focus is the creation of a much-needed social infrastructure and the maintenance of existing infrastructures.

South Africa

Ensuring good water security is a vital pillar of maintaining our social to operate. As infrastructure relating to and the access to water is a prevalent concern in all the areas in which we operate, as such we have prioritised a number of capital projects in the Tjate and Bokfontein community.

Case study - Computer centre project

In this modern technologically driven age, not only is computer literacy vital for many people seeking jobs or trying to advance their careers, but access to computer technology and to the internet is an essential means of connecting and empowering people.

Many of the people residing in our host communities do not have the means to access personal computer (PC) technology. As one of our core objectives in our interactions with host-communities, socio-economic upliftment is vital to ensure that we provide the means for self-empowerment.

During FY2022 we invested £19 500 (US$23 900) in the construction of a computer centre for the Bokfontein community near the town of Brits in the Western Limb.

The Bokfontein computer centre is fully equipped with internet facilities and was handed over to the community during March 2022. This centre provides access to resources for studying and job hunting. The centre is also used for providing basic computer skills training to community members.

Zambia

Bokfontein computer centre

Case study – Water project

Water security is a key concern for our Zambian host-communities. Currently, these communities do not have ready access to clean water sources. The closest source is some 5km from the village. To provide a solution to this challenge, albeit temporarily, in the year under review we sunk a borehole and provided tanks for water storage within the Makululu village. The borehole is currently serving communities who did not have access to water within their proximity previously.

Case study – Ablution project

Jubilee also invested £8 343 (US$10 226) into the construction of ablution facilities at the community School, Mutwe Wa Nsofu, in Kabwe which was completed in FY2022. Our infrastructure contribution was necessitated by the fact that the school did not have any ablution facilities at all for the students. This meant that the school, which has a capacity for 200 students, was only able to teach some 70 children. With the availability of functional ablution facilities has enabled the school to ramp up capacity and educate a larger group of children.

Another small, but beneficial, initiative was the erection of proper shelters outside local clinics so that the people can shelter away from the heat of the Zambian sun while they queue waiting to see the doctors and nurses.

Education

We believe that education is the key to unlocking the potential of our host communities. We have, therefore, focused on enhancing education, both at school level and above, to ensure our community members can access good quality jobs.

South Africa and Zambia

We support learners in local communities by providing educational material, which include stationary, books, school desks and chairs and school clothes. These materials, though, are of much greater value when the children are taught effectively. It is to this end that we funded an additional teacher at a local school. This has allowed for greater engagement between the teachers and pupils and will lead to a greater depth of learning.

The adult members of our local communities have also benefitted from our investment in education. We have run programmes on a wide variety of skills from logistics and plumbing to cooking and sewing. These programmes have given the participants the ability to gain meaningful employment in an array of professions.

We have run additional workshops aimed at providing the skills required to become entrepreneurs. This means that members of local communities can create their own businesses, which gives them a certain level of economic freedom and is key to creating socio-economic growth in our host communities.

Covid-19

The impact of Covid-19 was devastating to all in Africa, not only resulting in job losses, but also added a great strain on health care. Throughout the pandemic, Jubilee has endeavoured to help not only our employees, but also the wider community. We did this by supplying the local communities with Covid-19 protective personal equipment (PPE), which included sanitisers and masks, and endeavoured to educate communities about the virus with advice on how to stay safe.

FY2023 Focus

Jubilee Metals will continue to act in an ethical and transparent way to build sustainable and mutually benefitting relationships with all our host communities. It is our intention to ensure, through transparent dialogue, that we remain in touch with the specific needs of these communities. Based on these ongoing dialogues, we will continually adapt our approach and support to ensure relevant initiatives.

In FY2023, we will be extending further support to local businesses through the development of a Local and Preferential Procurement Policy. The Policy will present a comprehensive strategy to manage an ethical value chain and ensuring an inclusive and sustainable supply chain. Focus will be to train local businesses and entrepreneurs on enterprise development and business management skills. We regard this as a vital step towards sustainable business partnerships with our host communities.

The identified water projects will remain a focus of our community upliftment initiatives as we believe that access to clean water is a basic human right. In addition, we will continue our education and training projects to alleviate the skills gap as well as address unemployment and basic needs of communities.

Kabwe water project borehole for Makululu village

Independent auditor's report

to the members of Jubilee Metals Group Plc

Opinion

We have audited the financial statements of Jubilee Metals Group Plc (the "Parent Company") and its subsidiaries (the "Group") for the year ended 30 June 2022, which comprise:

- The Group and Parent Company statements of financial position as at 30 June 2022;
- the Group and Parent Company statements of comprehensive income for the year ended 30 June 2022;
- the Group and Parent Company statements of changes in equity for the year then ended 30 June 2022;
- the Group and Parent Company statement of cash flows for the year then ended 30 June 2022; and
- the notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group and parent company financial statements is applicable law and in accordance with UK adopted International Accounting Standards.

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 30 June 2022 and of the Group's profit and the Parent Company's loss for the period then ended;
- the Group and Parent Company financial statements have been properly prepared in accordance with UK adopted International Accounting Standards; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our evaluation of the directors assessment of the group's and parent company's ability to continue to adopt the going concern basis of accounting included:

- Reviewing management's financial projections for the Group and parent company for a period of more than 12 months from the date of approval of the financial statements.
- Checking the numerical accuracy of management's financial projections
- Challenging management on the assumptions underlying those projections and sensitised them to reduce anticipated net cash inflows from future trading activities.
- Obtained the latest trading results post year end 30 June 2022 to review how the Group and parent company are trending toward achieving the forecast.
- Performed sensitivity analysis on key inputs around metals prices of the forecast by calculating the impact of various scenarios and considering the impact on the group and parent Company's ability to continue as a going concern in the event that a plausible downward scenario occurs.
- Assessing the completeness and accuracy of the matters described in the going concern disclosure as set out in Note 32.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Overview of our audit approach

Materiality

In planning and performing our audit we applied the concept of materiality. An item is considered material if it could reasonably be expected to change the economic decisions of a user of the financial statements.

We used the concept of materiality to both focus our testing and to evaluate the impact of misstatements identified.

Based on our professional judgement, we determined overall materiality for the Group financial statements as a whole to be £1,325,000 (2021 £2,300,000), based on 5% of Group profit before tax. Materiality for the parent company financial statements was set at £445,000 (2021: £1,100,000) based on a percentage of total assets.

We use a different level of materiality ('performance materiality') to determine the extent of our testing for the audit of the financial statements. Performance materiality is set based on the audit materiality as adjusted for the judgements made as to the entity risk and our evaluation of the specific risk of each audit area having regard to the internal control environment. We determined performance materiality for the Group financial statements as a whole to be £930,000 (2021: £1,610,000). Performance materiality for the parent company financial statements was set at £312,000 (2021: £770,000).

Where considered appropriate performance materiality may be reduced to a lower level, such as, for related party transactions and directors' remuneration.

We agreed with the audit committee to report to it all identified errors in excess of £46,000 (2021: £115,000). Errors below that threshold would also be reported to it if, in our opinion as auditor, disclosure was required on qualitative grounds.

Overview of the scope of our audit

We tailored the scope of our audit to ensure that we obtained sufficient evidence to support our opinion on the financial statements as a whole, taking into consideration the structure of the Group and the Parent Company, the accounting processes and controls and the industry in which the Group operates.

As Group auditors we carried out the audit of the Company financial statements and, in accordance with ISA (UK) 600, obtained sufficient evidence regarding the audit of 7 subsidiaries undertaken by component auditors in South Africa and Zambia. These 7 subsidiaries were deemed to be significant to the Group financial statements either due to size or their risk characteristics.

The Group audit team directed, supervised and reviewed the work of the component auditors in South Africa and Zambia, which involved issuing detailed instructions, holding regular discussions with component audit teams and performing detailed review of working papers. Audit work in South Africa and Zambia was performed at materiality levels ranging from £700,000 to £100,000.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

Key audit matter	How the scope of our audit addressed the key audit matter
Revenue recognition and accounting for long-term contracts (see note 3) Revenue for the year was £140.0m, representing a small increase from 2021. Revenue has been derived from the sale of copper, chrome and platinum group metals. The Group's revenue recognition accounting policy is set out in note 1.15. The Group applies IFRS 15 and therefore approaches its revenue recognition policy by reference to the performance obligations inherent in its contracts. Due to the significance of revenue in the financial statements, revenue recognition is a key audit matter.	• We assessed that the accounting policy conformed with the requirements of IFRS15 and then tested its application to a sample of contracts. • We obtained a sample of sales contracts and gained an understanding of the key performance conditions and pricing terms; • We substantively tested a sample of revenue transactions, agreeing to proof of delivery, underlying concentrates analyses and pricing to external sources; • Where pricing had yet to be finalised at the year end we traced through to the final post year end pricing determination; • We compared exchange rates used in management's calculations by reference to external sources; • We performed cut off testing to ensure revenue is being recorded in the correct period.

Independent auditor's report
continued

Key audit matter	How the scope of our audit addressed the key audit matter
Valuation of intangible assets (see note 9) The group has a significant intangible asset balance, largely is attributable to the Group's mining right associated with the Tjate project in South Africa. The Directors assess at each reporting period whether there is any indication that an asset may be impaired. The Group's intangible assets with an indefinite useful life are tested for impairment at each reporting date. Due to the significance of the intangible assets to Group financial statements, the significant judgements involved in these assessments and the potential impact on the Company's investments and intercompany loans, the potential impairment of intangible assets is a key audit matter.	• We evaluated, in comparison to the requirements set out in IAS 36 and IFRS 6, management's assessment (using discounted cash flow models) as to whether intangible assets were impaired. • We discussed developments on the Tjate asset with management and obtained supporting evidence for key developments supporting the commerciality of the project; • We obtained management's impairment assessment supporting the intangible asset valuation. We challenged the key assumptions into the model, including the forecast revenue and gross margin, discount rates and growth rates.
Capitalisation of fixed assets (see note 1.18) During the year the group has undergone a significant capital project at its Inyoni site in South Africa. We considered the risk that items were inappropriately capitalised.	• We have evaluated management's capitalisation policy against the requirements of IAS 16. • We have challenged management on the methodology for assessing directly attributable overheads including developing our own point estimate from separate data sources and discussion with employees from outside the finance team.

Our audit procedures in relation to these matters were designed in the context of our audit opinion as a whole. They were not designed to enable us to express an opinion on these matters individually and we express no such opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below however the primary responsibility for the prevention and detection of fraud lies with management and those charged with governance of the Company.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Group and the procedures in place for ensuring compliance. The most significant identified were the Companies Act 2006 and the QCA Corporate Governance Code. Our work included direct enquiry of the Board who oversees all legal proceedings, reviewing Board and relevant committee minutes and inspection of correspondence.

As part of our audit planning process we assessed the different areas of the financial statements, including disclosures, for the risk of material misstatement. This included considering the risk of fraud where direct enquiries were made of management and those charged with governance concerning both whether they had any knowledge of actual or suspected fraud and their assessment of the susceptibility of fraud. We considered the risk was greater in areas that involve significant management estimate or judgement. Based on this assessment we designed audit procedures to focus on the key areas of estimate or judgement, this included specific testing of journal transactions, both at the year end and throughout the year.

We used data analytic techniques to identify any unusual transactions or unexpected relationships, including considering the risk of undisclosed related party transactions.

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements of the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The potential effects of inherent limitations are particularly significant in the case of misstatement resulting from fraud because fraud may involve sophisticated and carefully organised schemes designed to conceal it, including deliberate failure to record transactions, collusion or intentional misrepresentations being made to us.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Matthew Stallabrass
Senior Statutory Auditor
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

24 October 2022

Group and Company statements of financial position

at 30 June 2022

Figures in Pound Sterling	Note(s)	Group 2022	Group 2021	Company 2022	Company 2021
Assets					
Non-current assets					
Property, plant and equipment	8	**69 875 918**	33 011 518	**–**	–
Intangible assets	9	**78 466 341**	58 831 075	**–**	–
Investments in subsidiaries	10	**–**	–	**36 903 778**	36 903 778
Investments in associates	11	**–**	426 505	**–**	420 000
Loans to Group companies	12	**–**	–	**105 834 739**	73 325 979
Other financial assets	13	**15 283 501**	7 234 002	**60 046**	–
Inventories	14	**12 506 751**	–	**–**	–
Deferred tax	29	**4 345 508**	9 463 653	**–**	–
		180 478 019	108 966 753	**142 798 563**	110 649 757
Current assets					
Other financial assets	13	**701 808**	544 195	**–**	–
Inventories	14	**27 736 150**	17 765 937	**–**	–
Tax assets	7	**990 746**	466 176	**–**	–
Trade and other receivables	15	**48 820 613**	38 126 369	**340 064**	284 960
Contract assets	15	**18 875 946**	9 154 250	**–**	–
Cash and cash equivalents	16	**16 017 944**	19 643 047	**3 315 425**	872 816
		113 143 207	85 699 974	**3 655 489**	1 157 776
Total assets		**293 621 226**	194 666 727	**146 454 052**	111 807 533
Equity and liabilities					
Equity attributable to equity holders of parent					
Share capital and share premium	19	**155 538 672**	120 013 187	**155 538 672**	120 013 187
Reserves		**23 503 904**	6 612 905	**26 555 559**	26 094 967
Accumulated profit/(loss)		**24 803 165**	6 753 964	**(37 061 985)**	(35 686 960)
		203 845 741	133 380 056	**145 032 246**	110 421 194
Non-controlling interest	10	**3 710 249**	3 162 527	**–**	–
		207 555 990	136 542 583	**145 032 246**	110 421 194
Liabilities					
Non-current liabilities					
Other financial liabilities	22	**2 803 434**	2 803 434	**–**	–
Lease liabilities	30	**359 665**	164 088	**–**	–
Deferred tax liability	29	**18 221 132**	14 997 333	**–**	–
Provisions	31	**929 398**	720 759	**–**	–
		22 313 629	18 685 614	**–**	–
Current liabilities					
Other financial liabilities	22	**1 035**	5 337 310	**–**	–
Trade and other payables	23	**52 632 003**	29 338 988	**1 421 806**	1 386 339
Revolving credit facility	24	**8 471 028**	3 839 225	**–**	–
Current tax liabilities	7	**2 647 541**	923 007	**–**	–
		63 751 607	39 438 530	**1 421 806**	1 386 339
Total liabilities		**86 065 236**	58 124 144	**1 421 806**	1 386 339
Total equity and liabilities		**293 621 226**	194 666 727	**146 454 052**	111 807 533

The accompanying accounting policies and notes on pages 97 to 155 form an integral part of these financial statements.

The financial statements were authorised for issue and approved by the Board on 24 October 2022 and signed on its behalf by:

Leon Coetzer
Chief Executive Officer

Company number: 04459850

Group and Company statements of comprehensive income

for the year ended 30 June 2022

		Group		Company	
Figures in Pound Sterling	**Note(s)**	**2022**	**2021**	**2022**	**2021**
Revenue	3	**140 006 986**	132 845 252	**–**	–
Cost of sales		**(94 669 908)**	(61 733 675)	**–**	–
Gross profit		**45 337 078**	71 111 577	**–**	–
Operating expenses		**(19 693 753)**	(25 728 382)	**(1 763 470)**	(2 905 645)
Operating profit/(loss)	4	**25 643 325**	45 383 195	**(1 763 470)**	(2 905 645)
Investment revenue	5	**1 400 599**	500 173	**16 289**	19 685
Fair value adjustments		**913 929**	(1 161 418)	**359 955**	–
Impairments	11	**–**	–	**–**	(450 000)
Finance costs	5	**(1 445 307)**	(1 673 787)	**–**	–
Share of loss from associate	11	**(6 505)**	(24 093)	**–**	–
Profit/(loss) before taxation		**26 506 041**	43 024 070	**(1 387 226)**	(3 335 960)
Taxation	7	**(8 133 615)**	(2 792 867)	**–**	–
Profit/(loss) for the year		**18 372 426**	40 231 203	**(1 387 226)**	(3 335 960)
Profit/(loss) for the year attributable to:					
Owners of the parent		**18 037 001**	39 599 917	**(1 387 226)**	(3 335 960)
Non-controlling interest	10	**335 425**	631 287	**–**	–
		18 372 426	40 231 203	**(1 387 226)**	(3 335 960)
Earnings per share (pence)	18	**0.73**	1.81	**–**	–
Diluted earnings per share (pence)		**0.70**	1.78	**–**	–
Reconciliation of other comprehensive income/(loss):					
Profit/(loss) for the year		**18 372 426**	40 231 203	**(1 387 226)**	(3 335 960)
Other comprehensive income/(loss):					
Exchange differences on translation foreign operations	21	**16 810 787**	(3 863 624)	**–**	–
Taxation related to components of other comprehensive income		**(168 048)**	–	**–**	–
Total comprehensive income/(loss)		**35 015 165**	36 367 579	**(1 387 226)**	(3 335 960)
Total comprehensive income/(loss) attributable to:					
Owners of the parent		**34 467 442**	35 707 874	**(1 387 226)**	(3 335 960)
Non-controlling interest		**547 723**	659 705	**–**	–
		35 015 165	36 367 579	**(1 387 226)**	(3 335 960)

Group and Company statements of changes in equity

for the year ended 30 June 2022

Figures in Pound Sterling	Share capital and share premium	Foreign currrency Translation reserve	Merger reserve	Share-based payment reserve	Convertible notes reserve	Total reserves	(Accumulated Loss)/ retained earnings	Total attributable to equity holders of the Group/ Company	Non-controlling interest	Total equity
Group										
Balance at 30 June 2020	**114 585 392**	**(15 590 019)**	**23 184 000**	**2 520 541**	**203 040**	**10 317 562**	**(33 201 211)**	**91 701 742**	**2 479 277**	**94 181 019**
Changes in equity										
Profit for the year	–	–	–	–	–	–	39 599 917	39 599 917	659 705	40 259 622
Other comprehensive income	–	(3 892 044)	–	–	–	(3 892 044)	–	(3 892 044)	–	(3 892 044)
Total comprehensive income for the year	–	(3 892 044)	–	–	–	(3 892 044)	39 599 917	35 707 873	659 705	36 367 578
Issue of share capital net of costs	5 427 796	–	–	–	–	–	–	5 427 796	–	5 427 796
Share warrants expired	–	–	–	(232 812)	–	(232 812)	232 812	–	–	–
Share warrants issued	–	–	–	161 974	–	161 974	–	161 974	–	161 974
Share options exercised/lapsed	–	–	–	(156 821)	–	(156 821)	145 990	(10 830)	–	(10 830)
Share options issued	–	–	–	415 046	–	415 046	–	415 046	–	415 046
Changes in ownership no control lost	–	–	–	–	–	–	(23 544)	(23 544)	23 544	–
Total changes	5 427 796	(3 892 044)	–	187 387	–	(3 704 657)	39 955 175	41 678 315	683 249	42 361 563
Balance at 30 June 2021	**120 013 188**	**(19 482 063)**	**23 184 000**	**2 707 928**	**203 040**	**6 612 905**	**6 753 964**	**133 380 057**	**3 162 526**	**136 542 582**
Changes in equity										
Profit for the year							**18 037 001**	**18 037 001**	**547 723**	**18 584 724**
Other comprehensive income	**–**	**16 430 407**	**–**	**–**	**–**	**16 430 407**	**–**	**16 430 407**	**–**	**16 430 407**
Total comprehensive income for the year	**–**	**16 430 407**	**–**	**–**	**–**	**16 430 407**	**18 037 001**	**34 467 408**	**547 723**	**35 015 131**
Issue of share capital net of costs	**35 129 124**	**–**	**–**	**–**	**–**	**–**	**–**	**35 129 124**	**–**	**35 129 124**
Share warrants exercised	**20 026**	**–**	**–**	**(20 026)**	**–**	**(20 026)**	**–**	**–**	**–**	**–**
Share warrants issued	**–**	**–**	**–**	**22 500**	**–**	**22 500**	**–**	**22 500**	**–**	**22 500**
Share options exercised/lapsed	**173 294**	**–**	**–**	**(185 494)**	**–**	**(185 494)**	**12 200**	**–**	**–**	**–**
Share options issued	**–**	**–**	**–**	**846 652**	**–**	**846 652**	**–**	**846 652**	**–**	**846 652**
Transfer between reserves	**203 040**	**–**	**–**	**–**	**(203 040)**	**(203 040)**	**–**	**–**	**–**	**–**
Total changes	**35 525 484**	**16 430 407**	**–**	**663 632**	**(203 040)**	**16 890 999**	**18 049 201**	**70 465 683**	**547 723**	**71 013 406**
Balance at 30 June 2022	**155 538 672**	**(3 051 656)**	**23 184 000**	**3 371 560**	**–**	**23 503 904**	**24 803 165**	**203 845 740**	**3 710 249**	**207 555 988**
Notes	19	21		20					10	

- Foreign currency translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.
- Merger reserve comprises the difference between the fair value of an acquisition and the nominal value of the shares allotted in a share exchange.
- Share based payment reserve comprises the fair value of an equity-settled share-based payment.
- Convertible notes reserve comprises the amount allocated to the equity component for the convertible notes issued by the Company.
- Non-controlling interest comprises the differences between the carrying value of non-controlling interests and the consideration paid/received, where there has been a transaction involving non-controlling interests that do not result in a loss of control.

Group and Company statements of changes in equity

for the year ended 30 June 2022

Figures in Pound Sterling	Share capital and share premium	Merger reserve	Share-based payment reserve	Convertible instrument reserve	Total reserves	Accumulated loss	Total attributable to equity holders of the Group/ Company
Company							
Balance at 30 June 2020	**114 585 392**	**23 184 000**	**2 520 539**	**203 040**	**25 907 579**	**(32 729 802)**	**107 763 169**
Changes in equity							
Total comprehensive income for the year	–	–	–	–	–	(3 335 960)	(3 335 960)
Issue of ordinary shares	5 427 796	–	–	–	–		5 427 796
Share warrants exercised	–	–	(232 812)	–	(232 812)	232 812.26	–
Share warrants issued	–	–	161 973	–	161 973	–	161 973
Share options exercised/lapsed	–	–	(156 819)	–	(156 819)	145 990	(10 829)
Share options issued	–	–	415 046	–	415 046	–	415 046
Total changes	5 427 796	–	187 388	–	187 388	(2 957 157)	2 658 027
Balance at 30 June 2021	**120 013 188**	**23 184 000**	**2 707 927**	**203 040**	**26 094 967**	**(35 686 959)**	**110 421 196**
Changes in equity							
Total comprehensive income for the year	**–**	**–**	**–**	**–**	**–**	**(1 387 226)**	**(1 387 226)**
Issue of ordinary shares	**35 129 124**	**–**	**–**	**–**	**–**	**–**	**35 129 124**
Share warrants exercised	**20 026**	**–**	**(20 026)**	**–**	**(20 026)**	**–**	**–**
Share warrants issued	**–**	**–**	**22 500**	**–**	**22 500**	**–**	**22 500**
Share options exercised/lapsed	**173 294**	**–**	**(185 494)**	**–**	**(185 494)**	**12 200**	**–**
Share options issued	**–**	**–**	**846 652**	**–**	**846 652**	**–**	**846 652**
Transfers between reserves	**203 040**	**–**	**–**	**(203 040)**	**(203 040)**	**–**	**–**
Total changes	**35 525 484**	**–**	**663 632**	**(203 040)**	**460 592**	**(1 375 026)**	**34 611 050**
Balance at 30 June 2022	**155 538 672**	**23 184 000**	**3 371 560**	**–**	**26 555 559**	**(37 061 985)**	**145 032 246**
Notes	19		20				

Group and Company statements of cash flows

for the year ended 30 June 2022

		Group		Company	
Figures in Pound Sterling	**Note(s)**	**2022**	**2021**	**2022**	**2021**
Cash flows from operating activities					
Cash generated from/(used in) operations	17	**34 901 495**	37 080 830	**(194 046)**	(2 248 189)
Interest income		**1 400 599**	500 173	**16 289**	19 685
Finance costs		**(1 445 307)**	(1 673 787)	**–**	–
Taxation paid		**(3 851 592)**	(8 034 521)	**–**	–
Net cash from operating activities		**31 005 195**	27 872 695	**(177 759)**	(2 228 505)
Cash flows from investing activities					
Purchase of property, plant and equipment	8	**(36 451 781)**	(17 865 679)	**–**	–
Sale of property, plant and equipment	8	**–**	(8 427)	**–**	–
Purchase of intangible assets	9	**(15 662 685)**	(1 942 019)	**–**	–
Purchase of non-current inventories	14	**(12 506 751)**	–	**–**	–
Loans to group companies		**–**	–	**(32 508 757)**	(2 314 726)
Net cash from investing activities		**(64 621 217)**	(19 816 125)	**(32 508 757)**	(2 314 726)
Cash flows from financing activities					
Net proceeds on share issues		**35 129 124**	1 144 436	**35 129 123**	1 144 436
Proceeds from revolving credit facilities		**4 631 802**	3 839 225	**–**	–
Proceeds from trade financing arrangements		**–**	2 525 914	**–**	–
Increase in loans to joint ventures		**(6 933 571)**	(4 371 552)	**–**	–
Decrease in other financial liabilities		**(4 062 392)**	(1 795 310)	**–**	–
Lease payments		**(588 317)**	(219 847)	**–**	–
Net cash from financing activities		**28 176 646**	1 122 866	**35 129 123**	1 144 436
Total cash movement for the year		**(5 439 376)**	9 179 436	**2 442 607**	(3 398 795)
Total cash at the beginning of the year		**19 643 047**	9 947 822	**872 816**	4 271 611
Effect of exchange rate movement on cash balances		**1 814 273**	515 789	**–**	–
Total cash at end of the year	16	**16 017 944**	19 643 047	**3 315 425**	872 816

Notes to the Group and Company financial statements

for the year ended 30 June 2022

1. Statement of accounting policies

Jubilee Metals Group PLC is a public company listed on AIM of the LSE and Altx of the JSE, incorporated and existing under the laws of England and Wales, having its registered office at 1st Floor, 7/8 Kendrick Mews, London, SW7 3HG, United Kingdom.

The Group and Company results for the year ended 30 June 2022 have been prepared using the accounting policies applied by the Company in its 30 June 2022 annual report, which are in accordance with UK adopted International Financial Reporting Standards ("IFRS") and IFRC interpretations, in conformity with the requirements of the Companies Act 2006. The 2021 cash flow statement has been restated due to a change in the presentation of foreign exchange differences.

The financial statements are presented in Pound Sterling.

1.1 Consolidation

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and all entities, which are controlled by the Company. Control is achieved when the Company:

- has the power over the investee;
- is exposed, or has rights to variable return from its involvement with the investee; and
- has the ability to use its power to affects its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

The results of subsidiaries are included in the consolidated financial statements from the effective date of acquisition to the effective date of disposal. Adjustments are made when necessary to the financial statements of subsidiaries to bring their accounting policies in line with those of the Group.

All intra-Group transactions, balances, income and expenses are eliminated in full on consolidation.

When the Company has less than a majority of the voting rights of an investee, it considers that it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Non-controlling interests in the net assets of consolidated subsidiaries are identified and recognised separately from the Group's interest therein and are recognised within equity. Losses of subsidiaries attributable to non-controlling interests are allocated to the non-controlling interest even if this results in a debit balance being recognised for non-controlling interest.

Transactions which result in changes in ownership, where the Group had control of the subsidiary, both before and after the transaction, are regarded as equity transactions and are recognised directly in the statement of changes in equity. The difference between the fair value of consideration paid or received and the movement in non-controlling interest for such transactions is recognised in equity attributable to the owners of the parent.

Where a subsidiary is disposed of and a non-controlling shareholding is retained, the remaining investment is measured to fair value with the adjustment to fair value recognised in profit or loss as part of the gain or loss on disposal of the controlling interest.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

Business combinations

The Group accounts for business combinations using the acquisition method of accounting. The cost of the business combination is measured as the aggregate of the fair values of assets given, liabilities incurred or assumed, and equity instruments issued. Costs directly attributable to the business combination are expensed as incurred, except the costs to issue debt which are amortised as part of the effective interest and costs to issue equity which are included in equity.

Contingent consideration is included in the cost of the combination at fair value as at the date of acquisition. Subsequent changes to the assets, liability or equity which arise as a result of the contingent consideration are not affected against goodwill, unless they are valid measurement period adjustments.

The acquiree's identifiable assets, liabilities and contingent liabilities which meet the recognition conditions of IFRS 3: Business Combinations, are recognised at their fair values at acquisition date, except for non-current assets (or disposal group) that are classified as held for sale in accordance with IFRS 5: Non-current Assets Held-for-Sale and Discontinued Operations, which are recognised at fair value less costs to sell.

Contingent liabilities are only included in the identifiable assets and liabilities of the acquiree where there is a present obligation at acquisition date. On acquisition, the Group assesses the classification of the acquiree's assets and liabilities and reclassifies them where the classification is inappropriate for Group purposes. This excludes lease agreements and insurance contracts whose classification remains as per their inception date.

Non-controlling interest arising from a business combination is measured either at their share of the fair value of the assets and liabilities of the acquiree or at fair value. The treatment is not an accounting policy choice but is selected for each individual business combination and disclosed in the note for business combinations. In cases where the Group held a non-controlling shareholding in the acquiree prior to obtaining control, that interest is measured to fair value as at acquisition date. The measurement to fair value is included in profit or loss for the year.

Goodwill represents the excess of the cost of a business combination over the interest in the fair value of identifiable assets, liabilities and contingent liabilities acquired. Cost comprises the fair values of assets given, liabilities assumed, and equity instruments issued.

Goodwill is not amortised but is tested on an annual basis for impairment. If goodwill is assessed to be impaired, that impairment is not subsequently reversed. Goodwill arising on acquisition of foreign entities is considered an asset of the foreign entity. In such cases the goodwill is translated to the functional currency of the Group at the end of each reporting period with the adjustment recognised in equity through to other comprehensive income.

Goodwill is capitalised as an intangible asset with any impairment in carrying value being charged to the consolidated statement of comprehensive income. Where the fair value of identifiable assets, liabilities and contingent liabilities exceed the fair value of consideration paid, the gain on bargain purchase is credited in full to the consolidated statement of comprehensive income on the acquisition date.

Merger reserve

The difference between the fair value of an acquisition and the nominal value of the shares allotted in a share exchange has been credited to a merger reserve account, in accordance with the merger relief provisions of the Companies Act 2006 and accordingly no share premium for such transactions is set up. This reserve arose from obtaining a 90 % or more interest in the shares of another entity by virtue of a share-for-share exchange.

Purchase of non-controlling interest in a controlled entity

The cost of the purchase of shares is measured at the aggregate of the fair value of assets given at the date of exchange, liabilities incurred or assumed, and the fair value of the equity instruments issued by the Group in exchange for shares purchased in a controlled entity. Any costs directly attributable to the transaction, are charged to the statement of comprehensive income.

1. Statement of accounting policies continued

1.2 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the Company; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised. Subsequent to initial recognition, property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated over their expected useful lives to their estimated residual value. Plant under construction is not depreciated until it is commissioned and operational.

Land is not depreciated. Depreciation of plant and equipment is calculated on a straight-line basis using rates which are designed to write off the assets over their estimated useful lives as follows:

Buildings	20 years
Plant and equipment	3 – 8 years
Furniture and fittings	10 years
Motor vehicles	5 years
Computer equipment	3 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimates. The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.3 Intangible assets and goodwill

Goodwill

Goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but is tested on an annual basis for impairment. Refer to 1.1 for treatment of goodwill arising from business combinations.

Intangible assets – exploration and evaluation

Exploration and evaluation costs, including the costs of acquiring licences, are capitalised as exploration and evaluation assets on an area of interest basis. Costs incurred before the consolidated entity has obtained the legal rights to explore an area are recognised in the statement of comprehensive income.

Exploration and evaluation assets are only recognised if the rights of the area of interest are current and either:

- the expenditures are expected to be recouped through successful development and exploitation of the area of interest; or
- activities in the area of interest have not, at the reporting date, reached a stage which permits a reasonable assessment of the existence or otherwise of economically recoverable reserves and active and significant operations in, or in relation to, the area of continuing interest.

Exploration and evaluation assets are assessed for impairment on an annual basis if: (i) sufficient data exists to determine technical feasibility and commercial viability and (ii) facts and circumstances suggest that the carrying amount exceeds the recoverable amount.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

For the purposes of impairment testing, exploration and evaluation assets are allocated to cash-generating units ("CGUs") to which the exploration activity related.

The recoverable amount is determined as the higher of: (a) its fair market value less costs to sell or (b) the sum of cash flows, on a net present value basis (value-in-use), from continued operations of the CGU.

Once the technical feasibility and commercial viability of the extraction of mineral resources in an area of interest are demonstrable, exploration and evaluation assets attributable to that area of interest are first tested for impairment and then reclassified from intangible assets to mining property and development assets within property, plant and equipment.

If an intangible asset has an indefinite useful life, it is tested for impairment annually and individually to determine whether the indefinite life continues to be supportable. Only once a prospect, to bring the project to account, becomes feasible, will the useful life of the intangible asset be determinable.

The Tjate intangible asset has an indefinite useful life and is not amortised.

Intangible assets – development costs

Development costs relating to major development programmes are capitalised. Initial development and pre-production costs relating to a new technology, including amortisation and depreciation to develop the technology are capitalised until commissioning of production facilities. Development costs consist primarily of expenditure to develop the technology to commercialisation. Development cost will be capitalised if the Company can demonstrate the following:

- technical feasibility of completion of the asset;
- the ability to use or sell the asset;
- the intention to complete the intangible asset to use or sell;
- the availability of adequate technical, financial and other resources to complete the development and to use and sell the intangible;
- an ability to demonstrate how the asset will generate future economic benefits; and
- the ability to measure reliably the expenditure attributable to the asset.

Development costs capitalised have a finite life and are amortised on a straight-line basis over the useful life of the asset. Day-to-day development costs to maintain production are expensed as incurred.

The useful life of these intangible assets is 10 years.

Amortisation for each period is recognised in the statement of comprehensive income.

The Group reviews the carrying amount of development assets and development costs when circumstances suggest the carrying amount may not be recoverable. Recoverability is assessed using estimates of future cash flows on a discounted basis, including revenues, operating costs and future capital expenditures. Where necessary, impairment in carrying amount is recorded. Any impairment is recorded in the statement of comprehensive income.

Intangible assets – Base metal beneficiation

Intangible assets with finite useful lives are recognised if it is probable that future economic benefits that are attributable to the asset and will flow to the Group and if the cost of the asset can be measured reliably. Management assesses the probability of expected future economic benefits using reasonable and supportable assumptions that represent its best estimate of the set of economic conditions that exist over the useful life of the asset. Intangible assets – base metal beneficiation is measured initially at cost. These intangible assets are amortised over the useful life of the assets with reference to the assets' contribution to the Group's economic benefits that are derived from these assets.

The average use file life of these intangible assets is 10 years.

1. Statement of accounting policies continued

The Group reviews the carrying amount of these intangible assets for impairment on an annual basis. Recoverability is assessed using estimates of future cash flows on a discounted basis. Where necessary, an impairment of these assets' carrying value is recorded. Any impairment is recorded in the statement of comprehensive income.

1.4 Financial instruments

1.4.1 Recognition and initial measurement

Financial instruments are recognised when the Group becomes a party to the contractual provision of the instrument. These financial instruments are recognised initially at fair value. For instruments not at fair value through profit or loss, any directly attributable transaction costs are included.

1.4.2 De-recognition

Financial assets are derecognised if the Group's contractual rights to the cash flows from the financial assets expire or if the Group transfers the financial assets or substantially transfers all risk and rewards of the asset to another party without retaining control. Financial liabilities are derecognised if the Group's obligations specified in the contract expire or are discharged or cancelled.

The Group also de-recognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case the new financial liability based on the modified terms is recognised at fair value.

The Group classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

1.4.3 Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI – debt investment; FVOCI – equity investment; or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL – it is held within a business model whose objective is to hold assets to collect contractual cash flows; and – its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL – it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and – its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis. All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

Financial assets – Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed, and information is provided to management.

The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management; – the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g., whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets. Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets – Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g., liquidity risk and administrative costs), as well as a profit margin. In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g., non-recourse features)

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Classification and subsequent measurement

Financial assets – Subsequent measurement and gains and losses

Financial assets at FVTPL – These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost – These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

1. Statement of accounting policies continued

Debt investments at FVOCI – These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Equity investments at FVOCI – These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Financial liabilities – Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

1.4.4 Impairment

1.4.4.1 Non-derivative financial assets

Financial instruments and contract assets

The Group recognises loss allowances for ECLs on:

- financial assets measured at amortised cost;
- debt investments measured at FVOCI; and
- contract assets.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e., the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The Group considers a debt security to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e., the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognised in OCI.

Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. For individual customers, the Group has a policy of writing off the gross carrying amount when the financial asset is 180 days past due based on historical experience of recoveries of similar assets. For corporate customers, the Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

1.4.4.2 Non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than biological assets, investment property, inventories, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

1. Statement of accounting policies continued

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.5. Trade and other receivables

Trade receivables are measured at initial recognition at fair value and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial re-organisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the trade receivable is impaired. In accordance with IFRS 9, the allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss. Trade and other receivables are classified as loans and receivables.

1.6 Contract assets and contract liabilities

Revenue recognised at the period end for inventories sold and delivered, but subject to final pricing are recognised as contract assets.

Payments received in advance for inventories sold but which is only delivered and invoiced post the year end are recognised as contract liabilities.

1.7 Cash and cash equivalents

Cash and cash equivalents comprise cash-on-hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially recognised at fair value and subsequently at amortised cost.

1.8 Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

1.9 Taxation

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities/(assets) for the current and prior periods are measured at the amount expected to be paid to/(recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities

Deferred tax

Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised except for differences arising on investments in subsidiaries where the Group is able to control the timing of the reversal of the difference and it is probable that the difference will not reverse in the foreseeable future.

Deferred tax is not provided for on initial recognition of goodwill, initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction affect neither accounting nor taxable profit and investment in subsidiaries and the Group is able to control the timing of the reversal of the difference and is probable that the differences will not reverse in the foreseeable future. Recognition of the deferred tax assets is restricted to those instances where it is probable that the taxable profit will be available against which the difference can be utilised. Deferred tax is also based on rates enacted or substantively enacted at the reporting date and expected to apply when the related deferred tax asset is realised, or liability settled. Deferred tax is charged or credited in the statement of comprehensive income, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

Tax expenses

The identifiable assets acquired, and liabilities assumed in a business combination are recognised at their fair values at the acquisition date. Deferred tax is recognised on temporary differences resulting from fair value adjustments. Temporary differences arise when the tax bases of the identifiable assets acquired, and liabilities assumed are not affected by the business combination or are affected differently. The resulting deferred tax asset or liability affects goodwill recognised on business combinations. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Current tax and deferred taxes are charged or credited to profit or loss if the tax relates to items that are credited or charged, in the same or a different period, to profit or loss.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

1.10 Inventories

Inventories owned by the Group are carried on the balance sheet as current assets if it is expected to provide economic benefits to the Group within one year from the balance sheet date.

Where items of inventory is expected to provide economic benefits to the Group over a period that goes beyond one year from the balance sheet date, then those items are carried as non-current inventories on the balance sheet. Non-current inventories include raw materials, secured for future sustainable plant feed or in terms of contractually agreed processing terms, that are not immediately processed but kept for processing in future periods.

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

1. Statement of accounting policies continued

The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the method most appropriate to the particular class of inventory, with the majority being valued on a weighted average cost valuation basis. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amount of such inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories is recognised as an expense in the period the write down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.11 Impairment of assets

The Group assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the Group also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period; and
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the CGU to which the asset belongs is determined.

The recoverable amount of an asset or a CGU is the higher of its fair value less costs to sell and its value-in-use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss. An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the CGUs, or groups of CGUs, that are expected to benefit from the synergies of the combination.

An impairment loss is recognised for CGUs if the recoverable amount of the unit is less than the carrying amount of the units. The impairment loss is allocated to reduce the carrying amount of the assets of the unit in the following order:

first, to reduce the carrying amount of any goodwill allocated to the CGU; and

then, to the other assets of the unit, pro rata on the basis of the carrying amount of each asset in the unit.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets, other than goodwill, may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset, other than goodwill, attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation, other than goodwill, is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

1.12 Share capital and equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

1.13 Share-based payments

Goods or services received or acquired in a share-based payment transaction are recognised when the goods or the services are received. A corresponding increase in equity is recognised if the goods or services were received in an equity-settled share-based payment transaction or a liability if the goods or services were acquired in a cash-settled share-based payment transaction. When the goods or services received or acquired in a share-based payment transaction do not qualify for recognition as assets, they are recognised in profit or loss.

For equity-settled share-based payment transactions the goods or services received and the corresponding increase in equity are measured, directly, at the fair value of the goods or services received, provided that the fair value can be estimated reliably. If the fair value of the goods or services received cannot be estimated reliably, their value and the corresponding increase in equity, indirectly, are measured by reference to the fair value of the equity instruments granted.

If the share-based payments granted do not vest until the counterparty completes a specified period of service, the Group accounts for those services as they are rendered by the counterparty during the vesting period (or on a straight-line basis over the vesting period). If the share-based payments vest immediately the services received are recognised in full.

For share-based payment transactions in which the terms of the arrangement provide either the entity or the counterparty with the choice of whether the entity settles the transaction in cash (or other assets) or by issuing equity instruments, the components of that transaction are recorded as a cash-settled share-based payment transaction if, and to the extent that, a liability to settle in cash or other assets has been incurred, or as an equity-settled share- based payment transaction if, and to the extent that, no such liability has been incurred.

1.14 Provisions and contingencies

Provisions are recognised when:

- the Group has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision. Provisions are not recognised for future operating losses. If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

1.15 Revenue

1.15.1 Revenue accounting policy

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when considers that it has met the performance conditions specified in its contracts with customers. In the Group's material contracts this occurs when it transfers control over a product to a customer. Revenue is recognised to depict the transfer of goods to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods, which is achieved through a five-step methodology.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership had been transferred to the customer, recovery of the consideration was probable, the associated costs and possible return of goods could be estimated reliably, there was no continuing management involvement with the goods and the amount of revenue could be measured reliably.

Payments received in advance for final product that is only delivered and invoiced post the period under review are recognised as contract liabilities.

A provision for revenue recognised at the period end for final product sold and delivered but subject to final pricing at the period end are recognised as contract assets.

1. Statement of accounting policies continued

1.15.2 Sale of commodities

Revenue is recognised when the significant risks and rewards of ownership of the goods have transferred to the buyer and the costs incurred in respect of the transaction can be measured reliably. The risks and rewards of ownership are considered to have been transferred to the buyer on delivery of the goods.

PGM concentrate

A sales contract is entered into with the customer and revenue from PGM concentrate is recognised when the buyer takes ownership and control of the PGM concentrate. On the date of delivery, the transaction price is determined based on provisional variables. Adjustments to the transaction price may be required due to movements in market prices, content quantities and penalties, which represent variable transaction price components, up to the date of final pricing. Final pricing is based on the monthly average market price in the month of settlement.

Chrome concentrate

For chromite concentrate sales, revenue is initially recognised on delivery and measured at the transaction price of the consideration receivable. On the date of delivery, the transaction price is determined based on provisional variables. Adjustments to the transaction price may be required due to movements in market prices, content quantities and penalties, which represent variable transaction price components, up to the date of final pricing. Final pricing is based on the monthly average market price in the month of settlement.

The transaction price of the consideration is subsequently adjusted for any changes to the final consideration receivable. Changes to the transaction price of the consideration receivable are recognised as an adjustment to revenue in profit and loss and trade debtors in the statement of financial position.

Copper cathodes

For copper cathodes sales, revenue is initially recognised on the delivery date and measured at the transaction price of the consideration receivable. On the date of delivery, the transaction price is determined based on the average official three-month price as quoted on the LME ("London Metal Exchange") over the market days of the pricing period or a cash settlement price (at the election of the buyer) less applicable discounts. The pricing period is typically two months from the date of delivery.

Cost of sales

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

The related cost of providing services recognised as revenue in the current period is included in cost of sales.

Contract costs comprise:

- costs that relate directly to the specific contract;
- costs that are attributable to contract activity in general and can be allocated to the contract; and
- such other costs as are specifically chargeable to the customer under the terms of the contract.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

1.16 Foreign currencies

The individual financial statements of each Group entity are prepared in their functional currency, which is the currency of the primary economic environment in which that entity operates. For the purpose of the consolidated financial statements, the results and financial position of each entity are translated into sterling, which is the presentational currency of the Group.

(a) Reporting foreign currency transactions in functional currency

Transactions in currencies other than the entity's functional currency (foreign currencies) are initially recorded at the rates of exchange prevailing on the dates of the transactions. At each subsequent balance sheet date:

a) Foreign currency monetary items are retranslated at the rates prevailing at the balance sheet date. Exchange differences arising on the settlement or retranslation of monetary items are recognised in the consolidated income statement.

b) Non-monetary items measured at historical cost in a foreign currency are not retranslated.

c) Non-monetary items measured at fair value in a foreign currency are retranslated using the exchange rates at the date the fair value was determined. Where a gain or loss on non-monetary items is recognised directly in equity, any exchange component of that gain or loss is also recognised directly in equity and conversely, where a gain or loss on a non-monetary item is recognised in the consolidated income statement, any exchange component of that gain or loss is also recognised in the consolidated income statement.

(b) Translation from functional currency to presentational currency

When the functional currency of a Group entity is different from the Group's presentational currency, its results and financial position are translated into the presentational currency as follows:

(a) Assets and liabilities are translated using exchange rates prevailing at the reporting date.

(b) Income and expense items are translated at average exchange rates for the year, except where the use of such an average rate does not approximate the exchange rate at the date of the transaction, in which case the transaction rate is used.

(c) All resulting exchange differences are recognised in other comprehensive income; these cumulative exchange differences are recognised in the consolidated income statement in the period in which the foreign operation is disposed of.

(c) Net investment in foreign operations

Exchange differences arising on a monetary item that forms part of a reporting entity's net investment in a foreign operation are recognised in the consolidated income statement in the separate financial statements of the reporting entity or the foreign operation as appropriate.

In the consolidated financial statements such exchange differences are initially recognised in other comprehensive income as a separate component of equity and subsequently recognised in the consolidated income statement on disposal of the net investment.

1. Statement of accounting policies continued

1.17 Investments in subsidiaries, joint arrangements and associates

The Company's investments in subsidiaries

In its separate financial statements, the Company recognises its investments in subsidiaries at cost, less any provision for impairment. The cost of acquisition includes directly attributable professional fees and other expenses incurred in connection with the acquisition.

The Company's investments in joint operations

A joint operation is a joint arrangement in which the parties that share joint control have rights to the assets, and obligations for the liabilities, relating to the arrangement. This includes situations where the parties benefit from the joint activity through a share of the output, rather than by receiving a share of the results of trading. In relation to its interest in a joint operation, the Group recognises: its share of assets and liabilities; revenue from the sale of its share of the output and its share of any revenue generated from the sale of the output by the joint operation; and its share of expenses. All such amounts are measured in accordance with the terms of the arrangement, which is usually in proportion to the Group's interest in the joint operation. These amounts are recorded in the Group's financial statements on the appropriate lines.

1.18 Critical judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, on in the period of the revision and future periods if the revision affects both current and future periods.

Critical accounting estimates and judgments are those that have a significant risk of causing material adjustment and are often applied to matters or outcomes that are inherently uncertain and subject to change. As such, management cautions that future events often vary from forecasts and expectations and that estimates routinely require adjustment.

Examples of judgements that do not involve estimation are:

- when substantially all the significant risks and rewards of ownership of assets are transferred;
- whether or not to consolidate an investee company;
- whether an acquisition is a Business Combination or an outright purchase of assets;
- whether the terms of a financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding; or
- whether a joint arrangement is categorised as a Joint Venture or a Joint Operation.

Details of the Group's significant accounting judgements and critical accounting estimates are as follows:

Contingent consideration

Contingent consideration is a financial liability recorded at fair value. The amount of contingent consideration to be paid is based on the occurrence of future events, such as the achievement of expected ad estimated project outputs, earnings and sales forecasts. Accordingly, the estimate of fair value contains uncertainties as it involves judgment about the likelihood and timing of achieving these milestones as well as the discount rate used. Changes in fair value of the contingent consideration obligation result from changes to the assumptions used to estimate the probability of success for each milestone, the anticipated timing of achieving the milestones and the discount period and rate to be applied. A change in any of these assumptions could produce a different fair value, which could have a material impact on the results from operations.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

Fair value assessments

In determining the fair value of assets and liabilities management uses a number of model inputs including discount rates, commodity prices, recoveries, currency forecasts, life of mine and grade to determine the fair value based on discounted cash flows. Fair value assessments are also made with reference to effective interest rates and consideration of any impact that the global Covid-19 pandemic may have on outputs. All these inputs may change over time and may have a material impact on the fair value of assets and liabilities at each reporting period.

Impairment testing

The recoverable amounts of individual assets have been determined based on the higher of value-in-use calculations and fair values less cost to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the assumption may change which may then impact on estimates and may then require a material adjustment to the carrying value of assets including intangible assets and inventories. The Group tests annually whether intangible assets and inventories have suffered any impairment, in accordance with the accounting policy. The recoverable amounts of CGUs will be determined based on value-in-use calculations. These calculations require the use of estimates.

Taxation

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax assets and liabilities are offset only if certain criteria are met.

The Group is subject to income tax in several jurisdictions and significant judgement is required in determining the provision for income taxes. During the ordinary course of business, there are transactions and calculations for which the ultimate tax determination is uncertain. As a result, the Company recognises tax liabilities based on estimates of whether additional taxes and interest will be due. The Company believes that its accruals for tax liabilities are adequate for all open audit years based on its assessment of many factors including past experience and interpretations of tax law.

This assessment relies on estimates and assumptions and may involve a series of complex judgements about future events. To the extent that the final tax outcome of these matters is different than the amounts recorded, such differences will impact the income tax expense in the period in which such determination is made. Refer to note 7 for details on tax.

Net realisable value of inventory

Judgement is required when determining the net realisable value of inventory on hand. In determining net realisable value, the estimated future revenue obtainable in the current economic conditions is used as a factor in valuing the recoverable amount.

Share-based payments

In order to calculate the charge for share-based payments as required by IFRS 2, the Group makes estimates principally relating to the assumptions used in its option-pricing model. Refer to note 19 and 20 for details on valuation of share- based payments, including options granted and warrants granted.

Residual value, useful lives and depreciation methods

Judgement has been used in estimating the residual values and useful lives of items of property, plant and equipment. Refer to note 8 for detail of the values of property, plant and equipment.

Leases

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (extension option) or not terminated (termination option). The assessment of whether the Group is reasonably certain to exercise an extension option, or not to exercise a termination option is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and is within the control of the Group.

1. Statement of accounting policies continued

Capitalisation of expenses in property, plant and equipment

Items of property, plant, and equipment are recognised as assets when it is probable that the future economic benefits associated with the asset will flow to the entity, and the cost of the asset can be measured reliably. This recognition principle is applied to all property, plant, and equipment costs at the time they are incurred. These costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it.

An item of property, plant and equipment is initially recorded at cost. Cost includes all costs necessary to bring the asset to working condition for its intended use. This would include not only the purchase price of major items but also that portion or percentage of costs attributable directly to a self- constructed asset. These costs include for example site preparation, logistics, maintenance, reagents and grinding media, power, fees for external engineers and salaries and wages.

In determining the cost components that should be capitalised management reviews the cost ledger accounts over the construction period and eliminates administration overhead costs and other costs that should be excluded. Costs that are similar in nature are then grouped into categories. A capitalisation percentage is assigned to the cost in each category based on the actual project activity affecting each of these categories during the period of construction.

The process of assigning a capitalisation percentage is very complex and requires significant judgments and estimates since only a part of the plant being constructed would have been operational during the total project phase. In some instances, the operational section of an operation or plant is used to both develop operating recipes for various new feed streams as well as to produce minimal product to retain existing clients.

1.19 Leases

Leases are recognised as right-of-use assets and corresponding liabilities at the date at which the leased assets are available for use by the Group. The right-of-use assets are presented as part of property plant and equipment.

At the commencement date, lease liabilities are measured at an amount equal to the present value of the following lease payments for the underlying right-of-use assets during the lease term:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that are based on an index or a rate;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined or the Group's incremental borrowing rate.

Each lease payment is allocated between the liability and the finance cost. Lease liabilities are subsequently measured using the effective interest method. The carrying amount of the liability is measured to reflect any reassessment, lease modification or revised in-substance fixed payments.

The lease term is a non-cancellable period of a lease; periods covered by options to extend and terminate the lease are only included in the lease term if it is reasonably certain that the lease will be extended or not terminated.

Notes to the Group and Company financial statements

continued

1. Statement of accounting policies continued

Right-of-use assets are measured initially at cost comprising the following:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Subsequently, the right-of-use assets, are measured at cost less accumulated depreciation and any accumulated impairment losses and adjusted for remeasurement of the lease liability due to reassessment or lease modifications.

The right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. The amortisation periods for the right-of-use assets are as follows:

- right of use for equipment 2 years

Payments associated with all short-term leases and certain leases of all low-value assets are recognised on a straight-line basis as an expense in profit or loss. The Group applies the exemption for low-value assets on a lease-by-lease basis i.e., for the leases where the asset is sub-leased, a right-of-use asset is recognised with corresponding lease liability; for all other leases of low value asset, the lease payments associated with those leases will be recognised as an expense on a straight-line basis over the lease term. Short-term leases are leases with a lease term of 12 months or less.

2. Adoption of new and revised standards

Description	Effective date
Newly effective standards for 01 Jul 2021 to 30 Jun 2022	
Interest Rate Benchmark Reform Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)	01 Jan 2021
Covid-19-related rent concessions beyond 30 June 2021 (Amendment to IFRS 16)	01 Apr 2021
Standards available for early adoption	
Onerous contracts cost of fulfilling a contract (Amendments to IAS 37)	01 Jan 2022
Annual improvements to IFRS Standards 2018-2020	01 Jan 2022
Property, plant and equipment: Proceeds before intended use (Amendments to IAS 16)	01 Jan 2022
Reference to the Conceptual Framework (Amendments to IFRS 3)	01 Jan 2022
IFRS 17 *Insurance Contracts*	01 Jan 2023
Classification of liabilities as current or non-current (Amendments to IAS 1)	01 Jan 2023
Amendments to IFRS 17	01 Jan 2023
Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)	01 Jan 2023
Definition of Accounting Estimate (Amendments to IAS 8)	01 Jan 2023
Deferred tax related to assets and liabilities arising from a single transaction Amendments to IAS 12 *Income Taxes*	01 Jan 2023
Initial application of IFRS 17 and IFRS 9 *Comparative Information* (Amendments to IFRS 17)	01 Jan 2023
Sale or contribution of assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)	Optional

The directors are evaluating the impact that these standards will have on the financial statements of the Group. It is not expected that these standards will have a material impact on the financial statements.

3. Revenue

Figures in Pound Sterling	Group 30 June 2022	Group 30 June 2021	Company 30 June 2022	Company 30 June 2021
Revenue from contracts with customers				
Chrome concentrate	**71 147 991**	34 505 521	**–**	–
PGM concentrate and PGM bearing material	**50 507 376**	88 754 439	**–**	–
Copper cathode	**18 351 619**	9 585 292	**–**	–
	140 006 986	132 845 252	**–**	–

The Group generates revenue primarily from the sale of PGM, chrome concentrates and copper cathodes. The Group does not incur costs to fulfil its contracts with customers. The only performance obligation for revenue recognition from contracts with customers is the delivery of the concentrate. The Group's contracts with customers do not contain any significant financing component.

Figures in Pound Sterling	Group 30 June 2022	Group 30 June 2021	Company 30 June 2022	Company 30 June 2021
Customer contract assets/(liabilities)				
Chrome – contract assets	**4 296 483**	662 722	**–**	–
PGM – contract assets	**14 579 463**	8 491 528	**–**	–
Total	**18 875 946**	9 154 250	**–**	–

For chrome concentrate sales, revenue is initially recognised at the transaction price of the consideration received, subsequently adjusted for movements in the metal market price up to the date of delivery. Payments received in advance for chrome concentrate that is only delivered and invoiced post the year end are recognised as contract liabilities. The chrome projects earn revenue through the recovery and sale of chrome concentrate to customers considered to be of a high quality. Payment terms are typically within two months of delivery save where a prepayment was received in advance. Revenue recognised at the period end for inventories sold and delivered, but subject to final pricing are recognised as contract assets.

For PGM concentrate sales, revenue is initially recognised at end of the delivery month and measured at the transaction price of the consideration receivable. The transaction price is subsequently adjusted based on movements in the metal market price up to the date of final pricing, typically two months after the delivery month. PGM Operations earn revenue from the sale of PGM concentrate ounces recovered at Jubilee's Inyoni and Windsor PGM Operations and are delivered to one major customer considered to be of a high quality.

For copper cathodes sales, revenue is initially recognised at the transaction price of the consideration received, subsequently adjusted for movements in the metal market price up to the date of final pricing which is normally two months after the date of delivery. Payment terms are typically on delivery of the final invoice. The Group had no copper cathode prepaid for but not delivered at the period end and therefore no contract asset has been recognised at the period end.

Notes to the Group and Company financial statements

continued

4. Operating profit/(loss)

Operating profit/(loss) for the year is stated after accounting for the following:

	Group 30 June		Company 30 June	
Figures in Pound Sterling	**2022**	**2021**	**2022**	**2021**
Premise rental – contractual amounts	**147 916**	145 476	**33 600**	33 600
Equipment rental- contractual amounts	**11 191**	10 622	**–**	–
Audit fees – prior periods	**–**	167 903	**–**	77 950
Audit fees – current period	**111 729**	88 500	**93 000**	88 500
Audit of UK subsidiaries	**4 000**	4 000	**4 000**	4 000
Loss/(profit) on exchange differences	**1 658 864**	(500 437)	**(2 399)**	352 251
Effect of foreign exchange differences on translation of foreign operations	**6 264 137**	4 078 226	**–**	–
Amortisation of intangible assets	**2 660 867**	18 016 559	**–**	–
Depreciation of property, plant and equipment	**7 562 037**	3 393 492	**–**	–
Share-based payment charges – options	**869 152**	415 046	**869 152**	415 046
Share-based payment charges – warrants	**–**	161 974	**–**	161 974
Employee costs	**11 665 754**	3 631 558	**28 000**	28 000

Refer to note 6 on page 117 for details of employee costs.

5. Finance costs/investment income

	Group 30 June		Company 30 June	
Figures in Pound Sterling	**2022**	**2021**	**2022**	**2021**
Finance costs				
Borrowings	**970 035**	1 587 494	**–**	–
Trade finance	**426 242**	61 572	**–**	–
Leases	**49 030**	24 721	**–**	–
Total finance costs	**1 445 307**	1 673 787	**–**	–
Investment income				
Loans receivable	**1 265 549**	305 348	**–**	–
Bank interest	**135 050**	194 825	**–**	–
Total investment income	**1 400 599**	500 173	**–**	–

6. Employee costs

Figures in Pound Sterling	Group 30 June 2022	Group 30 June 2021	Company 30 June 2022	Company 30 June 2021
Employee costs (note 4)	**11 665 754**	3 631 558	**50 351**	50 766
Directors' fees and remuneration	**177 246**	2 090 282	**177 246**	2 210 282
Share-based payments	**869 152**	415 046	**869 152**	415 046
Total employee costs	**12 712 152**	6 136 886	**1 096 749**	2 676 094
Included in employee costs are the following statutory expenses:				
– National insurance contributions (NIC)	**7 542**	5 359		
– Pension fund contributions	**386 020**	147 105		
– Pay as you earn (PAYE)	**2 924 654**	2 096 683		
– Skills development levies (SDL)	**106 420**	73 157		
– Unemployment insurance fund contributions (UIF)	**40 626**	26 639		
– Workmen's compensation (WCC)	**79 454**	52 836		

The Group averaged 805 employees, excluding Directors during the period ended 30 June 2022 (FY2021: 559 employees). 740 (FY2021: 499) operational employees and 66 (FY2021: 60) in administration. In addition to employees of Jubilee, the Group also engaged the services of outsouced labour firms. The cost for these outsourced services is included in cost of sales in an amount of £Nil million (FY2021: £0.3 million). The Company had only one employee at year end (FY2021:1).

The Company provides Directors' and Officers' liability insurance at an annual cost of £33 006 (FY2021: £10 071). This cost is not included in the above remuneration.

Directors' fees and remuneration	Group 2022	Group 2021	Company 2022	Company 2021
Directors' short-term benefits				
Directors' fees (including benefits in kind)	**177 246**	2 090 282	**177 246**	2 090 282
Directors' salaries[1]	**699 235**	921 924	**22 351**	22 766
Total Director remuneration	**876 481**	3 012 206	**199 597**	2 113 048

1. The highest paid Director is Mr L Coetzer with annual remuneration of £647 949 (FY2021: £1 219 517).

Total accrued unpaid Director Remuneration of £120 000 (FY2021: £461 807) is included in accruals (refer note 23). The amount can be settled in cash or through the issue of new Jubilee shares at the Company's election.

Refer to note 27 for details of related parties' remuneration and note 20 for details of options granted. Refer to page 58 for details of Director remuneration disclosed in the Directors' Report.

Notes to the Group and Company financial statements

continued

7. Taxation

	Group		Company	
	2022	2021	2022	2021
Major components of the tax expense				
Current				
Local income tax – current period	**(4 995 911)**	(7 997 467)	**–**	–
Local income tax – recognised in current tax prior periods	**(10 289)**	(112 855)	**–**	–
	(5 006 200)	(8 110 322)	**–**	–
Deferred				
Deferred tax – current period	**(3 881 176)**	(5 677 167)	**–**	–
Deferred tax arising from tax rate changes	**(1 082 521)**	–	**–**	–
Deferred tax – recognised in current tax prior periods	**795 716**	–	**–**	–
Deferred tax arising from previously unrecognised tax losses	**1 040 566**	9 463 653	**–**	–
Deferred tax arising from other adjustments and temporary differences	**–**	1 530 969	**–**	–
	(3 127 415)	5 317 455	**–**	–
Taxation for the year	**(8 133 615)**	(2 792 867)	**–**	–
Reconciliation of the tax expense				
Reconciliation between accounting profit and tax expense:				
Accounting profit/(loss)	**26 506 041**	43 024 070	**(974 971)**	(3 335 960)
Tax at the applicable tax rate of 28% (FY2021: 28%)	**7 421 691**	12 046 740	**(185 244)**	(934 069)
Tax effect of adjustments on taxable income				
Non-deductible expenditure	**812 961**	275 202	**242 501**	242 501
Tax paid in current tax period relating to prior period tax	**–**	(112 855)	**–**	–
Share of results of associates	**1 237**	6 746	**–**	–
Deferred tax arising from temporary differences	**–**	(6 596 117)	**–**	–
Deferred tax arising from temporary differences foreign exchange	**–**	918 950		
Deferred tax arising from previously unrecognised tax losses	**(457 665)**	(9 463 653)	**–**	–
Deferred tax arising from previously unrecognised tax losses foreign exchange	**355 390**	(1 279 321)	**–**	–
Assessed losses available for offset against future taxable income and losses utilised	**–**	5 367 847	**(57 257)**	691 568
Other adjustments	**–**	1 629 330	**–**	–
	8 133 615	2 792 869	**–**	–

The Group has estimated tax losses of £15 million (FY2021: £35 million) to carry forward against future periods.

8. Property, plant and equipment

Group Figures in Pound Sterling	2022 Cost/ Valuation	2022 Accumulated depreciation	2022 Carrying value	2021 Cost/ Valuation	2021 Accumulated depreciation	2021 Carrying value
Land	**1 203 725**	**–**	**1 203 725**	1 015 137	–	1 015 137
Buildings	**1 597 162**	**(695 656)**	**901 506**	1 311 587	(448 284)	863 303
Plant and machinery	**62 985 098**	**(35 045 094)**	**27 940 004**	45 938 315	(22 125 794)	23 812 521
Furniture and fixtures	**358 498**	**(164 119)**	**194 379**	281 399	(150 088)	131 311
Motor vehicles	**664 714**	**(507 776)**	**156 938**	410 496	(344 288)	66 208
Computer assets	**89 704**	**(40 362)**	**49 342**	52 466	(36 945)	15 521
Work in progress	**38 970 552**	**–**	**38 970 552**	6 900 244	–	6 900 244
Right of use assets[1]	**1 202 208**	**(742 736)**	**459 472**	414 546	(207 273)	207 273
Total	**107 071 661**	**(37 195 743)**	**69 875 918**	56 324 190	(23 312 672)	33 011 518

1. Description of plant: Spiral Plant Lessee's nature of business: To beneficiate Chrome Concentrate from Chrome Run of Mine material. Spiral Plant has been obtained to further beneficiate chrome from material that has already been processed through its main plant. Extension/termination option as well as an option to buy the plant before the expiry of the rental agreement. Refer to note 30.

At the period end the Group had capital commitments in relation to projects amounting to £6.9 million (US$8.5 million) (FY2021: £11.9 million) (US$14.6 million).

Company Figures in Pound Sterling	2022 Cost/ Valuation	2022 Accumulated depreciation	2022 Carrying value	2021 Cost/ Valuation	2021 Accumulated depreciation	2021 Carrying value
Company						
Furniture and fixtures	**18 162**	**(18 162)**	**–**	18 162	(18 162)	–
IT equipment	**16 987**	**(16 987)**	**–**	16 987	(16 987)	–
Total	**35 149**	**(35 149)**	**–**	35 149	(35 149)	–

Reconciliation of property, plant and equipment – Group – 2022

Figures in Pound Sterling	Opening balance	Additions	Transfers/ Disposals	Foreign exchange movements	Depreciation	Total
Land	**1 015 137**	**–**	**–**	**196 446**	**(7 858)**	**1 203 725**
Buildings	**863 303**	**–**	**–**	**225 255**	**(187 052)**	**901 506**
Plant and machinery	**23 812 520**	**10 175 210**	**(5 077 038)**	**5 846 915**	**(6 817 603)**	**27 940 004**
Furniture and fixtures	**131 311**	**63 553**	**–**	**(261)**	**(224)**	**194 379**
Motor vehicles	**66 208**	**115 969**	**(13 571)**	**10 610**	**(22 278)**	**156 938**
IT equipment	**15 522**	**37 572**	**–**	**(465)**	**(3 288)**	**49 341**
Work in progress	**6 900 244**	**31 150 085**	**–**	**920 223**	**–**	**38 970 552**
Right of use assets	**207 273**	**783 893**	**–**	**(7 960)**	**(523 734)**	**459 473**
	33 011 518	**42 326 282**	**(5 090 609)**	**7 190 763**	**(7 562 037)**	**69 875 918**

Notes to the Group and Company financial statements

continued

8. Property, plant and equipment continued

Reconciliation of property, plant and equipment – Group – 2021

Figures in Pound Sterling	Opening balance	Additions	Transfers/ Disposals	Foreign exchange movements	Depreciation	Total
Land	1 133 971	–	–	(112 237)	(6 597)	1 015 137
Buildings	1 116 074	20 261	–	(82 866)	(190 162)	863 306
Plant and machinery	17 304 340	10 969 894	(62 230)	(1 431 629)	(2 967 862)	23 812 514
Furniture and fixtures	87 266	40 038	–	21 423	(17 606)	131 121
Motor vehicles	52 394	19 333	(5 195)	8 594	(8 916)	66 209
IT equipment	12 593	5 166	–	2 026	(4 263)	15 522
Work in progress	369 810	6 810 987	(263 236)	(17 317)	–	6 900 244
Right of use assets	–	383 935	–	21 615	(198 085)	207 465
	20 076 448	18 249 614	(330 661)	(1 590 391)	(3 393 491)	33 011 518

1. The Braemore Plant is pledged as security for certain financial liabilities disclosed in note 22.

9. Intangible assets

	2022			2021		
Group Figures in Pound Sterling	Cost/ Valuation	Accumulated amortisation and impairments	Carrying value	Cost/ Valuation	Accumulated amortisation and impairments	Carrying value
Exploration[1]	**37 755 611**	**(2 544 625)**	**35 210 986**	37 102 694	(2 544 625)	34 558 069
Business development[2]	**18 886 082**	**(10 674 046)**	**8 212 036**	17 395 018	(9 005 953)	8 389 065
Metals processing[3]	**25 820 491**	**(1 415 867)**	**24 404 624**	16 043 775	(159 834)	15 883 941
Earnings rights[4]	**10 638 695**	**–**	**10 638 695**	–	–	–
Nickel tailings	**17 816 204**	**(17 816 204)**	**–**	17 036 338	(17 036 338)	–
Total	**110 917 083**	**(32 450 742)**	**78 466 341**	87 577 825	(28 746 750)	58 831 075

Reconciliation of intangible assets – Group – 2022

	Opening balance	Additions	Transfers/ disposals	Foreign exchange movements	Amortisation	Total
Exploration	**34 558 069**	**162 861**	**–**	**490 056**	**–**	**35 210 986**
Business development	**8 389 065**	**556 100**	**–**	**777 036**	**(1 510 167)**	**8 212 034**
Metals processing	**15 883 941**	**4 305 029**	**–**	**5 366 355**	**(1 150 699)**	**24 404 626**
Earnings rights	**–**	**10 638 695**	**–**	**–**	**–**	**10 638 695**
Nickel tailings	**–**	**–**	**–**	**–**	**–**	**–**
	58 831 075	**15 662 685**	**–**	**6 633 447**	**(2 660 866)**	**78 466 341**

9. Intangible assets continued

Reconciliation of intangible assets – Group – 2021

	Opening balance	Additions	Transfers/ disposals	Foreign exchange movements	Amortisation	Total
Exploration	33 447 535	114 211	–	996 324	–	34 558 070
Business development	7 644 683	1 746 029	(8 110)	(498 768)	(494 770)	8 389 064
Metals Processing	31 808 957	81 779	(11 690 440)	(4 311 893)	(4 462)	15 883 941
	72 901 175	1 942 019	(11 698 550)	(3 814 337)	(499 232)	58 831 075

Management performs annual impairment reviews on intangible assets, including goodwill. When reviewing for factors that impact the carrying value of the intangible assets, management takes into consideration the nature of the asset, the stage of development of the asset, the value or the expected future value that the asset will contribute to the Group's current and future earnings as well as market conditions and prevailing commodity prices that may impact the carrying values of the Group's intangible assets. Amortisation of intangible assets is included in operating expenses in profit or loss. None of the Group's intangible assets are pledged as surety for liabilities.

Notes

1. This intangible asset relates to the exploration of the Tjate Platinum Project. The intangible asset has an indefinite useful life which is tested for impairment annually and individually to determine whether the indefinite life continues to be supportable. An intangible asset is regarded as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the Group. The Tjate Project's Merensky and UG2 platinum reefs (Reefs) targeted for initial mining lie between 600 metres and 1 000 metres below surface. The Tjate Project is independently judged to contain arguably the world's largest undeveloped defined block of platinum ore. The property covers 5 140 hectares on three farms and the area has been independently appraised to contain a potential net 65 million ounces of platinum group elements (PGEs) and gold. This represents the resource targeted for future exploratory drilling. Only once a prospect, to bring the Tjate Project to account, becomes feasible, will the useful life of the intangible asset be determinable.

   The recoverable amounts of intangibles are determined from value in use calculations. The key assumptions for the value in use calculations are those regarding the discount rates, growth rates ad expected changes to selling prices and direct costs during the period. Jubilee commissioned an independent review and update of the project and economics, which had last been addressed in 2017, in order to assess the most suitable and appropriate way forward for project-execution readiness, the further work needed and related estimate of timeline and costs.

   An independent review confirmed the value and viability of the project and recommended a project execution methodology.

   Key assumptions used in 2017 are summarized below:

   NPV10 = ZAR1.399 million at IRR of 13.4%. The ZAR continued to depreciate against the US Dollar following the evaluation further strengthening the economic viability of the project since cost is incurred in ZAR while revenues are generated in US Dollars. Cognisance must also be given to the sensitivity of value against the US$ as this is a ZAR project. On the back of the economic viability of the project and as part of the approved mine works programme for the Tjate project, Jubilee continued with the implementation of the Social Labour Programme for the period under review £0.2 million (ZAR3.5 million) has been expended on the project during the period under review (FY2021: £0.1 million (ZAR2.4 million)).

2. Business development intangibles consists of a combination of targeted process consulting focussed on the development and implementation of process solutions, specifically targeting both liquid and solid waste streams from mine processes. The Group's business development intangibles include existing pilot operations as part of the process development cycle to provide mature solutions which includes extractive-metallurgy, pyro-metallurgy and hydro-metallurgy. This process has led to many previously non-viable environmental and metals recovery projects becoming commercially viable and very strong demand in Africa is being experienced.

   Included in business development intangibles are the following:

   2.1 An amount of £2 945 386 (FY2021: £3 671 147) representing the carrying value of intellectual property developed to date by Jubilee focussing on:

   - Increased liberation techniques to support the recovery of the metals and minerals associated with base metals. This development led to the implementation of the Fine Grinding Circuit implemented at Inyoni.
   - Fine air bubble generation to improve the attachment of the valuable base metals and precious metals to the bubble surface as part of the recovery process. This development has led to the implementation of the fine bubble generator at the Inyoni and Windsor Operations.
   - Accelerated base metal leaching as part of the improving the kinetics of a base metal leach process. The process research and development processes developed to date is currently being implemented in the recovery of PGMs in associated sulphides from the South African tailings projects, specifically targeting the beneficiation of sulphite minerals which allows for significant enhancement in concentrate grade profiles which has improved the projected target performance and profitability of these tailings.

   The costs incurred during the process research and development phase, include studies and other development testing costs which are being utilised by the Group in implementing and developing new projects that are similar to that of the nickel tailing project in Australia. These costs are recovered through revenues generated by existing projects benefiting and applying the research and development concept developed.

   These development costs are allocated to the relevant projects where the technology and techniques are applied to generate project revenues.

   2.2 An amount of £32 774 (FY2021: £32 774) which relates to the carrying value of the ConRoast technology, converting and autoclave process, CVMR® process and leaching and hydro-processing. The ConRoast process and technology have contributed to the further development of process and design solutions being developed by Jubilee.

   2.3 An amount of £5 103 560 (FY2021: £4 685 145) relating to a fine chrome recovery technique acquired as part of the Group's acquisition of the Windsor Chrome Operations and in-house business development costs. Management estimates the recoverable amount of this intangible to be higher than its carrying value and no impairment was required. The amortisation of this intangible is recognised in cost of sales.

   2.4 An amount of £130 236 (FY2021: Nil) relating to business development on new projects in Zambia.

Notes to the Group and Company financial statements

continued

9. Intangible assets continued

3. Metals Processing intangibles relate to the Group's intangible assets at its Windsor, Inyoni Operations as well as its Zambian Operations. These assets are amortised over the useful life of the assets. Management performs an impairment review on these assets on a regular basis. Management considers the recoverable amount of these intangibles at the period end to be higher than their carrying value and no impairment was recognised.
4. In September 2021 Jubilee announced further progress at its Copper and Cobalt tailings projects in Zambia with the successful execution of three strategic transactions (the "Transactions") which significantly increased Jubilee's beneficial interest across the Company's copper and cobalt tailings projects in Zambia. The Transactions include Project Elephant (Kitwe Tailings Project), Project Roan (Ndola Tailings Project) and the Mufulira Project (collectively, the "Projects").

   During 2020 Jubilee entered into various joint venture agreements to secure rights to process over 300 million tonnes of copper and cobalt containing tailings in Zambia. The copper and cobalt tailings are located in three central locations in Zambia. The Group's project naming convention was updated as follows:

   - Southern Refinery Strategy (14 000 tonnes per annum capacity) which incorporates the Sable Refinery together with Project Roan located in the Ndola area; and
   - Northern Refinery Strategy (17 000 tonnes per annum capacity) which incorporates the newly targeted refinery at Mopani, called Leopard together with the copper tailings project in the Luanshya area, called Project Lechwe (previously Elephant 1), as well as the copper and cobalt tailings in the Kitwe area called Project Elephant.

   The Transactions successfully entered into increased Jubilee's beneficial interests in the Southern Refinery Strategy to 100% and consolidated the Group's controlling position in the Northern Refinery Strategy. In addition to an increased interest in the earnings of these projects, Jubilee will have full operational control over both its Northern and Southern Refinery Strategies and will be able to set the sequence and rate of development of the various projects and refineries now under its control.

   Project Roan (Southern Refinery Strategy) is rapidly nearing completion targeting to commence commissioning activities from November this year. The transaction relating to Project Roan increases Jubilee's beneficial interest from 80% to 100%. The Project Roan transaction further includes additional rights to an estimated further 6.6 million tonnes of copper tailings near the processing facility (the "Tailings") while holding the option to convert the lease agreement of the property where the processing facility is located to direct ownership of the property (the "Property"). As announced on 5 September 2022, Project Roan reached nameplate capacity to maintain its design throughput rate of 100 tonnes per hour required to produce the targeted copper concentrate for refining at Jubilee's Sable Refinery.

   At Project Elephant (Northern Refinery Strategy), which is located in the Kitwe area and targets the production of 10 200 copper units per annum, Jubilee acquired a further 23% beneficial interest in the TD52 tailings dam portion of the overall project, increasing Jubilee's interest to 80.75% as well as the early settlement of all remaining payments as part of the original joint venture agreement for Project Elephant for a consideration value of US$8.25 million (£5.9 million) which includes a US$1.3 million (£0.94 million) interest bearing project loan ceded to Jubilee. TD52 holds the highest contained copper and cobalt within the larger Project Elephant's 114 million tonnes tailings resource at 0.7% Copper and 0.08% Cobalt. Jubilee's process development centre confirmed very promising results from the cobalt recovery strategy which holds the potential to significantly increase the overall project economics.

   As a result of the third transaction, Jubilee's interest in the Mufulira Project increased to 97% beneficial interest in the project for a consideration of US$1.02 million (£0.74 million). The Mufulira Project material which is expected to hold similar characteristics to Project Elephant, is conveniently located near the processing facilities targeted for Project Elephant.

10. Investment in subsidiaries

	Company Carrying amount 2022	Company Carrying amount 2021
Subsidiary		
Braemore Resources Ltd	**18 712 852**	18 712 852
New Plats (Tjate)(Pty) Ltd	**13 815 228**	13 815 228
Windsor Platinum Investments (Pty) Ltd	**3 425 823**	3 425 823
Mineral Resources of Madagascar Sarl[1]	**917 034**	917 034
K Plats (Pty) Ltd	**649 734**	649 734
Kabwe Operations Limited	**300 000**	300 000
Antsahabe (Madagascar) Sarl[1]	**34 466**	34 466
Maude Mining and Exploration (Pty) Ltd	**141**	141
	37 855 278	37 855 278
Provision for impairment of investment in subsidiaries[1]	**(951 500)**	(951 500)
	36 903 778	36 903 778

1. Due to the uncertainties around this asset, management deemed it prudent to provide for an impairment of the investment in Madagascar until such time as the outcome of management's consideration of the options on the asset.

10. Investment in subsidiaries continued

Subsidiaries of Jubilee Direct	Country of incorporation	Holding 2022 %	Holding 2021 %	Number of ordinary Shares held 2022 %	Number of ordinary Shares held 2021 %
Mineral Resources of Madagascar Sarl	Madagascar	**100**	100	**10 000**	10 000
Windsor SA (Pty) Ltd	South Africa	**100**	100	**10 000**	10 000
Braemore Resources Ltd	United Kingdom	**100**	100	**100**	100
K Plats (Pty) Ltd	South Africa	**100**	100	**100**	100
Kabwe Operations Ltd	Mauritius	**100**	100	**6 000 000**	6 000 000
Antsahabe (Mauritius) Ltd	Mauritius	**100**	100	**100**	100
Maude Mining and Exploration (Pty) Ltd[1]	South Africa	**65**	65	**653**	653
New Plats (Tjate) (Pty) Ltd[2]	South Africa	**49**	49	**169**	169
Jubilee Metals d.o.o	Serbia	**100**	–	**73**	–

1. Maude Mining and Exploration (Pty) Ltd is held 65% directly by Jubilee and 26% indirectly through K-Plats (Pty) Ltd, resulting in Maude Mining and Exploration (Pty) Ltd being accounted for as a subsidiary of Jubilee.
2. The Group owns the ordinary share capital of all the above subsidiaries in the percentages shown above and below and in each case this holding confers the respective voting rights and rights to dividends distribution except for its holding in New Plats (Tjate) (Pty) Ltd where the Group holds 49% of the ordinary shares in issue and all of the issued preference shares.

Subsidiaries of Jubilee Indirect	Country of incorporation	Issued capital 2022 %	Issued capital 2021 %
Via Windsor SA (Pty) Ltd			
Tjate Platinum Corporation (Pty) Ltd	South Africa	**63**	63
Dullstroom Plats (Pty) Ltd	South Africa	**100**	100
Via K-Plats (Pty) Ltd			
Maude Mining and Exploration (Pty) Ltd	South Africa	**26**	26
Via Braemore Resources Ltd			
Braemore Platinum Ltd	United Kingdom	**100**	100
Braemore Holdings (Mauritius) (Pty) Ltd	Mauritius	**100**	100
Base Metal Technologies (Pty) Ltd	Australia	**100**	100
Via Braemore Holdings (Mauritius) (Pty) Ltd			
Braemore Platinum (Pty) Ltd	South Africa	**100**	100
Jubilee Metals Solutions Ltd	Zambia	**100**	100
Jubilee Copper Processors Ltd	Zambia	**100**	70
Sable Zinc Kabwe Limited	Zambia	**100**	100
Enviro Mining Ltd	Mauritius	**100**	100
Enviro Processing Ltd	Zambia	**95**	95
Enviro Properties Ltd	Zambia	**99**	99
Sable Zinc Kabwe Ltd	Zambia	**100**	100
Via Braemore Platinum (Pty) Ltd			
Braemore Platinum Resources (Pty) Ltd	South Africa	**100**	100
Braemore Platinum Smelters (Pty) Ltd	South Africa	**100**	100
Jubilee Processing (Pty) Ltd	South Africa	**100**	100
Braemore Precious Metals Refiners (Pty) Ltd	South Africa	**73.75**	73.75
Jubilee Tailings Treatment Company (Pty) Ltd	South Africa	**100**	100
Via Antsahabe (Mauritius) Ltd			
Antsahabe (Madagscar) Sarl	Madagascar	**100**	100

Notes to the Group and Company financial statements

continued

10. Investment in subsidiaries continued

- The registered address for all United Kingdom companies is 1st Floor 7/8 Kendrick Mews, London SW7 3HG, United Kingdom.
- The registered address for South African companies is Byls Bridge Office Park Building 14, Block B, Second floor, Cnr Jean Lane & Olievenhoutbosch Road, Doringkloof, Centurion, 0157
- The registered address for all Mauritian companies is Royal Road, Level 6, Green Cross Building, Belle Rose, Mauritius, BRN: C15132100.
- The registered address for all Zambian companies is Plot 6004, Sibweni Road, Northmead, Lusaka.
- The registered address for the Australian company is Level 3, 88 William Street, Perth WA 6000 GPO Box 2570, Perth, 6001.
- The registered address for the Serbian company is Bulevar Kn, Aleksandra Karadordevica 13/7a, 11000 Belgrade, Serbia

Non-controlling interests in equity

Reconciliation of non-controlling interests' share in the (profit)/loss reported for the year:

Subsidiary Figures in Pound Sterling	% Non-controlling interest	Cumulative non-controlling interest SOCI 2022	Cumulative non-controlling interest SOCI 2021	Cumulative non-controlling interest SOFP 2022	Cumulative non-controlling interest SOFP 2021
Maude Mining & Exploration (Pty) Ltd	35.00	**(59)**	(5 580)	**(32 685)**	(32 622)
Tjate Platinum Corporation (Pty) Ltd	37.00	**(9 163)**	(176)	**2 483 138**	2 492 394
Braemore Precious Metals Refiners (Pty) Ltd	26.25	**275 002**	(636 923)	**587 153**	305 978
Enviro Processing Limited	5.00	**69 645**	11 392	**672 643**	396 777
Total		**335 425**	(631 287)	**3 710 249**	3 162 527

The only material NCI relates to Tjate Platinum Corporation (Pty) Ltd

Set out below is summarised financial information Tjate Platinum Corporation (Pty) Ltd that has non-controlling interests that are material to the group. The amounts disclosed for each subsidiary are before inter-company and consolidation eliminations.

	Cumulative non-controlling interest SOFP 2022	Cumulative non-controlling interest SOFP 2021
Summarised statement of financial position		
Current assets	**10 730**	–
Current liabilities	**–**	(1 356)
Net current (liabilities)/assets	**10 730**	(1 356)
Non-current assets	**12 715 558**	12 557 321
Non-current liabilities	**(6 026 039)**	(5 830 310)
Non-current net assets	**6 689 520**	6 727 011
Net assets	**6 700 250**	6 725 655

10. Investment in subsidiaries continued

	Cumulative non-controlling interest SOFP 2022	Cumulative non-controlling interest SOFP 2021
Accumulated NCI		
Summarised statement of comprehensive income		
Revenue	–	–
Loss for the period	**(18 297)**	(3 290)
Other comprehensive income	–	(3 290)
Total comprehensive income	**(18 297)**	3 765
	(24 764)	475
Profit allocated to NCI	**(9 163)**	176
Dividends paid to NCI	–	–

Non-controlling interests' share in net assets/(liabilities) at the period end:

Name of the company	% Non-controlling interest	Net 2022	Net 2021
Maude Mining & Exploration (Pty) Ltd	9.00	**(15 466)**	(15 284)
Tjate Platinum Corporation (Pty) Ltd	37.00	**6 700 250**	6 725 655
Braemore Precious Metals Refiners (Pty) Ltd	26.25	**3 159 644**	2 088 577
Enviro Processing Ltd	5.00	**(5 136 623)**	(6 421 945)
Total		**4 707 805**	2 377 003

All other consolidated subsidiaries are wholly owned. The nature of the above subsidiaries' business principal activities is that of recovering base metals from and reprocessing of historical surface mine waste and materials as well as exploration.

The financial year-ends of all the subsidiaries in the Group are June. The carrying amounts of subsidiaries are shown net of impairment losses.

Notes to the Group and Company financial statements

continued

11. Investments in associates

Investment in associates Company	% holding		Carrying amount		Share of loss	
	2022	2021	2022	2021	2022	2021
Kendrick Resources Plc ("Kendrick")	–	29.01	–	426 505	**(6 505)**	(24 093)

During the period under review, Kendrick listed on the London Stock Exchange and the Company's interest diluted to 0.86%. During the period under review the investment in associate was reclassified to other financial assets held at fair value through profit or loss. Refer note 13 for details.

At Group level, the carrying amounts of investments in associates are measured using the equity method and are shown initially at cost adjusted for the post-acquisition share of the associate's profit and losses, net of impairment losses. The carrying value of the investment in associate was impaired through profit or loss in an amount of £378 593.

At Company level investments in associates are carried at cost less any impairments. The cost of the investment less any impairments was impaired through profit or loss at Company level in the amount of £420 000 (FY2021: £450 000).

The following table contains summarised financial information of the Group and Company's investment in Kendrick:

	Group		Company	
Figures in Pound Sterling	30 June 2022 £s	30 June 2021 £s	30 June 2022 £s	30 June 2021 £s
Carrying value at the beginning of the year	**426 505**	450 598	**420 000**	870 000
Equity accounted loss for the year	**(6 505)**	(24 093)	**–**	–
Impairment	**(420 000)**	–	**(420 000)**	(450 000)
Carrying value at year end	**–**	426 505	**–**	420 000

Summarised financial information in respect of Kendrick is set out below and represents amounts in associates' financial statements for the prior period.

11. Investments in associates continued

The financial results presented below represents the provisional unaudited results of Kendrick for the period ended 30 June 2022.

Figures in Pound Sterling	30 June 2022	30 June 2021
Current assets	–	301 130
Non-current assets	–	164 851
Current liabilities	–	(268 435)
Non-current liabilities	–	–
Equity	–	197 546
Income	–	–
Net finance cost	–	(584)
Expenses	**(22 423)**	(166 109)
Impairment loss on intangibles	–	–
Gain on disposal of investment	–	14 663
Fair value gain on revaluation of investment	–	68 978
Taxation	–	–
Loss for the year	**(22 423)**	(83 052)
Made up as follows:		
Loss from operations	**(22 423)**	(83 052)
Other comprehensive income to be/not to be reclassified to profit and loss in subsequent periods, net of tax	–	–
	(22 423)	(83 052)
Share of loss of associate (29.01%)	**(6 505)**	(24 093)

Notes to the Group and Company financial statements

continued

12. Loans to group companies

	Company 30 June 2022	Company 30 June 2021
Subsidiaries		
Braemore Holdings (Mauritius) (Pty) Ltd	**48 278 413**	25 375 421
Windsor SA (Pty) Ltd	**11 689 240**	20 410 666
Jubilee Processing (Pty) Ltd	**9 204 717**	8 945 425
Braemore Platinum Ltd	**19 837 269**	5 566 748
Braemore Platinum Smelters (Pty) Ltd	**4 835 685**	4 891 850
Braemore Resources Ltd	**5 757 790**	2 600 303
Kabwe Operations Ltd	**1 930 480**	1 930 480
Braemore Platinum Resources (Pty) Ltd	**1 393 594**	1 169 852
Jubilee Tailings Treatment Company (Pty) Ltd	**1 070 271**	1 070 271
Base Metal Technologies (Pty) Ltd	**1 080 702**	794 112
Jubilee Metals Solutions Ltd	**520 056**	520 076
Maude Mining and Exploration (Pty) Ltd1	**212 536**	212 536
Braemore Precious Metals Refiners (Pty) Ltd	**169 034**	–
Dullstroom Plats (Pty) Ltd1	**156 795**	156 795
Tjate Platinum Corporation (Pty) Ltd	**67 466**	50 776
Sable Zinc Ltd	**20**	–
	106 204 071	73 695 310
Provision for impairment	**(369 332)**	(369 332)
	105 834 739	73 325 979

1. A provision for credit losses has been made against the loans to Maude Mining and Exploration (Pty) Ltd and Dullstroom Plats (Pty) Ltd as these companies are in the development phase of their operations.

Other than the above provision for expected credit losses no other provision has been made as the Group's projects have progressed to a stage where profits and cash are being generated from operating activities enabling the group companies to repay their loan accounts.

The loans are unsecured, interest-free and have no fixed repayment terms. All loans are not purchased nor originally credit impaired and meets the criteria to be classified at amortised cost. They are disclosed as non-current assets in the statement of financial position. The Company reviews the loans annually and where deemed necessary, a provision is made for any credit losses of loans where the loan is not considered to be recoverable within a reasonable period of time.

13. Other financial assets

	Group		Company	
	2022	2021	2022	2021
At fair value through profit or loss – designated				
Loan to Horizon Corporation Limited – Star Tanganika[1]	**4 302 749**	3 710 232	**–**	–
Loan to Horizon Mining Limited – Kitwe[2]	**8 547 984**	2 626 069	**–**	–
Mash Rock Mining (Pty) Ltd[3]	**458 046**	419 844	**–**	–
PlatCro Minerals (Pty) Ltd[4]	**1 213 495**	–	**–**	–
Kendrick Resources listed investment	**60 046**	–	**60 046**	–
Total at fair value through profit or loss	**14 582 320**	6 756 145	**60 046**	–

Notes

1. Loan to Horizon Corporation Limited – Star Tanganika Project

On 18 June 2020, Jubilee has secured the rights to approximately 150 million tonnes of copper containing surface tailings targeted to be upgraded at site and refined at its Sable Refinery in Zambia through a joint operation ("JO") with Star Tanganika Limited ("Tanganika JO"), the mining rights holder. Under the agreement the parties target to process the tailings to recover copper concentrates for on sale into the market. Jubilee was appointed as operator tasked with the financial, operational and administrative management of all aspects of the project. Jubilee's Sable Refinery may acquire the copper concentrate at agreed offtake terms for the production of copper metal while excess concentrates will be sold in the market.

In terms of the Tanganika JO, Jubilee has agreed to advance the equivalent of £3.95 million (US$5 million) funding ("Initial Investment") to Tanganika's owners Horizon Corporation Limited ("Horizon") which, investment will be applied in part for the continued project development of a second copper tailings dam of similar size, held by Horizon. The loan bears interest at 6% per annum.

Under the Tanganika JO, Braemore will provide all of the operational and capital funding required for the JO and will hold a right to 75% of all earnings generated by the JO until such time as 1.5 times of all capital invested by Jubilee (being the aggregate of the Initial Investment and any further funding provided to the JO) has been returned by the JO where after Jubilee' s right to earnings will remain at 60% for the life of the JO. Such 1.5 times of capital invested by Jubilee will be interest bearing. The carrying amount of the loan was calculated based on a discounted cash flow using appropriate discount and interest rates.

2. Loan to Horizon Mining Limited – Kitwe Project

Kitwe JV and Development Agreement ("The Agreement")

Jubilee successfully concluded a copper tailings transaction to secure the rights to an additional approximately 115 million tonnes of copper and cobalt containing surface tailings in Zambia (the "Tailings"). The transaction is in line with Jubilee's stated strategy to expand operations in Zambia and are in addition to the already approximately 155 million tonnes secured, significantly contributing to future sustained earnings. Jubilee concluded the Agreement with Horizon Mining Limited.

The Agreement secures Jubilee the exclusive right to process the approximately 115 million tonnes of copper containing tailings through the implementation of a copper and cobalt processing facility (the "Project"). In addition, the Project benefits from detailed resource analyses and vast historical process test programmes performed by the Tailings Partners through the appointment of various independent well established consulting firms. This affords Jubilee the opportunity to interpret these results and incorporate its in-house expertise and IP to significantly accelerate the Project development cycle.

The parties have formed a 75/25 joint operation ("JO") with Jubilee appointed as exclusive project operator on behalf of the JO tasked with the turning to account of all aspects of the Kitwe Project for the benefit of the JO partners. Jubilee shall be entitled to fund the Kitwe Project on a preferential basis in accordance with the Agreements.

Notes to the Group and Company financial statements

continued

13. Other financial assets continued

In consideration for facilitating Jubilee' s appointment as operator and its participation in the Kitwe Project, Jubilee shall pay to Horizon Mining an amount of £6.2 million (US$8 million) in tranches. The full amount was paid by year end. The amount is deemed to be loan funding and will bear interest at 12% per annum and be repayable to Jubilee from Project earnings. Jubilee will also be entitled to continue to invest in the development of the Kitwe Project in the form of a repayable interest-bearing loan on market related commercial terms applicable at the time.

Included in the loan to Horizon Mining is an amount that Jubilee funded on behalf of Horizon Mining in an amount of £131 554 (US$169 923) (FY2021: £186 387 (US$257 828)) for project expenses. The payment so advanced will be settled from future project earnings. The payment does not attract interest and has no fixed repayment terms.

Jubilee further secured the exclusive processing rights to the material by entering into tailings supply and process development agreements (the "Tailings Agreements") with a number of privately held entities who collectively hold both the mining rights to the tailings and the property title on which the tailings are located (the "Tailings Partners"). The Tailings Agreements include both the formation of a development partnership with a well-established Zambian private entity who has invested in securing various tailings assets, as well as securing the rights to the processing of the Tailings from the resource owners.

3. Mash Rock Mining loan

On 3 August 2021 Jubilee entered into a joint venture agreement ("JV") with Mash Rock Mining ("Mash rock") Limited in respect of the treatment of copper containing material. In terms of the JV, Mash Rock will guarantee the supply of a minimum of 2 million WMTs of copper containing ROM material. On 12 November 2020 Jubilee agreed to advance a loan to Mash Rock Mining Limited in an amount of £419 845 (US$550 000).

The loan will be utilised by Mash Rock to purchase a property required to construct a processing facility as provided for in the JV. The loan bears interest at 8% per annum and will be repayable from project earnings from time to time until the loan is repaid in full. The loan is secured over a mortgage bond over the property and a cession of earnings due to Mash Rock Mining under the JV which shall comprise a cession of income streams owed to Mash Rock held as security pending full repayment of the loan.

4. PlatCro Minerals

During March 2017 Jubilee announced the execution of a Framework and Processing of Tailings Agreement ("the Agreement") with PlatCro Proprietary Limited ("PlatCro"). The Agreement provides for the acquisition of the PGMs contained in the existing surface material as well as all future material at PlatCro.

In December 2018 Jubilee announced the execution of a sale and purchase agreement to acquire all of the chrome beneficiation assets including plant, equipment, intellectual property and all rights to the existing surface material estimated in excess of 1, 8 million tonnes owned by PlatCro and its associated companies, for a combined consideration of £8.26 million (US$10.5 million).

Included in the consideration is an amount of £1.2 million (US$1.47 million) paid to PlatCro to acquire the entire issued share capital of PlatCro, the transfer of which issued share capital is subject to the required Ministerial consent in terms of section 11 of the Mineral and Petroleum Resources Development Act.

13. Other financial assets continued

	Group		Company	
	2022	2021	2022	2021
Loans and receivables				
Amava Minerals	**701 808**	544 195	–	–
Kgato Investments (Pty) Ltd (Note 27)	**669 838**	477 707	–	–
Other	**31 343**	150	–	–
Total loans and receivables	**1 402 989**	1 022 052	–	–
Total other financial assets	**15 985 309**	7 778 197	**60 046**	–
Current assets				
Loans receivable	**701 808**	544 195.22	–	–
Non-current assets				
At fair value through profit or loss	**14 582 320**	6 756 145	**60 046**	–
Loans receivable	**701 181**	477 857	–	–
	15 283 501	7 234 002	**60 046**	–
Total	**15 985 309**	7 778 197	**60 046**	–

None of the Group's other financial assets are pledged as surety for any liabilities.

14. Inventories

	Group		Company	
	2022	2021	2022	2021
Current inventory				
Raw materials	**25 735 611**	14 407 379	–	–
Final product	**808 082**	3 107 780	–	–
Consumables	**1 192 457**	250 778	–	–
	27 736 150	17 765 937	–	–

Raw materials and consumables are carried at cost. Raw materials include ROM ore for processing at the Group's processing plants. The expected value of ROM that will be processed in the next twelve months is £25 246 860 (FY2021: £14 407 379). The amount recognised in cost of sales during the period under review amounted to £74 958 206 (FY2021: £47 252 522). During the period under review £Nil (FY2021: £225 059) was recognised in cost of sales as an adjustment for net realisable value. Included in final product are 443 tonnes of saleable chrome concentrate (FY2021: 17 668), 46 tonnes of saleable copper cathode (FY2021: 58) and 130 PGM ounces (FY2021: Nil). In terms of the provisions of a Revolving Credit Facility ("RCF") agreement between ABSA Bank and Jubilee, through its wholly owned subsidiary Windsor SA (Pty) Ltd, a General Notarial Bond is registered in favour of ABSA Bank in relation to all present and future movable property and effects of Windsor SA (Pty) Ltd. Refer to note 24 for details of the RCF.

Notes to the Group and Company financial statements

continued

14. Inventories continued

	Group		Company	
	2022	2021	2022	2021
Non-current inventory				
Raw materials	**12 506 751**	–	**–**	–
	12 506 751	–	**–**	–

Non-current inventory includes raw materials that are not expected to be processed in the next twelve months. The Group concludes contracts for raw materials over periods typically between 24 to 60 months. The processing of these raw materials is also dependent on management's decision of which raw materials are processed when.

The Group, does from time to time and in accordance with specific trade financing agreements, provide security in favour of trade financiers, which may include security over certain material stored in a tailings storage facility.

15. Trade and other receivables

	Group		Company	
	2022	2021	2022	2021
Trade receivables	**27 529 375**	22 105 740	**–**	–
VAT	**9 643 531**	3 504 308	**–**	–
Prepayments[1]	**11 555 587**	11 965 048	**336 778**	63 109
Other receivables	**14 003**	481 022	**3 286**	218 565
Deposits	**78 117**	70 251	**–**	3 286
	48 820 613	38 126 369	**340 064**	284 960

The Directors consider that the carrying value of trade and other receivables is approximately equal to their fair value.

See note 25 – Credit risk (page 144) – for consideration of expected credit losses on accounts receivable.

1. Prepayments

Included in prepayments are the following prepayments for tailings material:

- An amount of £2 441 569 (FY2021:5 379 810) representing a prepayment for 270 749 (FY2021: 516 629) tonnes of copper tailings in Zambia. The copper tails are in a bonded warehouse and are secured over holding certificates. Ownership of the tails only passes to Jubilee once the tails are delivered to site.
- An amount of £2 424 807 (FY2021: £2 415 274) representing a prepayment for approximately 150 000 tonnes of intermediate future chrome and PGM bearing material.
- An amount of £3 230 792 (FY2021: £2 983 449) representing a prepayment for 193 825 (FY2021: 235 230) tonnes of historical chrome and PGM tailings in South Africa.

	Group		Company	
	2022	2021	2022	2021
Customer contract assets[1]				
Chrome concentrate	**4 296 483**	662 723	**–**	–
PGM concentrate	**14 579 463**	8 491 527	**–**	–
	18 875 946	9 154 250	**–**	–

1. Contract assets represent a provision for the Group's rights to receive revenue for product sold and delivered at year end but subject to final pricing post year end. These assets are transferred to trade receivables when invoiced post year end.

16. Cash and cash equivalents

	Group		Company	
	2022	2021	2022	2021
Cash on hand	**2 198**	362 167	**–**	–
Bank balances	**16 015 746**	19 280 880	**3 315 425**	872 816
	16 017 944	19 643 047	**3 315 425**	872 816

Cash and cash equivalents comprise cash and short-term bank deposits with an original maturity of 1 month or less. The Group has no overdraft facilities. The carrying amount of these assets are approximately equal to their fair value.

17. Cash used in operations

	Group		Company	
	2022	2021	2022	2021
Profit/(loss) before taxation	**26 506 041**	43 024 070	**(1 387 226)**	(3 335 960)
Adjustments for:				
Depreciation and amortisation	**10 222 902**	3 892 723	**–**	–
Effect of foreign exchange differences on translation of foreign operations	**6 264 137**	4 078 226	**–**	–
Profit on sale of fixed assets	**–**	75 852	**–**	–
Share of loss from equity accounted investment	**6 505**	24 093	**–**	–
Interest received	**(1 400 599)**	(500 173)	**(16 289)**	(19 685)
Finance costs	**1 445 307**	1 673 787	**–**	–
Fair value adjustments	**(913 929)**	1 161 418	**359 955**	1 161 418
Impairment of investment in associate	**–**	–	**–**	450 000
Share-based payments	**869 152**	405 845	**869 152**	405 845
Other movements	**208 639**	103 182	**–**	24 500
Changes in working capital:				
Inventories	**(9 970 243)**	(3 663 912)	**–**	–
Trade and other receivables	**(21 629 434)**	(30 552 862)	**(55 104)**	(25 767)
Trade and other payables	**23 293 017**	17 358 581	**35 466**	(908 540)
	34 901 495	37 080 830	**(194 046)**	(2 248 189)

	Group		Company	
Net debt reconciliation	2022	2021	2022	2021
Net debt				
Revolving credit facilities	**(8 471 028)**	(3 839 225)	**–**	–
Borrowings (including overdraft)	**–**	(563 999)	**–**	–
Lease liabilities	**(389 020)**	(164 089)	**–**	–
	(8 860 048)	(4 567 313)	**–**	–
Net debt				
Cash and cash equivalents	**(8 471 028)**	(3 839 225)	**–**	–
Gross debt – variable interest rates	**(389 020)**	(728 088)	**–**	–
	(8 860 048)	(4 567 313)	**–**	–

Notes to the Group and Company financial statements

continued

17. Cash used in operations continued

	Liabilities from financing activities			Other assets		
	Borrowings	Leases	Sub-total	Cash/Bank overdraft	Liquid investments	Total
Net debt as at 01 July 2020	**(2 092 855)**	**–**	**(2 092 855)**	**–**	**–**	**(2 092 855)**
Cash flows						
– New funding	–	–	–	(3 792 219)	–	(3 792 219)
– Repayment (Capital)	1 385 545	238 105	1 623 650	–	–	1 623 650
– Repayment (Interest)	121 274	23 149	144 423	–	–	144 423
New leases	–	(414 546)	(414 546)	–	–	(414 546)
Foreign exchange adjustments	183 395	13 925	197 320	–	–	197 320
Other charges	(161 358)	(24 721)	(186 079)	(47 006)	–	(233 085)
Net debt as at 30 June 2021	**(563 999)**	**(164 088)**	**(728 087)**	**(3 839 225)**	**–**	**(4 567 312)**
Cash flows						
– New funding	**–**	**–**	**–**	**(5 843 579)**	**–**	**(5 843 579)**
– Repayment (Capital)	**650 699**	**554 775**	**1 205 474**	**1 264 057**	**–**	**2 469 531**
– Repayment (Interest)	**23 952**	**45 364**	**69 316**	**368 205**	**–**	**437 521**
New leases	**–**	**(787 677)**	**(787 677)**	**–**	**–**	**(787 677)**
Foreign exchange adjustments	**(78 431)**	**10 683**	**(67 748)**	**49**	**–**	**(67 700)**
Other charges	**(32 221)**	**(48 077)**	**(80 298)**	**(420 534)**	**–**	**(500 831)**
Net debt as at 30 June 2022	**–**	**(389 020)**	**(389 020)**	**(8 471 028)**	**–**	**(8 860 047)**

18. Earnings and dividends per share

Earnings per share

Basic earnings per share amounts are calculated by dividing the profit for the year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

The following table reflects the income and share data used in the basic earnings per share computation:

	2022	2021
Earnings attributable to ordinary equity holders of the parent (£)	**18 037 001**	40 231 204
Weighted average number of shares for basic earnings per share	**2 455 458 009**	2 185 345 903
Effect of dilutive potential ordinary shares		
Share options and warrants exercisable below the average share price for the period	**123 943 501**	40 742 711
Diluted weighted average number of shares for diluted earnings per share	**2 579 401 510**	2 226 088 614
Basic earnings per share (pence)	**0.73**	1.84
Diluted basic earnings per share (pence)	**0.70**	1.81

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements. The potential dilution of basic earnings per share from the convertible loan note as disclosed in note 22 was not included in the calculation of diluted earnings per share as the convertible loan notes are antidilutive for the period under review. There were no share transactions post year end to the date of this report that could have impacted earnings per share had it occurred before year end.

Dividend per share

The Board has resolved not to declare any dividend to shareholders for this reporting period (FY2021: Nil).

19. Share capital and share premium

	Group		Company	
	2022	2021	2022	2021
Authorised				
The share capital of the Company is divided into an unlimited number of ordinary shares of £0.01 each.				
Issued share capital fully paid				
Ordinary shares of 1 pence each (£)	**26 570 514**	22 425 093	**26 570 514**	22 425 093
Share premium (£)	**128 968 158**	97 588 094	**128 968 158**	97 588 094
Total issued capital (£)	**155 538 672**	120 013 187	**155 538 672**	120 013 187

Notes to the Group and Company financial statements

continued

19. Share capital and share premium continued

The Company issued the following ordinary shares during the period:

Date issued	Number of shares	Issue price pence	Purpose
Opening balance at 1 July 2021	2 242 509 468		
21-Sep-21	187 149 096	16.03	Placing
07-Mar-22	209 447 822	2.81	Settle debt
07-Mar-22	2 944 984	3.38	Warrants
26-May-22	500 000	3.50	Options
26-May-22	500 000	4.00	Options
26-May-22	500 000	6.00	Options
26-May-22	500 000	6.00	Options
26-May-22	3 000 000	4.00	Options
26-May-22	2 000 000	4.50	Options
26-May-22	3 500 000	5.50	Options
26-May-22	1 000 000	6.00	Options
26-May-22	2 000 000	4.50	Options
26-May-22	1 500 000	5.50	Options
	2 657 051 370		

Post the period under review the Company issued the following ordinary shares:

Date issued	Number of shares	Issue price pence	Purpose
07-Jul-22	25 000	6.12	Warrants
22-Jul-22	1 439 156	6.12	Warrants
01-Sep-22	8 509 713	6.12	Warrants
01-Sep-22	4 659 599	6.12	Warrants
21-Sep-22	2 500 000	3.375	Warrants
	2 674 184 838		

During the year new share transaction costs accounted for as a deduction from the share premium account amounted to £1 385 214 (FY2021: £314 842).

On 21 September 2021 the Company issued 187 149 096 new ordinary shares at a price of 16.03 pence to raise £30 million before expenses.

The Company recognised a share-based payment expense in the share premium account in an amount of £193 320 (FY2021: £161 974) in accordance with section 610 (2) of the United Kingdom Companies Act 2006. The charge relates to share-based payments accounted for as a deduction from the share premium account. Refer to note 20 for a reconciliation of the share-based payment reserve account.

19. Share capital and share premium continued

Warrants

At year-end the Company had the following warrants outstanding:

Issue Date	Number of warrants	Subscription price pence	Expiry date	Share price at issue date (pence)
19 Jan 2018	63 661 944	6.12	19 Jan 2023	3.55
28 Dec 2018	10 000 000	3.38	28 Dec 2023	2.40
19 Nov 2019	7 818 750	4.00	19 Nov 2022	4.13
22 Jun 2020	750 000	3.40	22 Jun 2023	3.90
21 Jan 2021	4 036 431	13.00	21 Jan 2024	13.20
	86 267 125			

At the last practicable date, the Company had the following warrants outstanding:

Issue Date	Number of warrants	Subscription price pence	Expiry date	Share price at issue date (pence)
19 Jan 2018	49 028 476	6.12	19 Jan 2023	3.55
28 Dec 2018	10 000 000	3.38	28 Dec 2023	2.40
19 Nov 2019	7 818 750	4.00	19 Nov 2022	4.13
22 Jun 2020	750 000	3.40	22 Jun 2023	3.90
21 Jan 2021	4 036 431	13.00	21 Jan 2024	13.20
	71 633 657			

Reconciliation of the number of warrants in issue	2022	2021
Opening balance	**86 267 125**	112 292 488
Issued during the year	–	4 036 431
Expired/exercised during the year	–	(30 061 794)
Closing balance	**86 267 125**	86 267 125
	–	–

Notes to the Group and Company financial statements

continued

19. Share capital and share premium continued

Fair value was determined by using the Black-Scholes Valuation Model.

The following inputs were used:

	2022	2021
Average spot at issue date (pence)	–	13.2
Average expected volatility	–	75.91%
Expected warrant life	–	1 year
Expected dividends	–	Nil
The risk-free interest rate	–	0.11%

The weighted average remaining life of share warrants at the year-end was 8 months (FY2021: 1.86 years) and the weighted average exercise price 5.91 (FY2021: 5.91) pence. Expected volatility was determined by calculating the historical volatility of the group's share price over the last year.

There are no performance conditions associated with the warrants issued. Warrants have different lives and for the purposes of valuing the warrants an expected warrant life of three years has been applied.

20. Share-based payments

20.1 Equity-settled share option plan

Reconciliation of the number of options in issue

	2022	2021
Opening balance	**95 400 000**	110 800 000
Exercised during the year	**(8 500 000)**	(17 150 000)
Issued during the year	**58 000 000**	1 750 000
Cancelled during the year	**(15 000 000)**	–
Closing balance	**129 900 000**	95 400 000

The following options are outstanding at year end:

Strike price	1	2.5	3.5	4	4.5	5.5	6	7	8	10	15	19	24	Total
Option Holder														
Leon Coetzer	7 000 000	–	8 000 000	4 000 000	–	–	4 000 000	–	–	–	–	–	–	23 000 000
Chris Molefe	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dr Mathews Phosa	–	–	–	–	–	–	500 000	–	–	–	–	–	–	500 000
Nicholas Taylor	–	–	–	–	–	–	2 000 000	2 500 000	3 000 000	–	–	–	–	7 500 000
Ollie Oliveira	–	–	–	–	–	–	–	–	–	–	9 000 000	3 000 000	3 000 000	15 000 000
Evan Kirby	–	–	–	–	–	–	–	–	–	1 000 000	–	1 000 000	–	2 000 000
	7 000 000	**–**	**8 000 000**	**4 000 000**	**–**	**–**	**6 500 000**	**2 500 000**	**3 000 000**	**1 000 000**	**9 000 000**	**4 000 000**	**3 000 000**	**48 000 000**
Employees and contractors	**650 000**	**1 250 000**	**1 250 000**	**4 500 000**	**3 000 000**	**6 000 000**	**4 250 000**	**–**	**4 000 000**	**–**	**10 800 000**	**7 800 000**	**8 900 000**	**52 400 000**
Advisers	**5 000 000**	**–**	**4 000 000**	**4 000 000**	**2 000 000**	**3 500 000**	**5 000 000**	**–**	**–**	**–**	**1 800 000**	**1 800 000**	**2 400 000**	**29 500 000**
Total	**12 650 000**	**1 250 000**	**13 250 000**	**12 500 000**	**5 000 000**	**9 500 000**	**15 750 000**	**2 500 000**	**7 000 000**	**1 000 000**	**21 600 000**	**13 600 000**	**14 300 000**	**129 900 000**

Refer to note 27 for details of options exercised by Directors.

20. Share-based payments continued

Fair value was determined by using the Black-Scholes Valuation Model.

The following inputs were used for new options issued:

	Group	
	2022	2021
Spot at grant date (pence)	**15.0**	2.23
Expected volatility	**47.23%**	71.01%
Expected option life	**10 years**	10 years
Expected dividends	**–**	–
The risk-free interest rate	**1.97%**	0.23%

The weighted average remaining life of share options at the year-end was 7.42 (FY2021: 6.93) years and the weighted average exercise price of 10 (FY2021: 4.37) pence. Expected volatility was determined by calculating the historical volatility of the group's share price over the last year.

There are no performance conditions associated with the share options awarded during the prior year. All options have a 10-year life and for the purposes of valuing the options an expected option life of five years has been applied.

20.2 Share based payment reserve

Reconciliation of the share-based payment reserve

	Group	
	2022	2021
Opening balance	**2 707 928**	2 520 541
New options granted	**869 151**	415 046
Options lapsed/exercised	**(185 494)**	(156 821)
Warrants granted	**–**	161 974
Warrants exercised/lapsed	**(20 026)**	(232 812)
Closing balance	**3 371 560**	2 707 928

21. Other comprehensive income

	Group	
Components of other comprehensive income	2022	2021
Exchange differences net of tax arising on translation of foreign operations attributable to ordinary equity holders of the parent	**16 430 441**	(3 892 044)
Non-controlling interest	**212 298**	28 420
Exchange differences arising on translation of foreign operations	**16 642 739**	(3 863 624)

The foreign exchange losses incurred on the translation of foreign operations is mainly attributable to the Group's acquisition of two Zambian businesses. The appreciation of the Zambian Kwacha against the Pound Sterling of 50% (FY2021: devaluation of 38.6%) contributed significantly to other comprehensive profits (FY2021: losses). The second largest contributor of the profit includes the appreciation of the US$ by 14% (FY2021: devaluation of 12%) against the Pound Sterling during the period.

The South African Rand ended static against the Pound Sterling at period end (FY2021: devaluation of 9.3%).

Notes to the Group and Company financial statements

continued

22. Other financial liabilities

	Group		Company	
	2022	2021	2022	2021
At fair value through profit or loss				
Contingent consideration – business combinations	2 803 434	2 803 434	–	–

	Maturity date	Interest rate	Group 2022	Group 2021	Company 2022	Company 2021
Held at amortised cost						
Senior secured funding	04/02/2022	11%	–	563 999	–	–
Senior convertible loan note	21/03/2022	12%	–	4 772 276	–	–
Other			**1 035**	1 035	–	–
			1 035	5 337 310	–	–
Repayment of other financial liabilities held at amortised cost:						
Current – not later than one year			**1 035**	5 337 310	–	–
Non-current – later than one year and not later than five years			–	–	–	–
			1 035	5 337 310	–	–
Finance costs of £482 521 (FY2021: £1 673 786) were recognised in profit and loss during the period under review.						
Non-current – not less than one year and not more than five years			**2 803 434**	2 803 434	–	–
Current – not later than one year			**1 035**	5 337 310		
Total other financial liabilities			**2 804 469**	8 140 744		

23. Trade and other payables

	Group		Company	
	2022	2021	2022	2021
Trade payables	**37 443 910**	20 105 693	**44 471**	47 959
Value added tax	**699 794**	11 643	–	–
Accruals	**7 216 257**	5 720 226	**1 257 335**	1 338 380
Other payables	**7 272 042**	3 501 426	**120 000**	–
	52 632 003	29 338 988	**1 421 806**	1 386 339

24. Revolving Credit Facilities

	Group		Company	
	2022	2021	2022	2021
Revolving credit facility – ABSA BANK LIMITED	**8 471 028**	3 839 225	–	–

During February 2021 through its wholly owned Windsor SA Jubilee secured a revolving credit facility ("RCF") with ABSA BANK LIMITED for £3.8 million (ZAR75 million). During July 2021 the RCF was increased to £10.1 million (ZAR200 million).

The RCF is secured as follows:

- Borrower security cession and pledge over the issued capital of Windsor SA and its assets
- Parent Shareholder Pledge and Cession from Jubilee including all shareholder loan claims and related rights
- General Notarial Bond registered over relevant assets of Winsor SA

The RCF is available for a period of 12 months and can be extended for a further 12 months by mutual agreement.

The RCF bears interest at the aggregate rate of JIBAR plus a margin of 2.8%.

At the period end Jubilee has drawn down £9.6 million (ZAR190.6 million). Interest in an amount of £507 236 (FY2021: £42 002) was charged to profit or loss for the period under review.

Refer to note 33 on page 153 for details of a revolving credit facility secured through Jubilee's subsidiary Braemore Holdings Mauritius.

Notes to the Group and Company financial statements

continued

25. Financial instruments

The Group's financial instruments were categorised as follows:

Group	Financial assets not measured at fair value	Financial liabilities not measured at fair value	Financial assets at fair value though profit or loss	Financial liabilities at fair value through profit or loss	Total
30 June 2022					
Assets and liabilities as per SOFP					
Assets					
Other financial assets	**1 402 989**	**–**	**14 582 320**	**–**	**15 985 309**
Trade and other receivables	**27 529 375**	**–**	**–**	**–**	**27 529 375**
Contract assets	**18 875 946**	**–**	**–**	**–**	**18 875 946**
Cash and cash equivalents	**16 017 944**	**–**	**–**	**–**	**16 017 944**
	63 826 254	**–**	**14 582 320**	**–**	**78 408 574**
Liabilities					
Trade payables	**–**	**37 443 910**	**–**	**–**	**37 443 910**
Other financial liabilities	**–**	**1 035**	**–**	**–**	**1 035**
Contract liabilities	**–**	**–**	**–**	**–**	**–**
Other payables	**–**	**15 188 093**	**–**	**–**	**15 188 093**
Contingent consideration	**–**	**–**	**–**	**2 803 434**	**2 803 434**
	–	**52 633 038**	**–**	**2 803 434**	**55 436 472**
30 June 2021					
Assets and liabilities as per SOFP					
Assets					
Other financial assets	1 022 052	–	6 756 145	–	7 778 197
Trade and other receivables	22 105 740	–	–	–	22 105 740
Contract assets	9 154 250	–	–	–	9 154 250
Cash and cash equivalents	19 643 047	–	–	–	19 643 047
	51 925 089	–	6 756 145	–	58 681 234
Liabilities					
Trade payables	–	20 105 693	–	–	20 105 693
Other financial liabilities	–	5 337 310	–	–	5 337 310
Contract liabilities	–	–	–	–	–
Other payables	–	9 233 295	–	–	9 233 295
Contingent consideration	–	–	–	2 803 434	2 803 434
	–	34 676 298	–	2 803 434	37 479 732

25. Financial instruments continued

Company	Financial assets not measured at fair value	Financial liabilities not measured at fair value	Financial assets at fair value though profit or loss	Financial liabilities at fair value through profit or loss	Total
30 June 2022					
Assets and liabilities as per SOFP					
Assets					
Trade and other receivables	**340 064**	–	–	–	**340 064**
Loans to group companies	**105 834 739**	–	–	–	**105 834 739**
Cash and cash equivalents	**3 315 425**	–	–	–	**3 315 425**
	109 490 228	–	–	–	**109 490 228**
Liabilities					
Other payables	–	**1 377 335**	–	–	**1 377 335**
Trade and other payables	–	**44 471**	–	–	**44 471**
	–	**1 421 806**	–	–	**1 421 806**
30 June 2021					
Assets and liabilities as per SOFP					
Assets					
Trade and other receivables	284 960	–	–	–	284 960
Loans to group companies	73 325 979	–	–	–	73 325 979
Cash and cash equivalents	872 816	–	–	–	872 816
	74 483 755	–	–	–	74 483 755
Liabilities					
Other payables	–	1 338 380	–	–	1 338 380
Trade and other payables	–	47 959	–	–	47 959
	–	1 386 339	–	–	1 386 339

Fair values

The fair values of the Group's financial instruments approximate book value.

The main risks arising from the Group's financial instruments are credit risk liquidity risk and currency risk.

Management reviews and agrees policies for managing these risks and these are summarised below. There have been no substantive changes to the Group's exposure to financial instrument risks its objectives policies and processes for managing those risks or the methods used to measure them from previous periods unless other stated in this note.

Notes to the Group and Company financial statements

continued

25. Financial instruments continued

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty fails to meet its contractual obligations to the Group. The risk arises principally from the Group's receivables from customers and contract assets. The Group has adopted a policy of only dealing with creditworthy counterparties as assessed by management using relevant available information.

Trade receivables comprise a well-established customer base. The Group has three customers which are considered to be of high credit standing each of which contribute in excess of 10% to total revenue. Management evaluates credit risk relating to customers on an ongoing basis with reference to the individual characteristics of each customer the countries in which the customers operate and the industry in which they operate. Otherwise, if there is no independent rating risk control assesses the credit quality of the customer taking into account its financial position past experience and other factors.

There were no credit losses recognised during the period. No provision has been made for credit losses as the Group transacts with customers with no history of bad credibility or non-payment of contractual obligations.

Trade receivables analysis

Group	Total	30 days Not past due	60 days	60 days and over
30 June 2022				
Trade receivables not impaired	**48 820 613**	**33 867 022**	**317 798**	**14 635 793**
Trade receivables impaired	–	–	–	–
	48 820 613	**33 867 022**	**317 798**	**14 635 793**
30 June 2021				
Trade receivables not impaired	38 126 365	27 445 986	2 074 298	8 606 082
Trade receivables impaired	–	–	–	–
	38 126 366	27 445 986	2 074 298	8 606 082

Liquidity risk

Liquidity risk arises from the Group's management of working capital and the finance charges and principal repayments on its debt instruments. It is the risk that the Group will encounter difficulty in meeting its financial obligations as they fall due.

The Group manages liquidity risk through an ongoing review of future commitments and credit facilities. The Company relies on the continuous support of its shareholders for additional funding as and when required.

The Group's policy is to ensure that it will always have sufficient cash to allow it to meet its liabilities when they become due. To achieve this, it seeks to maintain cash balances (or agreed facilities) to meet expected requirements for a period of at least 45 days.

25. Financial instruments continued

The following table sets out contractual maturities analysis:

Group	Total	Up to 3 months	3 to 12 months	2 to 5 years
2022				
Trade and other payables	**45 415 746**	**45 415 746**	**–**	**–**
Financial liabilities held at amortised cost	**1 035**	**–**	**–**	**1 035**
Accruals	**7 216 257**	**7 216 257**	**–**	**–**
Finance lease obligation	**359 665**	**–**	**–**	**359 665**
Other financial liabilities	**2 803 434**	**–**	**–**	**2 803 434**
	55 796 137	**52 632 003**	**–**	**3 164 134**
2021				
Trade and other payables	20 587 381	20 587 381	–	–
Financial liabilities held at amortised cost	1 035	–	1 035	–
Accruals	5 720 226	4 801 525	918 701	–
Finance lease obligation	164 088	–	–	164 088
Other financial liabilities	2 803 434	–	–	2 803 434
	29 276 163	25 388 905	919 736	2 967 522

Company	Total	Up to 3 months	3 to 12 months	2 to 5 years
2022				
Trade and other payables	**44 471**	**44 471**	**–**	**–**
Accruals	**1 377 335**	**–**	**1 377 335**	**–**
	1 421 806	**44 471**	**1 377 335**	**–**
2021				
Trade and other payables	47 959	47 959	–	–
Accruals	1 338 380	–	1 338 380	–
	1 386 339	47 959	1 338 380	–

Currency risk

The Group is exposed to fluctuations in foreign currencies arising from having deposits in various currencies as well as the purchase of goods and services in currencies other than the Group's measurement currency.

Jubilee operates internationally and is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the South African Rand the Zambian Kwacha the US Dollar and the Pound Sterling. The Group is exposed to currency risk on Zambian and South African assets cash reserves deposits received trade receivables and trade payables. The most significant of these being the inter-company loans which it holds with its South African subsidiaries. Revenues and borrowing costs are more sensitive to movement in US Dollar exchange rates in 2022 than 2021 because of decreased US$ denominated borrowings and the fact that components of the Group's revenue is priced in US$ per tonne. The impact on profitability of any change in the US$ can be substantial.

Notes to the Group and Company financial statements

continued

25. Financial instruments continued

Exchange rates obtained when converting US$ to rand are set by foreign exchange markets over which the Group has no control. The relationship between currencies and commodities which includes the PGM basket and chrome prices is complex and changes in exchange rates can impact on commodity prices and vice versa.

The Group does not hedge its foreign exchange on funding of projects or when negotiating contracts for revenue and is mainly exposed to the spot rate fluctuations in currencies. The Group's activities do not include long lead items that would require hedging.

Currency movements mainly include movements that arise as a result of South African Rand-denominated projects that are re-valued at each period-end and revenue sales transaction prices that are based on amongst other variables commodity prices.

The Group has certain investments in foreign operations whose net assets are exposed to foreign currency translation risk. Currency exposure arising from the net assets of the Group's foreign operations is managed primarily through borrowings denominated in the relevant foreign currencies.

The table below classifies the Group's foreign currency risk between the different functional currencies as at year- end and the respective balance thereof:

Exchange rates used for conversion of foreign items were – for each £1.00:

	2022	2021
ZAR: £ (Average)	**0.049**	0.048
ZAR: £ (Spot)	**0.051**	0.051
USD: £ (Average)	**0.751**	0.743
USD: £ (Spot)	**0.823**	0.723
ZMK: £ (Average)	**0.043**	0.036
ZMK: £ (Spot)	**0.048**	0.032
AUD: £ (Average)	**0.545**	0.555
AUD: £ (Spot)	**0.568**	0.543

The functional currencies of the companies in the Group are the Pound Sterling, United States Dollar, South African Rand, Zambian Kwacha, Australian Dollar and Madagascar Ariary. The Group does not hedge against the effects of movements in exchange rates. These risks are managed and monitored by executive management on a transaction basis.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	Liabilities		Assets	
Group	**2022**	**2021**	**2022**	**2021**
South African Rand	**(54 087 132)**	(28 161 839)	**74 265 462**	45 615 759
Zambian Kwacha	**(5 847 751)**	(1 198 832)	**10 698 660**	9 781 376
United States Dollar	**(5 189 425)**	(10 200 365)	**2 277 290**	12 493 121
Australian Dollar	**(27 985)**	(44 233)	**6 169**	1 642

The Company does not have any material financial assets or liabilities denominated in any currency other than the Pound Sterling, the United States Dollar, the Zambian Kwacha, and the South African Rand.

25. Financial instruments continued

The following table summarises the sensitivity of financial instruments held at reporting date to movements in the exchange rate of the South African Rands Australian Dollars and Madagascar Ariary for the Group with all other variables held constant. These currencies have been assessed using the sensitivities indicated in the table. These are based on reasonably possible changes over a financial year using the observed range of actual historical rates for the preceding twelve month period.

Impact on profit/equity

	2022	2021
Judgements of reasonable currency exposure		
10% strengthening of ZAR against GBP	**2 242 037**	1 939 324
10% weakening of ZAR against GBP	**(2 017 833)**	(1 745 392)
10% strengthening of AUS against GBP	**(2 424)**	(4 732)
10% weakening of AUS against GBP	**(6 670)**	4 259
10% strengthening of ZMK against GBP	**538 990**	953 616
10% weakening of ZMK against GBP	**(485 091)**	(858 254)
10% strengthening of US$ against GBP	**(323 571)**	254 751
10% weakening of US$ against GBP	**291 214**	(229 276)

Borrowing facilities

The Group finances its operations through a combination of cash generated from operations third-party loans and equity. Interest rate fluctuations on borrowings are not expected to give rise to a material risk.

Interest rate risk

The Group manages the interest rate risk associated with the Group's cash and cash equivalent assets by ensuring that interest rates are as favourable as possible whether this is through investment in floating or fixed interest rate deposits whilst managing the access the Group requires to the funds for working capital and project funding purposes.

Interest bearing liabilities are as disclosed in the statement of financial position under other financial liabilities and revolving credit facilities. A 1% interest rate change will have no material effect on the financial statements.

The interest rate profiles of the Group and Company's financial assets at 30 June 2022 were as follows:

	Pound Sterling	United States Dollars	South African Rand	Australian Dollar	Zambian Kwacha	Madagascar Ariary	Total
Group							
Cash at bank floating interest rate	**45 006**	**316 505**	**1 408 742**	**–**	**–**	**–**	**1 770 253**
Cash at bank on which no interest is received	**2 947 930**	**1 663 168**	**1 108 964**	**6 169**	**48 386**	**2 044**	**5 776 661**
Third-party loans	**–**	**–**	**–**	**–**	**–**	**–**	**–**
	2 992 936	**1 979 673**	**2 517 706**	**6 169**	**48 386**	**2 044**	**7 546 914**
Company							
Cash at bank floating interest rate	**44 203**	**316 114**	**5 539**	**–**	**–**	**–**	**365 856**
Cash at bank on which no interest is received	**2 947 862**	**1 707**	**–**	**–**	**–**	**–**	**2 949 569**
	2 992 065	**317 821**	**5 539**	**–**	**–**	**–**	**3 315 425**

Notes to the Group and Company financial statements

continued

25. Financial instruments continued

The interest rate profile of the Group and Company's financial assets at 30 June 2021 was as follows:

	Pound Sterling	United States Dollars	South African Rand	Australian Dollar	Zambian Kwacha	Madagascar Ariary	Total
Group							
Cash at bank floating interest rate	4 892	781 703	6 727 271	–	–	–	7 513 866
Cash at bank on which no interest is received	85 542	11 778 424	217 451	966	44 754	2 044	12 129 181
Third-party loans	–	–	–	–	–	–	–
	90 434	12 560 127	6 944 722	966	44 754	2 044	19 643 047
Company							
Cash at bank floating interest rate	4 552	781 053	170	–	–	–	785 775
Cash at bank on which no interest is received	85 542	1 499	–	–	–	–	87 040
	90 094	782 551	170	–	–	–	872 815

There is no significant difference between the carrying value and fair value of cash and cash equivalents.

Financial liabilities	Weighted interest rate	1 year or less	2 – 5 years	Total
Group 2022				
Interest-bearing borrowings	**6.8%**	**8 472 063**	**–**	**8 472 063**
Group 2021				
Interest-bearing borrowings	10%	9 175 500	–	9 175 500

Financial liabilities	Weighted interest rate	1 year or less	2 – 5 years	Total
Company 2022				
Interest-bearing borrowings	**0%**	**–**	**–**	**–**
Company 2021				
Interest-bearing borrowings	0%	–	–	–

Total interest costs in the year relating to financial liabilities held at amortised cost were £1 445 307 (FY2021: £1 673 786).

Interest rates on borrowings are fixed and agreed contractually. A 1% increase in interest rates would not have had a material impact on the Group's financial statements therefore no additional sensitivity analysis was considered necessary.

25. Financial instruments continued

Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The capital structure of the Group consists of debt which includes the borrowings cash and cash equivalents disclosed and equity as disclosed in the statement of financial position.

In order to maintain or adjust the capital structure the group may adjust the amount of dividends paid to shareholders return capital to shareholders issue new shares or sell assets to reduce debt.

Consistent with others in the industry the Group monitors capital on the basis of the gearing ratio.

This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including "current and non-current borrowings" as shown in the statement of financial position) less cash and cash equivalents.

Total capital is calculated as "equity" as shown in the statement of financial position plus net debt.

There have been no changes to what the entity manages as capital the strategy for capital maintenance or externally imposed capital requirements from the previous year.

26. Contingencies and commitments

Other than disclosed in this report there are no material contingent assets or liabilities as at 30 June 2022.

27. Related parties

		Group		Company	
Transactions with related parties		**2022**	**2021**	**2022**	**2021**
27.1	Theuns Klopper a Director of Nexia Australia received Director fees from Base Metal Technologies (Pty) Ltd	6 870	6 956	–	–
27.2	Lion Mining Finance with common Director Colin Bird (resigned 31 May 2022) received office rent from the Company	33 600	33 600	33 600	33 600
27.3	Jubilee paid Carina de Beer through Motswiri Partners for her services as Executive - Audit and Compliance. She is a member of Motswiri Partners. She is also a Director of Braemore Platinum Limited (UK)	143 396	154 030	114 167	112 386
27.4	Jubilee paid Johan Meyer a salary as Head of Projects. During the period he was a Director of the following group companies: • Braemore Platinum Smelters (Pty) Ltd • Jubilee Processing (Pty) Ltd • Jubilee Tailings Treatment Company (Pty) Ltd • Braemore Precious Metals Refiners (Pty) Ltd	150 553	179 096	–	–
27.5	Jubilee paid Bertus van der Merwe through Olifantsdraai Eiendomsbeperk for his services as Chief Operating Officer South Africa.	229 444	234 885	–	–

The total remuneration of key management personnel amounted to £1.2 million (FY2021: £0.7 million)

Notes to the Group and Company financial statements

continued

27. Related parties continued

Transactions with Directors

27.6 Dr Phosa holds his interest in Jubilee through a trust named NMP Trust of which he is a trustee. Refer to the Directors' report and note 6 on page 117 for more details on Directors' remuneration. Kgato Investments (Pty) Ltd ("Kgato") owned by Dr. Mathews Phosa a director of Jubilee owns 26.25% shareholding in the ordinary share capital of BPMR. Kgato's shareholding is financed through a vendor financed loan. The loan is interest free for as long as the Inyoni Project has funding obligations and liabilities outstanding. Interest may be charged to the loan at an interest rate as determined by the Board of Directors but not more than the prime lending rate from time to time.

The effective date vendor loan is carried initially at fair value through profit or loss and any subsequent changes in the fair value is recognised directly in equity. During the period under review the value of the vendor loan was increased to £0.7 million (ZAR13.2 million) (FY2021: £0.5 million (ZAR8.6 million).

28. Business segments

Following the strategic restructuring of Jubilee's operations and business model management presents the following segmental information:

- PGM and Chrome – the processing of PGM and chrome containing materials;
- Copper and Cobalt – the processing of Copper and Cobalt containing materials;
- Other – administrative and corporate expenses and exploration

The Group's operations span five countries South Africa, Australia, Mauritius, Zambia, and the United Kingdom. There is no difference between the accounting policies applied in the segment reporting and those applied in the Group financial statements. Madagascar does not meet the qualitative threshold under IFRS 8 consequently no separate reporting is provided.

2022

Figures in Pound Sterling	PGM and Chrome	Copper and Cobalt	Other	Total
Total assets	**130 862 228**	**101 905 479**	**60 853 519**	**293 621 226**
Total liabilities	**28 026 802**	**13 309 255**	**14 729 179**	**86 065 236**
Revenue	**121 655 367**	**18 351 619**	**–**	**140 006 986**
Gross profit	**37 832 751**	**7 504 327**	**–**	**45 337 078**
Depreciation and amortisation	**(7 553 949)**	**(1 387 261)**	**(1 281 692)**	**(10 222 902)**
Operating expenses	**(4 770 379)**	**(1 909 100)**	**(2 791 372)**	**(9 470 851)**
Operating profit	**25 508 423**	**4 207 966**	**(4 073 064)**	**25 643 325**
Investment revenue	**588 435**	**795 786**	**16 378**	**1 400 599**
Fair value	**–**	**580 933**	**332 996**	**913 929**
Net finance costs	**(827 726)**	**(617 581)**	**–**	**(1 445 307)**
Income from equity account investments	**–**	**–**	**(6 505)**	**(6 505)**
Profit before taxation	**25 269 132**	**4 967 104**	**(3 730 195)**	**26 506 041**
Taxation	**(6 487 979)**	**(535 544)**	**(1 110 092)**	**(8 133 615)**
Profit after taxation	**18 781 153**	**4 431 560**	**(4 840 287)**	**18 372 426**

28. Business segments continued

2021

Figures in Pound Sterling	PGM and Chrome	Copper and Cobalt	Other	Total
Total assets	94 800 683	45 994 810	53 871 234	194 666 727
Total liabilities	37 042 261	9 133 180	11 948 703	58 124 144
Revenue	123 260 227	9 585 025	–	132 845 252
Gross profit	65 928 290	5 183 287	–	71 111 577
Depreciation and amortisation	(3 273 345)	(619 378)	–	(3 892 723)
Operating expenses	(16 903 505)	(1 262 032)	(3 670 122)	(21 835 659)
Segment operating profit	45 751 440	3 301 877	(3 670 122)	45 383 195
Investment revenue	175 069	305 348	19 756	500 173
Fair value	–	83 818	(1 245 236)	(1 161 418)
Net finance costs	(656 423)	(1 017 364)	–	(1 673 787)
Income from equity account investments	–	–	(24 093)	(24 093)
Profit before taxation	45 270 086	2 673 679	(4 919 695)	43 024 070
Taxation	(13 422 986)	10 630 119	–	(2 792 867)
Profit after taxation	31 847 100	13 303 798	(4 919 695)	40 231 203

29. Deferred tax

	Group		Company	
Figures in Pound Sterling	2022	2021	2022	2021
Deferred tax liability				
Foreign exchange differences on fair value adjustments on intangibles	**2 378 315**	5 602 114	**–**	–
Acquisitions	**(20 599 447)**	(20 599 447)	**–**	–
Closing balance	**(18 221 132)**	**(14 997 333)**	**–**	–
Deferred tax asset				
Tax losses available for set-off against future taxable income	**4 345 508**	9 463 653	**–**	–

Notes to the Group and Company financial statements

continued

30. Lease liabilities

	Group	
	2022	2021
Amounts recognised in the statement of financial position		
Right of use assets		
– Property plant and equipment	**459 472**	207 273
Lease liabilities		
– Current	**359 665**	164 088
– Non-current	**–**	–
The Group entered into a lease agreement for the supply of a spiral plant being used to beneficiate chrome from chrome run-of-mine material.		
The Group elected both an extension and termination option. It also secured an option to purchase the spiral plant before the expiry of the lease.		
The following amounts recognised in profit or loss for the period:		
– Interest expense (included in finance cost)	**41 057**	24 721
– Foreign exchange on right-of-use assets	**7 961**	21 615
– Depreciation charge for the right-of-use assets (equipment only)	**523 734**	198 085
Amounts recognised in the cash flow statement		
– Principal payments	**393 092**	238 106
– Interest payments	**41 582**	23 411

31. Provisions

	Group	
	2022	2021
Carrying amount at beginning of period	**720 759**	694 358
Additional provisions made during the year	**124 114**	245 295
Effect of foreign exchange	**84 525**	(218 894)
Carrying amount at end of period	**929 398**	720 759

Provisions include a provision for rehabilitation for Sable Zinc Kabwe in relation to its processing license.

32. Going concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Report of the Directors on pages 56 to 61. The financial position of the Group, its cash flows, liquidity position are disclosed in the financial statements on pages 92 to 96 of this report. In addition, note 25 to the financial statements and Risks and Opportunities on page 24 of this report, include the Group's objectives, policies, and processes for managing its capital; its financial risk management objectives; details of its financial instruments; and its exposures to credit risk and liquidity risk and borrowing facilities.

The Group meets its day-to-day working capital requirements through cash generated from operations and trade finance facilities.

The current global economic climate creates to some extent uncertainty particularly over:

(a) the trading price of metals; and

(b) the exchange rate fluctuation between the US$ and the ZAR and thus the consequence for the cost of the company's raw materials as well as the price at which product can be sold.

The Group's forecasts and projections, taking account of reasonably possible changes in trading performance, commodity prices and currency fluctuations, indicates that the Group should be able to operate within the level of its current cash flow earnings forecasted for the next twelve months.

The Group is adequately funded and has access to further facilities, which together with contracts with several high-profile customers strengthens the Group's ability to meet its day-to-day working capital requirements and capital expenditure requirements. Therefore, the Directors believe that the Group is suitably funded and placed to manage its business risks successfully despite identified economic uncertainties.

The Directors have a reasonable expectation that the Group has adequate resources to continue in operational existence for the next twelve months, thus continuing to adopt the going concern basis of accounting in preparing the annual financial statements.

33. Post balance sheet events

33.1 Share issues

Post the period under review the Company issued 14 633 468 new ordinary shares pursuant to warrants exercised at a price of 6.12p per warrant. Following the share issues, the total shares in issue at the date of this report are 2 671 684 838 ordinary shares.

33.2 Revolving credit facilities

South Africa

During February 2021 through its wholly owned Windsor SA Jubilee secured a revolving credit facility ("RCF") with ABSA BANK LIMITED for £3.8 million (ZAR75 million). During July 2021 the RCF was increased to £10.1 million (ZAR200 million). During September 2022 the RCF was further increased to £15 million (ZAR300 million).

The RCF is secured as follows:

- Borrower security cession and pledge over the issued capital of Windsor SA and its assets;
- Parent Shareholder Pledge and Cession from Jubilee including all shareholder loan claims; and related rights; and
- General Notarial Bond registered over relevant assets of Winsor SA

The RCF is available for a period of 12 months and can be extended for a further 12 months by mutual agreement and bears interest at the aggregate rate of JIBAR plus a margin of 2.8%.

Notes to the Group and Company financial statements

continued

33. Post balance sheet events continued

Mauritius

During July 2022, Jubilee, through its subsidiary Braemore Holdings Mauritius (Pty) Ltd, secured a revolving credit facility in the amount of £4.5 million (US$5 million) with ABSA BANK (MAURITIUS) LIMITED. The RCF is secured though a parent shareholder pledge and cession from Jubilee including all shareholder loan claims and related rights. The RCF is available for a period of 12 months and can be extended for a further 12 months by mutual agreement.

The RCF bears interest at the daily compounded SOFR plus a margin of 2.3%. The facility will be used to fund working capital requirements for Jubilee's Zambian copper operations. The RCF is secured by a parent company guarantee from Jubilee.

34. Alternative Performance Measures

The table below contains figures used to calculate alternative performance measures disclosed in this Integrated Annual Report

	Group	
	2022	**2021**
Total number of ordinary shares in issue at year end	**2 657 051 370**	2 242 509 468
Net asset value	**207 152 691**	136 542 583
Intangible assets	**(78 466 341)**	(58 831 075)
Tangible net asset value	**128 686 350**	77 711 508
Increase in tangible net asset value from prior year	**66%**	–
Tangible net asset value per ordinary share (pence)	**4.84**	3.47
% increase in tangible net asset value per ordinary share from the prior year	**40%**	–
Total assets	**286 884 681**	194 666 727
Equity	**207 152 691**	136 542 583
Increase in equity from comparative period	**70 610 108**	42 361 565
% increase in equity	**51.7%**	–
Equity ratio	**72.21%**	70.14%
Net debt	**7 545 881**	10 466 512
Gearing ratio	**3.64%**	7.67%
Current assets to total liabilities	**133.46%**	147.44%
EBITDA		
Profit for the year before tax	**26 506 041**	43 024 070
Add back		
– Finance costs	**1 445 307**	1 673 787
– Depreciation and Amortisation	**10 222 904**	5 111 143
Deduct		
– Investment revenue	**(1 400 599)**	(500 173)
	36 773 653	49 308 827

Annexure to the annual financial statements

Headline earnings per share

Accounting policy

Headline earnings per share ("HEPS") is calculated using the weighted average number of shares in issue during the period under review and is based on earnings attributable to ordinary shareholders after excluding those items as required by Circular 1/2021 issued by the South African Institute of Chartered Accountants (SAICA).

In compliance with paragraph 18.19 (c) of the JSE Listings Requirements the table below represents the Group's Headline earnings and a reconciliation of the Group's earnings reported and headline earnings used in the calculation of headline earnings per share:

Reconciliation of headline earnings per share

	June 2022		June 2021	
	Gross £'000	Net £'000	Gross £'000	Net £'000
Earnings for the period attributable to ordinary shareholders		**18 037**	–	39 600
Share of impairment loss from equity accounted associate	**6.5**	**5**	31	24
Fair value adjustments	**(914)**	**(914)**	1 161	1 161
Headline earnings from continuing operations		**17 128**		40 785
Weighted average number of shares in issue ('000)		**2 455 458**		2 185 346
Diluted weighted average number of shares in issue ('000)		**2 579 402**		2 226 089
Headline earnings per share from continuing operations (pence)		**0.70**		1.87
Headline earnings per share from continuing operations (ZAR cents)		**14.11**		38.62
Diluted headline earnings per share from continuing operations (pence)		**0.66**		1.83
Diluted headline earnings per share from continuing operations (ZAR cents)		**13.43**		37.92
Average conversion rate used for the period under review £:ZAR		**0.049**		0.051

Shareholder analysis

as at 30 June 2022

Register date: 30 June 2022

Issued share capital: 2 657 051 370

Shareholder spread	Number of shareholders	Number of shares	%
1 – 5 000 shares	593	820 214	0.03
5 001 – 10 000 shares	86	645 446	0.02
10 001 – 50 000 shares	137	3 263 304	0.12
50 001 – 100 000 shares	46	3 569 191	0.13
100 001 – 1 000 000 shares	94	34 309 240	1.30
1 000 001 shares and over	107	2 614 443 975	98.40
	1 063	**2 657 051 370**	**100**

Distribution of shareholders	Number of shareholders	%	Number of shares	%
Private shareholders	754	70.93	288 929 113	10.87
Deceased accounts	12	1.13	27 746	0.001
Nominee companies	262	24.65	2 336 496 481	87.94
Limited companies	16	1.51	5 064 369	0.19
Bank and bank nominees	7	0.66	14 722 811	0.55
Other institutions	11	1.03	11 809 256	0.45
Family Interests	1	0.09	1 594	0.0001
	1 063	**100**	**2 657 051 370**	**100**

Non-public/public shareholders	Number of shareholders	%	Number of shares	%
Non-public shareholders – Directors and associates of the Company holdings	2	0.20	3 255 194	0.12
Public shareholders	1 061	99.80	2 653 796 176	99.88
	1 063	**100**	**2 657 051 370**	**100**

Forward looking statement

The statements contained herein may contain certain forward-looking statements relating to the Jubilee Metals plc Group that are based on the beliefs of the Group's management as well as assumptions made by and information currently available to the Group's management. These forward-looking statements are, by their nature, subject to significant risks and uncertainties. These forward-looking statements include, without limitation, statements relating to the Group's business prospects, future developments, trends and conditions in the industry and geographical markets in which the Group operates, its strategies, plans, objectives and goals, its ability to control costs, statements relating to prices, volumes, operations, margins, overall market trends, risk management and exchange rates.

When used herein, the words "anticipate", "believe", "could", "estimate", "expect", "going forward", "intend", "may", "ought to", "plan", "project", "seek", "should", "will", "would" and similar expressions, as they relate to the Group or the Group's management, are intended to identify forward-looking statements. These forward-looking statements reflect the Group's views at the time such statement were made with respect to future events and are not a guarantee of future performance or developments. You are strongly cautioned that reliance on any forward-looking statements involves known and unknown risks and uncertainties. Actual results and events may differ materially from information contained in the forward-looking statements as a result of a number of factors, including any changes in the laws, rules and regulations relating to any aspects of the Group's business operations, general economic, market and business conditions, including capital market developments, changes or volatility in interest rates, foreign exchange rates, equity prices or other rates or prices, the actions and developments of the Group's competitors and the effects of competition in the insurance industry on the demand for, and price of, the Group's products and services, various business opportunities that the Group may or may not pursue, changes in population growth and other demographic trends, including mortality, morbidity and longevity rates, persistency levels, the Group's ability to identify, measure, monitor and control risks in the Group's business, including its ability to manage and adapt its overall risk profile and risk management practices, its ability to properly price its products and services and establish reserves for future policy benefits and claims, seasonal fluctuations and factors beyond the Group's control. Subject to the requirements of the Listing Rules, the Group does not intend to update or otherwise revise such forward-looking statements, whether as a result of new information, future events or otherwise. As a result of these and other risks, uncertainties and assumptions, forward-looking events and circumstances discussed herein might not occur in the way the Group expects, or at all. Accordingly, you should not place reliance on any forward-looking information or statements. All forward-looking statements herein are qualified by reference to the cautionary statements set forth in this section.

Administrative information

Directors	**Colin Bird** (Non-Executive Chairman) *(stepped down 1 June 2022)* **Ollie Oliveira** (Non-Executive Chairman) *(appointed 1 June 2022)* **Dr NM Phosa** (Non-Executive Director) **Leon Coetzer** (Chief Executive Officer) **Dr Evan Kirby** (Technical Director) **Christopher Molefe** (Non-Executive Director) **Nicholas Taylor** (Independent Non-Executive Director) **Tracey Kerr** (Independent Non-Executive Director) *(appointed 14 July 2022)*	
Secretary	**Company Matters, Link Group** Beaufort House, 51 New North Road Exeter, EX4 4EP	
Registered Office	**United Kingdom** 1st Floor 7/8 Kendrick Mews London, SW7 3HG	**South Africa** Byls Bridge Office Park Building 14 Block B, 2nd Floor Corner Jean Ave & Olievenhoutbocsh Road, Doringkloof, Centurion, 0157
Auditors	**Crowe U.K. LLP** 55 Ludgate Hill London, EC4M 7JW	
AIM Nominated Adviser	**Spark Advisory Partners Limited** 5 St. John's Lane London, EC1M 4BH	
Joint Brokers	**Berenberg** 60 Threadneedle Street London, EC2R 8HP	**WHIreland** 3rd Floor, Royal House, 28 Sovereign St Leeds, LS1 4BJ
JSE Sponsor	**Questco Corporate Advisory** Ground Floor, Block C, Investment Place, 10th Road Hyde Park, 2196	
Investor Relations	**Tavistock** 18 St Swithin's Lane, London, EC4N 8AD	**St Brides Partners Ltd** Warnford Court, 29 Throgmorton Street London, EC2N 2AT
Bankers	**National Westminster Bank PLC** 246 Regent Street London, W1B 3PB	
Registrars	**United Kingdom** **Link Group** Beaufort House, 51 New North Road Exeter, EX4 4EP	**South Africa** **Computershare Investor Services Pty Ltd** Rosebank Towers, 15 Biermann Ave Rosebank, 2196
Solicitors	**United Kingdom** **Fladgate LLP** 16 Great Queen Street London, WC2B 5DG	**South Africa** **AJH Attorneys** Ground Floor, Kingston House 20 Georgian Crescent East Bryanston, 2021