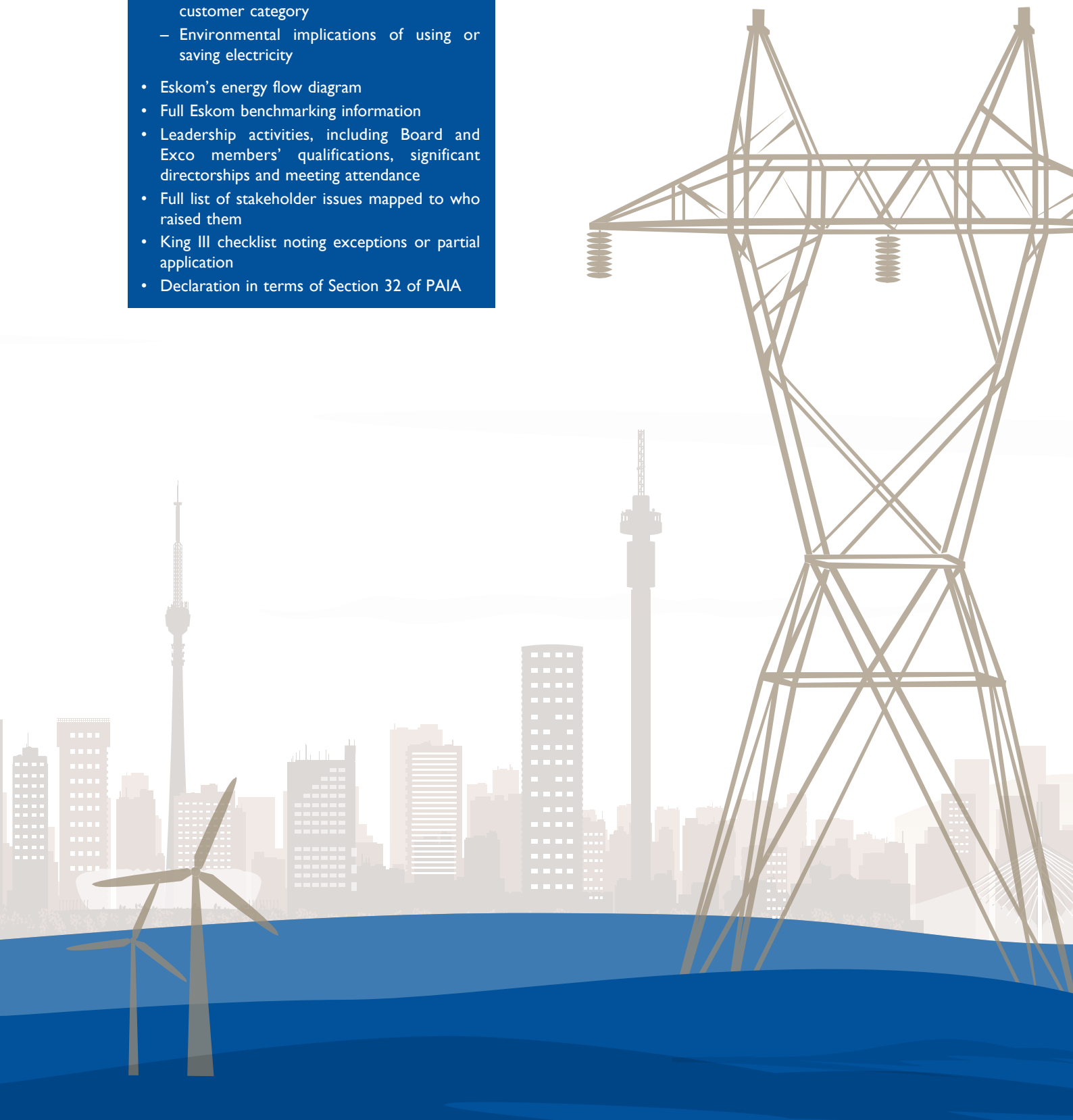
List of fact sheets

- Statistical tables, which include:
  - Ten years' information for technical KPIs
  - Five years' information for non-technical KPIs
  - Power station capacities at 31 March 2015
  - Information on power lines and substations
  - Customer information such as number of customers, electricity sales and revenue per customer category
  - Environmental implications of using or saving electricity
- Eskom's energy flow diagram
- Full Eskom benchmarking information
- Leadership activities, including Board and Exco members' qualifications, significant directorships and meeting attendance
- Full list of stakeholder issues mapped to who raised them
- King III checklist noting exceptions or partial application
- Declaration in terms of Section 32 of PAIA



Statistical table 1A
Ten year technical statistics

Measure and unit	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06
Safety										
Employee lost-time injury rate (LTIR), index	**0.33**[RA]	0.31[RA]	0.40[RA]	0.41[RA]	0.47[RA]	0.54[RA]	0.50	0.46	0.52	0.40
Fatalities (employees and contractors), number	**10**	23[RA]	19[RA]	24[RA]	25[RA]	17[RA]	27	29	26	23
Employee fatalities, number	**3**	5[RA]	3[RA]	13[RA]	7[RA]	2[RA]	6	17	8	10
Contractor fatalities, number	**7**	18[RA]	16[RA]	11[RA]	18[RA]	15[RA]	21	12	18	13
Supply and demand										
Total power station capacity – installed, MW	**44 281**	44 189	44 206	44 115	44 145	44 175	44 193	43 037	42 618	42 011
Total power station capacity – nominal, MW	**42 090**	41 995	41 919	41 647	41 194	40 870	40 506	38 747	37 764	36 398
Peak demand on integrated Eskom system, MW	**34 768**	34 977	35 525	36 212	36 664	35 850	35 959	36 513	34 807	33 461
Peak demand on integrated Eskom system, including load reductions and non-Eskom generation, MW	**36 170**	36 002	36 345	37 065	36 970	35 912	36 227	37 158	35 441	33 461
National rotational load shedding	**Yes**	Yes[RA]	No[RA]	No[RA]	No[RA]	No[RA]	Yes	–	–	–
Demand savings, MW	**171.5**[RA]	409.6[RA]	595.0[RA]	365.0[RA]	354.1	–	–	–	–	–
Internal energy efficiency, GWh	**10.4**[RA]	19.4[RA]	28.9[RA]	45.0[RA]	26.2[RA]	–	–	–	–	–
Electricity output										
Power sent out by Eskom stations, GWh (net)	**226 300**	231 129	232 749	237 289	237 430	232 812	228 944	239 109	232 445	221 988
Coal-fired stations, GWh (net)	**204 838**	209 483	214 807	218 210	220 219	215 940	211 941	222 908	215 211	206 606
Hydroelectric stations, GWh (net)	**851**	1 036	1 077	1 904	1 960	1 274	1 082	751	2 443	1 141
Pumped storage stations, GWh (net)	**3 107**	2 881	3 006	2 962	2 953	2 742	2 772	2 979	2 947	2 867
Gas turbine stations, GWh (net)	**3 709**	3 621	1 904	709	197	49	143	1 153	62	78
Wind energy, GWh (net)	**1**	2	1	2	2	1	2	1	2	3
Nuclear power station, GWh (net)	**13 794**	14 106	11 954	13 502	12 099	12 806	13 004	11 317	11 780	11 293
IPP purchases, GWh	**6 022**	3 671	3 516	4 107	1 833	–	–	–	–	–
Wheeling, GWh[1]	**3 623**	3 353	2 948	3 099	3 423	3 175	–	–	–	–
Total imported for Eskom system, GWh[1]	**10 731**	9 425	7 698	9 939	10 190	10 579	12 189	11 510	11 483	10 310
Total electricity available (generated by Eskom and purchased), GWh	**246 676**	247 578	246 911	254 434	252 876	246 566	241 133	250 619	243 928	232 298
Total consumed by Eskom, GWh[2]	**4 114**	3 862	4 037	3 982	3 962	3 695	3 816	4 136	3 937	3 814
Total available for distribution, GWh[3]	**242 562**	243 716	242 874	250 452	248 914	242 871	237 317	246 483	239 991	228 484
Sales and revenue										
Total sales, GWh[3]	**216 274**	217 903	216 561	224 785	224 446	218 591	214 850	224 366	218 120	207 921
(Reduction)/growth in sales, %	**(0.7)**	0.6	(3.7)	0.2	2.7	1.7	(4.2)	2.9	4.9	–
Electricity revenue, R million	**146 268**	136 869	126 663	112 999	90 375	69 834	52 996	43 521	39 389	35 513
Growth in revenue, %	**6.9**	8.1	12.1	25.0	29.4	31.8	21.8	10.5	10.9	–
Customer statistics										
Arrear debt as % of revenue, %	**2.17**	1.10	0.82	0.53	0.75	0.83	1.54	–	–	–
Debtors days – municipalities, average debtors' days	**47.6**	32.7	22.4	–	–	–	–	–	–	–
Debtors days – large power top customers excluding disputes, average debtors' days	**16.0**	14.5	12.3	14.4	15.5	15.4	16.5	–	–	–
Debtors days – other large power users (<100 GWh p.a.), average debtors' days	**17.0**	16.9	18.3	–	–	–	–	–	–	–
Debtors days – small power users (excluding Soweto), average debtors' days	**49.1**	50.2	48.2	42.9	45.1	40.5	47.5	–	–	–
Eskom KeyCare, index	**108.7**	108.7	105.8	105.9	101.2	98.1	101.2	–[4]	105.0	109.0
Enhanced MaxiCare	**99.8**	92.7	93.2	90.7	89.4	93.0	92.8	89.2	93.9	96.5

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 119 to 121 of the integrated report.

1. Prior to 2009/10, wheeling was combined with the total imported for the Eskom system.
2. Used by Eskom for pumped storage facilities and synchronous condenser mode of operation.
3. Difference between electricity available for distribution and electricity sold is due to energy losses.
4. The KeyCare index was not reported in 2008 due to difficulties in obtaining credible data as a result of load shedding.

Statistical table 1A

Ten year technical statistics

continued

Measure and unit	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06
Asset creation										
Generation capacity installed: first synchronisation, units	**1**RA	–	–	–	–	–	–	–	–	–
Generation capacity installed and commissioned, MW	**100**RA	120RA	261RA	535RA	315RA	452RA	1 770	1 043	1 351	290
Power lines installed, km	**318.6**RA	810.9RA	787.1RA	631.3RA	443.4RA	600.3RA	418.3	480.0	430.0	237.0
Substation capacity installed and commissioned, MVA	**2 090**RA	3 790RA	3 580RA	2 525RA	5 940RA	1 630RA	1 375	1 355	1 000	1 090
Generation capacity milestones (Medupi, Kusile and Ingula), days	**59.56**RA	48.90RA	43.48	–	–	–	–	–	–	–
Total capital expenditure – group (excluding capitalised borrowing costs), R billion	**53.1**RA	57.1RA	60.1	58.8	47.9	48.7	43.7	24.0	17.5	10.8
Plant performance										
Normal unplanned capability loss factor (UCLF), %	**15.22**RA	12.61RA	12.12RA	7.97RA	6.14RA	5.10RA	4.38	5.13	4.34	–
Constrained unplanned capability loss factor, %	**1.00**	1.63	3.41	–	–	–	–	–	–	–
Underlying unplanned capability loss factor, %	**14.22**	10.98	8.71	–	–	–	–	–	–	–
Normal planned capability loss factor (PCLF), %	**9.91**RA	10.50RA	9.10	9.07	7.98	9.04	9.54	–	–	–
Underlying planned capability loss factor, %	**10.17**RA	10.77	–	–	–	–	–	–	–	–
Energy availability factor (EAF), %	**73.73**RA	75.13RA	77.65RA	81.99RA	84.59RA	85.21	85.32	84.85	87.50	87.40
Unit capability factor (UCF), %	**74.87**	76.90RA	78.80RA	83.00RA	85.90RA	85.90	86.10	86.20	88.60	88.70
Generation load factor, %	**61.5**	62.8	63.6	65.1	66.4	66.2	67.0	72.3	72.4	69.7
OCGT load factor, %	**17.6**	19.3RA	10.4RA	3.9	1.1	0.3	–	–	–	–
Integrated Eskom system load factor (EUF), %	**83.4**	83.6	81.9	79.4	78.5	77.7	78.6	85.2	82.7	79.8
Network performance										
Total system minutes lost for events <1 minutes, minutes	**2.85**RA	3.05RA	3.52RA	4.73RA	2.63RA	4.09RA	4.21	3.56	3.67	3.59
Major incidents, number	**2**	0RA	3RA	1RA	0RA	1RA	3	5	2	5
System average interruption frequency index (SAIFI), events	**19.7**RA	20.2RA	22.2RA	23.7RA	25.3RA	24.7RA	24.2	33.7	25.2	28.4
System average interruption duration index (SAIDI), hours	**36.2**RA	37.0RA	41.9RA	45.8RA	52.6RA	54.4RA	51.5	73.7	51.4	48.5
Total energy losses, %	**8.8**	8.9	9.1	8.7	8.3	8.5	7.9	8.0	8.4	8.2
Transmission energy losses, %	**2.5**	2.3RA	2.8RA	3.1RA	3.3RA	3.3	3.1	3.1	–	–
Distribution energy losses, %	**6.8**	7.1RA	7.1RA	6.3RA	5.7RA	5.9	5.5	5.5	–	–
Coal statistics										
Coal stock, days	**51**	44RA	46RA	39RA	41RA	37RA	41	13	29	35
Coal burnt, Mt	**119.2**	122.4	123.0	125.2	124.7	122.7	121.2	125.3	119.1	112.1
Average calorific value, MJ/kg	**19.68**	19.77	19.76	19.61	19.45	19.22	19.10	18.51	19.06	19.58
Average ash content, %	**27.63**	28.56	28.69	28.88	29.03	29.56	29.70	29.09	29.70	29.10
Average sulphur content, %	**0.80**	0.87	0.88	0.79	0.78	0.81	0.83	0.87	0.86	0.88
Overall thermal efficiency, %	**31.4**	31.3	32.0	31.4	32.6	33.1	33.4	33.4	33.9	33.8
Road-to-rail migration (additional tonnage transported on rail), Mt	**12.59**RA	11.60RA	10.10RA	8.50	7.10	5.10	4.30	4.35	3.89	2.49
Liquid fuels										
Diesel and kerosene, Mℓ	**1 178.6**	1 148.5RA	609.7RA	225.5RA	63.6RA	16.1RA	28.9	345.9	11.3	25.3

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 119 to 121 of the integrated report.

Statistical table 1A
Ten year technical statistics
continued

Measure and unit	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06
Environmental statistics										
Legal contraventions										
Environmental legal contraventions, number	**18**	34[RA, 1]	48	50	63	55	114	46	50	55
Environmental legal contraventions reported in terms of the Operational Health Dashboard, number	**1**	2[RA]	2	5	4	0	12	6[2]	0[2]	1[2]
Water										
Specific water consumption, ℓ/kWh sent out[3]	**1.38[RA]**	1.35[RA]	1.42[RA]	1.34[RA]	1.35[RA]	1.34[RA]	1.35	1.32	1.35	1.32
Net raw water consumption, Mℓ	**313 078**	317 052	334 275	319 772	327 252	316 202	323 190	322 666	313 064	291 516
Emissions										
Carbon dioxide (CO_2), Mt[4]	**223.4**	233.3[RA]	227.9[RA]	231.9[RA]	230.3[RA]	224.7[RA]	221.7	223.6	208.9	203.7
Sulphur dioxide (SO_2), kt[4]	**1 834**	1 975[RA]	1 843[RA]	1 849[RA]	1 810[RA]	1 856[RA]	1 874	1 950	1 876	1 763
Nitrous oxide (N_2O), t[4]	**2 919**	2 969	2 980	2 967	2 906	2 825	2 801	2 872	2 730	3 134
Nitrogen oxide (NO_x) as NO_2, kt[5, 6]	**937**	954[RA]	965[RA]	977[RA]	977[RA]	959[RA]	957	984	930	877
Particulate emissions, kt	**82.34**	78.92[RA]	80.68[RA]	72.42[RA]	75.84[RA]	88.27[RA]	55.64	50.84	46.08	45.76
Relative particulate emissions, kg/MWh sent out[4]	**0.37[RA]**	0.35[RA]	0.35[RA]	0.31[RA]	0.33[RA]	0.39[RA]	0.27	0.21	0.20	0.21
Waste										
Ash produced, Mt	**34.41**	34.97[RA]	35.30[RA]	36.21[RA]	36.22[RA]	36.01[RA]	36.66	36.04	34.16	33.40
Ash sold, Mt	**2.5**	2.4	2.4	2.3	2.0	2.0	2.1	2.4	2.2	1.8
Ash (recycled), %	**7.3**	7.0[RA]	6.8[RA]	6.4[RA]	5.5[RA]	5.6	5.7	6.7	6.4	5.4
Asbestos disposed, tons	**991.0**	458.0	374.6	448.1	611.5	321.4	3 590.8	321.0	6 060.0	–
Material containing polychlorinated biphenyls thermally destroyed, tons	**0**	10.2	0.9	14.3	422.9	19.1	505.6	17.0	10.0	–
Nuclear										
Public individual radiation exposure due to effluents, mSv[7]	**0.0010**	0.0012	0.0019	0.0024	0.0043	0.0040	0.0045	0.0047	0.0034	0.0049
Low-level radioactive waste generated, cubic metres	**164.1**	180.7[RA]	188.2[RA]	184.7[RA]	165.3[RA]	137.8	140.8	180.3	94.5	90.2
Low-level radioactive waste disposed of, cubic metres	**377.6**	324.0[RA]	54.0[RA]	53.8[RA]	81.0[RA]	216.0	189.0	270.0	135.0	161.8
Intermediate-level radioactive waste generated, cubic metres	**27.6**	28.7[RA]	35.7[RA]	25.4[RA]	39.3[RA]	47.1	23.9	16.5	49.8	52.7
Intermediate-level radioactive waste disposed of, cubic metres	**138.0**	178.0[RA]	0.0[RA]	128.0[RA]	0.0[RA]	266.0	473.6	418.0	436.0	228.0
Used nuclear fuel, number of elements discharged[8]	**112**	48	56	60	112	56	56	112	56	52
Used nuclear fuel, number of elements discharged, cumulative figure	**2 173**	2 061	2 013	1 957	1 897	1 785	1 729	1 673	1 561	1 505

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 119 to 121 of the integrated report.

1. The March 2014 comparative has increased from 32 to 34 due to legal contraventions being reclassified when the investigations were finalised.
2. Reported in terms of the 2002 definition of the Operational Health Dashboard. From 2008, repeat legal contraventions are included.
3. Volume of water consumed per unit of generated power sent out by commissioned power stations.
4. Calculated figures are based on coal characteristics and power station design parameters are based on coal analysis using coal burnt tonnages.
5. 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.
6. NO_x reported as NO_2 is calculated using average station-specific emission factors (which are measured intermittently) and tonnages of coal burnt.
7. The limit set by the National Nuclear Regulator is ≤ 0,25mSv.
8. The gross mass of a nuclear fuel element is approximately 670 kg, with UO_2 mass, typically between 462kg and 464kg.

Statistical table 1B
Five year non-technical statistics

Measure and unit	Company 2014/15[1]	2013/14[1]	2012/13	2011/12	2010/11	Group 2014/15[1]	2013/14[1]	2012/13	2011/12	2010/11
Finance										
Electricity revenue per kWh (including environmental levy), c/kWh	**67.91**	62.81	58.49	50.27	40.27					
Electricity operating cost per kWh (including depreciation and amortisation), c/kWh	**67.52**	59.67	54.15	41.28	32.78					
Cost of electricity (excluding depreciation), R/MWh[2]	**610.43**[RA]	541.92[RA]	496.24[RA]	374.19[RA]	296.36[RA]					
Electricity EBITDA margin, %	**16.91**	17.17	11.48	26.87	25.33					
EBIT (before profit/(loss) on embedded derivatives), R million	**9 424**	9 414	10 694	21 343	17 098	**9 776**	11 029	9 896	21 985	17 651
Interest cover ratio[2]	**0.44**[RA]	0.65[RA]	0.27[RA]	3.27[RA]	1.40[RA]	**0.47**	0.77	0.22	3.35	1.45
Working capital ratio	**0.82**	0.70	0.67	0.76	0.82	**0.81**	0.71	0.68	0.76	0.85
Gross debt/EBITDA, ratio	**13.32**	11.84	15.37	6.46	7.70	**13.05**	11.06	16.20	6.46	7.55
Debt/equity (including long-term provisions), ratio[2]	**2.70**[RA]	2.21[RA]	1.96[RA]	1.69[RA]	1.66[RA]	**2.37**	1.94	1.84	1.57	1.61
Free funds from operations, R million	**36 032**	29 528	19 105	30 503	16 461	**36 179**	31 158	18 108	30 483	16 953
Free funds from operations as % of total debt, %[2]	**2.37**[RA]	9.21[RA]	8.55	15.06	12.55	**11.00**	11.22	8.04	15.15	9.51
Debt service cover, ratio	**0.82**	1.22	2.05	3.50	3.63	**0.92**	1.20	2.01	3.50	1.90
Transformation										
Socio-economic contribution										
Corporate social investment committed, R million						**115.5**	132.9[RA]	194.3[RA]	87.9[RA]	62.3[RA]
Corporate social investment expended, R million						**107.6**	115.4[RA]	126.5[RA]	40.8	67.7
Corporate social investment, number of beneficiaries						**323 882**	357 443[RA]	652 347[RA]	531 762	303 983
Job creation, number	**25 875**	25 181[RA]	35 759	28 616	21 477					
Total number of electrification connections, number	**159 853**[LA]	201 788[RA]	139 881	154 250	145 360					
Employment equity										
Disabilities, number of employees	**1 294**	1 283[RA]	1 126[RA]	1 022[RA]	1 002	**1 325**	1 305[RA]	1 137[RA]	1 032[RA]	1 012
Employment equity – disability, %	**3.12**[RA]	2.99[RA]	2.59[RA]	2.49[RA]	2.53	**2.83**	2.80[RA]	2.43[RA]	2.36[RA]	2.36
Racial equity in senior management, % black employees	**61.58**[RA]	59.50[RA]	58.30[RA]	53.90[RA]	52.50	**61.70**	59.30[RA]	58.40	–	–
Racial equity in professionals and middle management, % black employees	**72.28**[RA]	71.20[RA]	69.60	65.69	64.10	**71.77**	70.60[RA]	69.00	–	–
Gender equity in senior management, % female employees	**29.83**[RA]	28.90[RA]	28.20[RA]	24.31[RA]	23.50	**29.82**	28.80[RA]	28.50	–	–
Gender equity in professionals and middle management, % female employees	**36.10**[RA]	35.80[RA]	34.60	32.43	31.60	**35.29**	34.90[RA]	34.00	–	–
Procurement equity										
Local content contracted (Eskom-wide), %	**25.13**	40.80	–	–	–					
Local content contracted (new build), %	**33.62**[LA]	54.60[RA]	80.20[RA]	77.20[RA]	79.70[RA]					
B-BBEE attributable expenditure, R billion	**120.8**	125.4[RA]	103.4[RA]	72.13[RA]	41.86[RA]	**128.3**	119.4[RA]	96.0[RA]	–	–
Black women-owned expenditure, R billion	**8.9**	9.6[RA]	5.7[RA]	3.27[RA]	3.46[RA]	**9.3**	9.8[RA]	6.0[RA]	–	–
Black-owned expenditure, R billion	**47.5**	43.6[RA]	26.47[RA]	14.38[RA]	–	**49.4**	45.8[RA]	–	–	–
Black youth-owned expenditure, R billion	**0.9**	1.3[RA]	1.20[RA]	–	–	**0.9**	1.3[RA]	–	–	–
Procurement from B-BBEE compliant suppliers, %	**88.89**[RA]	93.90[RA]	86.30[RA]	73.20[RA]	52.30	**89.39**	91.80[RA]	82.10[RA]	–	–
Procurement from black-owned suppliers, %	**34.91**	32.70[RA]	22.10	14.60	–	**34.41**	35.30[RA]	–	–	–
Procurement from black women-owned suppliers, %	**6.61**	7.20[RA]	4.70[RA]	3.30[RA]	4.30	**6.49**	7.50[RA]	5.10[RA]	–	–
Procurement from black youth-owned suppliers, %	**0.64**[LA]	1.00[RA]	1.00	–	–	**0.63**	1.00[RA]	–	–	–
Procurement spend with suppliers owned by black people living with disability (BPLwD), % of TMPS	**0**	0	–	–	–	**0**	0	–	–	–
Procurement spend with qualifying small enterprises (QSE) and exempted micro enterprises (EME), % of TMPS	**11.86**	11.90	–	–	–	**12.53**	15.09	–	–	–
Building skills										
Training spend as % of gross employee benefit costs	**6.18**[RA]	7.87[RA]	–	–	–					
Total engineering learners in the system, number	**1 315**	1 962[RA]	2 144[RA]	2 273[RA]	1 335					
Total technician learners in the system, number	**826**	815[RA]	835[RA]	844[RA]	692					
Total artisan learners in the system, number	**1 752**	2 383[RA]	2 847[RA]	2 598[RA]	2 213					
Learners throughput or qualifying, number	**424**[RA]	–	–	–	–					

RA Reasonable assurance provided by the independent assurance provider. Refer to pages 119 to 121 of the integrated report.
LA Limited assurance provided by the independent assurance provider. Refer to pages 119 to 121 of the integrated report.
1. A review of the nature and classification of balances, cash flows and related ratios was undertaken as a consequence of changes in the group's operational environment and circumstances, particularly with regard to the capital expansion programme review, and updates were made to some classifications and definitions to better reflect their current nature. Performance indicators for 2013/14 have been updated for ease of comparability.
2. Shareholder compact measures for 2014/15 were calculated on the same basis as the targets set by the shareholder for ease of comparison.

Statistical table 2
Power station capacities at 31 March 2015

The difference between installed and nominal capacity reflects auxiliary power consumption and reduced capacity caused by the age of 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 (13)				**37 754**	**35 721**
Arnot	Middelburg	Sep 1971 to Aug 1975	1x370; 1x390; 2x396; 2x400	2 352	2 232
Camden[1, 2]	Ermelo	Mar 2005 to Jun 2008	3x200; 1x196; 2x195; 1x190; 1x185	1 561	1 481
Duvha	eMalahleni	Aug 1980 to Feb 1984	6x600	3 600	3 450
Grootvlei[1]	Balfour	Apr 2008 to Mar 2011	4x200; 2x190	1 180	1 120
Hendrina[2]	Middelburg	May 1970 to Dec 1976	5x200; 2x195; 2x170; 1x168	1 893	1 793
Kendal[3]	eMalahleni	Oct 1988 to Dec 1992	6x686	4 116	3 840
Komati[1, 2]	Middelburg	Mar 2009 to Oct 2013	4x100; 4x125; 1x90	990	904
Kriel	Bethal	May 1976 to Mar 1979	6x500	3 000	2 850
Lethabo	Vereeniging	Dec 1985 to Dec 1990	6x618	3 708	3 558
Majuba[3]	Volksrust	Apr 1996 to Apr 2001	3x657; 3x713	4 110	3 843
Matimba[3]	Lephalale	Dec 1987 to Oct 1991	6x665	3 990	3 690
Matla	Bethal	Sep 1979 to Jul 1983	6x600	3 600	3 450
Tutuka	Standerton	Jun 1985 to Jun 1990	6x609	3 654	3 510
Kusile[3]	*Ogies*	*Under construction*	*6x800*	–	–
Medupi[3]	*Lephalale*	*Under construction*	*6x794*	–	–
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 (2)[4]				**1 400**	**1 400**
Drakensberg	Bergville	Jun 1981 to Apr 1982	4x250	1 000	1 000
Palmiet	Grabouw	Apr 1988 to May 1988	2x200	400	400
Ingula	*Ladysmith*	*Under construction*	*4x333*	–	–
Hydroelectric stations (2)[5]				**600**	**600**
Gariep	Norvalspont	Sep 1971 to Mar 1976	4x90	360	360
Vanderkloof	Petrusville	Jan 1977 to Feb 1977	2x120	240	240
Wind energy (1)[6]					
Sere	Vredenburg	Mar 2015	46x2.2	**100**	**100**
Solar energy					
Concentrating solar power	*Upington*	*Under construction*	*100*	–	–
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 power station capacities (23)				**44 281**	**42 090**
Available nominal capacity					**95.05%**

1. Former moth-balled power stations that have been returned to service. The original commissioning dates were:
   Komati was originally commissioned between Nov 1961 and Mar 1966.
   Camden was originally commissioned between Aug 1967 and Sep 1969.
   Grootvlei was originally commissioned between Jun 1969 and Nov 1977.
2. Due to technical constraints, some coal-fired units at these stations have been de-rated.
3. Dry-cooled unit specifications based on design back-pressure and ambient air temperature.
4. Pumped storage facilities are net users of electricity. Water is pumped during off-peak periods so that electricity can be generated during peak periods.
5. Use restricted to periods of peak demand, dependant on the availability of water in the Gariep and Vanderkloof dams.
6. The Klipheuwel demonstration wind farm (3MW) has been decommissioned.
7. Installed and operational, but not included for capacity management purposes.

Statistical table 3
Power lines and substations in service at 31 March 2015

	2014/15	2013/14	2012/13	2011/12	2010/11
Power lines					
Transmission power lines, km[1]	**31 107**	29 924	29 297	28 995	28 790
765kV	**2 235**	2 235	1 667	1 153	1 153
533kV DC (monopolar)	**1 035**	1 035	1 035	1 035	1 035
400kV[2]	**18 377**	17 011	16 899	17 118	16 913
275kV	**7 361**	7 361	7 360	7 361	7 476
220kV	**1 217**	1 217	1 217	1 217	1 217
132kV	**882**	1 065	1 119	1 111	996
Distribution power lines, km	**48 278**	46 093	44 396	43 856	66 247
132 kV and higher	**24 929**	22 719	21 508	21 068	43 765
88 – 33kV	**23 349**	23 374	22 888	22 788	22 482
Reticulation power lines, km					
22kV and lower	**281 510**	276 027	269 570	265 707	263 263
Underground cables, km	**7 436**	7 293	7 026	6 770	6 326
132kV and higher	**65**	65	65	50	49
33 – 88kV	**361**	364	212	217	179
22kV and lower	**7 010**	6 864	6 749	6 503	6 098
Total all power lines, km	**368 331**	359 337	350 289	345 328	364 626
Total transformer capacity, MVA	**239 490**	232 179	225 799	205 865	232 058
Transmission, MVA[3]	**139 610**	138 350	135 840	132 955	130 005
Distribution and reticulation, MVA	**99 880**	93 829	89 959	72 910	102 053
Total transformers, number	**335 242**	329 314	320 501	315 397	351 297
Transmission, number	**423**	420	412	408	405
Distribution and reticulation, number	**334 819**	328 894	320 089	314 989	350 892

1. Transmission power line lengths are included as per distances from the Geographic Information System (GIS).
2. The Majuba Umfolozi No 1 765kV line, even though constructed at 765kV, is currently still being operated at 400kV and thus reflected under the 400kV total.
3. Base of definition: transformers rated ≥30 MVA and primary voltage ≥132 kV.

Statistical table 4
Customer information

	2014/15	2013/14	2012/13	2011/12	2010/11
Number of Eskom customers					
Local	**5 477 591**	5 232 904	5 013 435	4 852 712	4 653 740
Redistributors	**804**	801	795	786	784
Residential[1]	**5 338 723**	5 093 847	4 874 004	4 713 178	4 514 998
Commercial	**50 613**	50 425	50 399	50 270	49 090
Industrial	**2 773**	2 781	2 789	2 775	2 857
Mining	**1 034**	1 054	1 062	1 100	1 110
Agricultural	**83 136**	83 489	83 877	84 095	84 393
Rail	**508**	507	509	508	508
International	**11**	11	11	10	10
Utilities	**7**	7	7	7	7
End users across the border	**4**	4	4	3	3
	5 477 602	5 232 915	5 013 446	4 852 722	4 653 750
Electricity sales per customer category, GWh					
Local	**204 274**	205 525	202 770	211 590	211 150
Municipalities	**91 090**	91 262	91 386	92 140	91 564
Residential[1]	**11 586**	11 017	10 390	10 522	10 539
Commercial	**9 644**	9 605	9 519	9 270	9 020
Industrial	**53 467**	54 658	51 675	58 632	59 611
Mining	**29 988**	30 667	31 611	32 617	32 630
Agricultural	**5 401**	5 191	5 193	5 139	4 919
Rail	**3 098**	3 125	2 996	3 270	2 867
International	**12 000**	12 469	13 791	13 195	13 296
Utilities	**2 797**	3 401	4 659	3 607	3 974
End users across the border	**9 203**	9 068	9 132	9 588	9 322
	216 274	217 903	216 561	224 785	224 446
International sales to countries in southern Africa, GWh	**12 000**	12 469	13 791	13 195	13 296
Botswana	**1 237**	1 608	2 574	2 498	2 377
Lesotho	**230**	213	255	184	247
Mozambique	**8 360**	8 314	8 284	8 265	8 523
Namibia	**924**	1 248	1 822	1 507	1 559
Swaziland	**882**	741	598	596	564
Zambia	**16**	143	253	134	23
Zimbabwe	**108**	154	3	7	0
Short-term energy market[2]	**243**	48	2	4	3
Electricity revenue per customer category, R million					
Local	**140 074**	129 688	114 307	103 863	82 119
Municipalities	**60 051**	55 371	49 891	44 251	34 408
Residential[1]	**11 361**	10 181	9 044	8 155	6 808
Commercial	**8 599**	7 940	6 972	5 925	4 563
Industrial	**30 377**	28 305	23 543	23 522	19 199
Mining	**20 848**	19 829	17 620	15 689	12 325
Agricultural	**6 247**	5 645	5 180	4 482	3 480
Rail	**2 591**	2 417	2 057	1 839	1 336
International	**6 306**	5 887	5 892	4 846	4 031
Utilities	**2 988**	2 837	3 149	2 404	1 927
End users across the border	**3 318**	3 050	2 743	2 442	2 104
Gross electricity revenue	**146 380**	135 575	120 199	108 709	86 150
Environmental levy included in revenue[3]	**485**	1 322	6 464	4 290	4 335
Less: Revenue capitalised[4]	**–**	(28)	–	–	(110)
Less: IAS 18 revenue reversal[5]	**(597)**	–	–	–	–
Electricity revenue per note 32 in the annual financial statements	**146 268**	136 869	126 663	112 999	90 375

1. Prepayments and public lighting are included under residential.
2. 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.
3. The environmental levy of 2c/kWh tax was effective from 1 July 2009 to 31 March 2011. On 1 April 2011 the levy was raised to 2.5c/kWh and to 3.5c/kWh on 1 July 2012. The levy is payable for electricity produced from non-renewable sources (coal, nuclear and petroleum). The levy is raised on the total electricity production volumes and is recovered through sales.
4. Revenue from the sale of production while testing generating plant not yet commissioned, capitalised to plant.
5. The IAS 18 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, was applied in 2015. External revenue to the value of R597 million was thus not recognised at 31 March 2015.

Statistical table 5
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 CO_2 emissions: 223.4Mt ÷ 216 274GWh = 1.03 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 for CO_2 emissions: 223.4Mt ÷ (226 300GWh – 4 114GWh) = 1.01 tons per MWh.

Figures represent the 12-month period from 1 April 2014 to 31 March 2015

	Factor 1 (total energy sold)[1]	Factor 2 (total energy generated)[2]	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]	**1.45**	**1.41**	litre	kilolitre	megalitre (Mℓ)	thousand megalitres
Ash produced	**159**	**155**	gram	kilogram	ton	thousand tons (kt)
Particulate emissions	**0.38**	**0.37**	gram	kilogram	ton	thousand tons (kt)
CO_2 emissions[2]	**1.03**	**1.01**	kilogram	ton	thousand tons (kt)	million tons (Mt)
SO_x emissions[2]	**8.48**	**8.25**	gram	kilogram	ton	thousand tons (kt)
NO_x emissions[3]	**4.33**	**4.22**	gram	kilogram	ton	thousand tons (kt)

1. Volume of water used at all Eskom power stations.
2. 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.
3. NO_x reported as NO_2 is calculated using average station-specific emission factors, which have been measured intermittently between 1982 and 2006, 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

Using Factor 1
Used 90MWh of electricity
90 x **1.45** = 130.5
Therefore 130.5 kilolitres of water used

Using Factor 2
Used 90MWh of electricity
90 x **1.41** = 126.9
Therefore 126.9 kilolitres of water used

Example 2: CO_2 emissions

Using Factor 1
Used 90MWh of electricity
90 x **1.03** = 92.7
Therefore 92.7 tons CO_2 emitted

Using Factor 2
Used 90MWh of electricity
90 x **1.01** = 90.9
Therefore 90.9 tons CO_2 emitted

Further information can be obtained through the Eskom Environmental Helpline. Contact details are available on the inside back cover of the integrated report.

For CDM-related Eskom grid emission factor information please go to the following link:
http://www.eskom.co.za/OurCompany/SustainableDevelopment/Pages/CDM_Calculations.aspx or via the Eskom website: Our Company > Sustainable Development > CDM calculations.

Eskom's energy flow diagram

The energy wheel shows the volume of electricity that flowed from local and international power stations and independent power producers (IPPs) to Eskom's distribution and export points during the past two years, including the losses incurred in reaching those customers.

All figures in GWh

Generation of electricity	2014/15	2013/14
Generation	**222 591**	227 508
OCGT	**3 709**	3 621
IPPs	**6 022**	3 671
Subtotal	**232 322**	234 800
Pumping	**(4 114)**	(3 862)
Total	**228 208**	230 938

Internal use	2014/15	2013/14
Internal use	**791**	465
Generated	**(53)**	(129)
Total	**738**	336

Available for distribution	2014/15	2013/14
Generation (including IPPs)	**232 322**	234 800
International purchases	**10 731**	9 425
Wheeling[1]	**3 623**	3 353
Subtotal	**246 676**	247 578
Pumping	**(4 114)**	(3 862)
Total	**242 562**	243 716

Southern African Power Pool

Demand	2014/15	2013/14
External sales	**216 274**	217 903
Technical and other losses	**20 940**	21 488
Internal use	**791**	465
Generated	**(53)**	(129)
Wheeling[1]	**3 623**	3 353
Unaccounted/rephasing	**988**	636
Total	**242 562**	243 716

Total imports	2014/15	2013/14
International purchases	**10 731**	9 425
Wheeling[1]	**3 623**	3 353
Total	**14 354**	12 778

Total exports	2014/15	2013/14
International sales[2]	**12 000**	12 469
Wheeling[1]	**3 623**	3 353
Total	**15 623**	15 822

External sales	2014/15	2013/14
Local sales	**204 274**	205 434
International sales[2]	**12 000**	12 469
Total	**216 274**	217 903

Technical and other losses	2014/15	2013/14
Distribution	**14 920 (6.8%)**	15 824 (7.1%)
Transmission	**6 020 (2.5%)**	5 664 (2.3%)
Total	**20 940**	21 488

1. Wheeling is the buying and selling of electricity between Eskom and foreign parties without the power entering into South Africa.
2. International sales includes exports by Distribution International to Lesotho. The actual amounts for 2015 and 2014 were 89GWh and 91GWh respectively.

Benchmarking information

The following fact sheet details the benchmarking exercises undertaken by the Generation, Transmission and Distribution divisions.

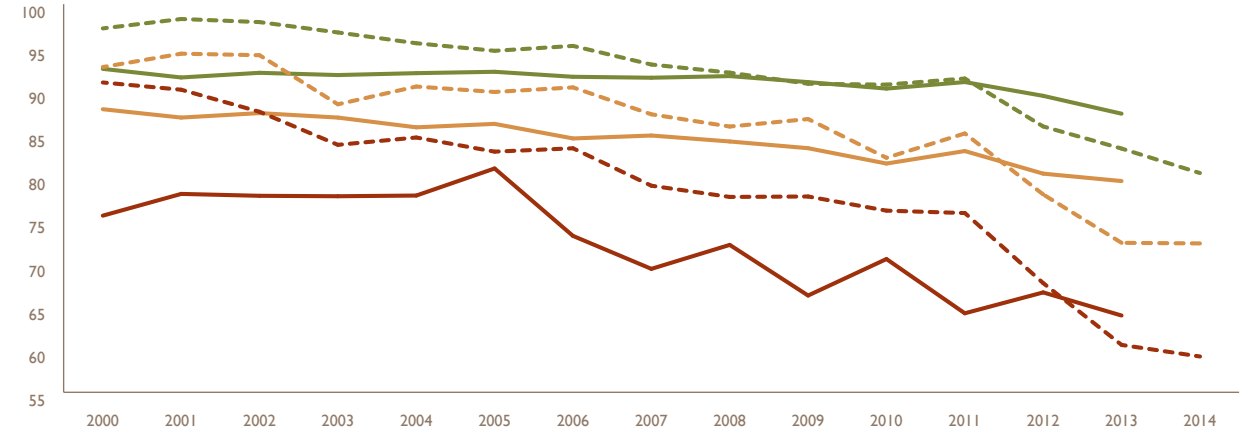
Generation

Coal-fired power stations

Generation benchmarks the performance of its coal-fired power stations against those of the members of VGB (Vereinigung der Großkesselbesitzer e.V), a European-based technical association for electricity and heat generation industries. VGB's objective is to provide support and facilitate the improvement of operating safety, environmental compatibility and the availability and efficiency of power plants for electricity and heat generation, either in operation or under construction.

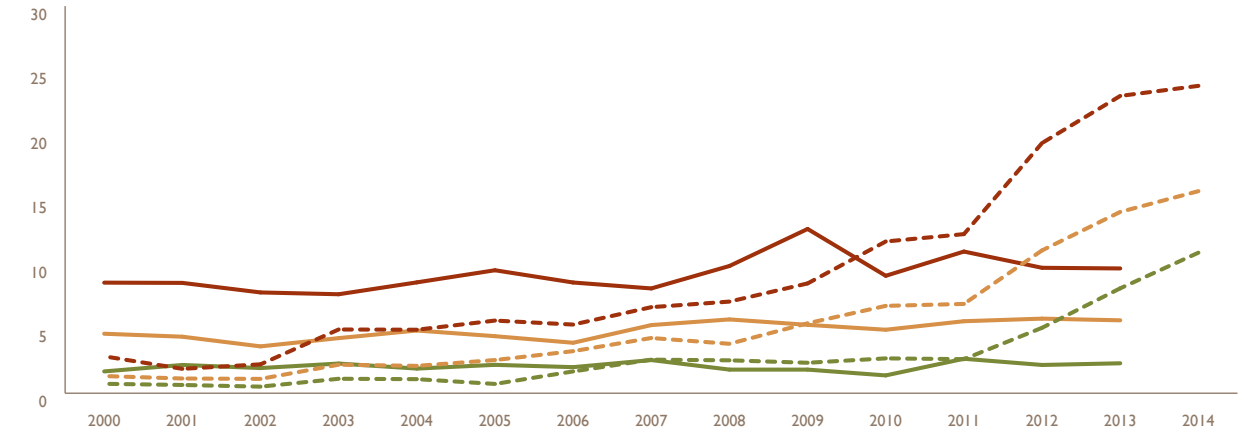
When interpreting the results of the benchmarking study, it must be noted that the operating regimes of other utilities contributing to the VGB database may not be the same as those of Eskom. The results indicate that:

- The trend in the performance of our coal-fired plant across all indicators continues to be worse than the VGB benchmark
- The availability of the top performing stations in the VGB benchmark has historically been consistent, but a decline was observed from 2012 through 2013, and the availability of the benchmark stations in the median and worst quartiles has also been declining
- Our units are on a par with the VGB benchmark with respect to planned maintenance in the median and low quartiles, while the PCLF of our best performing units was significantly better than that of the VGB benchmark units
- Since 2012, Eskom's UCLF performance showed a significant deterioration compared to the VGB benchmark on all quartiles; this trend is continuing
- With respect to the use of available plant (measured by energy utilisation factor or EUF), all our coal-fired units are performing at a level close to, and in many cases above the VGB best quartile, an indication that we are operating our power station units at much higher levels than the VGB benchmark units



Benchmarking EAF % – All coal sizes (excluding Eskom units)

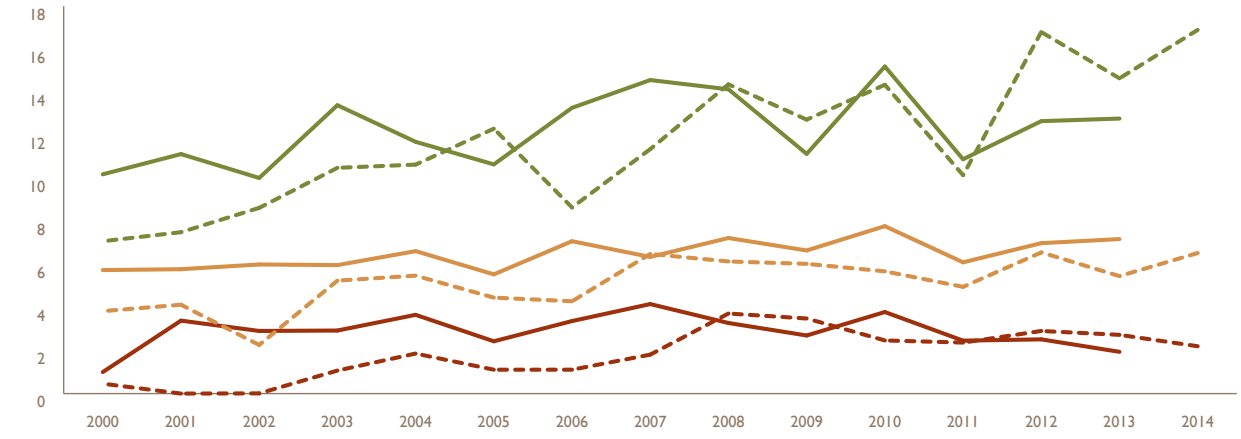
VGB worst quartile | Eskom worst quartile | VGB median | Eskom median | VGB best quartile | Eskom best quartile



Benchmarking UCLF % – All coal sizes (exluding Eskom units)

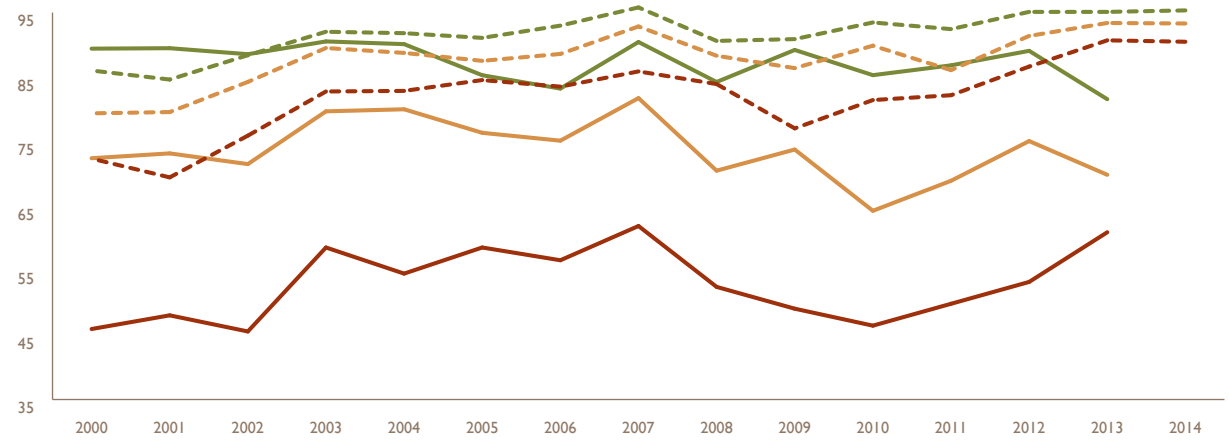
VGB worst quartile | Eskom worst quartile | VGB median | Eskom median | VGB best quartile | Eskom best quartile

Benchmarking information
continued



Benchmarking PCLF % – All coal sizes (excluding Eskom units)

VGB worst quartile | Eskom worst quartile | VGB median | Eskom median | VGB best quartile | Eskom best quartile



Benchmarking EUF % – All coal sizes (excluding Eskom units)

VGB worst quartile | Eskom worst quartile | VGB median | Eskom median | VGB best quartile | Eskom best quartile

Benchmarking information
continued

Koeberg Nuclear Power Station

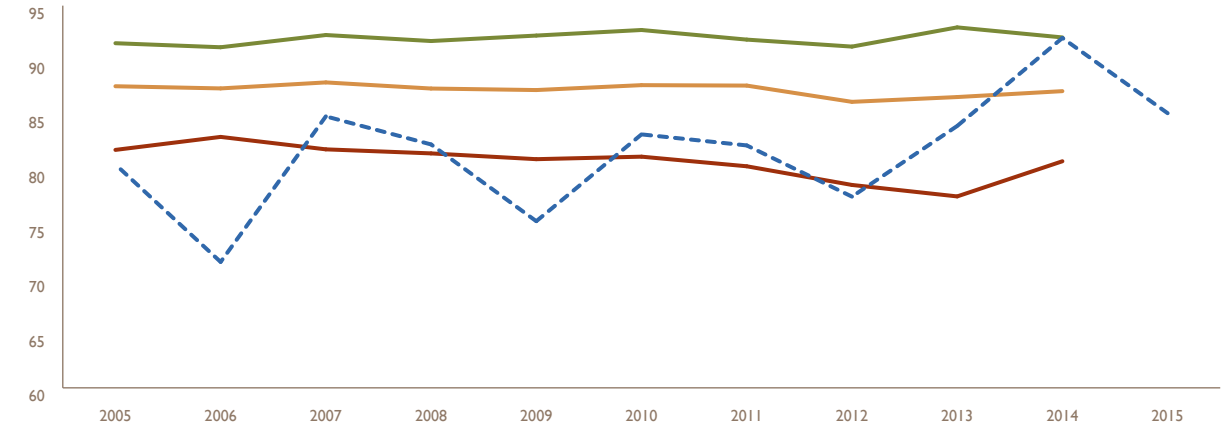
We are affiliated to the World Association of Nuclear Operators (WANO) and the Institute of Nuclear Power Operations (INPO), and South Africa is a member of the International Atomic Energy Agency (IAEA). These affiliations enable us to benchmark performance, conduct periodic safety reviews, define standards, disseminate best practice and train personnel of our nuclear plant, Koeberg.

A WANO peer review of Koeberg was carried out in July 2014, followed by a WANO corporate peer review in February 2015. Following the Fukushima event in Japan in March 2011, corporate peer reviews are additionally being carried out to determine the adequacy of corporate support for nuclear power stations.

Through INPO, we have maintained our accreditation from the National Nuclear Training Academy in the United States for our systematic approach to the training of licensed and non-licensed nuclear operators at Koeberg. We are the only non-US utility to receive such accreditation.

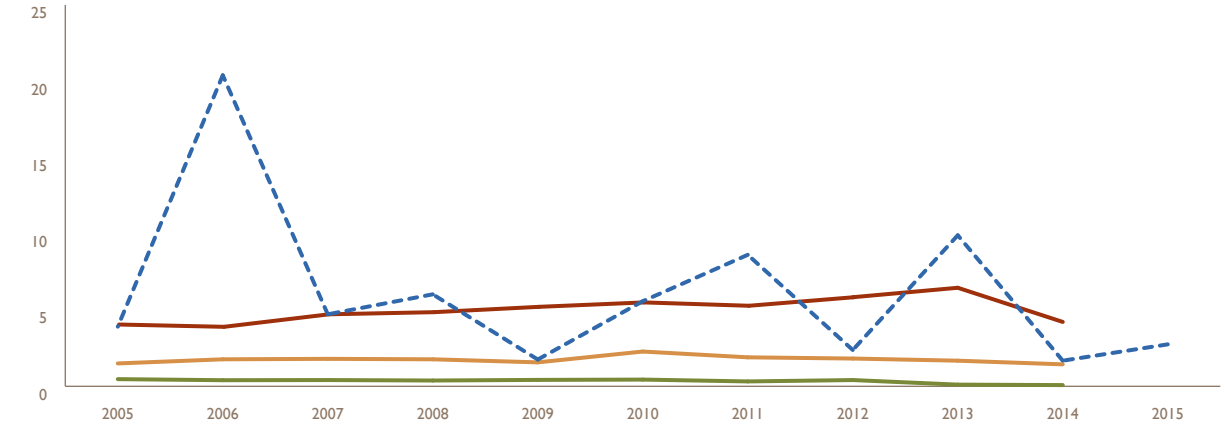
For the review period, Koeberg's performance has generally been better than median for the suite of WANO performance indicators (the complete suite of WANO performance indicators is not shown here).

The graphs that follow depict the performance of Koeberg Nuclear Power Station against all pressurised water reactor (PWR) units worldwide.



UCF, %

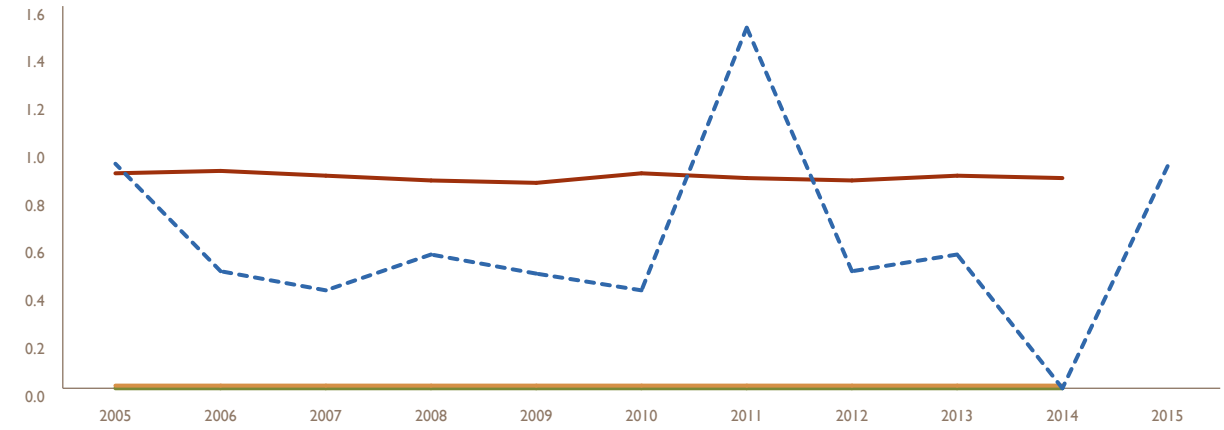
Koeberg mean | Worldwide PWR worst quartile | Worldwide PWR median | Worldwide PWR best quartile



UCLF, %

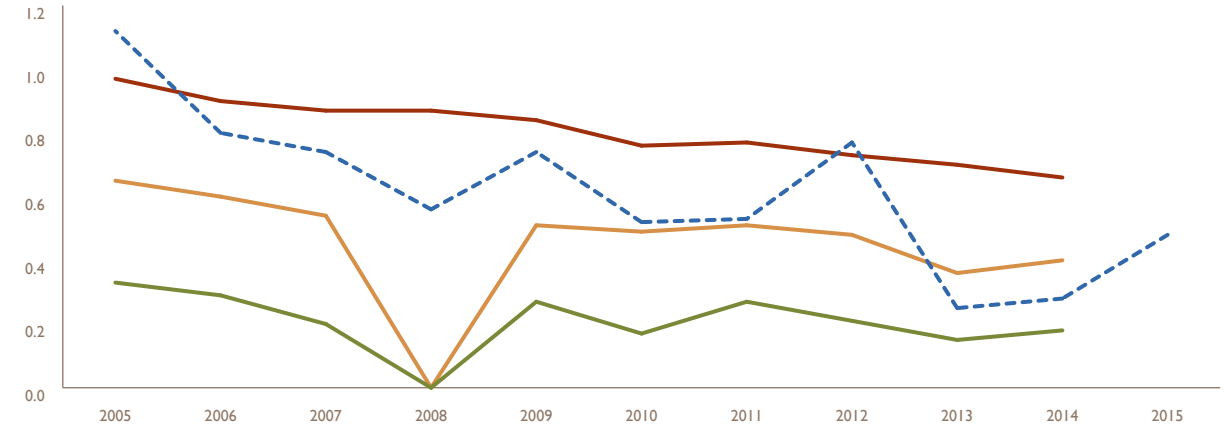
Koeberg mean | Worldwide PWR worst quartile | Worldwide PWR median | Worldwide PWR best quartile

Benchmarking information
continued



Unplanned automatic scrams, UA7 rate per 7000 hours

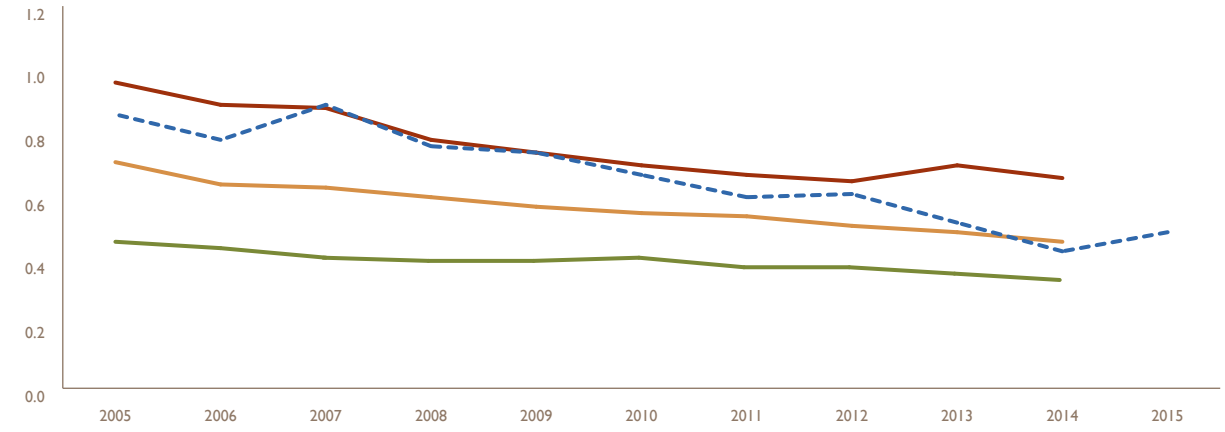
Koeberg mean | Worldwide PWR worst quartile | Worldwide PWR median | Worldwide PWR best quartile



12-month collective radiation exposure, man-Sieverts per unit

Koeberg mean | Worldwide PWR worst quartile | Worldwide PWR median | Worldwide PWR best quartile

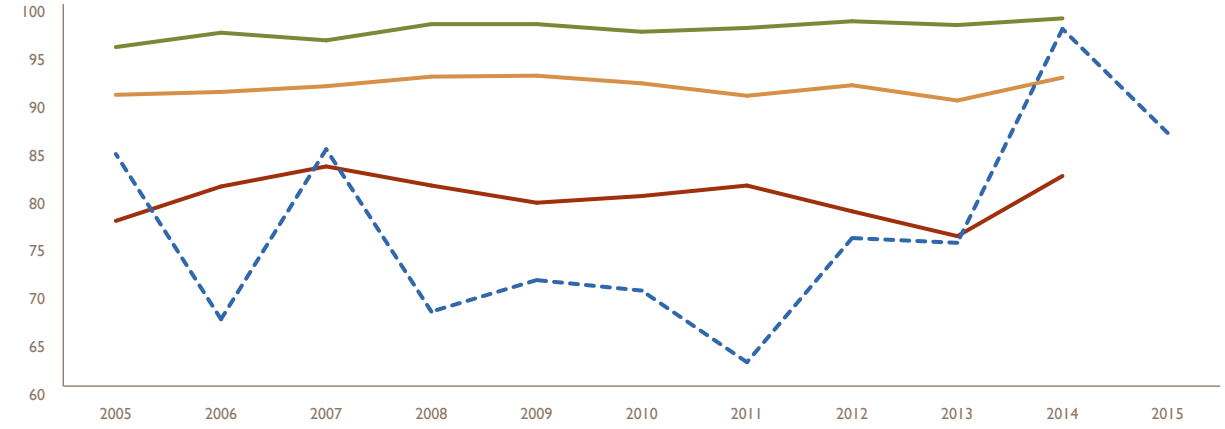
Benchmarking information
continued



36-month collective radiation exposure, man-Sieverts per unit

Koeberg mean | Worldwide PWR worst quartile | Worldwide PWR median | Worldwide PWR best quartile

The smoothing over a longer period than used in the benchmarks above takes into account the frequency of refuelling outages, of which three occur per two-year moving window.



WANO index (formerly INPO index), %

Koeberg mean | WANO-AC worst quartile | WANO-AC median | WANO-AC best quartile

Transmission

Transmission took part in a benchmarking exercise with 27 other international transmission companies in 2012/13. The study focused on maintenance and plant performance and identified international best practices for the transmission industry. These studies have been used to identify opportunities with the development of objectives and strategies for continuous improvement.

The results of the 2012/13 study indicated that Transmission's substation and line asset performance was marginally below the benchmark average. Internal benchmarking performed this year has confirmed the previous results. Benchmarking is conducted every second year; the next study is scheduled for 2015/16 based on 2014/15 information.

Distrubution

As a result of financial constraints the business has not conducted an external benchmarking study during this financial year, but continues to reference data from a previous benchmarking study for planning purposes.

In 2012, the then Distribution and Customer Services Division participated in a benchmarking study which used North American utility data for benchmarking purposes. Distribution's network interruption performance is historically impacted by its long radial overhead lines for rural electrification customers, with limited ring feeds in the event of supply interruptions, which limits the opportunity to build redundancy into the networks. In South Africa urban areas are largely supplied by municipalities, who are in turn supplied in bulk by Eskom.

The Distribution system average interruption duration index (SAIDI) and system average interruption frequency index (SAIFI) were categorised as fourth quartile performance (quartile one being the higher performing utilities). Since the 2012 benchmark exercise Distribution has substantially improved its SAIDI and SAIFI performance.

Distribution is currently preparing to benchmark technical and operational performance against international utilities.

Leadership activities: Board of Directors and committees

This fact sheet supplements the information contained in the "Our governance and leadership" section of the integrated report.

Governance of the group and the responsibility for driving good corporate citizenship is vested in a unitary board, which is supported by several Board committees and a Company Secretary. The Board, through its committees, provides the company's strategic direction, while the Chief Executive, assisted by the Executive Management Committee (Exco) and its subcommittees, is accountable to the Board for implementing the strategy.

P&G RBP SES

Dr Ben Ngubane (73)
Acting Chairman

Independent non-executive

Qualifications
Doctorate Technologiae
MB ChB (Durban Medical School)

Significant directorships
Toyota South Africa Motors (Pty) Ltd
Brikor Ltd
Zululand Quarries (Pty) Ltd

ARC TC

Ms Nazia Carrim (34)

Independent non-executive

Qualifications
LLM (University of Limpopo)
LLB (University of Johannesburg)

Significant directorships
None

IFC P&G TC

Mr Zethembe Khoza (56)

Independent non-executive

Qualifications
National Technical Diploma
Senior Executive Programmes (Harvard, Wits University)
Enterprise Leadership for Executives (University of Potchefstroom)

Significant directorships
None

IFC P&G SES

Ms Venete Klein (56)

Independent non-executive

Qualifications
CD(SA)
Banker's Exams (Institute of South African Bankers)
Senior Executive Programme (Wits Business School)
Executive Programmes (Harvard, INSEAD, IMD, MIT)

Significant directorships
Institute of Directors of Southern Africa
Old Mutual Wealth (Pty) Ltd

ARC IFC

Mr Romeo Kumalo (43)

Independent non-executive

Qualifications
Dip. Business Management (Wits University)
Advanced Management Programme (Harvard)
MBL (Unisa)
MTS (INSEAD)

Significant directorships
Vodacom International

ARC P&G TC

Ms Chwayita Mabude (45)

Independent non-executive

Qualifications
B Compt (Unisa)

Significant directorships
Airports Company South Africa
PBMR SOC Ltd
Mollo Holdings

RBP SES TC

Dr Pat Naidoo (55)

Independent non-executive

Qualifications
Pr. Eng. ECSA, FSAIEE, SMIEEE, MIET, MCigre
PhD Management of Technology (Da Vinci Institute for Technology Management)
MBA (Samford University, USA)
Certificates in Electricity Regulation (GSB UCT), Utility Management (GUI, Samford University, USA) and Competitive Electricity Markets (LSB, UK)

Significant directorships
Asara Engineering SA (Pty) Ltd (resigned March 2015)
Tata Projects Ltd – Asara Engineering Joint Venture SA (Pty) Ltd (resigned March 2015)
Pat Naidoo Consulting Engineers cc RSA (sole member)

ARC RBP SES

Ms Viroshini Naidoo (42)

Independent non-executive

Qualifications
B Proc (University of Durban-Westville)
LLB (University of Durban-Westville)
MBA (Buckinghamshire Chilterns University of UK)

Significant directorships
None

IFC

Mr Mark Pamensky (42)

Independent non-executive

Qualifications
CA(SA)
B Comm (Wits University)
B Acc Sc Honours (Unisa)

Significant directorships
Blue Label Telecoms Ltd

ARC Audit and Risk Committee
IFC Investment and Finance Committee
P&G People and Governance Committee
RBP Board Recovery and Build Programme Committee
SES Social, Ethics and Sustainability Committee
TC Board Tender Committee
Denotes chairmanship of a committee

*Refer to pages **18** to **19** under the "Our strategy" section of the integrated report for directors' profiles*

The acting Chief Executive and acting Chief Financial Officer are not members of the Board.
Ms Mariam Cassim and Mr Giovanni Leonardi were appointed to the Board on 25 May 2015. As a result of these appointments, the constitution of the Board subcommittees will be revised.
The former Chief Executive, Mr Tshediso Matona, has resigned effective 31 May 2015.
Ages shown are as at 28 May 2015.

Leadership activities
continued

Attendance of Board and commitee meetings

The effectiveness of the Board is improved through the use of six Board committees to which it delegates authority without diluting its own accountability. The Board appoints members to committees, with due consideration of the necessary skills and experience required by members of the respective committees.

Meetings of the Board and its committees are scheduled annually in advance. Special meetings are convened as and when required to address specific material issues.

Meetings of the Board and its committees from 1 March 2014 to 11 December 2014

Members	Board	Audit and Risk	Build Programme Review	Eskom Emergency Task Team	Investment and Finance	People and Governance	Social, Ethics and Sustainability	Board Tender
Total number of meetings	**12**	5	4	7	8	4	3	11
Independent non-executives								
Dr BL Fanaroff	**9/12**	5/5				4/4		
Ms Q Gungubele	**9/12**					4/4	3/3	
Ms N Lesela	**9/12**					3/4		* 11/11
Ms B Luthuli	**9/12**	* 5/5	4/4					5/11
Ms C Mabude	**9/12**	5/5			6/8			11/11
Ms Y Masithela	**8/12**	5/5					3/3	
Mr MC Matjila	**8/12**		4/4	7/7	7/8	1/3	1/2	
Dr B Mehlomakulu	**8/12**			5/7			* 3/3	10/11
Mr ME Mkwanazi	**10/12**		3/4	5/7	* 8/8			11/11
Mr SPQ Sedibe	**11/12**					* 4/4	3/3	
Mr ZA Tsotsi	*** 11/12**		* 4/4	4/7		4/4	2/3	
Ms L Zondo	**11/12**	5/5			7/8			
Executives								
Mr TJ Matona (Chief Executive from 1 October 2014)	**3/3**					1/1	1/1	
Ms TBL Molefe (Finance Director)	**11/12**		3/4	5/7	7/8			7/11

Meetings of the Board and its committees from 11 December 2014 to 31 March 2015

Members	Board	Audit and Risk	Build Programme Review	Eskom Emergency Task Team	Investment and Finance	People and Governance	Social, Ethics and Sustainability	Board Tender
Total number of meetings	**8**	2	2	1	5	1	1	3
Independent non-executives								
Mr NT Baloyi	**7/8**	1/2			4/5		1/1	
Ms N Carrim	**8/8**	2/2	2/2					* 3/3
Mr ZW Khoza (acting Chief Executive from 12 March 2015)	**7/8**		1/1		4/5	1/1		2/3
Ms VJ Klein	**7/8**				4/5	* 1/1	* 1/1	
Mr R Kumalo	**8/8**	2/2		0/1				
Ms C Mabude	**8/8**	* 2/2				1/1		3/3
Ms DV Naidoo	**8/8**	2/2	1/2				1/1	
Dr P Naidoo	**8/8**		* 2/2	1/1	3/3		1/1	3/3
Dr BS Ngubanester (acting Chairman from 31 March 2015)	**8/8**		1/2	0/1		1/1		3/3
Mr MV Pamensky	**8/8**				* 4/5			
Mr ZA Tsotsi (to 30 March 2015)	*** 6/7**		1/2	1/1		0/1	0/1	
Executives								
Mr TJ Matona (Chief Executive to 11 March 2015)	**2/2**		0/1	1/1		1/1		
Ms TBL Molefe (Finance Director to 11 March 2015)	**2/2**		0/1	1/1				0/2

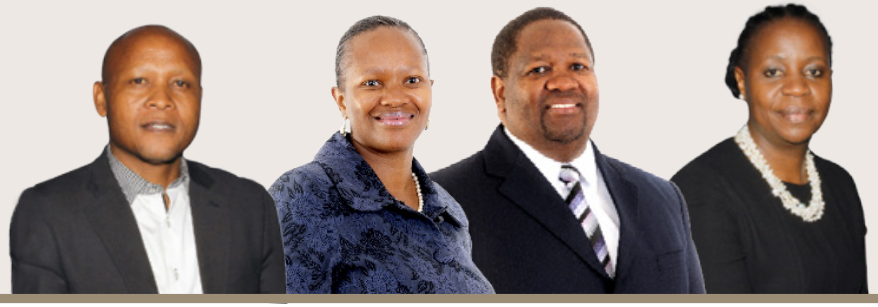
* Denotes chairmanship of a committee

*Refer to pages **105** to **108** under the "Our leadership and governance" section of the integrated report for the activities of the Board and its committees*

Leadership activities: Executive Management Committee (Exco)

Exco is a committee established by the Chief Executive and assists him in guiding the overall direction of the business and exercising executive control of day-to-day operations.

Numerous changes to the Exco structure took place over the last financial year, as detailed in the integrated report. The composition of the Exco at the date of approval of this report is depicted below:



IFC P&G RBP SES

Mr Brian Molefe (49)
Acting Chief Executive

Qualifications
B Com (Unisa)
MBL (Unisa)
Postgraduate Diploma in Economics (London University School of Oriental and African Studies)

Significant directorships
Lion of Africa Fund Managers (Pty) Ltd
Karibu Holdings (Pty) Ltd
Karibu Capital (Pty) Ltd
Karibu Real Estate Investments (Pty) Ltd

IFC RBP TC

Ms Nonkululeko Veleti (41)
Acting Chief Financial Officer

Qualifications
CA(SA)
B Com Acc (Wits University)

Significant directorships
None

Mr Thava Govender (47)
Group Executive: Transmission and Sustainability

Qualifications
BSc Chemistry and Biochemistry (University of Durban-Westville)
BSc Honours Energy Studies – Nuclear & Fossil (RAU)
Management Development Programme (Unisa)

Significant directorships
Roshcon SOC Ltd

Mr Edwin Mabelane (53)
Acting Group Executive: Group Technology and Commercial

Qualifications
BSc Mechanical Engineering (University of KwaZulu-Natal)
Management Development Programme (Unisa)

Significant directorships
None

Mr Abram Masango (46)
Acting Group Executive: Group Capital

Qualifications
National Diploma in Mechanical Engineering
National Higher Diploma Mechanical Engineering

Significant directorships
ESDEF
Emalahleni FM

Ms Ayanda Noah (48)
Group Executive: Distribution and Group Customer Services

Qualifications
Pr. Eng. (ECSA)
BSc Electrical Engineering (University of Cape Town)
MBA (International Management Centres)
Executive Development Programme (Wits University)

Significant directorships
Eskom Enterprises SOC Ltd
EAP (Chairman)
SANEA
CSIR

Mr Mongezi Ntsokolo (54)
Group Executive: Generation

Qualifications
BSc Electrical Engineering (Wits University)
BBA Hons (University of Stellenbosch)
MBA (University of Stellenbosch)
Executive Development Programme (City University of New York)

Significant directorships
Roshcon SOC Ltd

Ms Elsie Pule (47)
Acting Group Executive: Human Resources

Qualifications
BA Social Work (University of the North)
BA (Hons) Psychology (University of Pretoria)
MSc Business Engineering (Warwick University)

Significant directorships
None

ARC Audit and Risk Committee
IFC Investment and Finance Committee
P&G People and Governance Committee
RBP Board Recovery and Build Programme Committee
SES Social, Ethics and Sustainability Committee
TC Board Tender Committee

*Refer to pages **40** to **41** under the "Operating performance" section of the integrated report for the Exco members' profiles*

The acting Chief Executive and acting Chief Financial Officer are not members of the Board, but serve on selected Board committees due to the nature of their roles.

The former Chief Executive, Mr Tshediso Matona, has resigned effective 31 May 2015.

Ages shown are as at 28 May 2015.

Leadership activities
continued

Attendance of Exco meetings

Executive	Divisional responsibility	Number of meetings attended
Total number of meetings		**27**
Mr MC Matjila	Interim Chief Executive (interim appointment ended 30 September 2014)	**8/9**
Mr TJ Matona	Chief Executive (from 1 October 2014)	**9/14**
Mr ZW Khoza	Acting Chief Executive (from 12 March 2015)	**4/5**
Mr T Govender	Group Executive: Generation (until 31 October 2014) Group Executive: Transmission and Group Customer Services (from 1 November 2014)	**22/27**
Ms EL Johnson	Acting Group Executive: Group Customer Services (resigned effective 31 October 2014)	**7/9**
Mr MM Koko	Group Executive: Group Technology and Commercial (from 1 May 2014 to 11 March 2015)	**20/22**
Mr K Lakmeeharan	Acting Group Executive: Group Technology and Commercial (until 30 April 2014)	**0**
Dr SJ Lennon	Group Executive: Sustainability (resigned effective 31 March 2015)	**23/27**
Mr E Mabelane	Acting Group Executive: Group Technology and Commercial (from 12 March 2015)	**5/5**
Mr DL Marokane	Group Executive: Group Capital (until 11 March 2015)	**20/22**
Mr A Masango	Acting Group Executive: Group Capital (from 12 March 2015)	**5/5**
Ms TBL Molefe	Finance Director (until 11 March 2015)	**15/22**
Ms A Noah	Group Executive: Distribution	**21/27**
Mr MM Ntsokolo	Group Executive: Transmission and acting Group Executive: Human Resources (until 1 November 2014) Group Executive: Generation (from 1 November 2014)	**21/27**
Ms E Pule	Acting Group Executive: Human Resources (from 1 November 2014)	**15/17**
Ms N Veleti	Acting Chief Financial Officer (from 12 March 2015)	**4/5**

Stakeholder matters

This fact sheet supplements the "Stakeholder and material matters" section of the integrated report and represents the full list of material matters raised by stakeholders over the year. The table indicates which matters were raised by which stakeholders. The matters have been grouped according to the sustainability dimensions for ease of reference.

Although the material matters have been numbered, this is merely to facilitate cross-referencing and does not indicate the level of importance of an item.

*For a discussion of the matters with higher stakeholder interest and with the highest impact on Eskom, refer to the material stakeholder matters matrix on page **24** of the integrated report*

Matters raised by stakeholders	Lenders, analysts and investors	Government, Parliament and regulators	Suppliers and contractors	Employees and organised labour	Civil society and environmental	Organised business and industry	Customers	Media and public
Safety and security								
1. Safety of the workplace, employees, contractors and the public		✔	✔	✔		✔	✔	
2. Business continuity and disaster management	✔	✔		✔			✔	✔
Financial sustainability								
3. Going concern status and overall financial performance	✔	✔	✔	✔		✔	✔	✔
4. The **impact of credit ratings downgrades** on the ability to secure funding, and increasing finance charges	✔	✔						✔
5. **Liquidity position**, and the impact of: • The Government support package • Savings through the Business Productivity Programme • Increasing arrear municipal debt and revenue collection • Increasing amounts spent on liquid fuels due to the extended use of OCGTs	✔	✔	✔	✔		✔	✔	✔
6. **Move to attaining cost-reflective prices**, and the role of the NERSA MYPD and Regulatory Clearing Account processes	✔	✔				✔	✔	✔
Operational sustainability								
7. Technical performance of Generation plant, including the maintenance backlog and incidents at Duvha and Majuba Power Stations	✔	✔	✔	✔				✔
8. Technical performance of Distribution and Transmission plant	✔	✔	✔	✔				
9. **Security of supply,** and the impact of: • International sales and purchases of electricity • Plant breakdowns • Use of OCGTs • Limitations from emission licences	✔	✔				✔	✔	✔
10. Coal stock procurement and handling at power stations	✔	✔	✔		✔			✔
11. Private-sector participation through the DoE renewable energy programme and other IPPs, and connection to the grid	✔	✔			✔	✔	✔	✔
Revenue and customer sustainability								
12. **Impact of load shedding and load curtailment on customers**, including: • Communication • Consistency of interruptions • Reliability of schedules		✔	✔			✔	✔	✔
13. Impact of increased tariffs on businesses and customers	✔	✔		✔		✔	✔	✔
14. Declining electricity sales volumes	✔	✔				✔	✔	✔
15. Impact of energy losses, theft of equipment and illegal connections on supply to customers		✔				✔	✔	✔
16. Customer dissatisfaction with quality of service delivery						✔	✔	
17. Probability of a national blackout	✔	✔				✔	✔	✔
18. Arrear customer debt	✔	✔					✔	✔

Stakeholder matters
continued

Matters raised by stakeholders	Lenders, analysts and investors	Government, Parliament and regulators	Suppliers and contractors	Employees and organised labour	Civil society and environmental	Organised business and industry	Customers	Media and public
Sustainable asset creation								
19. New capacity post Kusile in terms of the Integrated Resource Plan 2010-2030	✔	✔						✔
20. **Progress on installing new Generation capacity** • Medupi and Kusile power station progress and synchronisation • Commissioning of Sere • CSP project milestones and costs/funding	✔	✔	✔	✔		✔	✔	✔
21. **New build project delays and the escalating cost to completion**, including the impact of: • Safety incidents (Ingula) • Contractor performance and strike action • Shortage of critical skills	✔	✔	✔	✔		✔	✔	✔
Environmental sustainability								
22. Reducing our carbon footprint by procuring renewable energy	✔	✔			✔	✔		
23. Impact of carbon tax		✔			✔	✔	✔	
24. Environmental concerns, such as contraventions, particulate emissions and water use	✔	✔			✔			
25. Scarcity of water		✔			✔	✔		
26. Environmental impact of nuclear power generation and nuclear waste management	✔	✔			✔			✔
27. Energy efficiency programmes and incentives	✔	✔			✔	✔	✔	✔
Building a sustainable skills base								
28. Shortage of skills and retention of skilled employees	✔	✔	✔	✔			✔	✔
29. Employee salaries and benefits	✔			✔				✔
Transformation and social sustainability								
30. Socio-economic contribution		✔	✔	✔	✔	✔		✔
31. Transformation of employment equity, procurement equity and supplier localisation and development		✔	✔	✔		✔		
32. Electrification connection challenges	✔	✔	✔			✔	✔	
33. Governance concerns around tender processes	✔	✔	✔			✔		✔
Governance and leadership								
34. **Changes in and stability of leadership**, including: • Executive resignations • Appointment of Collin Matjila as interim Chief Executive • Appointment of Tshediso Matona as Chief Executive • New board appointments, suspensions and resignations	✔	✔		✔				✔
35. Remuneration of directors and executives	✔	✔		✔		✔		✔

King Code of Corporate Governance (King III) application register

This fact sheet supplements the "Our leadership and governance" section of the integrated report and provides the breakdown of exceptions and alternative practices to the King III principles, as determined by the Governance Assessment Instrument of the Institute of Directors of Southern Africa (IoDSA).

Disclaimer

The assessment criteria of the web-based tool, the Governance Assessment Instrument (GAI) have been based on the practice recommendations of the King III report. These criteria are intended to assess quantitative aspects of corporate governance only and not qualitative governance. As such, the results are proposed to serve as an indication of the structures, systems and processes in place and are not intended to include an indication of the governance culture of an entity.

The responsibility for the input of data in order to attain a result through the use of this [tool] is that of the user and the entity in respect of which the user subscription has been granted.

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Eskom Holdings SOC Ltd
Registration number: 2002/015527/30

Main category	Sub-category	King III principle	Our application	Explanation
Chapter 1: Ethical leadership and corporate citizenship	Ethical leadership	The board ensures that ethical risks and opportunities are assessed (i.e. identified and evaluated in terms of probability and impact) and that an ethics risk and opportunity profile is compiled.	Partially applied	The outcome of the Eskom Fraud Risk Assessment will enhance efforts to improve the assessment of ethical risks and opportunities
Chapter 2: Boards and directors	Board composition	Non-executive directors* agree to all of the following in their letters of appointment: • The directors' code of conduct • The duties that are expected from each director • The remuneration for holding office as director • The terms of directors' and officers' liability insurance *It should be noted that the terms "director" "directors", "member of the board" and "members of the board" are used interchangeably and convey the same meaning as those persons represented on the board."	Partially applied	The shareholder appoints the director and issues the letter of appointment. It does highlight the director's duties but the code of ethics, board charter and insurance policy of the SOC, as well as the determination of remuneration, are provided after the letter of appointment has been issued and the SOC has been informed of the appointment
	Board composition	Procedures for appointments to the board are all of the following: • Formally set out in a policy • Transparent • A matter for the board as a whole, although the board may be assisted by the nomination committee or the Minister as applicable	Partially applied	Procedure for appointment of non-executive directors is determined by the shareholder through the Department of Public Enterprises (DPE) and implemented by the DPE. The transparency thereof can be improved. The procedure for appointment of executive directors is determined by the shareholder and implemented by Eskom in accordance with its recruitment policy
	Board composition	Non-executive directors that are classified as "independent" by the entity are subjected to an annual evaluation of their independence by the chairman and the board.	Partially applied	While an annual evaluation (which includes the assessment of independence) of the performance of the Board and individual directors is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board
	Board composition	The board ensures that inexperienced directors are developed through mentorship programmes.	Not applied	There is no formal mentorship programme in place but the balance of experienced and less experienced members on the Board assists in the informal transfer of skills. The intention is to formalise the process
	Board composition	Before candidates are nominated for board appointments, there are procedures in place to investigate the candidates' backgrounds or legal exclusions from membership inspected and applied.	Partially applied	Non-executive directors are appointed by the shareholder. The vetting process can be improved. The recruitment process for executive directors conducted by Eskom includes a background check
	Chairman	The chairman's ability to add value, and his or her performance against what is expected of this role and function, is assessed every year.	Partially applied	While an annual evaluation of the performance and effectiveness of the Board, individual directors and Board committees is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board. The new Board will be evaluated over a longer period of 15 months in the next financial year
	Chairman	There is succession planning in place for the chairman.	Partially applied	The Chairman is appointed by the shareholder. The shareholder considers the succession of the Chairman
	CEO	The CEO is not a member of the remuneration committee.	Partially applied	Remuneration role is included in the People and Governance Committee. The Chief Executive is an ex-officio member of the People and Governance Committee but recuses himself when his remuneration is discussed or if there is an actual, perceived or potential conflict of interest

King Code of Corporate Governance (King III) application register
continued

Main category	Sub-category	King III principle	Our application	Explanation
Chapter 2: Boards and directors (continued)	CEO	The CEO is not a member of the nomination committee.	Partially applied	The nomination role is included in the People and Governance Committee. The Chief Executive is an ex-officio member of the People and Governance Committee but recuses himself if there is an actual, perceived or potential conflict of interest. He contributes to the nomination and appointment of senior executives
	Performance evaluation	Yearly evaluation of the Board's, its committees and individual directors is performed every year.	Partially applied	While an annual evaluation of the performance of the Board, individual directors and Board committees is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board. The new Board will be evaluated over a longer period of 15 months in the next financial year
	Performance evaluation	The results of performance evaluations are constructively used to identify training and development needs for directors.	Partially applied	While an annual evaluation of the performance of the Board, individual directors and Board committees is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board
	Performance evaluation	The nomination for re-appointment of a director only occurs after an evaluation of the performance of the director.	Partially applied	While an annual evaluation of the performance of the Board, individual directors and Board committees is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board
	Performance evaluation	Assessment of the performance of the CEO and other executive directors as employees takes place every year and the results of this assessment affect remuneration.	Partially applied	Due to the suspension of the Chief Executive and the Finance Director, performance assessments of these employees have not been conducted for the period under review
	Remuneration committee	All members of the remuneration committee are non-executive directors and a majority of the members are independent.	Not applied	The Chief Executive is an ex-officio member of the People and Governance Committee which incorporates the remuneration element. He recuses himself if there is an actual, perceived or potential conflict of interest
	Nomination committee	The nominations committee oversees a formal succession plan for the board, CEO and certain senior executive appointments.	Partially applied	The shareholder attends to succession planning for non-executive directors. The People and Governance Committee oversees succession planning for the Chief Executive and senior executives
	Nomination committee	The nominations committee makes recommendations for appointment as director based on all of the following: • Knowledge and experience gap on the board • Integrity of the candidate; and- skills and capacity of the candidate	Partially applied	The Board makes recommendations to the shareholder on the skills gap. Knowledge, experience, integrity and capacity of potential directors is determined by the shareholder
	Nomination committee	The nominations committee comprises the board chairman and non-executive directors.	Partially applied	The People and Governance Committee includes the nomination role. The Chief Executive is an ex-officio member of the People and Governance committee but he recuses himself if there is an actual, potential or perceived conflict of interest
	Nomination committee	The nominations committee establishes procedures for appointments to the board and ensures that these are properly carried out.	Partially applied	Non-executive directors are appointed by the shareholder. The People and Governance committee ensures that there are procedures in place for the appointment of executive directors
	Nomination committee	The nominations committee ensures that new directors have not been declared delinquent or are not serving probation in terms of section 162 of the Companies Act, 2008.	Partially applied	Non-executive directors are vetted and appointed by the shareholder. The People and Governance Committee oversees the vetting of executive directors (including in terms of Section 162 of the Companies Act)
	Nomination committee	The nominations committee identifies and participates in selecting board members.	Partially applied	The shareholder identifies, selects and appoints non-executive directors. The People and Governance Committee assists with the identification and selection of executive directors
	Remuneration	The shareholder passes a non-binding advisory vote on the entity's remuneration policy every year or if not a company, it is approved by the Minister.	Partially applied	A remuneration policy for the Board is being developed in line with the DPE standards on remuneration. The shareholder approves the remuneration of the Board members at the AGM
	Remuneration	Non-executive directors' fees comprise both a base fee and an attendance fee per meeting.	Partially applied	The shareholder's remuneration and incentive standards are being revised to accommodate this. Eskom is in the process of aligning its policy to these standards
	Integrated reporting and disclosure	The integrated report discloses all of the following: • An overview of the appraisal process of the board, board committees, individual directors; • The results of this appraisal process; and • Action plans emanating from results of the appraisal	Partially applied	While an annual evaluation of the performance and effectiveness of the Board, individual directors and Board committees is usually undertaken in line with Eskom practice, such an evaluation could not be conducted for the period under review due to the reconstitution of the Board. The new Board will be evaluated over a longer period of 15 months and this will be disclosed in the next financial year
	Integrated reporting and disclosure	The remuneration report discloses both the nature and period of restraint provided for in executive service contracts.	Partially applied	Restraint agreements are not applicable

King Code of Corporate Governance (King III) application register
continued

Main category	Sub-category	King III principle	Our application	Explanation
Chapter 3: Audit committees	Audit committee	The audit committee does both of the following: • Considers and satisfies itself of the suitability of the expertise and experience of the financial director every year • Reviews the finance function every year	Partially applied	The finance function is reviewed through the process of internal and external audit. The suitability of the Finance Director is reviewed by the Chief Executive and People and Governance Committee
	Audit committee	The nominations committee presents the shareholder or the Board with suitable candidates for election as audit committee members.	Partially applied	The Board recommends audit committee members to the shareholder for approval
	Audit committee	The nominations committee evaluates whether audit committee members collectively have the required level of qualifications and experience.	Partially applied	The Board assesses the qualification and experience of audit committee members
Chapter 6: Compliance with laws, rules, codes and standards	Compliance	The risk of non-compliance is identified, assessed and responded to through the risk management processes.	Partially applied	The identification and assessment of laws is done primarily through the compliance management process after which the risks are logged, responded to and tracked through the general risk management process. In this regard integration is steadily being improved and control mechanisms updated to enhance the management of compliance risks and general compliance reporting
	Compliance	The board receives assurance on the effectiveness of the internal controls intended to ensure compliance with laws, rules, codes and standards.	Partially applied	Resource constraints affect the ability to carry out routine monitoring and reviews and this impacts on the ability to provide more frequent assurance. Consolidated reports on compliance maturity and status are presented twice a year to the Audit and Risk Committee. The maturity of the compliance structures is improving and consequently the degree of assurance provided on the effectiveness of compliance controls is also steadily improving
	Compliance	Management has established the appropriate structures to educate, train, communicate about, and measure compliance.	Partially applied	A set of formalised guiding documents has been implemented to guide the requirements associated with compliance management. Training employees on specific compliance requirements is not done on a systematic basis and is affected by resource constraints. Training on compliance methodology and key processes will be provided to the compliance community through a CISA-accredited programme – this is expected to be completed in 2015/16. High-level KPI measurement is currently being implemented
	Compliance	The compliance function has adequate resources to fulfil its duties.	Partially applied	Resources are constrained and available capacity as well as competence needs to be augmented
Chapter 8: Integrated reporting and disclosure	Governing stakeholder relationships	The gap between stakeholders' perceptions and the performance of the company is measured and managed to enhance or protect the entity's reputation.	Partially applied	A stakeholder relationship assessment tool was piloted in three provinces and it will be implemented country-wide
	Governing stakeholder relationships	The integrated report includes reasons for refusals of requests for information that were lodged with the entity in terms of the Promotion of Access to Information Act, 2000. (Only applicable in the event of any such refusals during the reporting period.)	Partially applied	The nature and volume of PAIA requests and the percentage of refusals and their complexity prevents comprehensive disclosure in the integrated report, and therefore the declaration in term of Section 32 of PAIA is included as a fact sheet

Compliance with Promotion of Access to Information Act, 2000

This fact sheet contains our declaration in terms of Section 32 of the Promotion of Access to Information Act, 2 of 2000 (PAIA) for 2014/15.

The statistics required by South African Human Rights Commission are as follows:

	2014/15
a. The number of requests for access received	**46**
b. The number of requests for access granted in full	**21**
c. The number of requests for access refused in full	**11**
d. The number of requests for access refused partially	**5**
e. The number of requests for access in process	**4**
f. The number of internal appeals lodged	**6**
g. The number of internal appeals in process	**0**
h. The number of cases in which access was given as a result of internal appeal	**2**
i. The number of internal appeals lodged on the grounds that a request was regarded as having been refused in terms of Section 27	**0**
j. The number of applications ending up in court	**0**
k. The number of cases in which extension of 30 days were requested	**22**

In addition to these formal requests, we also dealt with informal requests lodged via the PAIA Portal, not in terms of the Act.

Our PAIA manual has been updated to the extent possible and is electronically available on
http://www.eskom.co.za/OurCompany/PAIA/Pages/Promotion_Of_Access_To_Information.aspx

Eddie Laubscher
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