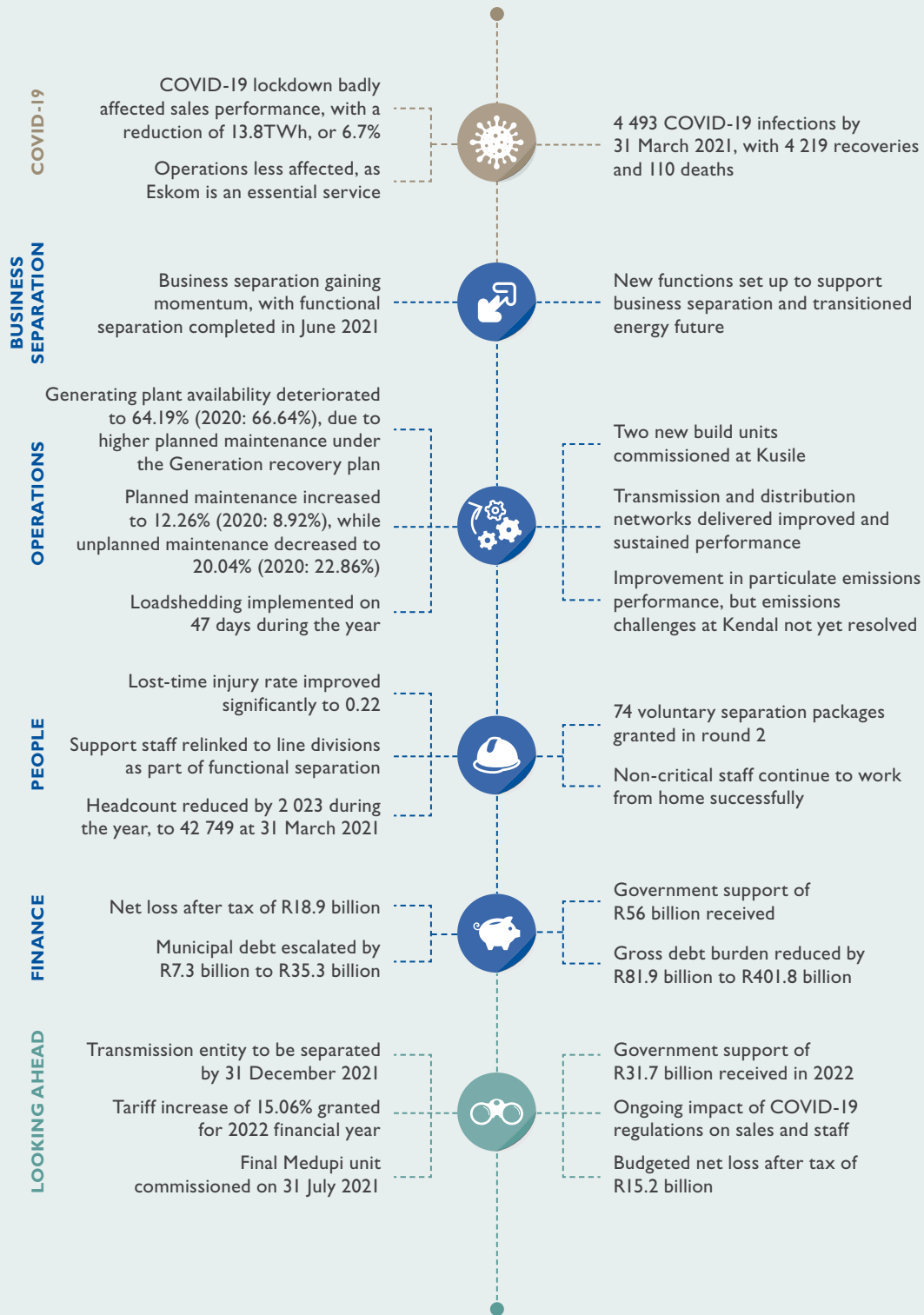


TOWARDS A NEW
ENERGY FUTURE

THE YEAR IN REVIEW



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THE YEAR IN REVIEW

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We are a proud supporter member of the following bodies



Navigation icons

The following navigation icons are used to depict the six capitals (refer to pages 7 to 8 for definitions):

- Our finances (financial capital)
- Our infrastructure (manufactured capital)
- Our interaction with the environment (natural capital)
- Our people (human capital)
- Our role in communities (social and relationship capital)
- Our know-how (intellectual capital)

Further content

- Information related to COVID-19
- Information block or case study
- Additional information contained in the integrated report
- Supplementary information provided as a fact sheet
- Information available online

A list of abbreviations and glossary of terms is available on pages 120 to 122

Performance indicators

Throughout this integrated report, performance against target is indicated as follows:

- Actual performance met or exceeded target
- Actual performance almost met target (within a 5% threshold)
- Actual performance did not meet target
- sc Indicates that a key performance indicator is included in the shareholder compact

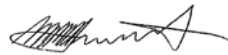
To complete a short survey on our integrated report, please click here



ABOUT THIS REPORT

Board responsibility and approval

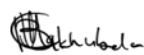
The Board, assisted by the Audit and Risk Committee and the Social, Ethics and Sustainability Committee, is accountable for the integrity and completeness of the integrated report and any supplementary information. The Board has considered the preparation and presentation of the integrated report and concluded that it is presented in accordance with the International <IR> Framework. Reflecting on the reliability of information presented and the completeness of material items discussed, and considering the combined assurance process followed, the Board approved the 2021 integrated report and supplementary information on 23 August 2021.



Prof. Malegapuru Makgoba
Interim Chairman



Dr Pulane Molokwane
Chairman: Audit and Risk Committee



Dr Banothile Makhubela
Chairman: Social, Ethics and Sustainability Committee

Our mandate as South Africa's national electricity utility is to supply stable electricity in an efficient manner, to contribute to lowering the cost of doing business and enable economic growth. We recognise that we have a significant impact on the economy and the lives of South Africans. We serve a diverse range of stakeholders, such as our shareholder, customers, investors, employees, suppliers, civil society, regulators and Government.

We aim to provide a transparent and balanced account of how we create, preserve or erode value. Our value creation model depicts how the generation, transmission, distribution and sale of electricity create, preserve or erode value by transforming inputs from each of the capitals into electricity supplied to customers, as well as considering the impact of our business on the six capitals.

to a wide range of stakeholders. We endeavour to provide a balanced account of our performance, by focusing on material matters, both positive and negative, and considering qualitative and quantitative matters material to our operations and strategic objectives, which may affect our ability to create value. As part of this process, we consider our strategic risks and opportunities, as well as our operating context.

Our short-term turnaround objectives are used to connect our use of and impact on the six capitals to our strategy, material matters, strategic risks, key performance indicators and performance. In our context, short term means within one year after year end, medium term within one to five years, and long term more than five years.

Although we continue to strive for a more concise report, our main aim is delivering a balanced, transparent and complete account that delivers adequate information on matters material to our ability to create value, and issues of concern to stakeholders.

We strive to embed integrated thinking in our way of doing business. It is applied by management, executives and the Board, in that the various capitals and trade-offs between them are constantly considered. An example of such a trade-off is the impact of running costly diesel turbines to ensure stability of the grid and provide security of supply to customers, at the expense of financial capital.

The information in this report covers the group performance of Eskom Holdings SOC Ltd (Eskom) and its major operating subsidiaries, unless otherwise stated. For a full overview of our financial performance, the integrated report should be read in conjunction with the group annual financial statements.

Eskom's group annual financial statements are available at www.eskom.co.za/IR2021

Unless noted otherwise, information presented is comparable to that of prior years, with no significant restatements.

Preparation process

Mr Calib Cassim CA(SA), Chief Financial Officer, is in charge of the preparation and presentation of the integrated report and supplementary information.

The report is produced by a dedicated team from the Group Finance Division, who work closely with representatives of all areas of the business to obtain the information presented in the report. The content of the report relies heavily on the information reported to the Department of Public Enterprises in Eskom's quarterly report to the shareholder, as well as our strategic Corporate Plan, both of which are approved by the Board.

Financial information is presented in South African Rand, our functional and presentation currency. Figures are taken from Eskom's group annual financial statements, which are prepared in accordance with International Financial Reporting Standards (IFRS). Non-financial data is reported regularly to Exco and Board, and included in the quarterly shareholder report.

The report content is guided by the material matters determined as part of our preparation process. All content is reviewed by subject matter experts from the business, as well as Exco, the Audit and Risk Committee and the Social, Ethics and Sustainability Committee, as well as the Board, which assumes ultimate accountability for the content, completeness and reliability of the report.

Assurance approach to improve credibility

The Audit and Risk Committee and the Board depend on combined assurance to assess the adequacy of internal controls and risk management processes.

Our Assurance and Forensic Department (A&F) provided reasonable assurance on certain quantitative information, and to a lesser degree, some qualitative aspects of the report. The group's external auditors provided external assurance on the sustainability key performance indicators (KPIs) contained in the shareholder compact; all but three of the KPIs scoped in for reasonable assurance received an unqualified opinion.

The independent sustainability assurance report is included from page 139

The consolidated annual financial statements have been audited by the group's independent auditors, SNG Grant Thornton Inc, who issued a qualified opinion relating to the completeness of irregular expenditure disclosed in terms of the Public Finance Management Act, 1999 (PFMA). Except for this qualification, the consolidated annual financial statements are fairly presented in terms of IFRS. Furthermore, the independent auditors reported

Forward-looking statements

Certain statements in this report regarding Eskom's business operations may constitute forward-looking statements. These include all statements other than statements of historical fact, including those regarding the financial position, business strategy, management plans and objectives for future operations. Forward-looking statements constitute our current expectations based on reasonable assumptions, data or methods that may be imprecise and/or incorrect and that may be incapable of being realised and as such, are not intended to be a guarantee of future results. Actual results could differ materially from those projected in any forward-looking statements due to various events, risks, uncertainties and other factors. Eskom neither intends nor assumes any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Future performance plans and/or strategies referred to in the integrated report have not been reviewed or reported on by the independent auditors.

a material uncertainty relating to Eskom's ability to continue as a going concern. However, this does not affect their opinion.

Our suite of reports

Our 2021 suite of reports are available online at www.eskom.co.za/IR2021, and consist of the following:



Integrated report and supplementary information

The integrated report provides an overview of how Eskom creates value by considering our value creation model, strategy, risks and opportunities, performance and outlook, as well as governance of these areas. It is prepared in accordance with the IIRC's International <IR> Framework. Supplementary information of interest to a variety of stakeholders is available as fact sheets at the back of the report. As noted earlier, A&F has verified certain aspects of the report, and the external auditors provided reasonable assurance on specific KPIs.

Annual financial statements

Our independent auditors, SNG Grant Thornton Inc, have audited the consolidated annual financial statements of Eskom Holdings SOC Ltd, which have been prepared in accordance with IFRS as well as the requirements of the Companies Act, 2008 and the PFMA, 1999.

Sustainability report

This is our first standalone sustainability report. Previously, we published a standalone environmental report that evolved into an integrated report with the adoption of integrated thinking. We consider it best practice to publish a standalone sustainability report due to our significant positive and negative sustainable development impacts. The sustainability report supplements and provides more detailed information on our sustainable development impact than that provided in the integrated report. The report is guided by the reporting principles of the Global Reporting Initiative (GRI). It also considers our contribution to the United Nations' Sustainable Development Goals (SDGs).

Our value creation model is set out on pages 4 and 5

Approach to presentation

Our integrated report is based on the guiding principles and content elements contained in the International <IR> Framework, published by the International Integrated Reporting Council (IIRC). Furthermore, we have started addressing the recommendations of the revised International <IR> Framework issued by the IIRC in January 2021, even though these disclosures are only required for reporting periods commencing from January 2022.

The content is further guided by legal and regulatory requirements, such as the Companies Act, 2008 and the King IV Report on Corporate Governance for South Africa, 2016, as well as global best practice, including recommendations by the Task Force on Climate-related Financial Disclosures (TCFD).

This integrated report reviews our financial, operational, environmental, social and governance performance for the financial year from 1 April 2020 to 31 March 2021, as well as the outlook for the future. Unless otherwise stated, all performance data in this report, both financial and non-financial, relates to the 2021 financial year. Significant events up to the date of approval have been included.

This is our primary report to stakeholders, and is aimed predominantly at providers of financial capital. Nevertheless, the report seeks to provide information


IMPACT OF COVID-19

As noted in our performance commentary for the six months ended 30 September 2020, one of our identified disaster risks materialised in March 2020 when the World Health Organization declared the COVID-19 outbreak a pandemic. Exco met daily to assess the situation. In the event of an emergency, our Emergency Response Command Centre was able to mobilise with immediate effect.

As an essential service, we were allowed to continue operating at full capacity even during level 5 of South Africa's national lockdown, with coal mines being permitted to operate to supply power stations. Our priority was the supply of electricity as an essential service, and maintaining the safety of our people. Employees were enabled to work at home since the start of the national lockdown, with some staff returning to work as restrictions were lifted.

Despite being allowed to operate, delays in executing capital and generation maintenance projects were experienced in the earlier stages of lockdown due to restrictions on the movement of people and a drive to contain the number of workers on site. Nevertheless, we were able to execute some opportunity maintenance to address critical issues across the generation fleet. The most noteworthy impact on our business came from the reduction in demand during the earlier levels of the lockdown.

Our focus during the ongoing COVID-19 pandemic is the health and well-being of our people, maintaining the supply of electricity to support economic recovery and supporting Government in containing the spread of the virus. Despite our concerted efforts, we are devastated by the loss of so many of our colleagues.

 At 17 August 2021, Eskom had recorded 6 980 positive COVID-19 cases (including 43 reinfections), comprising 5 775 employees and 1 205 contractors, with 6 140 recoveries. Sadly, 128 employees and 17 contractors have succumbed to the disease.

We have commented on the impact of the COVID-19 pandemic on our business to date throughout the report, wherever appropriate.

Impact on staff

A change management and engagement plan was developed to ensure employees, contractors, communities, organised labour and other key stakeholders are timeously informed and engaged, while building resilience and driving behaviour modification to address the COVID-19 pandemic. Employees are equipped with accurate and reliable information to drive appropriate behavioural change. Moreover, a number of guidelines were developed by the Office of Eskom's Chief Medical Officer and shared with employees.

In a short space of time, Group IT enabled a large amount of our workforce to work remotely during the national lockdown. Managers maintain contact with team members working at home. Where they are able to, a large part of our support staff are still working from home.

Eskom compiled a national lockdown register of critical staff who were required to commute or live on site. This register was submitted to the National Joint Operational Centre overseeing the country's disaster management response. Staff identified as essential on this register were provided with permits to commute during the lockdown.

At the start of the national lockdown, the register identified 10 554 essential staff who were required on site on a daily basis; 15 213 critical staff were required to remain at home on standby; and 19 162 employees were not required to work on site, the majority of whom could work from home.

To combat the effects of COVID-19, we continue to institute appropriate measures to protect critical staff and minimise the number of employees on site wherever possible. Plans are in place to protect key operations such as Koeberg Nuclear Power Station, National Control, Telecoms Control, Apollo Converter Station, Generation and Distribution control rooms, Resource Management Centres and some Generation sites.

Operational impact

During the level 5 lockdown to the end of April 2020, the daily peak demand on the power system reduced by between 7 500MW and 11 000MW, as lockdown restrictions and depressed economic conditions led to a reduction in the average demand for electricity. The reduction in average daily demand during level 5 was 5 680MW. During the level 4 lockdown period during May 2020, the reduction in average daily demand was 3 300MW. The System Operator had to curtail generation capacity imports and wind generation at night on several occasions, given the need to keep the system stable. Given that there is limited scope to reduce generation by renewable independent power producers, we had to drastically reduce generation output to adjust to the lower demand.

The slowdown of the economy amid the COVID-19 pandemic led to an unprecedented decline in sales during the year. Sales of 191 852GWh were 6.7% lower than the previous year (2020: 205 635GWh). Of the reduction of 13 783GWh, 10 728GWh is attributable to the first half of the year. Due to the return to operation of many sectors of the economy, the impact on sales in the second half of the year was less severe. Sales deteriorated year-on-year across every sector of the economy, with the industrial, rail and international sectors being most severely affected.

Despite green shoots emerging with the phased easing of lockdown restrictions, the continued uncertainty around COVID-19 is expected to continue threatening future sales volumes, the cost of production and customers' ability to pay. Demand is not expected to recover to pre-COVID-19 levels in the short to medium term, due to the long-lasting impact of the economic recession experienced in 2020. Our Corporate Plan reflects largely stagnant sales volumes of approximately 190TWh per year for at least the next five years.

WHO WE ARE AND HOW WE CREATE VALUE



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VALUE CREATION MODEL

MANDATE

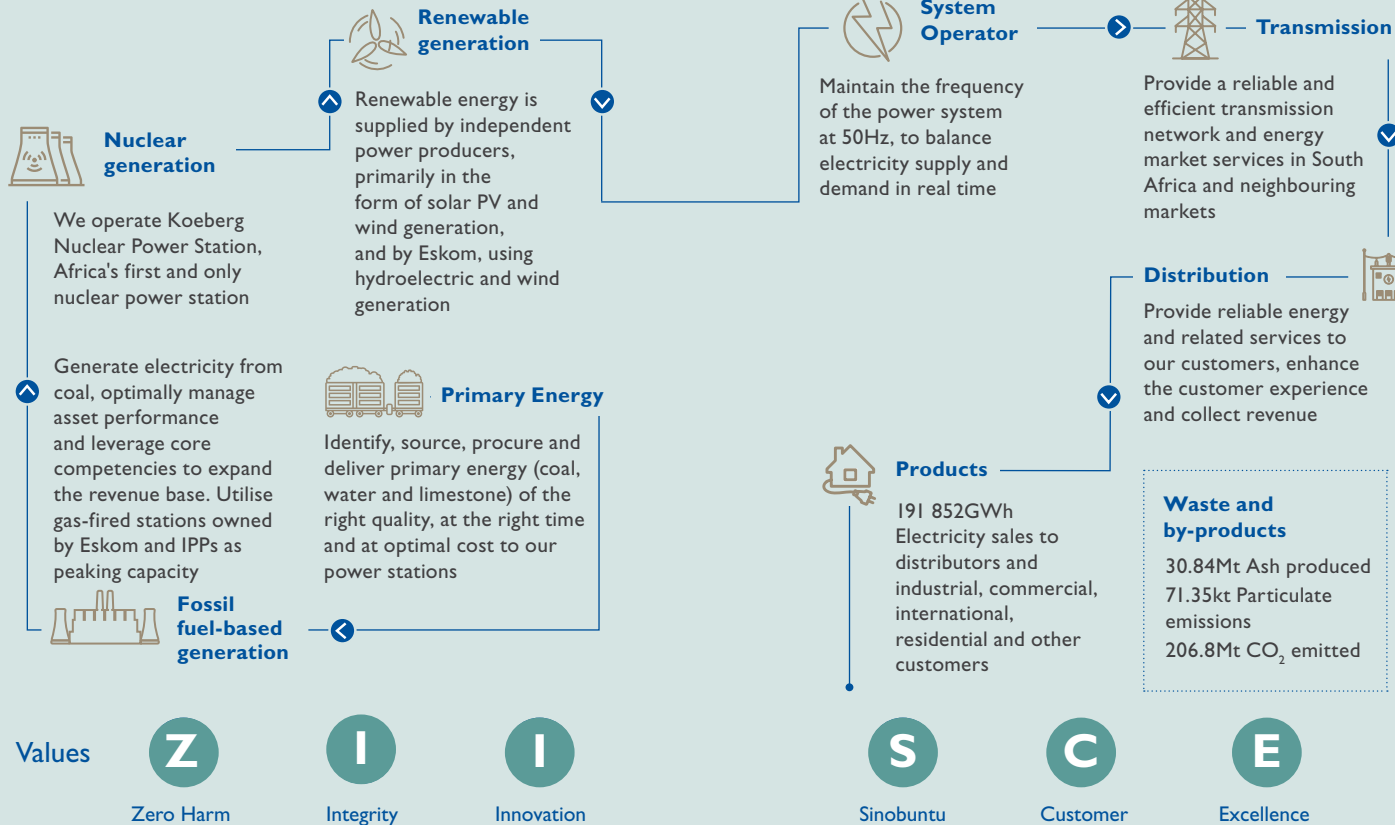
To supply stable electricity in an efficient and sustainable manner, to contribute to lowering the cost of doing business in South Africa and enable economic growth

Refer to page 42 for our top 10 key performance indicators



INPUTS

- Finance**
R18.9 billion Funding raised
R56 billion Government support
- Infrastructure**
46 466MW Nominal power station capacity
399 546km Power lines and cables
- Environment**
104.87Mt Coal burnt
270 736Mℓ Net raw water used
- People**
44 772 Employees (at 31 March 2020)
R820 million Training spend
- Society and relationships**
R67.4 million CSI committed spend
R1.8 billion DMRE electrification funding
- Know-how**
Institutional knowledge
12 research Grand Challenges



OUTCOMES

- Finance**
▼ R102.7 billion Debt and interest repaid
▲ R204.3 billion Revenue
▲ R32.8 billion EBITDA
▼ R35.3 billion Municipal arrear debt
- Infrastructure**
▲ 1 598MW New capacity from Kusile units
▲ 65.6km Transmission lines installed
▲ 750MVA Transmission transformer capacity installed
▲ R24 billion Capital expenditure
- Environment**
▼ 80 Environmental legal contraventions
▼ 0.38kg/MWhSO relative particulate emissions
▼ 1.42ℓ/kWhSO Specific water consumption
- People**
▲ 42 749 Employees at year end
▼ 0.22 Lost-time injury rate
▼ 10 Employee and contractor fatalities
▲ R32.9 billion Employee benefit expense
- Society and relationships**
▲ 802 635 CSI beneficiaries
▲ 106 669 Electrification connections
▼ 47 days Loadshedding
- Know-how**
▼ Tacit knowledge lost due to VSPs
▲ Appointment of key executive positions

▲ Positive outcome ▼ Negative outcome

Turnaround objectives

- Operations recovery
- Improve income statement
- Strengthen balance sheet
- Business separation
- People and culture

Supply of electricity

201 400GWh Generated by Eskom power stations
13 526GWh Supplied by IPPs
8 812GWh Imports from neighbouring countries
Energy available for distribution 219 423GWh



Electricity demand

178 355GWh Sales to 6 857 018 local customers
13 497GWh Sales to 11 international customers
25 078GWh Technical losses, electricity theft and errors
Energy demand 219 423GWh

Not all elements of supply and demand are shown.



UNDERSTANDING OUR BUSINESS

We transform inputs from the natural environment – coal, nuclear fuel and diesel, as well as water and wind – and use those to generate more than 90% of the energy supplied to a wide range of customers in South Africa and the Southern African Development Community (SADC) region. To balance electricity supply and demand in real time, our System Operator has to maintain the frequency of the power system at 50Hz.

Eskom is one of the few remaining vertically integrated utilities. We are connected to the Southern African Power Pool (SAPP) through an interconnected grid, which serves to support grid stability. We rely on SADC members to maintain sufficient and reliable transmission grids in their countries.

The foundation of our business is the generation, transmission, distribution and sale of electricity, supplemented by the construction of new power stations and network infrastructure. Our core divisions rely on support in the form of finance, human resources, procurement, information technology, telecommunications, strategy, risk and sustainability, legal and compliance, and stakeholder relations. In support of the electricity business, our subsidiary Eskom Rotek Industries performs turbine and transformer repairs and provides specialised construction and transport services.

Our operations

GENERATION CAPACITY

30 power stations	
Total nominal capacity of	46 466MW
Base-load stations	
Coal-fired stations	38 773MW
Nuclear power	1 860MW
Mid-merit and peaking stations	
Pumped storage	2 724MW
Hydro stations	600MW
OCGTs	2 409MW
Self-dispatching energy	
Sere Wind Farm	100MW

NETWORK CAPACITY

399 546km of high-, medium- and low-voltage lines and underground cables
310 123MVA of transformer capacity

Our new build programme commenced in 2005, and aims to cater for South Africa's future energy demand by building new power stations and strengthening our transmission grid. Two units at Kusile Power Station were commissioned during the year as part of the programme, while defects on other units are being

corrected under the Generation recovery plan. The final unit of Medupi Power Station achieved commercial operation on 31 July 2021.

Detailed information on our power stations, power lines and substation capacities is available in the fact sheet on pages 136 and 137

Electricity supply industry

South Africa's electricity supply industry comprises the generation, transmission, distribution and sale of electricity, as well as the import and export thereof. Eskom owns and operates most of the base-load and peaking capacity, although the share of electricity supplied by independent power producers (IPPs) continues to grow, largely in the form of wind and solar photovoltaic (PV) power.

Capacity added and energy supplied by IPPs are discussed from page 87

Under the Electricity Regulation Act, 2006 and the National Energy Regulatory Act, 2004, the National Energy Regulator of South Africa (NERSA) regulates the industry by providing licences, regulatory rules, guidelines and codes. NERSA also determines our revenue in accordance with the Electricity Pricing Policy (EPP).

The National Nuclear Regulator (NNR) ensures that Koeberg, our nuclear power station, complies with nuclear safety standards, to protect individuals, society and the environment against radiological hazards linked to the use of nuclear technology.

Supply and demand of electricity

Electricity is supplied by Eskom's power stations, IPPs and cross-border suppliers, to local and export customers.

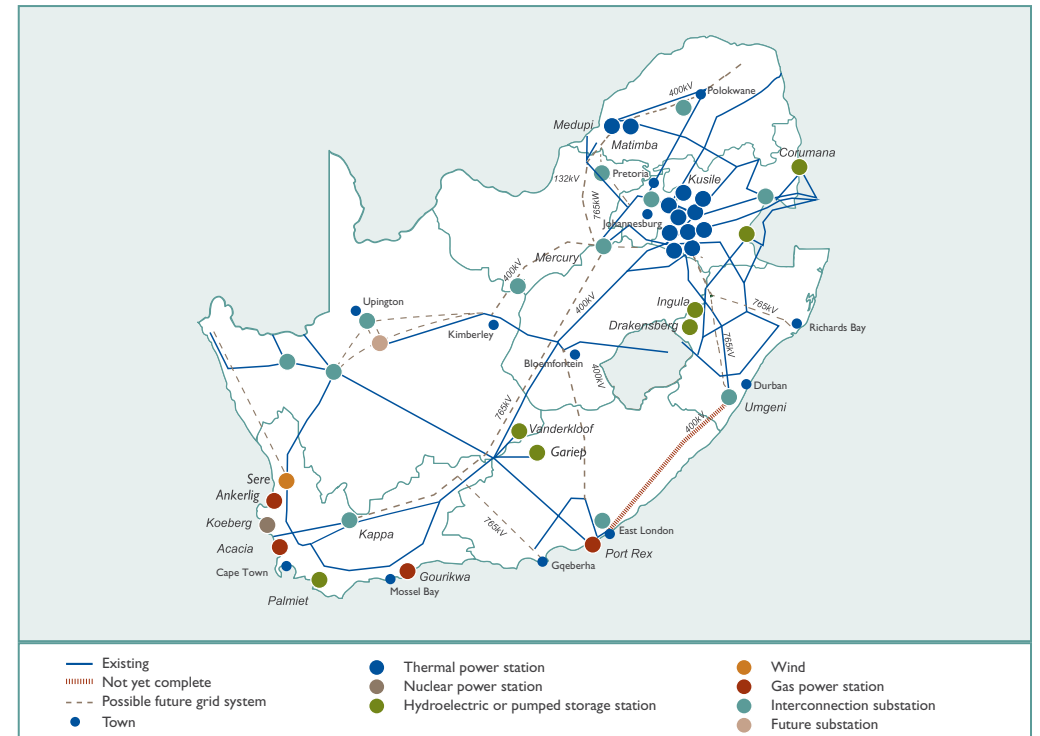
Eskom generated 201 400GWh for the year, from the following primary energy sources:

Source, GWh	2021	2020
Coal-fired stations	183 553	194 357
Nuclear power	9 903	13 252
Pumped storage stations	4 795	5 060
Hydro stations	1 387	688
Open-cycle gas turbines (OCGTs)	1 457	1 328
Wind	305	283
Total	201 400	214 968

Furthermore, IPPs supplied 13 526GWh, with another 8 812GWh being imported to supply customers.

A total of 178 355GWh was supplied to 6 587 018 local customers (2020: 190 446GWh), and 13 497GWh to 11 international customers (2020: 15 189GWh) in Botswana, eSwatini, Lesotho, Mozambique, Namibia, Zambia and Zimbabwe. Technical energy losses incurred during the transmission and distribution process, and losses due to electricity theft and errors consumed 25 078GWh (2020: 23 457GWh). There was a noticeable increase in electricity theft during the national lockdown.

The number of customers, electricity sales volumes and revenue by customer segment are set out in the fact sheet on page 138



We estimate that loadshedding and load curtailment of large customers over the past year reduced our supply by approximately 1 034GWh, which equates to just over 0.5% of total energy demand for the year (2020: 1 290GWh). Estimates from a study by Nova Economics on behalf of Eskom indicate that 1% loadshedding (as percentage of electricity sales) is associated with a 0.4% decrease in GDP growth.

How we define the six capitals

We use resources comprising all six capitals set out in the International <IR> Framework as inputs in our business. As trade-offs are inevitable, creating value in one area frequently leads to the erosion of value in another. We have to ensure that our business remains sustainable across all the capitals.

The constitution of each of the capitals is described below, with more detail provided in the sections dealing with each of the capitals.

Financial capital is fundamental to our sustainability as a business. It comprises retained earnings, equity from our shareholder and debt funding provided by lenders, a large portion of which is guaranteed by Government. Lenders and bondholders earn a return in the form of interest. We are currently not paying dividends to our shareholder.

Manufactured capital comprises our power stations, together with our transmission and distribution

networks. Our manufactured capital base is enhanced by the commissioning of new units, as well as through maintenance and capital refurbishment of existing plant. That base is eroded in the process of generating, transmitting and distributing electricity.

Natural capital is eroded by our utilisation of non-renewable or scarce primary energy sources used to generate electricity. These consist of coal, water, nuclear fuel and diesel. The generation process produces waste in the form of ash, gaseous and particulate emissions, and nuclear waste, further eroding natural capital. We aim to transition to a cleaner energy mix, mainly through the increased use of renewable energy, to reduce our impact on the environment. Our transmission and distribution networks also have a negative impact on bird life in some cases, although we strive to mitigate our impact on the natural environment.

Our human capital is made up of our employees and contractors, and their competencies, capabilities and experience. Our focus on improving the racial, gender and disability equity of our employee base continues. We are actively working to reduce our headcount, given the significance of employee benefit costs to our cost base, while still maintaining the productivity of the workforce. Human capital is enhanced through training and skills development, although these efforts continue to be hampered by our financial situation, as well as by many employees working from home.

UNDERSTANDING OUR BUSINESS continued

Social and relationship capital is based on interactions with customers, suppliers, communities and the public in general. We contribute by enabling economic growth through the supply of electricity; constantly electrifying new households in our licensed areas of supply; supporting job creation, skills development, supplier transformation and broad-based black economic empowerment (B-BBEE); as well as improving the lives of many South Africans through our corporate social investment (CSI) and socio-economic development activities. That said, our power stations also have a negative impact on the health of the communities in which we operate, and a pilot project is under way to consider how to mitigate the impact on air quality. Strong stakeholder relationships remain critical to our ability to create value.

Intellectual capital includes technology, comprising telecommunications, information and operational technology; organisational knowledge, systems, policies and procedures; as well as research and innovation to industrialise future technologies and improve current operations.

Our structure and regulation

How we are regulated

Eskom Holdings SOC Ltd is a state-owned company (SOC) as defined in the Companies Act, 2008 and is wholly owned by the South African Government.

Our mandate is to provide a stable electricity supply in a sustainable and efficient manner, to assist in lowering the cost of doing business in South Africa and enabling economic growth. We perform a significant developmental role in support of the National Development Plan 2030 (NDP), by supporting job creation, economic and skills development, B-BBEE, transformation and other national initiatives. We also support a number of the United Nations' Sustainable Development Goals.

The Department of Public Enterprises (DPE) is our shareholder ministry and sets our mandate. We are also subject to oversight or regulation by a number of other Government departments, Parliamentary committees and regulators.

Group overview

Eskom Holdings SOC Ltd houses our electricity business and also holds investments in subsidiaries. The Eskom group comprises the operating company with its subsidiaries and joint ventures.

We have operations across South Africa, with our head office based in Johannesburg and administrative offices in most major centres. Our local subsidiaries provide strategic services to Eskom and our employees; we also have a subsidiary based in Uganda. There have been no changes to the group structure during the past year.

A new subsidiary to house the Transmission business will be established during the 2022 financial year.



For more on the business separation project, refer to "Our strategic context – Our strategy and turnaround plan" from page 43

Subsidiaries of Eskom

Eskom Enterprises SOC Ltd (EE) is an investment holding company.

Escap SOC Ltd is a wholly owned insurance captive company, which manages and insures the business risk of Eskom and its subsidiaries. Escap has started insuring other public entities to generate additional income and reduce policyholder concentration risk, as part of its long-term strategy to diversify its client base.

The shareholder has mandated the disposal of Eskom Finance Company SOC Ltd (EFC) to realise cash from non-core assets. An offer has been received for the sale of the company. Regrettably, the sale of EFC to the preferred bidder was not approved by DPE.

The Eskom Development Foundation NPC (the Foundation) is a non-profit company under section 21 of the Companies Act, 2008. It is responsible for

implementing CSI programmes on behalf of Eskom, thereby improving the quality of life of communities where we operate.

Full details of Eskom's equity-accounted investees and subsidiaries at 31 March 2021 are set out in notes 11 and 12 of the consolidated annual financial statements

Subsidiaries of Eskom Enterprises

Eskom Rotek Industries SOC Ltd (ERI) provides lifecycle, plant maintenance and technical support to Eskom's electricity business.

Eskom Uganda Limited, a subsidiary of EE, operates and maintains Nalubaale and Kiira hydroelectric power stations in Uganda under a 20-year concession arrangement that ends in 2023. The stations have a combined capacity of close to 380MW. Eskom Uganda supplied 1.5GWh, or about 30% of Uganda's energy, in its financial year which ended in December 2020.

Pebble Bed Modular Reactor SOC Ltd (PBMR) is wholly owned by EE. It remains in a state of care and maintenance to preserve the intellectual property created during operation. The Board awaits guidance from the shareholder on the future of PBMR.

EE holds an effective interest of 69% in South Dunes Coal Terminal Company SOC Ltd (SDCT), both directly and indirectly through Golang Coal SOC Ltd. SDCT owns rights to export coal through its participation in the Phase V expansion of the Richards Bay Coal Terminal (RBCT).

Other dormant subsidiaries of EE are in the process of being wound up or liquidated.

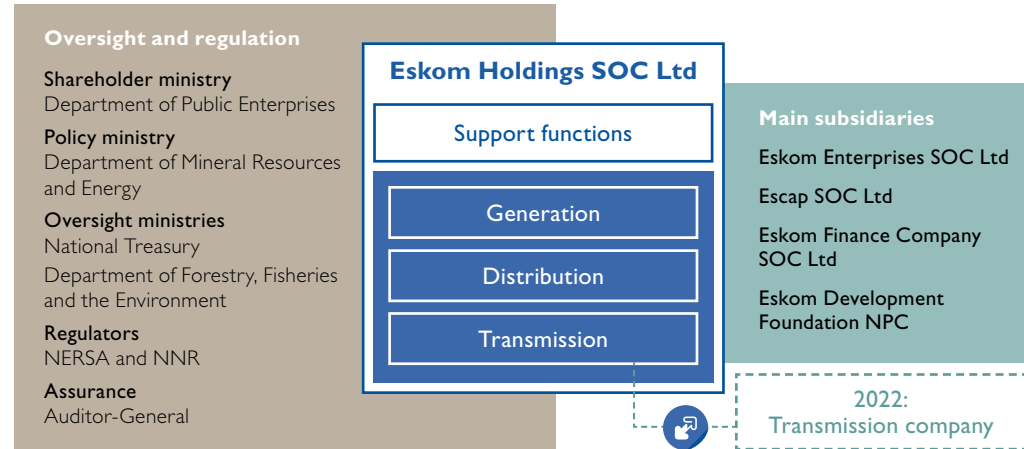
Contribution to financial performance

The contribution by the main group companies to performance and financial position is shown below. The Eskom business remains by far the most significant.

R million	Eskom company	EE group	Escap	EFC	Foundation	Eliminations and other	Eskom group
Revenue	204 326	9 248	4 410	585	–	(14 243)	204 326
EBITDA ¹	31 836	332	2 513	152	(2)	(2 018)	32 813
Net (loss)/profit after tax	(20 602)	67	2 854	113	–	(1 366)	(18 934)
Total assets	766 690	7 544	18 673	8 426	62	(19 747)	781 648
Total liabilities	568 974	2 689	8 092	7 046	65	(21 054)	565 812
Capital expenditure ²	23 015	172	–	–	–	(348)	22 839

1. EBITDA excludes fair value adjustments on financial instruments and embedded derivatives.
2. The company and group figures include DMRE-funded capital expenditure of R1.8 billion.

Comprehensive segment disclosure for Generation, Transmission, Distribution and other segments is provided in note 7 of the consolidated annual financial statements



Under the PFMA, 1999 we are required to submit a strategic Corporate Plan on an annual basis, setting out our strategic objectives, with plans and targets to achieve those. We also agree on an annual shareholder compact with DPE, which tracks the KPIs that support our mandate and the strategic objectives under the Strategic Intent Statement set out by DPE. Our latest annual Corporate Plan covers the three-year period to 2024.

Eskom is subject to numerous laws and regulations which govern our operations, including conditions relating to tariffs, activities, environmental compliance, expansion, procurement and human resources. Our licensing conditions place strict limits on plant emissions to limit our environmental impact. Relevant laws and regulations include the Electricity Regulation Act, 2006; Companies Act, 2008; PFMA, 1999; National Treasury regulations; National Environmental Management Act, 1998; National Energy Regulator Act, 2004; National Nuclear Regulator Act, 1999; Occupational Health and Safety Act, 1993; Basic Conditions of Employment Act, 1997; Labour Relations Act, 1995; Broad-Based Black Economic Empowerment Act, 2003; and the Promotion of Access to Information Act, 2000, among others.

Performance against the 2021 shareholder compact is dealt with comprehensively in the directors' report in the consolidated annual financial statements. Throughout tables in the report, shareholder compact KPIs are denoted using ^{SC}. Where relevant, these KPIs are included in the statistical tables, available as a fact sheet at the back of this report, from page 128



BOARD OF DIRECTORS

AT 31 MARCH 2021



1. PROF. MALEGAPURU MAKGOBA (68)

Interim Chairman
Appointed to the Board in December 2017
MB ChB (University of Natal)
D Phil (University of Oxford)



2. MR ANDRÉ DE RUYTER (53)

Group Chief Executive
Appointed to the Board in January 2020
LLB (Unisa)
MBA (Nyenrode University)

3. MR CALIB CASSIM (49)

Chief Financial Officer
Appointed to the Board in July 2017
Chartered Accountant (SA)
Master of Business Leadership (Unisa)

4. DR ROD CROMPTON (68)

Independent non-executive director
Appointed to the Board in January 2018
BA (Hons) (University of Natal)
Ph D Humanities (University of Natal)



5. MS NELISIWE MAGUBANE (55)

Independent non-executive director
Appointed to the Board in January 2018
B Sc Electrical Engineering – Heavy Current (University of Natal)
Postgraduate Diploma in Business Administration (University of West London)
MBA (Milpark Business School)



6. DR BANOTHILE MAKHUBELA (36)

Independent non-executive director
Appointed to the Board in June 2017
M Sc Chemistry (University of Cape Town)
Ph D Chemistry (University of Cape Town)



7. MS BUSISIWE MAVUSO (42)

Independent non-executive director
Appointed to the Board in January 2018
B Compt (Unisa)
Master of Business Leadership (Unisa)



8. DR PULANE MOLOKWANE (44)

Independent non-executive director
Appointed to the Board in June 2017
M Sc Applied Radiation Science and Technology (University of North West)
Ph D Chemical Technology – Environmental Engineering (University of Pretoria)



9. PROF. TSHEPO MONGALO (47)

Independent non-executive director
Appointed to the Board in December 2017
LLM Commercial Law (University of Cambridge)
Ph D Commercial Law (University of Cape Town)



Ages are shown at 31 March 2021.

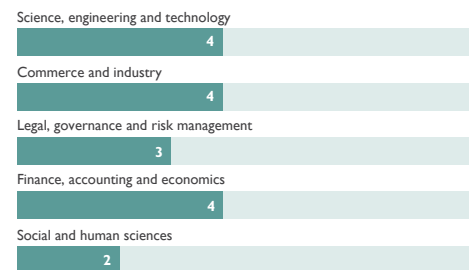
Qualifications listed are not exhaustive. Refer to pages 123 and 124 for full details of directors' qualifications and active directorships



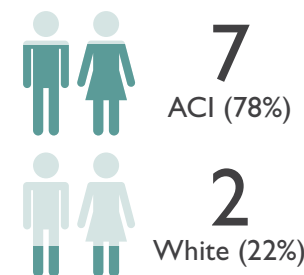
Membership of Board committees

- Audit and Risk Committee
- Investment and Finance Committee
- People and Governance Committee
- Social, Ethics and Sustainability Committee
- Board Strategy Committee
- Denotes chairmanship of a committee

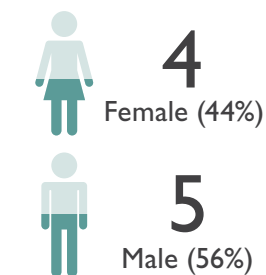
Skills



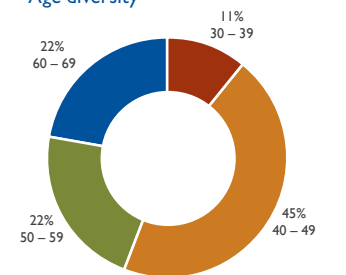
Racial diversity



Gender diversity

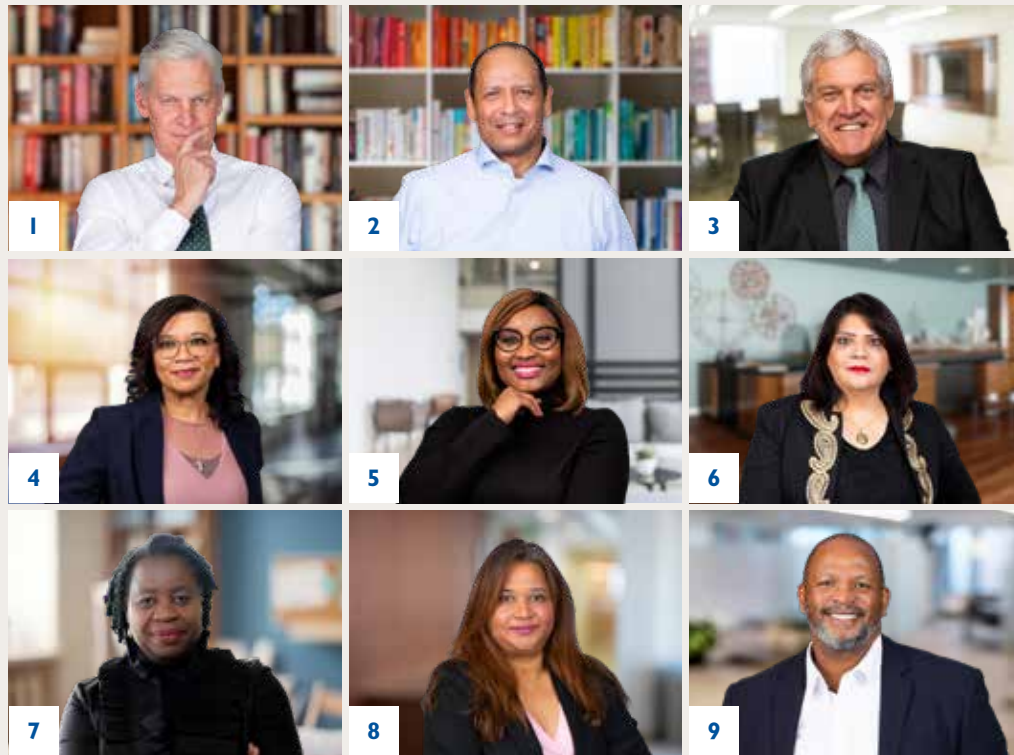


Age diversity



EXECUTIVE MANAGEMENT COMMITTEE

AT 31 MARCH 2021



- 1. MR ANDRÉ DE RUYTER (53)**
 Group Chief Executive
Appointed to Exco in January 2020
1 year in Eskom

LLB (Unisa)
 MBA (Nyenrode University)
- 2. MR CALIB CASSIM (49)**
 Chief Financial Officer
Appointed to Exco in July 2017
19 years in Eskom

Chartered Accountant (SA)
 Master of Business Leadership (Unisa)
- 3. MR JAN OBERHOLZER (62)**
 Chief Operating Officer
Appointed to Exco in July 2018
28 years in Eskom (including from 1983 to 2008)

B Sc Electrical Engineering (University of Pretoria)
 Master of Business Leadership (Unisa)
 Executive Program (University of Michigan)
- 4. MS FAITH BURN (52)**
 Chief Information Officer
Appointed to Exco in May 2020
<1 year in Eskom

M Sc Mathematics (University of Johannesburg)
 Master of Business Leadership (Unisa)
- 5. MS NTHATO MINYUKU (42)**
 Group Executive: Government and Regulatory Affairs
Appointed to Exco in October 2020
<1 year in Eskom

B Architectural Studies (University of Witwatersrand)
 Master of City Planning and Urban Design (University of Cape Town)
- 6. MS NERINA OTTO (49)**
 Acting Group Executive: Legal and Compliance
Appointed to Exco in December 2020
23 years in Eskom

LLB (University of Natal)
 Master of Law (University of Johannesburg)
- 7. MS ELSIE PULE (53)**
 Group Executive: Human Resources
Appointed to Exco in November 2014
23 years in Eskom

BA (Hons) Psychology (University of Pretoria)
 M Sc Business Engineering (Warwick University)
- 8. MS JAINTHREE SANKAR (49)**
 Acting Chief Procurement Officer
Appointed to Exco in March 2021
27 years in Eskom

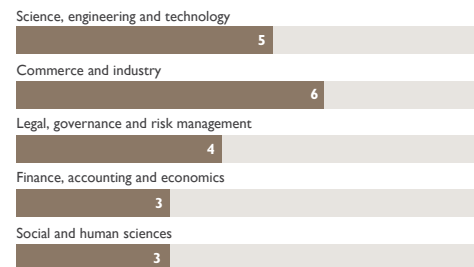
B Com (Hons) Business (Unisa)
 MBA Sustainable Business (University of Southern Queensland)
 Master of Project Management (University of Southern Queensland)
- 9. MR VUYOLWETHU TUKU (45)**
 Group Executive: Transformation Management Office
Appointed to Exco in July 2020
<1 year in Eskom

B Sc Electrical Engineering (University of Cape Town)
 MBA (University of Witwatersrand)

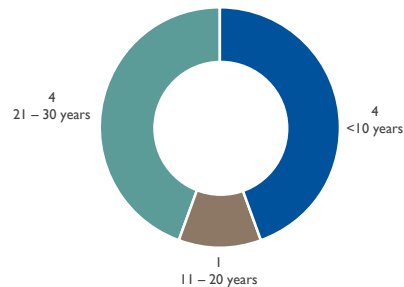
Ages are shown at 31 March 2021.

Qualifications listed above are not exhaustive. Refer to pages I24 and I25 for full details of Exco members' qualifications and active directorships

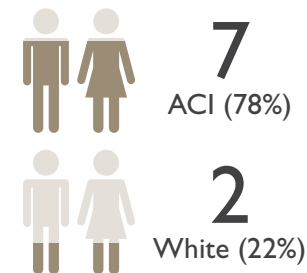
Skills



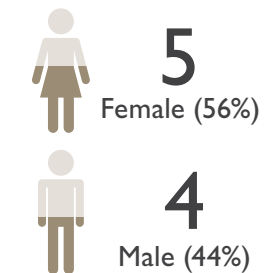
Years in service



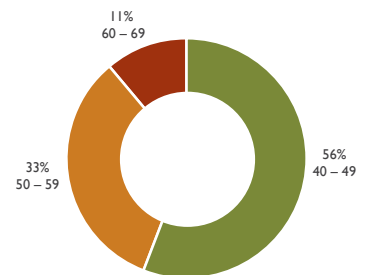
Racial diversity



Gender diversity



Age diversity



GOVERNANCE, LEADERSHIP AND ETHICS



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CHAIRMAN'S STATEMENT

Over the past few years, Eskom has focused on cleaning up governance issues, containing costs and re-energising the business, which has set a firm foundation for growth. At the same time, management has focused on strengthening the financial position through demand stimulation, cost curtailment and efficiencies and limiting capital expenditure. The Board has supported actions to pursue a cost-reflective price of electricity. The equity injection from Government, which commenced in the 2020 financial year, assisted in addressing liquidity challenges.

Although the COVID-19 pandemic added to the challenges of implementing Eskom's turnaround plan, the country's collective response to the pandemic underlined the ability of South Africans to rally towards a common sense of purpose in responding to a crisis. This expression of the culture of Ubuntu is what is required to transcend the electricity crisis that is hampering the country's efforts to stimulate economic growth.

The prevailing global trends towards digitisation, democratisation, decentralisation and decarbonisation of electricity supply need to be borne in mind on the path ahead. There is a growing movement towards agile and scalable electricity solutions with a negligible impact on the economy, which respond effectively to the climate crisis and simultaneously foster socio-economic development. Eskom intends to participate in these solutions.

Strategic context

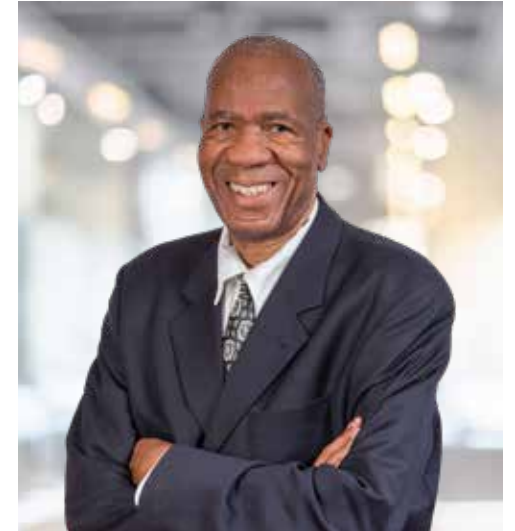
Unless we act now to take decisive steps, a continued electricity supply shortfall of up to 6 000MW may be expected over the next five years, as old coal-fired power stations reach their end of life. To close this gap, Government has announced a 2 000MW emergency procurement programme and fast-tracked the process to purchase an additional 11 800MW of capacity, in line with the Integrated Resource Plan 2019 – the guiding document for the growth of a low-carbon future for the South African electricity sector.

While it is Government's intention to close the capacity gap as soon as possible, it is becoming evident that adding the planned capacity over the medium term alone will not be enough. New approaches, fresh policies and innovative strategies are required to close this gap in the shortest possible time. An integrated and coordinated approach by all stakeholders is required.

To supplement capacity, Eskom will continue its intensive maintenance of power stations, improve on emissions compliance and complete the construction of the Medupi and Kusile Power Stations.

DMRE will, in collaboration with other relevant entities, rapidly develop and deploy new, clean sources of electricity by procuring more generation capacity, and by opening up the power system even further to renewable energy sources such as wind and solar.

Government will continue to support Eskom's financial sustainability by leveraging the country's existing infrastructure and capabilities to reposition Eskom as a pivotal platform in the future electricity supply industry.



Furthermore, Eskom will continue its restructuring to enable the legal separation of its line divisions. December 2021 has been set as the target date for the establishment of a separate legal entity for the Transmission business, with the objective of establishing an independent Transmission System and Market Operator.

Government is intensifying its efforts to implement a market code and new tariff structure to ensure reliability and fairness. This will also address the need of generators and customers to trade with each other over the network. Eskom will work closely with DMRE, NERSA and industry to shorten the lead-time for new connections, although funding constraints may cause delays.

DMRE is addressing regulatory, technical and commercial requirements to allow privately-owned producers of electricity to feed any excess into the grid, with a maximum of 100MW consideration. Similar liberalisation rapidly unlocked additional capacity in other countries, up to 7.2GW in the case of Vietnam.

Eskom and the shareholder are keenly aware of the global move towards cleaner and sustainable ways of producing electricity, to avert the dire consequences of climate change caused by human activities. By 2020, 1 200 institutions had already divested trillions of dollars from the fossil fuel industry, and both international and local banks have announced their intentions to withdraw funding from fossil fuel plants. Many of Eskom's largest technical partners are following suit and have indicated their intentions to move away from coal-based projects towards renewable energy. The appetite to finance future coal-fired power stations is waning.

Opportunities for Eskom

Nevertheless, these challenges also create exciting opportunities for Eskom. As coal-fired generation capacity is retired, Eskom can pivot to the large-scale rollout of cleaner and greener electricity. The availability of green financing highlights the global support for decarbonisation, and supports the addition of significant capacity to address the generation shortfall.

South Africa has an opportunity to re-energise the manufacturing sector by implementing smart industrial policies to take advantage of the large-scale construction required. This will create new job opportunities to manufacture components needed for renewable power generation equipment. Government is laying the groundwork for such policies, which could form the bedrock of a new stimulus package for the hard-pressed industrial sector.

South Africa is a proud signatory to the Paris Agreement on Climate Change and is fully committed to meeting its local and global obligations in terms of the treaty, a commitment which Eskom fully supports. In November 2021, the nations of the world will meet at the COP 26 summit in the United Kingdom to assess the progress on the fight against climate change and to develop strategies for the future. This is an opportunity for South Africa to highlight its contributions, including the initiatives aimed at a Just Energy Transition.

As Eskom moves away from its reliance on coal, it will shift its focus to the implementation of the Just Energy Transition. This also considers the impact of decisions on workers in the coal industry and communities invested in the coal value chain and associated economies. Eskom, by virtue of the size of its operations, plays a central role in facilitating such a transition, while also ensuring equitable access to affordable electricity for all South Africans.

Eskom has already established a presence in the renewable energy space. It intends to play a leading role by facilitating the connection of renewable energy through an expanded and strengthened grid, and by participating in the building of renewable energy, as the country transitions towards a low-carbon future.

To fulfil this mandate, Eskom will pursue strategies and mechanisms such as partnerships with the private sector to build at least half of the renewable capacity envisaged in the Integrated Resource Plan between now and 2030. Eskom will work with key stakeholders to ensure this commitment can be delivered effectively and efficiently. Furthermore, Eskom will collaborate with private sector partners to engage with DMRE to provide the required determinations to Eskom consortiums, as well as with NERSA to accelerate the processing of licence applications.

Solving Eskom's financial challenges

The unsustainable debt burden threatens the survival of the business, and also weighs heavily on the national fiscus, under severe pressure from the COVID-19 pandemic. The Eskom Compact signed by labour, business and Government at Nedlac is an important step to addressing the debt burden, and provides the foundation for future initiatives. Both Eskom and the Government acknowledge concerns raised regarding the utilisation of workers' pensions to address Eskom's debt.

It is clear that the electricity tariff dispensation must reflect efficient costs that Eskom incurs in the production of electricity and further, allow for a fair return. Without such measures, the equity support that Eskom requires from taxpayer funds over the next five years would not be reduced. There is consensus that electricity tariff increases above inflation is painful, especially at this point in the country's economic trajectory. However, users have to pay for the services that they consume without burdening the broader taxpaying community. By implementing targeted policies and possibly, sector-specific subsidies, the impact of tariff increases on critical sectors can be alleviated, and the effect of a move to cost-reflective tariffs mitigated. Without doubt, cross-subsidisation of the tariff should be phased out.

There are continuous engagements among Government and various stakeholders to find a sustainable solution to the perennial problem of municipal debt owed to Eskom. Instead of primarily turning to the courts, collaborative discussions have taken place between various stakeholders in recent months. An active partnering model is being implemented in struggling municipalities to assist local authorities, with Eskom stepping in to maintain and operate municipal distribution systems.

Conclusion

By taking bold steps now, we will create a future in which South Africa has the electricity required for economic growth, and where we can leverage our vast endowment of renewable energy sources to ensure a cleaner environment and create employment in a thriving and competitive electricity industry.

I would like to extend my sincere condolences to the family and friends of the late Mr Jabu Mabuza and Dr Baldwin Ngubane, who served Eskom and our country very well. The loss of men such as these is devastating.

As always, we remain grateful for the support of our stakeholder representative, the Honourable Minister Pravin Gordhan, as well as Government's continued support of Eskom.



Prof. Malegapuru Makgoba
Interim Chairman

PROGRESS ON GOVERNANCE CLEAN-UP

The Board has expressed its commitment to rooting out fraud and corruption and addressing issues related to past corporate governance breaches, in order to restore Eskom's reputation as a trusted corporate citizen and further, to improve the organisation's financial and operational sustainability.

Our response to this challenge centres on the following key areas:

- Implementing proactive lifestyle audits and reviews of conflicts of interest based on risk analysis
- Strengthening ethics and anti-fraud frameworks and enhancing the focus on consequence management
- Instituting disciplinary charges against employees and suppliers, and pursuing criminal and civil legal action where appropriate
- Enhancing PFMA and commercial governance processes to ensure robust scrutiny and address irregular expenditure

Lifestyle audits and conflicts of interest

Phase one

Last year, we reported that we had completed 383 lifestyle audits on executives and senior managers. Of these, 34 high-risk cases were handed over to the Special Investigating Unit (SIU) for further investigation, with the following progress achieved by year end:

HIGH-RISK LIFESTYLE AUDITS	
8 cases referred back to Eskom for disciplinary action (including one resignation after referral)	
7 employees resigned during the investigation	6 in the process of referral back to Eskom for disciplinary action
1 employee dismissed	7 no adverse findings
5 still under investigation by the SIU	

The SIU will continue its investigation into cases involving criminal conduct and, where appropriate, institute civil proceedings to recover losses incurred by Eskom, even where implicated individuals have resigned from Eskom.

Phase two

In November 2020, data analytics was conducted on all employees below executive and senior management level, revealing that approximately 3 800 employees, or 8.6% of the target group, had not declared business-related interests or applied for permission to perform private work, despite being active shareholders and directors according to records from the Companies and Intellectual Property Commission (CIPC) and other databases. Disciplinary processes have been conducted, with approximately 88% of matters concluded by year end.

In response to these findings, we have upgraded our conflict of interest declaration system to link directly to various databases, such as the CIPC and Eskom's vendor management system, to proactively identify unethical conduct. The upgrade was implemented from

1 April 2021, and ensures that conflicts of interest are identified immediately and escalated to the Ethics Office and management for remedial action.

Where sufficient evidence implicates employees, we will continue to take appropriate action to ensure that employees maintain the highest ethical standards in the performance of their duties.

Data analytics has also been conducted on 73 corporate specialists and corporate professional employees at executive level who were not included in the first phase of the lifestyle audits. Seven high-risk cases were identified. Detailed lifestyle audits will be conducted once an independent service provider has been appointed, to determine the extent to which disciplinary action or legal proceedings is required. Lifestyle audits will also be extended to include all newly appointed executives. The implementation of the Protection of Personal Information Act, 2013, effective from 1 July 2021, has a material impact on the scope of work; a legal opinion is being sought before it commences.

Ethics, fraud and consequence management

We are making good progress with the implementation of the Fraud Risk Management Plan, to maximise fraud prevention and enhance good corporate governance practices. The Anti-Fraud and Corruption Integration Committee monitors the implementation of this plan and ensures integration between forensic, legal, ethics, industrial relations and supplier review functions, with progress reported to Exco and the Audit and Risk Committee (ARC) on a regular basis.

During the year, our fraud prevention and whistle-blowing policies were revised to enforce our zero tolerance approach to fraud, strengthen our whistle-blowing processes and ensure compliance with changes to relevant legislation. Furthermore, a whistle-blowing procedure has been developed to provide step-by-step guidance to report incidents of unethical behaviour through an independent, confidential hotline. As an additional measure, we also encourage reporting through DPE's whistle-blowing channels.

Ethics and fraud awareness programmes have been enhanced and remain mandatory for all employees. To complement these, anti-fraud training has been developed for managers and supervisors to ensure that they understand their roles and responsibilities in the management of risks associated with fraud, corruption and irregularities. Fraud awareness for suppliers was also implemented during the year.

Our Assurance and Forensic Department (A&F) and Human Resources Division are collaborating to improve consequence management and disciplinary processes. Feedback on disciplinary cases is reported regularly to executive management. Disciplinary action is monitored, particularly where line managers and supervisors have decided not to take action against an employee despite findings from an investigation.

PROGRESS ON GOVERNANCE CLEAN-UP continued

Investigations and disciplinary action

FORENSIC INVESTIGATIONS		
798 incidents reported through whistle-blowing channels		
105 new cases registered for investigation		
46 forensic investigations concluded		
10 fraud	17 corruption	19 irregularities
80 employees recommended for disciplinary action		
238 cases under investigation at year end, relating to current and prior years		

SANCTIONS	
176 disciplinary cases	
155 cases completed	21 cases still in progress
74 employees resigned during disciplinary processes	
28 employees dismissed due to fraud and corruption	
86 cases recommended for criminal prosecution	
72 SAPS cases registered	14 cases being registered

In addition to the 46 forensic investigations concluded during the year, a further 77 cases were closed following a comprehensive review of all active cases. Seventeen of these cases were referred to management by A&F as the issues relate to matters that management has the authority to deal with. The remaining cases were closed following a preliminary investigation, where there was insufficient information to support the allegations or where allegations were considered unfounded.

Our forensic investigations have revealed similar themes to previous years, with instances of undeclared conflicts of interest, failure to obtain permission to perform private work, leaking of confidential information as well as general procurement irregularities. Non-compliance with Eskom's policies and procedures remains the most prevalent root cause.

Reporting and investigation of these and other matters continue, with appropriate disciplinary processes being instituted. A&F has recommended control enhancements in affected areas to prevent recurrence. Cases are registered with the South African Police Service (SAPS) where allegations of fraud and corruption are confirmed.

As reported previously, we have re-established the Supplier Review Committee to ensure appropriate disciplinary action is taken against suppliers where

non-compliance with procurement and supply chain management procedures has been identified. However, progress remains slow due to a backlog of cases.

In December 2020, the Group Chief Executive (GCE) issued an anti-fraud communication to all employees, which affirmed the responsibility of each employee to prevent fraud, corruption and irregularities in the workplace.



"As we continue to fight the scourge of fraud, corruption and irregularities, we need to do more to drive accountability across the business. This is such a serious matter and so critical to our sustainability as an organisation that we have decided not only to take action against those who have transgressed our policies, but also against those who failed to supervise and monitor compliance with our policies and procedures.

Guardians, I urge you to familiarise yourselves with our Code of Ethics as well as Eskom's prescribed policies, procedures and directives, particularly those that enable you to execute your responsibilities. Our Ethics Office and A&F have established ethics and fraud awareness programmes, which are compulsory for employees. These programmes equip you with important guidance on how to prevent and manage risks associated with fraud, corruption and irregularities in the workplace. It is important to know that we all have a role to play in eradicating fraud and corruption in our organisation. I encourage you to step up and play your role."

André de Ruyter
Group Chief Executive

Major investigations

External investigations into major cases of suspected fraud and corruption involving former employees, directors and suppliers continue. These are discussed in more detail below. We continue to provide the necessary support to law enforcement authorities to investigate any concerns and violations of the law. Wherever possible, we seek recovery of financial losses using criminal and civil processes.

We issue media statements to the public and report progress on these and other matters to the Standing Committee on Public Accounts (SCOPA) on a regular basis.

It is important to note that criminal convictions and recovery of financial losses are dependent on successful prosecution by law enforcement agencies and the justice system. Regrettably, this remains a lengthy process, resulting in slow progress on various matters.

Investigations into former Board members and executives

Two former senior employees, Mr Frans Hlakudi and Mr Abram Masango, were arrested in December 2019 and appeared in court on corruption-related charges involving Tubular Construction Projects (Pty) Ltd. In May 2021, the High Court issued an order in terms of the Prevention of Organised Crime Act, 1998, which allowed the National Prosecuting Authority to freeze R1.4 billion in assets relating to the defendants.

We are also pursuing civil recovery of approximately R3.8 billion relating to a prepayment to Tegeta Exploration and Resources (Pty) Ltd. The defendants include seven former executives and directors, as well as the former Minister of Mineral Resources, Mr Mosebenzi Zwane, brothers Ajay, Atul and Rajesh (Tony) Gupta, and Mr Salim Essa.

In light of several notices and interlocutory applications filed by the defendants, Eskom's attorneys have requested that the matter be placed under case management. A judge has been appointed.

Financial recoveries from suppliers

Background	Progress
Optimum Coal Mine (Pty) Ltd Eskom submitted a total claim of R5.6 billion, including penalties, due to breach of the coal supply agreement. This was subsequently reduced to R1.3 billion after an arbitration ruling.	A business rescue plan has been adopted. Due to financial constraints, the full amount is not recoverable. Eskom is expected to receive approximately R255 million over a five-year period.
Tegeta Exploration and Resources (Pty) Ltd Eskom submitted a claim of R359 million for post-business rescue penalties for failure to supply coal from the Brakfontein Colliery.	In February 2020, the SIU secured a High Court order to set aside the underlying coal supply agreement on the basis that it is unlawful and invalid. The SIU instituted legal proceedings against Tegeta to repay Eskom approximately R734 million incurred under the agreement.
Trillian Management Consulting (Pty) Ltd As reported previously, Eskom initiated liquidation proceedings against Trillian to recover approximately R595 million in unlawful payments on the pretext of it being a supplier development and localisation partner to McKinsey. The High Court ordered Trillian to repay Eskom in October 2019, however, no amount has been received to date.	It is uncertain whether the full amount is recoverable. SARS is also a party to the liquidation proceedings and has a preferential claim of approximately R600 million in unpaid taxes.
Deloitte Consulting (Pty) Ltd As reported previously, Eskom instituted legal proceedings against Deloitte to recover R207 million arising from a contract awarded irregularly, in the absence of an open and competitive tender process.	A settlement agreement was reached. We received R150 million plus VAT in full and final settlement in May 2020.
PwC South Africa Eskom is pursuing recovery of approximately R108 million in unlawful payments through a risk-based contract intended to realise savings on capital projects.	In March 2021, we applied for a High Court order to declare the contract unlawful, unconstitutional and invalid. PwC is opposing the application.
Impulse International (Pty) Ltd As reported previously, Impulse International has instituted legal proceedings against Eskom for damages of approximately R83 million due to termination of contracts which Eskom deemed unlawful.	We are pursuing a court order to set aside the contracts and recover all payments previously made to Impulse International. A court date is awaited. We are working with the SIU and the National Prosecuting Authority, who are also conducting investigations into Impulse International and the former Eskom employees involved.
Econ Oil and Energy (Pty) Ltd In December 2020, an external forensic investigation identified possible overcharging of approximately R1.2 billion by Econ Oil from 2012 to 2017. In addition, we disputed the validity of the contract for the supply of fuel oil from Econ Oil due to corruption and manipulation of tender processes. In February 2021, the Supplier Review Committee temporarily suspended Econ Oil from Eskom's supplier database for six months. If Econ Oil cannot provide any evidence to support a case for reconsideration, it will be deregistered for 10 years and National Treasury will be notified to blacklist Econ Oil from contracting with other organs of state.	We have instituted arbitration proceedings to recover the overpayments, however, Econ Oil is opposing the application. A pre-arbitration meeting is planned, where dates for the hearing will be agreed. In January 2021, we applied to the High Court for judicial review of the fuel oil contract. Econ Oil opposed the application. In June 2021, the High Court reviewed and set aside the contract and ordered Econ Oil to pay the associated costs. Econ Oil applied for leave to appeal the judgment, however, the application was dismissed by the High Court in July 2021. In June 2021, Econ Oil launched a High Court application to review and set aside the decision of the Supplier Review Committee. We are opposing the application.
Contractor overpayments Eskom and the SIU are reviewing contractual claims and potential overpayments to a number of contractors involved in the construction of Medupi and Kusile Power Stations, particularly where it is suspected that there may have been collusion between Eskom employees and contractors.	Upon conclusion of the investigations, we will institute recovery processes and pursue convictions where necessary.
ABB South Africa (Pty) Ltd ABB made a voluntary disclosure in respect of overpayments relating to the Kusile project.	In December 2020, ABB repaid approximately R1.56 billion. We are working with the SIU to set aside another contract that was irregularly awarded to ABB.

Improvements to address irregular expenditure

Eskom has received a qualified audit opinion for the previous four financial years. The auditors have again qualified their opinion, as they could not rely on the completeness of information relating to irregular expenditure in the 2021 annual financial statements.



Disclosure of irregular expenditure in terms of the PFMA and the basis on which the audit opinion was qualified is set out in note 52 in the consolidated annual financial statements and the independent audit report

In terms of National Treasury Instructions No. 02 and 03 of 2019/2020, Eskom's centralised Loss Control Department has been established and the recruitment processes have been concluded. We have revised our PFMA reporting procedures to ensure that all assessments of and investigations into occurrences of irregular expenditure and fruitless and wasteful expenditure will be performed by this department from 1 April 2021. In conjunction, training and awareness on the revised PFMA reporting procedures and guidelines are being implemented and are mandatory for all managerial and executive employees.

During the year, our Procurement and Supply Chain Management Department implemented several initiatives to reduce the occurrence of irregular expenditure, including:

- Establishment of a weekly functional leadership steering committee, chaired by the Chief Procurement Officer (CPO), to monitor progress and challenges on PFMA-related matters and procurement plans
- Appointment of procurement heads in Generation, Transmission and Distribution to establish contract management offices and improve the quality, accuracy and completeness of PFMA reporting

- Continuous review and monitoring of purchase orders and procurement plans in accordance with revised procurement procedures to limit the abuse of low-value procurement mechanisms, such as local purchase orders, and to identify potential contracting opportunities. Local purchase orders allow for procurement of good and services for less than R30 000 without a contract. At year end, the number of local purchase orders have declined to 29 221 (2020: 39 552)
- Collaboration with A&F and the Loss Control Department to investigate procurement- and PFMA-related issues identified through reviews, complaints and whistle-blowing mechanisms
- Monitoring of internal condonation processes as well as condonations submitted to National Treasury

In addition, we reviewed all contract modification applications that were not approved by National Treasury to identify any potential deviations and irregularities that might occur, and to introduce interventions to prevent recurrence. Consequence management and condonations relating to procurement transactions form part of our PFMA reporting.

Regrettably, progress in obtaining condonations from National Treasury has been slow for a number of years. We are working with DPE and National Treasury to ring-fence historical irregular expenditure to minimise the continued impact on our annual financial statements, which demonstrates National Treasury's commitment to prioritise the close-out of outstanding irregular expenditure requiring their approval. At 31 March 2021, the closing balance of irregular expenditure stands at over R37 billion. Towards the end of the year, we received notice of condonation of 296 transactions valued at R9.5 billion, with further condonations expected in the coming financial year.

Improvements to commercial governance processes

The focus for this year has been the development and implementation of a procurement roadmap to improve procurement processes and contract management by:

- Reducing the number of cancellations of published tenders
- Improving compliance with implementation of procurement plans
- Enhancing contract performance and project budget monitoring
- Reducing the number of contract modifications exceeding thresholds

The procurement roadmap was submitted to National Treasury and DPE in September 2020, in accordance with the conditions of the Special Appropriation Act, 2019. Feedback is reported on a regular basis.

The cancellation of published tenders now has to be approved by the delegated authority that approved the procurement strategy, leading to a reduction in the number of tender cancellations. We monitor contracts expiring within three to twelve months to ensure that there is adequate preparation for new contracts in divisional procurement plans. Procurement plans for the coming financial year were finalised in March 2021.

Reporting on contract performance covers a range of contract events including claims, compensation events, deviations, insurance events and delays. We have also enhanced the scrutiny of contract modification applications prior to approval.

Reportable irregularities raised by the external auditors

In terms of section 45 of the Auditing Profession Act, 2005, the external auditors are required to report any reportable irregularities (RIs) to the Independent Regulatory Board for Auditors (IRBA), and only then report the matter to Eskom, affording management an opportunity to respond to and/or rectify the matter.



Details of RIs reported, as well as the action taken and status of the respective matters, are discussed in note 53 in the consolidated annual financial statements

Contract modifications

Contract deviations and expansions are regarded as an exception to the norm for the procurement of goods, works and services. When these mechanisms are used, robust reviews are conducted to ensure that the procurement principles of fairness, equity, competitiveness and transparency are not compromised and that the mechanisms comply with all applicable regulations. To achieve this, a valid justification is required and applications must be approved by the relevant delegated authority.

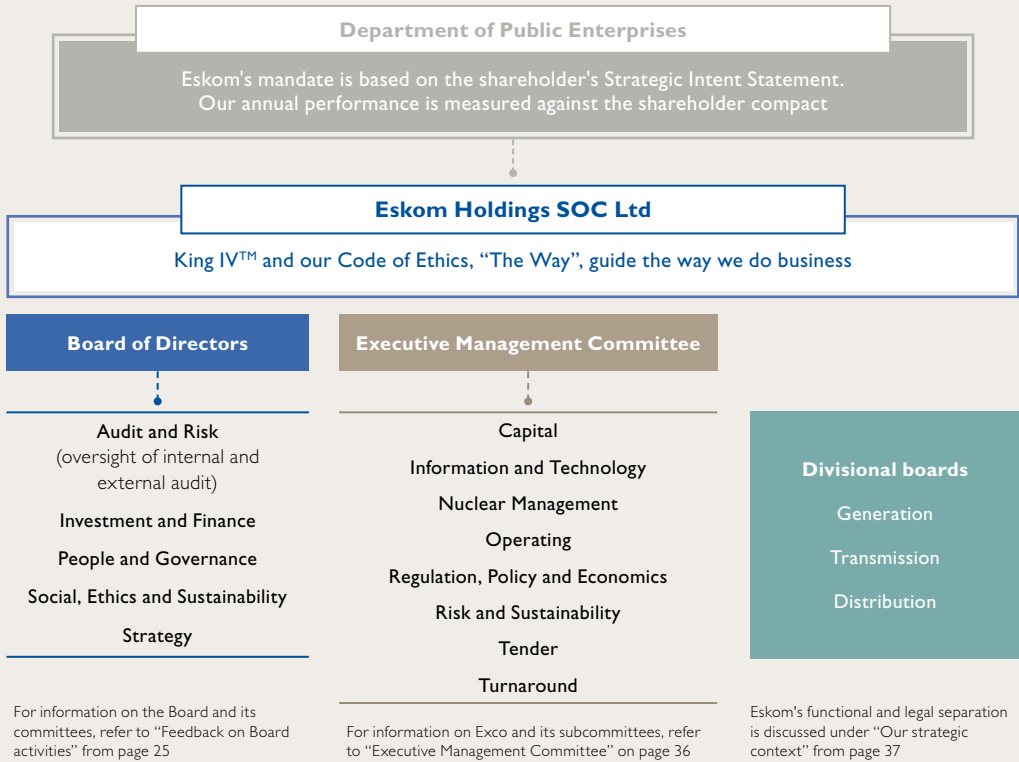
Reviews are conducted on a monthly basis. All qualifying modification applications are scrutinised by the CPO prior to submission to National Treasury. Trend analysis of deviations and expansions is conducted and reported to the functional leadership steering committee and Exco's Tender Committee on a monthly basis, and to Exco and the Board on a quarterly basis.

We ensure frequently engage with National Treasury to address any concerns that may arise, and to ensure that all conditionally approved applications have been addressed accordingly. No late or retrospective applications are entertained – in most cases that is an indication of circumventing approved procurement plans.

Due to these interventions, the number of applications submitted to National Treasury has decreased. A total of 32 deviations and 55 expansions were submitted during the year (2020: 64 deviations and 55 expansions). Trends indicate a reduction in inefficiencies and an improvement in compliance with procurement plans.



OUR GOVERNANCE FRAMEWORK



Our governance framework provides the roadmap for achieving our strategic priorities within legislative, regulatory and policy requirements. Clear accountability for decision-making is assigned through our delegation of authority (DoA) and materiality frameworks, which guide the referral of matters to divisional boards, executive committees and the Board, and from there to DPE and National Treasury, if required.

Governance of the group and the responsibility for promoting good corporate citizenship is vested in the Board, and supported by several committees. The powers of the Board and our shareholder are defined in Eskom's Memorandum of Incorporation (MOI). With the exception of the GCE and the Chief Financial Officer (CFO), the Board is composed entirely of independent non-executive directors.

Exco is established by the GCE and is accountable for executing the strategy set out by the Board, as well as exercising executive control over day-to-day operations.

Refer to pages 10 to 13 for the composition of the Board and Exco, as well as information on skills as well as racial, gender and age diversity

Divisional boards for Generation, Transmission and Distribution were established in March 2020 to enhance internal governance structures and accountability, as the first step to functional separation. The divisional boards do not constitute a board of directors in accordance with the Companies Act, 2008, but function as operational boards, until the planned legal separation of Eskom is concluded.

Eskom's functional and legal separation is discussed under "Our strategic context" from page 37

For information on Exco and its subcommittees, refer to "Executive Management Committee" on page 36

For information on the Board and its committees, refer to "Feedback on Board activities" from page 25

KING IV™ APPLICATION

We conduct an annual assessment of the overall effectiveness of the implementation of the principles and practices contained in King IV™. In our 2020 integrated report we included detailed information on our application of King IV™. As the principles that were considered to be implemented effectively at that time continue to remain effective, this report focuses mainly on the initiatives under way to address the focus areas identified in last year's assessment, as well as key governance developments during the year.

Refer to pages 19 to 21 of our 2020 integrated report for more detailed information on the application of the King IV™ principles

King IV™ assessment and focus areas

Based on our most recent assessment, our overall implementation of the King IV™ principles remains partially effective. Although many of the required practices are in place and have been for many years, the Board acknowledges that not all of the King IV™ principles have been implemented effectively. The following principles have been highlighted as focus areas for improvement:

- Principle 1** The Board should lead ethically and effectively
- Principle 2** The Board should govern the ethics of Eskom in a way that supports the establishment of an ethical culture

Progress on implementing classroom training for contractors and high-risk business areas has been hindered by national lockdown restrictions. Recruitment processes are being finalised to address the lack of resources in the Ethics Office. The Ethics Office is also supplemented by independent, external services where required.

Various interventions are under way to identify and address weaknesses in the governance of ethics, particularly in respect of consequence management and inadequate implementation of ethics policies that place Eskom at risk.

Refer to "Progress on governance clean-up" from page 17 and "Ethics based on our values" on page 34 for further information

- Principle 7** The Board should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively
- Principle 10** The Board should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities

Regrettably, the lack of succession planning for non-executive directors remains a concern. The development of a succession plan for directors is the responsibility of the shareholder. This has been brought to DPE's attention, along with the request for the shareholder to fill the vacancies on the Board.

Succession planning for executive positions is guided by Eskom's talent management policy and procedure. The process is managed through talent board forums at various levels of the organisation, with the executive talent board managing the talent pipeline for key executive positions. In May 2021, Exco approved two accelerated development programmes to support succession planning for executive positions.

- Principle 9** The Board should ensure that the evaluation of its own performance and that of its committees, its chair and its individual members, support continued improvements in its performance and effectiveness

The Board has conducted a self-assessment in respect of its performance for the 2020 financial year and identified areas of concern to be addressed through its Board improvement plan. An independent board evaluation will be conducted for the 2021 financial year.

Refer to "Feedback on Board activities – Board evaluation" from page 25 for further information

The Board's access to guidance and development will be delivered through a continuing education programme, which will include training needs identified by individual directors, Eskom-specific training, updates on legislation and regulations relating to the Board's fiduciary duties as well as governance best practice.

- Principle 11** The Board should govern risk in a way that supports Eskom in setting and achieving its strategic objectives

While the introduction of key risk indicators has enhanced risk management and reporting, greater accountability is required to effectively treat Priority I risks. An analysis of Priority I risks was conducted towards the end of the financial year. Based on the findings, initiatives will be implemented to ensure the development of more robust and effective treatment plans to address the root causes of these risks.

DPE has recently introduced a Risk and Integrity Management Framework for state-owned companies. We are in the process of developing an implementation plan to address the requirements of the framework to enhance risk governance, policies, monitoring and reporting.

Exco has implemented a quarterly risk workshop to review the risk landscape and improve accountability.

Principle 14 The Board should ensure that Eskom remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term

Due to different remuneration practices across our bargaining unit, managerial level and executive employee categories, Eskom has not developed an organisation-wide remuneration policy. Work is under way to ensure alignment of the executive remuneration policy with DPE's guidelines.

Governance functional areas

The Board sets the policy and direction for governance functional areas to support the organisation in achieving its strategic objectives. The Board has delegated responsibility for the oversight of remuneration to the People and Governance Committee (PGC).

Refer to "Remuneration and benefits" on page 32 for further information

Board has delegated responsibility for the oversight of risk, technology and information, compliance and assurance to ARC. The governance of technology and information as well as compliance are discussed below.

Key risks and opportunities facing the organisation are discussed in "Our strategic context – Risks and opportunities" from page 52. Our approach to combined assurance is discussed in "Assurance and controls" on page 29

Governance of technology and information

Effective management of technology and information is seen as critical to enhance intellectual capital. The responsibility for managing this has been delegated to Exco, with Exco's Information and Technology Committee ensuring alignment between information technology and operational technology.

ARC considers quarterly reports, which provide assurance on the security and availability of Eskom's operational technology and information and technology systems of control, as well as assessments on the adequacy and effectiveness of governance, risk management, compliance and controls relating to technology and information.

Information technology

Through ARC, the Board has adopted an IT Charter and policies to provide direction on how information technology is managed in the organisation to ensure the confidentiality, security, integrity and availability of information. Group IT has established strategic forums to oversee IT governance, compliance, assurance, risk and resilience, as well as cloud and data management, IT architecture and investments, and cyber-security.

We are ensuring compliance with the Protection of Personal Information Act, 2013 on a risk-based approach, implementing adequate systems to process requests for information and training employees on the requirements of the Act.

Operational technology

The Technical Governance Committee functions as a governance structure for operational technology to oversee technical processes, standardisation, strategic direction and to ensure effective management of operational technology throughout Eskom. This structure reports to Exco's Operating Committee.

Compliance

The Board is accountable for compliance and governs this through the Compliance Charter and, with the assistance of ARC, oversees compliance throughout Eskom.

Compliance maturity is based on an assessment of the extent of identification and understanding of the applicable compliance universe, linking and updating related controls, and routine monitoring of adherence to those controls. Based on a review of Eskom's overall compliance status at 31 March 2021, the overall risk of non-compliance in the organisation remains high, given the complex legal and regulatory obligations affecting our operations, and exacerbated by challenges in improving compliance maturity.

Non-compliance places Eskom at risk and may result in reportable matters through the PFMA, 1999. Transgressions are managed through disciplinary processes, and may extend to civil and criminal legal action where appropriate.

Quantifiable penalties, fines or sanctions levied against the organisation due to non-compliance, including environmental sanctions, are disclosed in note 52 of the consolidated annual financial statements

In order to enhance direction setting, guidance and assurance relating to compliance, an optimised structure has been approved for our corporate Compliance Office. Internal recruitment for the enhanced structure is planned for the coming financial year.

FEEDBACK ON BOARD ACTIVITIES

Governance of the group and the responsibility for promoting good corporate citizenship is vested in the Board, supported by several committees and the Group Company Secretary. The Board recognises that good governance, achieved through an ethical culture, effective control and legitimacy, can enhance value creation and performance.

Board composition and appointments

In terms of our MOI, the Board may consist of a maximum of 15 directors. The majority of the Board must be independent non-executive directors, and there must be at least two executive directors.

On 21 July 2020, Mr Sifiso Dabengwa tendered his resignation as an independent non-executive director with immediate effect. At year end, the Board therefore comprised only nine directors, including seven independent non-executive directors and two executive directors. There were six Board vacancies for independent non-executive directors.

The shareholder approves the appointment of all directors in accordance with the MOI and SOC nomination requirements outlined in the *Handbook For the Appointment of Persons to Boards of State and State-Controlled Institutions*, which was approved by Cabinet in 2008. The shareholder is therefore responsible for filling vacancies and for managing targets for racial, gender, age and disability diversity, as well as succession planning for the Board. PGC, however, assists the shareholder by identifying and recommending potential skills, qualifications, experience and diversity needs of the Board required to achieve our strategic objectives.

Non-executive directors are appointed by the shareholder for a period of three years, reviewable annually. Having served on the Board for close to three years, the terms of the current non-executive directors were extended by the shareholder at the last annual general meeting, while DPE finalises its review of the Board. Non-executive directors may not serve more than three consecutive terms.

While the Board is satisfied that its composition is appropriately balanced in accordance with King IV™ principles, the Board has highlighted the ongoing vacancies to the shareholder. Furthermore, the Board notes the lack of succession planning and lack of representation of persons with disabilities.

Refer to pages 10 and 11 for the Board composition and information on skills as well as racial, gender and age diversity

Ms Nelisiwe Magubane resigned as an independent non-executive director in August 2021.

Group Company Secretary

The Group Company Secretary plays an important role in the governance and administration of the organisation, and is vital to the efficient and effective functioning of the Board through support and guidance to directors. Mr Mlawuli Manjingolo was appointed as Group Company Secretary from 1 July 2020.

Board evaluation

Although King IV™ recommends that board evaluations be conducted every second year, we conduct a board evaluation annually in line with DPE's SOC Board Evaluation Framework.

As reported previously, the independent Board evaluation for the 2019 financial year led to the development of a Board improvement plan to address areas of concern.

In June 2020, the Board conducted a self-assessment for the 2020 financial year through an evaluation tool developed by the Office of the Company Secretary. One of the objectives of the assessment was to measure the progress in implementing the Board improvement plan, as well as to enable the Board to identify any other areas of concern. Based on the findings of the 2020 self-assessment, we have compiled a feedback report and submitted this to the shareholder.

The 2020 self-assessment covered the same themes as the 2019 evaluation. The average scores (out of 4) achieved across each area are as follows:

2.50 Board composition	3.20 Board responsibilities	3.71 Ethical leadership	1.87 Board meetings
2.50 Board committees	3.71 Sustainability	2.80 Relationship with management	3.38 Stakeholder engagement

Below 1: Requires significant attention or intervention
2 – 3: Average to satisfactory performance

1 – 2: Poor performance which requires improvement
3 – 4: Good performance with minor alignments required

Board composition, skills and experience

The Board is satisfied with its skill and experience, as well as its ability to fulfil its mandate and fiduciary obligations. However, the Board remains dissatisfied with its current size, scoring this aspect the lowest in this area.

A request to appoint additional non-executive directors to strengthen the Board has been submitted to the shareholder for consideration.

Board responsibilities

The directors collectively understand their roles and responsibilities, as outlined in the Board Charter and the MOI. The Board is satisfied with its level of oversight and its independence, with directors feeling empowered to make decisions in the best interest of Eskom. Due to the timing of the Board evaluation, the performance evaluation of the newly appointed GCE had not yet been conducted. Board training was the lowest scoring aspect in this area, with the lack of implementation of a Board training plan cited as the main reason.

PGC and the Board have approved a continuing education programme for the Board. The Office of the Company Secretary is in the process of revising the programme for implementation in the coming year.

Ethical leadership

The Board is satisfied that it sets the direction for ethical behaviour within the organisation in accordance with King IV™. The Board continues to affirm a zero tolerance towards unethical behaviour, however, the lack of consistent consequence management and poor implementation of ethics policies were highlighted as weaknesses.

An ethics risk assessment is planned for the coming year, to identify high-risk areas and inform the review of Eskom's ethics strategies and policies. Consequence management as well as ethics training and awareness are particular areas of focus.

Actions taken to address unethical behaviour were discussed in "Progress on governance clean-up" from page 17. The ethics risk assessment is discussed in more detail in "Ethics based on our values" on page 34

Board meetings

The Board is generally dissatisfied with the quality and lateness of submissions, scoring this aspect the lowest in this area. Although meetings of the Board and its committees are scheduled annually in advance, special meetings may be convened when required to address pressing issues.

The Office of the Company Secretary has standardised requirements for submissions to the Board and its committees. No submission is accepted without approval from the relevant executive sponsor. The Board has tasked executive management with establishing improved mechanisms to verify information and monitor implementation of submission standards.

Board committees

The Board appoints members to its committees by considering the necessary skills, experience and diversity required. The exception is ARC, as the shareholder is responsible for appointing members in terms of our MOI and the Companies Act, 2008.

The Board concluded that vacancies need to be addressed in order for its committees to be adequately constituted. Furthermore, the Board acknowledges that ARC has to be strengthened with appropriate qualifications and skills in finance and assurance. A request was submitted for the shareholder's consideration to address this shortcoming.

Sustainability

The Board is satisfied that it sets the tone on matters related to diversity, inclusion and transformation. The Board is comfortable with its oversight of safety, health, quality, environmental and financial sustainability. However, the Board concluded that reporting on certain areas can be improved and that reliance is placed on executive management to implement relevant policies in accordance with the DoA.

Relationship with management

The Board understands its responsibility for oversight and is satisfied that it holds executive management accountable for performance. The Board is generally dissatisfied with the lack of succession planning for executive management, scoring this aspect the lowest in this area, but acknowledges that leadership changes have made this challenging.

Succession planning for executive management is an area of focus, with the process managed through an executive talent board. As mentioned previously, Exco has approved two accelerated development programmes to support succession planning for executive positions.

Stakeholder engagement

The Board is satisfied that it has identified all key stakeholders, their significance and role. The Board is further satisfied that it sets the direction for reporting, to enable stakeholders to make informed decisions. Stakeholder expectations are understood and met, however, the Board recognises that stakeholders' views and expectations change based on Eskom's performance and reputation. The Board concluded that the GCE maintains strong stakeholder relationships to fulfil the strategic objectives of Eskom.

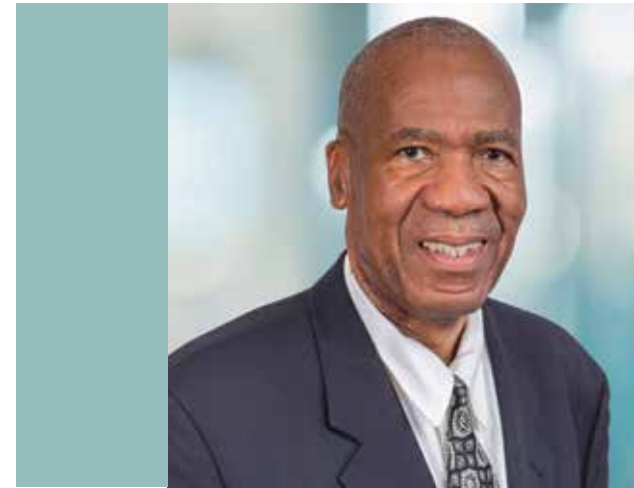
Refer to "Our strategic context – Stakeholder engagement" from page 49 for additional information

Board committees

The Board is supported by various committees, to which it delegates authority without diluting its own accountability. These committees exercise their authority in accordance with terms of reference which are approved by the Board, and which define their composition, mandate, roles and responsibilities. The terms of reference of each committee are aligned to Eskom's DoA framework and are reviewed every year.

Directors are required to exercise due care and judgement in accordance with their statutory obligations. The individual and collective fiduciary responsibilities of directors are not negated by the deliberations of the committees.

All Board committees are comprised of and chaired by independent non-executive directors. When required, the GCE, CFO, Chief Operating Officer (COO) and senior management from various functional areas attend committee meetings as officials.

REPORT BY THE BOARD
FOR THE YEAR ENDED 31 MARCH 2021**Number of meetings**

Fourteen meetings were held during the year.

Membership

Refer to the Board composition on pages 10 and 11

Purpose

The Board fulfils the primary roles and responsibilities of a governing body outlined in King IV™ by:

- Setting the strategic direction and steering the organisation, while treating strategy, risk, performance and sustainability as inseparable
- Providing oversight through effective governance frameworks, and approving policies and plans that give effect to the strategy
- Monitoring the implementation of strategy and the performance of management, ensuring accountability and promoting integrity in reporting and disclosure
- Ensuring that compliance requirements and risks are identified and managed through effective internal controls, supported by a risk-based internal audit function
- Promoting a culture aligned to Eskom's values, ensuring that Eskom remains a responsible corporate citizen – ethically, socially and environmentally

Key activities and decisions

- Conducted a self-evaluation for the 2020 financial year and identified areas of concern to be addressed in the Board improvement plan
- Addressed the expiry of the term of the current non-executive directors with the Minister of Public Enterprises
- Reviewed and approved Eskom's revised DoA framework and Risk Appetite and Tolerance Framework
- Considered performance and progress on the five focus areas of the turnaround plan, as well as the Generation recovery plan and reliability maintenance recovery programme

- Approved an alternative emission plan to address the Minimum Emission Standards (MES), by reducing particulate matter below required limits, implementing emission reduction technologies at numerous power stations and introducing renewables to offset emissions
- Approved the continuation of the Medupi flue gas desulphurisation (FGD) project and a request for information, based on a specific SO₂ reduction target, to obtain a more accurate assessment of the cost of FGD technologies available in the market
- Approved the commencement of procurement processes for the battery energy storage system
- Approved the consents, waivers and releases for the Duvha coal supply agreement to enable the sale of the majority shareholding of South32
- Approved the review of NERSA's decisions on the supplementary tariff application and regulatory clearing account (RCA) for the 2019 financial year
- Approved the submission of Eskom's draft MYPD 5 application to SALGA and National Treasury for comment
- Granted approval for management to commence engagement with the City of Johannesburg for the proposed transfer of Eskom areas of supply to City Power, as well as submission of the PFMA section 54 pre-notification to DPE
- Tasked management with developing a strategy for the sale of non-core assets to alleviate Eskom's debt burden
- Approved the final offer for the disposal of Eskom Finance Company SOC Ltd, subject to PFMA approval
- Approved the registration of the Transmission company, in accordance with Eskom's planned legal separation
- Instituted an independent inquiry into the allegations levelled against the GCE by the former CPO, which resulted in no adverse findings against the GCE
- Approved submission of the 2022 shareholder compact and Corporate Plan for the 2022 to 2024 financial years to DPE

Conclusion

The Board has adopted an appropriate Board Charter, has regulated its affairs in compliance with this charter and is satisfied that it has discharged its responsibilities contained therein. Furthermore, the Board is satisfied with the reasons for the resignation of Mr Sifiso Dabengwa and is satisfied that it continues to comprise the appropriate balance of knowledge, skills, experience, diversity and independence, although its size remains a concern.

The Board has once again requested the shareholder to fill the Board vacancies to ensure that all committees are adequately capacitated to fulfil their mandates and to enable the separation of the Audit and Risk Committee.

Prof. Malegapuru Makgoba
Interim Chairman

REPORT BY THE AUDIT AND RISK COMMITTEE

FOR THE YEAR ENDED 31 MARCH 2021



Number of meetings

Thirteen meetings were held during the year.

Membership (at year end)

Three independent non-executive directors:

Dr Pulane Molokwane (chairman), Dr Rod Crompton and Prof. Tshepo Mongalo

Collectively, members have qualifications or experience in commerce and industry, economics, public sector, law, governance, risk management, nuclear science and environmental engineering.

Purpose

The committee's roles and responsibilities include:

- The statutory functions of an audit committee set out in the Companies Act, 2008 and the PFMA, 1999, including oversight of financial reporting and disclosure, risk and compliance management and internal control systems, as well as the internal and external audit functions
- Oversight of strategic and business risks and opportunities, and governance of information and technology
- Serving as the statutory audit committee for Eskom's wholly owned subsidiaries, with the exception of Escap, which has its own audit committee in terms of the Insurance Act, 2017

Key activities during the year

The committee considered the following and, where required, recommended matters for approval or noting by the Board:

- Year-end and interim group financial statements, the integrated report and related documents, as well as going concern statements and reportable irregularities raised by the external auditors
- Appointment of the external auditors and associated fees in terms of the Companies Act, 2008, JSE Listing Requirements and other applicable legislation
- The insurance plan and premium for the coming year

- The three-year rolling strategic internal audit plan, including progress on and amendments to the 2021 audit plan
- Quarterly shareholder reports to DPE covering Eskom's financial, operational, environmental, social and governance performance as well as risks and opportunities

In addition, the committee monitored and considered feedback from management in the following areas:

- Financial performance and liquidity; IT governance, risk and security; enterprise risk and resilience, including risk appetite and tolerance; insurance; ethics; forensic and technical investigations; litigation and new legislation; nuclear assurance; the compliance charter and compliance management

To address the prior year's focus areas:

- The Board noted that ARC cannot be separated into an audit committee and a risk committee at present due to the Board vacancies. The Board reiterated its request to the shareholder to fill its vacancies and to strengthen membership of ARC, particularly with appropriate skills in finance and assurance
- The committee reviewed Eskom's King IV™ application register, outlining Eskom's overall effectiveness in applying the various principles and practices of King IV™

Future focus areas

Focus areas for the coming year include:

- Considering sustainability risks relating to financial reporting and Eskom's status as a going concern, in particular efforts to improve the income statement and strengthen the balance sheet
- Reviewing the effectiveness of risk and compliance management as well as internal financial and other controls, together with the adequacy of consequence management, to ensure that contraventions are appropriately addressed
- Governing information and technology risk, specifically related to Eskom's planned legal separation
- Monitoring the implementation of combined assurance, in particular the cooperation and coordination between the internal audit function and the external auditors
- Collaborating with the Auditor-General on external auditor succession planning
- Overseeing the operations of Eskom's subsidiaries

Conclusion

The committee fulfilled all its statutory duties in terms of the Public Finance Management Act, 1999, and section 94(7)(f) of the Companies Act, 2008. The committee has adopted an appropriate formal terms of reference, has regulated its affairs in compliance with its terms of reference and is satisfied that it has discharged its responsibilities contained therein.


Dr Pulane Molokwane
 Chairman
 Audit and Risk Committee

ASSURANCE AND CONTROLS

The Board, through ARC, is responsible for setting the direction for assurance, risk management, controls, compliance and the governance of technology and information. ARC provides independent oversight of these functions.

The Assurance and Forensic Department (A&F), our independent internal audit function, reports directly to ARC. A&F's annual audit plan is approved by ARC, and includes risk-based audit and resource plans to adequately address the complexity of risks facing Eskom.

Combined assurance

We apply a combined assurance model, which includes a combination of supervision, management and assurance functions, as well as oversight by ARC and the Board. Collectively, these support an effective control environment, provide reasonable assurance and support the integrity of information for decision-making and reporting to stakeholders.

<p>OVERSIGHT</p> <p>Board and ARC</p> <p>Consider control deficiencies and risk affecting the organisation, and provide guidance</p> 
<p>ASSURANCE</p> <p>External audit</p> <p>Independent reasonable assurance of the annual financial statements and integrated report</p>  <p>Internal audit</p> <p>Assurance over the adequacy and effectiveness of risk management, internal control and governance</p>
<p>FUNCTIONAL MANAGEMENT</p> <p>Specialised control functions</p> <p>Development and maintenance of internal control frameworks and policies, reviewing and monitoring</p>  <p>Risk, resilience and compliance</p> <p>Assurance over the implementation of risk and resilience as well as compliance management practices and processes</p>
<p>OPERATIONAL MANAGEMENT</p> <p>Management and review functions</p> <p>Assurance over the adequacy of operational risk management, effective adherence to internal control processes and delivery against objectives</p> 
<p>SUPERVISION</p> <p>Operations and supervisory oversight</p> <p>Implementation of internal controls and risk management processes to ensure a high-performing and sustainable operating environment</p> 

The responsibility for combined assurance is delegated to A&F, which facilitates and coordinates the execution of combined assurance activities. ARC receives reports on the status of governance, risk management, compliance and the adequacy and effectiveness of preventative and corrective controls.

Governance, risk management and internal controls

A&F provides risk-based, independent and objective assurance and investigative and consulting services that support the achievement of Eskom's strategic objectives and improve operations, by evaluating and enhancing the effectiveness of risk and opportunity management, as well as control and governance processes.

Based on a formal review during the 2021 financial year, A&F has concluded the following:

<p>GOVERNANCE</p> <p>Governance requires improvement in respect of compliance with applicable laws, regulations and King IV™</p>	<p>RISK MANAGEMENT</p> <p>The design of the system of risk management is adequate, although the system of controls relating to compliance is partially effective</p>
<p>INTERNAL CONTROLS</p> <p>The design of internal controls is adequate, although application is partially effective. Control deficiencies were identified in supply chain management, plant maintenance, project management, coal management, contracts management and ethics procedures</p>	<p>FINANCIAL CONTROLS</p> <p>The system of internal financial controls is adequate and forms a reasonable basis for the preparation of Eskom's financial statements</p>

These conclusions consider information and explanations provided by management, as well as discussions with the external auditors on the results of the external audit.

Refer to "King IV™ application" on page 23 for more information on compliance management and the governance of technology and information

ARC has concluded that the systems and processes of risk management and compliance are adequate, although the effectiveness and application thereof need to be improved. Internal financial controls are considered adequate for Eskom's financial records to be relied upon, and for the preparation of reliable financial statements. Furthermore, ARC is satisfied that A&F is operated effectively and that Eskom has access to adequate resources, facilities and support from Government to be able to continue its operations as a going concern for the foreseeable future.

ARC is satisfied with the quality of the external audit as well as the independence and objectivity of the external auditors.

Refer to the report of the Audit and Risk Committee in the consolidated annual financial statements for the full assessment of Eskom's internal control environment and the disclosures required by practice 59 of principle 8 of King IV™

REPORT BY THE INVESTMENT AND FINANCE COMMITTEE

FOR THE YEAR ENDED 31 MARCH 2021



Number of meetings

Twelve meetings were held during the year.

Membership (at year end)

Three independent non-executive directors:

Ms Nelisiwe Magubane (chairman), Dr Banothile Makhubela and Ms Busisiwe Mavuso

Collectively, members have qualifications or experience in commerce and industry, accounting, energy, public sector, chemistry and engineering.

Purpose

The committee's responsibilities include:

- Oversight of investment strategies, capital and borrowing programmes, and financial budgets
- Approval of business cases for new ventures, capital investments and projects
- Monitoring the concept, design and execution of major capital projects
- Oversight of Eskom's treasury function

Key activities during the year

The committee considered the following and, where required, recommended matters for approval or noting by the Board:

- Submission to NERSA of the RCA balance application for the 2020 financial year
- Selection of the preferred bidder for the disposal of Eskom Finance Company SOC Ltd
- Quarterly Treasury reports and the progress on Eskom's borrowing programme, outlined in the Corporate Plan
- The status of Eskom's capital investment plan and associated risks arising from capital constraints in the 2021 and 2022 financial years

- The Transmission Development Plan for 2021 to 2030, and its funding model
- Cancellation of the Duvha Unit 3 recovery project, as it is no longer considered economically viable
- The status of ash dams and ash dumps at Eskom's power stations
- The write-off of prescribed debt and write-back of non-compliant "in duplum" interest relating to Soweto accounts
- The mandate to negotiate and conclude contracts for the provision of short-term generation capacity through a Short-Term Power Purchase Programme (STPPP)

To address the prior year's focus areas:

- The committee considered and approved matters within its approval mandate, and considered and recommended matters above its approval limits for Board approval. Matters included various procurement strategies; contract amendments and modifications; capital investment concept, design and execution approvals or revisions; as well as other commercial decisions
- The committee considered management's response to addressing Eskom's capital structure, debt management and financial sustainability through the turnaround plan

Future focus areas

Focus areas for the coming year include:

- Supervising financial plans and business cases, as well as setting criteria and guidelines for capital investments and projects for Eskom and its subsidiaries
- Considering standard tariff plans, structures and rates, including the annual tariff adjustment based on MYPD and related regulatory applications
- Reviewing conditions and pricing for the sale of electricity through agreements longer than three years
- Evaluating conditions and pricing of power purchase agreements longer than three years, where DMRE has executed the procurement process

Conclusion

The committee has adopted an appropriate formal terms of reference, has regulated its affairs in compliance with its terms of reference and is satisfied that it has discharged its responsibilities contained therein.

Ms Nelisiwe Magubane
Chairman
Investment and Finance Committee

REPORT BY THE PEOPLE AND GOVERNANCE COMMITTEE

FOR THE YEAR ENDED 31 MARCH 2021



Number of meetings

Four meetings were held during the year.

Membership (at year end)

Three independent non-executive directors:

Prof. Tshepo Mongalo (chairman), Prof. Malegapuru Makgoba and Ms Busisiwe Mavuso

Collectively, members have qualifications or experience in commerce and industry, accounting, law and governance, public sector and medicine.

Purpose

The committee's responsibilities include:

- Succession planning and nomination at executive level
- Ensuring that remuneration is fair, transparent, responsible and equitable
- Overseeing human resources strategies and policies, including relationships with organised labour and employees
- Setting the direction for and monitoring corporate governance

Key activities during the year

The committee considered the following and, where required, recommended matters for approval or noting by the Board:

- Progress on human resources cost curtailment initiatives and headcount reduction, including implementation of voluntary separation packages
- Human resources plans, including critical vacancies and recruitment, learner management, employment equity, industrial relations and employee engagement
- Quarterly human resources performance reports and the annual review of remuneration and employment conditions

- The appointment of various executive positions, as discussed in "Exco and divisional boards" on page 36
- Recommendation to the shareholder on the appointment of an independent non-executive director to the Board of Escap SOC Ltd
- Eskom's future of work business case, including considerations for remote working and the allocation of critical resources
- The Board's continuing education programme for the continuous training and development of directors

To address the prior year's focus areas:

- The committee considered progress on the 2019 People Plan and initiatives to address the people and culture focus area of the turnaround plan, as well as Eskom's functional separation and relinking of centralised support staff to line divisions
- An assessment tool was developed for the Board to conduct a self-evaluation for the 2020 financial year. An independent evaluation will be conducted for the 2021 financial year

Future focus areas

Focus areas for the coming year include:

- Considering human resources performance, specifically related to headcount reduction, employee benefit cost savings and the people and culture focus area of the turnaround plan
- Monitoring human resources and industrial relations aspects of Eskom's legal separation and response to COVID-19
- Reviewing disciplinary processes to reduce delays and improve consequence management
- Finalising Eskom's remuneration policy in line with DPE's guidelines, after feedback is received from DPE
- Improving governance and accountability of line divisions through separate delegation of authority frameworks
- Ensuring a fit-for-purpose future skills strategy through Eskom's skills audit

Conclusion

The committee has adopted an appropriate formal terms of reference, has regulated its affairs in compliance with its terms of reference and is satisfied that it has discharged its responsibilities contained therein. The committee has complied with all relevant legal and regulatory requirements pertaining to remuneration of employees across the organisation, and further notes that no deviations from Eskom's remuneration philosophy were observed during the year.

Prof. Tshepo Mongalo
Chairman
People and Governance Committee

REMUNERATION AND BENEFITS

Our approach to remuneration

PGC assists the Board in its oversight of key human resources strategies and policies, and is mandated to oversee remuneration in Eskom in a fair, responsible and transparent manner. We strive to ensure that remuneration practices support Eskom's strategic objectives, and encourage value creation and advance Eskom's long-term sustainability by:

- Adopting the principles of King IV™ for the remuneration of directors and executives
- Implementing DPE's guidelines on remuneration and incentives for SOCs
- Ensuring that the remuneration and incentive philosophy is aligned to the shareholder compact, and that it drives individual and organisational performance

Our remuneration policy has been submitted to DPE. The aim is to ensure adherence to DPE's guidelines for the remuneration of executives, prescribed officers and non-executive directors. The policy will be finalised based on DPE's feedback.

Variable remuneration

Variable remuneration is linked to the achievement of individual and organisational performance objectives, subject to defined gatekeepers. Short-term incentives relate to a single financial year, whereas long-term incentives cover a three-year period.

Refer to pages 74 to 75 of our 2019 integrated report for an explanation of how short- and long-term incentives are structured

PGC is solely responsible for determining executive remuneration, rewards and other benefits and conducts an annual review of executive packages, guided by external benchmarking. Executives are not involved in the approval process. PGC maintains the right to adjust, withhold or veto any remuneration.

In line with the conditions of the Special Appropriation Act, 2019, no increases and no incentives were awarded to executives during the 2021 financial year. Furthermore, no incentives have been paid to executives since 2018.

Non-executive directors

Non-executive directors receive a fixed monthly fee and are reimbursed for expenses incurred in fulfilling their duties. Remuneration is determined in line with DPE's guidelines, and is benchmarked against large JSE-listed companies as well as companies similar in size to Eskom. PGC submits proposals on non-executive remuneration to the Board, which considers and makes recommendations to the shareholder for approval.

Total remuneration for directors and group executives

Category, R 000	2021	2020	2019
Non-executive directors ¹	5 945	9 565	6 967
Executive directors ¹	12 135	9 893	11 861
Other group executives ²	21 989	29 516	43 996
Total remuneration	40 069	48 974	62 824

1. The late Mr Jabu Mabuza was the Interim Executive Chairman and the acting Group Chief Executive for a period of five months in the 2020 financial year. His total remuneration was classified as non-executive director's fees, leading to an increase in non-executive remuneration and a decrease in executive remuneration in the 2020 financial year.
2. A more streamlined executive structure was implemented during the 2019 financial year. Consequently, overall executive remuneration has declined since 2019. Only Exco members are disclosed for 2021.

Refer to note 50 in the consolidated annual financial statements for detailed remuneration information as required by King IV™

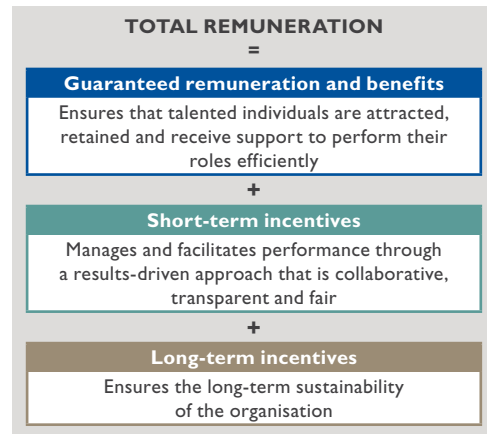
Home loans to executive directors and other group executives are disclosed in the consolidated annual financial statements. No loans have been provided to non-executive directors.



Remuneration of managerial and bargaining unit employees is discussed under "Our people – Remuneration and benefits" on page 109

Remuneration philosophy for directors and executives

Executives
We aim to attract and retain executive management in a competitive market on a fair and equitable basis, and strive to reward performance that exceeds expectations and supports the achievement of organisational objectives. Executive remuneration is designed to demonstrate a clear relationship between performance and remuneration, comprises the following:



Guaranteed remuneration

Guaranteed remuneration is fixed and includes compulsory benefits such as medical aid, pension, group life and death benefits, as well as allowances for motor vehicle expenses and personal security. Any increase in the guaranteed amount is recommended by PGC, subject to approval by the shareholder.

REPORT BY THE SOCIAL, ETHICS AND SUSTAINABILITY COMMITTEE

FOR THE YEAR ENDED 31 MARCH 2021



Key activities during the year

The committee considered the following and, where required, recommended matters for approval or noting by the Board:

- Progress, challenges and mitigating measures relating to operational performance and sustainability
- Feedback from management on occupational health and safety, corporate social investment and electrification, stakeholder engagement and transformation
- Nuclear oversight and management of associated risks
- Eskom's ethics report, including management of ethics

To address the prior year's focus areas:

- The committee assessed performance against the five focus areas of the turnaround plan, the Generation recovery plan and the Transmission sustainability improvement plan
- The committee considered environmental performance and related contraventions and non-compliance notices

Future focus areas

Focus areas for the coming year include:

- Supervising the response to environmental contraventions and non-compliance notices
- Overseeing the management of nuclear risks, in particular Koeberg's performance against metrics set by the World Association of Nuclear Operators (WANO)
- Monitoring both employee and public health and safety aspects of Eskom's response to COVID-19
- Considering improvements to the ethics management strategy, policies and procedures
- Ensuring continued compliance with Regulation 43 of the Companies Act, 2008

Conclusion

The committee has adopted an appropriate formal terms of reference, has regulated its affairs in compliance with its terms of reference and is satisfied that it has discharged its responsibilities contained therein. Furthermore, the committee fulfilled all its statutory duties as set out in Regulation 43 of the Companies Act, 2008.

Dr Banothile Makhubela
Chairman
Social, Ethics and Sustainability Committee

Number of meetings

Four meetings were held during the year.

Membership (at year end)

Three independent non-executive directors:

Dr Banothile Makhubela (chairman), Prof. Malegapuru Makgoba and Dr Pulane Molokwane

Collectively, members have qualifications or experience in industry, public sector, nuclear science, environmental engineering, chemistry and medicine.

Purpose

The committee's responsibilities include:

- The statutory functions of a social and ethics committee as set out in the Companies Act, 2008
- Oversight of social and economic development; good corporate citizenship; environmental, climate change, health and safety programmes; and the sustainability audit
- Supervision of nuclear policies, strategies and guidelines, as well as nuclear safety in terms of regulatory requirements and international best practice
- Serving as the statutory social and ethics committee for Eskom's wholly owned subsidiaries







ETHICS BASED ON OUR VALUES

An ethical organisation attracts and retains talented employees and gains the trust of investors, suppliers, customers, the community and other stakeholders. An organisation that strives for sustainable development can achieve this only with a strong ethical foundation.

In accordance with King IV™, the Board is responsible for the governance of ethics and, through SES, establishes an ethical culture and provides oversight of ethics strategies and policies.

Our Code of Ethics, known as “The Way”, sets the standard for ethical behaviour across all areas of the organisation. It reflects our commitment to the highest standards of governance, ethics and integrity. “The Way” guides the way in which the Board and employees interact with each other as well as with the shareholder, customers, suppliers, the environment, the public and other stakeholders.

Adherence to the “The Way” is not optional; it is the way we do business in Eskom. It provides direction and guides us on the path we need to take as we walk together into the future. This path is defined by six core values, which form the foundation of our values-driven organisation.

-  **Zero Harm** means *protecting* the Eskom Way
-  **Integrity** means *acting* the Eskom Way
-  **Innovation** means *thinking* the Eskom Way
-  **Sinobuntu** means *caring* the Eskom Way
-  **Customer satisfaction** means *servicing* the Eskom Way
-  **Excellence** means *working* the Eskom Way

SES has delegated the responsibility for the implementation and management of ethics to Exco. Our dedicated Ethics Office is responsible for developing ethics policies and procedures, such as our Code of Ethics, conflict of interest policy and declaration of interest procedure, and monitoring the effectiveness of their implementation. The Ethics Office facilitates ethics training and provides guidance on ethical issues in the workplace. Any potential breaches of ethics that may involve fraud and corruption are referred to A&F for further investigation.

Our conflict of interest policy complements our Code of Ethics by setting out the obligations of directors and employees in dealing with ethical issues such as potential conflicts of interest, private work, relationships with suppliers as well as receiving or offering business courtesies.

No official or employee is allowed to do business with Eskom while being employed by Eskom or its subsidiaries. To our knowledge, there are no conflicts of interest as a result of any director doing business with Eskom.

Our declaration of interest procedure ensures that directors and employees across all occupational levels complete an annual declaration of interest, irrespective of whether a conflict exists, or as soon as circumstances that may affect their declaration change. Where a conflict exists, it must be declared and managed in line with ethics policies and procedures. Any interests declared by directors and Exco members in meetings are minuted for the record.

All members of the Board and Exco have completed their declarations. Any identified conflicts are managed appropriately.

A&F reviews directors' declarations on an annual basis and conducts proactive compliance reviews and probity checks for procurement transactions over R500 million tabled for approval at relevant Exco, divisional and Board committees.

During the year, we upgraded our declaration system to link directly to various databases, such as the CIPC and Eskom's vendor management system, to identify questionable conduct proactively. Any director, employee or supplier who is found to have contravened the stipulated policies, procedures or DoA will be subjected to disciplinary processes.

We will be undertaking an independent ethics risk assessment in the coming financial year. The intent is to survey internal and external stakeholders to determine potential ethics opportunities and unethical behaviours and practices that place Eskom at risk. The Ethics Institute will be conducting the assessment to ensure independence and confidentiality.

In accordance with King IV™, the assessment will inform our thinking around ethics management interventions. We will develop an ethics risk register to better manage ethics-related risks, and review our ethics management strategy, policies and procedures. The assessment will also determine high-risk areas and enable us to develop suitable responses to ensure a greater focus on consequence management, and further improve the rollout of ethics training and awareness. Ethics and PFMA training is now mandatory for all employees on an annual basis.

We are committed to the fight against fraud, corruption, irregularities and other forms of economic crime. We subscribe to the Organisation for Economic Co-operation and Development's (OECD) principles on anti-corruption. As a signatory to the United Nations Global Compact and the World Economic Forum's Partnership Against Corruption initiative, we adopt a zero tolerance approach to fraud, corruption and irregularities, irrespective of whether they are committed inside or outside the organisation.

An independent, confidential whistle-blowing hotline enables all stakeholders to report unlawful or irregular conduct in good faith.

Refer to page 143 for the contact details to report fraud, corruption and irregularities involving Eskom's directors, employees or suppliers using a toll-free whistle-blowing hotline



REPORT BY THE BOARD STRATEGY COMMITTEE

FOR THE YEAR ENDED 31 MARCH 2021



Number of meetings

Four meetings were held during the year.

Membership (at year end)

Three independent non-executive directors:

Dr Rod Crompton (chairman), Ms Nelisiwe Magubane and Prof. Malegapuru Makgoba

Collectively, members have qualifications or experience in commerce and industry, economics, energy, public sector, engineering and medicine.

Purpose

The committee's responsibilities include:

- Oversight of Eskom's response to and implementation of Government directives, roadmaps and policy documents relating to the restructuring of Eskom and the electricity supply industry
- Making recommendations to the Board on the transfer of assets, liabilities and resources, as well as functional and legal separation
- Interacting with Government and associated offices on these matters

Key activities during the year

The committee considered the following and, where required, recommended matters for approval or noting by the Board:

- Alignment of Eskom's functional and legal separation with DPE's special paper, *Roadmap for Eskom in a Reformed Electricity Supply Industry*
- The roadmap for the establishment of an Independent System Transmission Operator
- Eskom's liquidity outlook for the 2021 and 2022 financial years

- Separation of Eskom's core and non-core commercial activities and potential levers to improve liquidity
- Separation of Eskom's commercial and non-commercial activities
- The proposal to move towards a cost-reflective tariff over time, in accordance with Government policy
- Special pricing agreement beneficiary categories, resolving that management consider how to treat negotiated pricing agreements (NPAs) in the move towards cost-reflectivity
- The Just Energy Transition transaction, as well as proposals for power plant repurposing and repowering ageing coal-fired power stations
- The organisational culture plan and Eskom's future of work business case

To address the prior year's focus areas:

- The committee evaluated progress on Eskom's strategy review and the Corporate Plan for the 2022 to 2024 financial years
- The committee assessed the role of the Turnaround Management Office and feedback on the five focus areas of the turnaround plan, in particular Eskom's functional and legal separation
- The committee considered proposed amendments to legislation, regulations, licences, methodologies and Grid Codes

Future focus areas

Focus areas for the coming year include:

- Overseeing interactions with Government on the legal separation of Eskom, as well as the implementation of associated directives, roadmaps and policies
- Providing direction and making recommendations given the new market structure
- Considering Eskom's long-term strategy review, incorporating the Just Energy Transition
- Overseeing turnaround plan initiatives, in particular Eskom's legal separation and efforts to address financial sustainability
- Considering organisational change and culture management
- Demarcating and separating Eskom's commercial and non-commercial activities

Conclusion

The committee has adopted an appropriate formal terms of reference, has regulated its affairs in compliance with its terms of reference and is satisfied that it has discharged its responsibilities contained therein.

Dr Rod Crompton
Chairman
Board Strategy Committee

EXCO AND DIVISIONAL BOARDS

Executive Management Committee

Exco is established by the GCE and is accountable for executing the strategy of the Board, as well as exercising executive control over day-to-day operations. Exco is supported by various subcommittees in the execution of its duties.



Refer to "Our governance framework" on page 22 for the subcommittees

The shareholder appoints the GCE, although the Board identifies, nominates and evaluates potential candidates. The CFO is appointed by the Board, subject to shareholder approval, whereas group executives are recommended by the GCE and appointed by PGC. Both the GCE and CFO are appointed on five-year contracts, with an option to renew. All other executives are full-time employees, unless otherwise noted below.

Changes in executive leadership

The following changes took place during the year:

- Ms Faith Burn was appointed as Chief Information Officer from 15 May 2020
- Mr Richard Vaughan was appointed as General Manager: Treasury from 15 May 2020
- Mr Vuyolwethu Tuku was appointed as Group Executive: Transformation Management Office on a fixed-term contract from 1 July 2020
- Mr Bheki Nxumalo, previously Group Executive: Generation, was appointed as Group Executive: Group Capital from 1 September 2020
- Mr Phillip Dukashe was appointed as Group Executive: Generation from 1 April 2021, after acting in the position since 1 February 2021. Previously, Mr Rhulani Mathebula acted in the position from 1 September 2020

- Ms Nthato Minyuku was appointed as Group Executive: Government and Regulatory Affairs from 15 October 2020
- Ms Nida Gafoor was appointed as General Manager: Audit and Forensic from 16 November 2020
- Mr Bartlett Hewu, acting Group Executive: Legal and Compliance, was placed on suspension on 11 December 2020. His fixed-term contract was terminated on 31 January 2021. Ms Nerina Otto was appointed to act in the position
- Mr Solomon Tshitangano, Chief Procurement Officer, was placed on suspension on 22 February 2021. Following a disciplinary hearing, he was dismissed with immediate effect on 28 May 2021. Ms Jainthree Sankar was appointed to act in the position

After year end, Mr Sandile Siyaya was appointed as General Manager: Primary Energy from 1 May 2021.

Refer to pages 12 and 13 for the Exco composition, with information on skills and years in service, as well as racial, gender and age diversity



Divisional boards

Divisional boards were established in March 2020 as the first step towards functional separation. We have made good progress in separating the functioning of the three divisions, to drive separate accountability for each division and improve business performance. In addition, the relinking of employees from various corporate functions to the divisions has been concluded. This has capacitated the divisions to function relatively independently while still aligning with and implementing the overall Eskom strategy.

The group executives for Generation, Transmission and Distribution serve as divisional managing directors for their respective divisions.



Mr Phillip Dukashe
Group Executive: Generation



Mr Segomoco Scheppers
Group Executive: Transmission



Mr Monde Bala
Group Executive: Distribution

Membership of the divisional boards includes the GCE, CFO, COO, Group Executive: Human Resources and Chief Information Officer, as well as senior management representation from divisional finance, human resources and operations functions.

The divisional boards report to Exco on a regular basis to ensure that common challenges that have an impact beyond the division are addressed by Exco, and that decision-making and implementation are aligned with the overall Eskom strategy. The divisional boards can make recommendations to Exco and the Eskom Board on matters requiring their approval.

OUR STRATEGIC CONTEXT



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CHIEF EXECUTIVE'S REVIEW

What stood out for you over the past year?

Eskom is facing unprecedented challenges in an environment where uncertainty and disruption is the new norm. Operating as we do in a highly regulated market that is undergoing fundamental reform in the context of South Africa's energy security, decarbonisation and transformation agendas, we have to contend with structural implications for our business and the industry as a whole.

On top of that, declining global and local economic conditions have been exacerbated by the effects of the COVID-19 pandemic, with the negative impact on large businesses and SMMEs alike persisting. These conditions are likely to hamper economic growth and have a persistent impact on Eskom's revenue collection. Eskom's poor financial and operational performance in turn negatively affects vital national priorities such as economic growth, job creation and efforts to combat poverty, and remains a major risk to the South African economy. At the same time, we have been struggling to secure cost-reflective tariff increases, and this is unlikely to improve drastically in the future. That said, the taxpayer cannot continue to subsidise the electricity consumer by way of equity injections by Government. Ultimately, recovering efficient cost from the user of electricity is the only sustainable way of enabling Eskom to be financially viable, but also of rewarding private investors in new generation capacity.

The slowdown of the economy amid the COVID-19 pandemic led to an unprecedented decline in sales during the year. Sales were 6.7% lower than the previous year, with the biggest impact felt in the first half of the year. Due to many sectors of the economy returning to operation, the impact on sales in the second half of the year was less severe. During the level 5 lockdown to the end of April 2020, the daily peak demand on the power system reduced by between 7 500MW and 11 000MW, as lockdown restrictions and depressed economic conditions led to a reduction in the average demand for electricity. We used the opportunity presented by the lower demand to perform much-needed maintenance at our power stations.

The initiatives that are beginning to emerge from our ongoing strategy review will be pursued over the short, medium and long term. This will ensure that timely and appropriate strategic decisions are taken to catalyse opportunities that will improve our sustainability and resilience, and also benefit the South African electricity industry. Consequently, our turnaround plan remains the key enabler that must be successfully delivered so that we can pursue a trajectory towards a sustainable, low-carbon future. However, unless the tariffs are corrected in line with MYPD methodology, our ability to execute these strategies will be compromised.



You mentioned that the strategy is under review. Can you elaborate?

We are reviewing our long-term strategy to take account of changes in the operating environment, thereby leveraging our infrastructure and capabilities by focusing on a return to operational and financial sustainability. As I've mentioned on a few occasions, the trends of decarbonisation, decentralisation, digitisation and democratisation are shaping the electricity sector of the future.

We have developed a new set of strategic objectives, informed by industry trends and the key initiatives necessary to turn around the business. This will provide the foundation to facilitate the development of a future electricity sector that is competitive and enabled by modern power system technologies, as South Africa strives to achieve net zero emissions by 2050.

We continue to focus on the five focus areas of the turnaround plan, which are shorter term steps in a much longer journey. I'll return to progress against the plan a little later.

Our long-term strategy positions Eskom as an enabler of the Just Energy Transition, or JET, as well as a key role player in executing the latest Integrated Resource Plan. Eskom was the first business in South Africa to establish a JET Office dedicated to this strategic imperative, evidence of our commitment to decarbonising in a socially and economically just manner. JET will act as a pivot point to enable the strategy to deliver growth. We will repower and repurpose power stations, and build on the success of our Renewable Business Unit.

JET will see us transitioning to a cleaner and greener energy future, while enabling new job opportunities for people displaced by the replacement of coal by cleaner technologies, as well as the continued socio-economic development of communities and settlements established around our power stations. In a nutshell, it's about a transition towards a low-carbon, climate-resilient economy and society in a way that does not impede socio-economic development, while still creating sustainable jobs.

Eskom intends to be a key enabler of South Africa's transition towards an economically inclusive and lower carbon future. Ultimately, we want to make a vital contribution to economic growth, job creation, socio-economic development and the creation of a stable, equitable and cohesive South Africa.

Has progress against the turnaround plan met your expectations?

Our turnaround plan focuses on operations recovery, improving the income statement, strengthening the balance sheet, driving business separation and transforming our people and culture. If we execute the turnaround plan successfully, and the business separation project in particular, Eskom will be well positioned to deliver value within the broader national efforts to drive reform in the electricity supply industry, through the execution of DPE's Roadmap.

In most areas, we are making good progress, although certain areas give me some cause for concern. On operations recovery, addressing load losses and fixing new build defects are taking longer than we had expected. We can also improve on performance against the reliability maintenance recovery programme. Moreover, progress on environmental performance, particularly at Kendal Power Station, is not yet satisfactory. The high utilisation of the older coal-fired power stations remains significantly above international norms, and that will have negative long-term technical consequences.

On the income statement, some areas are on track, such as initiatives to reduce headcount, procurement savings and actions to improve the tariff trajectory, but other areas are lagging behind, such as divisional efficiency savings and some primary energy initiatives. And of course, municipal and Soweto arrear debt continues to escalate, which also had a significant effect on the balance sheet.

The people and culture area is performing well, with external stakeholder relations and employee communications ensuring alignment, despite constraints imposed by COVID-19. We also completed the relinking of staff as part of the business separation and achieved people efficiencies, but we need to continue driving a high-performance culture. To this end, enhanced accountability is key.

Restoring stakeholder trust in Eskom is critical to our future success. By improving the way we engage with stakeholders, and seeking to understand and respond to stakeholder interests and needs, we aim to promote energy security in the long term.

Is the legal separation going according to plan, particularly the Transmission entity?

Last year, we established divisional boards for Generation, Transmission and Distribution to enhance internal governance structures and accountability, as a first step to functional separation. Divisionalisation was achieved as planned by March 2020.

Functional separation was targeted by March 2021. Major milestones were completed on time, but by year end, service level agreements and IT changes still had to be finalised. All the necessary documentation was completed and signed by 7 June 2021, thereby completing functional separation of the three line divisions. I am very satisfied with our progress to date.

Our focus has now shifted to legal separation. An accelerated base plan allows for the legal separation of Transmission by December 2021, with Generation and Distribution by December 2022.

A key dependency is the approval by bondholders and financial instrument holders of any unbundling of Eskom. However, based on engagements with investors, they question the ability of the business separation to bring about financial sustainability for the company. We will continue to engage all our lenders to obtain their support.

Additionally, approved trading arrangements must be in place by 31 December 2021, otherwise the Transmission entity cannot operate. Dependencies also include licence transfers and applications, policy and regulatory reforms, as well as legal and financial dependencies. Tariff structures need to be modernised to reflect wholesale prices, network costs and other services. In addition, NERSA has to approve mechanisms for how the Transmission entity will purchase energy from Generation and IPPs. Tariff levels must be aligned to the NERSA revenue determination. Furthermore, guidance is awaited from DMRE regarding licensing and internal market operations of the Transmission entity.

As you can see, there are a number of critical external and regulatory decisions and dependencies at play. Furthermore, the achievement of legal separation is largely dependent on Government playing a proactive and supportive role.

A number of dependencies are lagging behind, putting the finalisation of separation of the Transmission entity by 31 December 2021 at significant risk. However, our intention remains to comply with the timelines set out in the DPE Roadmap, despite the obstacles encountered.

CHIEF EXECUTIVE'S REVIEW *continued*

Give us an overview the financial and operational performance of the business

The results for the year demonstrate an incremental improvement in certain operational metrics, although significant financial challenges remain, predominantly related to tariffs not being cost-reflective, coupled with liquidity challenges and an unsustainably high debt burden.

As I mentioned earlier, the effects of the COVID-19 pandemic had an undeniable impact on our bottom line, due to a significant reduction of sales, which was not offset by an associated reduction in primary energy and other operating costs, although the increase was contained within inflation. The recent tariff determination by NERSA will positively contribute to the journey towards financial sustainability.



Financial performance, funding and liquidity are covered in the Chief Financial Officer's report from page 59

Performance of the generating plant, together with environmental performance remain disappointing, despite improvements in certain areas. Nevertheless, our transmission and distribution networks continue to perform well, and we are making satisfactory progress on the new build programme, both in terms of delivering new units and correcting defects.



Generating plant and network performance, progress on the new build programme and environmental performance are covered in the Chief Operating Officer's commentary from page 79

Tell us more about the people and culture area of the turnaround plan

The value of a productive partnership between Eskom, our people and our trade unions cannot be emphasised enough. Employee benefit costs remain the second largest component of operating costs, at about 19% of operating costs. Consequently, we require a significant reduction in employee benefit costs over time to contain costs and build a more sustainable organisation. This will be achieved by reducing our overall staff complement, even while we avoid implementing forced retrenchments.

One of the biggest focus areas of the plan therefore is to rely on natural attrition to sustainably reduce headcount and associated costs, coupled with two rounds of

voluntary separation packages to managerial staff so far. Due to our commitment to responsible fiscal and human capital management, only critical skills not available from the current workforce will be recruited externally.

The responsible management of costs has resulted in the number of employees declining by 4.5% during the year. This is the second consecutive year that employee numbers have reduced. We are targeting a further reduction in headcount of 5.8% by the 2026 financial year.

The group lost-time injury rate has improved significantly. Tragically, we recorded two employee and eight contractor fatalities during the year, despite our commitment to safety and focus on Zero Harm. We deeply regret the loss of every life in Eskom's service, and our heartfelt condolences go to the family, friends and colleagues affected.

Our People Plan further focuses on rebuilding relationships with Eskom Guardians. We want to instil pride, passion and a sense of belonging and connectedness to the business, while developing agility and the resilience to cope with ongoing ambiguity, instability and change. Employees should feel a sense of connection and alignment to the business and one another, with improved employee morale and a common vision acting as enablers to drive a high-performance culture. We are implementing a business case to design new working models and take advantage of benefits brought about by remote working.

Eskom has embarked on one of its most ambitious and possibly most challenging transformation journeys. Appropriate and effective culture transformation and change management strategies are critical to support the achievement of DPE's Roadmap and our turnaround plan.

Our focus during the ongoing COVID-19 pandemic is the health and well-being of our people, maintaining the supply of electricity to support economic recovery and supporting Government in containing the spread of the virus. Despite our concerted efforts, we are devastated by the loss of 145 of our colleagues to date. They will be sorely missed. On a positive note, we are proud to have been granted approval to roll out our workplace COVID-19 vaccination programme at a number of sites. This is gaining momentum and will contribute to saving lives, not only for Eskom employees and their families, but also for the country.

Looking ahead, what are Eskom's greatest challenges?

Approximately 10 000MW of Eskom's base-load capacity has to be decommissioned in the next decade, which will create additional strain on the system and the need for new generating capacity. Cleaner technologies, including significant renewable capacity, has to be brought online to fill the gap created by both the decommissioning of stations and future demand. This has to be supported by a significant expansion of the transmission grid, which will also contribute to stimulating economic activity and job creation.

We welcome DMRE's amendment of the Electricity Regulation Act to allow generation of up to 100MW without a licence from NERSA. Over time, this progressive step will greatly assist in the effort to provide reliable and sufficient electricity for the economy while creating space for Eskom to conduct much-needed repairs on infrastructure, although it will understandably have a negative impact on sales.

As we continue to implement the reliability maintenance recovery programme, many generating units are taken offline for planned maintenance, leaving the power system constrained. We believe this a worthy short-term trade-off towards long-term operational sustainability. Consequently, customer-funded capacity alongside the contribution by IPPs will address the immediate supply/demand gap and reduce the risk of loadshedding over time.

These changes, together with our own efforts to repurpose and repower ageing power stations, will serve to reduce the country's electricity supply gap. However, we require a solution to our debt burden and a cost-reflective tariff structure to enable us to assess the extent to which we can participate in remedying the country's capacity constraints.

While it may be tempting to demand that only the developed world should decarbonise, and allow South Africa to fuel its growth with coal, the reality is starkly different. Our economy is 25% more carbon intensive than China on a per capita basis, and double the global average. South Africa emits roughly half the total carbon emitted by the African continent, and Eskom emits about 44% of the country's total carbon emissions. We simply cannot ignore our carbon footprint.

International finance and climate action circles have a dual focus on divesting from fossil fuels and increasing funding for renewables. In addition, the world is penalising heavy carbon emitters. If a European proposal is adopted, levies could be imposed on imports in carbon-intensive sectors, such as steel from countries with lower environmental standards than the EU. Therefore, JET is required to attract funding to support the gradual shift from fossil fuel-based to cleaner power generation, while managing the impact on the livelihoods of communities dependent on our operations. Pivoting to green energy will create a competitive advantage for South African exports, whereas persisting with coal will lead to another era of isolation and punitive trade measures.

To make our ageing power stations compliant with emission standards, we must spend more than R300 billion. Taking into account that we simply do not have the money and that this exercise will not add any generation capacity, and will consume significantly more water, this is quite a difficult balancing act. However, non-compliance would have very a significant impact on capacity availability, with 18GW at risk immediately, increasing to 32GW by 2025, significantly increasing the risk of loadshedding. If we embark on the JET timeously, we can use the funds required to comply with minimum emissions standards to build low- and no-carbon generation plant instead.

We are engaging with key stakeholders to negotiate a Just Energy Transition Transaction to fundamentally reorganise our balance sheet based on a green commitment. Such a transaction is expected to facilitate the refinancing of existing facilities on a concessional basis for a longer period, providing a level of relief for our debt service requirements and cost of funding.

Despite green shoots emerging with the phased easing of lockdown restrictions, continued uncertainty around COVID-19, particularly in the event of further lockdowns, is expected to continue threatening future sales volumes, production cost and customers' ability to pay. Demand is not expected to recover to pre-COVID-19 levels in the short to medium term, due to the long-lasting impact of the economic recession experienced in 2020.

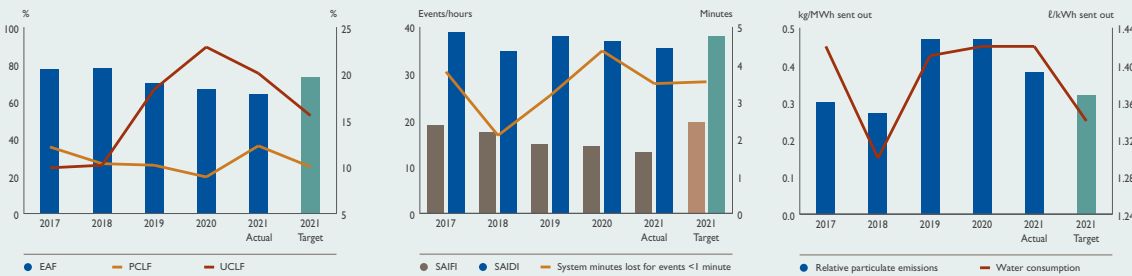
Any last thoughts?

Our turnaround plan remains the key enabler for Eskom's transition towards a sustainable, low-carbon future. However, unless the tariff methodology is properly applied and the tariff trajectory improves, our ability to execute these strategies will be compromised. Nevertheless, we remain committed to addressing the current electricity supply crisis and our financial challenges in a manner that supports the growth and development of our economy and our society, without a detrimental impact on our economy.

As the great Nelson Mandela once said, "You have a limited time to stay on earth. You must try to use that period for the purpose of transforming your country into what you desire it to be: a democratic, non-racial, non-sexist country. And that is a great task."

Today, we also have a tremendous task ahead of us, to transition Eskom and the country to a cleaner and greener future, not only for the good of South Africa, but also for the world, in order to mitigate the existential threat posed by climate change. Each one of us has a valuable contribution to make, but we require the support of all our stakeholders to successfully implement our turnaround plan and thereby, ensuring a sustainable electricity supply industry to power South Africa into the future.


 André de Ruyter
 Group Chief Executive



OUR GROUP PERFORMANCE

Our shareholder outlines the strategic objectives for Eskom in the Strategic Intent Statement. KPIs are aligned to these strategic objectives and the key focus areas of our turnaround plan, with performance across our top 10 KPIs for 2021 set out below

Financial performance

Improve our income statement and strengthen our balance sheet

EBITDA margin, % 16.06 ↓ (2020: 18.46)	Improve our margins on EBITDA through revenue certainty, cost optimisation and efficiency	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>16.06%</td><td>11.67%</td></tr> <tr><td>2020</td><td>16.58%</td><td>18.46%</td></tr> <tr><td>2019</td><td>17.46%</td><td>23.03%</td></tr> </table>	Year	Actual	Target	2021	16.06%	11.67%	2020	16.58%	18.46%	2019	17.46%	23.03%
Year	Actual	Target												
2021	16.06%	11.67%												
2020	16.58%	18.46%												
2019	17.46%	23.03%												
Debt service cover ratio 0.30 ↓ (2020: 0.52)	Improve our ability to meet our debt obligations through sufficient cash from operations	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>0.11</td><td>0.30</td></tr> <tr><td>2020</td><td>0.29</td><td>0.52</td></tr> <tr><td>2019</td><td>0.47</td><td>0.56</td></tr> </table>	Year	Actual	Target	2021	0.11	0.30	2020	0.29	0.52	2019	0.47	0.56
Year	Actual	Target												
2021	0.11	0.30												
2020	0.29	0.52												
2019	0.47	0.56												
Debt equity ratio 2.03 ↑ (2020: 2.45)	Strengthen our balance sheet and limit growth in debt securities and borrowings	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>2.03</td><td>2.31</td></tr> <tr><td>2020</td><td>2.45</td><td>2.68</td></tr> <tr><td>2019</td><td>3.17</td><td>3.09</td></tr> </table>	Year	Actual	Target	2021	2.03	2.31	2020	2.45	2.68	2019	3.17	3.09
Year	Actual	Target												
2021	2.03	2.31												
2020	2.45	2.68												
2019	3.17	3.09												

Generation operations

Improve reliability of the Generation fleet and reduce loadshedding

EAF, % 64.19 ↓ (2020: 66.64)	Improve the energy availability factor (EAF), which is the ratio of available energy over nominal energy	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>64.19%</td><td>73.00%</td></tr> <tr><td>2020</td><td>66.64%</td><td>71.50%</td></tr> <tr><td>2019</td><td>69.95%</td><td>78.00%</td></tr> </table>	Year	Actual	Target	2021	64.19%	73.00%	2020	66.64%	71.50%	2019	69.95%	78.00%
Year	Actual	Target												
2021	64.19%	73.00%												
2020	66.64%	71.50%												
2019	69.95%	78.00%												
UCLF, % 20.04 ↑ (2020: 22.86)	Reduce the incidence of unplanned outages to improve system availability	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>20.04%</td><td>15.50%</td></tr> <tr><td>2020</td><td>22.86%</td><td>17.50%</td></tr> <tr><td>2019</td><td>18.31%</td><td>11.90%</td></tr> </table>	Year	Actual	Target	2021	20.04%	15.50%	2020	22.86%	17.50%	2019	18.31%	11.90%
Year	Actual	Target												
2021	20.04%	15.50%												
2020	22.86%	17.50%												
2019	18.31%	11.90%												

Environmental impact

Address poor environmental performance and climate change

Particulate emissions, kg/MWhSO 0.38 ↑ (2020: 0.47)	Reduce the ash (particulates) emitted from coal-fired power stations, per unit of energy sent out	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>0.38</td><td>0.32</td></tr> <tr><td>2020</td><td>0.47</td><td>0.33</td></tr> <tr><td>2019</td><td>0.47</td><td>0.33</td></tr> </table>	Year	Actual	Target	2021	0.38	0.32	2020	0.47	0.33	2019	0.47	0.33
Year	Actual	Target												
2021	0.38	0.32												
2020	0.47	0.33												
2019	0.47	0.33												
Specific water usage, ℓ/kWhSO 1.42 — (2020: 1.42)	Reduce the amount of water consumed by all power stations, per unit of energy sent out	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>1.42</td><td>1.34</td></tr> <tr><td>2020</td><td>1.42</td><td>1.35</td></tr> <tr><td>2019</td><td>1.41</td><td>1.36</td></tr> </table>	Year	Actual	Target	2021	1.42	1.34	2020	1.42	1.35	2019	1.41	1.36
Year	Actual	Target												
2021	1.42	1.34												
2020	1.42	1.35												
2019	1.41	1.36												

Network performance

Refurbish our Transmission and Distribution networks

System minutes lost 3.48 ↑ (2020: 4.36)	Reduce system minutes lost due to interruptions	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>3.48</td><td>3.53</td></tr> <tr><td>2020</td><td>4.36</td><td>3.53</td></tr> <tr><td>2019</td><td>3.16</td><td>3.53</td></tr> </table>	Year	Actual	Target	2021	3.48	3.53	2020	4.36	3.53	2019	3.16	3.53
Year	Actual	Target												
2021	3.48	3.53												
2020	4.36	3.53												
2019	3.16	3.53												
SAIDI, hours 35.4 ↑ (2020: 36.9)	Reduce the average interruption duration experienced by customers	<table border="1"> <tr><th>Year</th><th>Actual</th><th>Target</th></tr> <tr><td>2021</td><td>35.4</td><td>38.0</td></tr> <tr><td>2020</td><td>36.9</td><td>38.0</td></tr> <tr><td>2019</td><td>38.0</td><td>38.0</td></tr> </table>	Year	Actual	Target	2021	35.4	38.0	2020	36.9	38.0	2019	38.0	38.0
Year	Actual	Target												
2021	35.4	38.0												
2020	36.9	38.0												
2019	38.0	38.0												

Other metrics

Above are some of the KPIs used to measure our overall performance. We also make use of a number of other metrics to monitor performance across our business, which are highlighted throughout the report and in the supplementary information from page 128.

Turnaround objectives

- Operations recovery
- Improve income statement
- Strengthen balance sheet
- Business separation
- People and culture

Graph legend		Year-on-year performance	
■ Target	↑ Performance improved	■ Actual (target met)	— Performance stable
■ Actual (target not met)	↓ Performance declined		

OUR STRATEGY AND TURNAROUND PLAN

Strategic context

Declining global and local economic conditions are exacerbated by the effects of the COVID-19 pandemic, which continues to affect large businesses and SMEs negatively. These conditions are likely to increase National Treasury's shortfall in revenue collection. Eskom's poor financial and operational performance contributes to the country's challenges and remains a major risk to the South African economy. At the same time, we have been struggling to obtain cost-reflective tariff increases, and this is unlikely to change in the future. However, the taxpayer cannot continue to subsidise the electricity consumer through equity injections by Government.

The high-level impact of the COVID-19 pandemic and the associated national lockdown was discussed in "Impact of COVID-19" on page 2

Against this backdrop, our strategy is being reviewed to position Eskom to leverage our infrastructure and capabilities by focusing on a return to operational and financial sustainability. This will provide the foundation to facilitate the development of a future electricity sector that is competitive, and enabled by modern power system technologies as South Africa strives to achieve net zero emissions by 2050. We will apply repowering and repurposing of power stations, and build on the success of our Renewable Business Unit as catalysts for the Just Energy Transition, focusing on industrialisation, job creation and the continued socio-economic development of communities and settlements established around our power stations.

The initiatives that are beginning to emerge from the ongoing strategy review will be pursued over the short, medium and long term. This will ensure that timely and appropriate strategic decisions are made to catalyse opportunities that will improve our sustainability and resilience, and also benefit the South African electricity industry. Consequently, our turnaround plan remains the key enabler that must be successfully delivered so that we can pursue a trajectory towards a sustainable, low-carbon future. However, unless the tariff methodology is properly applied, our ability to execute these strategies will be compromised.

We continue to be guided by some critical documents and strategies which set out the shareholder's broad approach, policies and expectations, including:

- The National Development Plan 2030, which depends on a reliable, efficient and competitive energy sector, which will be environmentally sustainable and expand access for consumers of electricity
- The Roadmap for Eskom in a Reformed Electricity Supply Industry released by DPE in October 2019 (DPE's Roadmap)
- The legislative framework provided by the National Energy Act, 2008 and supporting legislation
- The Integrated Energy Plan and Integrated Resource Plan 2019 (IRP 2019), setting out the most recent view of the growth and future direction of the energy sector

Eskom is the lifeblood of the South African economy. As pointed out earlier, our mandate is to provide a stable electricity supply in a sustainable and efficient manner, to assist in lowering the cost of doing business in South Africa and to enable economic growth. We fulfil this mandate through an electricity network that includes generation, transmission and distribution, while adhering to acceptable benchmark standards

Contribution to the SDGs

During the process of creating value, we have an impact on the SDGs set out by the United Nations in its 2030 Agenda for Sustainable Development.

- Our activities directly affect the following SDGs:
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
 - Goal 12: Ensure sustainable consumption and production patterns
 - Goal 13: Take urgent action to combat climate change and its impacts

- Furthermore, through our business activities, transformation initiatives and our CSI initiatives, we also contribute to, or have to consider, the following SDGs:
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
 - Goal 5: Achieve gender equality and empower all women and girls
 - Goal 6: Ensure availability and sustainable management of water and sanitation for all
 - Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
 - Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
 - Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

More information on SDGs is contained in the sustainability report, which is available online

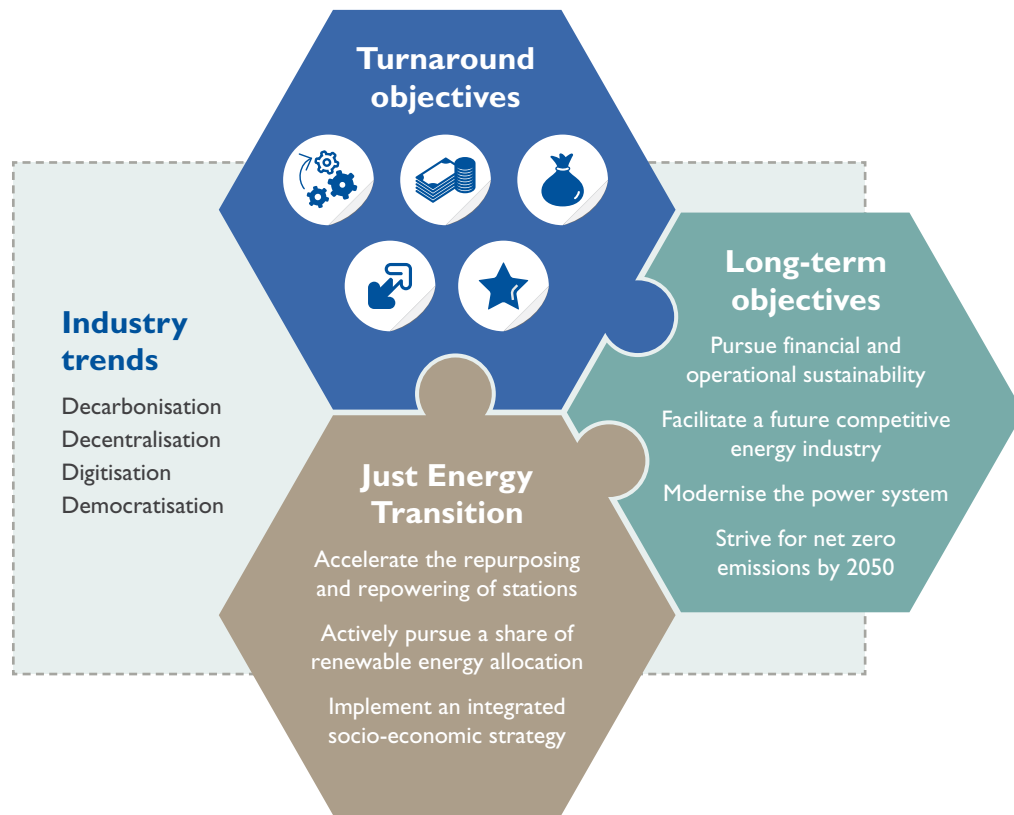
Strategy overview

Our immediate priority is to address Eskom's financial and operational challenges to stabilise the business and create a sound platform to leverage capabilities, and to pursue a growth trajectory that supports national strategic imperatives such as the Economic Reconstruction and Recovery Plan and the Just Energy Transition (JET).

Strategic objectives

Our long-term strategy and integrated long-term plan are under review to take into account changes in the operating environment. A new set of strategic objectives have been developed, informed by industry trends and the key initiatives necessary to turn around the business.

In the short to medium term, we are focusing on the five focus areas of the turnaround plan. We have also set a number of long-term objectives. Lastly, JET will act as a pivot point to enable the short- and long-term strategy to enable growth.



Industry trends

The long-term strategy is underpinned by four industry trends that are shaping the future of the electricity sector.

Decarbonisation

The industry is experiencing huge shifts towards more carbon-efficient energy sources, due to many countries and companies adopting global climate neutrality goals, coupled with more stringent environmental policies in line with the Paris Agreement. This shift has led to a continued decrease in renewable energy technology costs.

Decentralisation

Large utilities are paying more attention to distributed energy, which brings about new roles and participants in the power market. The penetration of residential and commercial rooftop solar power has increased significantly in South Africa, particularly in light of new regulations permitting South Africans to generate their own electricity for self-consumption. Decentralisation will require utility operations to be decentralised for local area control.

Digitisation

Digitisation and digitalisation have become more prevalent, to incorporate and coordinate distributed generation efficiently and improve the overall efficiency of the grid and operations. The industry is experiencing an increase in digital electricity infrastructure investment and declining costs for grid technologies. New data, generated globally, will lead to new ideas and has huge value creation potential.

Democratisation

Future energy systems will incorporate many customer technologies through decentralised generation and decentralised ownership. Artificial intelligence, blockchain, the Internet of Things and advanced analytics start-ups are disrupting the status quo and are driving innovation in this space.

Approximately 10 000MW of Eskom's base-load capacity will be decommissioned in the next decade, resulting in additional strain on the system and the need for new generating capacity. Cleaner technologies, including significant renewable capacity, has to be brought online to fill the gap created by both the decommissioning of stations and future demand. This has to be supported by a significant expansion of the transmission grid, which will also contribute to stimulating economic activity and job creation.

There is the dual focus of divestment from fossil fuels and increased funding for renewables in international finance and climate action circles. Therefore, the ability to attract funding as part of JET is required to support the gradual shift from fossil fuel-based to cleaner power generation, while managing the impact on the livelihoods of communities dependent on our operations.

Short- to medium-term strategy

Over the past few years, we have focused on cleaning up governance issues, containing costs and re-energising the business in order to set a firm foundation for growth. At the same time, there has been a concerted effort to strengthen the financial position through demand stimulation, cost curtailment and efficiencies, limiting capital expenditure – which has have a negative effect on executing our strategies and longer term plant sustainability – as well as striving to achieve a cost-reflective price of electricity. The equity injection from Government, which commenced in the 2020 financial year, is aimed at addressing liquidity challenges, although it does not support long-term financial sustainability. Regrettably, the impact of the COVID-19 pandemic and the associated national lockdown has had a severe impact on our business, particularly on sales volumes.

Our turnaround plan factors in recommendations by the Presidential Task Team and the Ministerial Review Task Team, specifically towards achieving operational stability. The short- to medium-term strategy follows a

phased approach, which will lead to the emergence of a new, viable Eskom. It is underpinned by three pillars, which aim to stabilise, optimise and grow the business. All three pillars will be actioned in tandem to ensure that short-term opportunities are leveraged and risks are managed effectively.

Our turnaround plan focuses on operations recovery, improving the income statement, strengthening the balance sheet, driving business separation and transforming our people and culture. The successful execution of the turnaround plan, and the business separation project in particular, will result in an Eskom that is agile and well positioned to deliver value within the broader national efforts to drive reform in the electricity supply industry, through the execution of DPE's Roadmap.

Progress against the turnaround plan is discussed from page 47

Long-term strategy

The long-term strategy positions Eskom as an enabler of the Just Energy Transition and a key role player in executing the IRP. We intend to remain a critical player in the electricity sector and make a vital contribution to economic growth, job creation, socio-economic development and the creation of a stable, equitable and cohesive South Africa.

Just Energy Transition

JET is about leveraging the opportunities presented by the transition towards a cleaner and greener energy future, while enabling the creation of new job opportunities for those displaced by the replacement of coal by these cleaner technologies. Therefore, it means a transition towards a low-carbon, climate-resilient economy and society in a manner that does not impede socio-economic development, but results in an increase in sustainable jobs. It is not a sudden shift in economic activity, but occurs in a phased manner over time.

By following a JET pathway, it will be possible to simultaneously spur economic growth, create sustainable jobs and put emissions into structural decline, as opposed to an electricity supply that is seen to compromise economic growth. Eskom is a key enabler of South Africa's transition towards an economically inclusive and lower carbon future.

The JET vision is net zero emissions by 2050, with an increase in sustainable jobs.

The JET Office has been established to drive this vision. JET is a key lever to unlock the potential for local manufacturing and industrialisation, which includes meeting the demand for electric vehicles. The JET social impact will be addressed by retraining staff in the required skills.

OUR STRATEGY AND TURNAROUND PLAN continued

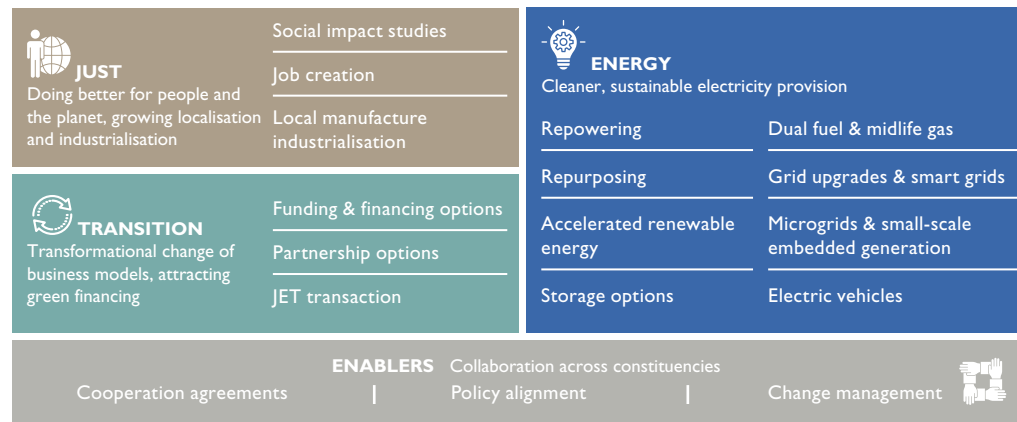
The purpose of the JET strategy is to provide a consolidated view of the approach that Eskom should take to transition from coal-fired power to more sustainable, lower-emission energy sources which support base-load demand. The strategic objectives are to:

- Accelerate the repurposing and repowering of power stations
- Fast-track execution of renewable energy through partnership funding models, as well as through our own build and power purchase agreements
- Drive research and innovation into technological solutions, including storage options and the hydrogen economy, thereby increasing adaptive capacity,

coupled with a continued focus on microgrids for greater access to electricity

- Ensure positive social impact through local manufacturing and job creation
- Collaborate with Government, business, academia and civil society to drive a JET agenda for the country
- Leverage national and global climate and green financing opportunities, and pursue agreements for repurposing, greenfield renewables, small-scale embedded generation options and grid strengthening

The JET strategy will focus on several key areas over the next five years, as shown below.



JET focuses on transitioning efforts over a 30-year time horizon between 2020 and 2050. The aspirational goals for 2030, 2040 and 2050 will be further refined by ongoing systems modelling that will aid in defining future energy net zero pathways and an appropriate energy mix. This systems modelling is overlaid by grid planning and financial modelling to ensure that we develop a robust, operable plan. Collaboration with research bodies aligned to our future mix will enable the identification of jobs that Eskom could contribute to developing, whether directly, indirectly or induced.

The first five years of the transition are deemed to be the most critical to enable sustainable success and to establish our position in both Eskom's and the country's Just Energy Transition.

Responding to climate change

We have to transition from a coal-based to a lower carbon and more climate-resilient company. As we embark on this transition, we are implementing other mitigation and adaptation measures to reduce our climate change impacts.

Mitigation refers to all activities undertaken to reduce greenhouse gas emissions (GHGs), and mainly includes the use of lower carbon-emitting technologies, such as renewables and nuclear and the promotion of energy-efficient technologies and activities. Adaptation to climate change seeks to reduce the vulnerability of systems to the effects of short- to long-term changes in climate. The response includes adapting to the weather change impacts, climate variability and long-term climate change impacts, thus allowing systems to build adaptive capacity and long-term resilience, such as investing in drought- or flood-resilient technologies.

The production of electricity from a coal-fired power station results in just over 1 ton of CO₂ for every MWh produced. There is no commercially viable retrofit technology available to capture and store CO₂ from our large coal-fired power stations. Therefore, the reduction in future GHG emissions from South Africa's electricity sector is projected to come from the gradual deloading and closure of existing coal-fired power stations as they reach their end of life, while simultaneously building new, lower carbon facilities such as wind and solar plant combined with gas and battery storage. This change in the future electricity generation mix of the country is detailed in the IRP 2019.

As the energy mix transitions, we are undertaking a number of activities to support this process:

- Investigating the opportunity to repurpose coal-fired electricity generation facilities for lower carbon electricity production, grid support and/or community development

- As the counterparty to DMRE's Renewable Energy Independent Power Producer (RE-IPP) Programme
- Construction and operation of our own renewable energy sources
- Investigating new opportunities for demand-side management, combined with ongoing operation of existing measures
- Technology demonstration projects in off-grid and battery storage systems
- Ongoing research into new renewable energy, storage and grid stabilisation technologies, as well as technologies that improve the environmental performance of coal-fired electricity generation, including future opportunities for biomass co-firing and carbon capture, utilisation and storage
- Expanding the transmission grid to connect utility-scale renewable energy projects from around the country
- Expansion of the distribution grid to accommodate the connection of mini-grid systems
- Studies to enable the deployment of gas and/or hydrogen infrastructure to support the electricity grid as the supply mix transitions
- Promotion of market models that accommodate demand-side management, self-generation and IPPs
- Ongoing promotion and deployment of smart metering systems
- Engaging with NERSA on tariff structures that send accurate price signals to all market participants to drive the optimal mix and use of electricity

Progress against the turnaround plan

Our turnaround plan focuses on five key areas, namely:

- Operations recovery
- Improving the income statement
- Strengthening the balance sheet
- Driving business separation
- Transforming our people and culture

Progress on key areas

On operations recovery, there is some cause for concern. Fixing new build defects, as well as addressing partial and full load losses are taking longer than we had expected. Performance on the reliability maintenance recovery programme can be improved. Furthermore, progress on environmental performance, particularly at Kendal Power Station, is not satisfactory. Of concern is the high utilisation of the older coal-fired power stations significantly above international norms, thereby exacerbating the challenges.

Regarding improving the income statement, certain areas are on track, such as initiatives to reduce headcount, procurement savings and initiatives to improve the tariff trajectory, while other areas are lagging behind, such as divisional efficiency savings and some primary energy initiatives. Municipal and Soweto arrear debt continues to escalate due to little progress on intergovernmental interventions.

Regarding the strengthening of the balance sheet, some areas are also lagging behind expectations, such as management of obsolete stock and disposal of non-core assets, as well as optimisation of capital expenditure. Regrettably, the sale of EFC to the preferred bidder was not approved by DPE.

The progress on the legal separation of the Transmission entity is lagging behind, with legal and regulatory amendments and setup of the new entity behind schedule.

Refer to "Progress on business separation" on the next page for further information



Regarding people and culture, external stakeholder relations and communication with employees performed well during the year, despite constraints imposed by COVID-19 restrictions. We completed the relinking of staff as part of the business separation and achieved people efficiencies, but we need to continue driving a high-performance culture.



Performance on key KPIs linked to each of the turnaround areas, as well as trends, are set out on page 42. Detailed commentary on the areas is provided throughout the report

Progress on business separation

DPE's Roadmap sets out timelines for the restructuring of Eskom from a vertically integrated utility to an unbundled state with three wholly owned separate legal entities in the form of Transmission, Generation and Distribution as follows:

- Divisionalisation by March 2020
- Functional separation by March 2021
- Legal separation of the Transmission entity by December 2021
- Legal separation of the Generation and Distribution entities by December 2022

We have approached the implementation of DPE's Roadmap in a phased manner to ensure organisational stability during the transition. By and large, our timelines are aligned to those in the Roadmap.

Divisionalisation was achieved by March 2020, with functional separation having been targeted by March 2021. Major milestones towards the completion of functional separation having been completed, with only service level agreements and IT changes still to be finalised at 31 March 2021. Functional separation of the three line divisions was completed by 7 June 2021, with all the necessary documentation completed and signed.

An accelerated base plan was developed to allow for the legal separation of Transmission by December 2021, with Generation and Distribution by December 2022. Given the completion of functional separation, the focus has shifted to the legal separation phase.

We have commissioned a due diligence exercise to review the legislative framework and landscape. The exercise was necessary to provide guidance on relevant issues, so that an informed decision could be made on decisions relating to the separation of the Transmission business. In looking at how best to achieve legal separation, consideration should also be given to the impact on the Generation and Distribution divisions after legal separation of the Transmission business, as well as the efficient functioning of the Transmission business after it has been legally separated.

Following the due diligence exercise, several interdependencies need to be considered:

The Eskom Conversion Act, 2001 and Electricity Regulation Act, 2006 need to be amended to grant the Transmission entity the same access to land entitlements currently vested in Eskom.

It is a requirement, and key dependency, that bondholders and financial instrument holders approve any unbundling of Eskom. All lenders need to be engaged and their support obtained. If support is not received from all, an option exists to pay off the lenders that do not support the process in order to continue. To obtain their approval, Eskom will have to prove to investors and lenders that the business separation will not compromise their economic position, and that their exposure to Eskom Holdings will not change materially following the business separation. Based on engagements with investors, they question the ability of the business separation to bring about financial sustainability for the company.

Financial and legal advisors will be utilised to manage the risks related to the various forms of debt instruments, ensuring that all investors' exposure to Eskom credit after the business separation is similar to the status quo. After the transaction, both entities must pass the solvency and liquidity test set out in section 4 of the Companies Act, 2008.

Furthermore, approved trading arrangements must be in place by 31 December 2021, without which the Transmission entity cannot operate. It is vital that wholesale and aligned retail tariff structures be in place to give proper effect to legal separation. This requires that the regulatory framework must be in place and that wholesale tariffs need to reflect energy purchases and Transmission entity services costs separately.

Retail tariffs also need to be unbundled to reflect the wholesale prices, network costs and other services. NERSA has to approve mechanisms for how the Transmission entity will purchase energy from Generation and IPPs. The tariff levels must be aligned to the NERSA revenue determination.

The process of legal separation has many internal and external dependencies. These areas include licence transfers and applications, policy and regulatory reforms, as well as legal and financial dependencies. Therefore, the achievement of legal separation is dependent to a large extent on Government playing a proactive and supportive role.

Regrettably, a number of delays are being encountered in preparation for the legal separation of Transmission. A number of dependencies are lagging behind, and this puts the finalisation of the separation by 31 December 2021 at significant risk. Guidance is awaited from DMRE regarding licensing and internal market operations of the Transmission entity. At the moment, our projection is that separation will not be achieved by the target date. Our intention remains to comply with the timelines set out in the DPE Roadmap, despite the obstacles encountered.

An intergovernmental steering committee comprising DPE, DMRE, National Treasury and Eskom has been established to focus on the financial, legal and energy policy dependencies to aid in the timely legal separation of the three entities.

Eskom faces unprecedented business challenges in a context where disruption is the new norm. We operate in a highly regulated market that is undergoing fundamental reform in the context of South Africa's energy security, decarbonisation and transformation agendas, all of which have implications for our approach to stakeholder engagement. The Government and Regulatory Affairs Division (GRAD) is responsible for inclusive relationship management – with Government, various regulators, as well as domestic and international stakeholders – as well as effective communication, image and brand building.

Through SES, the Board provides oversight of the effectiveness of stakeholder engagement, and delegates the management of stakeholder relationships to Exco. Various functions within Eskom are responsible for engagements with different stakeholder groups, under the oversight of Exco.

Restoring stakeholder trust in Eskom is critical to our future success. By improving the way we engage with stakeholders and seeking to understand and respond to stakeholder interests and needs – including trade-offs and opportunities – we aim to promote energy security in the long term.

Our interaction with stakeholders

We depend on strong and productive relationships with stakeholders – Government, the financial sector, business, labour and consumers – to deliver value. However, public opinion remains very low, despite a marked improvement since the previous year.



Refer to "Our role in communities – Our reputation" on page 115 for additional information

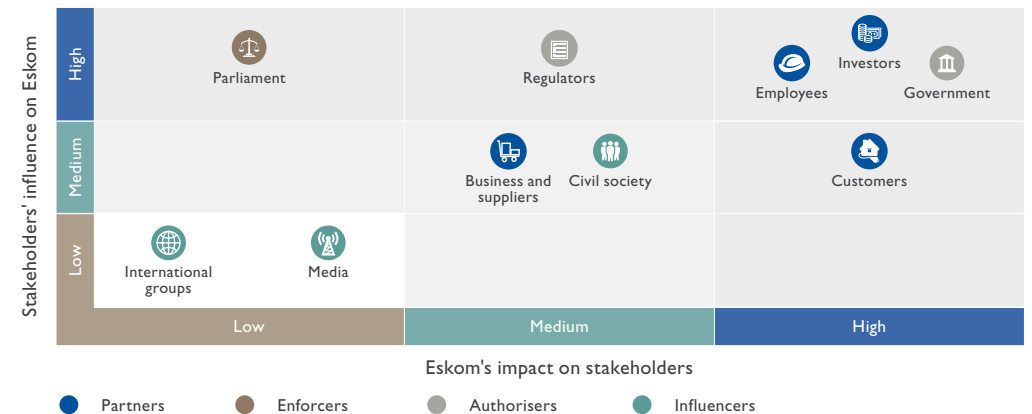
To restore trust in Eskom, we continue to work on improving the transparency of reporting to the shareholder, our stakeholders and the broader public. Advocacy and stakeholder engagement remain key enablers of our strategy and turnaround plan and, as such, our engagements with stakeholders are carefully planned in terms of the approach, scope and intended outcome.

We remain committed to addressing the prevailing electricity supply crisis in a manner that supports the growth and development of the economy and our society, without a detrimental impact on our economy. We are keenly aware of the need to mobilise the support of stakeholders and the broader South African population to achieve success.

Stakeholder landscape

Our broad and extensive stakeholder landscape requires navigating and prioritising a myriad of divergent and sometimes competing stakeholder needs and concerns. We endeavour to take a proactive approach that protects business value and seeks to create shared value with strategic stakeholders.

Our key stakeholder groups have been classified as authorisers, influencers, partners or enforcers. Stakeholder groups have been categorised based on their perceived influence on Eskom, and our impact on them.



As a state-owned entity, the requirements of the South African Government are paramount to what we do. The Government acts as our shareholder through DPE, setting out the mandate on which we must deliver, with other departments setting policy within legislative frameworks or providing oversight of our operations. Alignment with DPE and other Government departments is key to facilitating the best possible future for Eskom, and ultimately the country, through the implementation of DPE's Roadmap.

STAKEHOLDER ENGAGEMENT continued

Our stakeholder engagement strategy

Partnerships present an opportunity for Eskom to address priority issues in collaboration with strategic stakeholders such as policymakers, regulators, industry associations, communities, social partners and the international community.

Sufficient levels of advocacy and clear communication with stakeholders are necessary to educate them on the challenges and conflicting priorities we face, as well as the trade-offs required to respond effectively to those challenges. It also gives us insight into what matters to our stakeholders.

We require the support of all our stakeholders to succeed in implementing our turnaround plan, and thereby, ensuring a sustainable electricity supply industry to power South Africa into the future.

Issues raised by stakeholders

Matters of importance to our stakeholders often have a direct impact on our ability to create value and to execute our strategic objectives. As such, these matters are considered in our strategic planning, and are considered in the determination of material matters.

Issues raised by different groups include the following:

Stakeholder group	Issues raised
Regulators	Cost-reflective tariffs that include a fair return on assets; revenue management; cost curtailment initiatives; business separation; nuclear programme; legal compliance
Government	Performance against the shareholder compact; availability of supply; financial and operational sustainability; debt management; business separation; electrification and job creation; new build programme; municipal debt; Just Energy Transition; IRP 2019; environmental compliance; financial management; Government support and guarantees; foreign borrowing limits; governance issues
Parliament	Accountability; corruption and consequence management; legal compliance; revenue management; municipal debt; irregular expenditure; extensions and deviations; availability of supply
Investors	Financial sustainability; business separation and management of loan agreements; credit ratings; funding plans and debt levels; cash projections and liquidity; revenue management and tariff certainty; cost curtailment initiatives; cleaner technology adoption; feedback on environmental, social and governance (ESG) topics
Customers	Quality and reliability of supply; electricity pricing; accurate accounts; customer connections; electrification grants; service levels; impact of loadshedding
Business and industry	Social compact; availability of supply; affordable electricity and tariff certainty; forewarning of loadshedding; business separation; new sources of energy; cost management; business opportunities; illegal connections; governance issues
Employees and organised labour	Job security; employee benefits; impact of business separation on employees; governance issues; electricity pricing; business performance; strategic direction; leadership stability
Suppliers	Governance issues; financial and operational performance; health and safety, skills development; supplier development, localisation and industrialisation; job creation; progress on the new build programme and workforce demobilisation
Civil society	Responding to climate change; legal and environmental compliance; licence to operate; cost management; environmental management; community development
International institutions	Business separation; renewable energy; grid expansion into Africa; public-private partnerships to develop gas-to-power infrastructure; collaboration and investment opportunities

As indicated earlier, as an essential service, we were allowed to continue operating at full capacity even during level 5 of South Africa's national lockdown. Therefore, we were able to ensure supply to our customers, with suppliers being allowed to continue their supply to us. Furthermore, we did our utmost to ensure that our employees were safe while executing their duties.

Improving the quality of stakeholder relationships

We recognise the importance of rebuilding and strengthening confidence and trust in Eskom by implementing our turnaround plan and improving our performance, to ensure that we are able to deliver on our mandate and DPE's Roadmap to transform the electricity industry. As part of that process, we need the continued support and commitment of our employees and all stakeholders as we transition towards a more desirable future for Eskom and the country. Improving the quality of our relationships with stakeholders will enable that process.

MATERIAL MATTERS

Material matters are those that affect our ability to create, preserve or erode value in the short, medium and long term, as set out earlier. Both positive and negative matters are given consideration.

Materiality determination process

We start with the identification of relevant matters based on their ability to affect our value creation process, by considering those matters reported in the prior year. Those matters are updated where needed based on a review of changes in the strategic and operating environment since the previous review.

We assess other factors as part of the review, such as topics discussed at Board level, the outcome of the risk management process and issues raised through various stakeholder platforms – investor relations, key customers, other customer surveys, matters raised by Parliament or oversight committees and the media, and more generally via the Stakeholder Relations Department.

We evaluate the impact of these matters on our value creation process by considering the effect of the matter, given the likelihood of the matter occurring and the magnitude of the consequences. Matters are prioritised based on their relative importance. Those deemed to be material matters are covered in some detail in this integrated report, while other matters are dealt with either at a high level in the report, or through other channels or platforms.

Current year material matters

The material matters reported in our previous integrated report remain applicable, although the level of importance may have changed. The material matters set out below are categorised according to our turnaround objectives, even though we reflect on the six capitals as part of the determination of material matters.

Compared to our previous report, safety has been removed as a material matter, but the topic is covered under operational stability. In view of the fundamental impact on our ability to create value, restoring trust has been shown separately; in the prior year it was covered under reputation and trust.

Financial sustainability comprises our financial results; the revenue outlook given the tariff trajectory and stagnant or declining sales volumes; cost curtailment initiatives; funding raised; liquidity and escalating municipal arrear debt. Operational stability covers both generation plant and network performance, and includes loadshedding, coal and water security, progress on the new build programme and safety performance.



The impact of the COVID-19 pandemic and the resulting national lockdown on our business and staff was summarised on page 2, with further detail being provided throughout the report

Impact of COVID-19

Financial sustainability and going concern

Government support and debt structure

Operational stability

Environmental performance and compliance

Climate change and future energy mix

Restoring trust

Governance clean-up and ethics

High-performance culture

Business separation progress

By and large, the material matters are all relevant over the short, medium and long term, and will have a negative impact on our ability to create value if not managed properly.

Our strategic risks, which are aligned to our turnaround objectives and indirectly, to the material matters, are discussed from page 53



RISKS AND OPPORTUNITIES

Enterprise risk management process

We have an established, integrated approach to managing risk and resilience at a corporate level, which is set out in the Integrated Risk Management Standard. This standard is applied across Eskom and its subsidiaries to manage all types of risks, including those affecting strategy. The Enterprise Risk and Resilience Policy, together with the Enterprise Risk and Resilience Management Plan and Risk Appetite and Tolerance Framework, constitute the key documents governing risk which are approved by the Board. This is aligned to the recommendations on good governance in King IV™, which sets the oversight of resilience or business continuity as a board-level priority.

Risk owners are accountable for managing risk, which is achieved mainly in the management processes of divisions, subsidiaries and corporate functions, and is evident in decision-making processes and outcomes. All divisions are required to develop a Risk and Resilience Management Plan aligned to the divisional business plan. One integrated risk management information system is used for all organisational risk management information.

The Board is ultimately responsible for the governance of risks and opportunities in Eskom. The responsibility to implement and execute effective risk and resilience management has been delegated to Exco in order to support the organisation in achieving its strategic objectives. Exco and its Risk and Sustainability Committee as well as ARC review the key priorities and deliverables in our Risk and Resilience Management Plan annually.

A risk maturity assessment identified areas for improvement related to ensuring organisational resilience and improving situational awareness amid Eskom's unbundling.

Risk appetite and tolerance

Risk appetite refers to the amount and type of risk an organisation is prepared to pursue or accept in achieving its objectives, while risk tolerance refers to an organisation's readiness to bear the risk after risk treatment. This risk appetite and tolerance process serves as an early warning mechanism when adverse risk trends reach unacceptable limits. This is done by developing management-approved key risk indicators (KRIs) for all major risks, in an effort to manage risks proactively.

The Board sets Eskom's risk appetite by approving risk appetite statements for the key risk categories, as required by King IV™, to steer Eskom through the current challenges. It is imperative that management tracks risks and KRIs to understand the direction risks are taking.

Enterprise resilience

Our ability to respond to major threats and disruptions, as well as compliance with the Disaster Management Act, 2002 is addressed by the Enterprise Resilience Programme. The programme focuses on the ongoing development of resilience capabilities at site, divisional, provincial and national levels. We continuously review technical and non-technical vulnerabilities to prevent and recover from disaster incidents, in addition to undertaking regular tests and simulation exercises.

The programme also covers business continuity management, encompassing planning and preparation to ensure that the organisation can continue to operate in case of serious incidents or disasters, and is able to recover to an operational state within a reasonably short period.

Eskom's Emergency Response Command Centre remains activated to coordinate the response to the COVID-19 pandemic. Furthermore, national disaster priority risks continue to be tabled at the Exco Operating Committee to ensure operational oversight.

At provincial level, business units have incorporated national disaster priorities into their resilience programmes and are developing plans in support of national disaster planning. A framework for electricity-related disaster planning has been adopted by the National Disaster Planning Technical Task Team, initiated through the National Disaster Management Centre (NDMC). A multisector national blackout simulation exercise was conducted on 18 March 2021, involving DMRE, SAPS and participants from various sectors including water, health, telecoms and banking. The simulation was coordinated by the NDMC; engagements are under way to improve the country's capacity for blackout response.

Assessment of risk

The objective of managing risk and resilience is to ensure that we are able to formulate and execute our strategy effectively, to operate our business efficiently with minimum disruption, to proactively leverage opportunities as these arise, and to be able to respond rapidly and recover effectively from disruptions should these materialise. It is therefore important that risks that affect our objectives are identified, effectively managed and continuously monitored.

Emerging risks

Emerging risks are assessed on a regular basis, based on an enviroscan of changes in our operating environment due to global and local developments and changes reported in the business. The identification of emerging risks is critical to ensure that risks are managed proactively. Emerging risks are tracked and reported on quarterly.

Disaster risks

Risks inherent to our operations that would have a significant consequence should they materialise are classified as disaster risks. They have a relatively low likelihood of materialising controls and controls are generally adequate, therefore they are usually managed through our resilience programmes that cater for disaster management and emergency preparedness. National disaster priorities have been identified and accountability for risk monitoring and response planning for each has been assigned to individual Exco members.

We have identified the following national disaster risks, with accountability for risk and response planning for each assigned to individual Exco members. This excludes those at provincial or site level:

- National blackout
- Severe supply constraint
- Nuclear incident
- Economic or financial collapse
- Cyber-attack or catastrophic IT system failure
- National industrial action
- National drought or floods
- Environmental and climate issues
- Solar or geomagnetic storm
- Worldwide pandemic of infectious disease
- Terrorism or political instability

As noted last year, the worldwide pandemic, as well as severe supply constraints, cyber-attacks and catastrophic IT system failures occurred during the first few months of the 2021 financial year.



Refer to page 57 of the 2020 integrated report for further information

Strategic risks

Eskom can treat most risks, although the following are paramount for future success:

- The financial sustainability of Eskom being compromised due to declining sales, escalating arrear debt from non-paying customers, lack of cost-reflective tariffs and unsustainable levels of indebtedness

- Deterioration in operational performance due to loss of critical skills, poor generating plant performance and low quality of outage execution, coupled with running ageing generating plant at unacceptably high utilisation levels, coal-related challenges and capex being constrained as a result of liquidity pressure
- The inability to sustain and maintain transmission network reliability, coupled with intolerable levels of theft and vandalism to network equipment, overloading of networks caused by illegal connections leading to potential system constraints, the risk of a blackout and a decline in stakeholder confidence
- Loss of licence to operate due to poor environmental performance, leading to plant shutdown and/or litigation
- Critical applications and various IT platforms compromised due to attacks against network infrastructure and business systems, cyber-security shortfalls and instability leading to severe business disruptions

Risks affect Eskom on many levels, such as strategy, finance and operations, and ultimately, the execution against our turnaround objectives and achievement of shareholder compact KPIs.

Our risk landscape is being monitored, tracked and reported across seven risk categories approved by the Board, namely finance, operations, environment and climate change, people, information technology, stakeholder management as well as compliance and governance.

Risk appetite statement per risk category, including summary of risks	Key risk indicators	High-level treatment options
Finance		
High appetite to be profitable by increasing revenue, effective debt collection, operating at an efficient cost base and having a stable balance sheet Eskom's unsustainable financial performance and liquidity challenges will lead to compromised operations, inability to maintain its going concern status and not meeting its corporate mandate. This is exacerbated by high levels of debt servicing, inadequate revenue awarded by NERSA, an increase in non-payment of municipal and other accounts leading to arrear debt growth and declining revenue, contractor challenges, reduced coal offtake against contractual terms leading to penalties, as well as Eskom's sub-investment grade credit rating	EBITDA, EBITDA margin, savings and restricted capex spend	<ul style="list-style-type: none"> • Government equity support • The Eskom Compact signed by labour, business and Government at Nedlac • Focus on revenue certainty, optimising cost, divisionalisation and independent financial sustainability • Weekly meetings with DPE and National Treasury, focusing on liquidity management • Engagement with DPE and National Treasury on ways to address the debt burden • Escalation of municipal arrear debt challenges to Government
Environment and climate change		
No appetite for non-compliance with environmental legal requirements causing irreversible damage to the environment, as well as carbon emission reduction commitments in support of South Africa's economy and the well-being of its people Failure to transition and implement low-carbon initiatives to manage emissions could lead to penalties from authorities and/or potential loss of Eskom's social licence to operate	Number of environmental contraventions	<ul style="list-style-type: none"> • Strategy development for emission projects is in place • Workshops set up on CSI and socio-economic development policy to promote collaboration • Just Energy Transition strategy

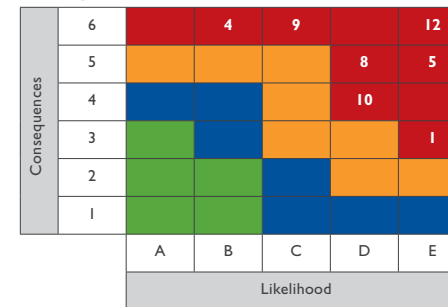
RISKS AND OPPORTUNITIES continued

Risk appetite statement per risk category, including summary of risks	Key risk indicators	High-level treatment options
Operations		
<p>No appetite for a national blackout, but use loadshedding as a control measure to protect the national grid while continuously driving increased electricity sales</p> <p>Ageing fleet, historical maintenance backlog, declining coal quality and new plant not achieving the desired levels of performance, due to a combination of plant design deficiencies and operational and maintenance inefficiencies, all contributing to the struggle to meet electricity demand. Furthermore, the ageing grid is plagued with intolerable levels of theft and vandalism to network equipment. Delays in connecting IPPs to the grid adds to the unreliability of power supply, which leads to revenue delays for Distribution and financial penalties for Transmission</p> <p>Effective load management is compromised and the balancing of generation, distribution and electricity demand is increasingly challenging due to breakdowns. Failure of Eskom's Telecoms network could lead to regional and/or national blackouts</p> <p>Amendments to National Treasury rules and involvement of National Treasury in Eskom's operations are affecting Eskom, especially procurement, with the inability to procure equipment or services timeously affecting security of supply</p>	<p>Energy availability factor, local and international sales trend</p>	<ul style="list-style-type: none"> • Generation recovery plan, which is revisited continuously to evolve the plan • The appointment of a Group Executive for Generation has been concluded • The Koeberg long-term operation project is in place to avoid shutdown in 2024 • Focus on improving reliability, reducing loadshedding, addressing design defects, divisionalisation and monitoring of security plan implementation • Transmission sustainability improvement plan • Distribution has launched the Energy Losses Initiatives Programme • Various engagements with DPE and National Treasury • Plans are being revised to respond to increasing network equipment crime
People		
<p>High appetite to retain core, critical and scarce skills, and improve performance with Zero Harm on safety being at the core of the business</p> <p>The outbreak of the COVID-19 pandemic affects the availability of employees due to absence from work, leading to production and revenue losses. A breakdown in relationship with labour and management affects productivity and creates a harmful working environment. The risk of a third COVID-19 wave was also anticipated</p>	<p>Number of fatalities or extensive injuries or irreversible disabilities</p>	<ul style="list-style-type: none"> • COVID-19 protocols • Safety awareness and education programmes • Staff engagements • HR strategy implementation • Focus on ensuring that the business is sufficiently enabled and supported to transform • Partnership with Mancosa for employees to attend skills development programmes
Information technology		
<p>No appetite for any successful cyber-intrusions on information and operational technology networks, infrastructure and applications</p> <p>Attacks against network infrastructure and/or business systems may lead to compromised confidentiality and integrity of business information due to cyber-security shortfalls. Unavailability of critical applications and telephony services, IT equipment failure at data centres, the inability to restore data for workstations and data loss due to unsupported services caused by expired contracts may lead to business disruptions</p>	<p>Availability metrics for key applications</p>	<ul style="list-style-type: none"> • Continual enforcement of security compliance on all applications, as well as collaboration between Group IT and application vendors
Stakeholder management		
<p>High appetite to improve Eskom's reputation with Government, stakeholders and the public in general</p> <p>External political, social and media influence, construction site instability due to community unrest and Eskom's overall sustainable development role in socio-economic challenges all contribute to a poor reputation. Eskom's recovery is expected to address stakeholder distrust. There is a possibility of industrial action during the annual salary negotiations, while the adverse economic environment challenges stability. This is exacerbated by the potential loss of Eskom's social licence to operate if investor and community demands for a Just Energy Transition were not considered</p>	<p>RepTrak® score</p>	<ul style="list-style-type: none"> • Implementing the stakeholder engagement plan, including continuous internal and external stakeholder engagements • Treatment plan to address risks related to National Treasury delays in procurement processes
Compliance and governance		
<p>No appetite for any non-compliance with legislation, regulation, policies and procedures affecting governance</p> <p>Fraud, corruption, unethical business practices, conflict of interest caused by unethical business practices and conflicted stakeholders in procurement are risk factors</p> <p>Non-compliance with sections 50 and 51 of the PFMA, 1999, caused by a lack of specialised oversight on key PFMA-related processes, could lead to reputational damage, financial loss, fruitless and wasteful expenditure and criminal prosecution of directors</p>	<p>Number of breaches as part of Eskom's compliance universe</p>	<ul style="list-style-type: none"> • System improvements to enhance system controls, increased probity checks to manage conflicts of interest, developing contracts and conducting fraud awareness training • Exco approved a new fraud detection project, although progress is slow due to a lack of resources • Anti-Fraud and Corruption Integration Committee in place, along with PFMA and fraud awareness training • National Treasury instructions and directives

Organisational risks

Organisational risks affect the achievement of objectives and may influence the execution of divisional business plans. Risks are classified from Priority I risks at the highest level to Priority IV risks at the lowest, based on the quantification of risk in terms of consequence and likelihood in terms of our Risk Appetite and Tolerance Framework. Consequences consider the potential impact of a risk, ranging from financial and operational sustainability, sustainable asset creation, environment and climate change, legal and compliance, reputation, health and safety, and information management.

Priority I level risks at March 2021



A recent analysis of the Priority I risks has revealed the following:

- The number of Priority I risks has remained fairly constant over the past two years
- The percentage of Priority I risks in the 6E category, representing those with the highest consequence and likelihood, has nearly doubled over the past two years. This indicates that the severity of the risk landscape is increasing, with nearly 32% of Priority I risks in the 6E category
- Five of the risks from the 2020 financial year are still in the 6E category
- Common cause analysis found that some of the primary causes are within our control
- Treatment plans for 10 of the Priority I risks are not on track. This increases the likelihood of the risk materialising if not treated. These risks are discussed in detail at the Exco Risk and Sustainability Committee

In order to bring our risk landscape within the risk appetite and tolerance levels, an "attacking the causes" initiative is under way to ensure alignment to primary controls and related tasks. A risk inquiry will be conducted on all risks in the 6E category for longer than six months. Treatment plans are being revised to ensure that they are focused, innovative, robust and achievable within specific timelines. Internal and external subject matter experts will be involved in developing treatment plans.

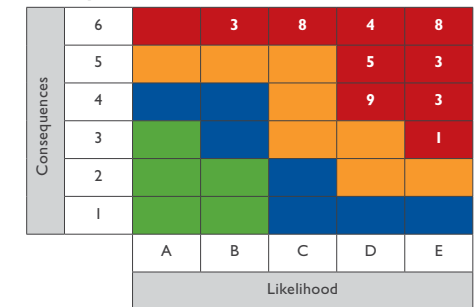
Identifying opportunities for growth

In the immediate to short term, we continue with initiatives to improve the health and sustainability of South Africa's electricity assets, factoring in the management of risks that may arise over the short to medium term.

The identification and treatment of all risks is the responsibility of management. All Priority I and emerging risks are reported quarterly to Exco and the Board, which provide oversight as recommended by King IV™.

At 31 March 2021, we had 49 Priority I risks (2020: 44), which include strategic risks and those affecting achievement of the shareholder compact. The positions on the risk matrix align to our Risk Appetite and Tolerance Framework.

Priority I level risks at March 2020



The changes to the electricity industry present a number of opportunities, such as:

- Remedying the capacity gap and pivoting to a future sustainable electricity industry
- Business separation acting as an enabler
- Leveraging the transmission grid
- Unbundling tariffs
- Attaining cost-reflective tariffs
- Utility-scale renewable energy procurement programmes
- Opening up the electricity network for distributed generation and generation for "own use"
- Focusing on delivering the Just Energy Transition
- Leveraging the Renewables Business Unit as an enabling platform to pursue a transition towards a low-carbon future

We have the opportunity to harness technical and funding solutions that have become available amid the global climate crisis. South Africa is endowed with abundant renewable resources, which offer opportunities to create the conditions under which a credible, green and reindustrialised electricity sector can help power economic recovery. We also are presented with opportunities to unlock related priorities such as the Just Energy Transition while creating sustainable jobs.

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Risks and opportunities associated with climate change

The global drive to address the devastating repercussions of climate change affects us directly, while many of our customers who will face similar pressures to reduce their carbon footprint are affected indirectly.

Access to funding as well as the export of goods and services by our customers are becoming increasingly restricted as investors call for a faster transition away from fossil fuels. A number of institutional investors have already withdrawn from financing new coal projects. A faster transition to renewable energy sources is required to reinstate and retain the eroding investor base. International governments and trading partners have also started to exert pressure on manufacturers to reduce their carbon footprint. Failure to comply with the minimum standards will result in duties and penalties being imposed, thereby negatively affecting the competitiveness of goods and services.

The existing, predominantly coal-based generation fleet will increasingly be subject to various external cost pressures driven by climate change, which will become more costly over time. A number of costs within the existing fleet have steadily escalated, including coal costs, environmental abatement capex and various taxes on fossil-based generation, before factoring in externality costs. A continued rise in these costs will potentially threaten the long-term viability of coal generation as renewables become cheaper.

Over the longer term, failure to address climate change will result in increased exposure and vulnerability of Eskom, our communities and customers to adverse climatic events such as floods, heatwaves and more. Such events may result in damage to infrastructure and supply interruptions, all leading to an increase in costs unless adequately addressed.

While climate change poses various consequential financial risks that are well acknowledged and must be mitigated, the drive to combat climate change requires funding. Our current financial position and the affordability of electricity to customers could pose a risk to the country's ability to advance the transition to the extent and pace of change required.

We are addressing the challenges of a weak balance sheet; a large unsustainable debt burden; the unreliability of an ageing fleet; and a tariff level that is not reflective of prudent efficient costs. Participants in the power sector – be it Eskom or IPPs – require the ability to recover costs that are prudently and efficiently incurred, and to earn an adequate return on assets. Like many regulated markets, we suffer from under-recovery of costs and earn insufficient returns.

The industry requires a sustainable tariff level to encourage investment in the sector and to deliver the much-needed clean capacity required. If a sustainable tariff level is not achieved, there will be no incentive for the accelerated ramp-up of renewable energy. Furthermore, if we continue as the single procurer of all the power from IPPs in the absence of a cost-reflective tariff, then new power purchases will negatively affect our financial position.

Sustainable tariff levels need to be balanced with addressing the affordability of such tariffs, as well as ensuring that the tariffs are set at an optimum level to ensure that local industry remains competitive in the global market. The impact that tariffs have on our customers is clearly illustrated by the erosion of the South African industrial base over the past decade, with sales decreasing from around 90TWh annually to the current level of about 70TWh, together with the spiralling arrear debt accumulation of municipalities and end-customers.

A financially sustainable Eskom and electricity supply industry that encourages investment in the sector is required to enable and lead the transition to cleaner sources of energy.

The current landscape and favourable market conditions aimed at accelerating efforts to combat climate change present significant opportunities that can be leveraged to transform the various risks and challenges we face into opportunities.

The country has an immediate need for a substantial amount of additional generation capacity to meet demand. A number of the coal-fired stations are reaching their end of life, with a significant amount of capacity due to be decommissioned by 2030. The rapid decline in the cost of renewable technologies, along with abundant natural wind and solar resources, have made renewables an economically viable option to start filling the gap, with the benefit of shorter construction times.

A mix of the existing coal fleet combined with renewable options will ensure an optimal least-cost total power system that will ensure an affordable, reliable and stable power supply.

In order to achieve the objective of a transition to cleaner sources of power, the new capacity would have to be developed across the country. This will require significant investment in the transmission grid to integrate the system. This expansion will also take time and would need to be addressed as a matter of urgency.

We also face the challenge of a large unsustainable debt burden that has been characterised by an eroding investor base that is averse to lending to invest in coal, as well as high interest costs, shorter debt tenors and lower than required tariffs leading to reliance on the shareholder for support.

Access to funding from concessional financiers with specific mandates to drive climate change, which would substitute the existing debt, can provide finance at lower rates over longer tenors to assist us in managing the debt burden and keep the lights on, while we embark on our transition to cleaner sources of power.

Continued on the next page

We are on a journey to return to financial sustainability, of which achieving cost-reflective tariffs is an integral component. The pursuit of the most optimal, least-cost future expansion pathway will ensure that this element of the cost base can be defended, and allow appropriate recovery of the costs in the revenue streams. This can contribute to help reset the relationship with NERSA and contain the rise in tariffs required to reach cost-reflective levels. The rise in tariffs will require a solution to address the affordability challenges for customers deemed to be vulnerable, of which inclusion of the least-cost options in the mix would assist in keeping the tariffs at the lowest possible levels.

The transition to cleaner sources of power is inevitable. The risks posed by climate change are known and can be transformed into economically viable and environmentally sustainable opportunities within the current landscape, while assisting us in dealing with the various challenges we face.

We are committed to fast-track the transition to cleaner sources of power in a responsible way that considers all aspects, including those of the coal mining communities that will be affected by the transition. Careful analysis of all the trade-offs will be undertaken to manage security of supply and system stability, including the impacts on communities.

Conclusion

The South African electricity industry is unique, and future actions will need to navigate a complex policy environment, aggravated by prevailing financial and operational constraints. However, South Africa has very little option other than to transform the electricity sector to bring it in line with the global electricity trends. The ultimate rewards for South Africa and Eskom will be energy security, economic growth and job creation, socio-economic transformation and upliftment, a low-carbon industry with reduced environmental impacts, as well as ultimate sustainability for Eskom, but avoiding the utility death spiral.

As we contemplate the future, we remain mindful of our fragile balance sheet. Therefore, we will not pursue any venture that may exacerbate the risk that already burdens the Sovereign. We acknowledge that we require continued support from the fiscus, electricity consumers and other key stakeholders, specifically employees, who are pivotal to our ongoing sustainability. It is fundamental that we proactively engage and collaborate with all role players to drive the reforms required to ensure a sustainable electricity industry that will serve as a vital platform to create a stable, equitable and cohesive South Africa.



FINANCIAL REVIEW

CHIEF FINANCIAL OFFICER'S REPORT

What were some of the challenges and highlights over the past year?

Like many South African businesses, we have been navigating a very challenging operating environment, with growth hampered by capacity shortages and depressed economic conditions during the national lockdown. This had an adverse impact, not only on Eskom's operations and finances, but also on the South African economy as a whole.

The impact was mostly felt through a decline in sales volumes, particularly in the first quarter, with the remainder of the year focused on recovering sales and controlling our cost base. Winter sales incentives offered to key industrial customers mitigated some of the impact.

Liquidity remains one of our biggest short-term challenges, threatening financial and operational stability. Access to cost-effective funding remains restricted, while an inadequate return on assets, high debt servicing and working capital requirements, as well as escalating municipal arrear debt further contribute to liquidity constraints. To manage this, we restricted organisational cash requirements through targeted savings on operating and capital expenditure, although it requires a delicate balance to maintain sufficient liquidity while supporting spend required to drive the operations recovery.

In the medium term, our unsustainable debt burden presents the biggest threat to our financial sustainability. We reduced the gross debt balance by R81.9 billion through debt servicing – only possible with support from Government – and fair value adjustments on foreign debt, driven by the strengthening of the Rand. This led to improvements in key gearing and solvency ratios, with the debt/equity ratio reducing to 2.03.

Eskom recorded a net loss after tax of R18.9 billion. Tell us more about the impact of COVID-19 on financial results

COVID-19 had a significant impact on Eskom's financial results, largely due to the unprecedented reduction in energy demand we experienced during the earlier days of the national lockdown, which caused sales volumes to decline by 6.7%.

Revenue still grew by 2.4% as a result of an 8.76% tariff increase, although this was almost completely eroded by the decline in sales volumes. Sales deteriorated across every sector, with rail, international and industrial customers most severely affected by the slowdown of the economy and depressed commodity prices.

As I mentioned, the biggest impact was felt in the first quarter during level 5 of the lockdown, when movement was heavily restricted and only essential services, such as Eskom, were allowed to operate. By year end, sales recovered due to the phased easing of lockdown restrictions and the recovery of commodity markets.



The decline in demand also led to lower electricity production. Despite this, primary energy costs increased by 3.4% due to the use of more expensive OCGT and IPP production. Our own generation costs were contained due to a decline in coal and nuclear production, and a moderate increase in the average coal purchase cost per ton of 3.2%.

Despite a 7% increase granted to bargaining unit employees for the third and final year of the wage agreement, employee benefit costs remained stable due to no salary increases at managerial level and further headcount reduction. Other operating expenditure increased by 28.6% due to higher decommissioning provision costs, increased maintenance and other once-off costs. After adjusting for these, the normalised increase in operating expenses was 1.6%, well below inflation.

Altogether, these factors resulted in EBITDA declining to R32.8 billion, and the EBITDA margin weakening to 16.0%.

Finance costs remained stable due to the reduction in gross debt, offset by a higher average cost of borrowing. The strengthening of the Rand led to fair value gains, which accounted for most of the improvement in the net loss compared to the prior year.

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How was Eskom's funding affected?

Our three main liquidity sources are cash generated from operations, external borrowings and equity support from Government.

As I indicated, our financial results were negatively affected by a decline in sales coupled with an increase in primary energy costs despite lower volumes, which had a knock-on effect on our ability to generate sufficient cash flows – the reality is that cash generated from operations is simply inadequate to support an asset-intensive business with a highly leveraged capital structure such as ours. The debt service cover and cash interest cover ratios declined, as operating cash flows remain inadequate to fund even the interest owed, before considering capital repayment of debt and capital investments into our asset base. This shortfall can only be corrected through cost-reflective tariffs.

With respect to borrowings, we intended to raise R30.8 billion in funding in 2021, but this was later revised to R39 billion to improve liquidity. By year end, we secured funding of R18.9 billion, as a number of challenges prevented us from achieving our aspiration.

For instance, delays in receiving approval of Government guarantees meant that planned funding of around R17 billion had to be postponed to the 2022 financial year. Additionally, Moody's and Fitch downgraded the Sovereign and Eskom's credit ratings in November 2020 on the back of South Africa's negative economic outlook. Our credit rating remains at sub-investment grade level, which limits our access to unguaranteed funding and increases the cost of borrowing.

Access to cost-effective funding in domestic and foreign markets remains restricted due to low investor confidence, exacerbated by risk-averse market sentiment driven by COVID-19, thereby necessitating Government guarantees. Despite some delays, National Treasury expressed its commitment to support Eskom's applications for Government guarantees to maintain adequate liquidity to continue operating as a going concern.

Lastly, Government is providing support in the form of equity, with funds restricted for the settlement of debt and interest, which amounted to R102.7 billion for the year. We received R56 billion to address some of these requirements, and remain dependent on Government support, given the lack of cost-reflective tariffs.

Cash and cash equivalents declined to R4 billion. What are you doing to manage liquidity?

We are implementing various initiatives through the turnaround plan, to improve our income statement and strengthen our balance sheet by:

- Pursuing the migration to cost-reflective tariffs
- Delivering sustainable cost optimisation and efficiencies
- Pursuing all available avenues to recover amounts due to Eskom
- Reducing our reliance on debt and containing debt service costs with Government's assistance
- Exploring opportunities for the disposal of non-core assets

To address the inadequate tariff, we submitted court review applications to challenge NERSA's recent revenue and RCA determinations. Judgments have been favourable, although legal processes are slow and subject to opposition and appeal by NERSA. Successful review outcomes resulted in the award of a tariff increase of 15.06% for the coming financial year, which will support our financial sustainability. Although a number of review applications are pending, we expect favourable outcomes as our applications adhere to the principles of prudent and efficient costs in line with the MYPD methodology. We also submitted proposals to NERSA for the restructuring of tariffs, to modernise the tariff structure based on the planned legal separation and more accurately reflect component costs.

To curtail costs, we are pursuing a number of initiatives to reduce our annual cost base by a cumulative R61.8 billion by 2023. We achieved combined savings of R30.7 billion so far, exceeding the cumulative target of R20.3 billion. The majority of savings come from optimising primary energy working capital, but this does not necessarily lead to an immediate improvement in the bottom line.

Despite our best efforts, limited success has been achieved in managing municipal arrear debt, which continued to escalate to unacceptably high levels, increasing by 26% to R35.3 billion at year end. Payment levels are showing early signs of improvement because of our municipal debt management strategy and ring-fencing arrear accounts, leading to lower interest charges. We continue to pursue existing debt management processes and enforce Eskom's rights through legal action.

We are negotiating active partnering agreements with defaulting municipalities to assist them in their revenue collection efforts. We entered into our first agreement with Msunduzi Local Municipality in April 2021. Various initiatives are being explored to address the outstanding Soweto debt in a sustainable manner.

Unfortunately, the arrear debt challenge cannot be solved by Eskom alone – a structural solution is required, along with continued support and cooperation from Government and other stakeholders to address the root causes of the problem and resolve the challenges.

What is the outlook for the coming year?

COVID-19 will continue to have a negative impact on financial performance, as demand is unlikely to recover to pre-COVID-19 levels for the next five years. The impact on sales in 2022 is expected to be less severe, with a budgeted loss of R15.2 billion. We continue to monitor and assess the impact of the economic climate on sales volumes, cost of production and customers' ability to pay, to better manage our response to these challenges. We will consider negotiated pricing agreements and other avenues to stimulate sales volumes where appropriate.

Unfortunately, profitability continues to be hindered by the lack of cost-reflective tariffs as well as deteriorating generating plant performance, driving the use of more expensive OCGT and IPP production to avoid or minimise loadshedding. The unsustainable debt burden has resulted in our interest bill being the second largest expense after primary energy. We have received favourable court judgments on a number of NERSA review applications, which, together with reducing our level of debt over the long term, is expected to improve our financial sustainability going forward.

The successful execution of the turnaround plan should enable Eskom to return to profitability by 2026, although this is dependent on fair regulatory returns. We believe that a move to cost-reflective tariffs is a necessary step to ensure Eskom's financial sustainability, as well as the sustainability of the future generation, transmission and distribution entities. The recent tariff determination by NERSA is certainly a positive first step.

We can't deny the importance of cost savings to improve liquidity and financial viability. Our priority is optimising capital expenditure and working capital, reducing primary energy costs and containing the wage and interest bills. We depend largely on Government support to reduce our debt balance, with the objective of lowering debt service costs over time. The R31.7 billion committed for the 2022 financial year was received in full by July 2021.

We continue to comply with the equity conditions attached to the Special Appropriation Act, 2019, and engage regularly with DPE and National Treasury to ensure we receive Government support timeously. Government has reaffirmed its commitment to stabilising our balance sheet in the 2020 Medium-Term Budget Policy Statement, with financial support of R225.8 billion committed to the end of the 2026 financial year. In addition to funds already received, a further R21.9 billion and R21 billion are committed for the 2023 and 2024 financial years. The phasing of the support thereafter is yet to be confirmed.

Discussions with Government continue to assist in the strategic reorganisation and strengthening of our balance sheet to address the unsustainable debt burden. The Eskom Social Compact signed by labour, business and Government at Nedlac is an important milestone, laying the foundation for a long-lasting solution.

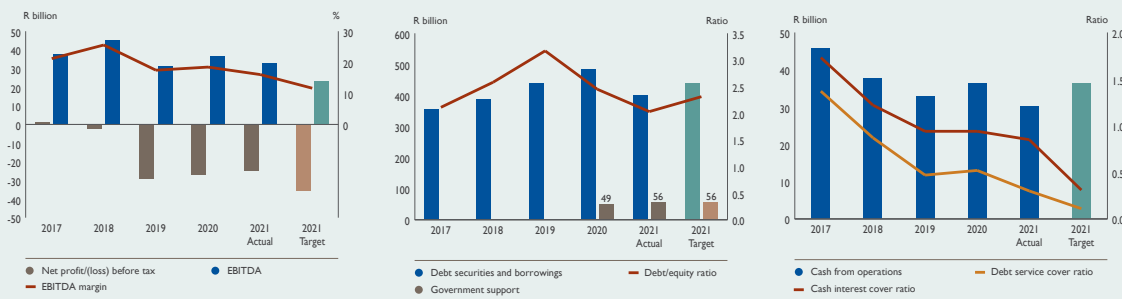
We will deliver on our municipal debt management strategy and pursue active partnering agreements to slow the growth in arrear debt, and leverage our relationship with Government and the Eskom Political Task Team to achieve sustainable solutions for the recovery of municipal and Soweto arrear debt.

Maintaining strong investor relationships and engaging with lenders on the planned legal separation while managing existing debt are key priorities in our transition towards a greener energy future.

Despite a number of difficulties over the past year, our overarching objective remains to return Eskom to financial and operational sustainability through the turnaround plan. Ultimately, this requires resolving Eskom's capital and tariff structure to ensure long-term financial sustainability.



Calib Cassim
Chief Financial Officer



CONDENSED ANNUAL FINANCIAL STATEMENTS

The group and company financial results set out in the condensed financial statements that follow have been extracted from the consolidated annual financial statements of Eskom Holdings SOC Ltd for the year ended 31 March 2021, which have been prepared in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Companies Act, 2008 and the PFMA, 1999.

The consolidated annual financial statements have been prepared under the supervision of the Chief Financial Officer, Mr Calib Cassim CA(SA), and were duly approved by the Board of Directors on 23 August 2021.

The consolidated annual financial statements have been audited by the group's independent auditors, SizweNtsalubaGobodo Grant Thornton Inc, in accordance with the Public Audit Act of South Africa, 2008, the General Notice issued in terms thereof and International Standards on Auditing. The independent auditors issued a qualified opinion relating to the completeness of irregular expenditure disclosed in note 52 in terms of the PFMA. Except for this qualification, the consolidated annual financial statements are fairly presented in terms of IFRS. Furthermore, the independent auditors reported a material uncertainty relating to Eskom's ability to continue as a going concern. However, this does not affect their opinion.



The consolidated annual financial statements, which detail the financial performance of the group and company, are available online

Neither the future performance plans nor strategies referred to in the integrated report have been reviewed or reported on by the group's independent auditors.

Condensed group income statements for the year ended 31 March 2021

	2021 Rm	Restated 2020 Rm	%	
Continuing operations				
Revenue	204 326	199 468	2 ▲	8.76% tariff increase, offset by an unprecedented 6.7% decline in sales, predominantly due to the COVID-19 lockdown
Other income	2 662	1 238	3 ▲	
Primary energy	(115 903)	(112 119)	3 ▲	
Employee benefit expense	(32 887)	(33 158)	1 ▼	Price escalations as well as higher OCGT and IPP usage, offset by lower Eskom production
Net impairment (loss)/reversal	(1 367)	61	1 ▼	
Other expenses	(24 018)	(18 674)	29 ▲	7% increase for the bargaining unit under the three-year wage settlement, offset by headcount reduction through natural attrition and VSPs, coupled with no managerial salary increases
Profit before depreciation and amortisation expense and net fair value and foreign exchange gain/(loss) (EBITDA)	32 813	36 816	11 ▼	Increase in decommissioning provision costs due to a reduction in the long-term discount rate, increased maintenance as well as other once-off items
Depreciation and amortisation expense	(27 016)	(27 779)	11 ▼	
Operating profit (EBIT)	5 797	9 037	36 ▼	The biggest contributors to the decline in performance is the impact of lower sales volumes on revenue, the use of more expensive production and the increase in other expenses
Net fair value and foreign exchange gain/(loss) on financial instruments, excluding embedded derivatives	1 238	(6 924)	118 ▲	
Net fair value and foreign exchange (loss)/gain on embedded derivatives	(355)	2 298	118 ▲	
Profit before net finance cost	6 680	4 411	36 ▼	
Net finance cost	(31 509)	(31 407)	-	Swing from a fair value loss to a fair value gain due to the strengthening of the Rand
Finance income	2 400	2 610	108 ▲	
Finance cost	(33 909)	(34 017)	108 ▲	Stable performance due to an overall reduction in debt, offset by higher average borrowing cost and lower interest capitalised to projects
Share of profit of equity-accounted investees after tax	71	63	112 ▲	
Loss before tax	(24 758)	(26 933)	9 ▼	Performance was hindered by the COVID-19 lockdown. We recorded an improvement of only R1.8 billion, with the biggest contributor being the net fair value gain achieved on financial instruments
Income tax	5 824	6 164	9 ▼	
Loss for the year	(18 934)	(20 769)	9 ▼	

▲ Income/gain increased ▼ Income/gain decreased ▼ Expense/loss decreased ▲ Expense/loss increased



The statements of comprehensive income and statements of changes in equity are available in the consolidated annual financial statements

Condensed group statements of financial position at 31 March 2021

	2021 Rm	Restated 2020 Rm	%	
Assets				
Non-current assets	697 723	698 177	-	
Property, plant and equipment and intangible assets	666 225	657 189	1 ▲	
Future fuel supplies	4 414	4 295	103 ▲	
Investment in equity-accounted investees and subsidiaries	420	397	106 ▲	
Derivatives held for risk management	9 968	33 918	71 ▼	Derivative assets used in hedging activities declined due to the strengthening of the Rand
Other non-current assets	16 696	2 378	710 ▲	
Current assets	83 925	116 404	28 ▼	
Inventories	37 527	33 573	12 ▲	Increase in coal stock, maintenance spares and consumables due to the Generation recovery plan
Loans receivable	310	27	1115 ▲	
Derivatives held for risk management	1 411	23 718	94 ▼	
Trade and other receivables	24 413	22 391	9 ▲	The increase is largely attributable to municipalities and metros, as well as diesel rebates
Insurance investments	14 401	11 981	120 ▲	
Financial trading assets	-	152	-	
Other current assets	1 822	1 572	116 ▲	
Cash and cash equivalents	4 041	22 990	82 ▼	Refer to the condensed group statement of cash flows on the next page
Assets held-for-sale	-	8 642	-	
Total assets	781 648	823 223	5 ▼	
Equity				
Capital and reserves	215 836	186 068	16 ▲	Share capital of R56 billion issued in exchange for Government support, offset by the loss for the year
Liabilities				
Non-current liabilities	462 457	502 763	8 ▼	
Debt securities and borrowings	356 852	408 151	13 ▼	Debt of R65.6 billion repaid, offset by R15.8 billion debt raised. Foreign-denominated borrowings declined due to the strengthening of the Rand, further reducing the gross balance
Embedded derivatives	208	5	416 ▲	
Derivatives held for risk management	3 562	1 802	20 ▲	
Deferred tax	347	3 757	14 ▲	Includes post-retirement medical aid benefits, as well as annual, occasional and service leave balances. Less leave was taken during the national lockdown
Employee benefit obligations	15 414	13 530	21 ▲	
Provisions	50 150	41 300	21 ▲	Increase in decommissioning provisions due to a reduction in the long-term discount rate, from 4.82% to 3.86%
Lease liabilities	8 447	8 875	95 ▲	
Contract liabilities and deferred income	23 943	22 577	106 ▲	
Other non-current liabilities	3 534	2 766	128 ▲	
Current liabilities	103 355	132 919	22 ▼	
Debt securities and borrowings	44 974	75 531	40 ▼	The majority of the balance relates to deferred income due to grants from DMRE's electrification programme
Embedded derivatives	1 283	1 131	113 ▲	
Derivatives held for risk management	4 808	1 139	422 ▲	
Employee benefit obligations	3 732	3 293	113 ▲	
Provisions	6 395	5 991	107 ▲	
Trade and other payables	37 114	40 175	8 ▼	
Payments received in advance	2 796	3 430	81 ▲	
Other current liabilities	2 253	2 229	101 ▲	
Liabilities held-for-sale	-	1 473	-	
Total liabilities	565 812	637 155	11 ▼	The biggest contributor is the reduction of R81.9 billion in debt securities and borrowings
Total equity and liabilities	781 648	823 223	5 ▼	

▲ Asset increased ▼ Asset decreased ▼ Liability decreased ▲ Liability increased

CONDENSED ANNUAL FINANCIAL STATEMENTS continued

Condensed group statements of cash flows for the year ended 31 March 2021

	2021 Rm	Restated 2020 Rm	%
Cash flows from operating activities			
Loss before tax	(24 758)	(26 933)	8 ▼
Adjustment for non-cash items	67 808	68 184	
Changes in working capital	(12 980)	(4 913)	164 ▲
Cash generated from operations	30 070	36 338	
Net cash flows from/(used in) derivatives held for risk management	1 399	(81)	
Finance income received	278	377	
Finance cost paid	(42)	(60)	
Income taxes paid	(1 047)	(367)	
Net cash from operating activities	30 658	36 207	15 ▼
Cash flows used in investing activities			
Disposals of property, plant and equipment and intangible assets	208	508	
Acquisitions of property, plant and equipment and intangible assets	(22 706)	(24 269)	6 ▼
Acquisitions of future fuel supplies	(1 559)	(1 261)	
Payments made in advance	(139)	(2)	
Cash used in provisions	(885)	(846)	
Net cash used in derivatives held for risk management	(1 049)	(120)	
Net acquisition of insurance investments	(1 989)	(2 742)	
Net cash from loans receivable and finance lease receivables	299	66	
Dividends received	95	105	
Finance income received	1 400	1 550	10 ▼
Net cash used in investing activities	(26 325)	(27 011)	3 ▼
Cash flows (used in)/from financing activities			
Debt securities and borrowings raised	15 756	32 036	51 ▼
Payments made in advance	(329)	(642)	
Debt securities and borrowings repaid	(65 586)	(31 511)	108 ▲
Share capital issued	56 000	49 000	14 ▲
Net cash from derivatives held for risk management	7 859	1 843	
Net cash from financial trading assets	152	9	
Net cash used in finance lease liabilities and financial trading liabilities	(710)	(456)	
Finance income received	791	597	
Finance cost paid	(37 070)	(39 111)	5 ▼
Taxes paid	(78)	(84)	
Net cash (used in)/from financing activities	(23 215)	11 681	299 ▼
Net (decrease)/increase in cash and cash equivalents	(18 882)	20 877	190 ▼
Cash and cash equivalents at the beginning of the year	22 990	2 031	
Foreign currency translation	12	(22)	
Effect of movements in exchange rates on cash held	(159)	136	
Assets and liabilities held-for-sale	80	(32)	
Cash and cash equivalents at the end of the year	4 041	22 990	82 ▼

Operating cash flows of R30.7 billion remain inadequate to meet debt servicing requirements, and are unable to fund even the interest component of R37.1 billion, emphasising the need for Government support

Investing activities relate mainly to capital expenditure on the new build programme, Generation outage and technical plan requirements as well as network infrastructure. Eskom group-funded capital expenditure was contained due to liquidity challenges

Financing activities showed a net outflow, with total debt servicing of R102.7 billion (45% ▲), offset by debt raised of R15.8 billion, net of commercial paper. Debt raised was lower due to the postponement of R17 billion in facilities, coupled with efforts to reduce reliance on debt and limit future debt servicing requirements. This was only possible through Government support of R56 billion

As reported previously, payments of R5.3 billion scheduled for 31 March 2020 were delayed to 1 April 2020 due to technical IT issues. Nevertheless, liquidity remains constrained due to debt servicing and working capital requirements, and limited debt raising activities. Eskom is reliant on Government support to service debt

▲ Inflow increased ▼ Inflow decreased ▼ Outflow decreased ▲ Outflow increased

OUR FINANCES



Highlights

- Government support of R56 billion received to support going concern status, with a further R31.7 billion committed for the 2022 financial year
- Favourable High Court judgments on NERSA's revenue and RCA decisions, with a 15.06% tariff increase for the 2022 financial year



Challenges

- The COVID-19 lockdown, depressed economic conditions and supply constraints hampered revenue growth, with a 6.7% reduction in sales volumes
- Total primary energy cost grew by 3.4% due to coal cost increases and increased use of expensive OCGTs and IPPs, offset by lower production volumes overall
- Further credit rating downgrades because of concerns around operational and financial sustainability
- Lack of a cost-reflective tariff path continues to hinder long-term financial sustainability, with operating cash flows insufficient to service debt



Improvements

- Solvency ratios improved due to Government support, but remain well below acceptable levels
- Net finance costs remained stable due to gross debt reduction of R81.9 billion



Lowlights

- Net loss after tax of R18.9 billion for the year
- EBITDA margin decreased to 16.06% (2020: 18.46%, restated) mainly due to a contraction in sales volumes
- Cash and cash equivalents declined to R4 billion at year end (2020: R23 billion) due to high debt servicing and operational requirements, coupled with funding challenges
- Continued escalation in arrear municipal debt to R35.3 billion (2020: R28 billion), coupled with poor payment levels and limited interventions from the Eskom Political Task Team

OUR FINANCES continued

We require financial capital in the form of debt or equity to fund our operations. Debt includes guaranteed and unguaranteed borrowings from external lenders. Equity should ideally be created through sustainable profits generated from sufficient revenue to cover our costs, or through support received from our shareholder.

Financial results of operations

The group recorded a net loss after tax of R18.9 billion for the year (2020: R20.8 billion, restated), and EBITDA of R32.8 billion (2020: R36.8 billion, restated). Our EBITDA

margin decreased to 16.06% (2020: 18.46%, restated), despite receiving a tariff increase of 8.76%. This is due to a contraction in sales volumes, driven predominantly by a reduction in electricity demand amid the national lockdown in response to the COVID-19 pandemic and, to a lesser extent, loadshedding and load curtailment required to alleviate supply constraints. Further contributing to the decline in EBITDA performance was the use of more expensive primary energy sources, despite a reduction in overall production, as well as growth in other operating expenditure.

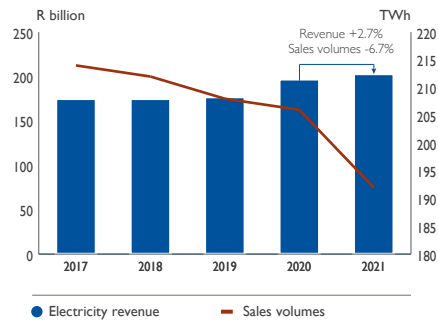
Profitability and working capital

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Company							
Electricity revenue per kWh (including environmental levy), c/kWh	158.66	124.99	109.79	●	111.04	101.86	90.01
Electricity operating costs, R/MWh	1 221.07	1 005.43	908.05	●	905.32	803.00	729.26
Group							
EBITDA, R million ^{SC}	68 053	45 113	23 522	●	32 813	36 816	31 417
EBITDA margin, %	22.84	19.13	11.67	●	16.06	18.46	17.46
Current ratio	0.98	1.23	1.40	■	1.27	1.09	1.00
Free funds from operations (FFO), R million	84 464	48 789	40 041	●	43 638	41 120	29 047
FFO after net interest paid, R million	49 589	19 451	1 863	●	7 359	2 606	(5 940)

While most financial performance ratios performed better than target and improved compared to the previous year, a number of challenges prevent us from achieving long-term financial sustainability.

Sales and revenue

Net electricity revenue for the group amounted to R202.6 billion (2020: R197.3 billion), an increase of 2.7% compared to the prior year. Excluded from this amount is pre-commissioning revenue of R4 billion relating to Medupi and Kusile capitalised during the year (2020: R5.7 billion).



Eskom has seen a trajectory of declining sales over recent years, with an approximate 1% reduction in sales volumes per year. However, the slowdown of the economy amid the COVID-19 lockdown has led to an unprecedented decline in sales during the 2021 financial year. Sales of 191 852GWh were 6.7% lower than the previous year (2020: 205 635GWh).

Year-on-year decline in sales volumes

	TWh	%
Distributors	3.5 ▼	4.1 ▼
Residential	0.4 ▼	3.0 ▼
Commercial	0.8 ▼	7.5 ▼
Industrial	4.7 ▼	10.4 ▼
Mining	1.7 ▼	6.0 ▼
Agricultural	0.3 ▼	5.4 ▼
Rail	0.7 ▼	25.7 ▼
International	1.7 ▼	11.1 ▼
Total	13.8 ▼	6.7 ▼

Refer to the fact sheet on page 138 for the number of customers by customer segment, as well as electricity sales by customer category, both volumes and revenue

Sales volumes declined across every sector, with the rail, international and industrial sectors most severely affected. Industrial customers, particularly in the ferrochrome sector, were negatively affected by the economic downturn and depressed commodity prices at the end of the prior financial year, which affected sales during 2021. This was exacerbated by the COVID-19 lockdown, with customers in many sectors temporarily halting or curtailing operations, entering into business rescue or closing down. The rail industry in particular was affected by widespread vandalism and cable theft, combined with port closures and lower demand on freight lines.

In the first quarter of the year, we experienced a year-on-year decline of 16.5% in sales volumes, largely due to the national lockdown implemented from 27 March 2020 in response to the outbreak of the COVID-19 pandemic. The overall decline in sales volumes experienced by year end was less severe, in part due to the phased easing of the national lockdown, the return to operations of many sectors and the recovery of commodity markets in the latter half of the year.

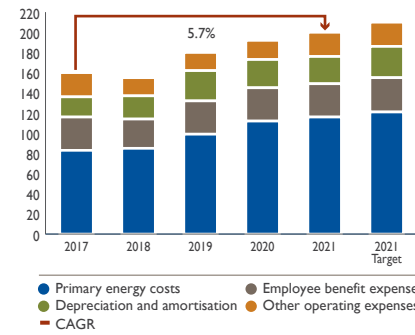
In addition, relief was granted to eligible key industrial customers through the winter incentive programme, by offering reduced summer energy rates for a period of five weeks, to recover the production lost during the initial national lockdown. The incentive played a role in supporting sales volumes during the high winter tariff season.

Unfortunately, demand is not expected to recover to pre-COVID-19 levels in the short to medium term, due to the long-lasting impact of the economic recession. Our Corporate Plan reflects largely stagnant sales volumes of approximately 190TWh per year for at least the next five years.

We are working with Government on possible solutions to stimulate sales and assist vulnerable sectors in a sustainable manner, in support of industrial policy. We have received numerous applications for negotiated pricing agreements (NPAs); engagements are taking place regarding the market dynamics faced by these customers and sectors.

In terms of the regulatory framework, NERSA is required to approve all non-standard tariffs and NPA applications in terms of the NPA frameworks issued by DMRE. NERSA is in the process of developing regulatory rules to provide further guidance on the implementation of these frameworks. We have submitted a number of long-term NPA applications to NERSA to be adjudicated, subject to PFMA approval.

Operating costs
Operating expenses, R billion

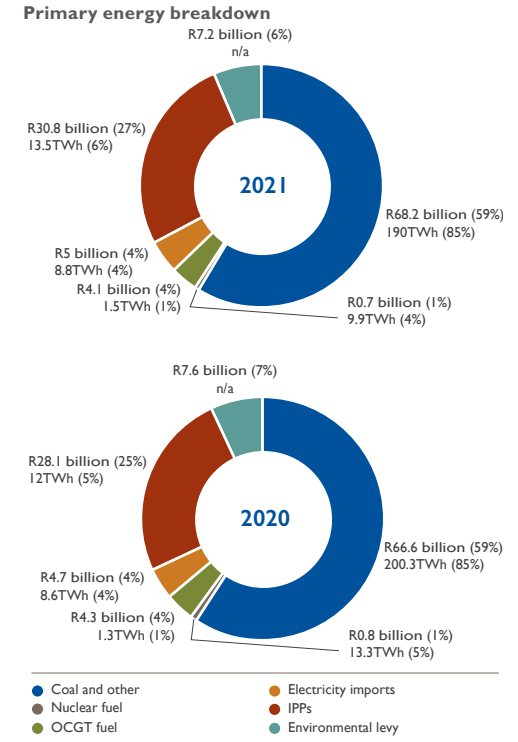


Primary energy

Total primary energy costs (including coal, water and diesel) increased by only 3.4% to R115.9 billion (2020: R112.1 billion), with costs mostly contained due to an 8.7TWh reduction in production (excluding pre-commissioning production) and coal being sourced from cheaper short- and medium-term contracts.

We did well to contain growth in our own generation costs, with a modest 1.6% increase to R72.9 billion (2020: R71.7 billion), excluding the environmental levy. Total coal burn costs (excluding the environmental levy) increased by 2.3% to R68.1 billion (2020: R66.6 billion). Production volumes from coal-fired stations declined by 4.2%, while the average coal purchase cost per ton increased by 3.2% due to coal contract escalations.

The following graphs set out the breakdown of primary energy costs, net of pre-commissioning expenditure capitalised and lease accounting adjustments. The contribution of the particular source to primary energy costs and total TWh energy produced is provided in brackets.



Expenditure on Eskom-owned OCGTs decreased to R4.1 billion, despite an increase in supply to 1 457GWh, mainly due to favourable diesel prices during the year (2020: R4.3 billion to produce 1 328GWh). The OCGT load factor increased to 6.90% (2020: 6.28%) to ensure system stability during periods of supply constraints.

IPP expenditure increased due to more extensive use of renewable IPPs during the year. The total expenditure on IPP OCGTs (excluding the lease accounting adjustment of R1.6 billion) amounted to R2.9 billion to produce 704GWh (2020: R3.3 billion to produce 711GWh), while R27.9 billion was spent on renewable IPPs to produce 12 821GWh (2020: R24.8 billion to produce 11 247GWh).

OUR FINANCES continued

A comparison of the primary energy unit cost of the various generation categories is shown below:

Unit cost, R/MWh	2021	2020	% change
Coal ¹	421	397	6.0
Nuclear	105	100	5.0
Eskom-owned OCGTs ²	2 778	3 231	(14.0)
IPPs ³	2 280	2 347	(2.9)
IPP OCGTs ⁴	3 579	4 049	(11.6)
Renewable IPPs	2 178	2 206	(1.3)
International purchases ³	567	550	3.1

1. Excludes pre-commissioning production of 5 735GWh from certain Medupi and Kusile units (2020: 8 751GWh).
2. The average cost is calculated on fuel and start-up costs only, excluding storage and demurrage costs.
3. Note that the unit costs of IPPs and international purchases are based on the full cost of operation, whereas the unit cost of Eskom-owned generation is based only on the primary energy cost. Given that IPP and international purchases are treated as a variable cost in Eskom's accounts, this treatment is considered appropriate.
4. The average cost is calculated on the net amount spent on energy, excluding capacity charges, and after the lease accounting adjustment.

The increase in the costs of production were largely due to inflationary and periodic contractual increases across these sources. The decline in Eskom-owned and IPP OCGT unit costs were as a result of favourable diesel price movements during the year.

Other operating costs

The number of employees (including fixed-term contractors) declined by 4.5% to 42 749 (2020: 44 772) due to natural attrition and voluntary separation packages offered to managerial staff. Net employee benefit costs for the year amounted to R32.9 billion, after capitalisation of costs to qualifying assets (2020: R33.2 billion, restated). Despite the reduction in headcount, employee costs have remained relatively stable, with a decline of only 0.8%, largely as a result of a 7% salary increase for bargaining unit employees under the three-year wage agreement concluded in the 2019 financial year. Overtime costs declined to R2.1 billion (2020: R2.3 billion), while contract labour costs and other staff-related costs, such as training and travel, were also contained largely due to restrictions during the national lockdown.

Other operating expenditure, including maintenance, increased to R24 billion (2020: R18.7 billion), an increase of 28.6%, largely due to higher decommissioning provision costs, increased maintenance to address plant performance challenges, as well as certain once-off items.

These once-off items include R4 billion for Kusile work under construction written off in the prior year, R1.3 billion written off in the current year in respect of Duvha Unit 3 due to cancelling the recovery project, as well as R0.9 billion in costs associated with boiler defects and compensation events in the current year.

Decommissioning, mine closure and rehabilitation provision costs increased due to the long-term discount rate decreasing to 3.86% at year end (2020: 4.82%). After adjusting for these items, the normalised increase in other operating expenditure is well below inflation.

Maintenance expenditure is the most significant contributor to other operating expenditure. The group's repairs and maintenance (before intergroup eliminations) for the year increased to R16.6 billion (2020: R14 billion), 18.7% higher than the prior year due to inflationary pressure and costs associated with delivering on the Generation recovery plan.

MAINTENANCE SPEND PER DIVISION

Generation R12.5 billion (2020: R9.9 billion) ▲ 26%
Transmission R0.7 billion (2020: R0.6 billion) ▲ 3.6%
Distribution R3.4 billion (2020: R3.4 billion) ▼ 0.6%

Despite outage deferrals and lower than budgeted spend in the first half of the year due to the national lockdown, Generation conducted extensive planned maintenance during the summer months. Maintenance spend in Transmission and Distribution was in line with the prior year due to resource constraints and the deferral of activities.

Net fair value gain on financial instruments and embedded derivatives

The group recorded a net fair value gain on financial instruments, excluding embedded derivatives, of R1.2 billion (2020: R6.9 billion net fair value loss), whereas a net fair value loss of R0.4 billion was recorded on embedded derivatives (2020: R2.3 billion net fair value gain).

Exchange rate movements had a significant impact on the fair value of financial instruments as well as embedded derivatives during the year. At the outset of the COVID-19 pandemic and the national lockdown in March 2020, the Rand weakened substantially following the downgrade of the Sovereign by credit rating agencies. However, the Rand has subsequently recovered and strengthened against major currencies during the 2021 financial year.

In July 2021, NERSA approved a 10-year NPA for the South32 Hillside aluminium smelter, effective from 1 August 2021, with a Rand-denominated tariff and escalation linked to the South African Producer Price Index. This decision comes at a time when the South African economy is ailing, thus providing an opportunity for industrial growth and ensuring the continued availability of aluminium for the economy.

Net finance cost and debt

R billion	2021	2020
Debt securities and borrowings	31.2	34.0
Derivatives held for risk management	6.6	6.9
Other	7.8	7.7
Gross finance cost	45.6	48.6
Finance income	(2.4)	(2.6)
Cost of borrowings capitalised to assets	(11.7)	(14.6)
Net finance cost	31.5	31.4

Compared to the prior year, net finance costs have remained stable at R31.5 billion due to an overall reduction in debt, offset by a higher average cost of borrowings and lower capitalisation of interest.

COST OF DEBT AND INVESTMENT RETURN

Average cost of debt 9.66% ▲ (2020: 9.58%)
 Average investment return 3.87% ▼ (2020: 6.81%)

The average cost of debt is based on a blend of fixed and floating rates, with 72% of our borrowings on fixed rates to hedge against interest rate exposures.

R billion	2021	2020
Debt securities and borrowings	401.8	483.7
Net market making liabilities	-	0.1
Cash and cash equivalents	(4.0)	(23.0)
Net derivatives held for risk management	(3.0)	(54.7)
Total net interest-bearing debt	394.8	406.1

1. In the table above, assets are reflected as negative amounts.

Credit ratings and funding

Solvency ratios

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Group							
FFO as % of gross debt, %	15.82	9.57	7.99	●	9.53	7.72	5.88
FFO (after net interest) as % of gross debt, %	9.29	3.82	0.37	●	1.61	0.49	(1.20)
Cash interest cover, ratio ^{SC}	2.06	1.79	0.31	●	0.85	0.94	0.94
Debt service cover, ratio ^{SC}	1.01	0.74	0.11	●	0.30	0.52	0.47
Gross debt/EBITDA, ratio	7.84	11.30	21.65	●	13.96	14.46	15.73
Debt/equity (including long-term provisions), ratio	1.99	2.09	2.31	●	2.03	2.45	3.17
Gearing, %	67	68	70	●	67	71	76

Credit ratings

Summary of Eskom's credit ratings at 31 March 2021

Rating	Standard & Poor's	Moody's	Fitch: local currency
Foreign currency	CCC+	caal	n/a
Local currency	CCC+	caal	B
Standalone	ccc-	caa3	ccc-
Outlook	Negative	Negative	Negative
Last rating action	Affirmed	Downgrade	Downgrade
Last action date	25 Nov 2020	24 Nov 2020	26 Nov 2020

On 12 May 2020, Standard & Poor's affirmed our local and foreign currency credit ratings, but revised their outlook to negative. This was subsequently affirmed on 25 November 2020.

On 24 November 2020, Moody's downgraded our local and foreign currency ratings from B3 to caal. On 26 November 2020, Fitch downgraded our local currency credit rating from B+ to B. These rating actions followed the downgrade of the Sovereign by Moody's and Fitch on 20 November 2020 due to South Africa's negative economic outlook and limited capacity to mitigate the fiscal impact of COVID-19.

Our gross debt securities and borrowings have decreased to R401.8 billion (2020: R483.7 billion), a reduction of R81.9 billion. We repaid debt of R65.6 billion and raised debt of R15.8 billion during the year, net of commercial paper. In addition, foreign borrowings were affected by the recent strengthening of the Rand against major currencies, leading to a further reduction in gross debt. Altogether, we reduced net interest-bearing debt by R11.3 billion, after accounting for cash and exchange rate movements on net derivative assets.

All of our solvency ratios performed better than target for the year, although they remain well below investment-grade levels. The improvement is largely attributable to the Government equity received, which supported our liquidity and helped us to reduce our debt balance during the year. Nevertheless, the cash interest cover ratio and debt service cover ratios declined compared to the prior year. Operating cash flows remain inadequate and are unable to fund even the interest component of our debt servicing requirements.

Our ratings remain at sub-investment grade level, affecting our ability to access unguaranteed funding. The downgrades may further limit sources of funding and increase our cost of borrowing. Continued Government support and the outlook for the South African economy remain critical to stabilise our credit ratings. On 21 May 2021, Standard & Poor's and Fitch affirmed South Africa's long-term credit rating, which bodes well for our future standalone credit rating actions due to the intrinsic relationship between Eskom and the Sovereign.

Due to our financial and operational challenges, the perceived risk of credit default has increased. We continually assess the potential for a breach of loan covenants and events of default and take proactive action to prevent their occurrence. Despite our challenges, no events of default have occurred to date.

OUR FINANCES continued

Funding activities and risks

Funding progress against the 2021 borrowing programme

Potential sources, R billion	Adjusted target	Committed by year end
Development finance institutions (DFIs)	11.8	9.3
Export credit agencies (ECAs)	0.7	0.1
Domestic bonds and notes > one year	5.4	5.4
Domestic bonds and notes ≤ one year	3.1	3.1
Derivative loans	1.0	1.0
Private placement ¹	7.0	-
Syndicated loan ¹	10.0	-
Total	39.0	18.9

1. Planned funding, originally targeted for 2021, postponed to 2022.
2. The table above includes the rolling of commercial paper, whereas the debt raised figure in the statement of cash flows does not.
3. Committed sources include funding raised or signed facilities with milestone drawdowns.

Our borrowing programme for 2021 was revised from R30.8 billion to R39 billion to accommodate additional funding initiatives to improve our liquidity. Despite that, we were only able to secure debt funding of R18.9 billion for the year (2020: R50.9 billion). Delays in receiving Government guarantees has meant that planned funding, including a private placement of USD500 million and a syndicated loan of R10 billion, have had to be postponed to the first half of the 2022 financial year. Nevertheless, we were still able to manage our year-end liquidity requirements through effective cost management and deferral of capital expenditure.

Despite depressed demand for bonds in the local market, we secured our target for the year. International market appetite was affected by Sovereign and Eskom credit risk, which has worsened because of the economic downturn and the impact of the COVID-19 lockdown.

The primary focus of our borrowing programme over the next five years is to continue to secure cost-effective funding and reduce our debt burden. Compared to the five-year period from 2021 to 2025, the borrowing programme to 2026 has decreased by R16.6 billion, reflecting our intention to limit growth in debt securities and borrowings as well as related debt service costs.

Annual borrowing programme	R billion
2022	25.5
2023	24.8
2024	24.1
2025	20.3
2026	10.7
Total	105.3

We had planned to secure borrowings of R25.5 billion during the 2022 financial year, however, due to the postponement of the private placement and syndicated loan, the adjusted borrowing programme includes raising an estimated R41.6 billion in 2022. This increase is a rephasing and will not result in the Board-approved borrowing programme of R105.3 billion over the next five years being exceeded. Funding of R16.2 billion for 2022 was already committed at 31 July 2021.

Demand for Eskom's unguaranteed debt remains limited as investor mandates typically restrict access to sub-investment grade arrangements unless they are guaranteed. At 31 March 2021, we have utilised R305 billion, or 87%, of the guarantees available under Government's R350 billion Guarantee Framework Agreement (GFA) (2020: R324 billion). Once previously guaranteed debt is repaid, the guarantees become available once again.

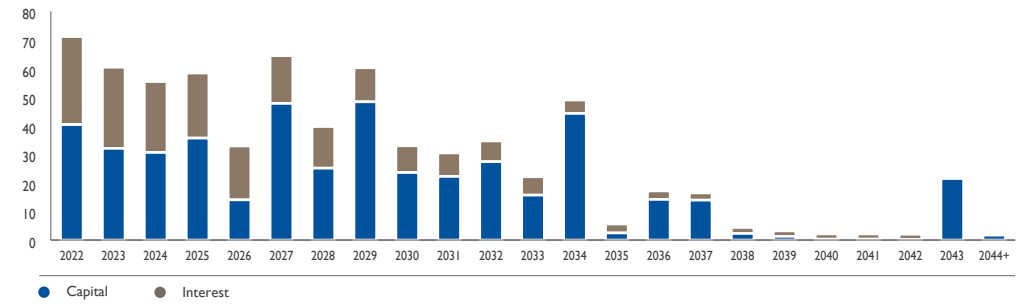
As mentioned, certain funding could not be secured and had to be postponed to the first half of the 2022 financial year due to delays in receiving Government guarantees. National Treasury has expressed its commitment to supporting Eskom and will consider applications for Government guarantees to ensure that Eskom maintains adequate liquidity to continue operating as a going concern.

The availability period of the GFA expires on 31 March 2023, after which we will not be able to apply for new guarantees. Discussions will be held with the shareholder and National Treasury regarding the extension of the GFA to adequately address any potential risk.

The borrowing programme for the coming financial year includes the issuance of an international bond. However, due to the higher cost of borrowing, we only plan to access this market if necessary, when a suitable opportunity arises and the cost is justified. While the market has indicated that an issuance without Government guarantees is possible, this would increase the cost of borrowing substantially. Commitment to sustainability targets is likely to be required for a new issuance.



Anticipated capital and interest cash flows (net of swaps) of the existing debt portfolio at 31 March 2021, R billion



Our debt repayment profile remains pressured over both the short and long term, with debt repayments of R152 billion and interest payments of approximately R125 billion over the next five years to 31 March 2026. Total anticipated debt service costs for 2022 amount to R71.1 billion, significantly lower than the repayments of R102.7 billion during the current year.

Managing liquidity

Liquidity remains one of our greatest challenges, limiting our ability to achieve financial and operational sustainability. As discussed previously, access to cost-effective funding remains restricted due to low investor confidence, saturated borrowing capacity and credit rating downgrades. The lack of cost-reflective tariffs and escalating municipal arrear debt also contribute to our liquidity constraints.

Cash and cash equivalents have declined considerably, with an available balance of R4 billion at year end (2020: R23 billion). Liquidity was affected by the postponement of certain debt facilities as well as high debt servicing costs, coupled with inadequate cash from operations due to higher working capital requirements and poor profitability. We had to rely on Government support to maintain a positive cash balance at year end, with R56 billion received during the year (2020: R49 billion).

Liquidity and solvency risks continue to threaten Eskom's ability to continue as a going concern. To improve liquidity, we have restricted organisational cash requirements through targeted savings on operating expenditure and by limiting capital expenditure. Improving our profitability and solvency ratios in a sustainable manner requires successful implementation of our turnaround objectives. The financial turnaround objectives include the following initiatives to support liquidity, each of which is discussed in more detail below:

IMPROVE THE INCOME STATEMENT

- Pursue cost-reflective tariffs
- Achieve sustainable cost curtailment measures

STRENGTHEN THE BALANCE SHEET

- Obtain Government support
- Reduce reliance on debt
- Manage arrear debt
- Dispose of non-core assets

Government support

Government support remains a key enabler to reducing our debt balance and strengthening our balance sheet.

A total of 56 billion ordinary shares with a par value of R1 were issued in return for the equity received during the year. We remain compliant with the conditions of the Special Appropriation Act, 2019 to ensure that Government support is received when required.

The 2021 National Budget confirmed Government's continued support to Eskom's balance sheet and restructuring, with R31.7 billion committed for the coming financial year. The full amount was received by July 2021 and we will rely on this support to meet liquidity requirements. Government has expressed its commitment to providing a further R21.9 billion and R21 billion in support for the 2023 and 2024 financial years.

Although Government support addresses short-term liquidity requirements, it does not adequately support long-term financial sustainability. The only way to achieve that remains through cost-reflective tariffs. Unless our tariff challenges are resolved, further Government support will be required to alleviate our debt burden.

Price applications to support revenue requirements

Improving our income statement through higher revenue remains a key focus, by growing sales volumes and migrating towards cost-reflective tariffs from NERSA. Despite applying for revenue based on prudent and efficient costs in accordance with the MYPD methodology, the revenue and RCA determinations made by NERSA over recent years have not enabled the migration towards cost-reflectivity as envisaged in the Electricity Pricing Policy.

As reported previously, we have lodged review applications with the High Court to challenge a number of recent revenue and RCA determinations. The basis of each of our review applications is that NERSA's MYPD methodology has not been implemented rationally. Furthermore, recent decisions violate the requirement of the Electricity Regulation Act, 2006 that prices, charges, tariffs and revenues set by the regulator "must enable an efficient licensee to recover the full cost of its licensed activities, including a reasonable margin or return".

OUR FINANCES continued

The table below provides an update on the review applications.

Original application and decision	Outcome of review application	Progress
RCA decisions for the 2015 to 2017 financial years (MYPD 3)		
Eskom application: R66.7 billion NERSA decision: R32.7 billion	In February 2019, we submitted a High Court application to review the decision for years two to four of MYPD 3. The judgment in June 2020 set aside NERSA's decision and found that the failure to process the decisions within a reasonable time was inconsistent with the Constitution. It required NERSA to urgently reconsider its RCA balance decision.	In January 2021, NERSA awarded an additional amount of R4.7 billion in respect of the RCA. We reviewed the decision in May 2021. NERSA has not opposed this review.
RCA decision for the 2018 financial year (MYPD 3)		
Eskom application: R21.6 billion NERSA decision: R3.9 billion	In April 2020, we submitted the founding affidavit for the review of the decision.	NERSA served its opposing affidavit on 19 October 2020. A court date is awaited.
Revenue decision for the 2019 financial year		
Eskom application: R220 billion, or effective increase of 19.9% NERSA decision: R190.4 billion, or effective increase of 5.23%	In June 2018, we lodged a review application to set aside this decision. Judgment was delivered in March 2020, and determined that the decision was procedurally unfair, irrational, unreasonable and unlawful. Eskom was allowed to submit a supplementary tariff application to NERSA to recover the costs had a lawful decision been made.	In July 2020, we submitted a supplementary tariff application of R5.4 billion to NERSA. In October 2020, NERSA published a consultation paper for stakeholder comment, followed by public hearings in November and December 2020. In January 2021, NERSA awarded an amount of R1.3 billion against the supplementary tariff application. We are taking this decision on review, in conjunction with the 2019 RCA decision discussed below.
RCA decision for the 2019 financial year		
Eskom application: R27.3 billion NERSA decision: R13.3 billion	The reasons for decision was published in October 2020. In January 2021, based on detailed analysis of the reasons for decision, the Board resolved to take the 2019 RCA decision on review. The review application also includes NERSA's decision on the supplementary application for the 2019 financial year.	The founding affidavit was lodged in April 2021. NERSA has communicated its decision to oppose the review application, however, its opposing affidavit has not been submitted on time.
Revenue decision for financial years 2020 to 2022 (MYPD 4)		
Eskom application: R220 billion for 2020 R252 billion for 2021 R292 billion for 2022 (effective annual increases of 15%) NERSA decision: R206 billion for 2020 R222 billion for 2021 R233 billion for 2022 (standard tariff increases of 9.41%, 8.10% and 5.22%, respectively) The decision resulted in a shortfall of R102 billion over MYPD 4. In determining the allowable revenue, NERSA deducted the annual R23 billion Government support from the return on assets, resulting in a negative return on assets.	In October 2019, we submitted an urgent application for interim relief of the incorrectly appropriated equity. A second application sought a review of the merits of deducting equity injections from allowable revenue, requesting the court to make a substitution decision for the recovery of the R69 billion over three years, from the 2022 financial year onwards. Judgment on the urgent application was issued in February 2020. Although not granted, the judge made it clear that the deduction of equity support from revenue violated the basic principles of accounting and concluded that the decision by NERSA is open for review. In July 2020, the judgment on the second application set aside NERSA's revenue decision for the 2020 to 2022 financial years.	The judgment required Eskom to recover the R69 billion in a phased manner over a three-year period, starting in the 2022 financial year. NERSA was granted leave to appeal the judgment on the timing of the recovery of the incorrectly deducted R69 billion equity in the Supreme Court of Appeal. We applied for execution of the order to uphold the existing judgment while awaiting the outcome of the appeal process. In February 2021, pending finalisation of the appeal, a judgment was received from the High Court, allowing Eskom to recover R10 billion of allowable revenue in the 2022 financial year. NERSA lodged its appeal with the Supreme Court of Appeal in June 2021. A court date is awaited.

We welcome the various judgments of the High Court. These successful review outcomes resulted in a tariff increase of 15.06% from 1 April 2021 for customers supplied directly by Eskom. Tariffs for municipal distributors increased by 17.80% from 1 July 2021. This tariff adjustment will contribute towards improving our financial sustainability. The tariff adjustment includes amounts awarded relating to the outcomes of the court review of the 2015 to 2017 RCA decisions and the supplementary tariff application for 2019, as well as the High Court judgment which granted a partial recovery of the incorrectly deducted R69 billion equity.

On 2 June 2021, we submitted our MYPD 5 revenue application to NERSA, for financial years 2023 to 2025. It is envisaged that NERSA will announce its revenue decision by December 2021, in time for the municipal budgeting process to commence, as required by National Treasury.

Based on the 2020 audited annual financial statements, we submitted an RCA application of R8.4 billion to NERSA on 11 December 2020. NERSA is analysing and consulting on the application in terms of its mandate, and envisages making a decision during the 2022 financial year. It is imperative that decisions are made timeously to allow the recovery of efficient and prudent costs, on our path towards financial sustainability.

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In August 2020, we submitted proposals for the restructuring of tariffs to NERSA – existing tariff structures no longer accurately reflect the component costs for energy, network and retail requirements, and need to be modernised to address prevailing circumstances and the planned legal separation.

The proposals were published for comment in November 2020 and a public hearing was held in February 2021. NERSA's decision was expected ahead of the 2022 financial year, however, a second round of public consultation is planned. Therefore, the decision is only expected during the 2022 financial year, for implementation in the 2023 financial year. Once a decision is made, additional proposals will be submitted to NERSA to address other shortfalls of the existing tariff structure amid the planned restructuring of Eskom.

Refer to page 69 of our 2020 integrated report for a discussion of the proposed structural tariff changes

The RCA balance for 2021 will be calculated in accordance with the MYPD methodology. An application will be submitted to NERSA after the publication of our 2021 annual financial statements.

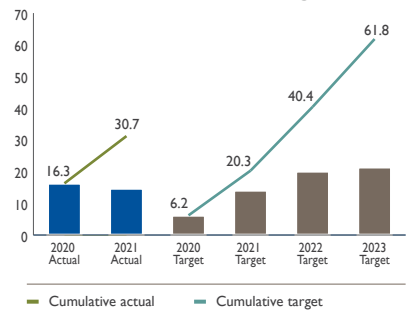


OUR FINANCES continued

Controlling expenditure to improve liquidity

Improving our income statement through sustainable cost curtailment and efficiencies is another focus area of our turnaround plan. We are targeting a reduction of R61.8 billion in our cost base by 2023, and we have already achieved combined savings of R30.7 billion in 2020 and 2021, exceeding the cumulative target of R20.3 billion so far.

Planned and achieved cost savings, R billion



For the 2021 financial year, we achieved savings of R14.4 billion against a target of R14.1 billion. Savings were measured against agreed baselines and achieved through various initiatives, with a significant portion attributable to primary energy, complemented by savings in employee

benefit costs and other sundry expenses. Primary energy savings primarily relate to working capital, and do not necessarily lead to an immediate improvement in the income statement.

The Turnaround Management Office, supported by the Results Management Office, is responsible for tracking and monitoring the implementation of initiatives to ensure that they yield the required savings. Some initiatives are under way and will continue to deliver value going forward. We are identifying additional initiatives, with an increased focus on procurement, working capital and capital expenditure. In particular, procurement is an ongoing area of improvement to ensure that we derive optimal value from suppliers.

Managing arrear debt

Collection of the revenue owed to Eskom and recovery of arrear debt remain priorities to improve liquidity and strengthen our balance sheet.

Systemic challenges in South Africa, such as crime and social inequality, economic pressures on businesses as well as shifts to self-generation technology have led to declining electricity sales volumes over many years, coupled with persistent revenue recovery challenges. Unfortunately, these factors have been exacerbated by the impact of the COVID-19 lockdown, with a continued culture of non-payment in some sectors.

Key debt management indicators at 31 March 2021

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Arrear debt as % of revenue, %	2.58	3.74	4.16	●	3.24	3.69	4.30
Average debtors days (including Soweto and international), days	81.18	89.18	97.82	▲	101.92	90.01	82.50
Debtors days – municipalities, average debtors days	148.11	143.18	143.13	●	140.65	116.05	94.28
Debtors days – large power top customers excluding disputes, average debtors days	15.88	15.84	16.17	●	15.01	14.60	13.46
Other large power user debtors days (<100GWh p.a.), average debtors days	17.40	17.46	18.28	●	17.50	16.98	17.19
Debtors days – small power users excluding Soweto, average debtors days	52.42	52.45	48.40	▲	50.07	44.09	42.61
Payment levels excluding Soweto interest, % ^{SC}	95.70	95.70	95.70	●	96.82	96.24	95.79

1. Debtors days are based on amounts processed on our billing system, and are shown before accounting adjustments relating to non-collectability. Therefore, the amounts may not agree with those disclosed in the annual financial statements.

Average debtors days have worsened across municipal, Soweto and international customer categories compared to the prior year. In particular, arrear municipal debt has seen a significant increase, in conjunction with continued low payment levels in Soweto. Average municipal debtors days are unacceptably high at over 140 days, with the trend of non-payment worsening amid the effects of the COVID-19 lockdown.

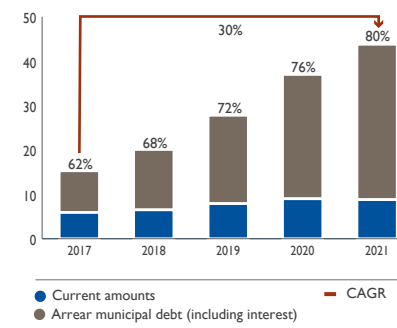
Arrear municipal debt

Total arrear municipal debt has escalated to unsustainably high levels, amounting to R35.3 billion (including interest) at year end (2020: R28 billion). The top 20 defaulting municipalities account for 81% of total arrear municipal debt (2020: 81%), with over 38% owed by Free State municipalities. At year end, there were 47 municipalities with total arrear debt of more than R100 million each (2020: 45) – this has grown considerably during recent years, demonstrating the pervasive nature of the problem.

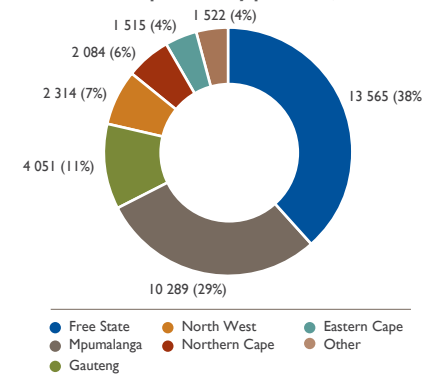


For details of debtors by category, including impairment and carrying values, refer to notes 5.1.1 and 19 in the consolidated annual financial statements

Invoiced municipal debt (including interest) and percentage of total debt in arrears at 31 March 2021, R billion



Arrear municipal debt by province, R million



The top 10 defaulting municipalities owed R24 billion in arrear debt (or 68% of total arrear municipal debt) at year end. The substantial growth in arrear amounts is clear.

Municipality, R million	2021	2020
1. Maluti-a-Phofung Local Municipality, Free State	5 804	5 071
2. Emalahleni Local Municipality, Mpumalanga	4 668	3 587
3. Matjhabeng Local Municipality, Free State	3 719	3 025
4. Emfuleni Local Municipality, Gauteng	2 714	1 972
5. Govan Mbeki Local Municipality, Mpumalanga	2 318	1 768
6. Ngwathe Local Municipality, Free State	1 320	1 220
7. Lekwa Local Municipality, Mpumalanga	1 292	1 085
8. Thaba Chweu Local Municipality, Mpumalanga	840	708
9. Ditsobotla Local Municipality, North West	677	570
10. Modimolle-Mookgophong Local Municipality, Limpopo	619	549

Dealing with defaulting municipalities

Despite the negative effect of the COVID-19 lockdown, we have continued our efforts to address arrear municipal debt through our municipal debt management strategy. The objectives of our strategy include:

- CURRENT ACCOUNT MANAGEMENT**
Stop defaulting and enforce payment of current amounts
- FUTURE DEBT MANAGEMENT**
Reduce and/or eliminate overdue debt
- ARREAR DEBT MANAGEMENT**
Prevent future defaulting through pre-emptive action

To achieve these, we are enhancing existing revenue and debt management processes, enforcing Eskom's rights through legal action and expediting Government interventions.

Over the past year, we have laid the groundwork for an active partnering model to assist defaulting municipalities in their revenue collection efforts. Through this model, Eskom will act as an agent for the supply of electricity, maintenance services and collection of revenue on behalf of municipalities. On 28 April 2021, we entered into our first active partnering agreement with Msunduzi Local Municipality in KwaZulu-Natal to provide maintenance services and assist the municipality with capacity building and skills transfer. We are negotiating agreements with other municipalities and have engaged 45 municipalities to date, including all of the top 20 defaulting municipalities.

Maluti-a-Phofung, our largest defaulter, did not agree to all terms of a proposed agreement, which was due to be signed in June 2021. In accordance with a High Court order, the matter was referred to NERSA for mediation. In July 2021, NERSA concluded that it lacks the jurisdiction to mediate the dispute. We are preparing to return to court to resolve the matter.

PAYMENT AGREEMENTS AT 31 MARCH 2021

43 active payment agreements in place, with **only 10 fully honoured**

This includes **12 of the top 20** defaulting municipalities, with **only two fully honoured**

Non-adherence to payment agreements continues to contribute to the increase in arrear municipal debt

We are exploring all avenues to collect the revenue due to us, with interruption of supply being the last resort. Regrettably, Eskom has been interdicted from interrupting supply to various defaulting municipalities. In December 2020, the Supreme Court of Appeal (SCA) dismissed our appeal of a High Court judgment in March 2019, which set aside our decision to interrupt supply to Emalahleni and Thaba Chweu municipalities. The SCA concluded that the dire situation faced by these municipalities obliged the national and provincial governments to intervene, in terms of the Constitution.



During the year, we revised our debt collection process to align with the Intergovernmental Relations Framework Act, 2005, in compliance with the SCA judgment. This affects the time to collect and, in some instances, municipalities are frivolously declaring disputes to delay the collection process. In January 2021, we approached the Constitutional Court to appeal the ruling of the SCA. We await a court date.

We cannot solve our municipal debt challenges on our own – continued support and cooperation from Government is crucial to address the root causes of the problem. We are fully participating in the work of the Eskom Political Task Team and its Multi-disciplinary Revenue Committee (MdRC). Unfortunately, improvements from their initiatives are yet to be seen. The MdRC is focusing its efforts on dealing with the top 20 defaulting municipalities, to ensure interventions are in place to improve the payment levels of the most indebted municipalities.

In addition, we have developed a proposal for National Treasury to take over the municipal arrear debt, with the intention of reinforcing National Treasury's financial oversight of affected municipalities. Discussions continue as we engage National Treasury on how to leverage their authority to ensure municipalities prioritise the settlement of the arrear amounts due to Eskom.

Residential arrear debt

While arrear municipal debt has grown rapidly over the past few years, Soweto arrear debt has increased at a slower rate. Nevertheless, small power users, particularly in Soweto, comprise tens of thousands of residential customers, presenting a much greater challenge to manage and collect individual outstanding amounts compared to the few hundred municipal customers. Average payment levels in Soweto remain low, at 20.6% for the year (2020: 20.7%).

Total invoiced Soweto debt has decreased to R7.5 billion (including interest) at year end (2020: R12.8 billion). Of this, only R536 million is deemed collectable and is reflected as trade receivables in our annual financial statements. The reduction in Soweto debt is mainly due to the write-off of prescribed debt of R5.3 billion and write-back of non-compliant "in duplum" interest of R3.3 billion.

During the year, the Board granted approval for management to engage with the City of Johannesburg for the proposed transfer of customers in Eskom's licensed areas of supply to City Power. These include Soweto and Sandton. Negotiations have commenced; the Soweto debt balance, regulatory processes as well as social, human resource and financial implications are being considered.

International arrear debt

Only EDM of Mozambique remains in arrears, with R449 million outstanding at year end, of which 96% is overdue. The parties have agreed that only the disputed amount of R350 million will be subject to mediation. The remaining debt is being settled in terms of a debt repayment plan concluded in April 2020. Mediation preparations are under way.

Disposal of non-core assets

We aim to raise more than R2 billion from the disposal of non-core immovable properties. As part of this strategy, we sold two high-rise office buildings in Kimberley and Johannesburg to the Department of Human Settlements for R76 million during the year.

The Board approved an offer for the disposal of Eskom Finance Company SOC Ltd (EFC) in January 2021, with both parties agreeing to an effective date of 31 March 2021, subject to all approvals being obtained. However, the proceeds would only be received over a period of time. Regrettably, the sale of EFC to the preferred bidder was not approved by DPE.

Future focus areas

- Exploring avenues to stimulate sales volumes amid the COVID-19 pandemic and South Africa's economic recession
- Maintaining strong relationships with investors to assist us in our transition towards a new energy future
- Engaging with lenders on the legal separation and management of existing debt
- Strengthening the balance sheet and reducing our reliance on debt to contain debt service costs
- Improving long-term financial sustainability and strengthening standalone credit ratings
- Actively monitoring cash flows in conjunction with National Treasury and DPE and delivering on the equity conditions to ensure timeous Government support
- Pursuing a cost-reflective tariff path to recover prudent and efficient costs as well as a fair return on assets
- Implementing sustainable cost curtailment initiatives to achieve cumulative savings of R61.8 billion by 2023
- Delivering on the municipal debt management strategy and pursuing active partnering with municipalities to improve revenue collection
- Leveraging our relationship with Government to achieve sustainable solutions to Eskom's debt balance of R401.8 billion and the recovery of municipal and Soweto arrear debt



We are committed to rebuilding Eskom to make it stronger, more stable and ready to grow towards a brighter future.



OPERATING PERFORMANCE



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CHIEF OPERATING OFFICER'S COMMENTARY

How would you sum up the past year?

Operational performance varied quite significantly between divisions. Generation's operational and environmental performance was below expectations, necessitating loadshedding to protect the integrity of the electricity grid. The impact of COVID-19 on our business over the past year is undeniable, but we capitalised on the low demand during the initial lockdown period to do significantly more much-needed planned maintenance.

The transmission and distribution networks delivered improved and sustained performance on key reliability measures, and we continue to make steady progress on the new build programme.

Tell us about the performance of the plant

Let us be candid, the performance of generating plant was below par. Plant availability declined to below 65%, mainly due to higher levels of planned maintenance. However, there was a noticeable improvement in the level of unplanned outages, although a large portion of capacity of Camden Power Station was unavailable due to ash dam constraints.

Excluding the new build stations, the average age of the plant is around 40 years, and stations have not been maintained adequately over the past decade. This, together with utilisation levels higher than the norm, negatively affected plant sustainability.

The low plant availability resulted in us having to make extensive use of peaking capacity to meet demand during periods of poor base-load generation capacity to avoid or minimise loadshedding. We spent R7 billion utilising Eskom's and IPP OCGTs to support the power system, which, given our financial position, is not sustainable. We regret the 47 days of loadshedding we had to implement during the year, given the cost to the economy and the disruption to customers.

The Generation recovery plan implemented to allow for fast-tracked improvement in generation performance and plant availability is delivering positive results. Noteworthy progress has been made in several areas, with others also showing good performance. We have also implemented the reliability maintenance recovery programme to provide intensified support to power stations during outages. We introduced a self-funded production bonus in the line divisions to reward employees for improved efficiency, operational productivity and production performance.

The Generation Group Executive was appointed, together with placement of power station general managers and critical appointments, bringing much-needed leadership stability.

Koeberg continues to operate well and within the required safety parameters, and at the lowest primary energy cost of our base-load stations. Activities under the long-term operation project to extend Koeberg's life by another 20 years, which includes the replacement of six steam generators, are progressing in accordance with the baseline schedule. Extending the station's operating



life is an investment into sustainable and less carbon-intensive electricity generation infrastructure.

The average coal purchase price increase was contained well within target, with less coal procured under short- and medium-term contracts. Coal stock levels were stable over the past year, following the successful rebuilding of coal stock levels in previous years. No power station recorded stock below its individual minimum stockholding level at year end. Steps are being implemented to reduce coal-related load losses, including lowering stone contamination and working with mines to improve coal quality.

Transmission network performance achieved target, with system minute <1 performance improving significantly. However, the failure of ageing assets led to two major incidents.

The distribution network continues to perform well. Both the duration and frequency of interruptions improved, with a combination of maintenance, network improvement projects and micromanagement of restoration times yielding promising results. The load reduction initiative contributed positively to reducing equipment failure from overloading. However, we have observed a marked increase in electricity theft during the national lockdown period, despite a decline in demand. Losses increased predominantly on feeders serving prepaid customers, evidence of an increase in electricity theft. Escalating municipal debt levels remain an area requiring focused attention.

Are you satisfied with the progress on the new build programme?

Progress on the new build programme is very encouraging. As expected, two units at Kusile achieved commercial operation during the year, adding installed capacity of 1 598MW. However, construction of high-

CHIEF OPERATING OFFICER'S COMMENTARY *continued*

voltage transmission lines was adversely affected by lockdown restrictions and other related challenges, resulting in us not achieving the year-end target. Capital expenditure was restricted in response to the drastic reduction in sales during the earlier stages of the national lockdown, as well as delays in the funding programme.

At Medupi, boiler plant modifications developed with the original contractor have been implemented on all six units for the gas air heater, pulse jet fabric filter, duct erosion and short-lead items of the mills. The exception is the duct erosion on Unit 6 and the long-lead mill modifications that will commence in October 2021. At Kusile, all boiler plant modifications for the three operational units will be done during outages from June 2021, while modifications on non-commercial units will be rolled out during construction. Additional necessary modifications are being developed to further enhance the performance of the units.

Last year, I indicated that we were investigating potential overpayments to a number of contractors involved in the construction of Kusile. In December 2020, ABB South Africa repaid about R1.56 billion through a voluntary disclosure. We are working with the SIU to set aside another contract that was irregularly awarded to ABB. The investigations on potential overpayments continue.

We are pleased that Medupi Unit 1 achieved commercial operation on 31 July 2021, signifying completion of construction activities on the 4 764MW project, which commenced in May 2007. Unfortunately, that milestone has been overshadowed by the explosion of the generator at Medupi Unit 4 on 8 August 2021, which seems to have been caused by a deviation in operating procedure during a short-term outage, resulting in extensive damage to the generator. We are grateful that no injuries were sustained during the incident. Until completion of the Major Event Investigation, employees involved have been placed on precautionary suspension.

How would you describe the environmental performance over the year?

Our environmental performance showed some improvement, but remains below expectations. We are engaging the authorities on emission targets, and cheaper and practical ways to reduce overall emissions.

Despite not meeting target, relative particulate emission performance has shown significant improvement since the previous year, largely due to a relative improvement in performance at Kendal and opportunity maintenance undertaken during level 5 of the national lockdown. Kendal has implemented an emission recovery plan across all units since late 2019, which has led to a significant reduction in emissions, with units operating in general compliance since December 2020.

Specific water use for electricity generation was below target but remained the same as the previous year. The Generation Environmental Compliance Steering Committee, established in June 2020, has increased its focus on water management. We are confident that we will see positive improvements in due course.

What do you intend focusing on over the coming year?

Generation's commitment to prioritise reliability maintenance remains on track, evidenced by the highest planned maintenance in three years. The focus is on proper upfront planning to ensure we address plant issues, prevent outage slips and ensure that the plant performs reliably after outages. Proper outage planning takes two years, so it may take some time before we see a significant improvement. Other areas receiving the necessary priority are partial load losses, boiler tube leaks and coal quality improvement. However, funding availability poses a huge risk to the ability of stations to prepare properly for outages in the 2022 financial year.

Plans to improve plant reliability are dependent on outages, and we cannot continue to defer outages due to the constrained system. That said, frequent and sporadic plant unavailability across the fleet will continue until the reliability maintenance programme takes effect. Outages to address new build design defects as well as those to implement mid-life refurbishments at older stations also have to be accommodated. Going forward, we can expect some degree of loadshedding, but we will not compromise on planned maintenance.

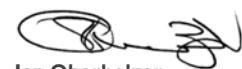
We strive for operational excellence in our business operations and this entails going back to basics, by implementing the correct processes and behaviours that support a culture of excellence. Disciplined execution of our standard operating procedures is a priority.

We continue to focus on improving the sustainability of our network within capital budget constraints. The ageing infrastructure, however, introduces some short- and medium-term risks.

Improving emission performance, particularly at Kendal, remains a focus as part of the Generation recovery plan. Poor performing units are placed on outage, and investigations and repairs are under way. We are undertaking emission reduction projects to reduce particulate matter emissions, as well as sulphur and nitrogen oxides.

Despite the unsatisfactory Generation performance in the past year, we are optimistic as we look ahead and collectively build on the Transmission and Distribution performance improvements. Our focus remains committed to stabilising and optimising the business, and driving the operations recovery area of the turnaround plan to improve Eskom's long-term sustainability. After all, excellence is the gradual outcome of striving to do better together.

Lastly and most importantly, I would like to express my heartfelt gratitude to the Operations crew for their commitment, individual contributions, tireless efforts and resilience despite a daunting and challenging year – they are the real heroes and heroines of our organisation and country, doing everything in their power to keep the lights burning and our economy prosperous.



Jan Oberholzer
Chief Operating Officer

OUR INFRASTRUCTURE



Highlights

- Matimba Power Station achieved EAF performance above 80% for the eighteenth consecutive year
- Koeberg recorded no UAGS trips during the year
- Kusile Units 2 and 3 achieved commercial operation, adding installed capacity of 1 598MW to the national grid



Improvements

- Investments in wet coal handling, specifically drainage improvements, have paid dividends. Stations survived almost two weeks of storms due to Cyclone Eloise without loadshedding due to wet coal
- Increase in planned maintenance on generating plant
- Transmission system reliability improved, with both system minutes <1 and major incident performance meeting target
- Distribution technical performance metrics continued to improve
- Medupi Unit 3 reached full generation capacity in April 2020, following successful repair of the major plant design defects during a 75-day unit outage
- Significant progress is being made in the correction of the major plant defects previously identified on the Medupi and Kusile units
- Plant defect modifications at Ingula Pumped Storage Scheme were successful, with the plant now operating at design capacity



Challenges

- Managing coal quality within contracted specifications
- Lower output by renewable IPPs due to delays in commercial operation of projects, mainly as a result of the national lockdown
- Ageing network assets and reduced investment in network infrastructure negatively affecting network sustainability and available capacity
- The negative economic outlook and socio-economic challenges contributed to an increase in distribution non-technical losses, particularly due to electricity theft



Lowlights

- High unplanned load losses resulted in capacity constraints, leading to loadshedding on 47 days
- Utilisation of gas turbines remained high, at a combined cost of energy (Eskom and IPP-owned OCGTs) of R7 billion (2020: R7.5 billion)
- High levels of asset vandalism, equipment theft and overloaded networks have led to increased breakdowns and maintenance costs, limited returns on investment and an increased safety risk
- Certain large-scale emissions control projects are behind schedule, putting at risk the achievement of the 2019 Minimum Environmental Standards targets

OUR INFRASTRUCTURE *continued*

Our infrastructure constitutes our manufactured capital. It consists of our generation fleet and transmission and distribution networks, supplemented by IPP capacity. It includes new power stations and high-voltage transmission lines being constructed under our new build programme, together with projects aimed at delivering customer and IPP connections, refurbishing existing assets and ensuring environmental compliance.

We ensure security of electricity supply to the country through effective operation of our assets. The supply and demand of electricity is balanced in real time to ensure stability of the national grid.

Managing supply and demand

Role of the System Operator

To protect the interconnected power system, the System Operator balances electricity supply from power stations and demand from customers within a range, as close as possible to 50Hz in real time. The various defence systems to protect the network are tested regularly, to maintain our ability to respond effectively to prevent a major system event, such as a regional or national blackout.

Eskom's base-load customers are high load factor, large industrial customer operations that operate continuously, i.e. 24/7/365. Eskom has approximately 145 key industrial customer accounts and these high-volume customers contribute significantly to our revenue. Many of these customers, specifically the smelters, provide interruptibility or demand response, which is utilised by the System Operator to maintain grid stability. The peak demand response provided during constrained periods reduces the cost of open-cycle gas turbine (OCGT) usage and assists with limiting loadshedding to other customers. Base-load customers significantly contribute to both energy and network fixed costs, and their presence reduces the upward price pressure on all other customers. Large industrial operations sustain local economies with jobs and facilitates the growth of downstream beneficiation in the country.

System performance

We again had to make extensive use of peaking capacity in the form of pumped storage stations, as well as both Eskom- and IPP-owned OCGTs and, at times, hydro stations, to meet demand during periods of poor base-load generation availability, when high levels of planned and unplanned maintenance were being carried out. Despite the high cost of running OCGT stations, we make use of these stations within our financial constraints, given the cost of loadshedding to the country. Eskom-owned and IPP OCGTs supplied a total of 2 161GWh during the year (2020: 2 039GWh) at a cost of R7 billion (2020: R7.5 billion).

Renewable energy IPP generation continued to support the power system throughout the year, with wind generation in particular supporting the evening peaks. The highest wind generation over the past year was 2 114MW on 1 December 2020. The average load factor for wind generation over the evening peak was 43.7% for the year. Wind generation had to be curtailed on 15 occasions over the night minimum period, due to very low demand between 1:00 and 4:00.

During the summer months, wind generation output aligns well with the country's demand profile, peaking in the evening and dropping to low levels overnight. In winter, wind generation tends to peak during a cold front in the Western Cape, but drops once the cold front moves northwards and demand increases in Gauteng, thereby creating a double blow to the system.

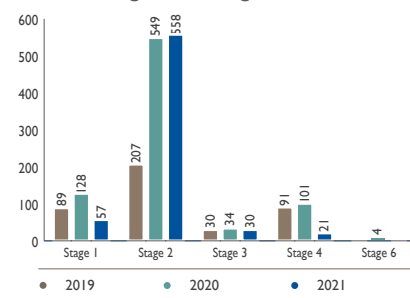
The implementation of a nationwide lockdown on 27 March 2020 to reduce the spread of COVID-19 resulted in a drastic reduction in demand. During the level 5 lockdown, the daily peak demand on the power system reduced by between 7 500MW and 11 000MW. The average demand reduction during level 5 was 5 680MW. During the level 4 lockdown period, the average demand reduction was 3 300MW. Since the beginning of the level 3 lockdown, the average reduction has been 1 000MW or less.

Loadshedding implemented during the year

Loadshedding was required on 47 days during the year (2020: 46 days) – 42 days up to stage 2, three days up to stage 3 and two days up to stage 4. Nine days of continuous loadshedding was implemented from 10 to 18 March 2021, the longest continuous loadshedding ever implemented.

In comparison, loadshedding was implemented for a total of 666 hours to shed 1 034GWh in 2021 (2020: 816 hours for 1 291GWh; 2019: 417 hours for 812GWh). The time in each stage is depicted below. Stage 6 loadshedding was implemented for the first and only time on 9 December 2019.

Loadshedding in each stage, hours



Loadshedding remains the last resort to maintain the supply/demand balance, or to protect the power system by ensuring sufficient reserve capacity to respond to significant unplanned breakdowns or disruptions to supply. Loadshedding is required mostly when diesel

fuel levels at OCGT stations and/or water levels at pumped storage stations are low, coupled with times of particularly high levels of unplanned breakdowns of our generating plant.

The cost of loadshedding

A study by Nova Economics on behalf of Eskom estimates that 1% loadshedding (as percentage of electricity sales) is associated with a 0.4% decrease in GDP growth. The cost of an entire day of loadshedding to the economy is estimated as:

- Stage 1 (or loadshedding 1 000MW): R235.5 million
- Stage 2 (2 000MW): R471.3 million
- Stage 3 (3 000MW): R706.7 million
- Stage 4 (4 000MW): R942.4 million

Estimates indicate that the energy-intensive primary and secondary industries, such as agriculture, utilities and manufacturing, are the worst affected by loadshedding. By contrast, the more service-oriented industries are less significantly affected. The agricultural sector seems to be the most adversely affected, because of its heavy reliance on electricity for irrigation and refrigeration purposes. Furthermore, the manufacturing sector is most affected in absolute terms.

The implementation of the 2021 Winter Plan commenced on 1 April 2021, running until 31 August 2021. Three scenarios of unplanned unavailability were considered for the plan, namely 11 000MW, 12 000MW and 13 000 MW (with uncertainty of approximately 4 000MW due to volatility). For unplanned unavailability up to 12 000MW, no loadshedding would be required. At 13 000MW, the Winter Plan showed a possible 30 days of stage 1 loadshedding during the winter months. Regrettably, unplanned unavailability often exceeded this level, at times requiring load curtailment of large customers and loadshedding.

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Energy availability factor (EAF), % ^{SC}	72.00	74.00	73.00	■	64.19	66.64	69.95
Planned capability loss factor (PCLF), % ^{SC}	10.50	10.50	10.00	●	12.26	8.92	10.18
Unplanned capability loss factor (UCLF), %	16.00	14.00	15.50	■	20.04	22.86	18.31
Other capability loss factor (OCLF), %	1.50	1.50	1.50	■	3.51	1.58	1.56
Partial load losses, average MW ^{SC}	3 215	3 969	3 150	■	4 109	4 651	3 443
Post-philosophy outage UCLF, % ^{SC}	13.00	15.00	16.00	■	21.23	29.91	17.05
Unplanned automatic grid separations (UAGS trips), number ^{SC}	356	392	448	■	527	594	517

Technical performance

Plant availability of our generation fleet is measured by EAF, which continues to perform significantly below expectation. Plant availability has declined to below 65%, largely due to an increase in losses outside of a station's control (OCLF) and more planned maintenance (PCLF) compared to the previous year, offset by a slight reduction in unplanned maintenance (UCLF).

Generation performance

Our purpose is to meet the country's electricity demand by providing electricity at a reasonable price. To do this, Eskom operates 30 base-load, mid-merit, peaking and renewable power stations, with a total nominal capacity of 46 466MW. Four small hydroelectric stations are not considered for capacity management purposes. The median age of our coal-fired stations is approaching 40 years.

Detailed information on the installed and nominal capacity of each of our power stations, as well as IPP capacity, is set out in the fact sheet on pages 136 and 137.

Medupi Unit 3 reached official status (one year after commercial operation) on 1 August 2020 and has since contributed to performance measures. The unit recorded an energy availability factor (EAF) of 73.42% for the 2021 financial year. Medupi Unit 2 reached official status on 1 December 2020; the unit recorded an EAF of 54.18% for the financial year.

Kusile Units 2 and 3 achieved commercial operation on 29 October 2020 and 29 March 2021 respectively, adding installed capacity of 1 598MW to the grid. Furthermore, Medupi Unit 1 is synchronised to the grid, and contributes energy to the grid on an intermittent basis while undergoing testing in preparation for commercial operation. The unit achieved commercial operation on 31 July 2021.

Kusile Unit 2 recorded an EAF of 62.04% for the unit's first five months of commercial operation. Kusile Unit 3 will be measured for commercial EAF from 1 April 2021.

Nominal capacity of 1 875MW relating to 14 units at Hendrina, Grootvlei and Komati Power Stations was in reserve storage at 31 March 2021, with another 185MW in extended inoperability, requiring major repairs (2020: 1 784MW and 760MW, respectively).

Ash dam capacity constraints at Camden Power Station contributed OCLF of 2.05% during the year.

We have to operate the plant far outside acceptable norms – as evidenced in the high utilisation factor discussed below – to avoid or minimise loadshedding, which results in the high level of unplanned breakdowns.

Operational, system performance and environmental data can be accessed on our Data Portal at www.eskom.co.za/sites/publicdata/Pages/default.aspx

OUR INFRASTRUCTURE *continued*

The energy utilisation factor (EUF) for the entire generation fleet has declined slightly to 76.34% (2020: 78.98%). Persistent high EUF levels continue to place stress on units, ultimately affecting their reliability and leading to high levels of UCLF. The high average fleet EUF was largely due to coal-fired stations running at an average EUF of 90.42% (2020: 93.33%), with all 15 of the coal-fired stations with an EUF greater than 80%. Considering the age of Eskom's fleet, the actual EUF remains substantially above the international norm of around 75% over the long term, which will have negative long-term technical consequences.

The base plan for the year catered for 73 outages. Of those, 60 outages had been executed by year end, with 13 deferred. Furthermore, an additional 24 outages not catered for in the base plan had been completed. Consideration is given to system capacity constraints, plant risks and availability of spares and resources when scheduling outages.



The national lockdown from 27 March 2020 resulted in a significant reduction in demand, which led to excess generation capacity. In order to optimise the excess capacity, we undertook higher short-term maintenance, particularly during levels 5 and 4 of the national lockdown, with some units being placed in cold reserve during that time.

We have implemented the reliability maintenance recovery programme to provide intensified support to power stations. It is a centre-led programme to ensure integration across the generation fleet, process management compliance, enhanced project controls for transparency, and risk escalation through a core team. The ultimate aim is to improve outage performance to reduce the risk of loadshedding, thereby supporting South Africa's economy. Nevertheless, the power system remains vulnerable and volatile, with the risk of loadshedding expected to be reduced significantly only after the reliability maintenance has been caught up.

We cannot continue to defer outages due to the constrained system. Outages to address the design defects at Medupi and Kusile as well as outages to implement mid-life refurbishments at older stations have to be accommodated, in addition to the required reliability outages at all stations.

Koeberg performance

Koeberg continues to operate well and within the required safety parameters, and at the lowest primary energy cost of our base-load stations. The refuelling outage on Unit 2 was delayed due to the national lockdown and international travel ban restricting required resources. Due to the lower demand during the national lockdown, the unit was shut down on 4 April 2020, and was brought back to service on 13 July 2020. The unit was finally shut down for a refuelling and maintenance outage on 11 August 2020. It returned to service on 21 October 2020, loading up to full capacity within a week.

Unit 1 was forced to shut down on 3 January 2021, due to an increase in leakage on one of the steam generators after being online for 295 days. The scheduled outage was planned to start on 22 February, therefore the decision was taken to commence with the refuelling outage, as the fuel had to be removed from the reactor to allow the steam generators to be inspected. One leaking tube was identified, accounting for the leak-rate that resulted in the shutdown. The cause was determined and the repair completed during the refuelling outage. The unit returned to service on 16 June 2021, and is operating at full capacity.

Koeberg long-term operation and steam generator replacement projects

The long-term operation (LTO) project will extend the life of Koeberg Nuclear Power Station for an additional 20 years to 2045, in line with the IRP 2019 expectations for continued energy security beyond 2024. Compared to the cost of new build, the extension of Koeberg is economically viable and will secure 1 860MW for another 20 years. Extending the station's operating life is an investment into sustainable and less carbon-intensive electricity generation infrastructure.

The LTO activities are progressing in accordance with the baseline schedule, except for the seismic hazard analysis, which has been delayed. An alternate approach is being developed to mitigate against the effect of the delays. The impact of the COVID-19 lockdown and the reduction in the budget for capital expenditure due to financial constraints had a negative impact on the progress of LTO activities. The risk is being addressed by optimising scope and engaging with the NNR.

The extension will include the replacement of Koeberg's six steam generators, which have been in operation since 1984, during the next refuelling outage on each of the units. Once removed, the current steam generators will be stored on the Koeberg site, where they will be packaged and dismantled for final disposal at a national nuclear waste repository.

The three steam generators for Unit 1 have been delivered to Koeberg. Two of the three steam generators for Unit 2 are nearing completion of manufacturing and factory testing, and are scheduled for delivery during the last quarter of 2021. The third steam generator has been delayed due to a factory mishandling issue and is undergoing analysis of its future usability.

Following the readiness review during December 2020 for the Koeberg Unit 1 refuelling outage, it was concluded that the steam generator replacement (SGR) project posed a significant risk of a prolonged extension to the outage due to certain work packages and plans still being reviewed, and the licence for the original steam generator interim storage facility not being complete. The decision was made to delay installation of the steam generators to the next outage, as it had the least impact on the overall generation energy planning.

The revised plan is to install the steam generators during the respective outages in 2022.

Generation recovery plan

The extended operation beyond the previously approved shutdown dates of power stations at the end of their economic life was considered in the updated plan. The use of operational units at these stations is being reviewed for extended use beyond 2025 or until sufficient new capacity comes online.

The Generation recovery plan, which aims to address critical pain points to allow for fast-tracked improvement in generation performance and plant availability, is delivering results. Progress has been made on many of the areas, with some areas showing good performance, as discussed below. Outage effectiveness and the timely return to service of units is starting to improve, with post-outage unplanned losses and unit trips improving year-on-year.

- Correct major defects at new stations ▲
- Decrease unit trips and full load losses ●
- Resolve long-term forced outages ▲
- Reduce partial load losses and boiler tube leaks ●
- Enhance outage performance ●
- Fill critical vacancies ▲
- Maintain sufficient diesel stocks for OCGTs ▲
- Maintain coal stockpiles ▲
- Improve emissions performance ●

Good performance during 2021 ▲
 Progress made since prior year ●
 Little progress during 2021 ▼

Address major design and construction defects at new stations

Modifications to correct design defects were successfully implemented during the outage on Medupi Unit 3 that ended in April 2020. It included modifications to the reheater spray flow, pulse jet fabric filter, gas air heater, milling plant, duct and reheater erosion protection, coupled with boiler optimisation and performance testing. The optimisation process, official performance verification test and mill inspections were completed. The official test report confirmed that the reheater spray flow was reduced, but that the low-load boiler stability issues persist. Agreement was reached with the contractor to develop a solution for the low load and transient operation in lieu of the reheater modification.

The design of the solution has commenced and consists of three modifications. One modification that does not require physical plant modification has been completed and will be technically ready for implementation and evaluation in September 2021; actual implementation is dependent on contractual negotiations. The concept design of the two remaining modifications has been completed. The basic design options have been received from the contractor, with the detail design expected by 31 October 2021.



More detail on the design and construction defects, as well as the status of the plant defect correction plan for Medupi and Kusile, are set out from page 92

At Medupi, boiler plant modifications have been implemented on all six units. Boiler modifications on the last unit were completed during a 75-day outage, which ended in June 2021. The gas air heater, pulse jet fabric filter (PJFF) and some of the mill modifications were implemented on all six Medupi units.

Agreement was reached on the rollout of all the milling modifications. The first set of long-lead modification items for 15 mills will be installed during mill rebuild outages on Medupi and Kusile starting in July 2021. An in-house PJFF redesign project was started by Medupi Power Station to run in parallel with the long-term evaluation of the contractor's modifications. A functional specification is expected by October 2021.

At Kusile, boiler plant modification outages for the three operational units commenced in June 2021, while the modifications on the units under construction will be rolled out during construction. The guarantee inspections on Units 2 and 3 are planned to commence in October 2021 and January 2022, respectively.

Reduce the incidence of trips and full load losses to improve reliability of coal-fired power stations

Due to their contribution to poor system performance and the associated cost of restarting the units in order to supply load to the grid, improving trips performance remains a key focus area. The coal fleet recorded 511 UAGS trips for the year (2020: 568), which is an average of approximately 43 trips per month and an improvement over the prior year. Tutuka, Medupi, Kriel and Duvha account for approximately 51% of the UAGS trips.

Full load losses showed a decrease against the prior year, to an average of 4 753MW per month (2020: 5 339MW). Significantly lower demand in the early stages of the national lockdown provided the space for more opportunity maintenance and for some units to be placed in cold reserve. This contributed to the reduction in full load losses.

Accelerate the return to service of units on long-term forced outages

Kendal Unit 5 (640MW) was taken out of service in January 2020 due to its high emissions, and began its planned outage for repairs to the electrostatic precipitators to comply with emissions limits in July 2020. The unit returned to service in June 2021.

Decrease partial load losses and boiler tube leaks that prevent units from operating at full capacity

Plans to improve permanent partial load losses are dependent on outages. Power stations are aligning outage opportunities to execution of the required scope. Gains in partial load loss post-outage are being monitored. Frequent but sporadic partial load losses across the fleet continue to offset advances in some areas.

OUR INFRASTRUCTURE *continued*

UCLF related to partial load losses for the 2021 year is better than the previous year, with an average reduction of 542MW from the prior year. Just over 60% of partial load losses were recorded at Tutuka, Kendal, Medupi, Duvha and Arnot. Major cooling tower refurbishments are still to be implemented at Tutuka, Kriel, Arnot, Duvha and Matla, but these projects have long lead times.

The boiler tube failure rate 12-month moving indicator for commercial units has deteriorated slightly to 2.26 boiler tube failures per unit per year (2020: 2.13). This is more than double the aspiration level of one boiler tube failure per unit per year. Some 36% of failures are due to the maintenance backlog caused by the deferral of planned philosophy outages, mainly due to system constraints.

Reduce maintenance outage due date slips and duration

At station level, Reliability Maintenance Recovery (RMR) Implementation Committees are gaining momentum. Engineering specialists have to sign off on outage scope during a scope freeze six months prior to each outage execution. Central RMR resources have been allocated to support outages at 11 stations regarding scope, planning, execution, recovery and continuous improvement. Older stations that were not included in the programme before are being onboarded. Nevertheless, funding availability poses a huge risk to the ability of stations to prepare properly for outages in the 2022 financial year, and to order long-lead spares for outages during the 2023 financial year.

Post-outage UCLF is a key measure to track outage effectiveness, and is measured up to 60 days after a unit synchronises to the grid after maintenance. The RMR will look at improving the quality and accuracy of outage scope by developing a holistic approach, by focusing on units that undergo general overhauls, mini overhauls and interim repairs. Post-outage UCLF has shown significant improvement compared to the previous year, contributing 1% to overall UCLF for the year (2020: 1.30%).

Due date performance is calculated for units that were on outage for more than 21 days and for reliability outages longer than 14 days. For the year under review, 40.38% of outages met their due date (2020: 35.90%), still significantly below the target of 80%.

Fill critical staff vacancies and enable the training of key staff

The Group Executive: Generation was appointed on 1 April 2021. Furthermore, the three cluster manager positions – who focus on operational performance in an effort to improve the reliability of our ageing fleet – have been filled, and 125 new learners were appointed.

Maintain sufficient diesel stocks to enable the open-cycle gas turbines to perform for extended periods

Diesel tank levels remain healthy and were maintained well above the target of 50% to year end. Storage and supply capacity for OCGT diesel fuel has been increased to compensate for the high demand.

During the early stages of the national lockdown, the possibility of the shutdown of refineries created a risk to diesel supply. To mitigate the risk, enabling contracts were put in place to ensure that urgent demand could be met.

Maintain coal stockpiles at power stations

At year end, no power station had stock below its individual minimum stockholding level (2020: none), and all stations were at or above expected levels. Based on the budgeted standard daily burn, coal stock days (excluding Medupi and Kusile) have remained stable at 50 days (2020: 50 days).

Coal supply was largely unaffected by the national lockdown, as mines and logistic operators were allowed to operate and supply stations under the lockdown regulations. Nevertheless, the situation was monitored daily.

Coal-related load losses coincided with periods where our generating plant was also experiencing significant capacity constraints. Coal quality issues at Kriel and Matla Power Stations account for almost 80% of coal-related OCLF. We are working with the mines in question and exploring other initiatives to address these issues.

Refer to "Our interaction with the environment – Securing our coal requirements" from page 96 for more information on coal performance

Improve emissions performance

Despite some improvement over the past year, emissions performance is not yet at desired levels.

Refer to "Our interaction with the environment – Particulate and gaseous emissions" from page 99 for more information on emissions performance

Use of open-cycle gas turbines

Poor generating plant performance led to extensive use of Eskom's OCGTs during the year. The load factor for the year was 6.90% against a target of 1% (2020: 6.28%). The cost was lower than in the prior year, due to a lower average diesel price.

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
OCGT production, GWh	633	211	211	■	1 457	1 328	1 202
OCGT diesel usage, R million ¹	2 812	867	1 250	■	4 075	4 303	3 768

- The 2024 target is the cumulative target over the next three years.
- The OCGT cost includes diesel storage and demurrage costs of R79 million (2020: R59 million; 2019: R51 million) incurred when not utilising the OCGTs.

The two IPP-owned OCGTs also had to be used extensively, producing 704GWh (2020: 711GWh) at a cost of R4.5 billion to Eskom (2020: R4.8 billion), which includes a fixed capacity charge of R1.6 billion (2020: R1.6 billion).



Refer to "Energy supplied by IPPs" on this page for further information on the use of IPP-owned OCGTs

Update on Duvha Unit 3 over-pressurisation incident

We have concluded that the rebuild of Duvha Unit 3 (575MW), which suffered an over-pressurisation incident on 30 March 2014, is no longer deemed economically viable, given that the station is scheduled to be decommissioned in 2034 and there is no formal plan to extend the station's life beyond that. Furthermore, since the IRP 2019 ends in 2030, there is no clear direction beyond this. The cancellation of the project was approved by the Board's Investment and Finance Committee. An amount of R1.3 billion was written off, relating to amounts incurred on the unit since the over-pressurisation incident.

Benchmarking

Koeberg Nuclear Power Station

We are still affiliated to the World Association of Nuclear Operators (WANO) and the Institute of Nuclear Power Operations (INPO). South Africa remains a member of the International Atomic Energy Agency (IAEA). These affiliations facilitate defining standards, sharing best practice, conducting periodic safety reviews, training personnel, and benchmarking performance. The next routine WANO peer review of Koeberg was delayed due to the COVID-19 travel restrictions, and is scheduled for August 2021.

For the review period, Koeberg's mean performance has deteriorated slightly, with improved performance in three of the 15 WANO performance indicators, countered by a deterioration in four of the indicators. Performance was affected negatively by the slip on the Unit 2 refuelling outage, and the forced shutdown of Unit 1 due to an increase in leakage on one of the steam generators.

Energy supplied by IPPs

We procure renewable energy from IPPs under DMRE's RE-IPP Programme, which is derived from ministerial determinations. Under existing bid windows, 8 500MW of renewable energy is expected to come online before 2025. Since inception of the RE-IPP Programme in 2011, a total of 86 IPP projects with a capacity of 6 490MW have been connected to the grid, although only 5 078MW is in operation (2020: 4 201MW).

Grid connection of Bid window 3.5, 4 and 4B projects have been affected by the COVID-19 outbreak and related national response. Nevertheless, the projects are progressing towards scheduled grid connection dates. Commencement of commercial operation of many of the Bid window 4 generators has been similarly delayed. This led to a reduction in the renewable energy available for purchase during the 2021 financial year.

Further procurement under the RE-IPP Programme has been initiated with the release of the Bid window 5 requests for proposal, calling for 1 600MW from wind and 1 000MW from photovoltaic projects. The closing date for bids is 4 August 2021.

Government's Independent Power Producer Office has announced eight preferred bidders from the Risk Mitigation IPP Procurement (RMIPPP) Programme. These projects will supply 1 846MW of dispatchable generation capacity. Under DMRE's timelines, the first capacity from the programme is required before the end of December 2021.

We have applied to purchase energy under short-term IPP programmes. Regulatory approval for the contracts is pending, as NERSA declined cost recovery approval without a ministerial determination. There is a possibility of 300MW being procured and coming into operation during the 2022 financial year.

OUR INFRASTRUCTURE *continued*

Energy capacity and purchases

Available IPP capacity and energy procured under various IPP programmes for the year to 31 March 2021 are set out in the following table.

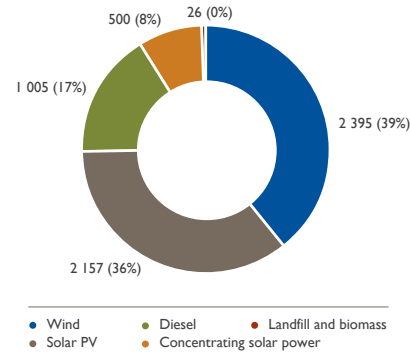
Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Total capacity, MW	15 210	8 336	6 356	▲	6 083	5 206	4 981
Total energy purchases, GWh	81 063	20 263	14 994	■	13 525	11 958	11 344
Total spent on IPPs, R million	180 526	42 390	33 453	●	32 470	29 694	26 655
Lease accounting adjustment, R million ²	(9 375)	(2 054)	(1 631)	n/a	(1 638)	(1 631)	(1 703)
Total expenditure, R million	171 151	40 336	31 822	●	30 832	28 063	24 952
Weighted average cost, c/kWh ³	223	209	223	■	240	248	235

- The 2024 target is the cumulative target over the next three years.
- For accounting purposes, the capacity charges for the Avon and Dedisa IPP gas peakers are treated as arrangements that contain a lease in terms of IFRS 16. Refer to note 2.8 in the annual financial statements for the related accounting policy.
- The weighted average cost is calculated on the total amount spent on energy, before the IFRS 16 lease adjustment.

Utilisation of IPP OCGT peakers was in line with the prior year, aiding Eskom-owned OCGTs in ensuring system stability to minimise or avoid loadshedding during a shortage of plant capacity. The IPP OCGT peakers recorded an annual load factor of 8% (2020: 8.05%), against a target of 1%, while renewable IPPs attained an average load factor of 32.3% (2020: 32%).

During the year, 877MW of renewable IPP capacity was commissioned, against a target of 1 000MW. It comprised 415MW wind, 458MW solar photovoltaic (PV) and 4MW hydro energy. We expect 273MW of renewable capacity to be commissioned during the coming year.

IPP operational capacities by type at 31 March 2021, MW



Cross-border sales and purchases of electricity

The aim of the Southern African Power Pool is to provide reliable and economical electricity supply to its members, nine of which are interconnected, with the remaining three countries targeting to be connected by 2022.

International sales and purchases

GWh	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
International sales	34 678	12 054	12 998	●	13 497	15 189	12 461
International purchases	25 395	8 457	8 457	■	8 812	8 568	7 355
Net sales	9 283	3 597	4 541	●	4 685	6 621	5 106

- The 2024 target is the cumulative target over the next three years.

Sales volumes reduced year-on-year reduction due to loss of the contract to supply ZESCO (Zambia), which expired in February 2020, and Skorpion Zinc Mine (Namibia), which has been under care and maintenance since April 2020. The contract terminated in January 2021.

Purchase volumes have increased marginally year-on-year. The COVID-19 pandemic resulted in Hidroeléctrica de Cahora Bassa (HCB) having to put its maintenance plan on hold, due to contractors having to be repatriated to their countries of origin for the duration of the Mozambican lockdown. As a result, all five generators have been available since the second week of April 2020,

thereby increasing available supply. Furthermore, security of supply was improved by extending the agreement with HCB for 150MW for one year to September 2021.

Export growth strategy

Although our export growth strategy is aimed at maximising cross-border electricity sales through existing transmission infrastructure, and also by constructing additional transmission lines with the support of regional partners, it is severely hampered by generation constraints due to the poor performance of the coal-fired fleet. As a result, only non-firm new contracts can be concluded.

Network performance

Our network consists of transmission assets, which evacuate energy from our power stations, and our distribution network, which transmits electricity from the high-voltage transmission network and IPPs to customers, including municipalities and metros that manage their own distribution networks.

Detail of our transmission and distribution power lines and transformers is set out in the fact sheet on page 137

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Number of system minutes lost <1, minutes ^{SC, 1}	3.53	3.53	3.53	●	3.48	4.36	3.16
Number of major incidents >1 minute, number	2	2	2	●	2	3	3
System average interruption duration index (SAIDI), hours ^{SC}	38.0	38.0	38.0	●	35.4	36.9	38.0
System average interruption frequency index (SAIFI), events	19.6	19.6	19.6	●	13.2	14.4	14.9
Restoration time, % ²	93.0	91.0	85.0	●	92.5	93.5	66.8
Distribution energy losses, % ^{SC}	9.42	9.45	9.71	■	10.11	8.79	8.47

- One system minute is equivalent to interrupting the whole of South Africa at maximum demand for one minute.
- Restoration time analyses the time it takes to restore supply during an unplanned outage by measuring the percentage of dispatched work orders restored within 7.5 hours.

Compared to the prior year, system minute <1 performance has improved significantly. However, two major incidents occurred in July 2020, affecting smelter loads in KwaZulu-Natal and industrial loads in North West. Both incidents were due to the failure of ageing assets, which includes substation plant and line hardware. Towards the latter part of the year, two large interruptions caused by protection failures at substations negatively affected system minutes performance.

Going forward, the focus will be on addressing the root causes relating to poor performing transmission lines. Furthermore, ongoing incidents of tower member and substation theft continue to pose risks for asset failures and transmission network availability. Proactive and effective risk management, intelligence gathering, stakeholder engagement as well as the deployment of new technologies are employed to combat these incidents.

To manage the risk to our networks, Board approved the Transmission sustainability improvement plan in April 2020. It includes initiatives for the replacement of assets in poor condition, system expansion for growth and reliability, security upgrades and improvement actions for leading risk indicators. Implementation of this plan is affected by capital budget constraints, with a shortfall relating to network expansion to accommodate IPPs required by the IRP 2019, as well as N-1 network investments.

Both the duration and frequency of interruptions on the distribution network improved compared to the prior year. The worst performing network feeders based on the previous year's performance were selected for improvement. The combination of maintenance, network improvement projects and micromanagement of restoration times have yielded results.

Transmission's sustainability improvement plan

The five-year sustainability improvement plan was approved by the Board in April 2020. It included initiatives for the replacement of assets in poor condition; system expansion for growth and reliability (N-1), partly to support the IRP 2019; integrated resource planning and contracting; security upgrades and improvement actions for leading risk indicators.

The initiative for the replacement of ageing assets in poor condition includes a progressive annual investment increase over the medium term towards a desired sustainability level of replacing 2% of substation assets annually. The system expansion initiative is based on the delivery of projects as contained in the Transmission Development Plan, which includes requirements to enable the IRP 2019. This requires an estimated capital investment of R51 billion over the next five years to construct approximately 3 160km of new lines and

install 20 000MVA of new transformer capacity. The implementation of the plan has been substantively affected by financial constraints, resulting in a capital budget shortfall of more than 50% over the five-year period. This translates to increased asset condition risks for operational sustainability and system expansion delays to enable the IRP 2019.

The integrated resource planning and contracting initiative focuses on enabling a learner pipeline, as well as gearing the procurement supply chain and execution capacity to the required level. The security enhancement initiative includes intruder and tampering detection technologies, surveillance and response solutions, as well as community and stakeholder engagements. The intent of improving leading indicators covers improvement in the number of line faults as well as in plant availability and human performance.

OUR INFRASTRUCTURE *continued*

Despite the time to restore supply to customers performing better than target, concerns remain around the breakdown of networks; illegal connections that overload the network; theft and vandalism of electrical equipment; and challenges in restoring supply to deep rural customers and unsafe urban areas.

To address equipment theft and vandalism, we have initiated a technology-based security programme to mitigate equipment theft. To this end, we are establishing an internal security control centre; installing non-lethal fences and CCTV cameras at substations; replacing copper underground cables with aluminium cable; and investing in security guards at certain sites.



Distribution's network development plan

The network development plan is based on planning needs identified for the period from 2020 to 2025. Investment in the refurbishment of the network will address the reliability of the network, while the strengthening of the network will address capacity constraints. Both will support future growth, which is being prioritised within budgetary constraints.

Capital of about R48 billion is to be invested in the network development plan over the next five years. The aim is to refurbish or replace between 2–3% of the asset base annually, continue with the electrification programme funded by DMRE, and to facilitate IPP connections where connected to the distribution network.

The capital allocated to the division, constrained by liquidity pressures, is not adequate to address the requirements of the network development plan. Customer connections are prioritised above strengthening and refurbishment of the network. However, the focus will be on capital spend to improve the asset management lifecycle in support of network sustainability.



Impact of load reduction

The Distribution Division has implemented load reduction across several areas of business to protect the network infrastructure from overloading, equipment failures and explosions. The efficient operation of the network within the designed parameters is necessary to support the reliability of supply.

Load reduction refers to switching off a network to protect infrastructure once there is a surge in electricity demand beyond the specific network's designed capacity. We have seen a slight reduction in transformer failures in areas where load reduction has been implemented.

We have engaged with communities on the need for load reduction and the merits of protecting the network. During these engagements, we highlighted the dangers of illegal connections, meter tampering and non-payment for electricity. Certain communities have responded positively, by taking a leading role in advocating for the legal use of electricity and paying for services.

The load reduction initiative has contributed positively to reducing equipment failure of power transformers, jumpers, conductors and cables related to overloading caused by illegal connection and bypassing of meters.

Energy losses and equipment theft

Overall energy losses on our networks have increased to 11.78% (2020: 9.89%), of which 10.11% relates to the distribution environment (2020: 8.79%), and 2.31% to transmission lines (2020: 2.22%). Transmission lines produce technical losses only, where some of the energy is lost in the form of heat as energy is transmitted.

Distribution losses are due to both technical and non-technical losses. We have observed a marked increase in electricity theft during the national lockdown period, despite a decline in demand. Distribution energy losses amounted to 20.2TWh for the year (2020: 18.4TWh), with the increase in losses predominantly arising on prepaid feeders, which is evidence of an increase in electricity theft.

Non-technical losses for the year are estimated at R2 319 million (2020: R1 977 million). These relate mainly to electricity theft through illegal connections, tampering and bypassing of electricity meters as well as the purchase of electricity tokens from unregistered or illegal vendors, but also includes meter reading and billing errors.

The percentage distribution energy losses has increased significantly since the prior year. Our ageing networks, which are often constrained and overloaded, further contribute to technical losses.

Curtailing energy losses due to a culture of non-payment, illegal connections, theft and fraud remains a concern. Interventions were put in place to better manage non-technical energy losses include:

- Audits were completed on 8 014 large customers, 12 714 small customers and 273 984 prepaid customers, with an estimated reduction of 428GWh in losses
- R14 million in fines were collected after disconnecting illegal connections and following up on incidents of meter tampering
- A model to create cooperative partnerships with communities is being explored as a possible solution to reduce non-technical energy losses

Interventions to investigate and better manage technical energy losses include the following:

- Reporting on high-voltage technical losses is in place, with estimation of medium-voltage technical losses in progress
- Modelling of IPP losses is in progress, to evaluate the impact of IPP operations on the distribution network
- A power factor correction study indicated that pursuing an overall customer power factor correction as a strategy would not improve distribution technical losses. A second phase is under way, to evaluate possible savings in technical losses
- The impact of voltage and phase imbalances are being evaluated to determine potential savings from a reduction in technical losses

Losses due to conductor theft, cabling and related equipment amounted to R139 million for the year (2020: R115 million), and involved 3 765 incidents (2020: 4 798 incidents). We continue to collaborate with other affected SOCs, industry role players, the National Prosecuting Authority and the South African Police Service to combat these losses. These actions resulted in 111 arrests (2020: 120) and the recovery of R5 million worth of stolen material (2020: R4 million).

Equipment theft has a severe impact on local network performance. It leads to loss of revenue, but more significantly, poses an increased risk of loss of life or injury to the public and employees. Theft and vandalism of network equipment is still driven by external socio-economic conditions, with conductor theft constituting the highest number of incidents.

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Generation capacity installed and commissioned (commercial operation), MW ^{SC}	2 394	794	1 594	●	1 598	1 588	–
Transmission lines installed, km ^{SC}	620.0	140.0	92.5	■	65.6	127.9	378.7
Transmission transformer capacity installed and commissioned, MVA ^{SC}	1 815	500	500	●	750	250	540

1. The 2024 target is the cumulative capacity to be commissioned and/or installed over the next three years.

Kusile Unit 2 achieved commercial operation (CO) on 29 October 2020, with issues in the mill performance, plant failures and the COVID-19 lockdown delaying commercialisation. Kusile Unit 3 achieved commercial operation on 29 March 2021. The fabric filter plant bags have already been replaced, as part of the defects correction process.

Medupi Unit 1 achieved CO on 31 July 2021, after being synchronised to the national grid on 27 August 2019. The milestone signifies completion of construction activities on the 4 764MW project, which commenced in May 2007. The planned operational life of Medupi Power Station is 50 years. It uses direct dry-cooling systems due to the water scarcity in the Lephalale area, and is the fourth largest coal-fired plant and the largest dry-cooled power station in the world.

Delivering capacity expansion

We embarked on a capacity expansion programme in 2005 to build new power stations and reinstate mothballed stations to increase installed generation capacity by 17 384MW, as well as increase high-voltage transmission power lines by 9 756km and transformer capacity by 42 470MVA to strengthen the transmission network. The programme is expected to be completed by 2025.

Since inception of the programme to 31 March 2021, installed generation capacity has increased by 13 936MW, transmission lines by 8 042km and transmission substation capacity by 38 440MVA.

Excluding capitalised borrowing costs, the Medupi project has cost R120.6 billion to date (2020: R118.4 billion), while the total cost to completion is R145 billion (2020: R137.4 billion). The Kusile project has cost R141.1 billion to date (2020: R137.4 billion), and the cost to completion is R161.4 billion.

The availability and reliability of the synchronised units at Medupi and Kusile are steadily improving. This is a result of the continuous interventions taken in correcting major plant defects and improving operational inefficiencies. Six units at Medupi and three units at Kusile contribute energy to the national grid.

The construction of high-voltage transmission lines was negatively affected by the COVID-19 lockdown restrictions, non-placement of major contracts and capital budget constraints, with the target for the year not being achieved. Nevertheless, more new transformer capacity than planned was commissioned.



OUR INFRASTRUCTURE *continued*

Group funded capital expenditure (excluding capitalised borrowing costs) per division

Division, R million	Target 2021	Actual 2021	Actual 2020	Actual 2019
Group Capital	13 482	9 331	9 902	19 613
Generation	10 178	9 775	8 580	8 704
Transmission	960	702	800	782
Distribution	4 352	2 389	2 675	3 810
Subtotal	28 972	22 197	21 957	32 909
Future fuel (coal and nuclear)	2 631	1 495	1 031	550
Other areas including subsidiaries and intergroup eliminations	875	263	428	451
Total Eskom group-funded capital expenditure ¹	32 478	23 955	23 416	33 910

1. Capital expenditure includes additions to property, plant and equipment, intangible assets and future fuel, but excludes strategic spares, construction stock and capitalised borrowing costs.

Capital expenditure for the year was R8.5 billion lower than target, mainly across Group Capital and Distribution Divisions, due to the deferral of outages, resource constraints and a slowdown in activities as a result of the national lockdown. The constraints imposed on capital in response to the dramatic reduction in sales during the earlier stages of the national lockdown, as well as the delays in the funding programme, contributed to the lower expenditure. Furthermore, capital savings were targeted through our cost saving initiatives to offset the financial impact of lower sales volumes during the national lockdown.

Due to financial constraints, capex was reduced by 41% for the 2022 financial year, thereby limiting funds available for technical plant maintenance.

Medupi and Kusile project performance

Units have been synchronised to the grid and attained commercial status as follows:

Medupi Power Station

Unit	Installed capacity	First synchronisation	Commercial operation
Unit 6	794MW	March 2015	August 2015
Unit 5	794MW	September 2016	April 2017
Unit 4	794MW	May 2017	November 2017
Unit 3	794MW	April 2018	July 2019
Unit 2	794MW	October 2018	November 2019
Unit 1	794MW	August 2019	July 2021

Kusile Power Station

Unit	Installed capacity	First synchronisation	Commercial operation
Unit 1	799MW	December 2016	August 2017
Unit 2	799MW	March 2018	October 2020
Unit 3	799MW	April 2019	March 2021
Unit 4	800MW	June 2022 ¹	January 2023 ¹
Unit 5	800MW	June 2023 ¹	December 2023 ¹
Unit 6	800MW	November 2023 ¹	May 2024 ¹

1. Future dates are based on the P80 schedule.

The last remaining unit at Medupi achieved CO on 31 July 2021. Delays in the completion of the dust handling plant (DHP) due to contractual matters and the COVID-19 pandemic all affected the schedule. Unit 1 is supporting the national grid, but has experienced some delays in conducting optimisation and capability tests. The 72-hour test run, Grid Code Compliance and capability tests were all completed in March 2021. The unit has also undergone some correction of major plant defects.

Construction of the DHP has been completed and is available to convey ash. The focus is on completing the remaining scope on the balance of plant (outside plant) including, but not limited to, the ash dump facility, ash silos, coal stockyards and building structures with their associated systems, to close out the project.

After limited construction activities in the early days of the national lockdown, construction and commissioning activities on Kusile Units 4 to 6 gradually resumed from May 2020, but have been affected by the DHP commercial issues. A contract was placed with ERI to complete the DHP at Kusile, given that ERI completed the DHP at Medupi after the previous contractor had entered business rescue. On Unit 4, the boiler chemical clean, first oil fire, first coal fire and boiler blow-through milestones were completed in February, April, June and July 2021 respectively. On Unit 5, the turbine on barring distributed control system (DCS) milestone was achieved in March 2021, while the draught group run and chemical clean milestones are under way. On Unit 6, DCS energisation is in progress.

Correcting major design and construction defects at Medupi, Kusile and Ingula Power Stations

Major defects tracked under the Generation recovery plan are defined as system or equipment defects that reduce, or have the potential to significantly reduce, the EAF of multiple units at the new build stations, and where the available contractual defect resolution remedies have not been effective.

The major defects at both Medupi and Kusile (unless otherwise indicated) are:

- Pulse jet fabric filter plant (PJFF) poor performance due to inadequate pulsing system and flue gas flow entry

- Gas air heater mechanical performance, erosion and operational performance in terms of ash carry over and outlet temperature stratification
- Furnace exit gas temperature resulting in excessive reheater spray water flow
- Milling plant defects
- Air and flue gas ducting erosion

Another major defect at Medupi is control and instrumentation (C&I) repeated distributed control system card failures on Units 6, 5 and 4 as well as the balance of plant. A further major defect at Kusile is the western fill water treatment plant laboratory and demineralised water storage tanks.

Regarding the dust handling plant, ash silos and conditioning plant, the technical design analysis indicated that there are no design defects, but the quality of construction and materials problematic. This is being addressed as part of normal construction and contractual activities.

In April 2019, the total cost for fixing the major plant defects at Medupi and Kusile was estimated at R7.2 billion. The latest total estimated cost for the defects correction of all Medupi and Kusile units, based on the best available information, ranges between R5.6 billion and R7.2 billion. We have entered into a contractual consultation process with the boiler contractor to determine the liability for the necessary modifications to correct the defects. At the conclusion of the process, where Eskom is adjudicated not to be contractually liable, the plant defect correction costs will be fully recovered from the relevant contractors.

At this stage, the total boiler defect costs are being split equally between Eskom and the contractor at both Medupi and Kusile. A contractual process is under way, including contractual level discussions and possibly the Dispute Arbitration Board, to determine liability, where the liable party will be fully responsible for the related defect costs.

The forecast for the completion of the major defects correction of the Medupi and Kusile units with the contractor is 2023. Further corrections which will be done in-house, with or without third-party involvement, is forecast for completion in 2025, depending on the outage availability of the units under Generation Division's outage plan.

Other projects

Majuba Rail 68km dedicated railway

The project will ensure security of coal supply to Majuba Power Station through a 68km dedicated rail logistics solution, resulting in the achievement of positive economic, environmental and social benefits by switching the transportation of coal from road trucks to rail transportation. The project commenced in 2005 and has suffered numerous setbacks due to approval delays, as well as construction and commercial challenges. Commercial operation is targeted for December 2021.

Battery energy storage systems

The distributed battery storage project is to be situated at remote sites with limited access to our distribution networks, but close to renewable IPP plant. Phase 1 of the project consists of 800MWh of distributed battery storage. DFFE granted environmental authorisation approvals for all but one of the phase 1 distribution sites located in the Western Cape, Eastern Cape and KwaZulu-Natal.

Approval was obtained from the World Bank to issue the bidding documents for the entire Phase 1 of the project to the market in March 2021. Tender enquiries closed in June 2021 and tender evaluations have commenced. Phase 2 of the project consists of 640MWh at Distribution substations and is in development.

Risks include schedule slippage beyond the end dates of the World Bank facilities; finalisation of the memorandum of understanding between Eskom funders; and DMRE and NERSA approval for the deviation from the current IRP and NERSA licence. With the delays experienced, the latest forecast for construction completion of Phase 1 is November 2022, which is beyond the end date of the World Bank facilities. There is an opportunity to extend the World Bank facility of December 2021, subject to Eskom demonstrating commitment and good progress.

Medupi FGD retrofit

We remain committed to the construction of the Medupi flue gas desulphurisation (FGD) retrofit project, as confirmed in correspondence to the World Bank in June 2020. This is in line with the World Bank's loan agreement. DFFE also emphasised in June 2020 that Eskom's power stations must comply with regulations and applicable law. Compliance with environmental regulations for emissions control remains a key priority.

The Board approved the continuation of the Medupi FGD project in October 2020; the cost is estimated at R38.4 billion. Assessment of the request for information for a suitable FGD technology was concluded in January 2021. Our strategy is to avoid technology risk by allocating it to the private sector to select the technology solution. Endorsement and support of this strategy was granted in April 2021 by the Generation divisional board and the Investment and Finance Committee. Board approval was obtained at the end of June 2021.

In July 2021, the World Bank approved the extension of the FGD implementation deadline from 30 June 2025 to 30 June 2027. The key priorities are to complete the technology selection and resolve funding constraints before proceeding with any solution and commencing environmental approval activities.

OUR INFRASTRUCTURE *continued*

R&D projects

The mandate of our Research, Testing and Development (RT&D) Department is to:

- Research, select and develop technologies that support our strategic objectives
- Create and apply knowledge to practical business challenges by demonstrating selected technologies, and develop new revenue streams
- Provide specialised technical consulting, testing and inspection services to support operational decision-making

Progress on high priority and flagship projects
Business model for technical development of black-owned suppliers and intellectual property management

Our focus is on business development of technical services that cannot be sustained in-house due to resource and financial constraints. We have partnered with the CSIR's Enterprise Creation for Development for the development of entities to support Eskom, the South African electricity supply industry and other industries. We are targeting development of at least one sustainable business plan by the end of 2021.

Several online workshops were convened to explore business opportunities related to RT&D's areas of expertise, including air quality monitoring, system dynamics, remotely piloted aircraft systems, eutectic freeze crystallisation, microgrid installation, remote temperature logging and biomonitoring.

High-voltage direct current (HVDC) test facility
 No funding has been allocated to the project since 2020. As such, all work has been put on hold until further funding becomes available.

Discussions were held with the South African Bureau of Standards' National Electrical Test Facility (SABS-NETFA) to explore possible funding for the project, in accordance with the memorandum of cooperation between SABS and Eskom. The Transmission Division has expressed an interest in funding the completion of the facilities, with discussions under way.

Smart electricity platform
 The project is aimed at developing a smart information technology and operational technology platform to integrate customer-centric products, including eMobility, distributed energy resources, energy storage, smart metering and other emerging technologies.

Limited availability of CSIR resources has negatively affected project timelines. However, work has commenced on the functional requirement specification. Several workshops and information sharing sessions have been held to discuss project requirements and onboard the CSIR team.

Microgrids and embedded generation
 Successful demonstration of both the Ficksburg rural microgrid as well as the Lynedoch smart integration of embedded generation (SIEG) pilots have facilitated a change in Distribution Division's strategy to deploy small-scale embedded generation and microgrids as future product offerings. The knowledge gained from early demonstration of these disruptive technologies has positioned Eskom to manage distributed generation technologies and deliver product offerings to meet the requirements of the future customer.

Komati repurposing
 The Komati repurposing initiative entered the first phase of a three-phased approach in line with Generation's repowering programme, after submission of an expression of interest to the market. The first phase seeks to demonstrate pre-commercialised energy storage solutions and conduct a feasibility study on how existing assets can be repurposed to maintain system inertia and frequency stability. Subsequent phases will focus on demonstrating emerging repowering technologies and socio-economic initiatives to support repowering.

- Future focus areas**
- Executing the business separation programme, focusing on legal, regulatory and policy issues
 - Continuing to drive execution of the Generation recovery plan to improve plant performance over the medium to long term
 - Successfully executing the Koeberg steam generator replacement and LTO projects to extend the life of the station
 - Concluding agreements with new IPP projects, specifically the Risk Mitigation Programme (announced by DMRE) and RE-IPPP Bid window 5
 - Supporting implementation of the Small-Scale Embedded Generation Framework, which was developed this year
 - Reviewing the cross-border pricing strategy, and optimising and maintaining current cross-border contracts or extending agreements
 - Facilitating skills transfer and development in the region
 - Sustaining transmission system reliability and reducing line faults
 - Prioritising capital investment for the strengthening and refurbishment of distribution networks as well as connecting new customers to the network
 - Correcting all major plant defects at Medupi and Kusile by 2023, as part of the Generation recovery plan, to attain a technically acceptable level of new plant performance
 - Completing the Medupi and Kusile projects within the revised Board-approved completion dates of the 2022 and 2025 financial years, respectively
 - Driving completion of the battery storage (1 440MWh of storage capacity) and Medupi FGD projects

OUR INTERACTION WITH THE ENVIRONMENT



Highlights

- All stations were above their minimum stockholding levels at year end
- No new environmental legal contravention incidents were reported by Transmission, Distribution or Eskom Rotek Industries during the year
- The Ingula Nature Reserve wetlands have been declared wetlands of international importance by the International Ramsar Convention



Improvements

- Increase in coal purchase cost per ton well below target, leading to coal optimisation savings exceeding the target, in support of the turnaround plan
- Kendal Power Station has been operating in general compliance with emission limits since December 2020
- Generation continues to increase the percentage of ash beneficiated
- Generation has shown steady progress in phasing out transformers containing polychlorinated biphenyls (PCBs), with 85% of contaminated transformers phased out



Challenges

- High coal demand from more expensive power stations due to generation performance challenges
- Reduction in cost-plus mine production because of delays in capital expansion projects
- Lack of new mining investment and execution of existing mining rights could affect future coal supply. Investors prefer clean energy, with minimal funding for carbon-intensive technology
- Several notices received from DFFE regarding non-compliances in Generation, Distribution (on an existing query) and Group Capital Divisions



Lowlights

- Continuing poor environmental performance, with relative particulate emissions, specific water use and environmental legal contraventions well outside tolerance levels
- Criminal charges laid against Eskom regarding Kendal's particulate emissions challenges
- Constraints at ash disposal facilities at Camden curtailed the station's operation
- Seven environmental legal contravention incidents at power stations in terms of the OHD recorded during the year, with total environmental legal contraventions at 80, mostly water-related

OUR INTERACTION WITH THE ENVIRONMENT *continued*

By and large, the impact of our activities on the environment is negative. To a large extent, we rely on the use of mainly non-renewable or scarce resources such as coal, water, nuclear fuel and diesel to generate electricity. In addition, emissions from our power stations and waste generated in the form of ash and nuclear waste also have a detrimental impact on the environment, if not properly managed. We cannot deny that our activities destroy natural capital – both through the use of non-renewable natural resources, as well as producing emissions and waste – to deliver electricity to customers.

Nevertheless, we endeavour to limit the damage of our activities on the environment through our value of Zero Harm. Environmental compliance is critical to retaining our licence to operate and supporting the security of electricity supply to customers and the country as a whole.

Our aim is to reduce our environmental footprint on several fronts, for example through by reducing particulate emissions through a number of initiatives, using less water with less efficient units being taken out of service, and using dry-cooled technology in our newer stations, namely Matimba, Kendal, Medupi and Kusile. These new stations are being commissioned with fabric filter plants to reduce particulates, as well as low NO_x technology to reduce NO_x emissions. Kusile is being commissioned with FGD technology to reduce SO₂. Medupi will be retrofitted with FGD technology.

Our current investment in renewable generating capacity is modest, with one wind facility, hydro stations and a number of small solar PV projects. We aim to drive the Just Energy Transition to introduce more renewable capacity, to reach our long-term objective of attaining net zero emissions by 2050, with an increase in sustainable jobs.

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Net zero emissions means that any emissions are balanced by offset projects, which absorb an equivalent amount of CO₂ from the atmosphere. In order to meet the 1.5°C global warming target in the Paris Agreement, global carbon emissions should reach net zero around mid-century.

Securing our resource requirements

Our primary energy sources include coal, nuclear fuel, diesel, gas, limestone (used in FGDs) and water. These have to be sourced, procured and delivered to our power stations in the necessary amounts, at the required quality, at the right time and at optimal cost.

Securing our coal requirements

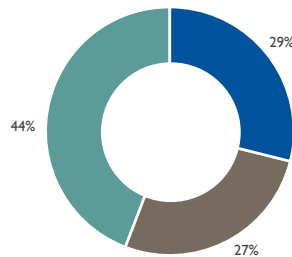
Going forward, investors will pursue clean energy, with minimal funding for carbon technology, thereby signalling disinvestment in the South African coal industry by multinationals.

Coal supply strategy

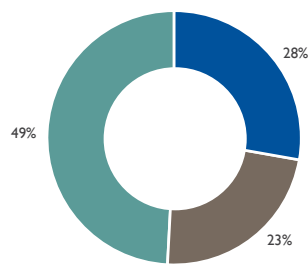
Our coal strategy favours long-term dedicated coal contracts with coal delivered by conveyor, to ensure security of supply to our coal-fired stations and minimise coal transport by road. It includes investing in cost-plus mines to support contractual supply, to ensure optimal cost of coal and security of coal supply from dedicated coal resources.

The volumes and value of coal purchased over the past year were made up as follows:

Coal volumes



Value of coal purchased



● Cost-plus ● Fixed-price
● Short-/medium-term contracts

There has been a slight shift from short- to medium-term contracts to fixed price contracts over the past year, which had a favourable impact on the cost of coal, as short- and medium-term coal tends to be more expensive.

In support of our long-term coal procurement strategy, we have issued requests for proposal (RFPs) to the market for supply to Arnot, Camden, Kriel, Matla and Tutuka, and in some cases, contracts have been awarded. Coal requirements have been largely secured for the next 18 to 24 months. Implementation of the long-term strategy is progressing and the shortfall, accounting for updates to both supply and demand, has been reduced to 0.75 billion tons of uncontracted coal to cover the life of all coal-fired power stations.

Our top 10 coal suppliers are set out below. There are two new entrants to the list since last year.

Supplier	Contract type
Exxaro Coal	Mix of cost-plus and fixed-price
Seriti Coal	Cost-plus
South32	Mix of cost-plus and fixed-price
Glencore	Fixed-price
Universal Coal	Fixed-price
Mbuyelo	Fixed-price
Mzimkhulu Mining	Fixed-price
Wescoal	Fixed-price
Mwelase Mining (new)	Fixed-price
Into Africa Mining And Exploration (new)	Fixed-price

Coal quality

Coal-related load losses for the year amounted to 0.71% OCLF (2020: 0.73%), and are due to factors such as poor quality coal or coal contaminated by stones. Matla and Kriel were the biggest contributors, accounting for 59% and 28% of coal-related load losses respectively. A number of steps

are being implemented to reduce future coal-related load losses, including reducing contamination and working with mines to improve coal quality. Our long-term goal remains to determine coal quality at the point of delivery.

Investment in cost-plus mines

We will only consider recapitalisation for mines where long-term benefits can be demonstrated through increased volumes of acceptable quality coal, to limit the amount of coal required on expensive short- and medium-term contracts. The majority of cost-plus mines require significant investment or recapitalisation to increase production and/or maintain existing production. Until then, lower production is to be expected from these mines. We will consider financing the expansion at cost-plus mines to access remaining contracted reserves, to support contract extensions through increased production.

Negotiations on the extension of existing cost-plus agreements for Lethabo, Kendal, Kriel, Matla and Tutuka continue.

Technical performance

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Coal burnt, Mt ¹	n/a	104.57	107.80	n/a	104.87	108.61	113.76
Coal purchased, Mt	n/a	101.37	110.10	n/a	109.96	119.25	118.25
Coal purchase R/ton, % increase ^{2C}	10.0	10.0	11.0	●	3.2	16.3	14.1
Coal stock days	n/a	31	31	●	82	81	67
Normalised coal stock days, budgeted standard daily burn ²	n/a	31	31	●	50	50	36
Road-to-rail migration (additional tonnage transported on rail), Mt ^{3C}	20.3	5.5	10.5	■	3.6	7.5	8.2

- The current year coal burnt figure excludes 5 735kt burnt during the commissioning of Medupi Units 3 and 2 and Kusile Units 2 and 3 (2020: 4 910kt for pre-commissioning burn).
- Normalised coal stock days exclude coal at Medupi and Kusile.
- Future targets shown as n/a are dependent on system requirements.
- The 2024 road-to-rail target is the cumulative target over the next three years.

The increase in the average coal purchase price was contained well within the target, due to the slight shift away from supply under short- and medium-term contracts. This follows the success of rebuilding coal stock levels in previous years – coal stock levels were stable over the past year.

No station had stock below its individual station minimum stockholding level (2020: none). Coal stock days remain higher than target due to more coal than needed being delivered to Medupi, Kusile and Lethabo. Coal requirements at Medupi and Kusile are affected by delays in the commissioning of units, although we continue to receive coal in terms of take-or-pay coal supply contracts. The low quality of coal supplied to Lethabo makes it unsuitable for use by any other station, and there is no financial benefit to reducing production by the cost-plus mine supplying Lethabo.

Implementing coal haulage and the road-to-rail migration plan

Three power stations are supplied with coal on rail, namely Grootvlei, Majuba and Tutuka, and we are targeting new rail opportunities at Arnot towards the end of the 2021 calendar year. Future rail opportunities at Camden have been put on hold due to uncertainty around the remaining life of Camden. The shareholder compact target for the year was not met, mainly due to the unavailability of the rail offloading facility at Majuba Power Station, after the fire in December 2019. Provisional indications are that rail operations at Majuba will resume from September 2021. The national lockdown contributed to the delay in resuming operations.

OUR INTERACTION WITH THE ENVIRONMENT *continued*

Furthermore, commercial delays between Eskom and Transnet Freight Rail (TFR) for rail siding operations delayed the resumption of rail operations to Tutuka. Rail Safety Regulator approval has delayed the start of a rail service to Arnot. TFR is engaging the regulator to resolve and expedite approvals.

Regrettably, road logistics recorded eight public fatalities during the year (2020: six), as well as six contractor fatalities (2020: two). We continue to promote road safety and participate in road safety awareness campaigns with the Mpumalanga government, given the impact of our coal haulage operations on road safety and road conditions,

Securing our water requirements

Water security risks relating to Eskom's existing needs

The Integrated Vaal River System (IVRS) storage stood at 91.7% at 23 March 2021 (30 March 2020: 65.9%). The IVRS level has recovered significantly due to good rainfall in the catchment areas, however, the IVRS is likely to remain in deficit until Phase 2 of the Lesotho Highlands Water Project is commissioned by 2026. Unofficially, the project is likely to be delayed by another two years, with construction delayed due to COVID-19 travel restrictions. Other initiatives such as water conservation and water demand management have to be implemented by all sectors, including Eskom, to mitigate against future water security risks in the IVRS.

The Mokolo River System, which supplies raw water to Matimba and Medupi Power Stations, has also received good rainfall, resulting in the Mokolo Dam level increasing to 100.4% on 30 March 2021 (October 2020: 40%). As a result, the likelihood of water curtailments to Eskom has reduced significantly, although the risk remains until the Mokolo Crocodile Water Augmentation Project Phase 2A is commissioned. Matimba and Medupi will continue to minimise their water usage and reuse water where possible.

Eskom's assurance of water supply is not at immediate risk due to our status as a strategic user. Business continuity plans are in place at Eskom facilities and sites to cater for possible water restrictions by municipalities and water boards.

For a discussion of our water usage, refer to "Reducing water consumption" on page 102 in this section

The Department of Water and Sanitation (DWS) continues to experience severe budgetary, financial and resource constraints, affecting its ability to manage existing operations, maintenance and implementation of new bulk water infrastructure to ensure future water security to Eskom. A joint task team between DWS, Eskom and Sasol has been established to mitigate against these water supply risks and to escalate critical matters to the Director-General: DWS for support and intervention.

Mokolo Crocodile Water Augmentation Project (MCWAP) Phase 2

The water delivery date from MCWAP Phase 2A has moved out to August 2026 (from October 2025 reported previously). Eskom signed the water supply agreement with DWS in January 2021. At this stage, the delay is unlikely to affect the FGD project, which is also delayed.

Securing our nuclear fuel requirements

Koeberg's nuclear fuel demand can be met until 2025 by existing contracts for the supply of nuclear fuel fabrication services and the delivery of fabricated nuclear fuel to Koeberg. We have entered into contracts until 2028 for the supply of enriched uranium product, which is used in nuclear fuel fabrication.

See note 10 on future fuel supplies and note 20 on inventories in the consolidated annual financial statements for further information on nuclear fuel balances



Reducing our environmental footprint

We track a number of key performance indicators to measure our environmental performance, including relative particulate emissions, specific water consumption and the number of reported legal contravention incidents.

Refer to the fact sheet on page 127 for information on the environmental implications of using or saving electricity

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Relative particulate emissions, kg/MWh sent out ^{SC-1,2}	0.30	0.31	0.32	■	0.38	0.47	0.47
Specific water consumption, ℓ/kWh sent out ^{SC-1}	1.30	1.33	1.34	■	1.42	1.42	1.41
Net raw water consumption, Mℓ ³	n/a	n/a	n/a	n/a	270 736	286 553	292 344
Environmental legal contraventions in terms of the OHD, number ⁴	1	1	1	■	7	5	2
Carbon dioxide (CO ₂), Mt	n/a	n/a	n/a	n/a	206.8	213.2	220.9
Sulphur dioxide (SO ₂), kt ⁵	n/a	n/a	n/a	n/a	1 604	1 721	1 853
Nitrogen oxide (NO _x as NO ₂), kt ⁶	n/a	n/a	n/a	n/a	804	851	890
Particulate emissions, kt	n/a	n/a	n/a	n/a	71.35	94.92	99.87

1. Relative particulate emissions values and specific water consumption include Medupi Units 3, 4, 5 and 6 as well as Kusile Unit 1, but exclude units synchronised but not yet in commercial operation. Units are only included one year after achieving commercial operation, therefore Kusile Units 2 and 3 as well as Medupi Unit 2 are still excluded.
2. Particulate emissions reported at certain coal-fired power stations, Kendal and Kriel specifically, exceeded the range of the station's particulate emission monitors for periods during the year. This may have resulted in an understatement of particulate matter emissions. The extent of the understatement and its impact on the materiality of final figures can, however, not be quantified.
3. No target is set for net raw water consumption or for emission volumes. Therefore, the target for these measures is shown as not applicable.
4. Specific cases of environmental legal contravention incidents that are considered to be of very high significance in terms of its impact on the environment and/or on Eskom in that they have a material business impact and illustrate a significant failure of business systems, are recorded as incidents in terms of the OHD.
5. Our sulphur dioxide performance figures are calculated based on coal characteristics and power station design parameters using coal analysis and coal burnt tonnages. Figures include coal-fired and gas turbine power stations, as well as oil consumed during power station start-ups. For carbon dioxide emissions, it also includes the underground coal gasification plant.
6. NO_x reported as NO₂ is calculated using average station-specific emission factors (which are measured intermittently) and tonnages of coal burnt.

Particulate and gaseous emissions

Burning coal to produce electricity produces four major pollutants in the form of emissions: particulate matter (PM), carbon dioxide (CO₂), sulphur dioxide (SO₂) and nitrogen oxides (NO_x). The National Environmental Management: Air Quality Act, 2004 (NEMAQA) requires the installation of technology to reduce emissions.

Since the early 1980s, we have implemented pollution reduction technology, thereby reducing particulate matter emissions by more than 80%. We recorded the worst particulate emission performance in 20 years in 2019 and 2020, primarily because of challenges experienced at Kendal Power Station.



Further details of particulate and gaseous emissions are available in the technical statistical table on pages 130 and 131

Minimum Emission Standards

Minimum Emission Standards (MES) for South Africa were published in 2013, and amended in 2018. They stipulate emission limits, which require Eskom to reduce gaseous emissions of sulphur dioxide and nitrogen oxides, as well as particulate matter.

In 2014 and again in 2019, we committed to retrofitting several power stations to reduce emissions under postponement applications granted by the then

Department of Environmental Affairs. Full compliance with the new plant standards requires all coal-fired power stations to implement emission reduction technologies, such as fabric filter plant (FFP), low NO_x burners and/or FGD. Several of the particulate matter projects are under way, and will be completed by 2025 as required.

It is projected that our relative particulate matter emissions will reduce by 51% by 2030, SO₂ by 22% and NO_x by 27%, compared to a 2020 baseline. The estimated reduction is based on units running at the allowable limit value and changes following an upgrade or retrofit, or unit shutdown, which could have a negative impact on plant availability. By 2039, Eskom's relative particulate matter emissions are expected to reduce by 70%, SO₂ by 54% and NO_x by 56%.

In July 2020, Minister Creecy of the Department of Forestry, Fisheries and the Environment (DFFE) provided approval for Eskom to operate stations under pre-1 April 2020 emission limits until decisions on our most recent MES applications were made. The extension allowed us to continue operating affected power stations legally. DFFE indicated in November 2020 that it aimed to process all the applications submitted within 12 months.

OUR INTERACTION WITH THE ENVIRONMENT continued

We submitted a MES exemption application in September 2020, which aimed to balance environmental impact and financial affordability. However, it was withdrawn based on high-level discussions with DPE and DFFE. We are preparing a comprehensive Just Energy Transition and emission reduction alternative approach to present to DFFE.

We have assessed the impact of full compliance, which could necessitate expenditure of some R300 billion. It would also have very significant impacts on capacity availability, both immediately and after 2025.

Compliance with atmospheric emission licences

Atmospheric emissions include any emission that results in air pollution, and includes particulate and gaseous emissions. We have to obtain an atmospheric emission licence to allow the emission of atmospheric pollutants within certain limits.

Coal-fired stations operate in general compliance to emission limits set in terms of their atmospheric emission licences (AELs). However, occasional exceedances of these limits occur and they are reported to the authorities as required. Our AELs allow us to declare emergency incidents referred to as NEMA section 30 incidents. A total of 47 section 30 incidents were reported during the year (2020: 33).

It is estimated that all coal-fired units combined have exceeded their allowable daily particulate matter emission limits on 1 896 days during the year (2020: 2 466 days). Although many of these are permissible in terms of AEL provisions, 524 were non-compliances with stations' AELs, with Kendal accounting for 485 instances. Kendal has had to continue operating with damaged equipment due to generation constraints. However, since the implementation of repairs to a number of units, the station has remained in general compliance since December 2020.

At year end, five coal-fired units were operating in non-compliance with average monthly emissions limits: three at Lethabo and two at Tutuka. This placed 2 949MW at risk of censure or closure by the authorities (2020: 11 units of 6 858MW).

Relative particulate emissions

Despite not meeting target, relative particulate emission performance has shown significant improvement since the previous financial year, largely due to a relative improvement in performance at Kendal and opportunity maintenance undertaken during level 5 of the national lockdown. Furthermore, stations continue to focus on improving emission performance, as part of the Generation recovery plan. Poor performing units are placed on outage, and investigations and repairs are under way.

Additionally, Kriel, Lethabo, Matla and Tutuka also experienced periods of poor performance, due to a number of issues, such as poor coal quality and poor performance of the dust handling and SO₂ plant.

Kendal emission challenges

Poor performance of the electrostatic precipitators (ESPs), the SO₂ plant tripping as well as poor availability of the dust handling plant have contributed to the high levels of emissions at Kendal. The station has been implementing an emission recovery plan across all units since late 2019, which has led to a significant reduction in emissions and units operating in compliance, although emissions remain high compared to other stations.

The earlier repairs to Units 1 and 2 in terms of the recovery plan led to an improvement in the performance of these units. The station is implementing interim repairs on Units 2 and 3, and redoing the correlation tests. This has resulted in improvements in performance at Units 1, 2 and 3. Units 5 and 6 have completed outages to improve emissions performance.

A criminal case was opened in September 2019, relating to non-compliance with Kendal's AEL between April 2015 and April 2019. Eskom appeared in the Witbank Magistrates Court on criminal charges in January 2021, and the matter was postponed to June 2021. If found guilty, Eskom could be issued a fine of up to R25 million. Subsequently, the hearing was postponed again to August 2021 at the request of the NPA.

In addition to the criminal case, an administrative process was initiated and a compliance notice issued in December 2019 in respect of continued AEL non-compliances. We appealed the notice. Minister Creecy responded that we could operate only one of the worst performing units at a time. Additionally, we had to provide plans to address the emission levels at the station. Accordingly, Unit 5 was put on extended outage, which was completed in June 2021.

In August 2020, DFFE approved our action plan for the return to compliance of Kendal's units. The station is tracking the delivery of the plan, which is progressing well. Failure to comply with the plan is considered non-compliance with the directive, and could result in further censure.

Nevertheless, due to generation constraints, it was necessary to continue to operate the station even though the ESP damage and dust handling plant issues were not resolved on all units. Contrary to our initial understanding, DFFE has confirmed that it is an offence to operate any of the units in non-compliance with the AEL limits, notwithstanding the action plan.

We received a letter in March 2021, alleging further non-compliance at the station, leading to additional charges that may be included in the criminal case. We issued a response, and await further developments, which may include adding of further charges to the existing criminal case.

Offset programmes

In terms of the 2015 MES postponement application, we are required to implement an air quality offset programme to reduce particular matter emissions, to improve ambient air quality in communities adjacent to our power stations. Interventions include insulating homes with ceilings, switching households from coal to electricity and liquid petroleum gas, and addressing the burning of waste. Initial engagements with the KwaZamokuhle community took place during the year, and the initiatives were received positively by the community.

Despite progress during the 2021 financial year, there have been delays in contracting for the lead implementations at KwaZamokuhle and eZamokuhle, due to commercial delays in the contracts for stoves and heaters, and the national lockdown restrictions during the COVID-19 pandemic.

Gaseous emissions

SO₂ emission limits

Exceedances of daily SO₂ limits have been recorded by all coal-fired power stations on 279 days in total during the year (2020: 449). Of those exceedances, 160 occurred at Matimba, which is now operating under a monthly AEL limit rather than a daily limit. Medupi, which also operates on a monthly AEL limit, reported 86 exceedances on its units. The poor SO₂ emissions performance at these stations is due to the generally higher sulphur content of Waterberg coal.

NO_x emission limits

Exceedances of allowed daily NO_x emissions have been recorded by all coal-fired power stations on 125 days in total during the year (2020: 409). Lethabo reported 65 exceedances during the year. The remainder of the exceedances were reported at Kendal and were generally due to monitoring issues.

Emission reduction projects

We remain at risk of not meeting commitments made in previous minimum emission postponement applications due to project delays and constraints on available funding. The consequences of non-compliance could be the withdrawal of licences to operate, DFFE not granting further postponements, or not meeting specific loan agreement conditions, such as the World Bank's Medupi FGD loan conditions.

Various emission abatement technologies have been installed at our stations. These include electrostatic precipitators (ESPs) (at Duvha, Kendal, Komati, Kriel, Lethabo, Matimba, Matla and Tutuka); SO₂ flue gas conditioning plants to improve the efficacy of ESPs (at the stations mentioned before, except at Tutuka); fabric filter plant (at Arnot, Camden, Duvha, Grootvlei, Hendrina, Kusile, Majuba and Medupi); boilers with low NO_x design (at Kendal and Matimba); low NO_x burners (at Camden, Kusile and Medupi); and flue gas desulphurisation (at Kusile).

We are undertaking the following emission reduction projects to reduce particulate matter emissions, as well as sulphur and nitrogen oxides:

- At Lethabo, a high-frequency power supply (HFPS) was installed on Unit 3. HFPS will be installed on other units, with the next one planned for the second half of the coming year. The commercial process for the ESP upgrades and refurbishment of the SO₂ flue gas conditioning plant is ongoing
- Work on the NO_x projects at Majuba, Matla and Tutuka is on hold pending a reassessment of the requirements for these projects in light of engagements with the authorities regarding the MES applications
- The technology approach for the particulate matter reduction at Tutuka has been reassessed given funding constraints. Revised commercial documentation is being prepared
- At Kriel, the HFPS, ESP and SO₂ upgrades on the first unit will commence during the coming year



OUR INTERACTION WITH THE ENVIRONMENT *continued*

Ashing facilities and ash utilisation

Ash produced from the combustion of coal by our power stations is the largest source of waste from our operations. Our power stations produced 30.83Mt of ash (2020: 32.04Mt), with Lethabo and Matimba the biggest contributors.

Ash sold from six stations in terms of our ash utilisation strategy increased slightly to 3.1Mt for the year (2020: 2.9Mt), or just over 10% of total ash produced. This brings the total ash beneficiated to 26.79Mt over the past decade. The exclusion by DFFE of ash and gypsum from waste requiring a waste management licence, when extracted for beneficial use at our sites, provides additional opportunities for ash beneficiation – such as the use of ash in bricks, cement, soil amelioration, road construction and mine backfilling.

Since late April 2020, all eight Camden units (totalling 1 481MW nominal capacity) were shut down due to the safety risk resulting from ash dam capacity constraints. This contributed OCLF of 2.05% during the year. The current ash dam had reached its maximum height and poses a safety risk to personnel on site and neighbouring communities.

The units were brought back online between August and October 2020, with around three units running continuously until the new ash dam is due to be completed by the end of the 2022 financial year. In the meantime, the station will redirect a portion of the ashed volume to free up space that would allow limited operation of units. A total of 668kt of ash was diverted to a nearby mine as backfill material during the year.

Reducing water consumption

As a strategic water user, we are assured of water supply in the short to medium term. We are implementing comprehensive strategic water implementation and management plans at all coal-fired power stations to reduce water use and ensure compliance. Regrettably, implementation of the water strategy has, to date, not led to a reduction in water usage at coal-fired power stations.

Water performance remains very disappointing. The poor performance is caused by poor technical performance of coal-fired stations, combined with ageing plant and long lead times to address some of the root causes of high water consumption and poor water management practices.

Specific water usage

Specific water use for the generation of electricity for the year is worse than target, but remained the same as the prior year.

We established the Generation Environmental Compliance Steering Committee (GECS) in June 2020 to focus on water management, including other environmental aspects. The committee is chaired by the Group Executive: Generation to monitor and track the implementation of water actions at power stations to reduce specific water usage and address the increase in water spillages that result in environmental legal contraventions. The GECS has increased the focus on water management and, although results are not yet visible, we expect to see improvements in due course if the focus remains.

Reducing environmental legal contraventions

A total of 80 environmental legal contravention incidents were recorded against a tolerance level of 18 (2020: 59). Of these, 68 were water-related incidents, nine related to air quality, two to waste and one related to regulations around environmental impact assessments. Generation Division was responsible for 78 of the incidents, and Group Capital Division for two.

Of the legal contraventions, seven were classified as OHD contraventions (as defined earlier) (2020: five), all of which were water-related. Six contraventions were recorded in Generation, while one was related to activities by Group Capital at Camden Power Station.

Subsequent to year end, performance relating to environmental legal contraventions has shown an improvement.

Information on the disposal of ash, asbestos, PCB-containing material, as well as nuclear waste and used nuclear fuel is set out in the technical statistical table on pages 130 and 131

Provisions for environmental restoration and rehabilitation

We make provision for the following obligations:

- Decommissioning the nuclear plant, including rehabilitation of the associated land, as well as managing spent nuclear fuel assemblies and radioactive waste
- Decommissioning other generating plant and rehabilitation of the associated land
- Estimated cost of closure at the end of the life of cost-plus mines, together with pollution control and rehabilitation of the land, where a contractual or constructive obligation exists to pay the coal suppliers

We raised the following provisions relating to environmental rehabilitation and restoration:

R million	Actual 2021	Actual 2020	Actual 2019
Power station-related environmental restoration – nuclear plant	19 074	16 203	17 797
Power station-related environmental restoration – other power plant	15 270	11 932	14 460
Mine-related closure, pollution control and rehabilitation	15 858	14 291	13 906
Total environmental provisions	50 202	42 426	46 163



Refer to note 29 in the consolidated annual financial statements for more information on these provisions

Investing in renewable energy

Eskom's Sere Wind Farm contributed 305GWh to the national grid during the year (2020: 283GWh), with an average load factor of 33.25% and an average availability factor of 94.48% (2020: 30.67% and 97.40% respectively).

The eight rooftop and ground-mounted PV sites in operation at our facilities sent out 3GWh during the year (2020: 3.8GWh).

We continue to purchase renewable energy from IPPs. Renewable energy sources include wind, solar power, biomass, landfill gas and small hydro technologies.



For capacity provided by renewable IPPs, refer from page 87

As reported last year, we received no allocation for renewable energy capacity under the IRP 2019, effectively curtailing our own investment in renewable technology for the foreseeable future.

Responding to climate change

The purpose of South Africa's proposed Climate Change Bill is to build an effective climate change response and ensure the long-term, just transition to a climate resilient and lower carbon economy and society. This is to be done within the context of sustainable development for South Africa.

Our carbon footprint

We conducted a carbon footprint study to calculate our annual carbon footprint for the 2020 calendar year. A carbon footprint estimates the total greenhouse gas (GHG) emissions (including scope 2 and 3) caused by an organisation, expressed in tons of carbon dioxide equivalent (tCO₂e). This provides insights into the sources and magnitude of our GHG emissions and allows us to improve the management of our GHG emissions.

The footprint was calculated in line with the globally recognised *GHG Protocol: A Corporate Accounting and Reporting Standard*. Since the calculation of our carbon footprint covers a different scope and may utilise different assumptions to the regulated reporting requirements, the results are not directly comparable.

The results of the carbon footprint study for the 2020 calendar year, compared to the 2019 results, are presented in the table below:

GHG emissions by source, tCO ₂ e	2020	2019
Scope 1		
Stationary combustion	201 260 329	212 192 077
Eskom motor vehicle fleet	37 810	81 797
Fugitive emissions	73 904	36 212
Waste disposal	3 820	3 468
Non-combustion product use	12	9
Scope 2		
Electricity and heat purchased ¹	n/a	n/a
Scope 3		
Coal delivery to site	238 338	269 963
Use of employee vehicles	6 669	12 627
Air travel	1 008	3 368
Vehicle rental	2 225	1 903
Total²	201 624 115	212 601 425

1. As electricity generation is Eskom's main activity, scope 2 indirect emissions are in principle accounted for as scope 1 direct emissions under the GHG Protocol.
2. Due to different scopes and input assumptions, the results are not directly comparable with our CO₂ emissions reported in the table on page 130.

The total GHG emissions for 2020 were 201 624 115tCO₂e, which is favourable compared to the 2019 figure. This indicates a decrease in Eskom's overall carbon footprint because of lower electricity demand, and therefore production, due to the various lockdown measures implemented in response to the COVID-19 pandemic. The majority of these emissions were caused by the burning of fossil fuels at our power stations for the generation of electricity. Coal, diesel and kerosene consumption contributed over 99.8% of our GHG emissions.

Coal delivery to site is the second biggest source of GHG emissions. These mainly relate to the transportation of coal to power stations by third-party trucks. However, this was lower than the reported figure for 2019. The third highest source of GHG emissions was fugitive emissions, which relates to the incidental release or leak of SF₆ gas due to the failure or malfunctioning of gas-insulated switchgear and circuit breakers. Both the Transmission and Distribution operations were considered, hence the significant increase in SF₆ emissions compared to 2019, when only Transmission data was included.

There was a considerable reduction in GHG emissions associated with all travel. Eskom fleet emissions, use of employee vehicles and air travel emissions all reduced because of travel restrictions in response to the COVID-19 pandemic.

OUR INTERACTION WITH THE ENVIRONMENT *continued*

Carbon mitigation mechanisms

The purpose of the Carbon Tax Act, 2019 (CTA) is to levy a carbon tax on GHG emissions, to encourage the market to reduce consumption of carbon-intensive products. The CTA came into effect on 1 June 2019.

Eskom is not expected to have a carbon tax liability until January 2023 due to the rebates allowed in the CTA. After that, the liability is expected to be more than R11 billion per year, which would add 4–5% to the required year-on-year increase in the tariff, since carbon tax will be a pass-through cost in terms of the regulatory rules.

Task Force on Climate-Related Financial Disclosures

In the 2020 integrated report, we disclosed climate-related information aligned to the recommendations by the Task Force on Climate-Related Financial Disclosures (TCFD). This year, we disclose relevant climate-related information to build an improved understanding of our climate-related risks, opportunities and the associated financial impacts.

Governance

Board and executive oversight of climate change

The Board is responsible for examining and approving the integrated report, annual financial statements, Corporate Plan and corporate strategy, which incorporates strategic objectives to strive for net zero emissions by 2050, with an increase in sustainable jobs.

The Board is supported by two board-level committees that govern all climate-related matters, namely the Social, Ethics and Sustainability Committee (SES) and the Audit and Risk Committee (ARC). These committees are regularly informed of climate-related risks and opportunities. These matters are discussed at scheduled Board committee meetings, following the approved governance processes. The proceedings at each meeting are guided by an agenda plan that is monitored and updated as it progresses from one meeting to the next. Priority I climate-related risks are monitored and tracked at Exco and Board levels.

Management's role and responsibilities

The GCE is the highest management-level position responsible for relaying the main climate change decisions and guidelines set by the Board to the rest of the organisation. The GCE and the CFO serve as the interface between the Board and executive management. The GCE and Exco are responsible for approving, implementing and executing effective risk and resilience management of the climate change risks.

Exco's Risk and Sustainability Committee monitors, manages and informs the GCE and Exco on the progress made in addressing climate-related challenges.

The Climate Change and Sustainable Development (CCSD) Department is responsible for developing and implementing Eskom's climate change-related strategies and policies, as well as identifying and assessing climate-related risks, opportunities, controls and treatment plans.

The Just Energy Transition (JET) Office is responsible for identifying and assessing JET-related risks and opportunities, controls and treatment plans. Progress is reported directly to the GCE and the JET Steering Committee on a monthly basis. These risks and opportunities are directly linked to Eskom's climate change imperatives.

Strategy

Climate-related risks and opportunities

Climate-related risks and opportunities with high levels of uncertainty regarding their nature, timing, development and/or deployment were identified for the different time horizons: the short term from 2021 to 2023 (1–3 years); medium term from 2023 to 2030 (3–7 years); and long term from 2030 to 2050 (7–30 years).

We have prioritised three key climate-related risks and four opportunities with the highest likelihood of impacting Eskom's business, strategy and financial planning. These are considered at Exco and Board level. Addressing the climate-related risks and opportunities is critical to our sustainability.

<p>RISKS</p> <p>All time horizons Potential damage to Eskom's assets and operations due to extreme weather events</p> <p>Medium term (3–7 years) Failure to transition and implement low-carbon initiatives, including associated socio-economic initiatives Potential loss of Eskom's social licence to operate</p>
<p>OPPORTUNITIES</p> <p>Short term (1–3 years) Pursuit of public-private partnerships Large-scale rollout of cleaner and greener energy, such as solar PV, battery storage and microgrids</p> <p>Medium term (3–7 years) Repowering and repurposing existing coal sites Re-energise the manufacturing sector</p>

Climate-related scenarios

Two scenarios were considered in the 2020 integrated report. The "soft decarbonisation" scenario was built on domestic policy considerations such as South Africa's Nationally Determined Contribution (NDC) under the Paris Agreement and DMRE's IRP 2019. The "ambitious decarbonisation" scenario requires more ambitious action beyond what has been specified in the IRP 2019, with carbon neutrality envisaged by 2050.

These scenarios were considered in order to understand how climate-related risks and opportunities may affect Eskom over time, and to test our strategy resilience to different futures. There are numerous other studies looking at aggressive decarbonisation, such as the CSIR, University of Cape Town and Meridian. DFFE is also proposing an enhanced NDC.

Our system modelling team has been developing Eskom-specific scenarios, which are under discussion.

Risk management

Identification and assessment of risks

The Enterprise Risk and Resilience Department has established risk structures within each division, consisting of risk owners, risk coordinators and risk and resilience practitioners. The risk owners are accountable for the identification, assessment and management of risk, which is integrated in the management processes and is evident in decision-making processes and outcomes. Risks are classified from Priority I to Priority IV.

Risk management in Eskom

We apply an integrated approach to managing risks per the Integrated Risk Management Framework and Standard. Climate-related risks are managed by the CCSD Department, the line divisions – Generation, Transmission and Distribution – and the JET Office.

Integration into Eskom's overall risk management

Eskom's Risk and Resilience Policy, together with the Enterprise Risk and Resilience Management Plan and our Risk Appetite and Tolerance Framework, comprise the key documents governing risk approved by the Board. This is aligned to the recommendations on good governance as contained in King IV™, which introduced the oversight of resilience or business continuity as a board-level priority. All Priority I and emerging risks are reported to Exco and the Board, which provide oversight as recommended by King IV™.

Metrics and targets

Eskom's performance metrics include GHG emissions data and compliance.

We submit an annual GHG report to the DFFE based on the DFFE Technical Guidelines (for scope 1 emissions). These are based on the 2006 Intergovernmental Panel on Climate Change (IPCC) GHG Guidelines and 2019 IPCC Refinements.



Also refer to the carbon footprint calculation on page 103

Our climate change policy is intended to support South Africa to meet its nationally determined contribution, which requires the country's GHG emissions to peak by 2025 at between 398Mt and 614Mt per year; plateau for up to a decade; and then decline in absolute terms thereafter. DFFE has proposed an enhanced ambition to the current target for stakeholder comment.

We previously participated in DFFE's voluntary carbon budget process from 2016 to 2020. We will continue to do so until the expected mandatory company-level carbon budgets are implemented under the proposed Climate Change Bill. We submitted our 2020 annual progress report for the previous Pollution Prevention Plan, as well as a subsequent Pollution Prevention Plan for the 2021 to 2026 period.

Just Energy Transition



Our Just Energy Transition strategy was discussed under "Our strategic context – Our strategy and turnaround plan" from page 45

Future focus areas

- Implementing the long-term coal strategy to ensure security of coal supply, at an optimal cost
- Pursuing the following high priority levers to support the strategy objectives:
 - Extending cost-plus contracts to match power stations' lifespan and utilising the dedicated coal reserve for supply to other power stations. It includes reinvestment in cost-plus mines to enable contractual supply and more, thereby ensuring optimal cost of coal and security of coal supply from dedicated sources
 - Extending existing long-term fixed-price contracts for designated power stations, with the option to supply other power stations
 - Sourcing uncontracted coal for the remaining life of power stations through open tender
 - Striving to move coal as economically as possible, leaning towards a tied colliery model delivering coal by conveyor, with rail and road transportation as less preferred alternatives
- Driving the operations recovery initiative of the turnaround plan, and agreeing on the emissions compliance strategy to maintain Eskom's licence to operate, specifically relating to emissions, waste and water
- Ensuring full compliance with MES regulations and limits as required by DFFE. However, this could necessitate expenditure of approximately R300 billion, which is not affordable, coupled with significant effects on available capacity, both in the short term and beyond 2025. A total of 18GW could be affected immediately, increasing to 32GW by 2025 – this could lead to a significant increase in loadshedding
- Improving operational practices at power stations to reduce water use and decrease emissions, thereby improving legal compliance
- Addressing non-compliance and shortcomings to ensure full compliance with licences and permits
- Increasing volumes of ash beneficiated at power stations
- Leading the Just Energy Transition by using generating plant approaching the end of life, through repurposing and repowering as alternatives to full decommissioning of power station sites. Thereafter, JET will be used as the key enabler to set the course for a Generation of the future

OUR PEOPLE



Highlights

- Strong stakeholder support for collaborative platforms to address safety challenges, such as the GCE Contractor Forum and Eskom Executive Forum



Improvements

- Employee benefit costs were successfully managed within budget, driven by a reduction in headcount
- Production bonuses implemented for qualifying operational staff
- Launch of divisional improvement plans and an organisational safety culture survey, aimed at improving safety perceptions and performance, and reinforcing an interdependent safety culture



Lowlights

- Fatalities recorded among employees, contractors and members of the public



Challenges

- Ensuring an adequately skilled workforce while meeting transformation and learner intake targets, given financial constraints and headcount targets
- Loss of institutional knowledge due to staff turnover, including those accepting voluntary separation packages
- Achieving disability equity at all occupational levels, with the number of persons living with disabilities declining at a faster rate than headcount, and extending the reasonable accommodation of persons living with disabilities
- Achieving a reduction in overtime costs, given continued poor generating plant performance
- Low morale in the management layer due to several years of no or negligible cost-of-living salary adjustments
- Challenges being experienced by staff working from home during lockdown
- Minimising the high number of contractor fatalities and contractor lost-time injury incidents

Our people are key to successfully delivering on our mandate and executing our strategic objectives. To achieve this, we need to recruit and retain a skilled workforce and adequately reward our people for their contribution.

Our values are aimed at driving a culture of performance and accountability. Our desired organisational culture is supported by effective employee engagement, our employee value proposition, consequence management and accountability.

We have to develop and source leadership and other critical and scarce skills, by developing and training our people, maintaining a diversified learner pipeline and enabling advancement opportunities. We ensure that we have skilled people in the appropriate positions through periodic skills audits; adequately rewarding employee efforts through employee value proposition initiatives; and keeping our finger on the pulse of employee sentiment through targeted employee engagement.

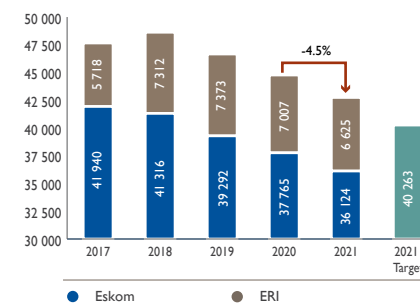
We remain dedicated to our value of Zero Harm to promote safety excellence in all areas, by providing a safe working environment for employees and contractors that supports strict occupational hygiene, mitigates safety risks and is free of incidents. We are further committed to protecting members of the public from exposure to the hazards of our operations and infrastructure, by implementing initiatives to educate the public on the safe use of electricity.

Our workforce

The group headcount stood at 42 749 at year end (2020: 44 772), including permanent staff and fixed-term contractors, consisting of 36 124 Eskom employees and 6 625 ERI employees (2020: 37 765 and 7 007 respectively). Of these, approximately 84% were covered by collective bargaining agreements.

We have reduced our headcount over recent years, mainly through natural attrition and voluntary separation packages at managerial level. Our ability to fill vacancies is limited by financial constraints and headcount targets. However, the moratorium may be relaxed for core, critical and scarce skills, subject to approval. We are targeting a group headcount of 40 263 by the 2026 financial year.

Change in group headcount



To reduce headcount further, Exco approved another round of voluntary separation packages (VSPs) for Eskom's managerial employees in November 2020.

The process was open to employees in non-core and non-critical roles, to minimise the impact of separation on critical operations, maintenance and outages, or regulated positions. Employees aged between 60 and 62 were also eligible, regardless of being core or critical. Staff were required to exit Eskom by 28 February 2021.

A total of 188 applications were received, of which 94 were approved. Of those, 74 offers were accepted, at a cost of R112 million. This was in addition to the 185 exits as part of the first round of VSPs, at a cost of R286 million.

Our staff turnover rate during the past year was approximately 4.8%, with the movement in our headcount shown below.

Number of employees	2021	2020
Headcount at 1 April	44 772	46 665
Add: Appointments	157	524
Less: Resignations	(670)	(1 188)
Retirements	(824)	(960)
Deaths in service	(318)	(161)
Dismissals	(96)	(127)
Absconded	(10)	(10)
Separation packages ¹	(259)	-
Other	(3)	29
Headcount at 31 March	42 749	44 772

1. VSPs announced during 2020 became effective on 1 April 2020, therefore related staff movements are included in the turnover analysis for 2021. A total of 185 employees exited during the first round, and 74 during the second round.

After primary energy costs, employee benefit costs remain the second largest component of operating costs before depreciation, interest and fair value adjustments, constituting about 19% of operating costs. Consequently, we require a significant reduction in employee benefit costs to contain our costs and build a more sustainable organisation.

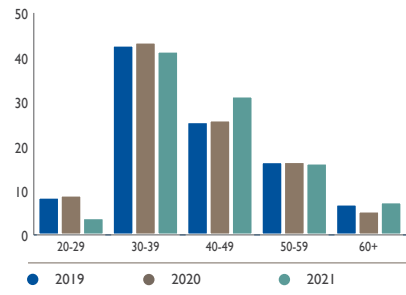
For a discussion of employee benefit costs, refer to "Our finances – Other operating costs" on page 68

Natural attrition and managing overtime remain key levers to achieving a reduction in employee benefit costs. Nevertheless, opportunities to reduce overtime have been limited, due to the high levels of unplanned maintenance over the past year requiring extensive maintenance work and repairs.

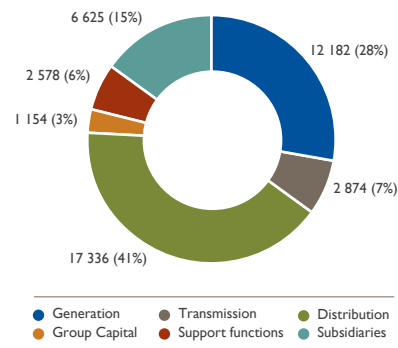
The composition of our employee benefit costs is set out in note 35 of the consolidated annual financial statements

OUR PEOPLE continued

The breakdown of our workforce at 31 March based on age is shown below.



The divisional breakdown of our workforce at year end is shown below. About three-quarters of employees (including direct support staff) are involved in the generation, transmission and distribution of electricity to customers, with the remainder employed in the new build programme, corporate support functions and our subsidiary ERI, which supports the electricity business. About 2 000 support staff have been relinked to line divisions in preparation for the business separation process.



For information on the racial and gender breakdown of our workforce, refer to "Improving internal transformation" from page 111

Building and retaining strong skills

Our skills development programme supports the National Development Plan 2030 (NDP), which aims to eliminate poverty and reduce inequality over the next decade. In support of the NDP, we continue to recruit learners and manage a learner pipeline to address the requirements of the business and those of Government, as articulated in our shareholder compact.

We are focusing our efforts on managing talent in a sustainable manner and ensuring that our existing workforce is adequately supported in their developmental needs, thereby retaining critical skills using a targeted employee value proposition. Commitment to skills development is essential to ensure that we have the required skills for the organisation's needs, especially considering the continuing financial constraints.



Based on a recent survey of 54 456 students at 27 South African universities, Eskom was ranked as the third most attractive employer among engineering students. We ranked fifth in 2020.

In an effort to limit the need for external recruitment, we use internal talent boards to identify high-performing individuals as well as developmental needs among staff; perform succession planning for critical workforce segments; and actively manage talent pools and careers in line with our workforce plan and transformation objectives.

We plan to perform a skills audit during the coming year, to develop a fit-for-purpose future skills strategy and ultimately, create a highly responsive, multi-skilled and innovative workforce that adapts to the new world of work.

Learner pipeline

Eskom's learner pipeline constituted 1 465 learners at year end (2020: 1 517), comprising 1 440 in technical disciplines and 25 non-technical. The learner pipeline represented 4.1% of company headcount, which is considered sufficient for existing business needs. Artisans made up almost 60% of the learner pipeline.

We were not able to appoint any workplace integrated learning (WIL) learners during the past year due to COVID-19 lockdown restrictions. Nevertheless, 72 Eskom bursaries were awarded to obtain a formal qualification as an engineer or technician.

Learning and development

Internal and external training interventions provide learning and development opportunities for our people. Training expenditure of R820 million incurred during the past year constituted 2.58% of gross employee benefit costs (2020: R1.1 billion amounting to 3.67%). Training expenditure was curtailed due to our current financial challenges and the effects of the national lockdown.

We support further study programmes where employees seek to obtain qualifications related to their line of work or of benefit to the organisation. This enables building skills for future sourcing pools and the expansion of leadership potential within our workforce. A total of 303 employees are enrolled at various academic institutions to obtain qualifications related to Eskom's line of work (2020: 182). Around 54% of those enrolled are women. There is a moratorium on supporting new masters and doctoral studies due to financial constraints; employees on existing programmes continue to receive support.

Remuneration and benefits

Our aim is to attract and retain skilled, high-performing employees. To remain competitive, we provide market-related remuneration structures, benefits and conditions of service, within the guidelines set by the shareholder.

Guaranteed package

Managerial employees receive a guaranteed package, including benefits such as medical aid, pension, dread disease cover, group life and death benefits. In line with the conditions of the Special Appropriation Act, 2019 attached to the Government support to Eskom, no increases were awarded to managerial employees during the 2021 financial year.

Bargaining unit employees receive a basic salary, which includes a thirteenth cheque (referred to as an annual bonus) as well as other benefits, such as pension, medical aid, death benefits, and a housing, cell phone and car allowances (subject to qualifying criteria). Basic salaries and conditions of service are negotiated through the collective bargaining process, with any resulting increases awarded in July each year. These annual increases are approved by Exco and ratified by the PGC. Based on the 2018 negotiations, bargaining unit employees received a 7% increase during the 2021 financial year.

The second phase of adjustments relating to unjustifiable race- and gender-based income differentials, due to be implemented in 2019, remains pending, due to prevailing financial constraints. No income differential adjustments have been applied to senior managers.

Executive remuneration is discussed under "Governance, leadership and ethics – Remuneration and benefits" on page 32

We are conducting salary negotiations for bargaining unit employees with NUM, NUMSA and Solidarity through the Central Bargaining Forum. Eskom offered a 1.5% increase in basic salary, dependent on efficiencies and savings being realised from certain elements of employee benefits where there are excesses, such as overtime, travel and transfer benefits. Changes to certain conditions of service are also proposed.

Two of the trade unions demanded a 15% increase in basic salary and variations to other conditions of service, including other benefits, while the third demanded 9.5%. After negotiations deadlocked, Eskom referred the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA) for mediation, but the CCMA has issued a non-resolution certificate. The trade unions have referred the matter for arbitration.

We have decided to implement our final 1.5% basic increase and changes to the conditions of service offer with effect from 1 July 2021. This decision has been formally communicated to the three recognised trade unions. This will enable management to better protect jobs at Eskom, address and manage the risk to our sustainability, thereby allowing Eskom to play the critical role of supplying electricity to the South African economy and in the public interest.

Performance bonuses

Given the operating loss for the 2021 financial year, no short-term incentive bonus is payable to employees. Furthermore, no performance bonuses have been paid since 2018.

Furthermore, under the conditions of the Special Appropriation Act, 2019, no incentive bonus may be paid to non-unionised employees relating to the 2021 financial year.

Line divisions have implemented a production bonus scheme to reward qualifying employees for improved productivity which result in a financial benefit to Eskom. An amount of R129 million was awarded during the year, with 59% going towards Distribution staff, 38% to Generation, 1% to Transmission and 2% to ERI employees.

OUR PEOPLE continued

Organisational effectiveness

Our Organisational Effectiveness Centre of Excellence focuses on supporting and enabling the HR strategy and People Plan by rebuilding relationships with Eskom Guardians, and driving pride, passion and a sense of belonging and connectedness to the business, while developing agility and resilience to cope with ongoing ambiguity, instability and change. Three multi-dimensional and integrated areas are intended to drive a desired culture of performance. These are employee engagement, our employee value proposition as well as organisational culture and change management.

Employee engagement initiatives are in place to create a harmonious workplace, increase employee engagement levels and to help employees feel a sense of connection and alignment to the business and one another, thereby rebuilding employee morale and creating a common vision as enablers towards driving a high-performance culture. Given the COVID-19 pandemic, associated initiatives had to be adapted to accommodate the “new normal”, by leveraging digital and virtual technology.

We launched an internal digital publication, *The Guardian*, which features key strategic business updates and inspiring stories from across the business; celebrates and recognises employees who have achieved excellence; and promotes leadership visibility. Furthermore, the *Advice for André* engagement platform and mobile application was designed and developed in-house. The response has been overwhelmingly positive, with employees engaging with the GCE and sharing their innovative ideas on how to improve Eskom. The Eskom EVP National Lockdown Programme was launched at the start of the COVID-19 pandemic. It provides employees with access to useful psychosocial resources, tips and activities to benefit the employees and their families during the national lockdown.

Eskom has embarked on one of its most ambitious and possibly most challenging transformation journeys. Appropriate and effective culture transformation and change management strategies are critical in supporting DPE’s Roadmap and our turnaround plan. The Eskom change management strategy and customised initiatives have been implemented across all key Eskom-wide strategic projects. The Organisational Culture and Change Management Programme was designed to capacitate employees and empower leaders with knowledge, change management skills and practical tools in order to drive the desired culture. The uptake of this programme has been extremely successful, with over 12 700 employees registered and actively utilising the platform.

Health and wellness

The health and wellness of our people is important to us. We seek to improve work attendance and productivity as well as the health and well-being of every employee, through the prevention of occupational diseases and injuries, early detection of occupational and lifestyle diseases (such as hypertension, diabetes and HIV), medical surveillance and fitness-for-duty assessments, as well as other wellness programmes.

Levels of sick leave within the organisation have shown a significant decline since the prior year, which is mainly associated with employees working from home. The sick absenteeism frequency rate (SAFR) – measuring the number of absences due to illness per employee over a 12-month rolling period – of 0.94% (2020: 2.33%) is well within the target of 2.04%. The gross sick absenteeism rate (GSAR) – reflecting the days lost due to illness as a percentage of total potential workdays – of 1.63% (2020: 2.88%) remains well within the target of 3.50%. All employees with high SAFR and GSAR rates are referred to Eskom clinics for fitness-for-duty assessments and managed accordingly.

The future of work

New ways of work are emerging in response to the pandemic. The emergence of COVID-19 put pressure on organisations to come to terms with progress brought about by the fourth industrial revolution (4IR). Eskom, like many other organisations, was compelled to adapt its operating model when faced with the undeniable impact of the pandemic on the structure of work. COVID-19 had an impact on traditional models, which were premised on frequent face-to-face engagements between employer and employee, manager and employee, or teams. In the wake of national lockdowns to curb the spread of the pandemic being implemented by governments around the globe, companies had no choice but to adapt.

We implemented new work strategies, with 70% of the workforce initially working remotely. The pressures created by the crisis required Eskom to support the national strategies put in place to curb the spread of COVID-19 and thereby, rethink how we operate. During this period of isolation, organisations learned valuable lessons, some of which were positive, such as increased productivity in some instances and reducing operating costs. Nevertheless, there were also negative effects, like employees feeling isolated.

Based on feedback from a survey of employees, HR has developed a business case to design new working models and take advantage of benefits brought about by remote working. Exco approved the business case in November 2020; implementation is under way.



Industrial relations

The value of a productive partnership between Eskom, our people and our trade unions cannot be emphasised enough. We promote sound and fair labour practices and deal with grievances, disciplinary action, disputes and suspensions appropriately. A grievance dealt with quickly has less of a negative effect on employee morale and will enhance labour stability.

In total, 74% of grievances were resolved against a target of 70%. About 92% of disciplinary actions resulted in sanctions, against a target of 90%. This indicates that employees are not being subjected to unwarranted disciplinary measures. The three most common acts of misconduct related to failing to comply with operating procedures, making a false statement or performing private work without consent.

At year end, 31 employees had been on suspension with pay for a period longer than 90 days, mainly due to prolonged investigations and disciplinary processes (2020: 27). Follow-ups are done to ensure that investigations and disciplinary processes are expedited.

The dispute lodged with the CCMA regarding the decision to award no increases to senior management for 2019 remains unresolved, with a date for arbitration still awaited.

Improving internal transformation

One of the key initiatives through which meaningful transformation can be realised is employment equity. We continue to make progress in ensuring equitable representation of the workforce at all occupational levels, to truly reflect the demographics of the country.



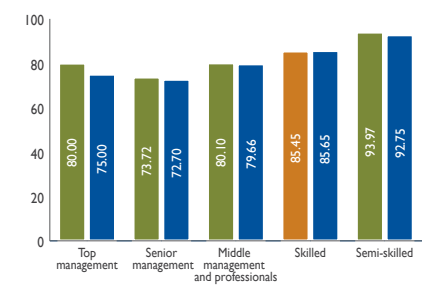
Our group and company employment equity performance at senior management level, as well as at professional and middle management levels, is set out in the statistical tables from page 132.

Racial equity at senior management and at middle management/professionally qualified levels has shown significant improvement over the past year, while also achieving the target set by the shareholder. Gender equity at senior management and at middle management/professionally qualified levels has shown some improvement since the prior year, although targets have not been achieved.

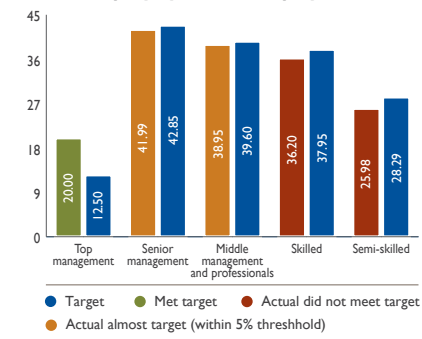
The disability target for the year was not met. Proportional representation of persons living with disabilities remains a concern, as they are well represented at lower occupational levels, but not across all levels.

The achievement of transformation targets are hindered by our ongoing financial challenges.

Racial equity by level of employment, %



Gender equity by level of employment, %



While no targets are set at executive level, gender and disability equity continue to lag behind other occupational levels.

Our gender ratio remains relatively stable, at 67% male and 33% female employees at all occupational levels. Wherever possible, vacancies that arise due to natural attrition are targeted and reserved for women under the Eskom Women Advancement Programme. Vacancies in senior management and middle management/professionally qualified occupational levels continue to be ring-fenced for employment equity purposes.

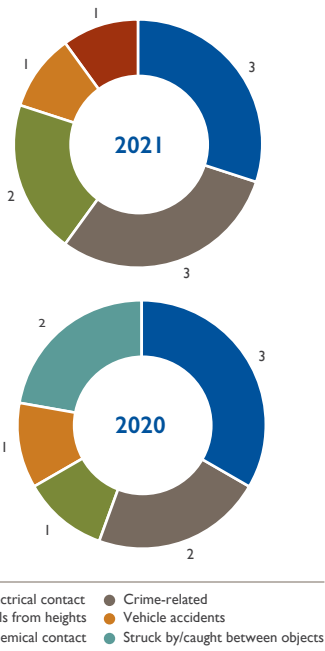
OUR PEOPLE continued

Focus on safety

Our operations are subject to legal, regulatory and licence conditions surrounding occupational health, safety and environmental compliance. We use the lost-time injury rate (LTIR) to assess our safety performance, together with the number of fatalities among employees and contractors. LTIR is a proportional representation of the occurrence of lost-time injuries per 200 000 working hours over a 12-month period. The LTIR target reflected in the table below indicates our tolerance level. In accordance with our value of Zero Harm, the target is zero.

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Fatalities (employees and contractors), number	-	-	-	■	10	9	7
Fatalities (public), number	-	-	-	■	20	17	22
Lost-time injury rate, index (including occupational diseases) – group ^{CC}	0.30	0.30	0.32	●	0.22	0.30	0.31

Despite our commitment to safety and focus on Zero Harm, we recorded two employee fatalities (2020: none) and eight contractor fatalities during the year (2020: nine). The causes of all fatalities are shown below.



Similar to the causes of fatalities, the main reasons for lost-time incidents are falls from heights or from the same level; motor vehicle accidents; slips, trips and falls; and incidents related to being struck by or caught between objects.

IN MEMORIAM

We extend our heartfelt condolences to the families, friends and colleagues of the following people who lost their lives in service to Eskom and our customers:



Employees

Sonwabo Benjamin Rengqe
Brenden William Thomas

Contractors

Lufefe Baleni
Xolani Kasile
Diphapang Twoboy Letanta
Thupane Reuben Letsoalo
Nelson Muntuwekhaya Magqibelo
Busisani Sinenhlanhla Memela
Msawenkosi Njobeni
Bongani Patrick Radebe

A total of 11 occupational disease incidents have been confirmed for the group for the year under review (2020: 19). As in the past, these relate mainly to noise-induced hearing loss incidents, which account for more than 60% of cases. It should be noted that, due to the COVID-19 pandemic, audiometry medical surveillance and fitness-for-duty screening tests followed a risk-based approach. Due to this approach and the number of employees working from home, fewer audiometric tests were conducted during the 2021 financial year.

At 17 August 2021, Eskom had recorded 6 980 positive COVID-19 cases (including 43 reinfections), comprising 5 775 employees and 1 205 contractors, with 6 140 recoveries. Sadly, 128 employees and 17 contractors have succumbed to the disease. All affected employees and their families are offered psychosocial support. Initially, more confirmed cases were being recorded in the Western Cape, with Koeberg Nuclear Power Station being the epicentre. However, a rise in cases has been seen in Mpumalanga, Gauteng, Limpopo, KwaZulu-Natal and the Eastern Cape.

In addition to ensuring compliance with statutory requirements, we continue to pursue safety initiatives and manage our activities to reduce the number of fatalities and injuries. These include training and awareness interventions, proactive safety assessments and active management of areas requiring improvement.

Regrettably, there has been a noticeable increase in physical threats to our employees and contractors working in high-density areas, particularly due to community unrest when removing illegal connections and implementing load reduction. We condemn violent behaviour against our people as they are acting in the interest of public safety when executing their duties.



Public fatalities and public safety programmes are discussed under "Our role in communities – Public safety" on page 117

Eskom and its subsidiaries, contractors and suppliers have successfully implemented measures to ensure compliance with COVID-19 requirements on health and safety in the workplace issued by the Department of Employment and Labour. We ensure accountability and responsibility for adherence to the regulations, to protect employees and contractors from transmission of the disease.

Future focus areas

- Implementing the 2019 People Plan in the following areas: driving a culture of performance and accountability; building critical capabilities; increasing employee productivity; managing employee benefit costs; and aligning shareholder targets to ensure financial sustainability
- Supporting the Eskom turnaround plan, partly by supporting Transmission to achieve legal separation, with particular focus on people and culture transformation
- Focusing on Eskom's management of COVID-19, including the rollout of the workplace COVID-19 vaccination programme at a number of sites
- Continuing to safeguard the lives of employees and contractors as they perform work in our communities



OUR ROLE IN COMMUNITIES



Highlights

- Established Eskom's Government and Regulatory Affairs Division to improve relationships with stakeholders and support South Africa's energy future



Challenges

- Procurement spend with the majority of supplier categories remains below target
- Financial challenges, exacerbated by the impact of COVID-19, limited the implementation of CSI programmes



Improvements

- Customer satisfaction improved, particularly for top customers, although unreliability of supply and slow resolution of interruptions remain a concern



Lowlights

- Eskom's B-BBEE score worsened during the year, from level 7 to level 8
- Eskom's reputation remains poor, scoring the lowest of 98 global energy utilities based on the international RepTrak® Pulse reputation survey

Our role in communities considers the communities in which we operate, our relationships with customers, suppliers and the public in general, as well as the beneficiaries of our electrification efforts and CSI activities.

Eskom plays a critical role in South Africa's skills development, economic empowerment and transformation efforts. We strive to be a customer-centric organisation that delivers world-class customer service. In addition, we add value to the lives of ordinary South Africans through our commercial mandate as well as our developmental responsibilities, such as electrification and job creation.

We understand the significant impact that our communities and stakeholder relationships have on our business, and acknowledge that the level of trust in our organisation has eroded in the past decade, thereby damaging our reputation. Nevertheless, as we are operating in a highly regulated market that is undergoing fundamental reform in the context of South Africa's energy security, decarbonisation and transformation agendas, we are presented with an opportunity to reset our stakeholder engagement capabilities and rebuild trust in Eskom.

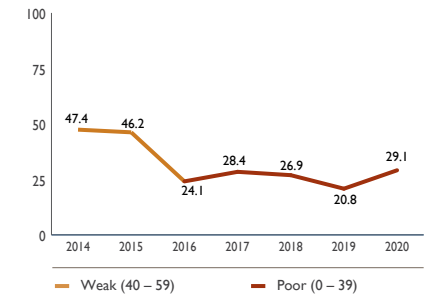
To this end, we aim to gather the support of and collaborate with communities and stakeholders to contribute to Eskom reaching its strategic destination for the benefit of the country as a whole. We are deeply committed to addressing South Africa's electricity supply crisis in a manner that supports the growth and development of our economy and the transformation of society.

Our reputation

A company's reputation affects its social licence to operate, its ability to attract and retain skills, its access to customers, the extent to which customers will prefer its products and services, and whether stakeholders are willing to support or advocate on behalf of the company.

The international RepTrak® Pulse reputation study, which scores reputation along seven key reputation drivers, has shown a steady decline in our reputation over recent years. In addition, the global energy sector has a poor and declining reputation, which affects our overall score.

Eskom's RepTrak® Pulse score



The 2020 study again ranked Eskom the lowest out of the top 50 South African companies and the 98 global energy utilities surveyed. Despite this, the improvement in our score over the last year signifies that our efforts in restoring trust are starting to bear fruit. All reputation drivers show an upward trajectory, with Eskom's leadership achieving the largest increase, followed by performance.

Rebuilding and strengthening the public's confidence and trust in Eskom remains one of our key priorities. Eskom's newly established Government and Regulatory Affairs Division will lead and support initiatives to restore our reputation through effective communication, image and brand building, and inclusive relationship management.

In an effort to improve transparency, we publish relevant operational, system performance and environmental data through the Eskom Data Portal on our website.

The information can be accessed at www.eskom.co.za/dataportal

Customer service performance

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Key Customer Delight, %	80.0	80.0	80.0	●	86.2	81.5	81.7
Customer Delight, %	75.0	75.0	75.0	●	75.9	73.6	72.7
CustomerCare, index	8.2	8.2	8.2	●	8.4	8.5	8.5

We measure customer satisfaction through a range of statistical perception and interaction-based customer surveys, conducted by independent research organisations. This helps us to better understand the needs of our customers and respond accordingly, with the aim of delivering customer satisfaction and ultimately stimulating sales and improving revenue collection.

Key Customer Delight has improved over the year, with large customers valuing the personalised service received from key customer executives. Unreliability of supply (including loadshedding, load curtailment and unplanned outages) remains the main complaint of key customers.

Customer Delight measures perception among residential, small- and medium-sized customers. CustomerCare measures customer satisfaction following interaction with our customer service channels.

OUR ROLE IN COMMUNITIES continued

Performance is in line with prior years, with some customers' satisfaction affected by slow resolution of supply interruptions, inaccurate and late billing, and delayed responses to queries.

Our contribution to supplier development

Our contribution to nation building is a critical social transformation and reputational driver. We aim to deliver sustainable supplier development, localisation and industrialisation by leveraging our procurement spend to deliver on both Eskom's and Government's policies and transformation strategy. Work is under way to implement supplier development programmes agreed with the shareholder, and to address the root causes of Eskom's poor B-BBEE recognition level. Our target is to achieve a level 4 B-BBEE score within three years.

Total measured procurement spend (TMPS) for the group on all active contracts amounted to R155.6 billion for the year, of which 64.51% was spent with B-BBEE compliant suppliers (2020: R154.2 billion, and 65.97%). Procurement spend with black youth-owned and black women-owned suppliers improved to 3.46% (2020: 2.65%) and 12.24% (2020: 10.10%) of TMPS respectively, exceeding their targets of 2% and 12%.

Regrettably, procurement spend targets in the remaining categories were not met due to previously compliant suppliers not renewing their B-BBEE certificates, as well as IPP contracts concluded in terms of DMRE's RE-IPP Programme, which were negotiated by DMRE.

Maximising our socio-economic contribution

Measure and unit	Target 2024	Target 2022	Target 2021	Target met?	Actual 2021	Actual 2020	Actual 2019
Total electrification connections, number ^{SC}	312 480	99 724	85 428	●	106 669	163 613	191 585
Corporate social investment committed spend, R million	387.5	125.3	153.8	■	67.4	123.8	132.4
Corporate social investment, number of beneficiaries	2 100 000	700 000	750 000	●	802 635	1 479 395	933 139

I. The 2024 target is the cumulative target over the next three years.

Electrification

Our most direct socio-economic contribution is through the rollout of DMRE's electrification programme, which connects previously disadvantaged households and farm dweller houses in our licensed areas of supply. Regrettably, DMRE reduced the funding for the 2021 programme by R1 billion, leading to a corresponding reduction in the target for the year. We did well to deliver these connections despite numerous challenges during the national lockdown over the past year. Since 1991, we have connected approximately 5.8 million households.

Corporate social investment

The Eskom Development Foundation NPC (the Foundation) is a wholly owned subsidiary of Eskom and is responsible for our CSI initiatives and improving the quality of life of the communities in which we operate. Initiatives focus on enterprise and rural infrastructure

If IPP expenditure were excluded from TMPS, preferential procurement from B-BBEE compliant suppliers would have improved to approximately 77%, exceeding the target of 75%. Engagements with DMRE and the Department of Trade, Industry and Competition are intended to discuss the appropriate classification of IPP expenditure.

ESKOM-WIDE
In 2021, we awarded 1 299 contracts worth R102.5 billion Local content of R67.7 billion
NEW BUILD
In 2021, we awarded 83 contracts worth R6.9 billion Local content of R3.9 billion
Since inception of the new build programme, we have awarded contracts worth R227 billion (2020: R226.7 billion) Local content of R169.5 billion (2020: R165.6 billion)

The group and company procurement equity performance is set out in the non-technical statistical tables from page 132



development, skills development, education, social upliftment, health, philanthropy and welfare, through well-established national programmes.

The Foundation approved 78 projects, grants and donations to the value of R67.4 million during the year, assisting 802 635 beneficiaries. Unfortunately, COVID-19 restrictions and financial constraints affected our ability to execute a large number of planned CSI initiatives. The Foundation is focusing its efforts on optimising the value, impact and sustainability of its programmes given the prevailing funding constraints. Despite the challenges facing us, our flagship projects and initiatives (including the Eskom Business Investment Competition, the Eskom Expo for Young Scientists and the Simama Ranta programme) continue to deliver a demonstrable impact.

Skills development through our new build projects

A total of 13 480 contractor employees were employed at the Medupi and Kusile new build sites and on large transmission projects at 31 March 2021 (2020: 13 318). Demobilisation continues as various packages in the new build projects are concluded. The primary focus of our demobilisation efforts are to ensure that there has been appropriate upskilling of affected workers and that job losses are mitigated in towns and local communities surrounding these projects.

Public safety

We are strongly committed to Zero Harm to employees, contractors and the public. To this end, we conduct nationwide public safety awareness campaigns to educate the public on how to use electricity safely and correctly, by raising awareness about the hazards of illegal connections, overloading misuse of electricity plugs and purchasing prepaid electricity from ghost vendors. Sadly, there were 20 public fatalities during the year (2020: 17), with 14 being the result of electrical contact.

i In July 2020, we launched a new campaign on energy losses to educate customers about the implementation of load reduction in high-density areas, to protect overloaded infrastructure from repeated failure and explosions as a result of illegal activities. Regrettably, there has been a noticeable increase in physical threats to our employees and contractors working in these areas, particularly due to community unrest when removing illegal connections and implementing load reduction. We condemn violent behaviour against our people as they are acting in the interest of public safety when executing their duties. Our safety campaigns specifically encourage the public to report low-hanging power lines, meter tampering and vandalism to electrical infrastructure in their communities.

The #MamaKnowsBest campaign was launched in August 2020 as part of Eskom's Electricity Safety Month, to educate the public and reduce electricity-related injuries and fatalities. Our collaboration with schools, to educate children on the dangers of electricity through various campaigns and competitions, remains effective. We are also working with the Department of Basic Education to assist in the inclusion of electricity safety information in South Africa's Life Orientation curriculum.

Nuclear safety

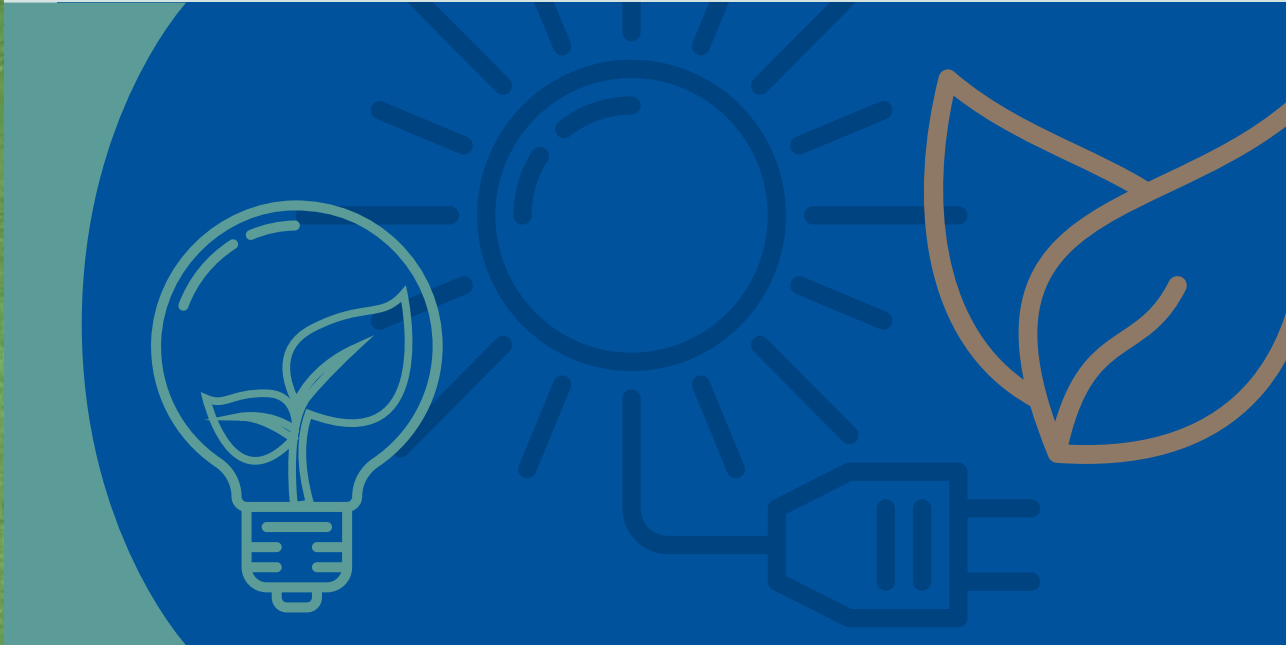
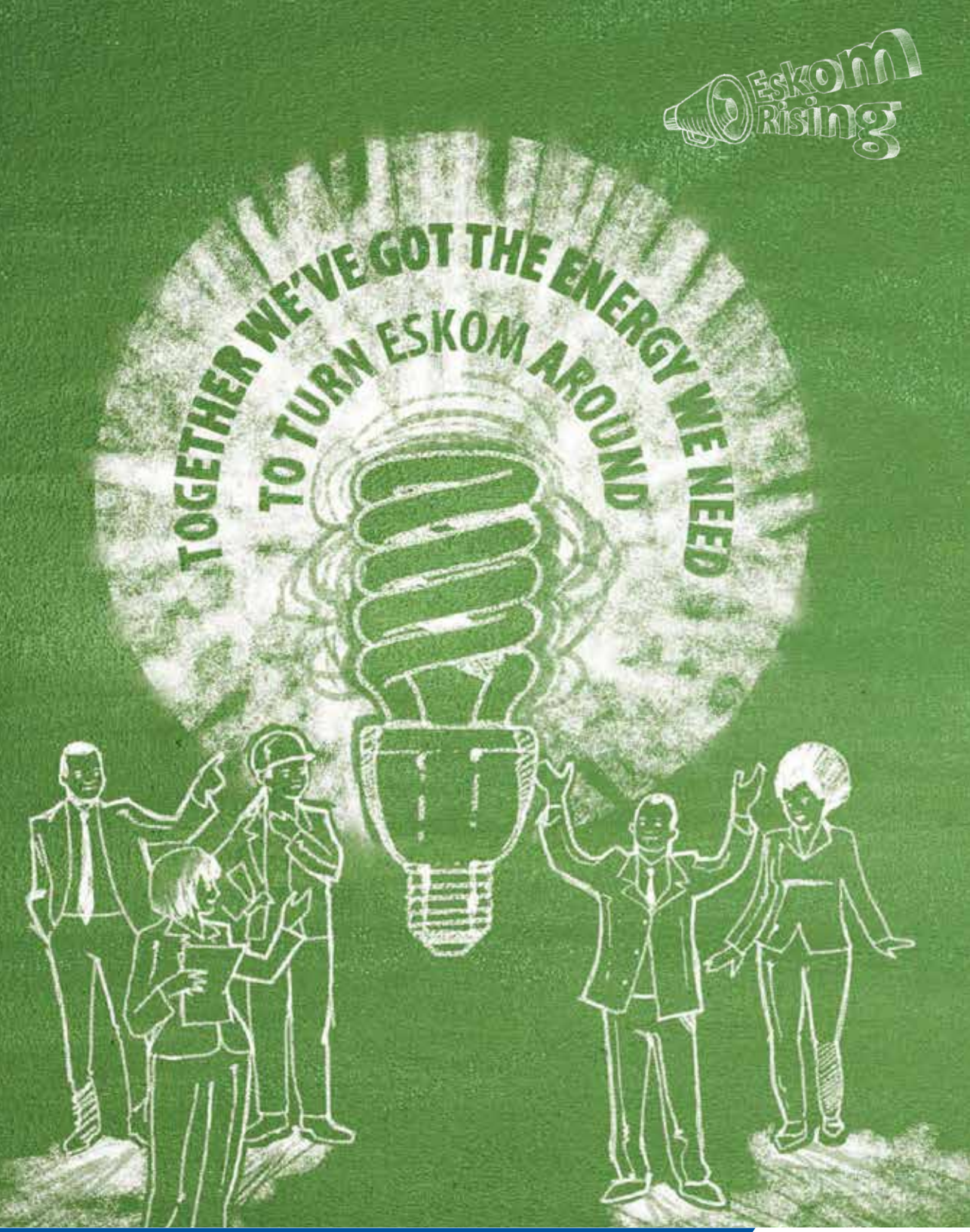
Nuclear safety remains a priority to ensure that there is no unacceptable risk to the public. Koeberg Nuclear Power Station's LTO project, to extend the life of the plant by 20 years, as well as the refuelling and maintenance outage for Unit 1 are proceeding in line with international standards and licensing limits. Koeberg's containment buildings remain fully effective and will continue to manage containment health for the extended life of the plant.

Future focus areas

- Restoring our reputation and the public's confidence and trust in Eskom
- Repositioning Eskom through stakeholder engagement and shaping the debate around policy and regulatory decisions
- Driving change and the success of Eskom's turnaround plan through the recently launched Eskom Rising campaign
- Improving customer satisfaction, given the negative impact of unreliable supply on customers
- Increasing procurement spend with under-represented supplier categories
- Delivering transformation outcomes through supplier development programmes
- Maintaining support for our electrification and CSI activities
- Continuing campaigns to educate the public on electricity safety and the hazards of illegal activities



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We aim to make Eskom stronger, more efficient and ready to grow towards a brighter future for all.



ABBREVIATIONS

AEL	Atmospheric emissions licence	LPU	Large power user
A&F	Assurance and Forensic Department	LTIR	Lost-time injury rate (see glossary)
ARC	Audit and Risk Committee	MES	Minimum Emission Standards
B-BBEE	Broad-based black economic empowerment	Mℓ	Megalitre = 1 million litres
CAGR	Compound annual growth rate	MOI	Memorandum of Incorporation
CCMA	Council for Conciliation, Mediation and Arbitration	mSv	Millisievert
CFO	Chief Financial Officer	Mt	Million tons
COGTA	Department of Cooperative Governance and Traditional Affairs	MVA	Megavolt-ampere
COO	Chief Operating Officer	MW	Megawatt = 1 million watts
CSA	Coal supply agreement	MWh	Megawatt-hour = 1 000kWh
CSI	Corporate social investment	MWhSO	Megawatt-hour sent out
DFFE	Department of Forestry, Fisheries and the Environment	MYPD	Multi-year price determination
DFI	Development finance institution	NDP	National Development Plan 2030
DMRE	Department of Mineral Resources and Energy	NERSA	National Energy Regulator of South Africa
DoA	Delegation of authority	NNR	National Nuclear Regulator
DPE	Department of Public Enterprises	OCGT	Open-cycle gas turbine (see glossary)
DWS	Department of Water and Sanitation	OCLF	Other capability loss factor
EAF	Energy availability factor (see glossary)	OHS	Occupational health and safety
EBITDA	Earnings before interest, taxation, depreciation and amortisation and fair value adjustments	PAIA	Promotion of Access to Information Act, 2000
ECA	Export credit agency	PAJA	Promotion of Administrative Justice Act, 2000
ERI	Eskom Rotek Industries SOC Ltd	PCLF	Planned capability loss factor
ESP	Electrostatic precipitator	PFMA	Public Finance Management Act, 1999
EUF	Energy utilisation factor (see glossary)	PGC	People and Governance Committee
Exco	Executive Management Committee	PPA	Power purchase agreement
FFP	Fabric filter plant	PV	(Solar) photovoltaic
FGD	Flue gas desulphurisation	RCA	Regulatory clearing account
GCE	Group Chief Executive	RE-IPP	Renewable energy independent power producer
GDP	Gross domestic product	RMIPPPP	Risk Mitigation Independent Power Producer Procurement Programme
GE	Group executive	SADC	Southern African Development Community
GW	Gigawatt = 1 000 megawatts	SAIDI	System average interruption duration index
GWh	Gigawatt-hour = 1 000MWh	SAIFI	System average interruption frequency index
IEA	International Energy Agency	SALGA	South African Local Government Association
IFC	Investment and Finance Committee	SAPP	Southern African Power Pool
IFRS	International Financial Reporting Standards	SARS	South African Revenue Service
IPP	Independent power producer (see glossary)	SCOA	Standing Committee on Appropriations
IRP	Integrated Resource Plan	SCOPA	Standing Committee on Public Accounts
JET	Just Energy Transition	SES	Social, Ethics and Sustainability Committee
King IV™	King IV Report on Corporate Governance for South Africa, 2016	SIU	Special Investigating Unit
kℓ	Kilolitre = 1 000 litres	SOC	State-owned company
KPI	Key performance indicator	SPU	Small power user
kt	Kiloton = 1 000 tons	TMPS	Total measured procurement spend
kV	Kilovolt = 1 000 volts	UAGS	Unplanned automatic grid separations
kWh	Kilowatt-hour = 1 000 watt-hours (see glossary)	UCLF	Unplanned capability loss factor (see glossary)
kWhSO	Kilowatt-hour sent out	WANO	World Association of Nuclear Operators

GLOSSARY OF TERMS

Arrear debt as percentage of revenue	Gross arrear debt written off (relating to electricity receivables only) divided by gross electricity revenue multiplied by 100
Base-load plant	Largely coal-fired and nuclear power stations, designed to operate continuously
Cash interest cover (ratio)	Provides a view of the company's ability to satisfy the interest burden on its borrowings by utilising cash generated from operating activities. It is calculated as net cash from operating activities divided by net interest paid (interest paid on financing activities less interest received from financing activities)
Current ratio	(Inventory plus the current portion of payments made in advance, trade and other receivables and taxation assets) divided by (the current portion of trade and other payables, payments received in advance, provisions, employee benefit obligations and taxation liabilities)
Daily peak	Maximum amount of energy demanded by consumers in one day
Debt/equity including long-term provisions	Net financial assets and liabilities plus non-current retirement benefit obligations and non-current provisions divided by total equity
Debt service cover (ratio)	Cash generated from operations divided by (net interest paid from financing activities plus debt securities and borrowings repaid)
Decommission	To remove a facility (e.g. reactor) from service and either store it safely or dismantle it
Demand-side management	Planning, implementing and monitoring activities to encourage consumers to use electricity more efficiently, including both the timing and level of demand
EBITDA margin	EBITDA as a percentage of revenue (excluding revenue not recognised due to uncollectability)
Electricity operating costs per MWh	Electricity-related costs (primary energy costs, employee benefit costs plus net impairment loss and other operating expenses, less other income) divided by total electricity sales in GWh multiplied by 1 000
Electricity revenue per kWh	Electricity revenue (including electricity revenue not recognised due to uncollectability) divided by total kWh sales multiplied by 100
Embedded derivative	Financial instrument that causes cash flows that would otherwise be required by modifying a contract according to a specified variable such as currency
Energy availability factor (EAF)	Measure of power station availability, taking account of energy losses not under the control of plant management and internal non-engineering constraints
Energy efficiency	Programmes to reduce energy used by specific end-use devices and systems, typically without affecting services provided
Energy utilisation factor (EUF)	Ratio of actual electrical energy produced during a period of time divided by the total available energy capacity. It is a measure of the degree to which the available energy capacity of an electricity supply network is utilised. Available energy capacity refers to the capacity after all unavailable energy (planned and unplanned energy losses) has been taken into account, and represents the net energy capacity made available to the System Operator or national grid
Fatality	A fatality is an incident occurring at work, or arising out of or in connection with the activities of persons at work, or in connection with the use of plant or machinery, in which or in consequence of which any person (an employee, contractor or member of the public) dies, regardless of the time intervening between the injury and/or exposure to the cause and death. The date of the incident will reflect the date on which the incident occurred, irrespective of the date of death
Forced outage	Shutdown of a generating unit, transmission line or other facility for emergency reasons or a condition in which generating equipment is unavailable for load due to unanticipated breakdown
Free basic electricity	Amount of electricity deemed sufficient to provide basic electricity services to a poor household (50kWh per month)
Free funds from operations	Cash generated from operations adjusted for working capital
Gross debt	Debt securities and borrowings plus finance lease liabilities plus the after-tax effect of provisions and employee benefit obligations
Gross debt/EBITDA ratio	Gross debt divided by earnings before interest, taxation, depreciation, amortisation and fair value adjustments
Independent non-executive director	A director who: <ul style="list-style-type: none"> • Is not a full-time salaried employee of the company or its subsidiary • Is not a shareholder representative • Has not been employed by the company and is not a member of the immediate family of an individual who is or has been, in any of the past three financial years, employed by the company in any executive capacity • Is not a professional advisor to the company • Is not a significant supplier or customer of the company • Is not receiving remuneration contingent on the performance of the company
Independent power producer (IPP)	Any entity, other than Eskom, that owns or operates, in whole or in part, one or more independent power generation facilities

GLOSSARY OF TERMS *continued*

Kilowatt-hour (kWh)	Basic unit of electric energy equal to one kilowatt of power supplied to or taken from an electric circuit steadily for one hour
Load	Amount of electric power delivered or required on a system at any specific point
Load curtailment	Typically, larger industrial customers reduce their demand by a specified percentage for the duration of a power system emergency. Due to the nature of their business, these customers require two hours' notification before they can reduce demand
Load management	Activities to influence the level and shape of demand for electricity so that demand conforms to the present supply situation, long-term objectives and constraints
Loadshedding	Scheduled and controlled power cuts that rotate available capacity between all customers when demand is greater than supply in order to avoid blackouts. Distribution or municipal control rooms open breakers and interrupt load according to predefined schedules
Lost-time injury (LTI)	A work injury which arises out of and in the course of employment and which renders the injured employee or contractor unable to perform his/her regular/normal work on one or more full calendar days or shifts other than the day or shift on which the injury occurred. It includes occupational diseases and fatalities
Lost-time injury rate (LTIR)	Proportional representation of the occurrence of lost-time injuries over 12 months per 200 000 working hours
Major incident	An interruption with a severity ≥ 1 system minute
Maximum demand	Highest demand of load within a specified period
Non-technical losses	Energy losses due to electricity theft through illegal connections, tampering and bypassing of electricity meters as well as the purchase of electricity tokens from unregistered or illegal vendors. It includes meter reading and billing errors
Occupational disease/illness	Any confirmed disease/illness arising out of, and in the course of, an employee's employment, that is listed in Schedule 3 of the Compensation for Occupational Injuries and Diseases (COID) Act, 1993, or any other condition as determined by an occupational medical practitioner
Off-peak	Period of relatively low system demand
Open-cycle gas turbine (OCGT)	Liquid fuel turbine power station that forms part of peak-load plant and runs on kerosene or diesel. Designed to operate in periods of peak demand
Outage	Period in which a generating unit, transmission line or other facility is out of service
Peak demand	Maximum power used in a given period, traditionally between 7:00 and 10:00 as well as 18:00 to 20:00 in summer; and 6:00 to 9:00 as well as 17:00 to 19:00 in winter
Peaking capacity	Generating equipment normally operated only during hours of highest daily, weekly or seasonal loads
Peak-load plant	Gas turbines, hydroelectric or a pumped storage scheme used during periods of peak demand
Primary energy	Energy in natural resources, e.g. coal, diesel, uranium, sunlight, wind and water
Pumped storage scheme	A lower and an upper reservoir with a power station/pumping plant between the two. During off-peak periods the reversible pumps/turbines use electricity to pump water from the lower to the upper reservoir. During periods of peak demand, water runs back into the lower reservoir through the turbines, generating electricity
Reserve margin	Difference between net system capability and the system's maximum load requirements (peak load or peak demand)
Return on assets	EBIT divided by the regulated asset base, which is the sum of property, plant and equipment, trade and other receivables, inventory and future fuel, less trade and other payables and deferred income
System minutes	Global benchmark for measuring the severity of interruptions to customers. One system minute is equivalent to the loss of the entire system for one minute at annual peak. A major incident is an interruption with a severity ≥ 1 system minute
Technical losses	Naturally occurring losses that depend on the power systems used
Unit capability factor (UCF)	Measure of availability of a generating unit, indicating how well it is operated and maintained
Unplanned capability loss factor (UCLF)	Energy losses due to outages are considered unplanned when a power station unit has to be taken out of service and it is not scheduled at least four weeks in advance
Used nuclear fuel	Nuclear fuel irradiated in and permanently removed from a nuclear reactor. Used nuclear fuel is stored on site in used fuel pools or storage casks
Watt	The watt is the International System of Units' (SI) standard unit of power. It specifies the rate at which electrical energy is dissipated (energy per unit of time)

LEADERSHIP QUALIFICATIONS AND DIRECTORSHIPS

Board of Directors at 31 March 2021

PROF. MALEGAPURU (MW) MAKGOBA (68)
Interim Chairman
Independent non-executive director
Appointed to Board in December 2017



Qualifications
MB ChB (University of Natal)
D Phil (University of Oxford)
Fellowship of the Royal College of Physicians of London
Fellow of the Royal Society of South Africa
Member of the Academy of Science of South Africa
Advanced Management Program (INSEAD)

Skills
Science, engineering and technology
Legal, governance and risk management
Social and human sciences

Directorships
None

MR ANDRÉ (AM) DE RUYTER (53)
Group Chief Executive
Executive director
Appointed to Board in January 2020



Qualifications
BA English and Psychology (University of Pretoria)
B Civil Law (University of Pretoria)
LLB (Unisa)
MBA (Nyenrode University)

Skills
Commerce and industry
Legal, governance and risk management
Finance, accounting and economics

Directorships
Schulder Property Investments (Pty) Ltd
Tuisbaai cc

MR CALIB (C) CASSIM (49)
Chief Financial Officer
Executive director
Appointed to Board in July 2017



Qualifications
B Com (University of Natal)
B Accounting Sciences (Unisa)
Chartered Accountant (SA)
Master of Business Leadership (Unisa)

Skills
Commerce and industry
Finance, accounting and economics

Directorships
Escap SOC Ltd
Eskom Enterprises SOC Ltd
Eskom Finance Company SOC Ltd

DR ROD (RdeB) CROMPTON (68)
Independent non-executive director
Appointed to Board in January 2018



Qualifications
BA (University of Natal)
Diploma in Higher Education (University of Natal)
BA (Hons) (University of Natal)
Ph D Humanities (University of Natal)

Skills
Commerce and industry
Finance, accounting and economics

Directorships
None

MS NELISIWE (NVB) MAGUBANE (55)
Independent non-executive director
Appointed to Board in January 2018



Qualifications
B Sc Electrical Engineering – Heavy Current (University of Natal)
Postgraduate Diploma in Business Administration (University of West London)
MBA (Milpark Business School)

Skills
Science, engineering and technology

Directorships
AngloGold Ashanti (Pty) Ltd
Consulting Engineers South Africa (CESA)
DLO NBV (Pty) Ltd
Energi 243 Holdings (Pty) Ltd
Fluor South Africa (Pty) Ltd
Foskor (Pty) Ltd
Great Karoo Renewable Energy (Pty) Ltd
Just Energy Projects (Pty) Ltd
Magubane Consulting Engineers cc
Matleng Energy Solutions (Pty) Ltd
Mofisto Foundation NPC
Musina Flair Generation (Pty) Ltd
Product Development and Management Association (Sub-Saharan Africa)
Seasoned Capital (Pty) Ltd
SFF Association
Thebe Energy Resources Advisory Council
Trakprops 40 (Pty) Ltd
Trinergi Advisory (Pty) Ltd
Windcon Investments (Pty) Ltd

DR BANOTHILE (BCE) MAKHUBELA (36)
Independent non-executive director
Appointed to Board in June 2017



Qualifications
B Sc (University of Zululand)
B Sc (Hons) Chemistry (University of Cape Town)
M Sc Chemistry (University of Cape Town)
Ph D Chemistry (University of Cape Town)

Skills
Science, engineering and technology

Directorships
Chemical Industry Education and Training Authority (CHIETA)
MJW Construction (Pty) Ltd
Plero (Pty) Ltd
Ukhulile Khubela General Trading (Pty) Ltd

MS BUSISWE (B) MAVUSO (42)
Independent non-executive director
Appointed to Board in January 2018



Qualifications
B Compt (Unisa)
Postgraduate Diploma in Management (GIBS)
Master of Business Leadership (Unisa)
Association of Chartered Certified Accountants (ACCA)

Skills
Finance, accounting and economics

Directorships
Business Leadership of South Africa NPC (BLSA)
Business Unity South Africa NPC (BUSAs)
Nsilingwane Investments (Pty) Ltd
Resultant Finance (Pty) Ltd

Ages are shown at 31 March 2021.
Only active directorships are reflected.

LEADERSHIP QUALIFICATIONS AND DIRECTORSHIPS *continued*

Board of Directors *continued*
at 31 March 2021

DR PULANE (PE) MOLOKWANE (44)
Independent non-executive director
Appointed to Board in June 2017



Qualifications
B Sc Physics and Chemistry (University of North West)
Postgraduate Diploma in Applied Radiation Science and Technology (University of North West)
M Sc Applied Radiation Science and Technology (University of North West)
Ph D Chemical Technology – Environmental Engineering (University of Pretoria)
Pr Sci Nat (South African Council of Natural Scientific Professions)

Skills
Science, engineering and technology

Directorships
Endulo Resources (Pty) Ltd
Litestone Mzansi (Pty) Ltd
Nzuri Resources (Pty) Ltd
Oloenviron (Pty) Ltd
Pulane Murimba Trust
Priority Performance Projects (Pty) Ltd
Tinungu (Pty) Ltd

PROF. TSHEPO (TH) MONGALO (47)
Independent non-executive director
Appointed to Board in December 2017



Qualifications
B Proc (University of Natal)
LLB (University of Natal)
LLM Commercial Law (University of Cambridge)
Ph D Commercial Law (University of Cape Town)

Skills
Commerce and industry
Legal, governance and risk management
Social and human sciences

Directorships
Bolemo Kgango Enterprises (Pty) Ltd
Effective Drafting Solutions (Pty) Ltd
Hope City Investment (Pty) Ltd

Executive Management Committee
at 31 March 2021

MR ANDRÉ (AM) DE RUYTER (53)
Group Chief Executive
Appointed to Exco in January 2020
1 year in Eskom



Qualifications
BA English and Psychology (University of Pretoria)
B Civil Law (University of Pretoria)
LLB (Unisa)
MBA (Nyenrode University)

Skills
Commerce and industry
Legal, governance and risk management
Finance, accounting and economics

Directorships
Schulder Property Investments (Pty) Ltd
Tuisbaai cc

MR CALIB (C) CASSIM (49)
Chief Financial Officer
Appointed to Exco in July 2017
19 years in Eskom



Qualifications
B Com (University of Natal)
B Accounting Sciences (Unisa)
Chartered Accountant (SA)
Master of Business Leadership (Unisa)

Skills
Commerce and industry
Finance, accounting and economics

Directorships
Escap SOC Ltd
Eskom Enterprises SOC Ltd
Eskom Finance Company SOC Ltd

MR JAN (JA) OBERHOLZER (62)
Chief Operating Officer
Appointed to Exco in July 2018
28 years in Eskom (including from 1983 to 2008)



Qualifications
B Sc Electrical Engineering (University of Pretoria)
Master of Business Leadership (Unisa)
Executive Program (University of Michigan)

Skills
Science, engineering and technology
Commerce and industry

Directorships
Eskom Enterprises SOC Ltd
Eskom Rotek Industries SOC Ltd
Jafram Projects (Pty) Ltd
Wild Senna Investments (Pty) Ltd

MS FAITH (FS) BURN (52)
Chief Information Officer
Appointed to Exco in May 2020
<1 year in Eskom



Qualifications
B Sc Mathematics and Computer Science (University of Johannesburg)
B Sc (Hons) Mathematics (University of Johannesburg)
M Sc Mathematics (University of Johannesburg)
Master of Business Leadership (Unisa)
Certified Internal Auditor (CIA)

Skills
Science, engineering and technology
Legal, governance and risk management

Directorships
Hlahlamela International Ministry NPC
Kingdom Consultant Center NPC
South African National Blood Services NPC (SANBS)

MS NTHATO (N) MINYUKU (42)
Group Executive: Government and Regulatory Affairs
Appointed to Exco in October 2020
<1 year in Eskom



Qualifications
B Architectural Studies (University of Witwatersrand)
Master of City Planning and Urban Design (University of Cape Town)
Leadership in Context (GIBS)

Skills
Science, engineering and technology
Commerce and industry
Legal, governance and risk management
Social and human sciences

Directorships
South African Maritime Safety Authority

MS NERINA (N) OTTO (49)
Acting Group Executive: Legal and Compliance
Appointed to Exco in December 2020
23 years in Eskom



Qualifications
BA Legal Studies and Political Science (University of Natal)
LLB (University of Natal)
Master of Law (University of Johannesburg)

Skills
Legal, governance and risk management

Directorships
None

MS ELSIE (EM) PULE (53)
Group Executive: Human Resources
Appointed to Exco in November 2014
23 years in Eskom



Qualifications
BA Social Work (University of the North)
BA (Hons) Psychology (University of Pretoria)
M Sc Business Engineering (Warwick University)

Skills
Social and human sciences

Directorships
Eskom Finance Company SOC Ltd
Eskom Rotek Industries SOC Ltd

MS JAINTHREE (J) SANKAR (49)
Acting Chief Procurement Officer
Appointed to Exco in March 2021
27 years in Eskom



Qualifications
B Com (Unisa)
B Com (Hons) Business (Unisa)
National Diploma in Electrical Engineering (Durban University of Technology)
MBA Sustainable Business (University of Southern Queensland)
Master of Project Management (University of Southern Queensland)

Skills
Science, engineering and technology
Commerce and industry
Social and human sciences

Directorships
None

MR VUYOLWETHU (V) TUKU (45)
Group Executive: Transformation Management Office
Appointed to Exco in July 2020
<1 year in Eskom



Qualifications
B Sc Electrical Engineering (University of Cape Town)
MBA (University of Witwatersrand)

Skills
Science, engineering and technology
Commerce and industry
Finance, accounting and economics

Directorships
Genesis Strategy Partners

Ages are shown at 31 March 2021.
Only active directorships are reflected.

BOARD AND EXCO MEETING ATTENDANCE

Attendance at Board and committee meetings

for the year ended 31 March 2021

Members	Board	Audit and Risk	Investment and Finance	People and Governance	Social, Ethics and Sustainability	Board Strategy Committee
Total number of meetings	14	13	12	4	4	4
Current directors						
Non-executive directors						
Prof. Malegapuru Makgoba (Interim Chairman)	14/14*			3/4	3/4	1/1
Dr Rod Crompton	14/14	12/13				4/4*
Ms Nelisiwe Magubane	11/14		11/12*			4/4
Dr Banothile Makhubela	12/14		6/7		4/4*	
Ms Busisiwe Mavuso	13/14		9/12	4/4		
Dr Pulane Molokwane	14/14	13/13*			4/4	
Prof. Tshepo Mongalo	14/14	7/13		4/4*		
Executive directors						
Mr André de Ruyter	12/14	<13/13>	<11/12>	<4/4>	<4/4>	<3/4>
Mr Calib Cassim	13/14	<13/13>	<11/12>	<3/4>		<4/4>
Previous directors						
Mr Sifiso Dabengwa	3/3		5/5			1/1

Attendance as reflected above refers to directors who were members of that committee during the year to 31 March 2021 and reflects changes in committee composition during the year.

* denotes the chairmanship of the Board or committee at 31 March 2021.

<> denotes meetings attended as an official.

Attendance at Exco meetings

for the year ended 31 March 2021

Members	Divisional responsibility	Number of meetings attended
Total number of meetings		27
Current executives		
Mr André de Ruyter	Group Chief Executive	27/27
Mr Calib Cassim	Chief Financial Officer	26/27
Mr Jan Oberholzer	Chief Operating Officer	26/27
Ms Faith Burn	Chief Information Officer	23/24
Ms Nerina Otto	Acting Group Executive: Legal and Compliance	6/6
Ms Nthato Minyuku	Group Executive: Government and Regulatory Affairs	10/11
Ms Elsie Pule	Group Executive: Human Resources	25/27
Ms Jainthree Sankar	Acting Chief Procurement Officer	1/1
Mr Vuyolwethu Tuku	Group Executive: Transformation Management Office	21/21
Previous executives		
Mr Nico Harris	Acting Chief Information Officer	3/3
Mr Bartlett Hewu	Acting Group Executive: Legal and Compliance	18/21
Mr Solomon Tshitangano	Chief Procurement Officer	23/26

ENVIRONMENTAL IMPLICATIONS OF USING OR SAVING ELECTRICITY

Factor 1

Figures are calculated based on total electricity sales by Eskom, which is based on the total available for distribution (including purchases), after excluding losses through Transmission and Distribution (technical losses), losses through theft (non-technical losses), our own internal use and wheeling. Thus to calculate CO₂ emissions, divide the quantity of CO₂ emitted by electricity sales:

$$206.8\text{Mt of CO}_2 \div 191\ 852\text{GWh sales} = 1.08\ \text{tons per MWh}$$

Factor 2

Figures are calculated based on total electricity generated, which includes coal, nuclear, pumped storage, wind, hydro and gas turbines, but excludes the total consumed by Eskom. Thus the quantity of CO₂ emissions, divided by (electricity generated less Eskom's electricity consumption):

$$206.8\text{Mt of CO}_2 \div (201\ 400\text{GWh generated less } 6\ 625\text{GWh own consumption}) = 1.06\ \text{tons per MWh}$$

Figures represent the 12-month period from 1 April 2020 to 31 March 2021.

	Factor 1 (total energy sold)	Factor 2 (total energy generated)	If electricity consumption is measured in:			
			kWh	MWh	GWh	TWh
Coal use	0.55	0.54	kilogram	ton	thousand tons (kt)	million tons (Mt)
Water use ¹	1.41	1.39	litre	kilolitre	megalitre (Mℓ)	thousand megalitres
Ash produced	161	158	gram	kilogram	ton	thousand tons (kt)
Particulate emissions	0.37	0.37	gram	kilogram	ton	thousand tons (kt)
CO ₂ emissions ²	1.08	1.06	kilogram	ton	thousand tons (kt)	million tons (Mt)
SO _x emissions ²	8.36	8.24	gram	kilogram	ton	thousand tons (kt)
NO _x emissions ³	4.19	4.13	gram	kilogram	ton	thousand tons (kt)

- Volume of water used at all Eskom power stations.
- Calculated figures based on coal characteristics and power station design parameters. Sulphur dioxide and carbon dioxide emissions are based on coal analysis and using coal burnt tonnages. Figures include coal-fired and gas turbine power stations, as well as oil consumed during power station start-ups and, for carbon dioxide emissions, the underground coal gasification pilot plant.
- NO_x reported as NO₂ is calculated using average station-specific emission factors, which have been measured intermittently, and tonnages of coal burnt.

Multiply electricity consumption or saving by the relevant factor in the table above to determine the environmental implication.

Example 1: Water consumption	Example 2: CO ₂ emissions
Using Factor 1 Used 90MWh of electricity $90 \times 1.41 = 127$ Therefore 127 kilolitres of water used	Using Factor 1 Used 90MWh of electricity $90 \times 1.08 = 97$ Therefore 97 tons CO ₂ emitted
Using Factor 2 Used 90MWh of electricity $90 \times 1.39 = 125.1$ Therefore 125.1 kilolitres of water used	Using Factor 2 Used 90MWh of electricity $90 \times 1.06 = 95.6$ Therefore 95.6 tons CO ₂ emitted

For CDM-related Eskom grid emission factor information, please go to the following link: www.eskom.co.za/OurCompany/SustainableDevelopment/Pages/CDM_Calculations.aspx or via the Eskom website: Our Company > Sustainable Development > CDM calculations

TECHNICAL STATISTICS

Measure and unit	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Customer statistics										
Arrear debt as % of revenue, %	3.24	3.69	4.30 ^{RA}	2.73 ^{RA}	2.42	1.14	2.17	1.10	0.82	0.53
Debtors days – municipalities, average debtors days	140.7	116.1	94.3 ^{RA}	76.6 ^{RA}	53.3 ^{RA}	42.9	47.6	32.7	22.4	–
Debtors days – large power top customers excluding disputes, average debtors days	15.0	14.6	13.5 ^{RA}	13.9 ^{RA}	15.3 ^{RA}	15.5	16.8	14.5	12.3	14.4
Debtors days – other large power users (<100 GWh p.a.), average debtors days	17.5	17.0	17.2 ^{RA}	16.6 ^{RA}	16.8 ^{RA}	16.2	17.0	16.9	18.3	–
Debtors days – small power users (excluding Soweto), average debtors days	50.1	44.1	42.6 ^{RA}	43.4 ^{RA}	48.8 ^{RA}	48.2	49.1	50.2	48.2	42.9
Key Customer Delight, % ¹	86.2	81.5	81.7	79.5	107.0	104.3 ^{RA}	108.7	108.7	105.8	105.9
Customer Delight, % ¹	75.9	73.6	72.7	72.0	95.8	96.5 ^{RA}	99.8	92.7	93.2	90.7
CustomerCare, index	8.4	8.5	8.5	9.9	9.8	8.4	8.0	8.3	8.4	8.2
Sales and revenue										
Total sales, GWh ²	191 852	205 635	208 319	212 190	214 121	214 487	216 274	217 903	216 561	224 785
(Reduction)/growth in GWh sales, %	(6.7)	(1.3)	(1.8)	(0.9)	(0.2)	(0.8)	(0.7)	0.6	(3.7)	0.2
Electricity revenue, R million	202 643	197 307	177 312	174 905	175 094	161 688	146 268	136 869	126 663	112 999
Growth in revenue, %	2.7	11.3	1.4	(0.1)	8.3	10.5	6.9	8.1	12.1	25.0
Electricity output										
Power sent out by Eskom stations, GWh (net)	201 400	214 968	218 939	221 936	220 166	219 979	226 300	231 129	232 749	237 289
Coal-fired stations, GWh (net)	183 553	194 357	200 210	202 106	200 893	199 888	204 838	209 483	214 807	218 210
Hydroelectric stations, GWh (net)	1 387	688	1 029	709	579	688	851	1 036	1 077	1 904
Pumped storage stations, GWh (net)	4 795	5 060	4 590	4 479	3 294	2 919	3 107	2 881	3 006	2 962
Gas turbine stations, GWh (net)	1 457	1 328	1 202	1 118	29	3 936	3 709	3 621	1 904	709
Wind energy, GWh (net)	305	283	328	331	345	311	1	2	1	2
Nuclear power station, GWh (net)	9 903	13 252	11 580	14 193	15 026	12 237	13 794	14 106	11 954	13 502
IPP purchases, GWh	13 526	11 958	11 344	9 584	11 529	9 033	6 022	3 671	3 516	4 107
Wheeling, GWh ³	2 310	2 491	2 750	2 266	2 910	3 930	3 623	3 353	2 948	3 099
Energy imports from SADC countries, GWh ³	8 812	8 568	7 355	7 731	7 418	9 703	10 731	9 425	7 698	9 939
Total electricity available (generated by Eskom and purchased), GWh ²	226 048	237 985	240 388	241 517	242 023	242 645	246 676	247 578	246 911	254 434
Total consumed by Eskom, GWh ⁴	(6 625)	(6 629)	(5 981)	(6 031)	(4 808)	(4 046)	(4 114)	(3 862)	(4 037)	(3 982)
Total available for distribution, GWh	219 423	231 356	234 407	235 486	237 215	238 599	242 562	243 716	242 874	250 452
Supply and demand										
Total Eskom power station capacity – installed, MW	51 115	49 517	48 029	48 039	46 407	45 075	44 281	44 189	44 206	44 115
Total Eskom power station capacity – nominal, MW	46 466	45 117	44 172	45 561	44 134	42 810	42 090	41 995	41 919	41 647
Total IPP power station capacity – nominal, MW	6 083	5 206	4 981	4 779	5 027	3 392	2 606	1 677	1 135	1 008
Peak demand on integrated Eskom system, MW	31 470	32 948	34 256	35 301	34 122	33 345	34 768	34 977	35 525	36 212
Peak demand on integrated Eskom system, including load reductions and non-Eskom generation, MW	34 155	34 510	35 345	35 613	34 913	34 481	36 170	36 002	36 345	37 065
National rotational loadshedding	Yes	Yes	Yes	No	No	Yes	Yes	Yes ^{RA}	No ^{RA}	No ^{RA}
Demand savings, MW ⁵	–	–	15.0	40.2	236.9	214.9	171.5 ^{RA}	409.6 ^{RA}	595.0 ^{RA}	365.0 ^{RA}
Internal energy efficiency, GWh ⁵	–	–	0	1.4	6.0	1.7 ^{RA}	10.4 ^{RA}	19.4 ^{RA}	28.9 ^{RA}	45.0 ^{RA}
Asset creation										
Generation capacity installed and commissioned, MW	1 598 ^{RA}	1 588 ^{RA}	0 ^{RA}	2 387 ^{RA}	1 332 ^{RA}	794 ^{RA}	100 ^{RA}	120 ^{RA}	261 ^{RA}	535 ^{RA}
Transmission lines installed, km	65.6 ^{RA}	127.9 ^{RA}	378.7 ^{RA}	722.3 ^{RA}	585.4 ^{RA}	345.8 ^{RA}	318.6 ^{RA}	810.9 ^{RA}	787.1 ^{RA}	631.3 ^{RA}
Substation capacity installed and commissioned, MVA	750 ^{RA}	250 ^{RA}	540 ^{RA}	2 510 ^{RA}	2 300 ^{RA}	2 435 ^{RA}	2 090 ^{RA}	3 790 ^{RA}	3 580 ^{RA}	2 525 ^{RA}
Total capital expenditure – group (excluding capitalised borrowing costs), R billion	24.0	23.4	33.9	48.0	60.0	57.4	53.1 ^{RA}	59.8 ^{RA}	60.1	58.8
Safety										
Employee lost-time injury rate (LTIR) – company, index ^{6,7}	–	–	0.33	0.25	0.43	0.29	0.36	0.31 ^{RA}	0.40 ^{RA}	0.41 ^{RA}
Employee lost-time injury rate (LTIR) – group, index ^{6,7}	0.22 ^{RA}	0.30 ^{RA}	0.31 ^{RA}	0.24	0.39	0.30	0.33	0.31	–	–
Fatalities (employees and contractors), number	10	9	7	14	10	17	10	23 ^{RA}	19 ^{RA}	24 ^{RA}
Employee fatalities, number	2	–	3	3	4	4	3	5 ^{RA}	3 ^{RA}	13 ^{RA}
Contractor fatalities, number	8	9	4	11	6	13	7	18 ^{RA}	16 ^{RA}	11 ^{RA}

1. These measures were introduced in 2020 and are calculated on a 12-month moving average. Prior to 2020, the comparatives are for Eskom KeyCare and Enhanced MaxiCare.

2. The difference between electricity available for distribution and electricity sold is due to energy losses.

3. Prior to 2010, wheeling was combined with the total imported for the Eskom system.

4. Used by Eskom for pumped storage facilities and synchronous condenser mode of operation.

5. The Integrated Demand Management programme is on hold since 2020.

6. The employee LTIR includes occupational diseases and fatalities.

7. Prior to 2014, only company numbers were reported. From 2020, only group numbers are reported.

RA: Reasonable assurance provided by the independent assurance provider. Refer to pages 139 to 142 of the integrated report.

TECHNICAL STATISTICS continued

Measure and unit	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Primary energy										
Coal stock, days	82	81	67	68	74	58	51	44 ^{RA}	46 ^{RA}	39 ^{RA}
Road-to-rail migration (additional tonnage transported on rail), Mt	3.6 ^{RA}	7.5 ^{RA}	8.2 ^{RA}	11.6 ^Q	13.2 ^Q	13.6 ^{RA}	12.6 ^{RA}	11.6 ^{RA}	10.1 ^{RA}	8.5
Coal purchased, Mt	110.0	119.3	118.3	115.3	120.3	118.7	121.7	122.0	126.4	124.3
Coal burnt, Mt	104.9	108.6	113.8	115.5	113.7	114.8	119.2	122.4	123.0	125.2
Average calorific value, MJ/kg	19.82	19.08	19.24	19.81	20.05	19.57	19.68	19.77	19.76	19.61
Average ash content, %	31.24	29.65	30.98	30.92	28.62	28.19	27.63	28.56	28.69	28.88
Average sulphur content, %	0.82	0.78	0.84	0.87	0.84	1.07	0.80	0.87	0.88	0.79
Overall thermal efficiency, % ¹	30.61	30.65	30.99	31.22	31.20	31.08	31.44	31.30	32.00	31.53
Diesel and kerosene usage for OCGTs, Mℓ	458.7	426.2	385.0	37.8	10.0	1 247.8	1 178.6	1 148.5 ^{RA}	609.7 ^{RA}	225.5 ^{RA}
Plant performance										
Unplanned capability loss factor (UCLF), % ²	20.04	22.86	18.31	10.18	9.90	14.91 ^{RA}	15.22 ^{RA}	12.61 ^{RA}	12.12 ^{RA}	7.97 ^{RA}
Planned capability loss factor (PCLF), % ²	12.26 ^{RA}	8.92 ^{RA}	10.18 ^{RA}	10.35 ^{RA}	12.14 ^{RA}	12.99	9.91 ^{RA}	10.50 ^{RA}	9.10	9.07
Energy availability factor (EAF), % ²	64.19 ^{RA}	66.64 ^{RA}	69.95 ^{RA}	78.00 ^{RA}	77.30 ^{RA}	71.07 ^{RA}	73.73 ^{RA}	75.13 ^{RA}	77.65 ^{RA}	81.99 ^{RA}
Unit capability factor (UCF), % ²	67.70	68.22	71.51	79.47	78.00	72.10	74.87	76.90 ^{RA}	78.80 ^{RA}	83.00 ^{RA}
Generation load factor, % ²	49.0	52.6	54.4	55.9	57.9	58.8	61.5	62.8	63.6	65.1
OCGT load factor trend, %	6.9	6.3	5.7	0.6	0.1	18.6	17.6	19.3 ^{RA}	10.4 ^{RA}	3.9
Unplanned automatic grid separations (UAGS trips), number ²	527 ^{RA}	594 ^{RA}	517	333	444	469	575	527	409	329
Integrated Eskom system load factor (EUF), % ²	76.3	79.0	77.8	71.6	75.0	82.7	83.4	83.6	81.9	79.4
Network performance										
Total system minutes lost for events <1, minutes	3.48 ^{RA}	4.36 ^{RA}	3.16 ^{RA}	2.09 ^{RA}	3.80 ^{RA}	2.41 ^{RA}	2.85 ^{RA}	3.05 ^{RA}	3.52 ^{RA}	4.73 ^{RA}
Major incidents, number	2	3	3	0	0	1	2	0 ^{RA}	3 ^{RA}	1 ^{RA}
System average interruption frequency index (SAIFI), events ³	13.2 ^{RA}	14.4 ^{RA}	14.9 ^{RA}	17.5 ^{RA}	18.9 ^{RA}	20.5 ^{RA}	19.7 ^{RA}	20.2 ^{RA}	22.2 ^{RA}	23.7 ^{RA}
System average interruption duration index (SAIDI), hours ³	35.4 ^{RA}	36.9 ^{RA}	38.0 ^{RA}	34.9 ^{RA}	38.9 ^{RA}	38.6 ^{RA}	36.2 ^{RA}	37.0 ^{RA}	41.9 ^{RA}	45.8 ^{RA}
Total energy losses, %	11.8	9.9	9.7	9.1	8.9	8.6	8.8	8.9	9.1	8.7
Transmission energy losses, %	2.3	2.2	2.2	2.0	2.2	2.6	2.5	2.3 ^{RA}	2.8 ^{RA}	3.1 ^{RA}
Distribution energy losses, %	10.1 ^{RA}	8.8 ^{RA}	8.5 ^{RA}	7.7 ^{RA}	7.6 ^{RA}	6.4	6.8	7.1 ^{RA}	7.1 ^{RA}	6.3 ^{RA}
Environmental statistics										
Emissions										
Relative particulate emissions, kg/MWh sent out ^{4,5}	0.38 ^Q	0.47 ^{RA}	0.47 ^{RA}	0.27 ^{RA}	0.30 ^{RA}	0.36 ^{RA}	0.37 ^{RA}	0.35 ^{RA}	0.35 ^{RA}	0.31 ^{RA}
Carbon dioxide (CO ₂), Mt ⁴	206.8 ^{RA}	213.2 ^{RA}	220.9 ^{RA}	205.5 ^{RA}	211.1 ^{RA}	215.6 ^{RA}	223.4	233.3 ^{RA}	227.9 ^{RA}	231.9 ^{RA}
Sulphur dioxide (SO ₂), kt ⁴	1 604	1 721	1 853	1 802	1 766	1 699	1 834	1 975 ^{RA}	1 843 ^{RA}	1 849 ^{RA}
Nitrous oxide (N ₂ O), t ⁴	1 527	2 826	2 844	2 642	2 782	2 757	2 919	2 969	2 980	2 967
Nitrogen oxide (NO _x) as NO ₂ , kt ⁴	804	851	890	859	885	893	937	954 ^{RA}	965 ^{RA}	977 ^{RA}
Particulate emissions, kt	71.35	94.92	99.87	57.13	65.13	78.37	82.34	78.92 ^{RA}	80.68 ^{RA}	72.42 ^{RA}
Water										
Specific water consumption, ℓ/kWh sent out ²	1.42 ^{RA}	1.42 ^{RA}	1.41 ^{RA}	1.30 ^{RA}	1.42 ^{RA}	1.44 ^{RA}	1.38 ^{RA}	1.35 ^{RA}	1.42 ^{RA}	1.34 ^{RA}
Net raw water consumption, Mℓ ²	270 736	286 553	292 344	276 335	307 269	314 685	313 078	317 052	334 275	319 772
Waste										
Ash produced, Mt	30.84	32.04	33.23	31.65	32.61	32.59	34.41	34.97 ^{RA}	35.30 ^{RA}	36.21 ^{RA}
Ash sold, Mt	3.1	2.9	2.8	2.7	2.8	2.7	2.5	2.4	2.4	2.3
Ash (recycled), %	10.1	9.1	8.4	8.6	8.5	8.3	7.3	7.0 ^{RA}	6.8 ^{RA}	6.4 ^{RA}
Asbestos disposed, tons	22 475.8	59.8	464.1	144.9	383.0	274.5	991.0	458.0	374.6	448.1
Material containing polychlorinated biphenyls thermally destroyed, tons	134.3	238.3	43.1	26.3	61.9	59.8	0.0	10.2	0.9	14.3
Nuclear										
Public individual radiation exposure due to effluents, mSv ⁷	0.0014	0.0004	0.0026	0.0012	0.0005	0.0006	0.0010	0.0012	0.0019	0.0024
Low-level radioactive waste generated (steel drum), cubic metres	147.6	159.3	188.3	164.2	162.9	176.1	164.1	180.7 ^{RA}	188.2 ^{RA}	184.7 ^{RA}
Low-level radioactive waste disposed of, cubic metres	117.0	98.3	99.0	118.8	108.0	213.1	377.6	324.0 ^{RA}	54.0 ^{RA}	53.8 ^{RA}
Intermediate-level radioactive waste generated (concrete drum), cubic metres	31.2	22.3	20.8	20.8	11.4	33.4	27.6	28.7 ^{RA}	35.7 ^{RA}	25.4 ^{RA}
Intermediate-level radioactive waste disposed of, cubic metres	18	38	0	0	0	0	138	178 ^{RA}	0 ^{RA}	128 ^{RA}
Used nuclear fuel, number of elements discharged ⁸	116	48	56	116	60	56	112	48	56	60
Used nuclear fuel, number of elements discharged, cumulative figure	2 625	2 509	2 461	2 405	2 289	2 229	2 173	2 061	2 013	1 957
Legal contraventions										
Environmental legal contraventions, number	80	59	24	30	29	20	20	34 ^{RA}	48	50
Environmental legal contraventions reported in terms of the Operational Health Dashboard, number ⁹	7	5	2	2	0	1	1	2 ^{RA}	2	5

- Only power stations where all units have achieved commercial operation are included in the calculation. Therefore, Medupi and Kusile Power Stations are excluded from this KPI.
- Medupi Units 2, 3, 4, 5 and 6 as well as Kusile Unit 1, having completed their first year after commissioning, have been included in the calculation of KPIs for 2021. The calculation of KPIs only include units one year after achieving commercial operation and exclude units synchronised but not yet in commercial operation.
- SAIDI and SAIFI are reported after allowing for exclusions defined in the National Regulated Standards adopted from 1 April 2018.
- Calculated figures based on coal characteristics and power station design parameters based on coal analysis and using coal burnt tonnages. Figures include coal-fired and gas turbine power stations, as well as oil consumed during power station start-ups and, for carbon dioxide emissions, includes the underground coal gasification pilot plant.

- At power stations with unusually high particulate emission levels, such as Kendal Power Station, the monitors often exceed their maximum limits. In instances where these ranges are exceeded, particulate emissions will be reported at the maximum of the monitor range. From February 2019, it is possible that actual emissions exceeded reported emissions based on measurements.
- NO_x reported as NO₂ is calculated using average station-specific emission factors (which are measured intermittently) and tonnages of coal burnt.
- The limit set by the National Nuclear Regulator is ≤0.25mSv.
- The gross mass of a nuclear fuel element is approximately 670kg, with Uranium mass typically between 462kg and 464kg.
- Reported in terms of the 2002 definition of the Operational Health Dashboard, including repeat legal contraventions.
- RA Reasonable assurance provided by the independent assurance provider. Refer to pages 139 to 142 of the integrated report.
- Q Qualified by the independent assurance provider.

NON-TECHNICAL STATISTICS: GROUP

Measure and unit	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Finance¹										
Electricity operating costs, R/MWh	893.99	791.02	712.87	622.41	651.98	617.02	587.97	528.70	495.31	363.30
EBITDA margin, %	16.06	18.46	17.46	25.57	21.19	20.29	16.54	17.23	16.98	29.37
EBITDA, R million	32 813 ^{RA}	36 816 ^{RA}	31 417	45 359	37 532	32 811	24 186	23 586	21 511	33 183
Cash interest cover, ratio	0.85 ^{RA}	0.94 ^{RA}	0.94	1.22	1.73	1.73	1.75	2.15	3.84	7.29
Debt service cover, ratio	0.30 ^{RA}	0.52 ^{RA}	0.47	0.87	1.37	1.14	0.91	1.24	1.93	3.49
Current ratio	1.27	1.09	1.00	1.03	0.85	0.83	0.81	0.71	0.68	0.76
Gross debt/EBITDA, ratio	13.96	14.46	15.73	9.74	10.84	10.95	13.60	11.77	10.48	6.07
Debt/equity (including long-term provisions), ratio	2.03	2.45	3.17	2.58	2.11	1.65	2.50	2.00	1.84	1.57
Gearing, %	67	71	76	72	68	62	71	67	65	61
Free funds from operations, R million	43 638	41 120	29 047	40 022	47 571	39 443	36 179	31 158	25 277	38 180
Free funds from operations after net interest paid, R million	7 359	2 606	(5 940)	9 147	21 148	17 927	20 564	20 139	18 074	32 897
Free funds from operations as % of gross debt, %	9.53	7.72	5.88	9.06	11.69	10.98	11.00	11.22	11.22	18.97
Building skills										
Headcount (including fixed-term contractors)	42 749	44 772	46 665	48 628	47 658	47 978	46 491	46 919	47 295	44 432
Transformation										
Socio-economic contribution										
Corporate social investment committed spend, R million	67.4 ^{RA}	123.8 ^{RA}	132.4 ^Q	192.0 ^{RA}	225.3	103.6	115.5	132.9 ^{RA}	194.3 ^{RA}	87.9 ^{RA}
Corporate social investment, number of beneficiaries	802 635	1 479 395	933 139	1 116 044	841 845	302 736	323 882	357 443 ^{RA}	652 347 ^{RA}	531 762
Procurement equity										
B-BBEE attributable expenditure, R billion	100.4	101.7	84.5	102.3	127.7	125.0	116.0	119.4 ^{RA}	96.0 ^{RA}	–
Black-owned expenditure, R billion	53.8	46.9	52.1	57.6	53.9	52.9	49.4	45.8 ^{RA}	–	–
Black women-owned expenditure, R billion	19.0	15.6	18.8	20.9	19.4	30.8	9.3	9.8 ^{RA}	6.0 ^{RA}	–
Black youth-owned expenditure, R billion	5.4	4.1	3.5	3.9	2.0	1.4	0.9	1.3 ^{RA}	–	–
Procurement from B-BBEE compliant suppliers, % ²	64.51	65.97	58.66	80.25	98.25	81.65	89.39	91.80 ^{RA}	82.10 ^{RA}	–
Procurement from black-owned (BO) suppliers, %	34.60	30.38	36.17	45.20	41.49	33.61	34.41	35.30 ^{RA}	–	–
Procurement from black women-owned (BWOW) suppliers, %	12.24	10.10	13.07	16.41	14.92	19.30	6.49	7.50 ^{RA}	5.10 ^{RA}	–
Procurement from black youth-owned (BYO) suppliers, %	3.46	2.65	2.41	3.05	1.52	0.94	0.63	1.00 ^{RA}	–	–
Procurement spend with suppliers owned by black people living with disability (BPwD), % of TMPS	0.22	0.17	0.22	0.20	0.02	0.01	0.00	0.00	–	–
Procurement spend with qualifying small enterprises (QSE), % of TMPS	4.29	4.08	5.17	8.86	8.91	4.62	6.75	15.09	–	–
Procurement spend with exempted micro enterprises (EME), % of TMPS	8.07	9.77	14.01	10.21	11.24	5.89	5.78	–	–	–
Employment equity										
Disabilities, number of employees	1 252	1 348	1 416	1 441	1 396	1 311	1 325	1 305 ^{RA}	1 137 ^{RA}	1 032 ^{RA}
Employment equity – disability, %	2.93	3.01	3.03	2.96	2.93	2.73	2.89	2.77 ^{RA}	2.43 ^{RA}	2.36 ^{RA}
Racial equity in senior management, % black employees	73.72	71.00	69.80	68.31	65.80	61.06	61.70	59.30 ^{RA}	58.40	–
Racial equity in professionals and middle management, % black employees	80.10	78.04	76.22	75.27	73.50	71.68	71.77	70.60 ^{RA}	69.00	–
Gender equity in senior management, % female employees	41.99	41.73	39.85	38.20	36.58	28.13	29.82	28.80 ^{RA}	28.50	–
Gender equity in professionals and middle management, % female employees	38.95	38.24	37.89	37.47	35.98	35.11	35.29	34.90 ^{RA}	34.00	–

1. Ratios impacted by the restatements in the annual financial statements were restated where possible.

2. This measure was renamed to "Preferential procurement" in the shareholder compact from 2020.

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 139 to 142 of the integrated report.

Q Qualified by the independent assurance provider.

NON-TECHNICAL STATISTICS: COMPANY

Measure and unit	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Finance¹										
Electricity revenue per kWh (including environmental levy), c/kWh	111.04	101.86	90.01	85.06	83.60	76.24	67.91	62.82	58.49	50.27
Electricity operating costs, R/MWh	905.32	803.00	729.26	634.69	662.98	628.00	600.72	535.08	487.92	367.05
EBITDA margin, %	15.58	17.65	16.21 ^{RA}	24.48	20.32	19.13	16.28	16.15	17.48	28.69
EBITDA, R million	31 836	35 199	29 168	43 428	35 989	30 932	23 811	22 101	22 147	32 414
Cash interest cover, ratio	0.80	0.90	0.91 ^{RA}	1.18 ^{RA}	1.73	1.64	1.62	2.14	3.97	7.36
Debt service cover, ratio	0.28	0.49	0.46	0.84	1.37	1.09	0.82	1.28	1.98	3.52
Current ratio	1.27	1.09	0.99	1.04	0.86	0.86	0.82	0.70	0.67	0.76
Gross debt/EBITDA, ratio	14.45	15.25	17.08	10.26	11.39	11.71	13.84	12.59	10.09	6.15
Debt/equity (including long-term provisions), ratio	2.25	2.68	3.50 ^{RA}	2.77 ^{RA}	2.22 ^{RA}	1.71	2.67	2.12	1.96 ^{RA}	1.69 ^{RA}
Gearing, %	69	73	78	73	69	63	73	68	66	63
Free funds from operations, R million	42 163	39 465	27 318	39 064	46 336	37 954	36 032	29 528	26 124	37 578
Free funds from operations after net interest paid, R million	5 754	818	(7 897)	8 017	19 776	16 260	20 343	18 455	19 090	32 343
Free funds from operations as % of gross debt, %	9.17	7.35	5.48 ^{RA}	8.77 ^{RA}	11.30 ^{RA}	10.48 ^{RA}	10.93	10.61	11.69	18.86
Building skills										
Headcount (including fixed-term contractors)	36 124	37 765	39 292	41 316	41 940	42 767	41 787	42 923	43 402	41 341
Training spend as % of gross employee benefit costs, %	2.58 ^{RA}	3.67 ^{RA}	3.85 ^{RA}	5.21 ^{RA}	4.89 ^{RA}	4.45 ^{RA}	6.18 ^{RA}	7.87 ^{RA}	–	–
Learner intake – Engineers, number ²	0 ^{RA}	16 ^{RA}	10	1 241	1 480	895	1 315	1 962 ^{RA}	2 144 ^{RA}	2 273 ^{RA}
Learner intake – Technicians, number ²	0 ^{RA}	11 ^{RA}	3	838	1 209	415	826	815 ^{RA}	835 ^{RA}	844 ^{RA}
Learner intake – Artisans, number ²	0 ^{RA}	91 ^{RA}	0	1 815	2 155	1 955	1 752	2 383 ^{RA}	2 847 ^{RA}	2 598 ^{RA}
Learner intake ²	0	118	21	726 ^Q	3 048 ^Q	1 370	–	–	–	–
Transformation										
Socio-economic contribution										
Job creation on new build projects, number	13 480	13 318	23 982	38 111	39 277	23 169	25 875	25 181 ^{RA}	35 759	28 616
Total number of electrification connections, number ³	106 669 ^{RA}	163 613 ^{RA}	191 585 ^{RA}	215 519	207 436	158 312	160 933	202 780	139 881	154 250
Procurement equity										
Local content contracted (Eskom-wide), %	65.99 ^Q	92.84 ^Q	91.51 ^{RA}	87.16 ^{RA}	73.37 ^Q	75.22 ^Q	25.13	40.80 ^{RA}	–	–
Local content contracted (new build), %	56.94	88.53	81.14 ^{RA}	85.59 ^{RA}	85.78 ^Q	84.04 ^{RA}	33.62 ^{LA}	54.60 ^{RA}	80.20 ^{RA}	77.20 ^{RA}
B-BBEE attributable expenditure, R billion	98.8	97.1	80.3	97.0	137.3	132.0	120.8	125.4 ^{RA}	103.4 ^{RA}	72.13 ^{RA}
Black-owned expenditure, R billion	50.1	43.7	48.8	53.5	50.4	51.0	47.5	43.6 ^{RA}	26.47 ^{RA}	14.38 ^{RA}
Black women-owned expenditure, R billion	17.4	14.6	18.1	19.7	17.3	30.2	8.9	9.6 ^{RA}	5.7 ^{RA}	3.3 ^{RA}
Black youth-owned expenditure, R billion	4.4	3.7	3.1	3.4	1.7	1.3	0.9	1.3 ^{RA}	1.20 ^{RA}	–
Procurement from B-BBEE compliant suppliers, % ⁴	62.34 ^{RA}	61.57 ^{RA}	54.41 ^Q	74.24 ^{RA}	100.75 ^{RA}	83.08 ^{RA}	88.89 ^{RA}	93.90 ^{RA}	86.30 ^{RA}	73.20 ^{RA}
Procurement from black-owned (BO) suppliers, %	31.62	27.70	33.08 ^Q	40.93 ^{RA}	36.98 ^{RA}	30.98 ^{RA}	34.91	32.70 ^{RA}	22.10	14.60
Procurement from black women-owned (BWO) suppliers, %	10.98	9.27	12.28 ^Q	15.08 ^{RA}	12.67 ^{RA}	17.72 ^{RA}	6.61	7.20 ^{RA}	4.70 ^{RA}	3.30 ^{RA}
Procurement from black youth-owned (BYO) suppliers, %	2.76	2.32	2.10 ^Q	2.58 ^{RA}	1.25 ^{RA}	0.82 ^{RA}	0.64 ^{LA}	1.00 ^{RA}	1.00	–
Procurement spend with suppliers owned by black people living with disability (BPwD), % of TMPS	0.15	0.12	0.15 ^Q	0.11 ^{RA}	0.02 ^{RA}	0.01 ^{RA}	0.00	0.00	–	–
Procurement spend with qualifying small enterprises (QSE), % of TMPS	3.36	3.37	4.47 ^Q	7.80 ^{RA}	7.67 ^{RA}	4.03 ^{RA}	6.74	11.90	–	–
Procurement spend with exempted micro enterprises (EME), % of TMPS	6.83	9.12	13.32 ^Q	9.32 ^{RA}	10.15 ^{RA}	4.81 ^{RA}	5.12	–	–	–
Employment equity										
Disabilities, number of employees	1 113	1 198	1 265	1 292	1 263	1 271	1 294	1 283 ^{RA}	1 126 ^{RA}	1 022 ^{RA}
Employment equity – disability, %	3.08 ^{RA}	3.16 ^{RA}	3.22 ^{RA}	3.13 ^{RA}	3.01 ^{RA}	2.97 ^{RA}	3.12 ^{RA}	2.99 ^{RA}	2.59 ^{RA}	2.49 ^{RA}
Racial equity in senior management, % black employees	73.67 ^{RA}	70.72 ^{RA}	69.44 ^{RA}	67.97 ^{RA}	65.77 ^{RA}	60.90 ^{RA}	61.58 ^{RA}	59.50 ^{RA}	58.30 ^{RA}	53.90 ^{RA}
Racial equity in professionals and middle management, % black employees	80.18 ^{RA}	78.06 ^{RA}	76.25 ^{RA}	75.35 ^{RA}	73.60 ^{RA}	71.98 ^{RA}	72.28 ^{RA}	71.20 ^{RA}	69.60	65.69
Gender equity in senior management, % female employees	42.63 ^{RA}	41.71 ^{RA}	39.90 ^{RA}	38.25 ^{RA}	36.69 ^{RA}	28.07 ^{RA}	29.83 ^{RA}	28.90 ^{RA}	28.20 ^{RA}	24.31 ^{RA}
Gender equity in professionals and middle management, % female employees	39.69 ^{RA}	38.99 ^{RA}	38.63 ^{RA}	38.06 ^{RA}	36.65 ^{RA}	36.01 ^{RA}	36.10 ^{RA}	35.80 ^{RA}	34.60	32.43

1. Ratios impacted by the restatements in the annual financial statements were restated where possible.

2. The definition of learners was changed from 1 April 2018, to account for learners only once when they sign up, and not continuously for the duration of their contract.

3. Electrification connections includes farmworker connections.

4. This measure was renamed to "Preferential procurement" in the shareholder compact from 2020.

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 139 to 142 of the integrated report.

Q Qualified by the independent assurance provider.

LA Limited assurance provided by the independent assurance provider.

PLANT INFORMATION

Power station capacities

at 31 March 2021

The difference between installed and nominal capacity reflects auxiliary power consumption and reduced capacity caused by the age of the plant.

Name of station	Location	Years commissioned, first to last unit	Number and installed capacity of generator sets MW	Total installed capacity MW	Total nominal capacity MW
Base-load stations					
Coal-fired (15)				43 256	38 773
Arnot	Middelburg	Sep 1971 to Aug 1975	6x370	2 220	2 100
Camden ¹	Ermelo	Mar 2005 to Jun 2008	3x200; 1x196; 2x195; 1x190; 1x185	1 561	1 481
Duvha ²	Emalahleni	Aug 1980 to Feb 1984	5x600	3 000	2 875
Grootvlei ¹	Balfour	Apr 2008 to Mar 2011	4x200; 2x190	1 180	570
Hendrina ³	Middelburg	May 1970 to Dec 1976	6x200; 2x195; 1x170	1 760	1 135
Kendal ⁴	Emalahleni	Oct 1988 to Dec 1992	6x686	4 116	3 840
Komati ¹	Middelburg	Mar 2009 to Oct 2013	4x100; 4x125; 1x90	990	114
Kriel	Bethal	May 1976 to Mar 1979	6x500	3 000	2 850
Kusile ⁴	Ogies	Aug 2017 to Mar 2021	3x799	2 397	2 160
		Under construction	3x800	–	–
Lethabo	Vereeniging	Dec 1985 to Dec 1990	6x618	3 708	3 558
Majuba ⁴	Volksrust	Apr 1996 to Apr 2001	3x657; 3x713	4 110	3 843
Matimba ⁴	Lephalale	Dec 1987 to Oct 1991	6x665	3 990	3 690
Matla	Bethal	Sep 1979 to Jul 1983	6x600	3 600	3 450
Medupi ⁴	Lephalale	Aug 2015 to Nov 2019	5x794	3 970	3 597
		Under construction	1x794	–	–
Tutuka	Standerton	Jun 1985 to Jun 1990	6x609	3 654	3 510
Nuclear (1)					
Koeberg	Cape Town	Jul 1984 to Nov 1985	2x970	1 940	1 860
Peaking stations					
Gas/liquid fuel turbine stations (4)				2 426	2 409
Acacia	Cape Town	May 1976 to Jul 1976	3x57	171	171
Ankerlig	Atlantis	Mar 2007 to Mar 2009	4x149.2; 5x148.3	1 338	1 327
Gourikwa	Mossel Bay	Jul 2007 to Nov 2008	5x149.2	746	740
Port Rex	East London	Sep 1976 to Oct 1976	3x57	171	171
Pumped storage schemes (3)⁵				2 732	2 724
Drakensberg	Bergville	Jun 1981 to Apr 1982	4x250	1 000	1 000
Ingula	Ladysmith	Jun 2016 to Feb 2017	4x333	1 332	1 324
Palmiet	Grabouw	Apr 1988 to May 1988	2x200	400	400
Hydroelectric stations (2)⁶				600	600
Gariep	Norvalspont	Sep 1971 to Mar 1976	4x90	360	360
Vanderkloof	Petrusville	Jan 1977 to Feb 1977	2x120	240	240
Total used for capacity management purposes				50 954	46 366
Renewable energy					
Wind energy (1)⁷					
Sere	Vredendal	Mar 2015	46x2.2	100	100
Total capacity including renewable energy				51 054	46 466
Other hydroelectric stations (4)⁷				61	–
Colley Wobbles	Mbashe River		3x14	42	–
First Falls	Umtata River		2x3	6	–
Ncora	Ncora River		2x0.4; 1x1.3	2	–
Second Falls	Umtata River		2x5.5	11	–
Total Eskom power station capacities (30)				51 115	46 466
Available nominal capacity – Eskom-owned					90.90%

Name of station	Total nominal capacity MW
Nominal capacity of Eskom-owned power stations	46 466
Independent power producers (IPP) capacity	6 083
Concentrating solar power	500
Gas/liquid fuel	1 005
Hydroelectric	18
Landfill	8
Solar PV energy	2 157
Wind	2 395

Total nominal capacity available to the grid – Eskom and IPPs **52 549**

- Former moth-balled power stations that have been returned to service. The original commissioning dates were:
 - Camden was originally commissioned between August 1967 and September 1969
 - Grootvlei was originally commissioned between June 1969 and November 1977
 - Komati was originally commissioned between November 1961 and March 1966
 Due to technical and/or financial constraints, some units at these stations have been derated.
- The Duvha Unit 3 recovery project has been cancelled, and the unit removed from the installed base.
- Certain units are under extended inoperability and their capacity has been removed from the nominal base.
- Dry-cooled unit specifications based on design back-pressure and ambient air temperature.
- Pumped storage facilities are net users of electricity. Water is pumped during off-peak periods so that hydro electricity can be generated during peak periods.
- Use restricted to periods of peak demand, dependent on the availability of water in the Gariep and Vanderkloof Dams.
- Installed and operational, but not included for capacity management purposes.

Power lines and substations in service

at 31 March 2021

Category	2021	2020	2019	2018	2017
Power lines					
Transmission power lines, km¹	33 158	33 027	32 698	31 951	32 220
765kV	2 784	2 784	2 784	2 784	2 782
533kV DC (monopolar)	1 032	1 032	1 035	1 035	1 035
400kV	19 760	19 743	19 421	18 804	18 943
275kV	7 342	7 228	7 218	7 218	7 358
220kV	1 351	1 351	1 351	1 221	1 220
132kV	889	889	889	889	882
Distribution overhead power lines, km	358 100	351 023	347 284	341 874	344 993
132kV and higher	26 441	24 777	24 666	24 646	25 011
44 to 88kV ²	21 367	20 767	20 735	23 904	23 794
33kV ²	3 730	3 563	3 420	–	–
1 to 22kV	306 561	301 916	298 463	293 324	296 188
Distribution underground cables, km	8 288	7 734	7 651	7 769	7 499
132kV and higher	97	86	86	79	75
44 to 88kV ²	209	190	189	415	215
33kV ²	323	4	4	–	–
1 to 22kV	7 659	7 454	7 372	7 275	7 209
Total all power lines, km	399 546	391 784	387 633	381 594	384 712
Total transformer capacity, MVA	310 123	306 949	297 512	285 737	276 583
Transmission, MVA ³	154 500	153 135	152 415	151 105	147 415
Distribution and reticulation, MVA	155 623	153 814	145 097	134 632	129 168
Total transformers, number	420 455	391 231	385 085	383 284	372 995
Transmission, number	449	446	444	442	433
Distribution and reticulation, number	420 006	390 785	384 641	382 842	372 562

- Transmission power line lengths are included as per distances from the Geographic Information System.
- Under NRS048 part 6, 33kV lines were reclassified in 2019 from high to medium voltage. Prior year figures have not been restated.
- Base of definition: transformers rated ≥ 30 MVA and primary voltage ≥ 132 kV.

CUSTOMER INFORMATION

Category	2021	2020	2019	2018	2017
Number of Eskom customers					
Distributors	804	805	800	800	802
Residential ¹	6 720 150	6 577 905	6 358 523	6 120 122	5 838 754
Commercial	52 880	52 909	52 556	51 848	50 956
Industrial	2 649	2 684	2 705	2 703	2 706
Mining	945	961	981	993	1 012
Agricultural	79 115	80 451	81 303	81 638	81 806
Rail	475	475	493	501	510
International	11	11	11	11	11
	6 857 029	6 716 201	6 497 372	6 258 616	5 976 557
Electricity sales per customer category, GWh					
Distributors	82 446	85 984	87 236	87 133	89 718
Residential ¹	10 949	11 293	11 748	12 302	11 863
Commercial	9 696	10 486	10 558	10 539	10 339
Industrial	40 881	45 610	48 717	47 854	48 295
Mining	26 991	28 703	28 972	30 235	30 559
Agricultural	5 461	5 770	5 796	5 711	5 405
Rail	1 931	2 600	2 831	3 148	2 849
International	13 497	15 189	12 461	15 268	15 093
	191 852	205 635	208 319	212 190	214 121
International sales to countries in southern Africa, GWh	13 497	15 189	12 461	15 268	15 093
Botswana	785	1 261	247	147	984
eSwatini	677	1 011	766	839	986
Lesotho	324	426	292	276	252
Mozambique	8 263	8 358	8 339	8 326	8 120
Namibia	1 493	2 013	1 518	2 147	2 089
Zambia	78	238	258	362	352
Zimbabwe	1 791	1 245	456	2 250	1 743
Short-term energy market ²	86	637	585	921	567
Electricity revenue per customer category, R million					
Distributors	90 228	85 656	77 231	72 935	73 009
Residential ¹	16 924	16 069	14 771	14 585	14 070
Commercial	14 304	14 067	12 385	11 726	11 279
Industrial	36 805	37 762	36 047	33 798	33 213
Mining	30 708	29 968	26 550	26 277	25 915
Agricultural	10 262	9 839	8 682	8 154	7 659
Rail	2 977	3 323	3 119	3 151	2 990
IPP network charge	221	184	121	198	190
International	10 383	12 229	8 241	9 530	10 682
Gross electricity revenue	212 812	209 097	187 147	180 354	179 007
Less: Revenue capitalised ³	(3 991)	(5 683)	(3 393)	(2 172)	(717)
Less: Revenue not recognised ⁴	(12 113)	(10 190)	(8 914)	(3 635)	(3 196)
Add: Recognised on the cash basis ⁵	5 935	4 083	2 472	358	-
Electricity revenue less capitalised revenue per note 32 in the annual financial statements	202 643	197 307	177 312	174 905	175 094

- Prepaid electricity and public lighting are included under the residential category.
- The short-term energy market consists of all the utilities in the southern African countries that form part of the Southern African Power Pool. Energy is traded on a daily, weekly and monthly basis as there is no long-term bilateral contract.
- Revenue from the sale of production, while testing generating plant not yet commissioned, is capitalised to plant.
- The principle of only recognising revenue if it is deemed collectable at the date of sale, as opposed to recognising the revenue and then impairing the customer debt when conditions change, has been applied since 2015. External revenue of R12 113 million was thus not recognised at 31 March 2021.
- Under IFRS 15, certain supplies to distributors were recognised on the cash basis, due to uncertainty around collectability at the time of sale.

INDEPENDENT SUSTAINABILITY ASSURANCE REPORT

Independent assurance provider's reasonable assurance report on selected key performance indicators to the directors of Eskom

Introduction

We have been engaged to perform an independent assurance engagement for Eskom Holdings SOC Ltd (Eskom) on selected key performance indicators (KPIs) reported in Eskom's integrated report for the year ended 31 March 2021. Our engagement was conducted by a team with relevant experience in sustainability reporting.

Subject matter

We have been engaged to provide a reasonable assurance opinion in our report on the following selected KPIs, marked with ^{RA} in the statistical tables of the integrated report. The selected KPIs described below have been prepared in accordance with Eskom's reporting criteria that are available on Eskom's website, at www.eskom.co.za/OurCompany/SustainableDevelopment/Pages/Sustainable_Development.aspx

No	Indicator	Unit of measure	Boundary	Reporting criteria
Focus on safety				
1.	Lost-time injury rate (LTIR) (including occupational diseases)	Index	Eskom group	Occupational Health and Safety Act
Improve operations				
2.	Planned capability loss factor (PCLF)	%	Generation	Eskom's measurement specification document
3.	Energy availability factor (EAF)	%	Generation	
4.	Unplanned partial load losses (UCLF PLL)	Average MW	Generation	
5.	Unplanned automatic grid separation (UAGS) trips	Number of trips	Generation	
6.	Post-philosophy outage unplanned capability loss factor (UCLF)	%	Generation	
7.	EAF and UCLF post-CO and official – Medupi Power Station	%	Generation	
8.	EAF and UCLF post-CO and official – Kusile Power Station	%	Generation	
9.	Transmission technical energy losses savings ¹	MWh	Transmission	
10.	Payment levels excluding Soweto interest ¹	%	Distribution	
11.	System average interruption duration index (SAIDI)	Hours	Distribution	
12.	System average interruption frequency index (SAIFI)	Number	Distribution	
13.	Total electrification connections	Number	Distribution	
14.	System minutes lost <1	Minutes	Transmission	
15.	Distribution total energy losses	%	Distribution	
16.	Restoration time	%	Distribution	
Deliver capital expansion				
17.	Generation capacity installed and commissioned	MW	Generation	Eskom's measurement specification document
18.	Transmission lines installed	Km	Transmission	
19.	Transmission transformer capacity installed and commissioned	MVA	Transmission	
Reduce environmental footprint in existing fleet				
20.	Relative particulate emissions	kg/MWh sent out	Generation	Environmental Act
21.	Specific water usage	ℓ/kWh sent out	Generation	Water Act
22.	Carbon dioxide emissions	kg/kWh sent out	Generation	Eskom's measurement specification document
Primary energy optimisation				
23.	Migration of coal delivery volume from road to rail	Mt	Grootvlei and Tutuka Power Stations	Eskom's measurement specification document
24.	Coal purchases Rand/ton % increase	%	Generation and Primary Energy Divisions	
25.	Coal stock days recovery	Days	Generation and Primary Energy Divisions	

No	Indicator	Unit of measure	Boundary	Reporting criteria	
Ensure financial sustainability					
26.	EBITDA	R million	Eskom group	Eskom's measurement specification document	
27.	Cash interest cover	Ratio	Eskom group		
28.	Debt service cover	Ratio	Eskom group		
29.	Disposal of Eskom Finance Company	R million	Eskom group		
30.	Savings from turnaround initiatives	R million	Eskom group		
Socio-economic impact: human capital					
31.	Training spend as % of gross manpower costs	%	Eskom company	Eskom's measurement specification document	
32.	Learner intake – Engineers in training (WIL) ¹	Number	Eskom company		
33.	Learner intake – Technicians P1 and P2 (WIL) ¹	Number	Eskom company		
34.	Learner intake – Plant operators ¹	Number	Eskom company		
35.	Learner intake – Artisans (WIL) ¹	Number	Eskom company		
36.	Bursaries – Engineers and technicians (Eskom) ¹	Number	Eskom company		
37.	Disability equity in total workforce	%	Eskom company		
38.	Racial equity in senior management	%	Eskom company		
39.	Gender equity in senior management	%	Eskom company		
40.	Racial equity in professionals and middle management	%	Eskom company		
41.	Gender equity in professionals and middle management	%	Eskom company		
Industrialisation and localisation					
42.	Local content contracted	%	Eskom company	Eskom's measurement specification document	
43.	Preferential procurement	% of total measured procurement spend	Eskom company		
44.	Competitive supplier development programme (CSDP)	% of total capital procurement spend	Eskom company		
45.	Enterprise and supplier development	R million	Eskom company		
46.	Research and development	% of NERSA-allocated spend	Eskom company		
47.	B-BBEE score level	Number	Eskom company		B-BBEE amended Codes of Good Practice
Socio-economic impact: corporate social investment (CSI)					
48.	CSI committed spend	R million	Eskom company	Eskom's measurement specification document	
Legal separation					
49.	Business separation key milestones ¹	Date	Eskom company	Eskom's measurement specification document	

1. KPIs not assured in prior year

Directors' responsibilities

The directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with Eskom's reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal controls relevant to the preparation of the integrated report that is free from material misstatement, whether due to fraud or error.

The directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected KPIs and for ensuring that those criteria are publicly available to the report users.

Inherent limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining, calculating, sampling and estimating such information. The absence of a significant body of established practice on which to draw allows for the selection of certain different but acceptable measurement techniques, which can result in materially different measurements and can impact comparability. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. The precision thereof may change over time. It is important to read the report in the context of the reporting criteria.

Further, because of the test nature and other inherent limitations of an audit, together with the inherent limitations of internal controls, there is an unavoidable risk that some, even material, misstatements may not be detected, even though the audit is properly planned and performed in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*.

Where the information relies on factors derived by independent third parties, our assurance work has not included an examination of the derivation of those factors and other third-party information.

Our independence and quality control

We have complied with the independence and all other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

SizweNtsalubaGobodo Grant Thornton Inc applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a reasonable assurance opinion on the selected KPIs based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with ISAE 3000 (revised), issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our engagement to obtain reasonable assurance about whether the selected KPIs are free from material misstatement.

A reasonable assurance engagement in accordance with ISAE 3000 (revised) involves performing procedures to obtain evidence about the measurement of the selected KPIs and related disclosures in the report. The nature, timing and extent of procedures selected depend on the auditor's professional judgement, including the assessment of the risks of material misstatement of the selected KPIs, whether due to fraud or error.

In making those risk assessments we considered internal controls relevant to Eskom's preparation of the selected KPIs. A reasonable assurance engagement also includes:

- Evaluating the appropriateness of quantification methods, reporting policies and internal guidelines used and the reasonableness of estimates made by Eskom
- Assessing the suitability in the circumstances of Eskom's use of the applicable reporting criteria as a basis for preparing the selected information
- Evaluating the overall presentation of the selected sustainability performance information

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Qualified opinion

In our opinion, and subject to the inherent limitations outlined elsewhere in this report, except for the effects of the matters described in the "Basis for qualified opinion" section of our report, the selected KPIs as set out in the "Subject matter" paragraph above for the year ended 31 March 2021 are prepared, in all material respects, in accordance with Eskom's reporting criteria.

Basis for qualified opinion

Enterprise and supplier development

We were unable to obtain sufficient appropriate audit evidence for the reported achievement of R6.8 billion. There were limited reporting processes and systems to consistently collate, review and monitor the data that supports the reliable measurement of the KPI. The reported achievement could not be confirmed by alternative means. Consequently, we were unable to determine whether any adjustments are required to the reported achievement of R6.8 billion.

Local content contracted

There were inadequate performance management systems to maintain records to enable reliable reporting on achievement of targets. Sufficient appropriate audit evidence could not be provided in some instances while, in other cases, the evidence provided did not agree to the recorded achievements. The reported achievement could not be confirmed by alternative means. Consequently, we were unable to determine whether any further adjustments were required to the reported achievement of 65.99%.

Relative particulate emissions

The reported achievement of 0.38kg/MWh sent out was understated. This was due to the particulate emission monitors operating beyond their effective range (maxing out). Emissions exceeding this limit could not be recorded. The particulate emission monitors had reached their limit for 9 149 hours out of a total of 379 124 hours, which constitutes 2.41% of the operational hours. We were unable to confirm the extent of the emissions for the time that the monitors were maxed out by alternative means. Consequently, we were unable to determine the extent of any adjustments that were required to the reported achievement.

Other matters

Our report includes the provision of reasonable assurance on selected KPIs, on which we were previously not required to provide assurance, as indicated in the table above. Hence, with regard to these KPIs, the current year information relating to prior reporting periods has not been subject to assurance procedures.

Website

The maintenance and integrity of the Eskom website is the responsibility of Eskom management. Our procedures did not involve consideration of these matters and accordingly, we accept no responsibility for any changes to either the information in the report or our independent reasonable assurance report that may have occurred since the initial date of its presentation on the Eskom website.

Restriction of liability

Our work has been undertaken to enable us to express a reasonable assurance opinion on the selected KPIs to the directors of Eskom in accordance with the terms of our engagement and for no other purpose. We do not accept or assume liability to any party other than Eskom for our work, for this report, or for the conclusion we have reached.



Sizwe Ntsaluba Gobodo Grant Thornton Inc
Registered auditors

Per BF Zwane
Chartered Accountant (SA)
Director

24 August 2021

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Feedback on or queries relating to our report may be directed to IRfeedback@eskom.co.za
Our suite of reports covering our integrated results for 2021 is available at <http://www.eskom.co.za/IR2021>

