



Energy

Department of Public Enterprises Winter School

2009



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Mandate

To oversee and monitor the performance of State Owned Enterprises (SOEs) with regard to:

- 1) Infrastructure investment and delivery
- 2) Operational and industry efficiency
- 3) Financial and commercial viability
- 4) Governance and regulatory compliance
- 5) Contribution to government economic development objectives



Energy & Broadband Oversees 3 SOEs:

- **Eskom**
 - South Africa's Electricity Supply Utility
- **PBMR (Pebble Bed Modular Reactor)**
 - Nuclear Industrialisation
- **Broadband Infraco**
 - Telecommunications (Broadband) provision



Strategic Intent for our SOE:

- Focus on core business
- Strengthen balance sheets and be self – funding
- Achieve operational efficiency in line with global best practice
- Drive Government’s economic development objectives

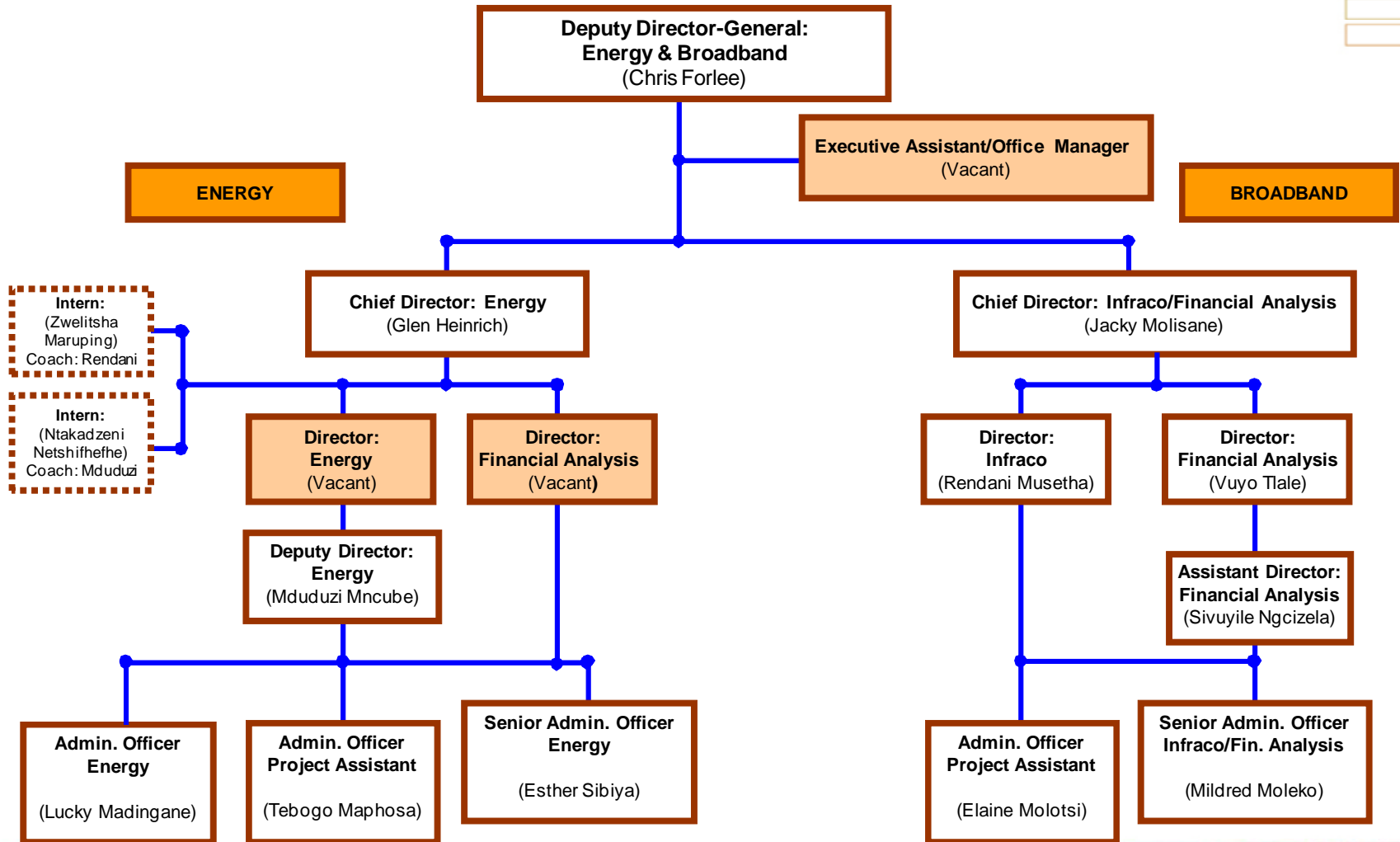


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Structure of the Energy & Broadband Unit





Eskom



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Eskom

- Core business is energy, including generation, transmission, distribution and retail and while other suppliers are being introduced into the system, Eskom remains the critical factor in South Africa's electricity supply
- To play a leading role in establishing a strategic manufacturing capability in the electricity and nuclear industries (CSDP), as well as in associated research and development



CSDP = Competitive Supplier Development



INTRODUCTION TO ESKOM (1)

- Eskom is South Africa's state owned electricity utility which provides up to 95% of South Africa's electricity requirement.
- One of the principles under which Eskom operates is based on its ability to leverage the role of a financially viable SOE to create the foundation for the growth and development of SA.
- The desired stability of electricity supply will not be achieved until the system's reserve margin moves back from the present level of below 10% to 15%-19%.
- The growth in demand for electricity is expected to remain flat in the year ahead, and is likely grow by 1% to 2% in subsequent years, against Eskom's initial planning for a 4% growth in demand for electricity.

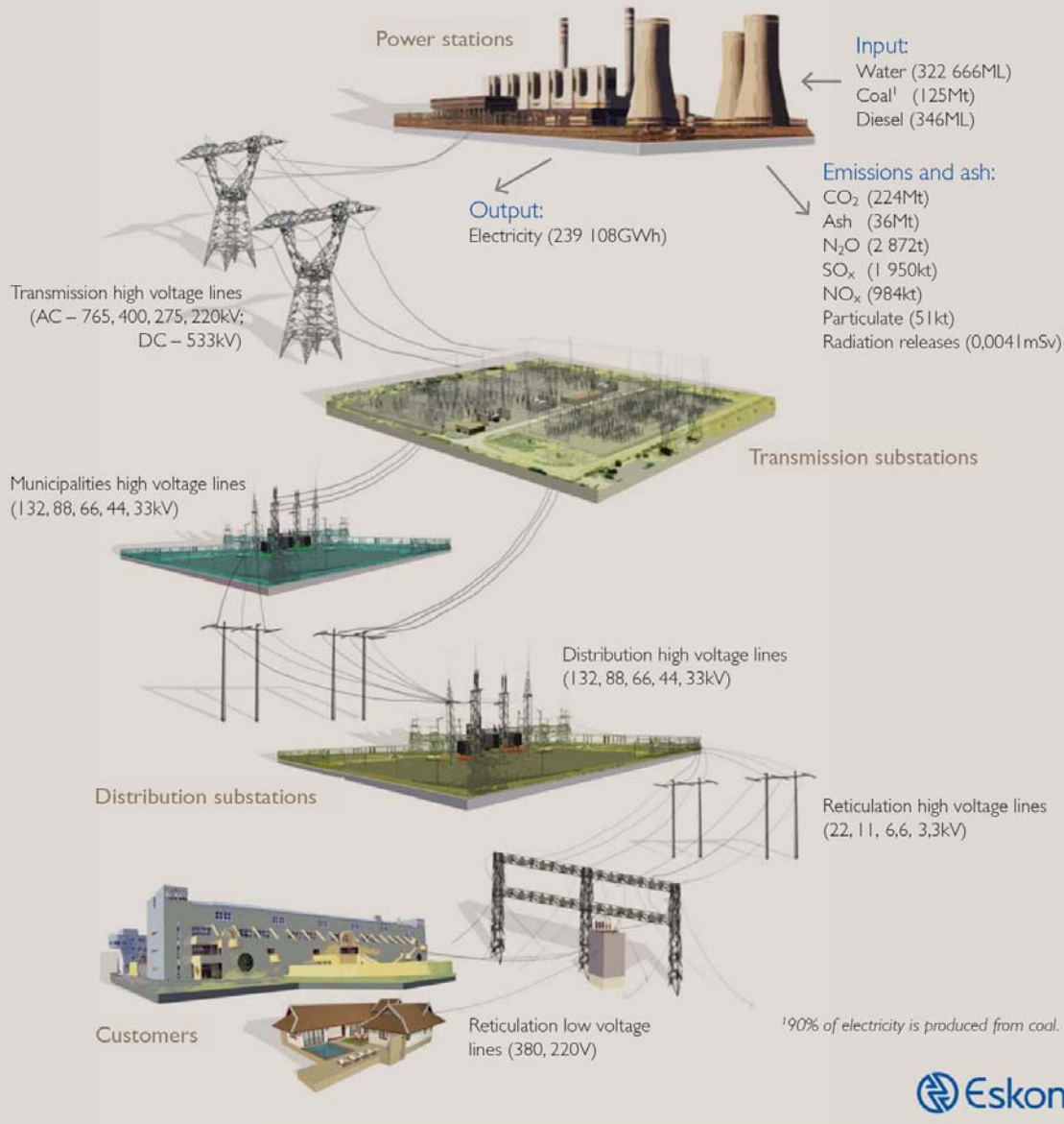


INTRODUCTION TO ESKOM (2)

- Eskom's capacity expansion budget is R385 billion (2008 to 2013) and is expected to grow to more than a trillion rand by 2026. Ultimately, Eskom is expected to double its capacity to 80 000MW by 2026. R87.6 billion was planned to be spent in 2009/10 (to be revised post NERSA 31.3% decision).
- Since its capital expenditure programme started in 2005, an additional 4 454MW of new generation has already been commissioned. The plan is to deliver an additional 6 184MW in power station capacity by 2014.
- Although the system is far more stable, it still remains tight and an immediate challenge for 2009 is to maintain reliability of supply.



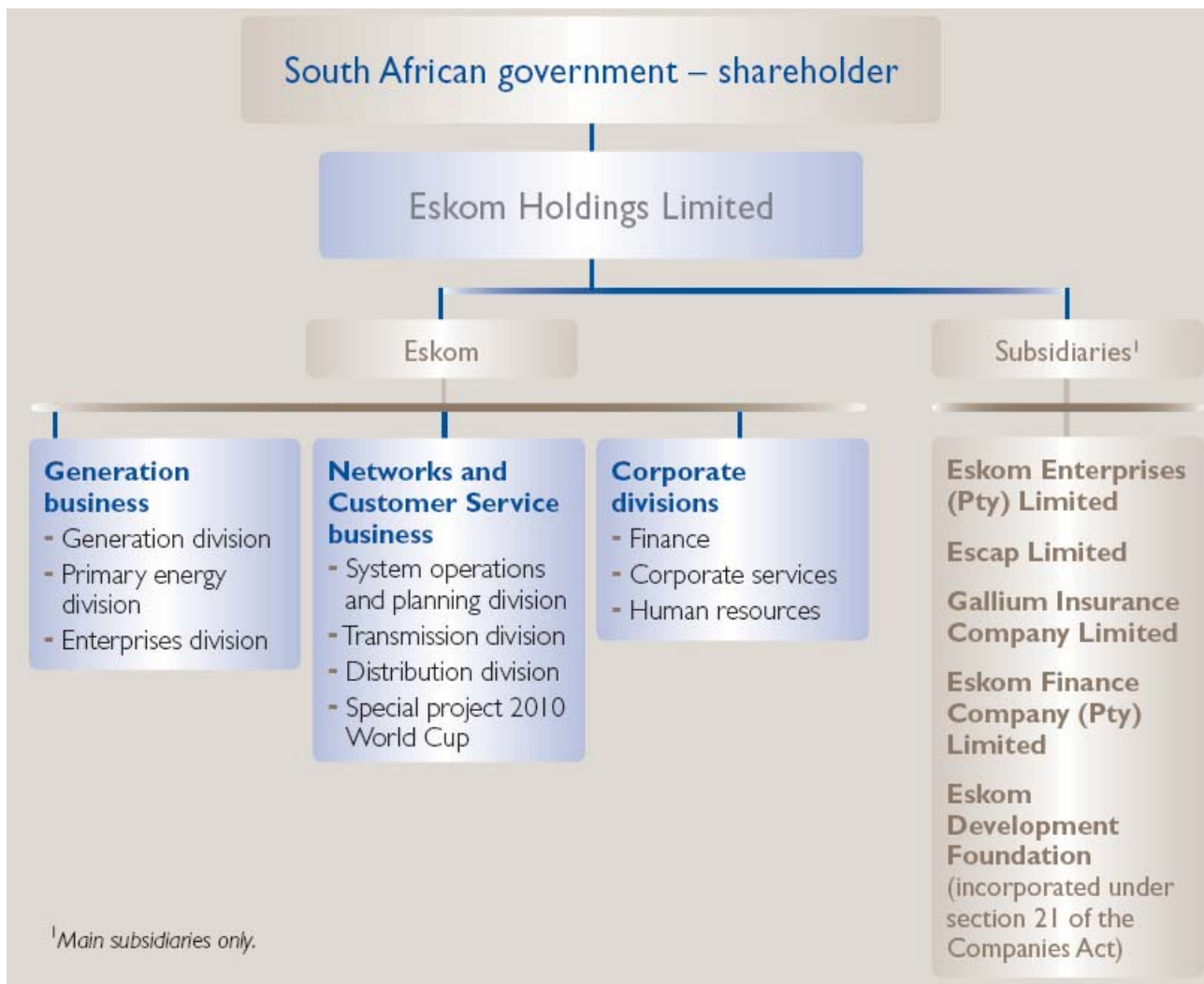
Electricity: from power station to customer



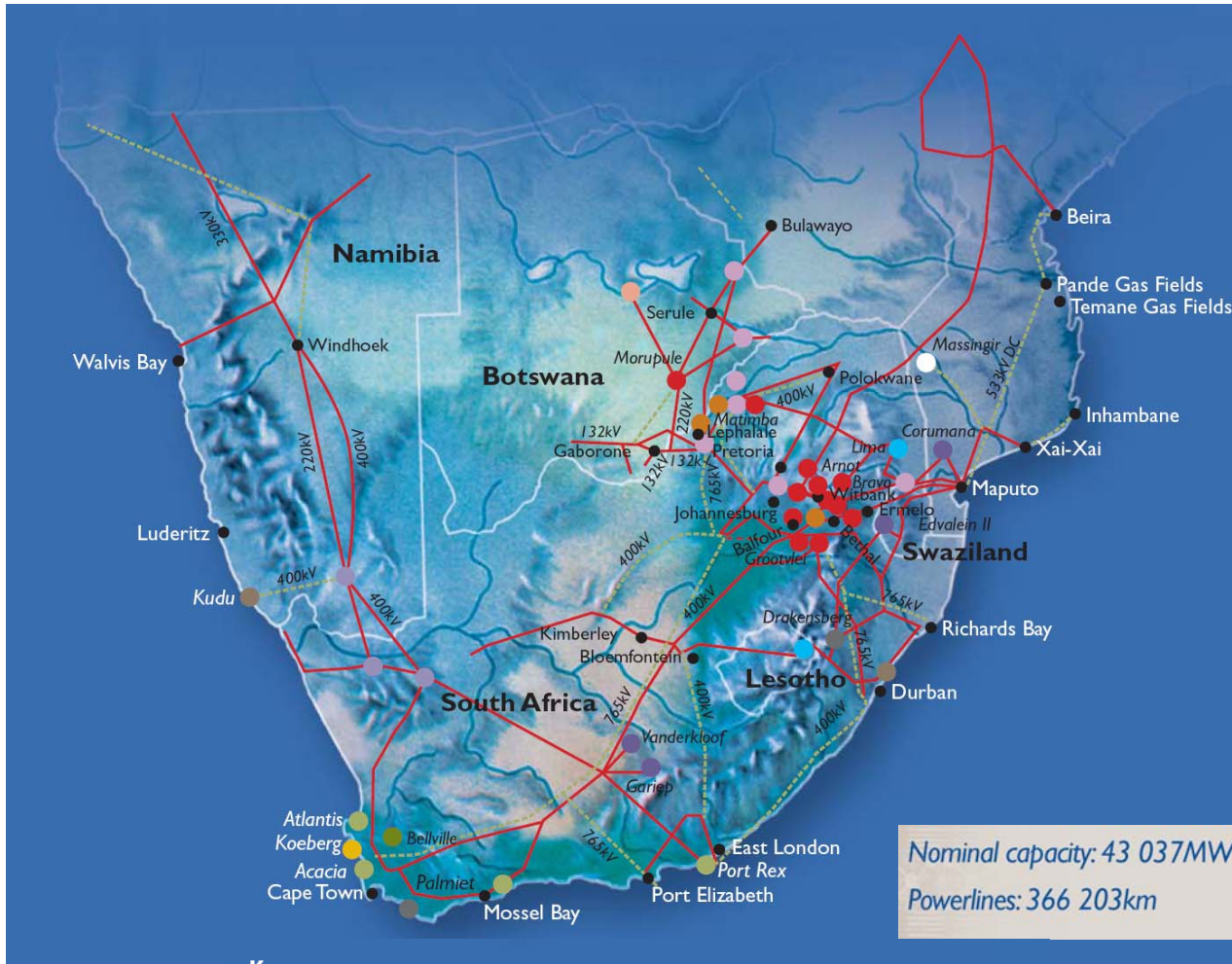
Eskom is Vertically Integrated, from Generation to Transmission to Distribution



Eskom's Organisational Structure at 31 March 2008



SOUTHERN AFRICAN ELECTRICITY GRID



Key

- Existing grid system
- Possible future grid system
- Future hydroelectric power station
- Future coal-fired power station
- Hydroelectric power station
- Interconnection substation
- Future gas station
- Future pumped storage station
- Coal-fired power station
- Future interconnection substation
- Nuclear power station
- Pumped storage station
- Gas power station
- Renewable energy
- Town

The map indicates the South African power network and some interconnections with neighbouring countries.



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| | Name of station | Location | Total Nominal Capacity | Total Nett Maximum Capacity |
|---|-----------------|------------------------|------------------------|-----------------------------|
| Coal-fired Stations (13) | Arnot | Middelburg, Mpumalanga | 2 160 | 2 040 |
| | Camden | Ermelo | 1 520 | 1 250 |
| | Duvha | Witbank | 3 600 | 3 450 |
| | Grootvlei | Balfour | 1 200 | 190 |
| | Hendrina | Mpumalanga | 2 000 | 1 895 |
| | Kendal | Witbank | 4 116 | 3 840 |
| | Komati | Middelburg, Mpumalanga | 1 000 | |
| | Kriel | Bethal | 3 000 | 2 850 |
| | Lethabo | Vijoensdrift | 3 708 | 3 558 |
| | Majuba | Volkstrust | 4 110 | 3 843 |
| | Matimba | Lephalale | 3 990 | 3 690 |
| | Matla | Bethal | 3 600 | 3 450 |
| | Tutuka | Standerton | 3 654 | 3 510 |
| Gas/liquid fuel turbine stations (4) | Acacia | Cape Town | 171 | 171 |
| | Ankerlig | Atlantis | 596 | 592 |
| | Gourikwa | Mossel Bay | 447 | 444 |
| | Port Rex | East London | 171 | 171 |
| Hydroelectric stations (6) | Colley Wobbles | Mbashe River | 42 | |
| | First Falls | Umtata River | 6 | |
| | Gariep | Norvalspont | 360 | 360 |
| | Ncora | Ncora River | 2 | |
| | Second Falls | Umtata River | 11 | |
| | Vanderkloof | Petrusville | 240 | 240 |
| Pumped storage schemes (2) | Drakensberg | Bergville | 1 000 | 1 000 |
| | Palmiet | Grabouw | 400 | 400 |
| Wind Energy (1) | Klipheuwel2 | Klipheuwel | 3 | |
| Nuclear Power Station (1) | Koeberg | Cape Town | 1 930 | 1 800 |
| Total Power Station Capacities (27) (Megawatt) | | | 43 037 | 38 744 |

**Eskom
Power
Stations
and
Capacities
as at 31
March
2008**



Eskom Transmission and Distribution equipment in service as at 31 March 2008

| | 2008 | 2007 |
|--|----------------|----------------------|
| Power lines | | |
| Transmission power lines (km) ¹ | 28 099 | 27 619 |
| 765kV | 1 153 | 1 153 |
| 533kV DC (monopolar) | 1 035 | 1 035 |
| 400kV | 16 191 | 15 711 ² |
| 275kV | 7 346 | 7 346 ² |
| 220kV | 1 336 | 1 336 |
| 132kV | 1 038 | 1 038 |
| Distribution power lines (km) | 44 680 | 44 044 |
| 165 – 132kV | 23 296 | 22 797 |
| 88 – 33kV | 21 384 | 21 247 |
| Reticulation power lines (km) | | |
| 22kV and lower | 293 424 | 288 040 |
| Total all power lines (km) | 366 203 | 359 703 |
| Cables (km) | 9 921 | 8 622 |
| 165 – 132kV | 170 | 164 |
| 22kV and lower | 9 751 | 8 458 |
| Total transformer capacity (MVA) | 215 696 | 210 929 |
| Transmission (MVA) ³ | 122 100 | 120 745 ⁴ |
| Distribution and reticulation (MVA) | 93 596 | 90 184 |
| Total transformers (number) | 324 435 | 314 511 |
| Transmission (number) | 385 | 381 ⁴ |
| Distribution and reticulation (number) | 324 050 | 314 130 |

Eskom Sale of Electricity and Revenue per category of customer

| Category | Customers | | Sold | | Revenue | | |
|-----------------------------|-----------|-----------|---------|---------|---------|-----|--------|
| | 2008 | 2007 | 2008 | 2007 | 2008 | | 2007 |
| | Number | Number | GWh | GWh | Rm | % | Rm |
| Redistributors | 766 | 760 | 89 941 | 86 908 | 16 382 | 37% | 14 670 |
| Residential | 4 016 689 | 3 829 986 | 10 423 | 9 736 | 4 645 | 11% | 4 064 |
| Commercial | 46 496 | 45 233 | 8 373 | 7 842 | 2 081 | 5% | 1 843 |
| Industrial | 2 966 | 2 955 | 61 510 | 59 823 | 10 629 | 24% | 9 578 |
| Mining | 1 153 | 1 127 | 32 373 | 32 421 | 5 825 | 13% | 5 479 |
| Agricultural | 83 722 | 82 583 | 4 848 | 4 732 | 1 741 | 4% | 1 594 |
| Traction | 510 | 510 | 2 990 | 3 069 | 697 | 2% | 646 |
| International: | | | | | | | |
| Utilities | 7 | 7 | 4 553 | 4 350 | 860 | 2% | 666 |
| End Users across the Border | 3 | 3 | 9 355 | 9 239 | 1 111 | 3% | 849 |
| | 4 152 312 | 3 963 164 | 224 366 | 218 120 | 43 971 | | 39 389 |



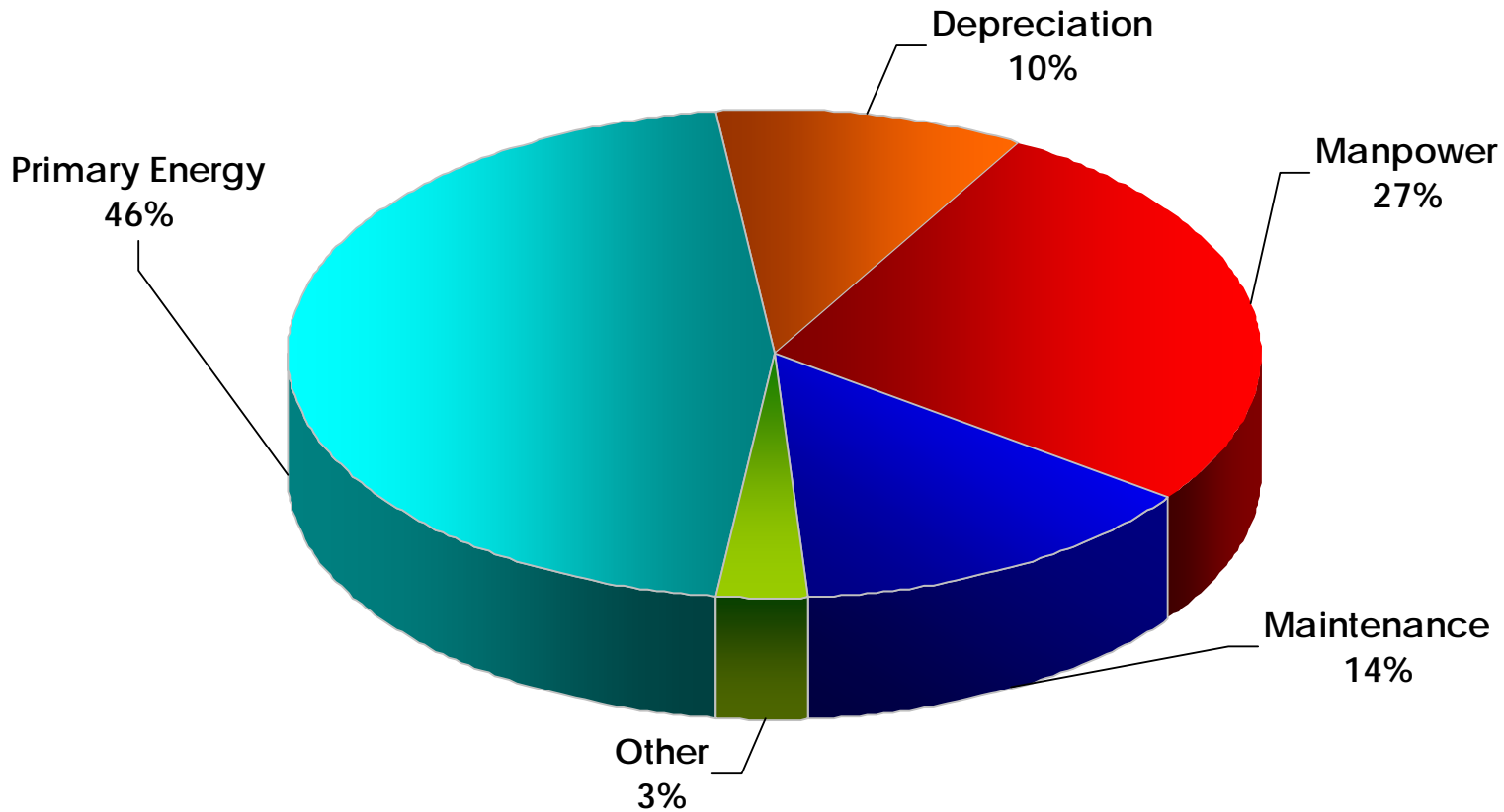
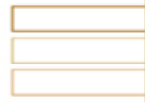
Eskom Key Stats as at 31 March 2008 (Annual Report)

Eskom, South Africa's electricity utility:

- Is one of the **top 13 utilities in the world by generation capacity**
- Is among the **top 9 by sales**
- Generates approximately **95% of electricity used in South Africa**
- Generates approximately **45% of electricity used in Africa**
- Total assets: **R171 181 million**
- Net profit: **R974 million**
- Capital expenditure (2007/8): **R24 764 million**
- Number of employees: **35 404** (added another 2 242 employees in 2008/9)
- Training cost: **R784 million**
- Electricity customers: **4 152 312**
- Electricity sales: **224 366GWh**
- Nominal capacity: **43 037MW**
- Net maximum capacity: **38 744MW**
- Carbon dioxide emissions: **224Mt**
- Total water consumption: **322 666ML**



Eskom Operating Costs Breakdown for 2007/8



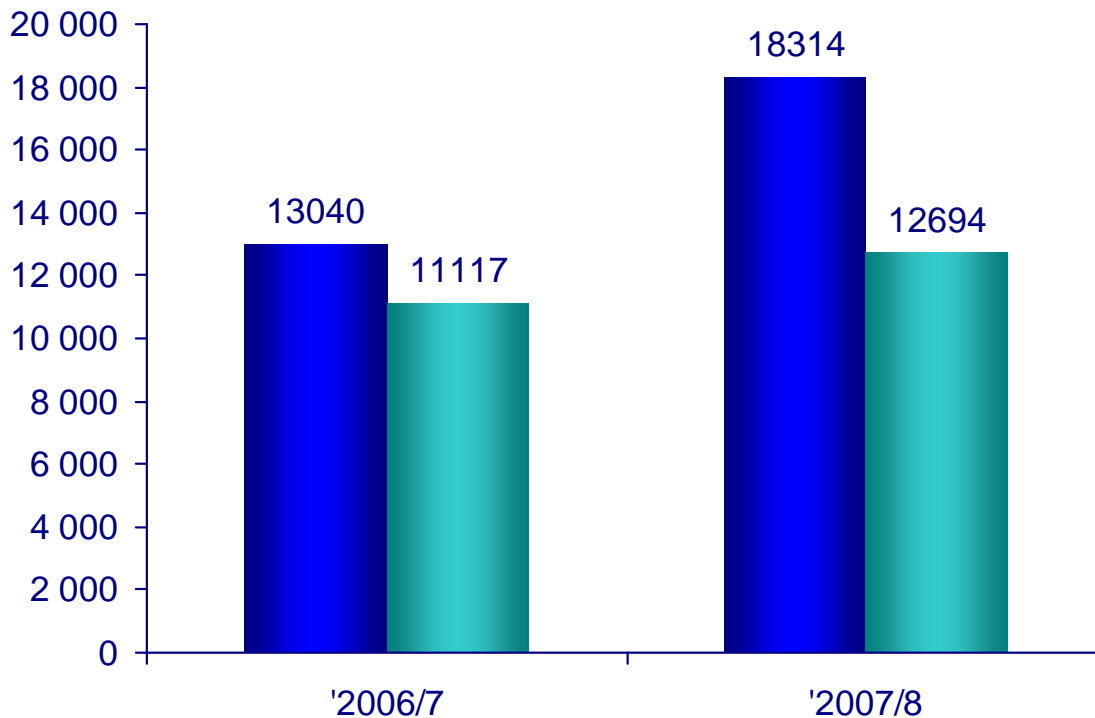
Primary energy, manpower and maintenance account for 85% of the operating costs



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Primary Energy Costs for 2007/8 vs. 2006/7



Significant irrecoverable increase in primary energy cost:

- Increase higher than MYPD allowed spend
- Cumulative variance of R7.5bn

Mainly due to:

- Increased coal cost (transport costs)
- Increased usage of the gas-fired power stations (peaking stations as base load)

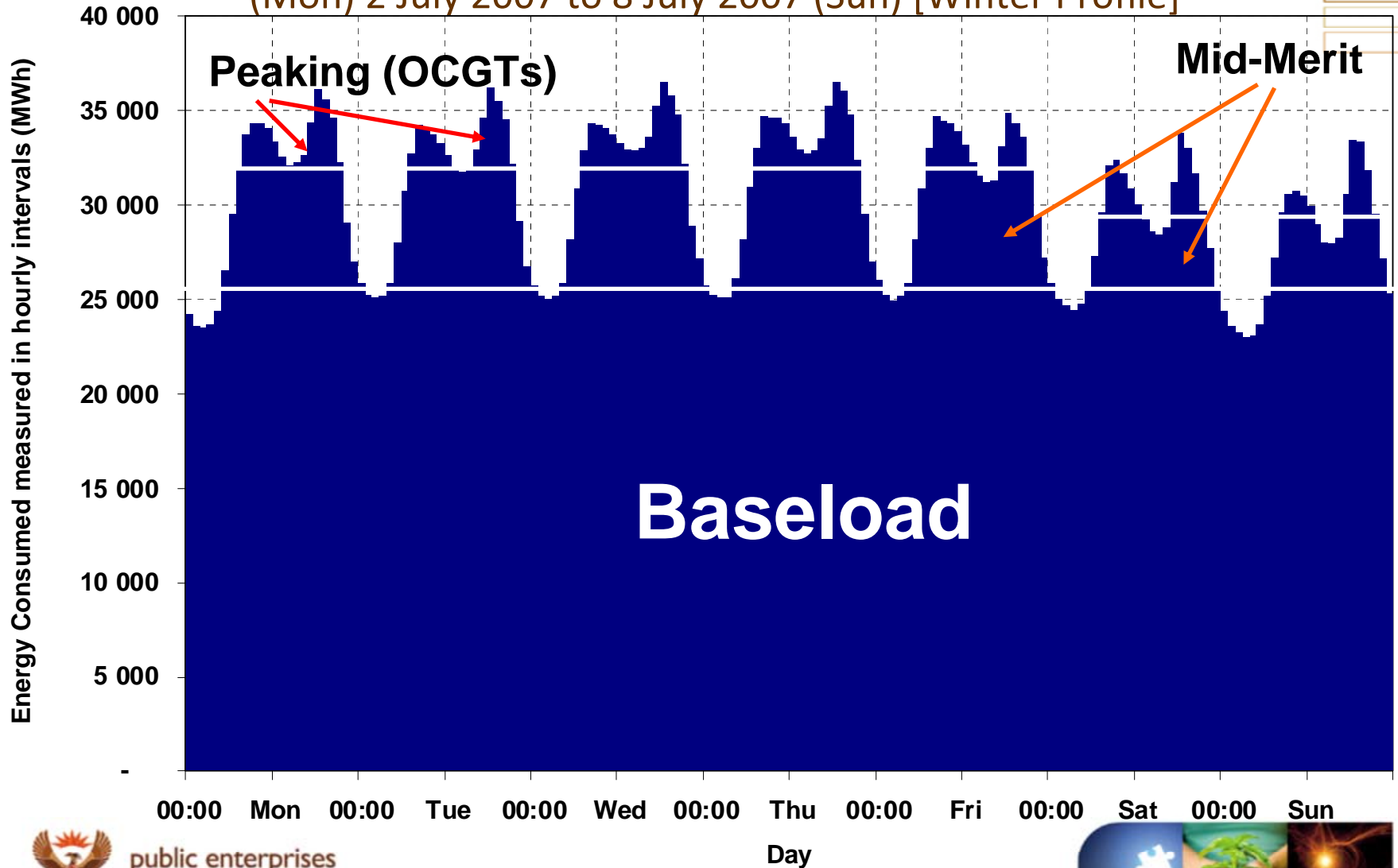


Key Performance Indicators

| Key performance area | Key performance indicator | Unit of measure | Target 2008 | Actual 2008 | Actual 2007 | Exceeded/not achieved |
|---|---|-----------------|-------------|--------------------|--------------------|-----------------------|
| Capital and financial efficiency | Return on average capital employed (ROACE) | Budget (%) | ≥6,1 | 5,4 | 9,7 | not achieved |
| | Earnings before interest and tax margin (EBIT) | Budget (%) | ≥11,5 | 9,2 | 16,9 | not achieved |
| Capital expansion (infrastructure and capital expenditure) | Generation capital expenditure | Budget (Rm) | ≥9 940 | 11 004 | 7 056 | exceeded |
| | Transmission capital expenditure | Budget (Rm) | ≥2 171 | 2 394 | 1 170 | exceeded |
| | Generation technical plan expenditure (investment in existing infrastructure) | Budget (Rm) | ≥3 703 | 3 461 | 2 942 | not achieved |
| | Distribution capital expenditure | Budget (Rm) | ≥3 476 | 3 886 | 3 430 | exceeded |
| | Generation capacity installed and commissioned | Plan (MW) | ≥1 041 | 1 061 | 1 360 | exceeded |
| | Transmission lines installed | Plan (km) | ≥270 | 246 | 430 | not achieved |
| | Transmission MVA installed | Plan (MVA) | ≥295 | 1 295 | 1 000 | exceeded |
| Operating efficiency and effectiveness | Major incidents (transmission system minutes lost) | Plan | ≤1 | 6 | 2 | not achieved |
| | – severity degree one (≥1, but less than 10 minutes) | | ≤1 | 5 | 1 | |
| | – severity degree two (≥10, but less than 100 minutes) | | 0 | 0 | 1 | |
| | – severity degree three (≥100 minutes) | | 0 | 1 | 0 | |
| | Transmission system minutes lost (<1) | Plan (SML) | ≤3,9 | 3,56 | 3,67 | exceeded |
| Generation unplanned capability loss factor (UCLF) | Plan (%) | ≤4,2 | 5,13 | 4,34 | not achieved | |
| Distribution system average interruption duration index (SAIDI) | Plan | ≤42,3 | 73,7 | 51,40 | not achieved | |
| Distribution system average interruption frequency index (SAIFI) | Plan | ≤22,8 | 33,72 | 25,20 | not achieved | |
| Rand/megawatt hour (before embedded derivatives) | Budget | ≤183,00 | 189,25 | 160,90 | not achieved | |
| Socio-economic | Eskom trainees/bursars (learner pipeline) | Target | ≥4 000 | 5 368 | 5 136 | exceeded |
| | Number of engineering trainees/apprentices (part of learner pipeline above) | Target | ≥3 000 | 4 563 ¹ | 4 365 ¹ | exceeded |

How Electricity is Consumed in South Africa

(Mon) 2 July 2007 to 8 July 2007 (Sun) [Winter Profile]



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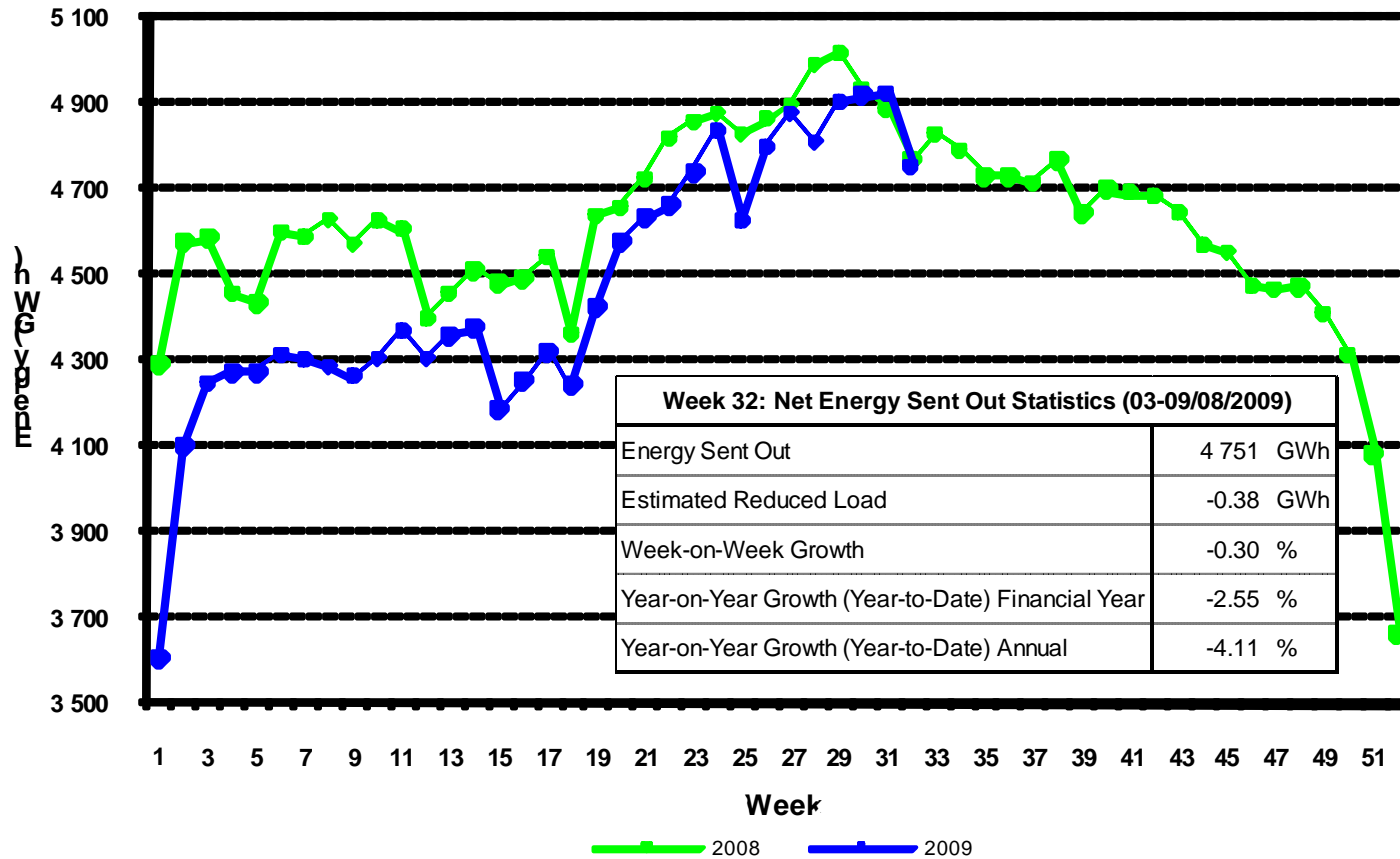
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Illustrative Baseload, Mid-Merit & Peaking Levels

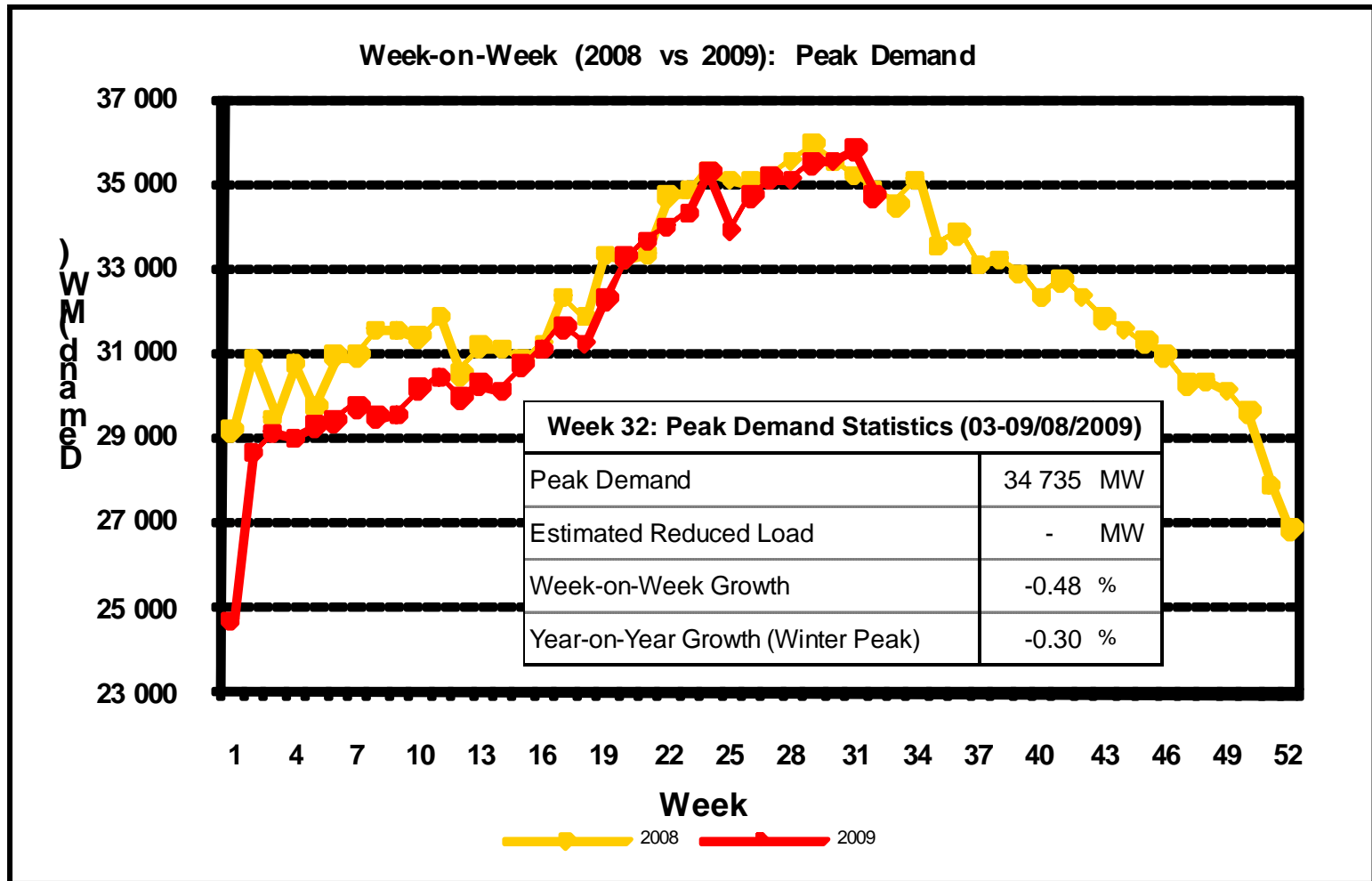


Week-on-Week Net Energy Sent Out

Week-on-Week (2008 vs 2009): Net Energy Sent Out



Week-on-Week Peak Demand



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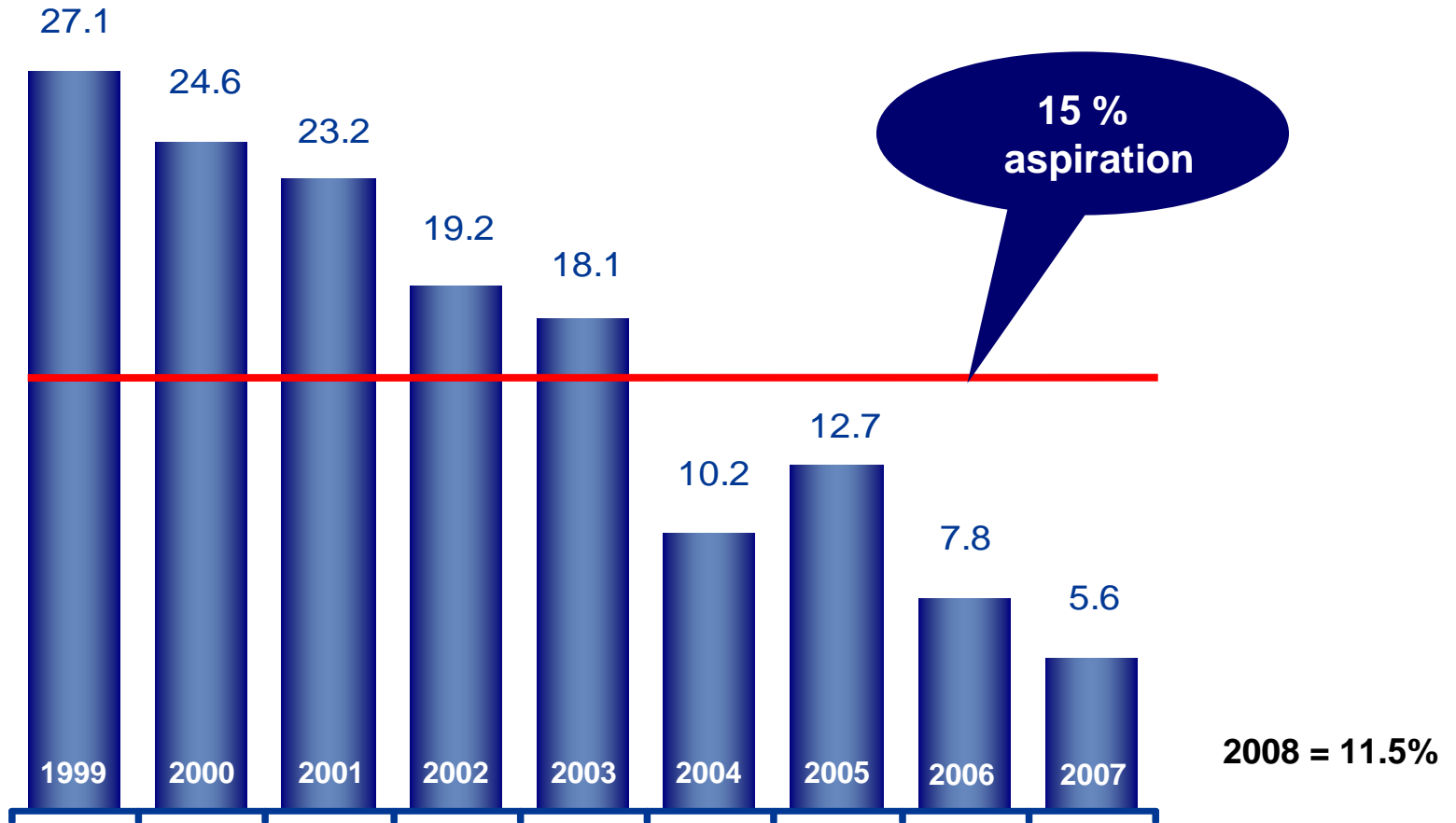
Note:

Actual 2007 Peak Demand = 36 513 MW
 Actual 2008 Peak Demand = 35 959 MW
 Actual 2009 Peak Demand = 35 850 MW
 No Key Industrial Customer load curtailment



Reserve Margin (Historic)

Eskom Generation Only (excludes Imports and Interruptible Contracts)

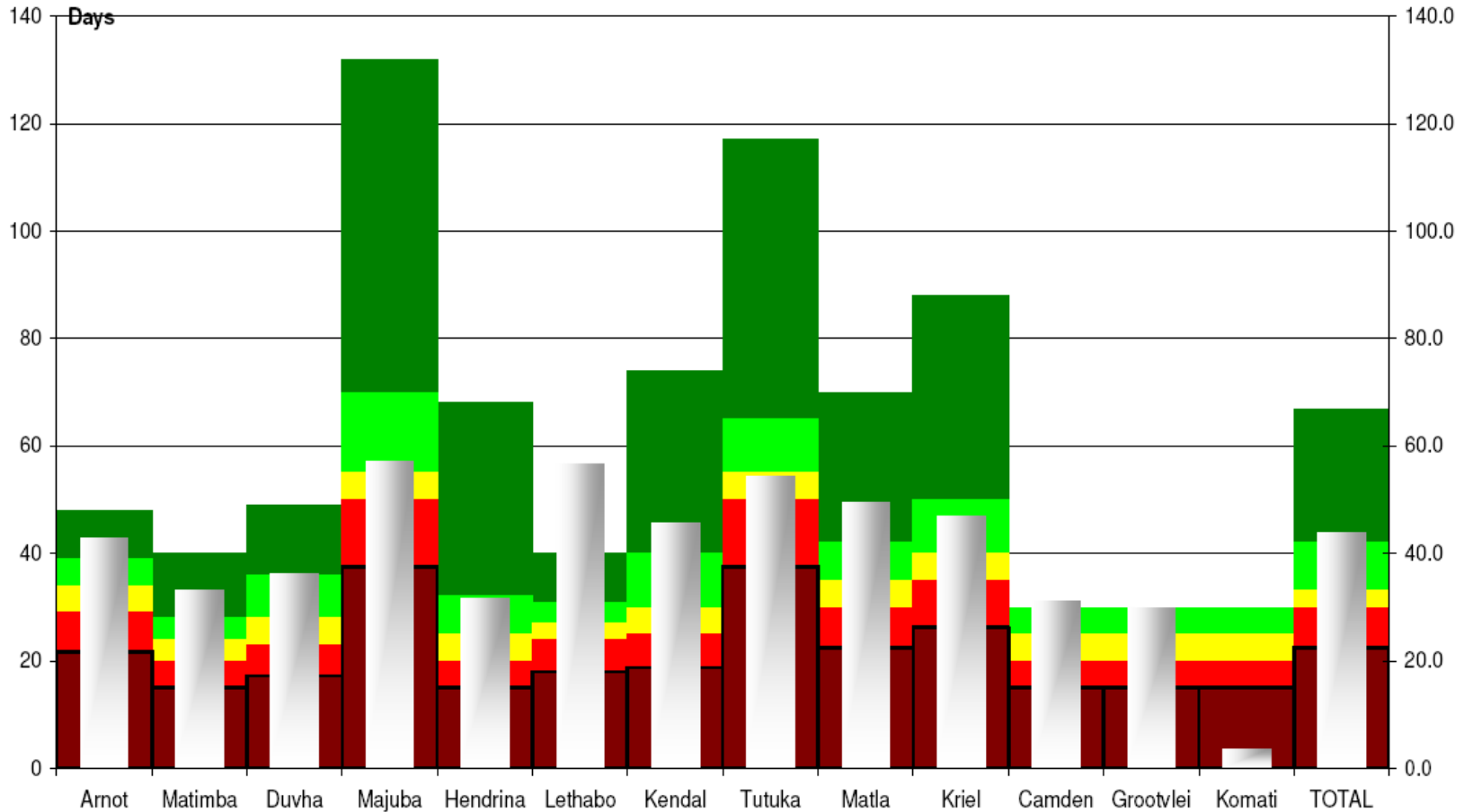


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Coal Stockdays at 12 August 2009



All stations are above 20 days, barring Komati

- 12 stations are above their minimum levels
- 7 stations are above their expected levels.
- 1 station is below its minimum levels.
- The overall system stocks are at 43.9 days.



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5 Year Capital Expenditure Detail (Pre-Nersa 31.3% decision)

Eskom 5 year Capital Expenditure Plan

| Rbillion | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | Total |
|--------------------------|-------------|-------------|--------------|--------------------------|-------------|--------------|
| GENERATION | 33.1 | 65.9 | 74.4 | 59.1 | 44.5 | 277.0 |
| TRANSMISSION | 5.1 | 12.5 | 14.2 | 11.6 | 9.1 | 52.5 |
| DISTRIBUTION | 6.4 | 7.3 | 8.4 | 9.1 | 10.2 | 41.3 |
| CORPORATE | 1.4 | 3.5 | 5.1 | 3.8 | 0.2 | 14.0 |
| R385bn BREAK DOWN | 46.9 | 89.1 | 101.0 | 83.6 | 64.0 | 384.8 |
| | | | | MYPD 2 (R273.8bn) | | |



Approved Major Generation projects since 2004

- Return to service stations= 3 600MW
- Open-cycle gas turbines = 2 078MW
- Ingula Pumped storage = 1 352MW
- Medupi Coal = 4 788MW
- Renewable wind facility = 100MW
- Kusile Coal = 4 818MW

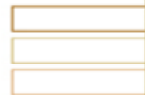


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MAJOR CAPITAL PROJECTS (PROJECTED COSTS)



| Rmillion | PROJECT COST TO COMPLETION |
|---------------------------|----------------------------|
| Camden (RTS) | Completed |
| Grootvlei (RTS) | 6 957 |
| Komati (RTS) | 9 264 |
| Ingula (Pumped Storage) | 19 643 |
| Ankerlig & Gourikwa (Gas) | Completed |
| Medupi (Coal) | 107 913 |
| Kusile (Coal) | 111 440 |
| Transmission Lines | 23 822 |



Eskom Credit Ratings

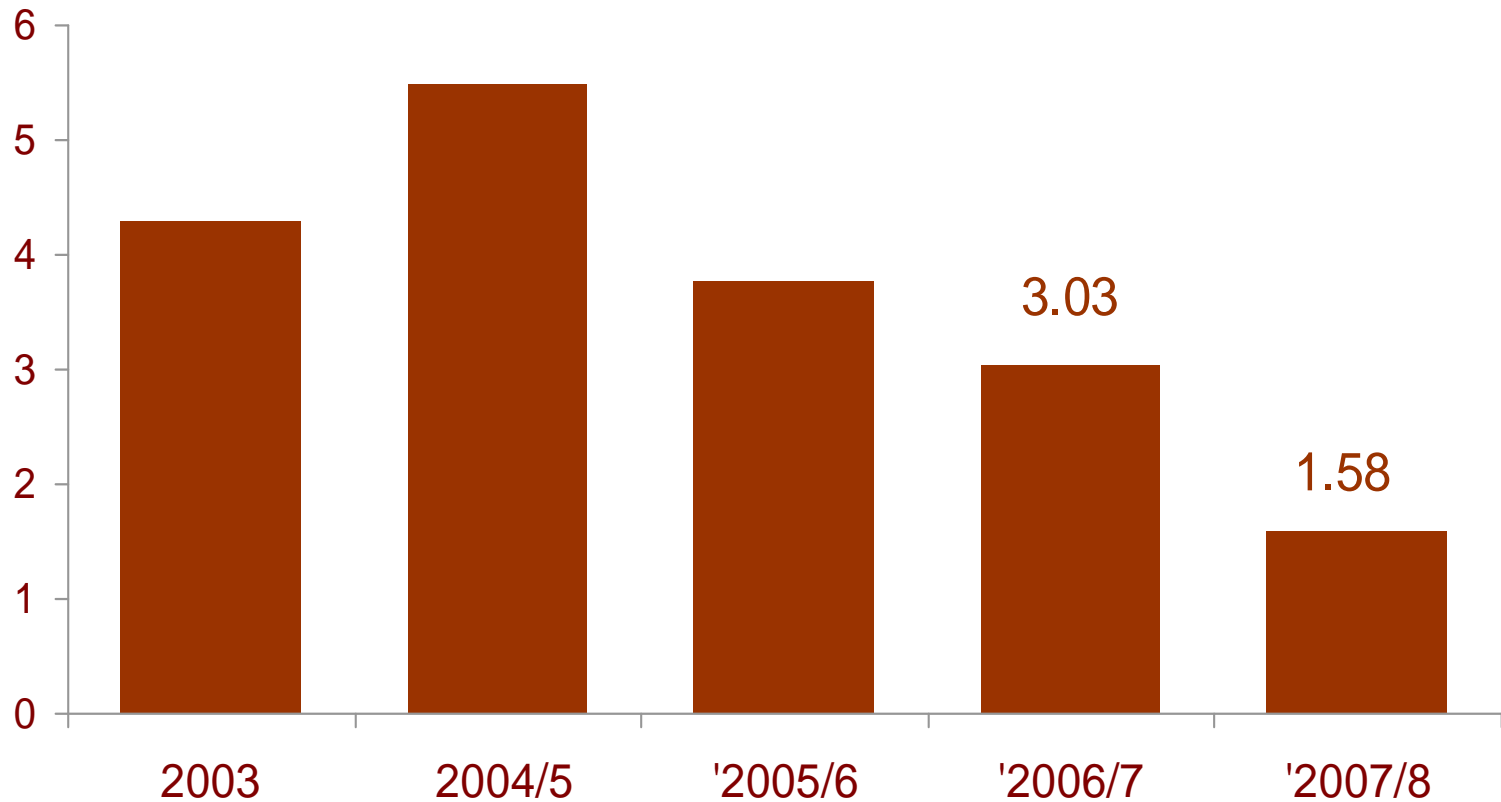
| Rating Status | Moody's | S&P | Fitch |
|---------------------|--------------------|----------------|----------|
| Foreign Currency | A2 | BBB+ | - |
| Local Currency | A1 | A- | A |
| Domestic Long-term | - | AA+ | AAA |
| Domestic Short-term | - | A1 | A1+ |
| Outlook | Possible downgrade | Watch Negative | Negative |



Maintaining an investment grade rating is important for access to debt and to minimised the cost of debt



Cash Interest Cover



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Eskom: Multi-Year Price Determination

- Eskom applies to the National Energy Regulator of South Africa (Nersa) for its annual revenue allocation in 3 year tranches.
- The first 3 year price application (MYPD1) started on 1 April 2006 and ended on 31 March 2009. Eskom applied for an interim increase for 2009/10. It must now apply for its annual revenue allocations for the 3 years beginning 1 April 2010 (MYPD2).
- The current regulatory model makes provision for Eskom to recover its cost of production (operational expenses, e.g. manpower, primary energy, cost of debt) as well as depreciation and a return on assets.

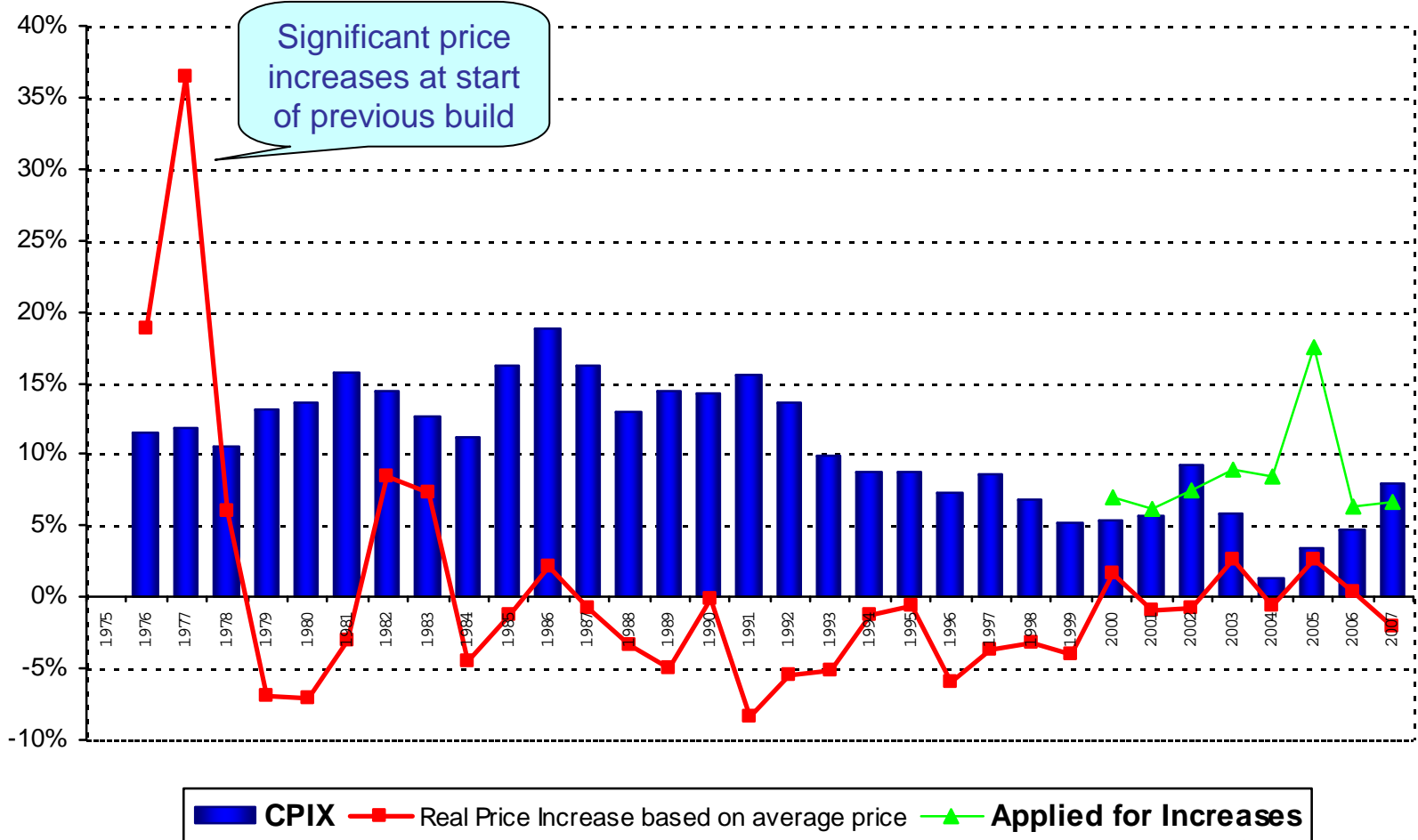


Eskom: Important MYPD Considerations

- The model assumes access to equity or borrowings to fund capital expenditure.
- The current regulatory model values Eskom's assets on an indexed historic cost basis, which is not a true reflection of replacement cost. It is preferable that the Modern Equivalent Assets (MEA) valuation methodology is used. Indexation at CPI or CPIX is not a true reflection of capital cost inflation, which has been much higher.
- Current global financial market conditions have resulted in limited access to debt financing.
- Eskom's credit rating was downgraded by Moody's ratings agency in 2008, further reducing its access to debt from the capital markets. Other ratings agencies have put Eskom on a negative watch and adopted a "wait-and-see" approach.



Eskom's Real Price Increases have been below Inflation since 1978

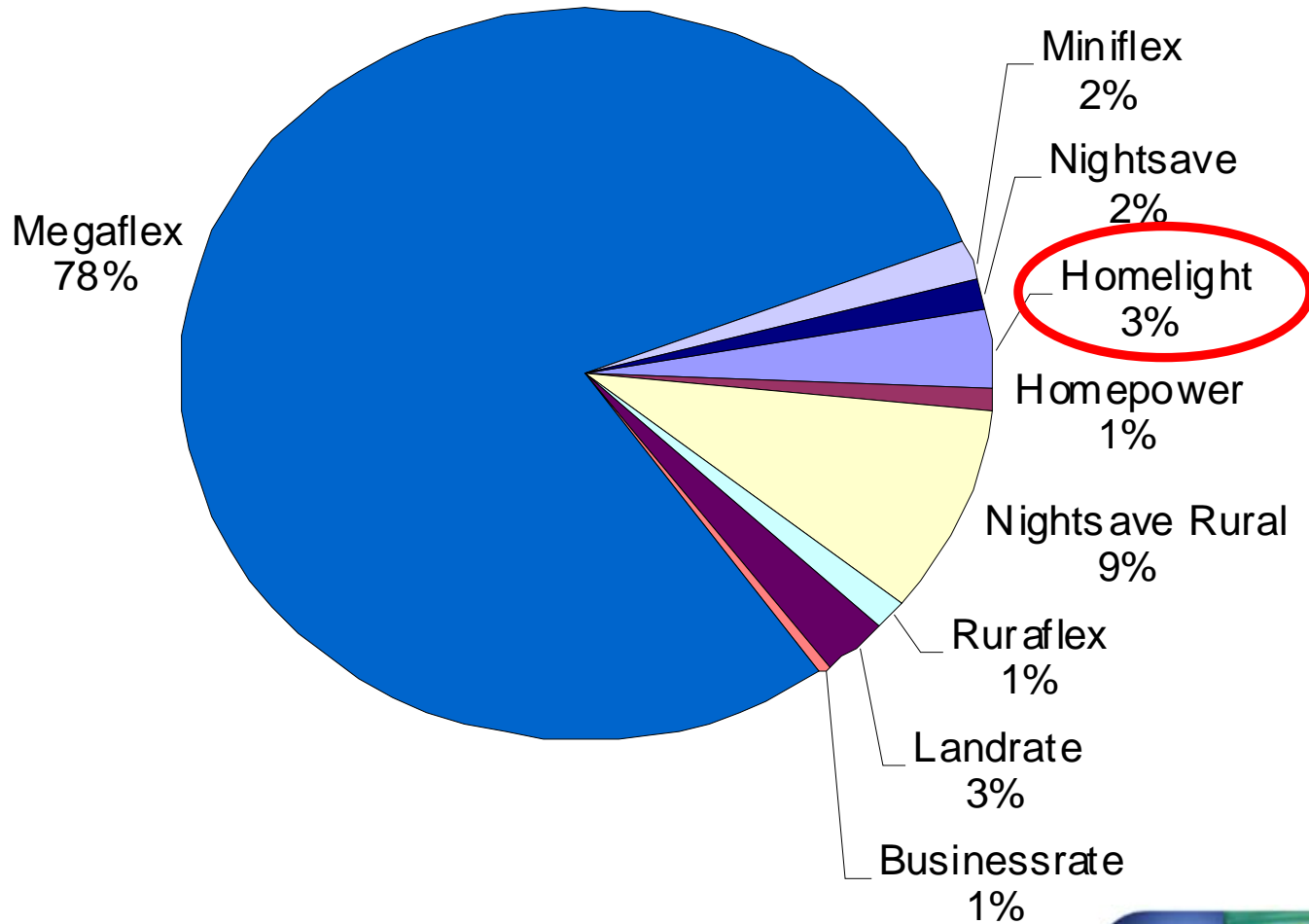


Eskom's Real Price Increases have been below Inflation since 1978

| Year | Eskom Annual Price Increase | CPIX | Real price increase | Revenue foregone (Rmillion) |
|--------------|-----------------------------|-------|---------------------|-----------------------------|
| 1990 | 14.0% | 14.3% | -0.3% | 822 |
| 1991 | 8.0% | 15.6% | -7.6% | 1 868 |
| 1992 | 9.0% | 13.7% | -4.7% | 2 737 |
| 1993 | 8.0% | 9.9% | -1.9% | 3 784 |
| 1994 | 7.0% | 8.8% | -1.8% | 4 456 |
| 1995 | 4.0% | 8.7% | -4.7% | 5 069 |
| 1996 | 4.0% | 7.3% | -3.3% | 6 827 |
| 1997 | 5.0% | 8.6% | -3.6% | 8 407 |
| 1998 | 5.0% | 6.9% | -1.9% | 9 685 |
| 1999 | 4.5% | 5.2% | -0.7% | 11 157 |
| 2000 | 5.5% | 5.4% | 0.1% | 11 880 |
| 2001 | 5.2% | 5.7% | -0.5% | 12 993 |
| 2002 | 6.2% | 9.2% | -3.0% | 14 775 |
| 2003 | 8.4% | 5.8% | 2.6% | 15 758 |
| 2004/05 | 2.5% | 1.4% | 1.1% | 21 175 |
| 2005/06 | 4.1% | 3.4% | 0.7% | 16 874 |
| Total | | | | 148 269 |



Consumption per Tariff



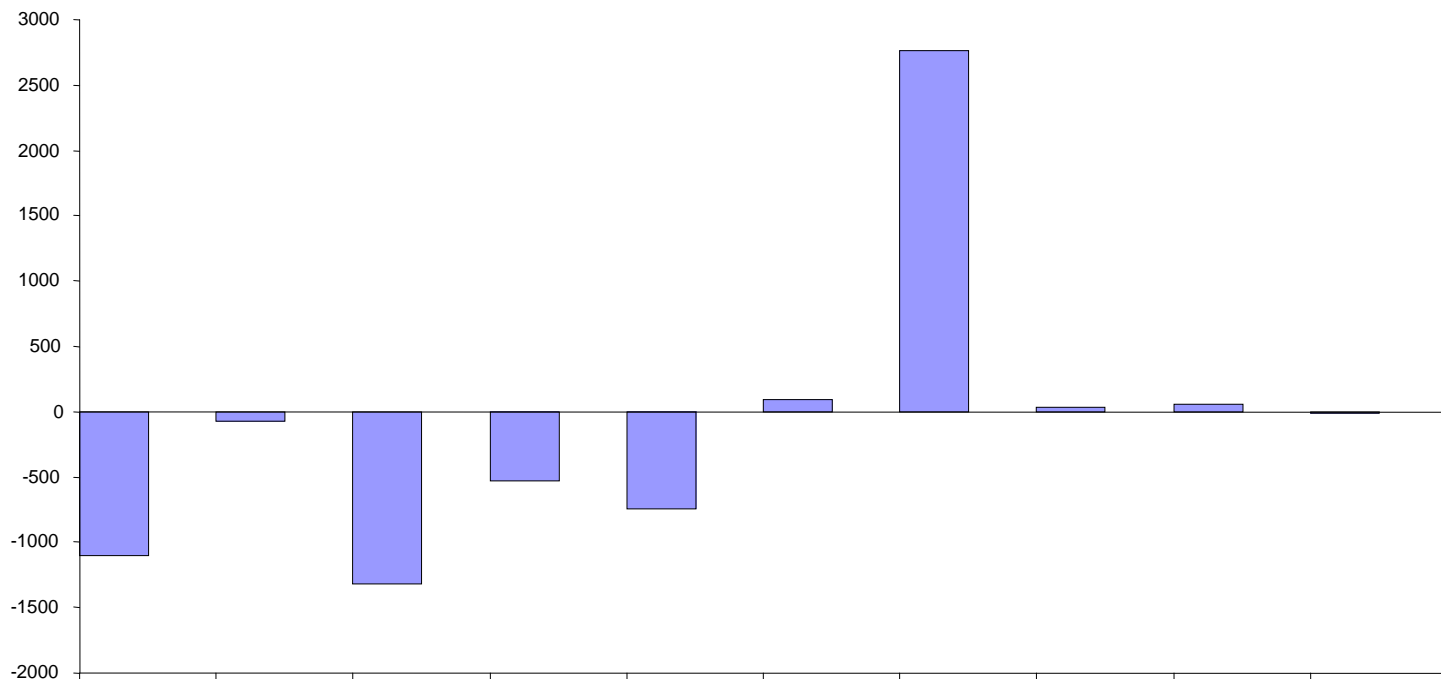
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Subsidy per Eskom Tariff in Rand value (pre-31.3% Increase)

Subsidy per tariff in Rand value



| | Homelight | Homepower | Nightsave Rural | Ruraflex | Landrate | Businessrate | Megaflex | Miniflex | Nightsave | |
|-------------------------------------|-----------|-----------|-----------------|----------|----------|--------------|----------|----------|-----------|-----|
| ■ Subsidy value @ current prices Rm | -1 106 | -79 | -1 315 | -526 | -744 | 89 | 2 761 | 32 | 57 | -12 |
| ■ % of price | -38% | -7% | -23% | -61% | -30% | 22% | 8% | 5% | 9% | |



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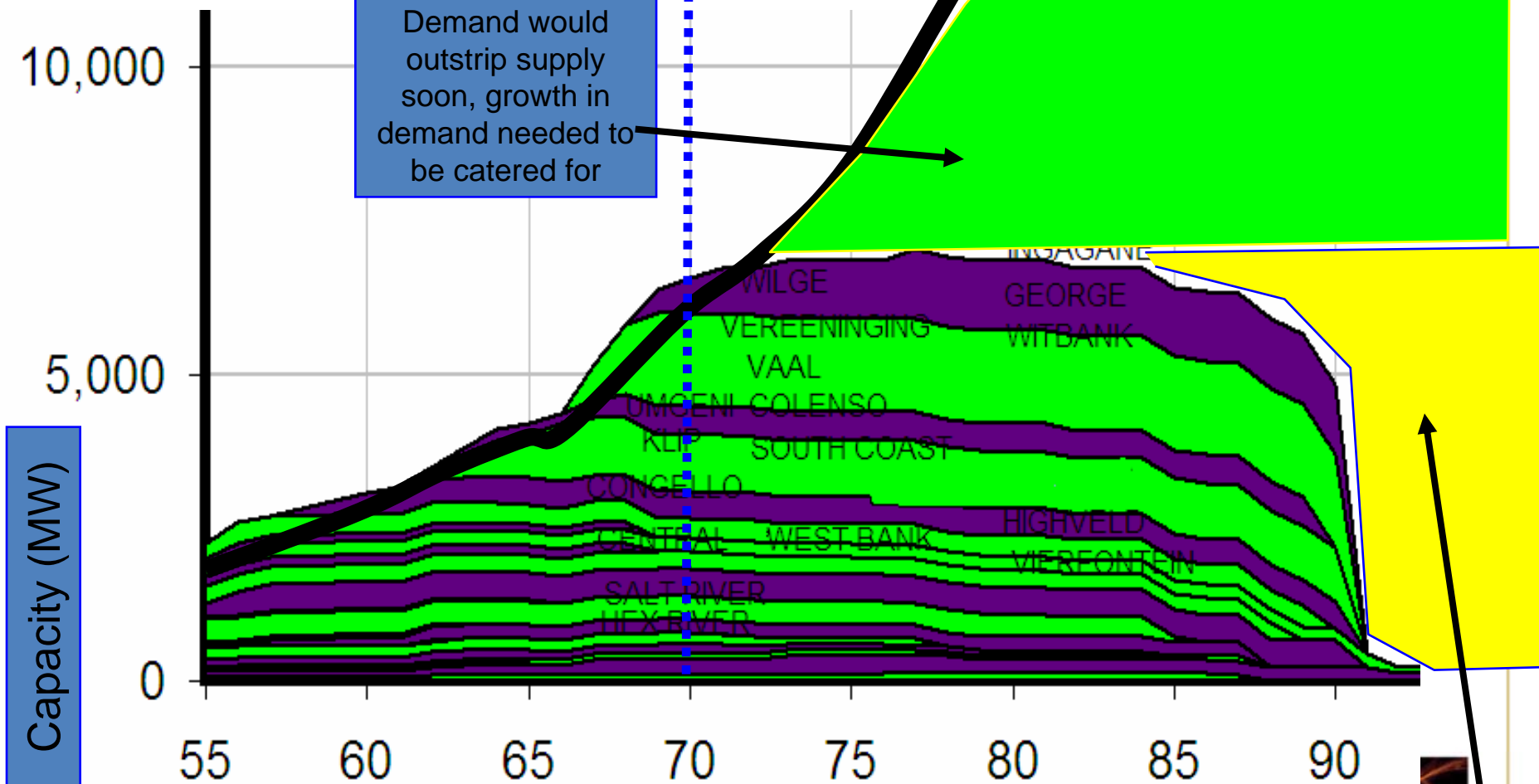
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Going back in Time to 1970.....

Demand was growing at an increasing rate

Were looking at a situation where Demand would outstrip supply soon, growth in demand needed to be catered for



Capacity (MW)

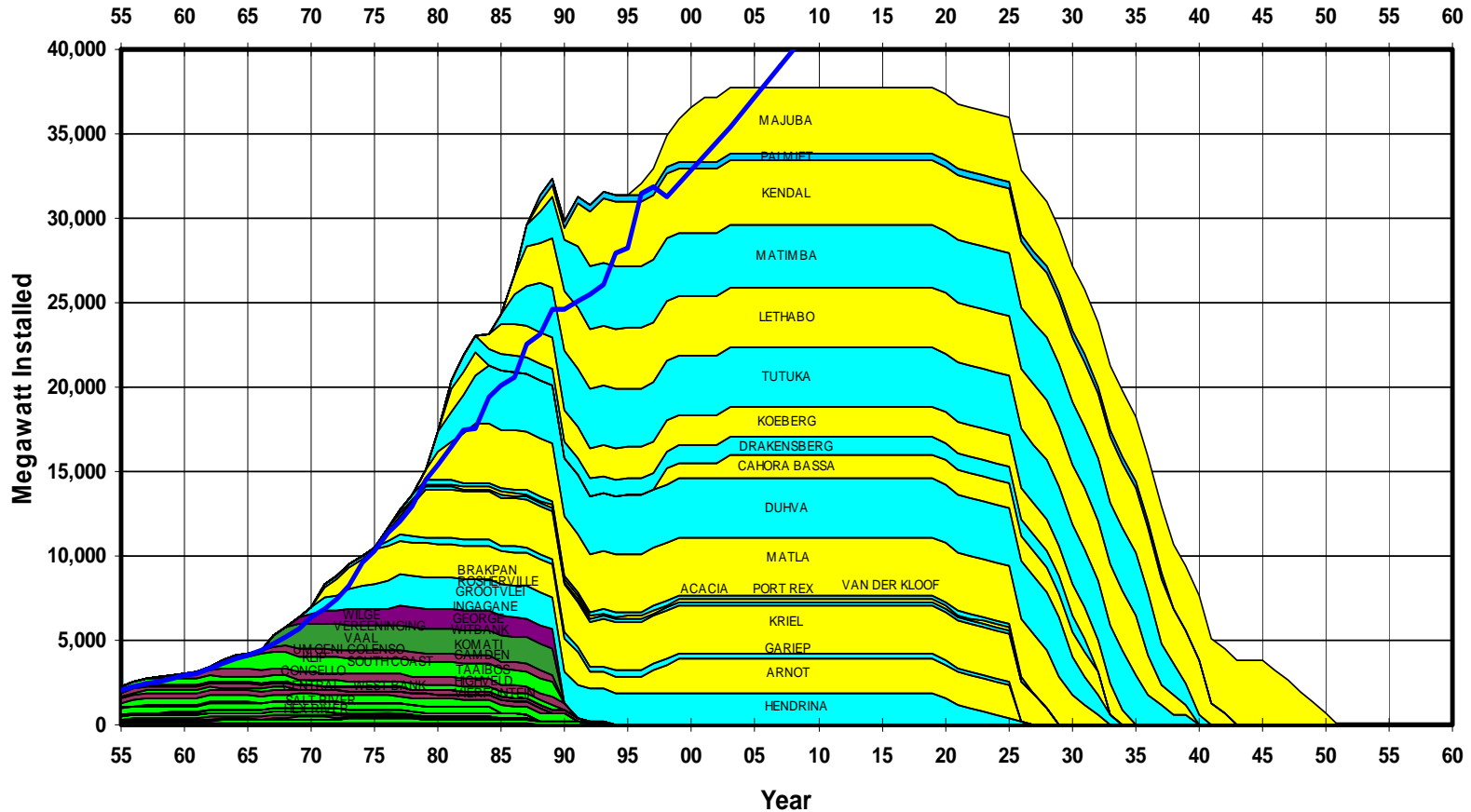
Years (1900s)

Existing stations would need to be replaced...



Eskom's Installed Generating Capacity Profile

Solid Line = Peak demand @ 2.5% growth and 12.5% Reserve Margin
 Actuals until 1998. Fifty year assumed plant life



Eskom Key Performance Areas going forward:

- a) Operational Efficiency
- b) Build programme
- c) Funding
- d) Governance and developmental objectives



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a) Operational Efficiency

Eskom must operate its system such that unserved energy and the cost of providing electricity is minimised without compromising the long term sustainability of the business by:

- Operation and maintenance of the system according to international best practice to achieve world class performance in terms of the quality and reliability of supply (including asset performance and long term plant availability levels)
- Efficient procurement of primary energy to promote a sustainable long term electricity supply industry as well as an internationally competitive electricity price (with increased use of rail for the transportation of coal)
- Prudent management of the costs of providing electricity without compromising the long term sustainability of the business and regular and appropriate planning to ensure the efficient operation of the electricity supply system
- Provision of healthy and safe places of work for its people

b) Build Programme

Eskom needs to expand the electricity supply system and cater for South Africa's future economic growth by:

- Regular and appropriate planning to ensure the timely and efficient expansion of the supply of electricity for South Africa to reach government growth targets
- Delivering the build program on time
- Delivering the build program within budget
- Planning for and implementing Government targets for Independent Power Producers (target of at least 30% of the new build to be private)



c) Funding

Eskom must become a self-funding business such that it has retained income for future growth and shareholder dividends by:

- Maintaining a sustainable financial structure having regard to the risks from short and medium term economic and market conditions and financial performance
- Maintaining (on a rolling 12 month basis):
 - a) a minimum debt to equity ratio of 2:1 (based on revalued assets using a depreciated Modern Equivalent Assets Valuation methodology)
 - b) a minimum cash interest cover of 3 times; and
 - c) a minimum credit rating of investment grade BBB+



d) Governance and Developmental Objectives

Eskom needs to comply with all legislation and codes of conduct such that it promotes South Africa's social, economic and environmental development objectives by:

- Promotion of industrial and infrastructure development through preferential procurement strategies (CSDP, SIDS)
- Actively contributing to skills development
- Compliance with all legislation and codes of conduct relating to corporate governance
- Acting with a sense of social responsibility and reporting on initiatives in that regard as well as compliance with current environmental standards and practices and planning towards future Government targets and commitments

Summary (1/2):

- We need Eskom to catalyse economic growth and to ensure that this growth is accompanied by the creation of much-needed (decent) jobs.
- To be able to fulfil this role Eskom must be a strong enterprise and must be institutionally responsive to the Strategic Intent signals of Government as shareholder. However, it is recognised that being a strong enterprise means that there is an enabling external environment to operate in.

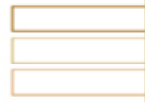


Summary (2/2):

To be a strong enterprise the following must be in place, all of which, are lacking to varying degrees:

- Adequately capitalised balance sheet
- Adequate and predictable cash flows going forward, sufficient for the execution of the business plan
- Strong Boards and Management teams
- Solid strategic and business plans
- Alignment with labour
- Responsiveness to Government's strategic objectives





P B M R

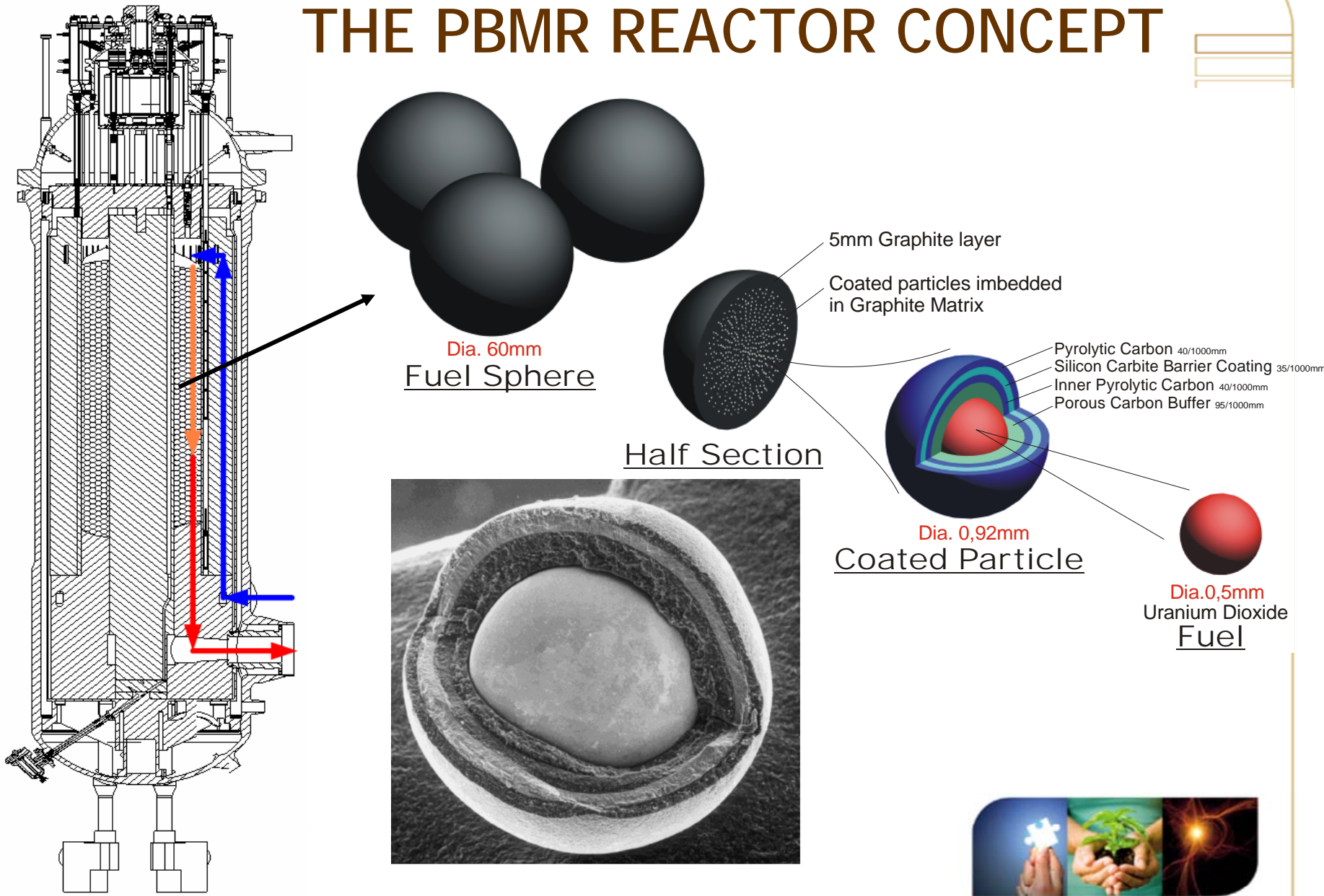
Pebble Bed Modular Reactor (Proprietary) Limited



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THE PBMR REACTOR CONCEPT



Why do we want it?

- First and foremost, the PBMR Program is an opportunity to establish and localise an Original Nuclear Technology & Equipment Manufacturing Industry in South Africa.
- Pebble Bed Technology has a number of advantages:
 - High temperature - one reactor with many energy applications (electricity, steam, desalination, Sasol process, hydrogen)
 - Safety - core melt like Chernobyl not possible
 - On-line refueling (no shutdown to refuel like Koeberg)
 - Modularity ensure higher reliability to an electricity utility
 - Distributed energy generation (avoid long transmission lines)
 - Pebble fuel's proliferation resistance (IAEA statements)
 - PBMR reactor may use Koeberg waste as fuel (plutonium) and significantly reduce high level nuclear waste



Challenges with Original Offering to Eskom

- PBMR historically offered a full turnkey project for the delivery of the DPP to Eskom without a signed sales contract (Eskom letter of intent for 24 units)
- No Milestone payments
- Anticipated renegotiation of the letter of intent (24 reactors)
- Delay of Nuclear One announced
- Eskom and Necsa considered as operator of Process Heat (Client Office - 80 people)
- Client Office cost (excluded from NERSA tariff - est. R200 million pa)
- Client Office capacity redirected to Koeberg
- PBMR EIA at Koeberg still to be completed

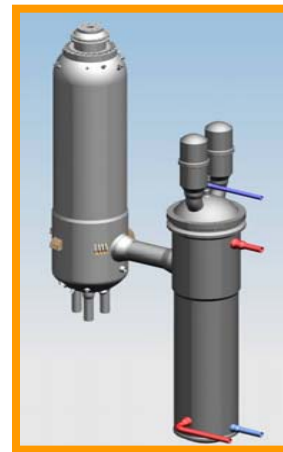
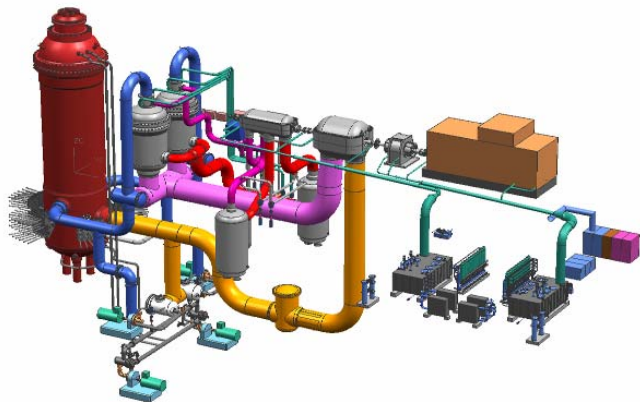
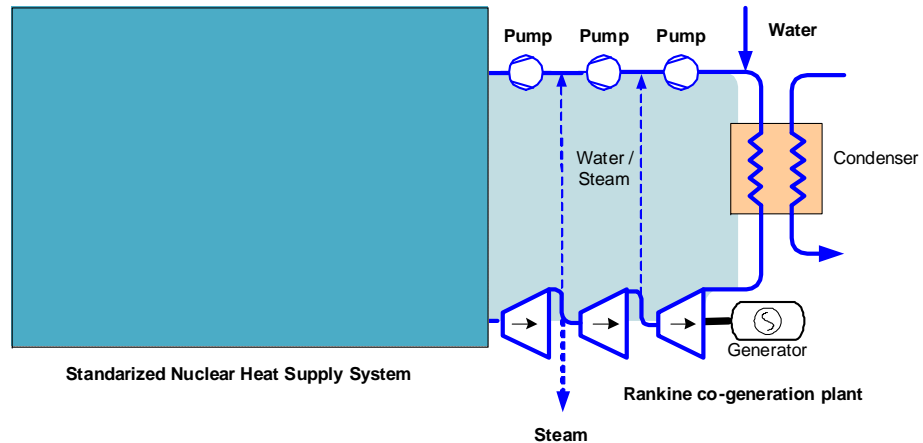
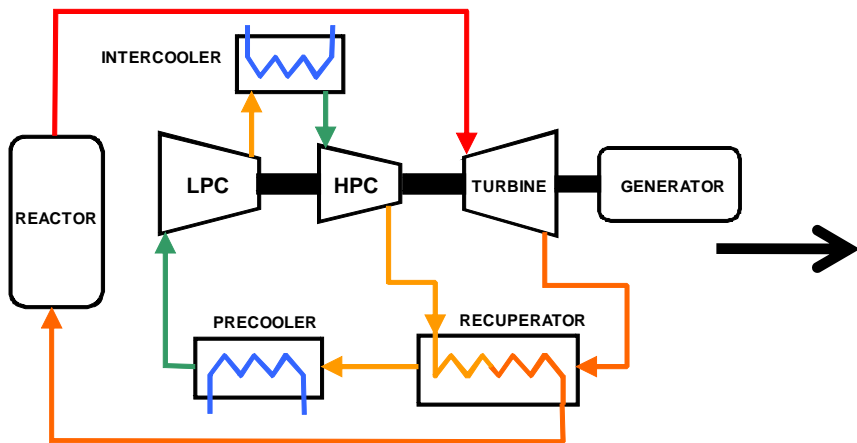
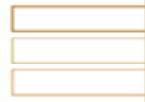


PBMR Revised Approach

- PBMR is a nuclear engineering company focusing its efforts on the design and licensing of a standardised Nuclear Heat Supply System (NHSS) and Pebble fuel.
- Many developments over the past six months have prompted PBMR to reconsider its current product strategy
- PBMR is reviewing its product offering to reduce technical and financial risk by moving from a direct cycle to indirect cycle operating at lower temperatures (significantly reducing technical risk), able to produce both electricity and process heat (extending its customer base).
- PBMR forms part of an international co-operation that currently exists between Eskom, the Industrial Development Cooperation of South Africa Limited (IDC), Westinghouse Electric Company LLC (Westinghouse) and the Government of the Republic of South Africa through its Department of Public Enterprises (DPE).



DIRECT CYCLE to INDIRECT CYCLE



PBMR: IMMEDIATE CHALLENGES

- The immediate challenges facing PBMR currently relate to securing:
 - an anchor customer (firming up an agreement with Sasol)
 - a new investor (Advanced discussions with Algeria, other countries)
- PBMR also needs to finalise its business model and long term funding strategy with Government buy-in
- PBMR also faces significant challenges around nuclear regulations and the approval of its safety case.
- PBMR also faces an imminent cash flow crisis as it needs underwriting for closure costs to avoid going concern issues.





THE END



public enterprises
Department:
Public Enterprises
REPUBLIC OF SOUTH AFRICA

