



Our Heritage 2013

Eskom's 90 year commemoration calendar



1923
to
2013

Our heritage journey

A history to be proud of

2013 is the year in which Eskom Guardians commemorate 90 years of generating and supplying electricity to South Africa and the Southern African region. This calendar takes us on a journey through Eskom's history: a journey that will enrich our collective memory and provide a historical context for the work we do at this great organisation. There is much in our history to make us proud, and there is much in the stories of sacrifice and service that should make us humble too. We also pay tribute to the thousands of South Africans who played their part in ensuring that we inherited a strong and viable organisation.

The future is in our hands

This milestone gives us the chance to pause and reflect on what sort of organisation we'd like to leave for future South African generations. The electricity industry in South Africa is facing major challenges, and as we enter into Eskom's centenary decade, we will be called upon to serve our nation in a spirit of excellence, innovation and integrity. We look forward to working with you in making sure that Eskom, as it has done in the past, rises to the challenge.

JANUARY 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
31	1 New Year's Day	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

Zola Tsotsi
Chairman



Brian Dames
Chief Executive



Congella Power Station
commissioned in 1928.



1923
to
1933

Establishment and consolidation

Eskom was born on the 1st of March 1923 as the Electricity Supply Commission (ESCOM). It was responsible for establishing and maintaining electricity supply undertakings, on a regional basis, for the whole of South Africa.



Dr Hendrik J van der Bijl

Words which ring true today

The following statement of ESCOM's purpose, made by its first Chairman, Dr Hendrik J van der Bijl, could well describe Eskom's duty to the nation today:

"There lies before the Electricity Supply Commission a great task and a great opportunity. It will be our endeavour to play our part not as those who follow where others lead, but as pioneers; to foresee the needs of a country fast developing, and by wise anticipation to be ever ready to provide power without profit, wherever it may be required."

FEBRUARY 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	1	2	3

ESCOM's growth

In the 1920s, ESCOM established the Cape Town, Witbank, Sabie and Central Natal undertakings. Five new power stations were commissioned: Colenso and Witbank coal-fired power stations in 1926, the Sabie River Gorge hydro power station in 1927, Congella and Salt River coal-fired power stations in 1928. In 1930, Witbank's capacity was increased to 100 MW, making it the largest power station in South Africa, producing the cheapest electricity in the world.



Witbank Power Station

Electricity was required to power the rapid expansion of the mining and manufacturing industries as well as urbanisation and the development of harbours and railways. ESCOM's task was to consolidate and develop the electricity industry in order to maintain supply and meet growing demand.

Klip Power Station
commissioned in 1936.



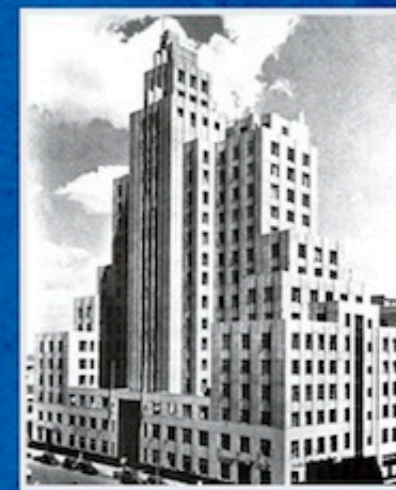
1933
to
1943

Rising to the challenge

Early in the decade, because of the high price of gold, the mining industry again grew rapidly, leading South Africa's economic recovery from the Great Depression which had affected growth worldwide. By mid-decade the demand for electricity had increased by 50%. ESCOM had to rise to the challenge.

New heights for ESCOM

ESCOM's growth in this decade was evident with the construction of ESCOM HOUSE in Johannesburg. Officially opened in 1937, it was ESCOM's new headquarters and, at twenty one storeys, it was the tallest building in South Africa.



ESCOM HOUSE, opened in 1937.

MARCH 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
25	26	27	28	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21 Human Rights Day	22	23	24
25	26	27	28	29 Good Friday	30	31



Electricity in the home

The benefits of electricity in the home were still new to consumers, so ESCOM HOUSE featured a permanent exhibition of electrical appliances like stoves, fridges and electric heaters. Trained staff demonstrated the appliances to the public and gave cooking demonstrations which were also taken to towns and villages across the country.

Construction of the new Klip Power Station began in 1934 and on Vaal Power Station in 1938. However, the outbreak of the Second World War in 1939 reduced demand and presented new challenges caused by scarcity of fuel and replacement parts for machinery. Co-operation with power stations that were still independent of ESCOM was required to meet South Africa's electricity needs.

Innovative concrete pylons
in response to steel shortage.



1943
to
1953

From difficulty to development

A decade in which ESCOM was challenged by increasing electricity demand, while worldwide shortages due to the war lasted until the late 1940s.

Demand grew because of new gold mines in the Free State and industrial growth. ESCOM acquired existing power stations, added capacity to others and expanded, laying the foundations for major growth in the decade to come.



West Bank Power Station.

Under the ESCOM umbrella

Several existing power stations and municipal undertakings were brought under the ESCOM umbrella. They included East London's West Bank Power Station, King William's Town Power Station and the King and Alice municipal undertakings. The De Beers power station in Kimberley was also acquired.

In 1948 ESCOM took over the assets of VFP (Victoria Falls Power Company), a private company which had been founded in the early 1900s. It was a well-established power system, supplying the mining industry and surrounding areas.

The baton was passed

ESCOM's founding Chairman passed on in December 1948 and the baton of leadership was passed to Mr Albert Jacobs who served until his retirement in 1952. He was succeeded by Dr JT Hattingh.



Second Chairman of ESCOM,
Mr Albert Jacobs.



Third Chairman of ESCOM,
Dr JT Hattingh.

The demand for electricity increased rapidly as the 1950s began. South Africa was at the beginning of a new decade of major industrial and economic growth. ESCOM developed plans for power stations, infrastructure and funding that would enable it to provide the power that would be needed.

APRIL 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1 Family Day	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27 Freedom Day	28
29	30	1	2	3	4	5



1953
to
1963

Becoming the country's powerhouse

In this decade ESCOM became the powerhouse for the development of the national economy. It was South Africa's biggest period of industrial growth and by 1955 the capacity of ESCOM's power stations had more than doubled, with a new generation of much larger power stations being commissioned and a much higher transmission voltage of 275kV being introduced.



A new electrical world

In the 1950s the benefits of electricity became available to many more people than before because mass production made consumer products affordable to the mass market, including the retail and business sectors. With homes, offices, factories and shops using electrical appliances and machinery, the urban and industrial demand for electricity grew at a rate that no one could have imagined ten years earlier.

MAY 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
29	30	1 Worker's Day	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

The new generation arises

Komati was the first of the very large new power stations to be commissioned in 1962 in Mpumalanga (then called Eastern Transvaal); Ingagane, in Newcastle, KwaZulu-Natal, followed soon after in 1963.



Komati Power Station.

Providing the power for South Africa's growth spurt, ESCOM built new power stations, sub-stations and transmission and distribution systems. The company also developed much higher levels of technical and organisational expertise, and in 1958, moved into its new Braamfontein headquarters. ESCOM had come of age and played a key role in the country's development.

ESCOM's countrywide, high-voltage network advanced in stages of up to 450 km at a time.

1963
to
1973

A giant in the world of power

This was a period in which South Africa's economic growth was among the highest in the world. The country's growth was reflected in the rate at which ESCOM grew too.

Giants rise in the east

The coalfields in the Highveld region of Mpumalanga became the new centre for electricity generation. Here, a new breed of giant power stations was born.

Komati had led the way in 1962, to be followed by Camden, Grootvlei, Hendrina and Arnot during the 1963–1973 decade.



Camden: first went into commercial service in 1967.

Grootvlei: first went into commercial service in 1969.

Giants striding across the country

Late in the decade, more and more of ESCOM's new high-voltage transmission towers appeared, like giants striding across the landscape.

In 1973, in ESCOM's fiftieth year of existence, the construction of the national grid was completed; a 25 000 km network of power lines.



The period, 1963–1973 began with Dr R.L. Straszoeker as the new Chairman of ESCOM.

Giant power stations were built, concentrating electricity generation and creating the conditions for pooling power to supply the national grid. ESCOM's high-voltage network connected the country to the newly-completed national grid; the business of electricity generation, transmission and distribution was consolidated, making ESCOM one of the world's giant power companies.

JUNE 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16 Youth Day
17 Public Holiday	18	19	20	21	22	23
24	25	26	27	28	29	30

New head office, Megawatt Park opened in 1977.



1973
to
1983

Greater power, greater responsibility



This was a decade of very high electricity demand. By 1973, ESCOM had become a large, consolidated utility with a huge responsibility to the nation and many challenges ahead. Rising oil prices affected world economies, including South Africa's, and international concern about apartheid made it difficult to secure loans for ESCOM's expansion.

Running a nationwide interconnected system presented challenges too. Much larger areas were affected by system problems and it took much longer to restore power as well as public confidence. In addition, there were challenges related to technical problems in new power stations, while another was how to deal with customer dissatisfaction about sharply rising electricity prices.

JULY 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Six-pack power

Kriel, Matla and Duvha were the first of the "six-pack" power stations. They had the common feature of six identical units with tall boiler houses that towered over the flat Mpumalanga landscape.



Kriel power station.



In 1980, Mr Jan H. Smith succeeded Dr. Straszacker as ESCOM's Chairman.

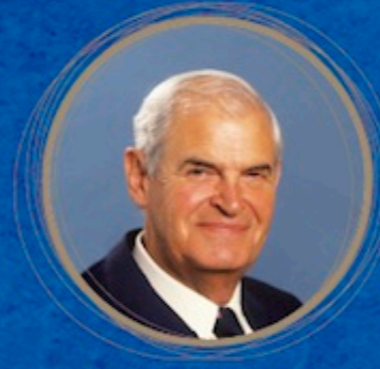
The challenges that ESCOM experienced led to the introduction of performance measurement systems on the main transmission network and the diversification of its power generation capabilities which included pumped storage and gas turbine power stations.

Koeberg Power Station began commercial service in 1984.
Today it remains the first and only nuclear power station in Africa.



1983
to
1993

The new Eskom emerges



New Chairman of ESCOM,
Dr John Maree.

A decade defined by change. With the 1985 appointment of new Chairman, Dr John Maree, ESCOM underwent organisational changes that established greater control of its performance and strategic objectives. Performance management was introduced and there was a new focus on the customer.

In 1987, the company that began as the Electricity Supply Commission, in 1923, became known as Eskom. Training programmes were introduced to provide black employees with opportunities for advancement and the Eskom College was founded.

AUGUST 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
29	30	31	1	2	3	4
5	6	7	8	9 National Women's Day	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

Electricity for all

In the late 1980s Eskom implemented a programme of direct electrification in townships across the country. New pricing and tariff structures were introduced to make electricity affordable to all customers and flexible time-of-use tariffs were introduced. Cross-subsidisation was introduced to benefit new residential users.

In 1990 Eskom, the Electricity Council and Government agreed on a "price compact" that determined increases for the next five years.



Readyboards made it possible to have electricity in homes in informal settlements.

South Africa's economic growth slowed and the demand for electricity declined. Despite this, "six-pack" power stations were still being commissioned because they had been planned and funded the decade before. Because of lower demand there was an over-supply of electricity; a programme of decommissioning and mothballing power stations began.

In 1996, Majuba, the last of the "six-pack" power stations went into commercial service with the capacity to contribute 4 110 MW to the national grid.



1993
to
2003

Powering transformation

In this first decade of the new, democratic South Africa, Eskom had an important role to play in the country's transformation and economic development. Eskom developed its Sustainability Strategy, over two million homes were connected and the Eskom Development Foundation was born.



Chairman, Mr Reuel Khoza

Wage and gender parity were established and the demographic profile of Eskom's staff was transformed, fulfilling one of its commitments to Government's reconstruction and development programme. In 1997 Mr Reuel Khoza was appointed as the Chairman to guide the company into the new millennium. In 2002 Eskom's current logo was introduced.

SEPTEMBER 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
26	27	28	28	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24 Heritage Day	25	26	27	28	29

A fateful decision

Restructuring the electricity industry to serve South Africa's growing economy was an important task for the Regulator and Government. Eskom estimated that demand would be greater than its generation capacity by 2007 and recommended starting a new build programme.

It was decided that Eskom should not build new power stations but focus on the return to service of Komati, Grootvlei and Camden. It was a decision that would lead to Eskom's greatest challenge in the decade to come.



Some beneficiaries of Eskom's Corporate Social Investment programme.

Eskom's drive to become the lowest-cost producer in the world led to a huge improvement in generation efficiencies. In New York in 2001, Eskom received an international award as Power Company of the Year.

Bramhoek, part of the Ingula pumped storage system.



2003
to
2013

Shift performance and grow sustainably

The greatest challenge

Following power outages and nationwide load shedding, Eskom faced the challenge to restore its capacity to supply South Africa, and resolved to keep the lights on.

Power stations were returned to service and upgraded, and the new build programme commenced. A programme of organisational transformation was begun. Centred on a new operating model, it continues today and includes Zero Harm, Back to Basics and Operational Excellence. Eskom is also committed to reducing its carbon footprint and being less dependent on coal.



Medupi Power Station under construction.



Photovoltaic panels on the Megawatt Park premises.

Changing guard

There were four Chairmen in this decade of change and challenge. Mr Mohammed Valli Moosa was appointed in 2004; Mr Bobby Godsell in 2006, followed by Mr Mpho Makwana in 2010, after serving as Acting Chairman with executive powers since 2009. In June 2011, Eskom's current Chairman, Mr Zola Tsotsi, was appointed.



Chairman
Mr Mohammed Valli Moosa



Chairman
Mr Bobby Godsell



Chairman
Mr Mpho Makwana



Chairman
Mr Zola Tsotsi

Why it happened

The 2006 power outages and nationwide load shedding in 2007 were caused by higher than expected demand, unplanned outages and a diminishing reserve capacity.

In 2006 Nersa introduced the Multi-Year Price Determination process (MYPD) with the long-term goal of making electricity tariffs more cost-reflective. In October 2012 Eskom submitted its MYPD 3 application, proposing a 5-year price determination period.

OCTOBER 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3



Purpose, Vision and Values

Purpose

Eskom's purpose is to provide sustainable electricity solutions to grow the economy and improve the quality of life of people in South Africa and the region.

Vision elements

- Low cost good investment • A trusted company globally
- A greener energy company • Best company to work for
- Top 5 performing utility • Satisfied customers • Electricity for all
- Zero Harm • Significant regional player

Values

- Zero Harm • Integrity • Innovation • Sinobuntu
- Customer Satisfaction • Excellence

NOVEMBER 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1



2013

Our journey continues



DECEMBER 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
2	3	4	5	6	7	1/8
9	10	11	12	13	14	15
16 Day of Reconciliation	17	18	19	20	21	22
23	24	25 Christmas Day	26 Day of Goodwill	27	28	29
30	31	1	2	3	4	5

Our great opportunity

Eskom has been, for ninety years, at the centre of the development of South Africa and we remain so today.

Looking back at the words spoken by our founding Chairman, Dr HJ van der Bijl, in 1923, we see that they are as relevant to us now as they were to the new-born company in that first decade of Eskom's story.

He said, "It will be our endeavour to play our part not as those who follow, but as pioneers who foresee the needs of a country that is fast developing."

People before us have stood up to the challenge and delivered; today, we are the Guardians of Eskom's spirit of service, safety, enterprise and innovation; it is our task and great opportunity to do the same.

Brian Dames
Chief Executive

Our story continues

These decades tell a story of serving South Africa. It is a history to be proud of and a heritage to be cherished. Looking ahead, what great things do I see?

I see the engine room of South Africa – Eskom – powering South Africa and our region towards economic and social prosperity; and I see Eskom's Guardians standing firmly together to achieve this.

Our 90th year commemoration is the beginning of a great step-change in the transformation of Eskom; a transformation that will enable us to shift performance and grow sustainably.

Let us be the Guardians who write the new pages of Eskom's continuing story.

Zola Tsotsi
Chairman