

# Company Information Report

## Contact Details

| Home Country: | Postal Address: | Postal Address: | City:             | Area code: | Head Office Telephone: | Email:              | Website:               | Company Registration Date:: | Latest Annual Report: | Recording Currency: |
|---------------|-----------------|-----------------|-------------------|------------|------------------------|---------------------|------------------------|-----------------------------|-----------------------|---------------------|
| South Africa  | Megawatt Park   | PO Box 1091     | Johannesburg 2002 |            | +27 11 800 8111        | contact@eskom.co.za | http://www.eskom.co.za | 2002/01/01                  | 2023/03/31            | ZAR                 |

## GUF Information

| GUF in this sector: | Signed an IFA: | IFA signing Date: |
|---------------------|----------------|-------------------|
| IndustriALL         | No             | 0                 |

## Sector Information

| Sector:    | Stock Exchange Listings: | Major Competitors: |
|------------|--------------------------|--------------------|
| Industrial |                          | 0                  |

## Five Major Shareholders

|   |
|---|
| <b>100%</b><br>Government of the Republic of South Africa |
| <b>0%</b><br>N/A  |
| <b>0%</b><br>N/A  |
| <b>0%</b><br>N/A  |
| <b>0%</b>   |

N/A

## Company Performance Report

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### Company Performance in US Dollars - USD

| Year End: | Revenue:       | Profit Before Tax: | Assets:        | Liabilities:   |
|-----------|----------------|--------------------|----------------|----------------|
| 2007      | 2,720,162,932  | 641,547,861        | 9,729,260,013  | 5,767,481,330  |
| 2008      | 5,374,607,013  | -26,964,933        | 20,699,032,648 | 12,870,979,444 |
| 2009      | 6,377,488,152  | -1,538,625,592     | 23,613,981,043 | 9,495,971,564  |
| 2010      | 9,626,740,571  | 793,024,199        | 33,274,976,342 | 23,781,668,244 |
| 2011      | 12,736,350,975 | 1,625,766,017      | 45,702,646,240 | 33,549,582,173 |
| 2012      | 15,482,205,446 | 2,480,992,181      | 51,545,564,842 | 37,646,535,454 |
| 2013      | 15,161,058,824 | 828,235,294        | 50,826,352,941 | 37,986,470,588 |
| 2014      | 13,812,475,248 | 907,227,723        | 49,999,306,931 | 38,139,504,950 |
| 2015      | 13,353,616,637 | 454,430,380        | 50,893,670,886 | 39,840,596,745 |
| 2016      | 11,092,668,024 | 482,348,948        | 44,853,021,045 | 32,594,840,462 |
| 2017      | 13,179,761,905 | 86,235,119         | 52,828,050,595 | 39,737,127,976 |
| 2018      | 12,540,571,105 | -183,983,602       | 630,901,894    | 118,886,062    |
| 2019      | 12,503,788,142 | -2,025,995,691     | 52,687,704,177 | 42,046,569,820 |
| 2020      | 11,974,378,523 | -1,594,558,738     | 49,402,325,623 | 38,244,676,700 |
| 2021      | 13,620,734,479 | -1,650,412,303     | 52,106,045,557 | 37,718,034,011 |
| 2022      | 16,440,256,354 | -1,051,824,287     | 53,457,175,440 | 37,764,239,842 |
| 2023      | 14,204,411,121 | -1,731,994,308     | 45,309,052,102 | 32,388,353,765 |

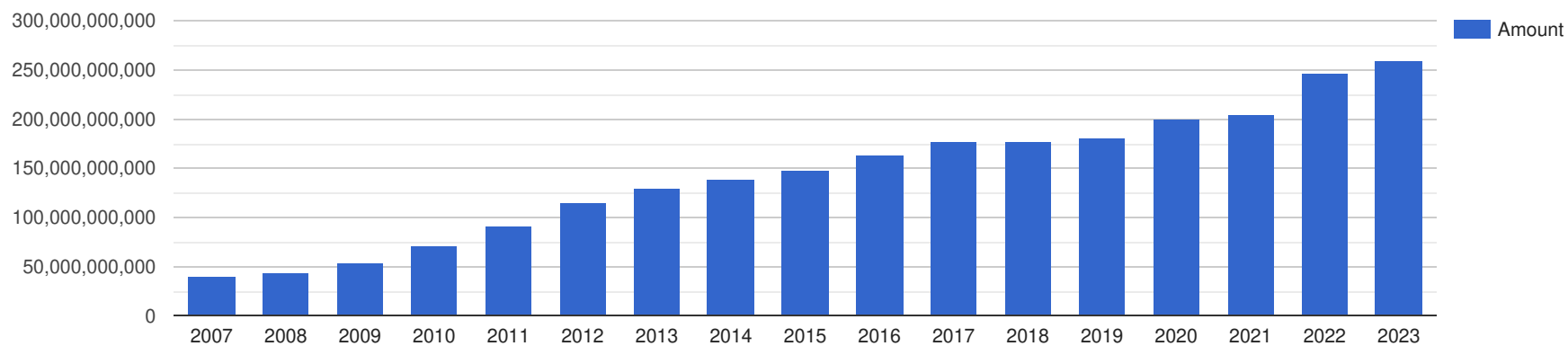
## Company Performance in South African Rand - ZAR

| Year End: | Revenue:        | Profit Before Tax: | Assets:         | Liabilities:    |
|-----------|-----------------|--------------------|-----------------|-----------------|
| 2007      | 40,068,000,000  | 9,450,000,000      | 143,312,000,000 | 84,955,000,000  |
| 2008      | 44,448,000,000  | -223,000,000       | 171,181,000,000 | 106,443,000,000 |
| 2009      | 53,826,000,000  | -12,986,000,000    | 199,302,000,000 | 80,146,000,000  |
| 2010      | 71,209,000,000  | 5,866,000,000      | 246,135,000,000 | 175,913,000,000 |
| 2011      | 91,447,000,000  | 11,673,000,000     | 328,145,000,000 | 240,886,000,000 |
| 2012      | 114,847,000,000 | 18,404,000,000     | 382,365,000,000 | 279,262,000,000 |
| 2013      | 128,869,000,000 | 7,040,000,000      | 432,024,000,000 | 322,885,000,000 |
| 2014      | 139,506,000,000 | 9,163,000,000      | 504,993,000,000 | 385,209,000,000 |
| 2015      | 147,691,000,000 | 5,026,000,000      | 562,884,000,000 | 440,637,000,000 |
| 2016      | 163,395,000,000 | 7,105,000,000      | 660,685,000,000 | 480,122,000,000 |
| 2017      | 177,136,000,000 | 1,159,000,000      | 710,009,000,000 | 534,067,000,000 |
| 2018      | 177,424,000,000 | -2,603,000,000     | 8,926,000,000   | 1,682,000,000   |
| 2019      | 179,892,000,000 | -29,148,000,000    | 758,018,000,000 | 604,924,000,000 |
| 2020      | 199,468,000,000 | -26,562,000,000    | 822,939,000,000 | 637,076,000,000 |
| 2021      | 204,326,000,000 | -24,758,000,000    | 781,648,000,000 | 565,812,000,000 |
| 2022      | 246,520,000,000 | -15,772,000,000    | 801,585,000,000 | 566,271,000,000 |
| 2023      | 259,543,000,000 | -31,647,000,000    | 827,887,000,000 | 591,800,000,000 |

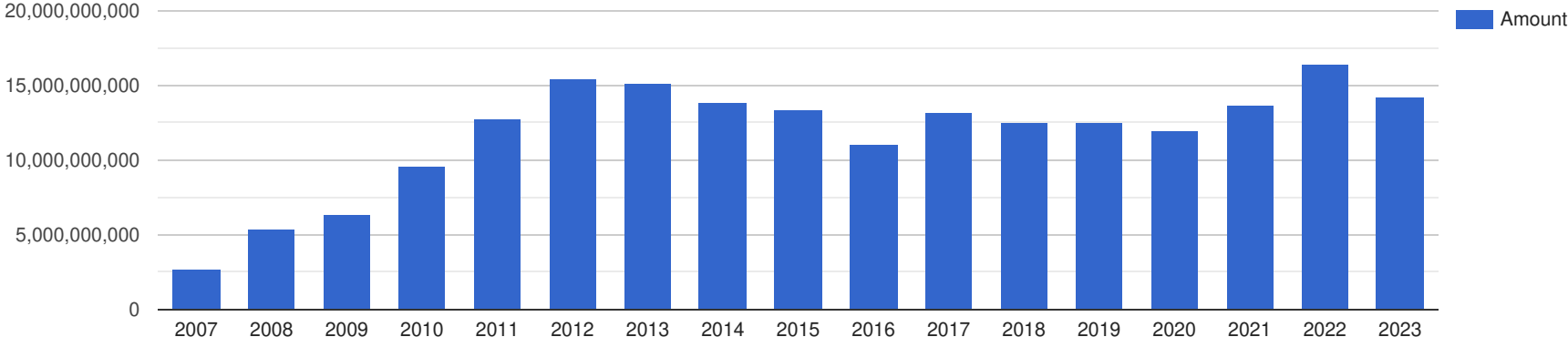
# Company Performance Changes Report

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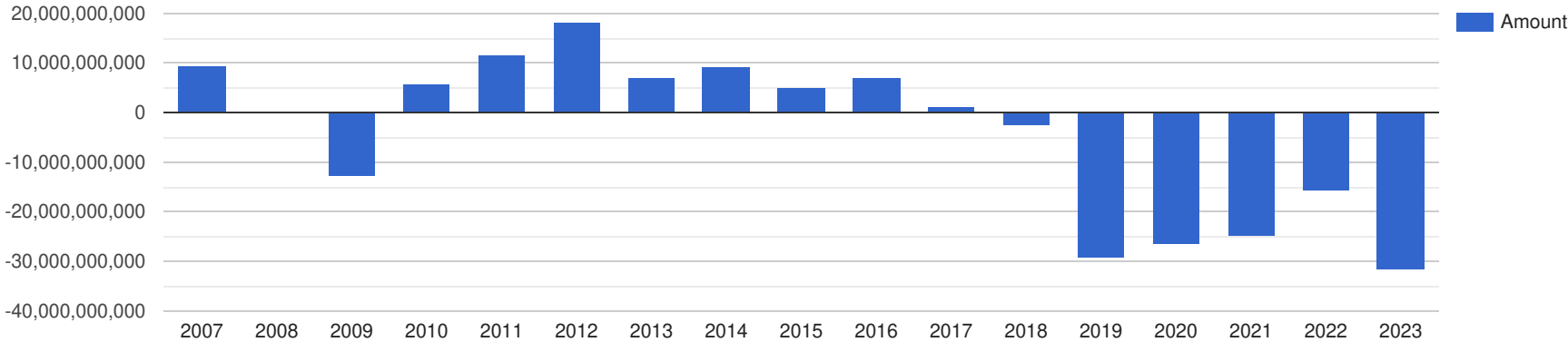
## Company Revenue - ZAR



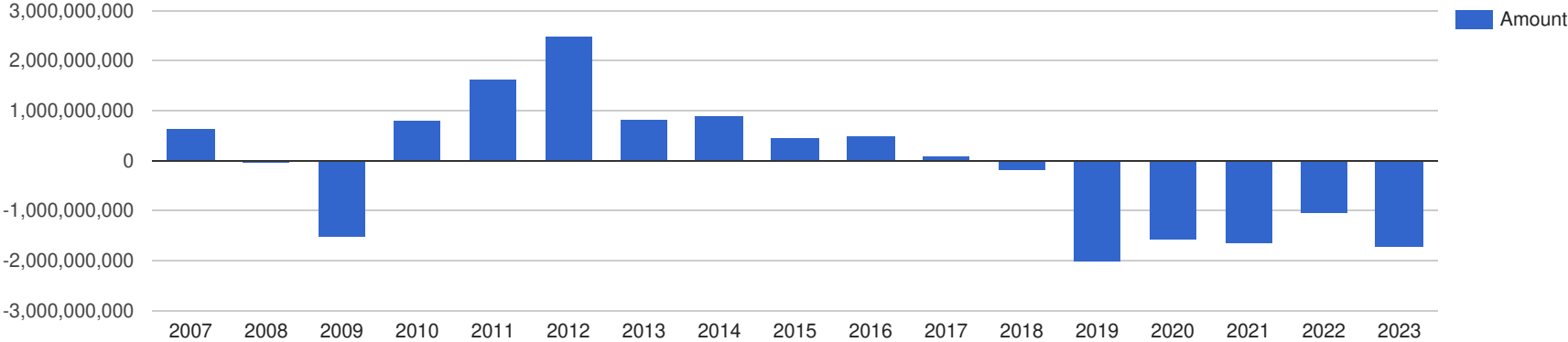
Company Revenue - USD



Company Profit Before Tax - ZAR



Company Profit Before Tax - USD





## Company Directors Report

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### CEO Biography - USD:

| Year End: | Director Surname: | Director Name: | Director Gender: | Full Year on Board?: | Full year in position?: |
|-----------|-------------------|----------------|------------------|----------------------|-------------------------|
| 2007      | Gcabashe          | Thulani S      | Male             | Yes                  | Yes                     |
| 2008      | Gcabashe          | Thulani S      | Male             | No                   | No                      |
| 2008      | Maroga            | PJ (Jacob)     | Male             | No                   | No                      |
| 2009      | Maroga            | PJ (Jacob)     | Male             | Yes                  | Yes                     |
| 2010      | Maroga            | PJ (Jacob)     | Male             | No                   | No                      |
| 2011      | Dames             | Brian          | Male             | No                   | No                      |
| 2012      | Dames             | Brian          | Male             | Yes                  | Yes                     |
| 2013      | Dames             | Brian          | Male             | Yes                  | Yes                     |
| 2014      | Dames             | Brian          | Male             | Yes                  | Yes                     |
| 2015      | Matona            | Tshediso       | Male             | No                   | No                      |
| 2016      | Molefe            | Brian          | Male             | No                   | No                      |
| 2016      | Matona            | Tshediso       | Male             | No                   | No                      |
| 2017      | Molefe            | Brian          | Male             | No                   | No                      |
| 2017      | Koko              | Matshela       | Male             | No                   | No                      |
| 2018      | Molefe            | Brian          | Male             | No                   | No                      |
| 2018      | Hadebe            | Phakamani      | Male             | No                   | No                      |
| 2019      | Hadebe            | Phakamani      | Male             | Yes                  | Yes                     |
| 2020      | de Ruyter         | Andre          | Male             | No                   | No                      |
| 2021      | de Ruyter         | Andre          | Male             | Yes                  | Yes                     |
| 2022      | de Ruyter         | Andre          | Male             | Yes                  | Yes                     |
| 2023      | de Ruyter         | Andre          | Male             | Yes                  | Yes                     |

## CEO Remuneration - USD:

| Financial Year: | Salary: | Benefits: | Cash Bonus | Other:  | Total Annual: | LTI Payment: | Total Including LTI: |
|-----------------|---------|-----------|------------|---------|---------------|--------------|----------------------|
| 2007            | 655,461 | 0         | 219,007    | 0       | 874,468       | 0            | 874,468              |
| 2008            | 903,386 | 0         | 0          | 0       | 903,386       | 0            | 903,386              |
| 2009            | 577,954 | 0         | 0          | 0       | 577,954       | 79,404       | 657,358              |
| 2010            | 466,000 | 7,300     | 171,150    | 0       | 644,450       | 142,896      | 787,346              |
| 2011            | 473,398 | 29,526    | 182,312    | 0       | 685,237       | 114,345      | 799,582              |
| 2012            | 674,036 | 0         | 226,611    | 41,521  | 942,168       | 174,575      | 1,116,743            |
| 2013            | 588,235 | 23,765    | 158,706    | 0       | 770,706       | 225,059      | 995,765              |
| 2014            | 785,248 | 49,604    | 0          | 495,743 | 1,330,594     | 190,891      | 1,521,485            |
| 2015            | 271,248 | 2,984     | 0          | 0       | 274,231       | 0            | 274,231              |
| 2016            | 541,276 | 0         | 167,617    | 409,572 | 1,118,466     | 0            | 1,118,466            |
| 2017            | 737,649 | 5,878     | 268,304    | 54,464  | 1,066,295     | 52,902       | 1,119,196            |
| 2018            | 265,691 | 0         | 0          | 283     | 265,974       | 0            | 265,974              |
| 2019            | 114,617 | 0         | 0          | 278     | 114,895       | 0            | 114,895              |
| 2020            | 99,892  | 0         | 0          | 0       | 99,892        | 0            | 99,892               |
| 2021            | 469,302 | 0         | 0          | 6,533   | 475,835       | 0            | 475,835              |
| 2022            | 469,490 | 0         | 0          | 4,735   | 474,225       | 0            | 474,225              |
| 2023            | 353,163 | 0         | 0          | 25,011  | 378,174       | 0            | 378,174              |

**Executive Director Remuneration - USD:**

| Financial Year: | No. of EDs: | Total Salary: | Cash Bonus | Other:  | Total Annual: |
|-----------------|-------------|---------------|------------|---------|---------------|
| 2007            | 2           | 943,546       | 1,283,972  | 471,773 | 641,986       |
| 2008            | 3           | 1,239,661     | 1,298,549  | 413,220 | 432,850       |
| 2009            | 2           | 830,576       | 830,576    | 415,288 | 415,288       |
| 2010            | 3           | 754,765       | 979,722    | 251,588 | 326,574       |
| 2011            | 2           | 962,535       | 1,379,666  | 481,267 | 689,833       |
| 2012            | 2           | 1,189,943     | 1,682,529  | 594,972 | 841,264       |
| 2013            | 2           | 1,050,588     | 1,415,176  | 525,294 | 707,588       |
| 2014            | 3           | 1,152,574     | 2,027,624  | 384,191 | 675,875       |
| 2015            | 2           | 611,754       | 617,812    | 305,877 | 308,906       |
| 2016            | 5           | 882,010       | 1,975,289  | 176,402 | 395,058       |
| 2017            | 3           | 1,097,545     | 1,604,836  | 365,848 | 534,945       |
| 2018            | 4           | 676,491       | 1,054,637  | 169,123 | 263,659       |
| 2019            | 3           | 621,533       | 995,621    | 207,178 | 331,874       |
| 2020            | 3           | 593,889       | 593,889    | 197,963 | 197,963       |
| 2021            | 2           | 795,947       | 808,946    | 397,973 | 404,473       |
| 2022            | 2           | 796,265       | 811,070    | 398,133 | 405,535       |
| 2023            | 4           | 652,474       | 710,760    | 163,118 | 177,690       |

**Non-Executive Director Remuneration - USD:**

| Financial Year: | No. of NEDs: | Total Fees: | Average Fees |
|-----------------|--------------|-------------|--------------|
| 2007            | 13           | 666,525     | 51,271       |
| 2008            | 13           | 792,987     | 60,999       |
| 2009            | 17           | 714,752     | 42,044       |
| 2010            | 10           | 685,644     | 68,564       |
| 2011            | 11           | 953,900     | 86,718       |
| 2012            | 21           | 828,930     | 39,473       |
| 2013            | 12           | 1,226,178   | 102,182      |
| 2014            | 12           | 700,693     | 58,391       |
| 2015            | 21           | 873,781     | 41,609       |
| 2016            | 12           | 451,799     | 37,650       |
| 2017            | 11           | 477,679     | 43,425       |
| 2018            | 24           | 425,926     | 17,747       |
| 2019            | 18           | 476,611     | 26,478       |
| 2020            | 10           | 574,199     | 57,420       |
| 2021            | 8            | 396,307     | 49,538       |
| 2022            | 7            | 351,717     | 50,245       |
| 2023            | 17           | 441,762     | 25,986       |

## CEO Remuneration - ZAR:

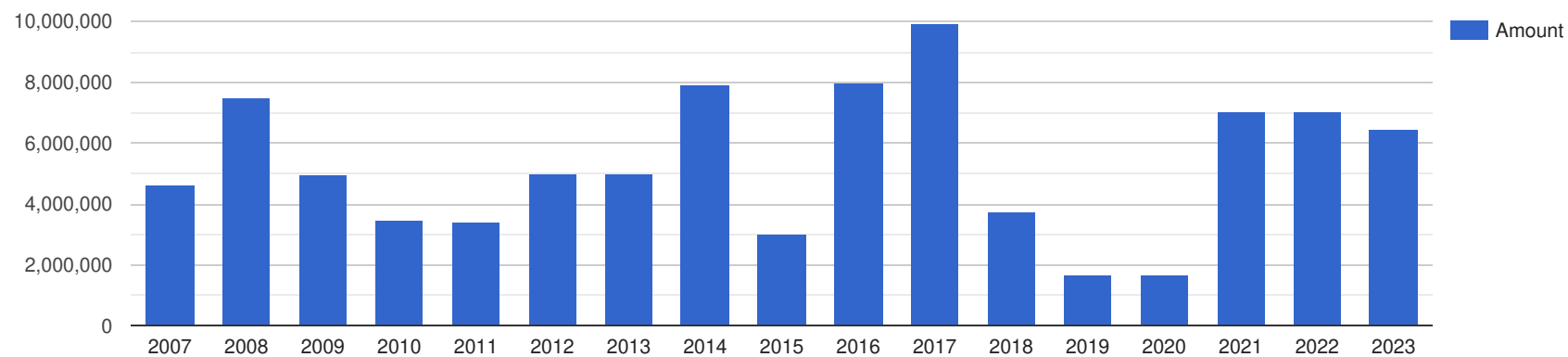
| Financial Year: | Salary:   | Benefits: | Cash Bonus | Other     | Total Annual | LTI Payment | Total Including LTI |
|-----------------|-----------|-----------|------------|-----------|--------------|-------------|---------------------|
| 2007            | 4,621,000 | 0         | 1,544,000  | 0         | 6,165,000    | 0           | 6,165,000           |
| 2008            | 7,471,000 | 0         | 0          | 0         | 7,471,000    | 0           | 7,471,000           |
| 2009            | 4,960,000 | 0         | 0          | 0         | 4,960,000    | 681,446     | 5,641,446           |
| 2010            | 3,447,000 | 54,000    | 1,266,000  | 0         | 4,767,000    | 1,057,000   | 5,824,000           |
| 2011            | 3,399,000 | 212,000   | 1,309,000  | 0         | 4,920,000    | 821,000     | 5,741,000           |
| 2012            | 5,000,000 | 0         | 1,681,000  | 308,000   | 6,989,000    | 1,295,000   | 8,284,000           |
| 2013            | 5,000,000 | 202,000   | 1,349,000  | 0         | 6,551,000    | 1,913,000   | 8,464,000           |
| 2014            | 7,931,000 | 501,000   | 0          | 5,007,000 | 13,439,000   | 1,928,000   | 15,367,000          |
| 2015            | 3,000,000 | 33,000    | 0          | 0         | 3,033,000    | 0           | 3,033,000           |
| 2016            | 7,973,000 | 0         | 2,469,000  | 6,033,000 | 16,475,000   | 0           | 16,475,000          |
| 2017            | 9,914,000 | 79,000    | 3,606,000  | 732,000   | 14,331,000   | 711,000     | 15,042,000          |
| 2018            | 3,759,000 | 0         | 0          | 4,000     | 3,763,000    | 0           | 3,763,000           |
| 2019            | 1,649,000 | 0         | 0          | 4,000     | 1,653,000    | 0           | 1,653,000           |
| 2020            | 1,664,000 | 0         | 0          | 0         | 1,664,000    | 0           | 1,664,000           |
| 2021            | 7,040,000 | 0         | 0          | 98,000    | 7,138,000    | 0           | 7,138,000           |
| 2022            | 7,040,000 | 0         | 0          | 71,000    | 7,111,000    | 0           | 7,111,000           |
| 2023            | 6,453,000 | 0         | 0          | 457,000   | 6,910,000    | 0           | 6,910,000           |

**Executive Director Remuneration - ZAR:**

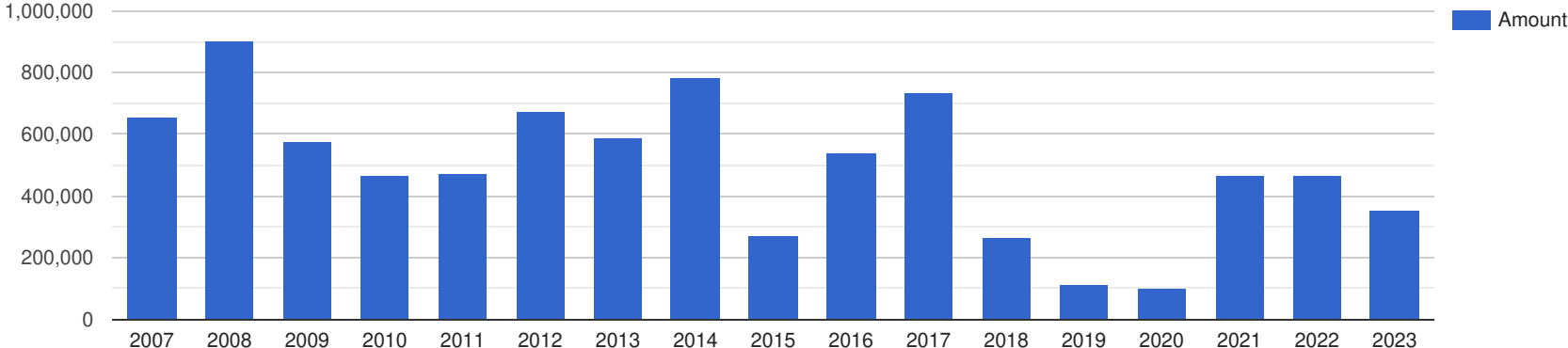
| Financial Year: | No. of EDs: | Total Salary: | Total Annual Remuneration: | Average Salary: | Average Remuneration: |
|-----------------|-------------|---------------|----------------------------|-----------------|-----------------------|
| 2007            | 2           | 6,652,000     | 9,052,000                  | 3,326,000       | 4,526,000             |
| 2008            | 3           | 10,252,000    | 10,739,000                 | 3,417,333       | 3,579,667             |
| 2009            | 2           | 7,128,000     | 7,128,000                  | 3,564,000       | 3,564,000             |
| 2010            | 3           | 5,583,000     | 7,247,000                  | 1,861,000       | 2,415,667             |
| 2011            | 2           | 6,911,000     | 9,906,000                  | 3,455,500       | 4,953,000             |
| 2012            | 2           | 8,827,000     | 12,481,000                 | 4,413,500       | 6,240,500             |
| 2013            | 2           | 8,930,000     | 12,029,000                 | 4,465,000       | 6,014,500             |
| 2014            | 3           | 11,641,000    | 20,479,000                 | 3,880,333       | 6,826,333             |
| 2015            | 2           | 6,766,000     | 6,833,000                  | 3,383,000       | 3,416,500             |
| 2016            | 5           | 12,992,000    | 29,096,000                 | 2,598,400       | 5,819,200             |
| 2017            | 3           | 14,751,000    | 21,569,000                 | 4,917,000       | 7,189,667             |
| 2018            | 4           | 9,571,000     | 14,921,000                 | 2,392,750       | 3,730,250             |
| 2019            | 3           | 8,942,000     | 14,324,000                 | 2,980,667       | 4,774,667             |
| 2020            | 3           | 9,893,000     | 9,893,000                  | 3,297,667       | 3,297,667             |
| 2021            | 2           | 11,940,000    | 12,135,000                 | 5,970,000       | 6,067,500             |
| 2022            | 2           | 11,940,000    | 12,162,000                 | 5,970,000       | 6,081,000             |
| 2023            | 4           | 11,922,000    | 12,987,000                 | 2,980,500       | 3,246,750             |

## Company Directors Fee Changes

CEO Salary - ZAR

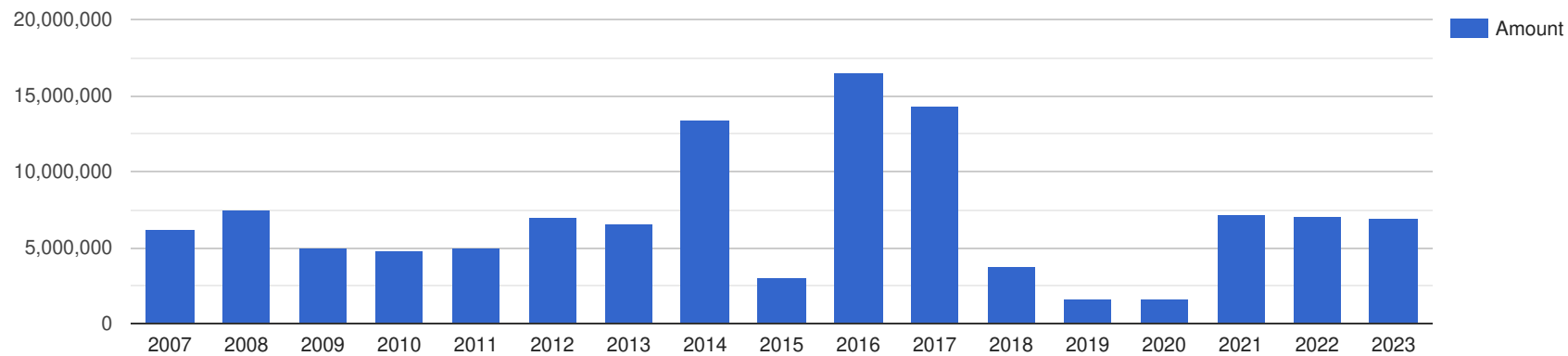


CEO Salary - USD

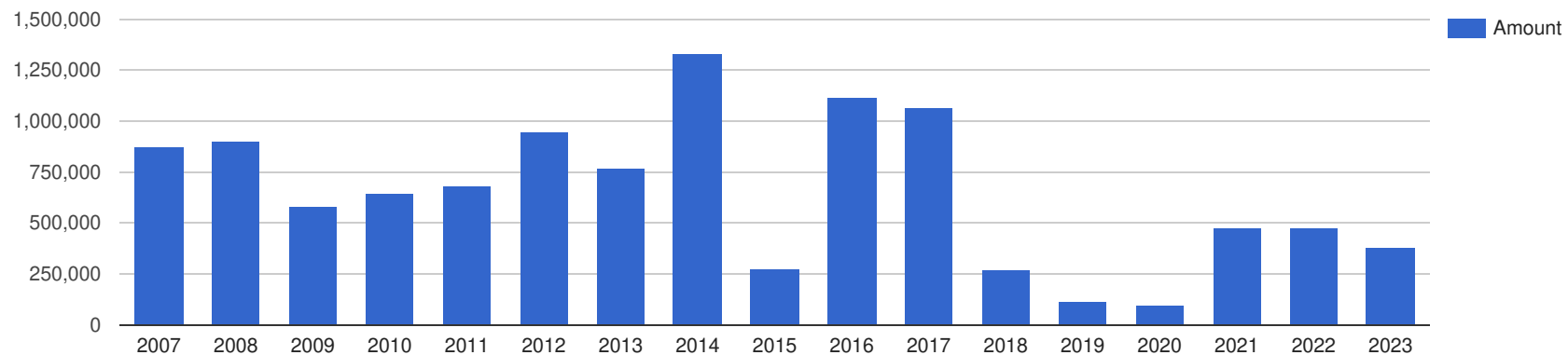




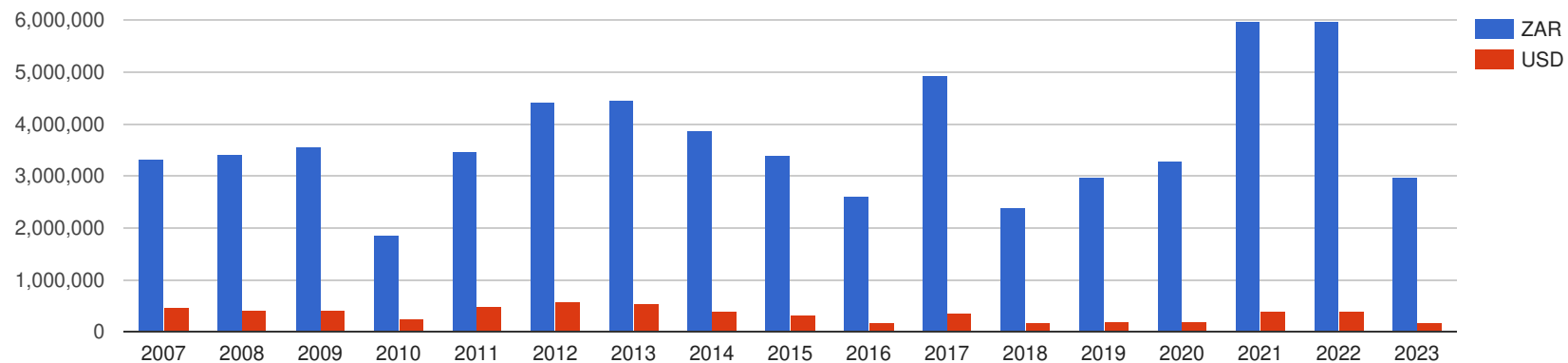
CEO Remuneration - ZAR



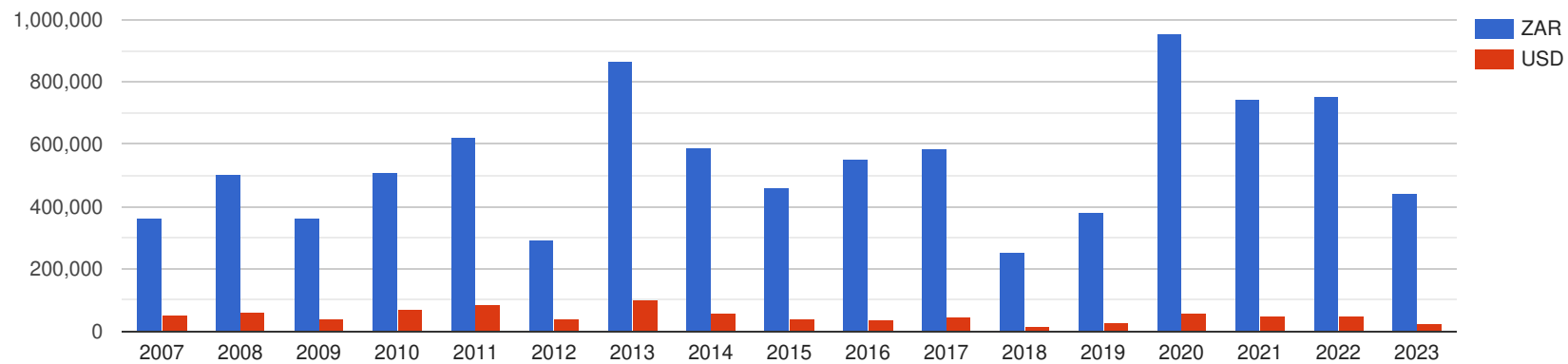
CEO Remuneration - USD



Average Executive Director Salary



Average Non-Executive Director



## Company Employees Report

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**Total Employee Count:**

| Year End: | No. Employees: | No. Contractors | Total Workforce |
|-----------|----------------|-----------------|-----------------|
| 2007      | 0              | 0               | 32674           |
| 2008      | 0              | 0               | 35404           |
| 2009      | 0              | 0               | 37857           |
| 2010      | 0              | 0               | 39222           |
| 2011      | 0              | 0               | 41778           |
| 2012      | 0              | 0               | 43473           |
| 2013      | 0              | 0               | 46266           |
| 2014      | 0              | 0               | 46919           |
| 2015      | 0              | 0               | 41787           |
| 2016      | 47978          | 0               | 47978           |
| 2017      | 0              | 0               | 47658           |
| 2018      | 0              | 0               | 48628           |
| 2019      | 46665          | 0               | 46665           |
| 2020      | 44772          | 0               | 44772           |
| 2021      | 42749          | 0               | 42749           |
| 2022      | 40421          | 0               | 40421           |
| 2023      | 39601          | 0               | 39601           |

**Countries of Operation:**

| Country of Operation: | Is This the Home Country? | Is There a Recognition Agreement? | Country notes  |
|-----------------------|---------------------------|-----------------------------------|--|
| South Africa          | Yes                       | No                                | 0  |
| Mali                  | No                        | No                                | the exit date for Mali has been extended to 31 July 2012   |
| Zambia                | No                        | No                                | Eskom has two subsidiaries, Rotek Industries and Roshcon with and interest in electricity operation and maintenance concessions in Zambia  |
| Uganda                | No                        | No                                | Rotek Industries and Roshcon with and interest in electricity operation and maintenance concessions in Uganda  |
| Lesotho               | No                        | No                                | Eskom Enterprises disposed of its investment in Mountain Kingdom Communications (Pty) Limited (MKC) on 31 March 2008, for R68 million, resulting in a loss at group level of R142,7 million. |
| Sénégal               | No                        | No                                | Rotek Industries and Roshcon with and interest in electricity operation and maintenance concessions in Senegal   |
| Mauritania            | No                        | No                                | Rotek Industries and Roshcon with and interest in electricity operation and maintenance concessions in Mauritania  |

**Total Employee Count:**

| Country:     | Year End: | No. Operations | No. Employees: | No. Contractors: | Total Workforce: | Union(s):  | Degree of Unionisation: | Min Wage (Local) Per Month: | Min Wage USD (Per Annum): | Min Wage USD (Per Annum): |
|--------------|-----------|----------------|----------------|------------------|------------------|------------|-------------------------|-----------------------------|---------------------------|---------------------------|
| South Africa | 2014      | 0              | 0              | 0                | 46919            | NUMSA, NUM | 0                       | 0                           | 0                         | No                        |
| Lesotho      | 2008      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |
| Mali         | 2013      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |
| Mauritania   | 2013      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |
| Sénégal      | 2013      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |
| Uganda       | 2013      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |
| Zambia       | 2010      | 0              | 0              | 0                | 0                | 0          | 0                       | 0                           | 0                         | No                        |