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|  | Expression of Interest (EOI) | Document Identifier | 240-72663051 | Rev | 4 |
|                                                                                   |                              | Effective Date      | 17 June 2025 |     |   |
|                                                                                   |                              | Review Date         | June 2030    |     |   |
|                                                                                   |                              | EOI/RFI Number      | E3276DXGOU   |     |   |

| PART A<br>REQUEST FOR AN EXPRESSION OF INTEREST (EOI)/ REQUEST FOR INFORMATION (RFI) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description of the works/goods/services                                              | <p>Eskom seeks to identify suitably qualified suppliers capable of providing a multi-disciplinary consultancy to support the establishment and operationalisation of TraderCo (an unregulated trading entity) and the related EDx Change (regulated trading entity) interface. This will entail:</p> <ul style="list-style-type: none"> <li>• <b>TraderCo and EDx Change establishment, business models and target operating models</b> – Develop the structures, business models, operating models, organisational design, governance arrangements, capacitating plans, detailed end to end operating processes and risk frameworks required to establish and operate TraderCo and EDx Change successfully.</li> <li>• <b>TraderCo and EDx Change interface and ring-fencing framework</b> – Define the boundaries, roles, responsibilities and interactions between TraderCo and EDx Change, including customer ownership, shared services, transfer pricing, information sharing, governance controls and regulatory ring-fencing requirements.</li> <li>• <b>Commercial and contracting framework</b> – Design the commercial architecture required to support energy trading activities, including transaction structures, contracting models, standard agreements, pricing methodologies, valuation frameworks, hedging approaches and risk allocation principles.</li> <li>• <b>TraderCo and EDx Change governance framework</b> – Establish the Board, committee and management governance structures, decision-making authorities, procurement procedures, oversight mechanisms and Eskom parenting arrangements required to govern both entities effectively.</li> <li>• <b>Trading and risk handbooks</b> – Develop comprehensive trading and risk management policies covering trading mandates, approved products, risk appetite, trading limits, risk measurement methodologies, reporting requirements and breach management procedures.</li> <li>• <b>Financing, treasury, credit and bankability framework</b> – Determine the capital, funding, liquidity and collateral requirements for TraderCo and establish the financial, treasury and credit frameworks required to support a financially sustainable and bankable trading business.</li> <li>• <b>PFMA Section 54 and shareholder approval documentation</b> – Prepare the business cases, assessments, approval submissions and supporting documentation required to secure Eskom, shareholder, National Treasury and PFMA approvals for the establishment of TraderCo.</li> <li>• <b>Regulatory, licensing and market participation framework</b> – Define all licensing, registration, compliance and market participation</li> </ul> |

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|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------|
|                                                                                                              | <p>requirements necessary for TraderCo and EDx Change to operate within the South African Wholesale Electricity Market and related trading environments.</p> <ul style="list-style-type: none"> <li>• <b>End-to-end process and workflow design</b> – Design and document the complete operating workflows required to support trading activities – linked to the Energy Trading and Risk Management (ETRM) system, including customer onboarding, trading, forecasting, optimisation, scheduling, settlement, invoicing, reporting and internal controls.</li> <li>• <b>Route-to-market and product strategy</b> – Develop the customer, channel and product strategies required for market entry, including green energy products, wheeling solutions, trading products, customer risk management solutions, aggregation offerings and stakeholder engagement plans.</li> <li>• <b>Implementation roadmap, delivery model and partnership, joint venture and investment strategy</b> – Develop a practical implementation roadmap that integrates all workstreams, identifies delivery partners and implementation resources, evaluates partnership and investment opportunities, and provides a structured approach for establishing and scaling TraderCo and EDx Change.</li> </ul> |                                  |       |
| Deadline for submission                                                                                      | E3276DXGOU                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | At (South African Standard Time) | 10:00 |
| Tender Office address                                                                                        | <p>E Tendering</p> <p>All tenders should be submitted via Eskom E-tendering using the link below.</p> <p><a href="https://eTendering.eskom.co.za">https://eTendering.eskom.co.za</a></p> <p><b>Tenders are uploaded via Eskom Tender bulletin site on the Eskom E-tendering page and the National Treasury Tender Portal.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |       |
| EOIs are to be submitted electronically via Eskom E- tendering site by the stipulated closing date and time. | <p><b>Please note it is the responsibility of the supplier to ensure that the EOI submission is submitted before the closing date and time at the correct link.</b></p> <p><b>Closing date: 07 August 2026</b></p> <p><b>Closing time: 10h00</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                  |       |
| Electronic Submission of EOI                                                                                 | <p>The tenderer must upload the tender via Eskom Tender bulletin site on the Eskom E- tendering page.</p> <p>All documents need to be submitted in a PDF and Excel format (The upload size per document is 500 megabytes and total submission is restricted to 4 gigabytes).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                  |       |

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|                                      | <p>No Zip/condense files can be uploaded<br/>No hard copy will be accepted</p> <p>If for some reason you resubmit your EOI, then the latest version of the EOI submitted will only be accepted and all previous submission/s will be null and void.</p> <p>Please ensure that the submission status is indicated as complete.<br/>Supplier Help Manual guide and video can be found on Eskom E-Tendering page</p> |
| E-tendering Help Manual for supplier | See manual attached separately as Annexure E                                                                                                                                                                                                                                                                                                                                                                      |

Eskom Holdings SOC Ltd (“Eskom”) invites you to submit an:

- **Expression of interest (EOI)** to indicate your interest in the works/goods/services as stated in the table above.

## 1. BACKGROUND

The South African electricity sector is undergoing a significant transformation through the implementation of the Electricity Regulation Amendment Act and the establishment of the South African Wholesale Electricity Market (SAWEM). These reforms will introduce competitive electricity trading and create opportunities for licensed market participants to buy and sell electricity across various market platforms.

As part of Eskom’s unbundling strategy, endorsed by the Eskom Board and approved by the Minister of Electricity and Energy, Eskom intends to establish TraderCo as an unregulated energy trading company that will compete alongside other licensed traders in the evolving electricity market. TraderCo will enable Eskom to participate actively in wholesale and retail electricity trading, protect market share, optimise portfolio value and remain commercially competitive in a liberalised market environment.

Given the strategic importance, complexity and novelty of establishing an independent electricity trading business, Eskom requires specialised expertise to support the development of the business model, operating model, governance framework, commercial arrangements, regulatory compliance, market participation readiness and implementation roadmap required to establish and operationalise TraderCo and its interface with EDx Change.

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## 2. INFORMATION TO BE PROVIDED BY RESPONDANTS

Eskom Distribution invites service providers to submit information regarding their experience in electricity trading and the provision of professional consulting services designed to capacitate market participants in trading and risk management.

Respondents must submit a PDF document that clearly demonstrates the following:

- Relevant experience in electricity trading, wholesale electricity markets, market reform programmes, route-to-market strategies, regulated and unregulated business models, and similar transformation initiatives.
- Details of comparable projects completed, including project scope, client, duration, outcomes achieved and the role performed by the respondent.
- Proposed methodology and approach for delivering the scope of work, including key assumptions, delivery approach and quality assurance processes.
- Proposed project team, including organisational structure, roles and responsibilities, qualifications, certifications and relevant experience of key personnel.
- Demonstrated understanding of the South African electricity sector, Electricity Regulation Amendment Act, South African Wholesale Electricity Market, regulatory environment and energy trading landscape.
- Proposed delivery plan and indicative timelines aligned to the required workstreams.
- Approach to knowledge transfer, capability building and skills development for Eskom employees.
- Information on strategic partnerships, subcontractors or consortium members that will be utilised, including their respective roles and areas of expertise.
- Confirmation of the respondent's ability to support regulatory approvals, governance processes, commercial framework development, risk management and implementation activities associated with the establishment of TraderCo and EDx Change.
- Indicative commercial proposal, including resource assumptions, pricing approach, billing structure and validity period of the submission.

Eskom has delegated the responsibility for this **EOI** to the signatory of this document, whose details can be found below.

We look forward to receipt of your response.

Yours faithfully

| Name             | Designation                      | Signature                                                                           | Date                 |
|------------------|----------------------------------|-------------------------------------------------------------------------------------|----------------------|
| Bridget Seroka   | Assistant officer<br>Procurement |  | 23 July 2026         |
| Telephone number | 011 800 6223                     | Fax and/or e-mail address                                                           | serokasb@eskom.co.za |

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| <b>PART B</b><br><b>RESPONSE SHEET IN TERMS OF A REQUEST FOR AN EXPRESSION OF INTEREST/ REQUEST FOR INFORMATION</b><br><b>To be completed by the supplier</b> |                        |                                      |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------|--|
| <b>To</b>                                                                                                                                                     | Eskom Holdings SOC Ltd | <b>Date</b>                          |  |
| <b>Attention</b>                                                                                                                                              |                        |                                      |  |
| <b>Tel no</b>                                                                                                                                                 |                        | <b>Fax no and /or e-mail address</b> |  |
| <b>From</b>                                                                                                                                                   |                        | <b>Address</b>                       |  |
| <b>Address</b>                                                                                                                                                |                        |                                      |  |
| <b>Sender</b>                                                                                                                                                 |                        |                                      |  |
| <b>Description of the works/goods/services</b>                                                                                                                |                        |                                      |  |

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Please find below our response to Eskom's questions:

| No. | Question                                                                                                                                                                                                                                                                                  | Please indicate your response in this column |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1.  | Describe your organisation's experience in establishing or supporting electricity trading businesses, wholesale electricity markets, market reforms, or similar strategic transformation initiatives. Please provide examples of comparable projects and outcomes achieved.               |                                              |
| 2.  | Provide an indicative delivery plan, including timelines, key milestones, knowledge transfer approach, strategic partnerships (if any), and your capability to support regulatory approvals, governance processes, commercial frameworks, risk management, and implementation activities. |                                              |
| 3.  | Provide details of the proposed project team, including key personnel, their roles and responsibilities, qualifications, certifications                                                                                                                                                   |                                              |
| 4.  | Provide indicative prices<br><br><b>Note: any prices provided are non-binding and non-committal</b>                                                                                                                                                                                       |                                              |

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