

# Operating context: material issues

The material issues and risks covered in this report are those that, in the view of both Eskom's stakeholders and management, have the potential to significantly affect the company's achievement of its strategic objectives.

## Linking strategic objectives and material issues and risks

The table below links the strategic objectives and material issues/risks in this section to the value chain, the key indicators and stakeholder engagement.

Material issues reference table

| Strategic objectives  |  |
|---|--|
|  Becoming a high-performance organisation  |  |
|  Leading and partnering to keep the lights on  |  |
|  Reducing Eskom's carbon footprint and pursuing low-carbon growth opportunities        |  |
|  Securing future resource requirements, mandate and the required enabling environment |  |
|  Implementing coal haulage and the road-to-rail migration plan                       |  |
|  Pursuing private sector participation   |  |
|  Ensuring financial sustainability   |  |
|  Setting up for success  |  |



Maintenance at the Palmiet pumped storage scheme near Grabouw

|  | Material issues and risks  | Page reference                                     |
|--|--|--|
|  | Focus on safety<br>Improve operations<br>Put customer at centre<br>Internal organisational transformation<br>Build strong skills                       | 44, 85<br>45, 68, 73, 75, 92, 95<br>79<br>88<br>88 |
|  | Keep the lights on<br>Deliver capacity expansion   | 47, 70, 74, 75, 82<br>49, 58                       |
|  | Reduce environmental footprint in existing fleet   | 51, 69, 72, 75, 95,<br>96, 101                     |
|  | Maximise socioeconomic contribution  | 54, 93, 97   |
|  | Implementing coal haulage and the road-to-rail migration plan  | 67   |
|  | Pursuing private sector participation <ul style="list-style-type: none"> <li>■ Independent power producer-contracted energy</li> <li>■ ISMO</li> </ul> | 54<br>55   |
|  | Multi-year price determination (MYPD 3)  | 46, 55, 100, 108                                   |
|  | Setting up for success   | 94   |