

Annual Report

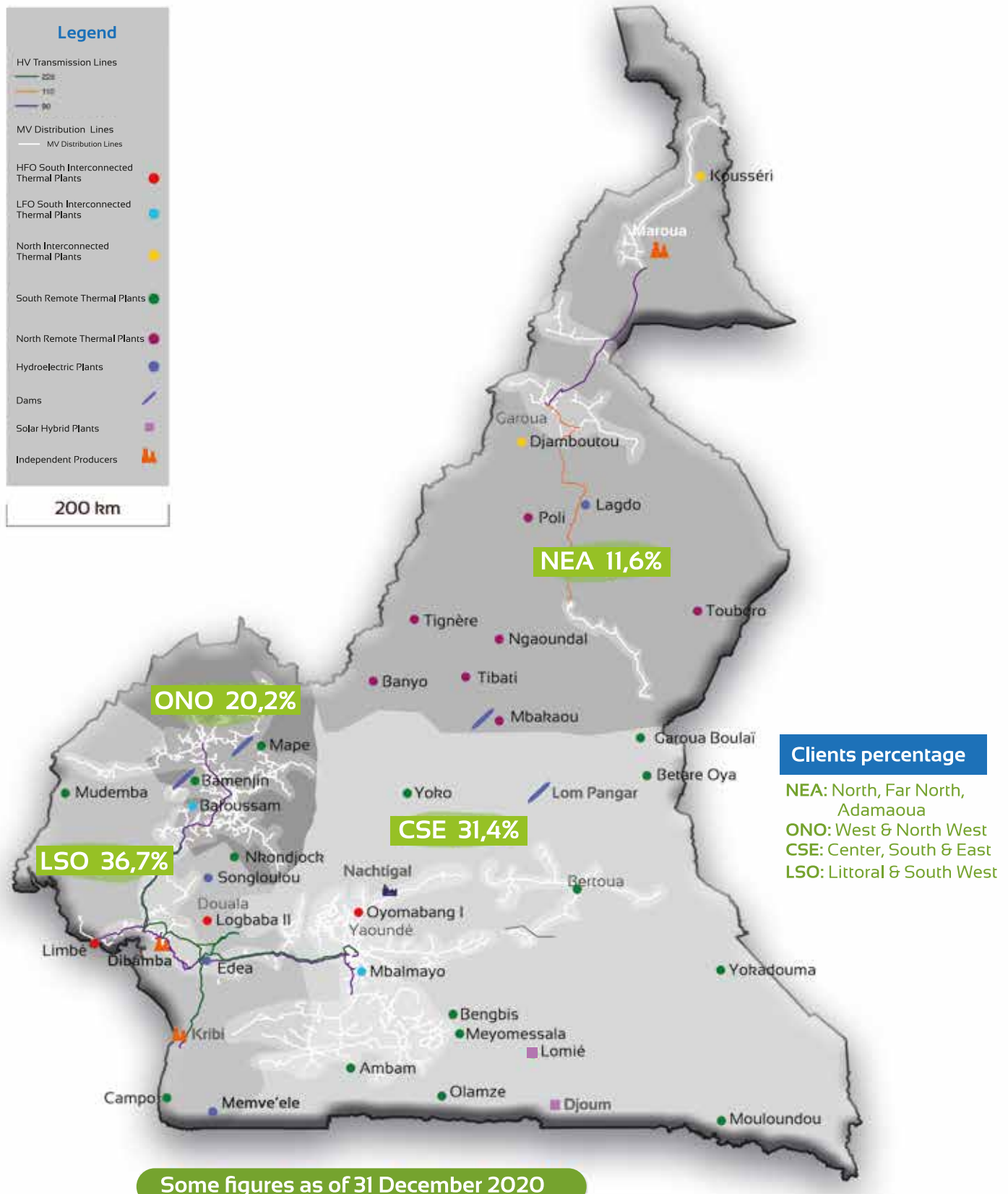
2020

Improvements, a return of confidence for the acceleration of the service development



Eneo's contribution
to develop the electricity service, step by step

ELECTRICAL MAP



Active Customers : 1 483 940

Headcount : 3 647

Access to electricity : 63,5% in 2019 / 62,3% in 2018 / 61% en 2017
(Numbers from The World Bank)

Installed capacity in Cameroon : 1 529 MW (1 012MW for Eneo Cameroon)





About Eneo

As a major operator in the energy sector in Cameroon, Eneo has as ambition to supply reliable energy, and to provide service quality, in complete safety and at affordable prices while being a governance model in Africa.

Integrity, cohesion, respect and commitment, which underpin its business, are the fundamental values on which Eneo establishes its identity. They are essential for the successful accomplishment of its public utility missions, including the satisfaction of its customers and generally all its stakeholders.

With a headcount of 3 759 spread all over our main activities viz generation, distribution and sale of electrical energy, Eneo invests each day to improve the quality of electricity supply. Its employees are proud to belong to a company that is transforming itself to be a driving force and a catalyst for growth.

Eneo is bound to the State of Cameroon through a Framework Concession Agreement and related Agreements. These Agreements have a twenty- year duration which ends on July 17,

2021. These agreements have been extended for 10 years from 18 July 2021, by decision of the President of the Republic.

Eneo has an installed generation capacity of 998.939 MW. The generating facilities consist of a total of 37 generation power plants of which 13 grid power plants and 24 remote power plants. Eneo's production source consists of 73.30% hydro, 26.66% thermal and 0.04% solar. The contribution of Eneo's generation facilities to the energy mix of the country amounts to 65.42%, Memve'Ele 13.82%, KPDC 14.15%, DPDC 5.63% and Aggreko 0.98%.

The Distribution network consists of 11,450 kilometres of lines ranging from 5.5 to 33 kilovolts and 11,158 kilometres of lines from 220 to 380 kilovolts. As at 31 December 2018, Eneo had more than 1,258,340 customers, of which approximately 45% are located in the cities of Douala and Yaoundé.

Eneo is a semi-public company with 51% of its capital held by Actis group, 44% by the State of Cameroon and 5% by its employees.





Eneo Charter

Our Vision

"Driving force of the electricity sector, catalyst for growth, ENEO will supply reliable energy, and provide service quality while being a model of governance in Africa."

Mission

- Satisfying the increasing demand in electricity by supplying reliable and safe energy;
- Providing quality services and facilitating access to electricity to the greatest number of people;
- Protecting the public by raising awareness on the dangers of electricity;
- Revitalizing our customer relations through innovations and positive experiences;
- Constant striving for excellence by learning from our experiences;
- Ensure that our activities are conducted in a socially responsible manner.

Values

- **Integrity:** integrity is the guiding principle of all our activities. Eneo's staff and stakeholders subscribe to the values chosen as a common foundation.
- **Respect:** respect diversity as a principle of governance. Respect sensitivities, points of view, the various actors. Build the present with optimism and the future with audacity.
- **Commitment:** be motivated and driven by a positive force to work with dedication and professionalism. Place the customer at the centre of our priorities.
- **Cohesion:** to succeed, Eneo must unite the entire workforce in a team spirit. Our activities must be a sustainable source of progress for the country and growth for Eneo's staff.

Regional Directors (2021)

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2020 Key Figures

2019 Statistics

Active Customers
↑ 1 483 940
1 360 027

Connections realized
↓ 74 059
82 129

**Distribution average duration
of interruptions is decreasing**
↓ 140,6 hours/year
90,5 hours/year

**Distribution average frequency
of interruptions has dropped**
↓ 40,4
26,75

Demand coverage
↓ 98,54%
98,98%

Headcount
↓ 3 647
3 759

Distribution Efficiency
↑ 70,85%
67,97%

Collections
↑ 86,5%
83,50%

Investments realized
↓ 28,1 billion
32 986 billion

Take control of your consumptions.

Ask for your Eneo prepaid meter at the nearest agency in Douala and Yaoundé, or through our digital platforms



Connections
695 51 11 11

- ▶ I only consume what I can pay
- ▶ I anticipate my consumption
- ▶ I pay according to my financial means
- ▶ No meter reading, no bills
- ▶ No surprises



 prepaid.customer@eneo.cm

 [EneoCameroon14](#)  [EneoCameroon](#)  [MyEasyLight](#)

Step by step, Eneo is transforming its relationship with you





Introduction

Consolidation and restoration of confidence in the sector

The year 2020 kicked off with a lot of difficulty since it was marred by a serious health crisis coupled with a dire economic and financial situation. As we take stock, Eneo employees, partners of the company and the entire management committee should be proud of the company's result.

Despite the crisis, the company remained on track. COVID 19 compelled us to make adjustments to which each and every one of us, with a few exceptions, adhered to in order to protect ourselves, protect our customers and maintain continuity of electricity service, which is vital to the country.

The members of the Management Committee hereby join me once more to acknowledge the professionalism of our medical teams as well as the sense of discipline manifested by a great majority of employees in following prescriptions.

In the regions affected by insecurity, the need for resilience was twofold. We would like to express once more our gratitude to all our colleagues in the North-West, South-West and the Far-North Regions for their devotion and sacrifice.

The commitment of each and every one of us in such a difficult context made it possible for us to record in 2020 a significant number of successes on the path to sustainable development of the electricity service and for our company.

The greatest victory is that of the marked and progressive restoration of confidence, which sums up this pivotal year. Confidence is restored when the government, tackling head-on the issue of the financial balance of the sector, begins processing the debt of the State vis-à-vis the sector. The government made it possible for the company to bank part of its debts vis-à-vis the State and some of its departments amounting to CFAF 45 billion. This injection of funds made it possible for Eneo to pay arrears of the most important suppliers of the sector.

Besides the consolidation of finances, the company also embarked on the clean-up of its installations. It is within this context that the intensification of robust actions initiated in mid-2019 are being undertaken at the level of the fight against fraud aimed at improving customer satisfaction while reducing distribution non-technical losses. Some of these actions have already started bearing fruits in 2020.

It is also within the framework of the clean-up of installations and their modernization that gained momentum, as from mid-2020, the programme on the replacement of damaged wood poles with a concrete-wood-metal pole mix and the plan on the installation of prepaid meters in order to give customers control over their consumptions.

Consolidation has helped to restore investor confidence. Eneo has thus been able to make a giant step in negotiating its ten-year development plan; closing the year with the certainty of concluding at the very beginning of 2021 with a local banking pool an agreement for the financing of its investments amounting to CFAF 100 billion, which constitutes one-fifth of its financing needs over ten years for the extension of the lifespan of major dams, consistent introduction of renewable energies other than hydroelectricity, modernization of the distribution network and reception of customers at contact points. of customers at contact points. Besides consolidation of finances and cleaning up of installations, find below some other major points of satisfaction:

- Finalization of appendices 2 and 3 of amendment No.3 to the Eneo concession agreement which henceforth provides a clear framework to the company in terms of performance indicators and updated objectives vis-à-vis access to electricity;
- Putting in place of a new "job-oriented" organization as from the beginning of the year 2020 including, in particular, the putting in place of a specific organization to identify and satisfy industrial demand that we consider as a major aspect of the sector;
- Supporting the national programme for the replacement of defective wood poles, the development of a local concrete pole production line that would replace wood poles, which should have, in the long-term, as impact the reduction of risk of accidents involving the public and the improvement of service quality;
- Launching of commercial initiatives aimed at, in the medium term, changing the image of the company vis-à-vis the public (creation of VIP agency, speeding up the rolling out of prepaid meters, digitalization of the customer interface, electronic payment means...);
- Formulation of a new strategic approach for Eneo over the 2021-2031 period;
- Amicable resolution of a major fiscal dispute with the State.

However, we cannot rule out the impact of the COVID 19 crisis on our activities notably difficulties related to the procurement of network materials and equipment, and on our employees. Despite these challenges, the company saw in 2020 the dissipation of the main causes for concern that impacted its continuity at the end of the year 2019. The net positive result of the 2020 fiscal year amounting to CFAF 5.5 billion is enough proof of this.

Eneo can thus look to the future with hope while pursuing its missions with renewed confidence from the Government and its shareholders.

Management organs

Management Committee

It is the decision-making body for cross-sectional strategic and managerial aspects. All areas of activity attached to “resource support” purposes are managed within the CODIR that involves as much as possible for its work the assistance of managers concerned with these goals. It meets weekly.

COPIL : Steering Committees by delegation of the CODIR

In line with the principles of subsidiarity and delegation, the Steering Committees were set up for “resource support” purposes.

By delegation of the CODIR, the COPILs are decision-making bodies for all matters relating to their areas of activity. They ensure regular reporting at the CODIR on decisions taken, meet where necessary and produce a report.

The Steering Committees are as follows:

- The Steering Committees are as follows:
- Investment Steering Committee;
- Human Resources Steering Committee;
- Litigation and Attachment Steering Committee;
- Hygiene, Safety and Environment Steering Committee;
- Procurement Steering Committee;
- Audit and Risk Control Steering Committee;
- Sector Development Steering Committee;
- Generation Steering Committee;
- Distribution and Commercial Steering Committee.



Eric Mansuy
General Manager



Oumarou Hamandjoda
Deputy Directorate for
Corporate Development



Henri Epesse



Alain Oyono



Basile Ekobena



Serge Ezzo



**Pierre Narcisse
Bollanga**

Strategy, Internal Control & Reporting, Regulatory & Institutional Affairs, Trade Union Affairs

General Secretariat



Amine Homman Ludiye
Deputy Directorate
for Generation



Jean-Luc Farges
Central Directorate for
Distribution & Commerce



Pierre Ezan Djan
Finance



**Jean Mathieu
Tchuisseu**
Procurement



Wilfried Ntuba
Operations Support



Erica Conrad
Human
Resources



Henry Kiven
Internal Audit
& Compliance



Mary Ntangtang
Quality,
Health and Safety



Eamonn Furniss
Innovation &
Information Systems

Board of Directors



Pr. Seraphin Magloire FOU DA
Chairman of the Board of Directors,
Secretary-general at the Prime Minister's Office
Republic of Cameroon

Representatives of Actis



David GRYLLS



David ALDERTON



Philippe WIND



Ralf NOWACK



Eric MANSUY
General Manager Eneo

Independants Directors



Elias PUNGONG PUPESIE



Gérard Roth

Government Representatives



Gilbert Didier EDOA
Ministry of Finance
Representative



Adolphe THOME
Ministry of Energy
Representative



Alhadji MAGRAMASSAOU
Ministry of Economy
Representative

Representative of Workers' Shareholding



Martin Luther
NJANGA NJOH

The Board of Directors of Eneo Cameroon relies on the work of specialised committees.

Their mission is to enlighten the Board's reflections and to help in the decision making process. There are five committees:

1. Operations (Technical Affairs, Loss Reduction and Customer Relations);
2. Remuneration and Appointments;
3. ESG (Environment, Safety, Governance);
4. Strategic Affairs;
5. Audit.

Shareholders

In 2017, Eneo restructured its capital, with the entry of employees into the shareholding structure. Thus, Cameroonians' share increased from 44% to 49% compared to 51% of the shares for the British investment fund, Actis.

1. The Government of Cameroon: holds 44% of the shares
2. Actis: 51% of the shares are held by Actis represented by Cameroon Power Holdings (CPH)
3. Employees: Employees own 5% of the shares. They are constituted as the Joint Initiative Group for the Socio-Economic Promotion of Staff (ICG-P. Eneo) and belong to three trade union organizations.

Board members	Operations	Remuneration and Appointment	ESG	Strategic Affairs	Audit
Séraphin Magloire FOU DA					
David Grylls		Member			Member
David Alderton	Member	Chairman		Member	Member
Philippe Wind	Member		Member		
Eric Mansuy	Chairman	Observer			
Gérard Roth	Member			Chairman	
Ralf Nowack			Chairman		
Elias Pungong Pupesie		Member			Chairman
Gilbert Didier Edoa		Member			Member
Adolphe Ndjouke Thome	Member		Member		
Alhadji Magra Massaou			Member	Member	
Martin Luther Njanga Njoh	Observer	Member			Member

About Actis

Actis is a leading investor in the markets of Africa, Asia and Latin America. The fund generates consistent and competitive returns, thanks to a good economic intelligence strategy and in-depth sector expertise. Founded in 2004, it is committed to the culture of active ownership and has unprecedented capital in growing markets. The fund has raised \$13 billion since its inception and employs more than 200 people. It has a team of about 100 investment experts in 13 offices around the world. The capital of its investors has been raised in some 70 companies worldwide, employing more than 114,000 people.

Organization chart



Eric Mansuy
General Manager



Oumarou Hamandjoda
Deputy Directorate
for Corporate Development



Henri Epesse



Alain Oyono



Basile Ekobena



Serge Esso



**Pierre Narcisse
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Strategy, Internal Control & Reporting, Regulatory & Institutional Affairs, Trade Union Affairs

General Secretariat



Gaston Ayatou
Legal Affairs
& Insurance



**Ghislain
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Communication,
Translation
Interpretation & CSR



**Remy Jean
Plessier**
Security



**Bobboy
Mamoudou**
Institutional
Relations



Pierre Ezan Djan
Finance



**Jean Mathieu
Tchuisseu**
Procurement



Wilfried Ntuba
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Erica Conrad
Human Resources



Henry Kiven
Internal Audit
& Compliance



Mary Ntangtang
Quality,
Health and Safety



Eamonn Furniss
Innovation &
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Governance**
Deputy Finance
Directorate



Roger Fapom
Purchase of
materials



**Victor
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Logistics



**Nfi Tangkoh
Mungai**
Employment,
Talents & Careers



**Yves Bertrand
Goudjou Leussa**
Technical Adviser



**Dieudonné
Valentin
Essama Bela**
QHSE Field
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**Hermann Justin
Ngomen**
ERP Projects



**Brigitte Konso
Epse Yanda**
Treasury, Credit
& Debt Compliance



**Cynthia Mafor
Epse
Bodylawson**
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Planning
Reporting &
Budgetary Control



Mariette Ikando
Purchase of
CAPEX Services
& Special Projects



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Ndtungu Nzie**
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Angèle Kwedi
Training & Skills
Development



**Stephane
Mballa Zogo**
Compliance



**Eliane Endale
Djockroua
Epse Donson**
Quality &
Continuous
Improvement



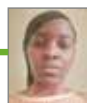
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**Ingrid Nya
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**Siegfried Julien
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**Administration
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Excellence**



Neville Ebai
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David Eman Obie
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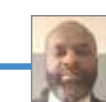
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**Christian
Ekambi Kobba**
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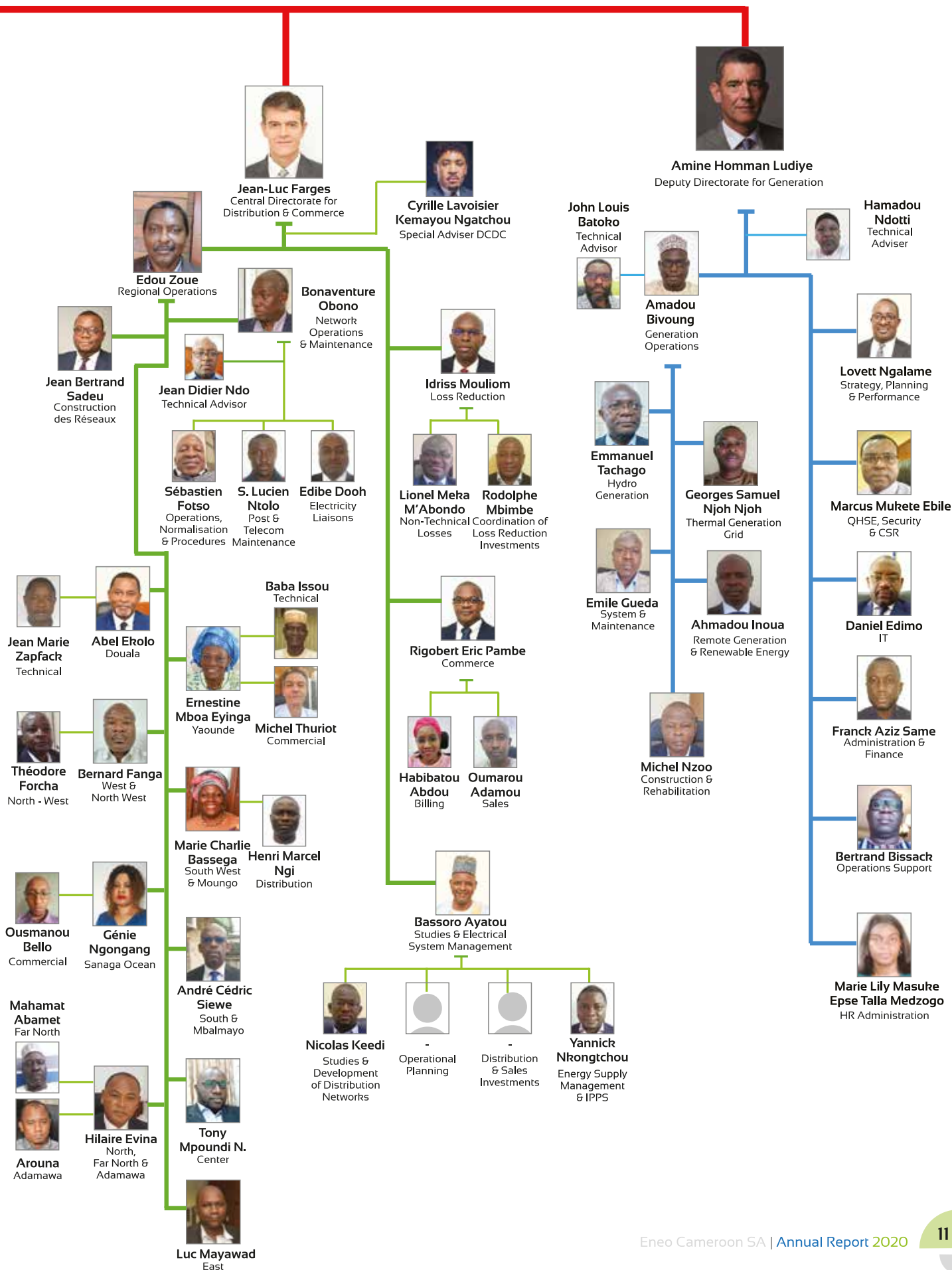
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Highlights

Eneo in 2020 : High points, focal points

Despite the impact of the COVID 19, Eneo's operations score (69%) was better compared to that of 2019 (50%).

High points

- Control of the COVID 19 health crisis;
- Improvement of safety culture;
- Strengthening of collection actions and fight against fraud through the mobilization of required resources;^{attention}
- 3% gain in distribution efficiency in 2020;
- Increase in the recovery of customer bills (excluding bills of the State and its departments) amounting to CFAF 34.6 billion in 2020 (+13% compared to 2019);

- Speeding up of the replacement of wood poles (with new poles or concrete poles);
- Number of concrete poles produced locally rising sharply: 6 818 installed in 2020;
- Performances rising as far as the installation of prepaid meters is concerned: 47 267 installed bringing to 68 000 the number of customers that have adopted this method of metering.

Focal points

- High number of public fatalities due to the network;
- Service quality and customer satisfaction;
- Persistent cash flow constraints that have impacted the procurement of fuel for thermal power plants notably the Northern Interconnected Grid at the end of the year.

Table: Key global performance indicators

		2020					
		Budget 2020	A. 2020	Achieved	Status	A. 2019	2020 Vs 2019
Safety							
Safety walks	Nbr	2995	2117	70,68%	🟡	N/A	-
Resolution of Critical Findings	%	80%	71%	89%	🟢	94%	(23%)
Near Miss Reported	Nbr	166	326	196%	🟢	49	+277
Public Fatality-Network Condition	Nbr	0	15	+15	🟡	8	+7
Worker Fatality- Eneo & contractor	Nbr	0	2	+2	🟡	2	-
Worker LTI-Eneo & Contractor	Nbr	0	7	+7	🟡	5	+2
Public Injury-Network Condition	Nbr	0	40	+40	🟡	22	+18
Governance							
Audit Plan Completion Rate	%	100%	94%	94%	🟢	83%	11%
Audit recommendation closure rate	%	100%	90,2%	90,2%	🟡	100%	(9%)
Generation							
EAF	%	89,98%	90,26%	100,32%	🟢	91,02%	0,76%
EFOF	%	3,69%	4,39%	118,94%	🟡	4,05%	0,34%
ESOF	%	6,33%	326	196%	🟢	49	+277
Eneo Demand Coverage Rate	%	98,92%	98,54%	99,62%	🟢	98,99%	(0,45%)
USE	Gwh	41,13	25,34	61,61%	🟢	16,70	(51,75%)
SAIDI	Nbr	109,58	71,48	65,23%	🟢	61,63	(15,98%)
SAIFI	Nbr	31,07	19,39	62,40%	🟢	19,95	2,78%
Distribution Technique							
USE	Gwh	32,85	34,44	104,83%	🟡	23,48	(46,68%)
SAIDI	Nbr	110,85	142,74	128,77%	🟡	90,49	(57,74%)
SAIFI	Nbr	35,63	40,41	113,42%	🟡	26,75	(51,06%)

	2020						
		Budget 2020	A. 2020	Achieved	Status	A. 2019	A Vs 2019
Operational Efficiency							
Distribution Efficiency	%	70,49%	70,85%	100,51%	😊	67,72%	3,12%
Global Collection (vs Sales)	%	99,6%	86,5%	86,85%	😞	83,5%	3%
MV/LV Global Collection (/Sales)	%	99,6%	89,1%	89,46%	😞	94,3%	(5,2%)
Private Collection (vs AOP needs)	%	99,6%	98,6%	99,00%	😊	92,9%	5,7%
Private collection	bn	300	295,8	98,60%	😊	261,19	34,6
Bad debt Gross	bn	6,96	11,40	163,79%	😞		
Old debt's Cleanup Rate	%	3,63%	3,63%	100%	😊		
New Connections	Nbr	80 004	74 059	92,57%	😊	82 129	(9,8%)
SQ perception Rate	%	70%	67,1%	95,9%	😊	64,5%	2,6%
ROS Penalty	KFCFA	131 104	155 243	118,41%	😞	149 399	(3,9%)
Finance							
Revenue	Bn	343,4	341,3	99,4%	😊	327,1	14,3
Gross Profit	Bn	165,1	153,9	93,2%	😊	144,9	8,9
Fixed Costs	Bn	112,3	124,3	110,7%	😞	115,2	9,0
EBITDA	Bn	52,8	29,6	56,0%	😞	29,7	(0,1)
Profit After Tax	Bn	8,3	5,6	67,2%	😞	(23,9)	29,5
RAB	Bn	30,0	28,1	93,8%	😊	31,4	(3,3)

The main determining factors of these results were as follows:

- Organization adjusted in order to control Distribution and Commercial operations in the big cities;
- Reduction of distribution losses by 3% (increasing collections, on the one hand; and reducing injections, on the other hand);
- Distribution efficiency driven upwards due to a strong activity centred around:
 - Fraud detection;
 - Installation of meters in the premises of illegal consumers and normalization of defective meters;
 - Fight against fraudulent organizations/actors internally and externally;
- Volume of collection higher than previous years on the MV+LV private segment;
- 92% availability of generating units for Hydro and 86% for thermal;
- 96% coverage of demand;
- Less than 50 % of new Distribution network lines built compared to expectations;
- 3,91% increase in penalties related to Rules of Service due to procurement difficulties (61% coverage of needs) notably for connections;
- Investment programme executed by 76 %. Notably, with regard to investment in maintenance, service quality was impacted by a delay in orders due to the late approval in June 2020 of the investment plan. This led to a lack of anticipation of orders and importation timelines;
- 45% increase in back payments of the private sector and 3 % lower than expected operational efficiency (collections to be improved on);

- Increase in temporary staff by 118%, 466 additional resources;
- Increase in gross bad debt by 11 billion.

Major improvement points can be summarized as follows:

- Obsolete distribution networks (15 public fatalities) that require renovation;
- Inconsistent scaling, saturation and low reliability of network facilities;
- Insufficient supply of materials (inadequate planning and insufficient cash);
- Poor culture as far as control (performance) and compliance with HSE rules are concerned;
- Ageing personnel, poor in terms of quality and demotivated;
- Personnel ethics (Corruption/Internal network fraud);
- Poor qualification of subcontractors;
- Poor quality of meter reading and billing processes;
- Poor referencing of customers;
- Poor monitoring of customer portfolio (increase in outstanding bills);
- Poor tracking of materials (meters; spare parts);
- High rate of subcontracting of key activities (meter reading and distribution);
- Manual control of operations (no remote control of supply substations and MV networks).

Eneo and COVID-19 in 2020

In order to contain the health crisis, COVID 19, Eneo put in place a high-level committee, implemented a series of measures that range from the limitation of movements to the increase in the use of digital tools; since the objective was to protect personnel and customers, on the one hand, and maintain continuity of service, on the other hand.

Eneo Emergency Management Team

Le comité de gestion de crise pilote la stratégie de prévention et de protection du personnel, des partenaires et des clients, dans le cadre de la crise COVID-19

Particularly for Eneo, besides the COVID-19 there were also other external constraints, highly cyclical and systemic. In this particular context, the company put in place its strategy for the prevention and protection of personnel and customers spearheaded by a crisis committee: Emergency Management Team, presided over by the General Manager.

Management report



Se laver plus régulièrement les mains avec de l'eau et du savon

Wash your hands more often with water and soap

In order to ensure continuity of service, the committee took early on adapted measures at the technical and commercial levels.

At the level of Generation: At the height of the crisis, Eneo ensured that the power plants under its management continued to generate all the electricity required, within the limits of the means available, while preserving the safety of the entire system through a contingency plan that turned out to be efficient.

At the level of Distribution: the fault clearance teams were on alert to reduce the duration of disruptions, as appropriate. Service quality, safety of the network and persons also depended on the maintenance of the safety mechanism in the field during critical activities relating to the maintenance, control and standardization of electrical facilities.

At the Commercial level: customer protection and information systems were installed in agencies including the enhanced promotion of digital solutions (payment through approved partners, online consultation of bills, electronic bill...) in order to prevent customers from going to agencies, while making life easy for them. This set of health and operational measures that were implemented led to these results. It entailed amongst others confining employees identified as vulnerable, protecting those in active service, systematic and rapid screening of cases and speeding up of treatment.

Concerning specifically power plants and distribution network teams, a reinforced contingency plan was rolled out in order to isolate employees too close to sites so as to enable them continue working without risk of contracting the virus in their usual environment; since operation activities are essential in the short-term. Furthermore, the company supported its teams by putting in place a psychological and administrative monitoring system connecting them to their families.

More IT for a better connection with customers within a COVID context

The COVID 19 pandemic pushed companies to speed up their digital transformation. On this score, Eneo has already made significant progress. Customers are advised not to go to agencies but to use primarily all reliable digital facilities put at their disposal and reinforced with the outbreak of the pandemic.

The company underwent a re-engineering. It was necessary to innovate and to put in place processes that enable us to work remotely and to have access from home of all data stored in our server in complete safety.





"Internally, we have put in place MS Teams that allowed for Eneo employees during the confinement period to continue to collaborate remotely. For the year 2020, up to 300 persons were able to meet several times via teleconference per Teams." Daniel Edimo, Sub-Director, Business Service Manager and Others functions.

Concerning the management of human resources, the online training system was reinforced. This specific training method moved up from 286,87 Working Man Week in 2019 to 442,25 in 2020 i.e. a 54.16% increase. This made it possible to contain by only 2% the global drop in training offers (online and physical) from 2019 to 2020, moving down from 4580 Working Man Week to 4348.

In contact with customers and in the field, ensuring continuity of service by making sure that they are not contaminated, such is the challenge that our teams face since the beginning of the health crisis. Innovative digital solutions were formulated and already existing innovations were reinforced. They make it possible for customers to pay from home, to receive their electronic bills through their telephones. The electronic or dematerialized bill enables customers to obtain via subscription or request bills for the past 12 months on their smartphones, tablets and work stations connected to a public internet network. We recorded over 190 000 consultations in 2020.

In the same vein, the EneoPay solution was put in place. It is an inclusive platform that centralizes the payments of bills via partners. The platform is a response to several concerns; mainly with regard to the customer, the immediate taking into account by Eneo of payments made through a partner which limits by over 95% the risk of suspension of customers that have paid to partners almost on the deadline. According to Marcel Cédric Ebelle, one of the engineers of the solution, it is a real feat. "The EneoPay implementation project was led within 100 days by a multidisciplinary team. At the end of 2020, the pilot site was running its course with 10 partners having already migrated to the platform amongst which Orange, Express Union, Express Exchange, SmobilPay, Ecobank Mobile, YUP, Futher Market, Afrikpay."

Eneo IT teams continued to monitor all these solutions in order to ensure their availability, to improve on their efficiency, where necessary, and to reinforce the positive experience of customers.

At the level of corporate social responsibility, one of the key programmes migrated to digital. It concerns the sensitization of communities living close to electric lines on the dangers of electric current. In its basic configuration, it is an annual programme that requires Eneo personnel to go to schools, markets, community meetings for exchanges on the dangers of electric current. In 2020, physical meetings were only possible up to the beginning of March. They were formally suspended by the Crisis Committee. The same committee authorized the activation of sensitizations via sms and digital platforms. A good opportunity: 3 million persons directly contacted by messages in 2020 compared to 786 393 in 2019.

Constraints related to COVID 19, impact on operations and investment

With COVID 19, besides continuity of service, several constraints impact, since February 2020, the deployment of Eneo:

Drop in industrial and business demand: in concrete terms, the company recorded a drop of about XXX of energy injections in the transmission network in the second quarter; result of the overall drop in demand. The sharp drop in industrial demand was not compensated by an increase in household demand, which contributed in the drop of operating revenues of the company.

Difficulties procuring essential equipment/materials: There were delays on the supply chain due to the drop in activity in the logistics sector and at the level of several foreign suppliers of network inputs.

Difficulties carrying out essential activities related to the development of the network and the sector:

Due to restrictions and exponential spread of the virus, Eneo was often compelled to reduce the deployment of connection and intervention companies to the distribution networks, which impact performances as far as access to electricity and service quality are concerned. Due to the impact of the pandemic on the supply chain, it was often difficult to find replacement transformers adapted to the networks of certain localities (about 4% of localities connected). The response time following incidents turned out to be abnormally long for certain localities.



The COVID 19 crisis impacted negatively the implementation of the investment plan. The Board of Directors, taking cognizance of the severe constraints related to the COVID 19 crisis, approved an adjustment of the operating and investment budget of the company (reduced from 67 to 44 billion FCFA for the year 2020).

Certain investment projects were slowed down with regard to their execution; the case of the Songloulou hydroelectric dam lifespan extension project. Some problems encountered in mobilizing foreign partners and specialists.

In order to reduce the impact, the company recruited local teams for certain works (divers, hydromechanics, etc.).

Coping with procurement in a tight supply chain situation.

Situation and its consequences

COVID 19 severely constrained the procurement of electrical materials/equipment in 2020.

Orders made to international manufacturers in the fourth quarter of 2019 and in January 2020 were not executed within deadlines. A reality generated by a combination of factors:

- a. Manufacturing stopped due to confinement and/or restrictions in producing countries: mainly China, Maghreb countries and Europe;
- b. When there was some deconfinement as from the month of May in China and June/July in Europe, manufacturers were faced with:
 - i. Unavailability of personnel (sick, deceased, part-time, distance working etc.);
 - ii. Difficulties procuring raw materials due to international logistics/transportation constraints;
 - iii. Cash flow difficulties resulting from the closure of companies for a long time;
- c. The modest nature of our orders does not give us priority in case of congestion: catching up after closure of factories.

Concerning orders of the second and third quarter of 2020:

- d. Manufacturers no longer responded to our requests, for lack of visibility on the evolution of the pandemic and consequently on the lifting of restrictions, refinancing and international logistics: in short, little or no commitments on timeframes (transportation) and prices (procurement of raw materials);
- e. Services dedicated to international experts were deferred several times for lack of "veterans"; since they could not move

(government restrictions on movements and fear of contamination by more virulent strain).

This situation led to the limitation of the transportation and reception of materials/equipment. As a reminder, Eneo imports over 99% of electrical materials that it uses due to the fact that there is no major local industrial production base.

Crisis management and lessons for the future

In this context, the company intensified the prudent management of deliveries that were already underway at the time of the outbreak of the pandemic, low top-ups at a high price and sometimes approximate quality from local suppliers and the reconditioning of certain stored materials (repair of transformers etc.)

There was a brighter outlook in the fourth quarter of the year. The situation is improving little by little.

Drawing on the lessons of this difficult period with regard to procuring electrical materials, Eneo is working on four areas for improvement:

- Promote the installation in 2021 and 2022 of units for the local manufacture of certain common distribution materials based on the experience of encouraging local industries that produce concrete poles;
- Reinforce the process relating to the planning of operation needs;
- Practice as much as possible global purchases in order not to manage only delivery schedules. At the end of 2020, all postpaid and prepaid meter needs were already ordered and are being manufactured as well as the bulk of cables, transformers, safety equipment and other essential materials.

Solidarity: Eneo's support to the government in managing the health crisis

Eneo made a donation amounting to CFAF 175 million to the Government of Cameroon to support the prevention and treatment of cases of COVID 19 and health emergencies in general.

The donation comprised the following health treatment and mass disinfection materials: pulse oximeters, reanimation and intensive care respirators, multi-parameter monitors and pump motor sprayers for the disinfection of public places, buckets with covers and taps for washing of hands, surgical masks and bottles of hydro-alcoholic gel.



"Through this act, Eneo is committed to supporting the State of Cameroon in better managing this health crisis in the entire territory. These materials would reinforce the mechanism in place, and later serve in treating other types of diseases, primarily in our referral hospitals," declared Eric MANSUY, General Manager of Eneo.

It should be recalled that the Douala Referral Hospital is the only centre specialized in treating severe burns in the Central African

sub-region. Being amongst the beneficiaries of this donation, will contribute, on the one hand, to reinforce the critical technical facilities of this centre, and, on the other hand, to reduce the mortality rate related to COVID 19 and other serious illnesses.

Besides the referral hospitals, ten (10) district councils hosting sensitive electricity generation sites benefitted from a part of this donation broken down as follows:

Support to the Prevention and Management of Health Emergencies

Douala General Hospital

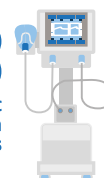
75
Pulse
oximeters



03
Resuscitation
and intensive
care ventilators



03
Multi-parametric
resuscitation
monitors



Yaoundé General Hospital

50
Pulse
oximeters



02
Resuscitation
and intensive
care ventilators



02
Multi-parametric
resuscitation
monitors



Each of the 10 selected District Councils

Massock-Songloulou, Edéa 2è, Meyomessala, Olamze, Limbé 2è,
Banyo, Lagdo, Kousséri, Waza and Bafoussam

05
Motor-pumps
sprayers



10
Buckets of 50 litres
with cover and tap



100
Bottles of
hydro-alcoholic gel



100
Surgical masks



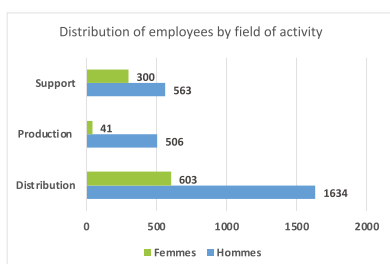
Human Resources

Staff motivation and diversity for even better results!

In 2020, Eneo continued to focus on the women and men who energize Cameroon, through more care, recognition, discipline, diversity, etc.

The women and men of Eneo

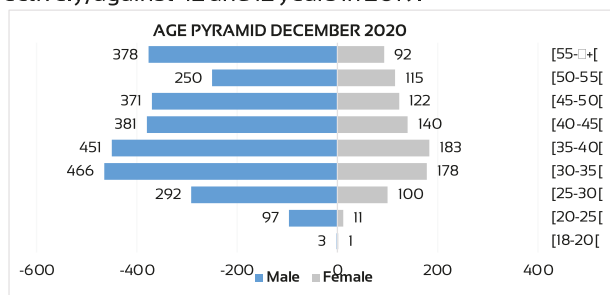
The year ended with 3,647 employees compared to 3,759 in 2019, a 3% reduction. Staff recruited in 2020 represent 3% of this workforce, compared to 6% of outgoing employees recorded in the same year. Some high value-added activities requiring significant workforce have been outsourced to professional partners.



The energy distribution activities, which constitute our customer face, have the largest number of employees.



This staff is composed of 944 women and 2703 men, with an average age and average seniority of 40 years and 12 years respectively, against 42 and 12 years in 2019.



The percentage of managerial staff fell from 36.15% in 2019 to 35.64% in 2020. This is a good trend in line with our goal of reducing and aligning with the expected rate for companies in our industry.

Table : Eneo staff

Levels	Dec. 2019	Dec.2020
E/O	1068	924
Junior Senior Staff	1332	1 423
Senior staff	874	840
Management staff	366	342
Senior management staff	119	118
Total	3759	3 647

Focus on employees: Implementation of the results of the HR satisfaction survey and processing of employee complaints

The points of improvement emerging from the 2019 HR survey, were:

- Training and development;
- Processing of complaints and requests;
- Organization, distribution and working conditions.

To address these, the main actions undertaken have achieved the following results:

- 87% completion of the training plan and 37% of the total workforce trained;
- 99% of complaints registered and processed;
- 77% of temporary and permanent staff requirements met;
- Elaboration of an organizational plan based on the company's development perspectives

In 2021, the revision of the current Collective Bargaining Agreement dating back to 2005, the implementation of the new organization structure, and the development of Job and Workforce Planning tools will also contribute to addressing the above-mentioned improvement points resulting from this HR survey.

Recognition: letters of congratulations, promotions, and awards

"The assessment of the individual performance file indicates that you have distinguished yourself within the company by exceeding the expectations of the objectives assigned to you in your job, consecutively over the last three years. I therefore congratulate you and encourage you to continue on this path of professional excellence [...]". This is the message of the General Manager to the Top Performing staff.

A total of 112 employees received this letter of congratulations for their good performance over the last three years. This recognition initiative has a positive effect on staff morale and also acts as an stimulus for those who have not received it.

In addition, an appropriate procedure has been introduced to ensure greater equity and transparency in the management of staff careers. Application of the directives of the said procedure has resulted in more than 22% of the staff being promoted.

Finally, the clear desire of Management to reinforce the appropriation of values and the feeling of belonging among staff was reflected in the awarding of certificates of merit to those staff members who demonstrated Commitment, Respect, Integrity and Cohesion. At the forefront were the staff of the units in charge of: Special Projects, Wood and Concrete Pole Replacement Project, Loss Control, Technical Compliance, Communication.

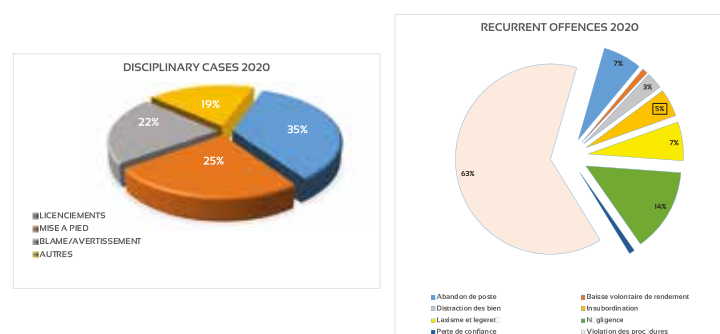


At Eneo, compliance with disciplinary rules and ethical values is not an option

Employees who have not respected disciplinary rules and ethical values have not gone unpunished.

Compared to 2019, the number of cases sanctioned more than doubled in 2020.

The analysis of the causes of disciplinary sanctions ranks violation of procedures at the top.



- At Eneo, disciplinary sanctions have an impact on the annual bonus of the staff concerned.

Gender : When women take centre stage

2020 marks a turning point towards the empowerment of women. Since 2014, women's empowerment has been one of the keys to the company's transformation and development. Top management is convinced that women bring unique abilities and strengths. Beyond words, actions are undertaken to help them develop and release their potential and thus give the most competent the opportunity to make a difference.

The first results of this approach are already visible:

- The first female directors of Eneo were appointed in 2020 : **Erica Diepton Conrad**, the company's first female Human Resources Director; **Ernestine Eyinga Mboa**, first female Regional Director of Yaounde;
- The Songloulou power plant, which is Eneo's largest power plant with 30% of the country's total generation capacity, was managed by a woman, **Génie Ngongang**;
- The number of female managers has almost doubled since 2014 (from 270 to 424).

- The number of female technical staff has increased by 4% compared to 2019;
- More and more women are leading regions and technical field operations;
- Etc.

In addition to gender, Top Management has identified cultural diversity as an asset and a performance lever. Gaps in the regional representation of the workforce will be corrected from 2021.

Eneo Job Portal: operational since the 2nd quarter of 2020

"This platform, accessible to all job seekers, is the preferred channel that makes our recruitment process simpler and more transparent", writes Eric Mansuy, General Manager of Eneo Cameroon.

This secure and interactive tool offers job seekers the opportunity to:

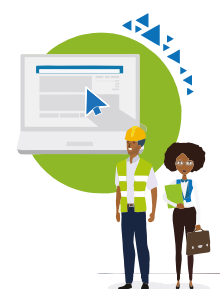
- Discover the company and its jobs;
- Create a candidate account
- Access all job offers free of charge;
- Apply directly to an online vacancy or submit an unsolicited application;
- Know and follow the steps of the recruitment process.

Eneo Job Portal

www.jobsite.eneoapps.com

*Discover Eneo,
its businesses, its opportunities...*

Apply now for jobs or submit a spontaneous application online
Exclusive, secure, simple and transparent.



Ranked among the largest employers in Cameroon, Eneo Cameroon relies on its human capital, which is its greatest asset, to fulfil its missions. Since 2014, we have recruited over 1,500 employees.



Governance and ethics

Towards more maturity

At the level of governance, 2020 was a year of challenges. The deployment of audit and compliance activities slowed down due to health restrictions related to the COVID-19 crisis that hit Cameroon very hard. Then, in view of the growing expectations of stakeholders, including the regulator, in terms of mastery of ethics and the reinforcement of internal control.

In order to overcome these challenges, Audit and Compliance functions have continued to be reviewed and strengthen their actions following a risk-based approach.

At the organizational level, a reform was carried out in order to reinforce the efficiency of actions relating to the fight against deviant behaviour through a greater specialization of control institutions. Thus, missions previously assigned to the Audit and Compliance Department were partially transferred to the Sub-Department for Technical Compliance. Since the end of the 4th quarter, the latter ensures the processing of allegations of non-compliance involving third parties (partners and subcontractors) while the Audit and Compliance Department is still in charge of ethical issues concerning employees.

At the functional level, the year 2020 was marked by an increase in deviant behaviour attested to by the high number of allegations received (+ 49 % compared to 2019). A Risk Assessment exercise carried out in the 3rd quarter threw light on the increasing exposure of the company to the risk of Fraud and Corruption.

Additional efforts were thus made to reinforce the company's ethics culture:

- Training of Eneo employees on the code of ethics were intensified including an increased resort to digital solutions in view of the tense health context;
- Programme on the reward of ethical behaviour started in 2019 was implemented with the designation of 30 ethics champions;
- Processing of breaches were reinforced: in 2020, there were over 27 dismissals for breach of the code of which 4 involving leaders (lack of integrity and violation of procedures). Furthermore, 6 partner companies were stroke off the roll for flouting our code of ethics;
- Special emphasis was placed on the coaching of leaders identified as a risk category on the conflict of interest stream;
- In December 2020, an integrity pact was signed with Eneo business partners meeting within the framework of the ASEEELEC (Association of Companies of the Water and Electricity Sector of Cameroon). In this regard, the signatories committed to ensuring a monitoring framework of their commitments. These actions were followed by a series of trainings on Eneo ethics requirements addressed to 260 companies;
- A plan of action for the reduction of the risk of fraud was approved by top management and will be rolled out in 2021 under the auspices of the Compliance Sub-Department.

Eneo also continued its efforts geared towards the global management of risks of the company, the complete implementation of the annual audit plan as approved by the Board of Directors and the monitoring of recommendations resulting from internal audits.



Eneo standing by the government and increasingly by communities

In the year 2020 that was marked by the COVID 19 pandemic, Corporate Social Responsibility action supported the effort of the Government of the Republic in fighting against the virus. Despite the constraints related to the COVID-19 pandemic in question that disrupted activities of companies in a general manner in 2020, Eneo pursued its deployment in communities following a two-pronged approach viz support both to the well-being of these communities and to core business operations.

Supporting efforts of the Government against the COVID-19 and other diseases

Within the framework of the extension of its action alongside Government and in large measure its Corporate Social Responsibility, Eneo donated to two referral hospitals and to health centres in ten district councils hosting sensitive electricity generation sites state-of-the-art medical materials/equipment and anti-pandemic materials estimated at CFAF175 million.

The hospitals that benefitted from these donations were the Douala and Yaounde referral hospitals and the beneficiary district councils were those of Kousséri, Lagdo, Banyo, Bétaré-Oya, Olamze, Meyomessala, Edéa I, Massok-Songloulou, Bafoussam III and Limbe II.

These materials/equipment served immediately in curbing the spread of the COVID-19 virus and would serve in a lasting manner in the treatment of other types of diseases and pathologies in referral hospitals.

This donation contributed, on the one hand, to reinforce the technical facility of these health centres, and on the other hand, to reduce the mortality rate related to the COVID-19 and other serious diseases.

In the same vein, Eneo signed with the Douala referral hospital a partnership agreement on medical and surgical emergency treatment following the main aspects below:

- Building of capacities of hospital staff, and;
- Reinforcement of its technical facility.

"Eneo commits to assisting the Douala referral hospital, within the purview of a collaboration that aims at contributing to improving the quality of service offered by this large hospital centre. It is an opportunity to salute the quality of treatment, in this hospital centre, of Eneo employees and particularly victims of electric accidents."

The Douala referral hospital is the only centre specialized in the treatment of severe burns in the Central African sub-region. Eneo, through its assistance, would contribute modestly in the fulfilment of this mission," declared Eric Mansuy, General Manager, at the occasion.

Other partnerships

ENE/CVUC (Association des Communes et Villes Unies du Cameroun) partnership

The first pilot training workshop for councillors took place in Douala from 29 September to 01 October. The main objective of this workshop was to build the capacities of councillors as far as electricity safety is concerned so as to make them informed observers and actors in all types of electrical accident prevention within their councils. This workshop recorded a participation of 06 councils: the councils of Douala (07 municipalities) and Limbe (03 municipalities), as well as those of Buea, Dschang and Banganté i.e. a total of 28 councillors.

Well-being of communities and support to operations

Impliquer les communautés riveraines dans la protection des lignes de distribution du Grand Sud

Eneo pursued in 2020, as part of the project dubbed "D-Lines Cleaners," its electric line cleaning operations involving neighbouring communities meeting in common initiative groups (CIG). Formerly managed at the head office of the company, these operations are today essentially managed by the Regional Departments following their empowerment and in line with a decentralization approach in order to ensure a better control of their implementation in the field. That is why in 2020 the D-Lines Cleaners project was put in place that covers over 220 kilometres of electric line dubbed "D31 EBOLOWA." The contractual negotiations are underway.

Altogether, the D-Lines Cleaners project made it possible to clean over 600 kilometres of lines in various forest regions and contributed in improving the living conditions of neighbouring communities.



Fighting against climate change by protecting lines in the Northern Region

D-Lines Cleaners programme is being rolled out in this part of the country, considered very hot due to its almost arid climate. Eneo undertook, as a pilot phase, to plant 21 000 trees around the electric line which supplies the locality of MINDIF. Upon maturity, the trees will attain the height of electric poles and will ensure their protection against high winds, currently the source of the fall of poles and thus electricity outages. These trees will also contribute in refreshing the localities the lines passed through as well as protecting the ground against various erosions.

Three partner GICs were selected for this project: Gic Narral Producteurs de Matfai, Gic Rewbe Tinebe and Gic Laipouyare de Piwa. These organizations that bring together neighbouring communities obtain revenue from this activity and thus improve on their living standards.

Trees Planted	Trees that have survived	Trees destroyed
21 000	13 945	7 055
Plants to be replaced	Loss margin 34%	Total plants required for phase II
7 055	2 399	9 454

Social actions for neighbouring communities of forests exploited by Eneo in the West Region

One of the effects of the security crisis in the North-West Region is the impossibility of Eneo to continue exploiting forests that produce over 90% of wood pole. Following authorizations from public authorities, Eneo has put in place a project that oversees the sustainable exploitation of some forests in the West Region for the provision of wood poles useful for electric lines.

A support plan, resulting from consultations with the communities to be rolled out 2021, was elaborated. It integrates:

- Construction and donation of a potable water borehole in the village of Tapi;
- Electrification of 02 villages (Tapi and Ngonlé I);
- Construction of access road to the forest reserve;
- Authorization to local councils to collect fallen poles for their domestic needs;
- Production of boards from tree left overs and donations to local communities.

Local development: Solar, contributing in raising living standards in localities

In the year 2020, Eneo installed autonomous photovoltaic systems in the district of Massok-Songloulou, Littoral Region and at Technical High School, Tcholliré in the North.

Integrated health centres beneficiaries of these facilities are located in the villages of villages Tomel, Kahn, Saha and Ngonga in the Massok-Songloulou district. They thus have the energy for the ongoing management of quality health care to the communities. The traditional chiefdom of the village of Tekibo'o, still in the Massok-Songloulou district also benefitted from this system and can improve on the mentoring of the community in the absence of an electrical network.

In the Massok-Songloulou district, the solar deployment in question was done simultaneously with the execution of phase 01 of the standardization of the Massok-Songloulou electric network.

The choice of the Technical High School at Tcholliré fell in line with the major aspects of Eneo's CSR action i.e. education and decent employment of the youth. This technical high school was thus a legitimate beneficiary as any other technical high school that teaches know-how in the electrical field.

It should be noted that within the framework of the education aspect of our CSR, some initiatives are being developed with universities, professional training centres or technical secondary institutions such as the TWCET – Training for World Class Engineering Technicians with the university of Buea. The idea is to sustain these entities, as far as possible, and they will provide, in return, qualified personnel for the benefit of Eneo Cameroon and local companies in the electricity sector.

Health and Environment

For the 2020 edition of the world water day, the ministry of Water and Energy set as objective the provision of a borehole for each division of the Littoral Region including contribution from Eneo Cameroon. The health crisis did not allow for the continuation of this initiative, which will eventually be rolled over later. Eneo Cameroon S.A was supposed to participate in the visit of the sites with the MINEE Delegation of the Littoral Region, evaluate the criticality of their access to potable water, select 02 priority sites whose work was supposed to be financed by Eneo as contribution to the world water day.

Contributing in protecting communities from the black fly

Each year, Eneo fights against simuliids (black flies) along the Sanaga basin.

It entails a quarterly aquatic treatment based on sprayed larvicides in 10 points of the river including tributaries thus contributing in protecting about two million persons living hard by.

Eneo's major and ongoing CSR action is enshrined in its mission: supplying electricity to the greatest number of Cameroonians. Each year, Eneo carries out huge investments in building new lines and extending networks. This allows for the connection of 90 000 new households and businesses to the electric network.

See the chapter on major investments in 2020 for more details.



Operations

Safety culture takes off

In its strategic approach, Eneo has revised its security policy. Compared to the old policy, the new policy has two main parts. The beliefs and the four pillars that support them. Far from empty rhetoric, the company has made commitments to its staff, in particular the establishment of a framework conducive to the promotion of a safety culture and the provision of all the resources (human and material) necessary to achieve this. Thus, in 2020, the company continued to provide operators with appropriate safety equipment.

Top management's commitment also aims to set up a recognition programme to encourage good safety practices as part of the "10 life-saving rules" set out in 2019.

Finally, in the event of non-compliance, the company is committed to sanctioning all employees regardless of rank and position.

In 2020, the development of a safety culture within the company was reflected in the involvement of managers. Unannounced visits to works and other sites to check compliance with safety rules. Despite the pressure of the COVID 19 pandemic, more than 2 000 worksite visits were carried out, with more than 320 dangerous situations reported, compared to 50 in 2019. The company reached out to 3 times more people with its awareness messages on the dangers of electricity compared to the performance achieved in this area in 2019

In this vein, Eneo is confident in its ability to reverse the trend in the number of accidents on the distribution network, relying largely on the network reinforcement work underway through the programme to replace degraded wood poles with a mix of concrete-metallic and new wood poles.

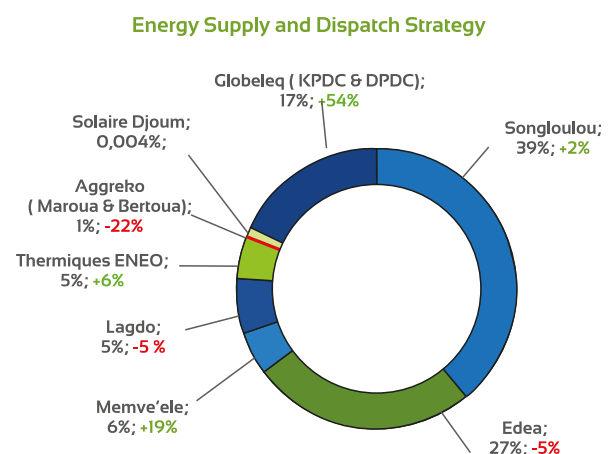
With regard to the safety assessment in 2020, Eneo recorded an overall deterioration in the performance of the reactive indicators: 15 deaths recorded on the network compared to 8 in 2019 and 40 injuries compared to 22 in 2019. A situation that we still deplore.

The major causes remain the defectiveness and shortage of wood poles due to a break in the supply of raw wood poles from the North-West region, where about 90% of wood poles came from.

In addition, there was a substantial increase in the number of public awareness events: 2 952 486 compared to 786 393 in 2019

Energy Demand and Supply Balance

The demand coverage rate has remained relatively stable. It was 98.54% in 2020 compared to 98.99% in 2019 and a target of 98.92%.



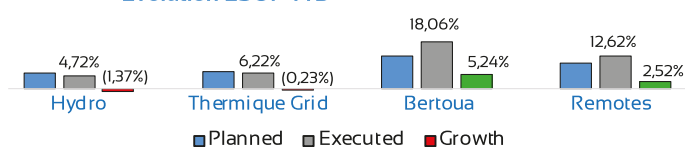
Contribution of power plants to meeting demand

- Higher than expected demand for the Kribi gas plant (+71%).
- Higher than expected demand for Memve'ele (+19%).
- Optimised use of LFO thermal power plants, particularly Bamenda and Djamboutou (drop in LFO consumption)
- Djoum solar contributes 266.3 MWh since the beginning of the year.



Maintenance Program Performance

Evolution ESOE YTD



Hydro

- **Songloulou:** (1) Annual overhaul of Unit 8; (2) Maintenance work on TR5 transformers. (3) DAM SAFETY works (life extension project), units 7 and 8.
- **Edéa:** (1) Annual overhaul of Group 14 and 90/15kV transformer; (2) Maintenance of 10kV circuit breaker of unit 5.
- **Lagdo:** (1) Routine maintenance on 2 units; (2) Maintenance work on 4 transformers.

Grid thermal plants

- **Limbe:** (1) 4000 hours maintenance of unit 041; (2) 2000 hours maintenance of unit 021.
- **Other Thermal:** Maintenance of switch cabinets in Bamenda, Ebolowa and Mbalmayo power plants; 4000 hours and 9000 hours maintenance of 3 units in Bamenda power plant; 4000 hours maintenance of unit 021 in Logbaba 2.

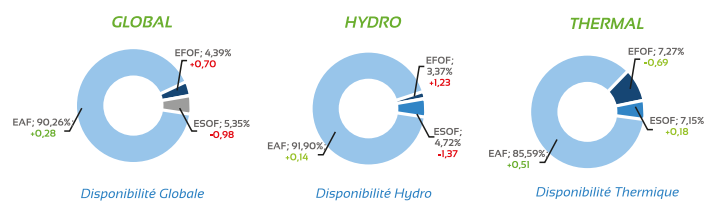
Bertoua

- 3000 hour maintenance of units 306, 307, 308 & 309.
- 500 hour inspection of units 307 & 405.
- Ongoing repair of exciter fault on unit 308.

Remote Thermal

- Ngaoundal, Djoum & Mbakaou: installation of 03 new generators.
- Ngaoundal, Yoko & Meyomessala: refurbishment of 03 generators.
- Overhaul of unit 345 of the Garoua Boulai power plant.

Availability of generation capacity



- **Overall availability:** slightly above budget by 0.28 points. This performance is explained by some major preventive maintenance works carried out in the hydro plants and incidents. Compared to 2019, availability deteriorated by 0.78 points.
- **The rate of completion of scheduled work:** it is down by 0.98 points compared to the budget: Some major preventive maintenance work deferred in the hydro plants. Compared to 2019, the ESOE improved by 0.41 points.
- **Incident rate;** the poor performance was impacted by incidents recorded on units 8 & 14 at Edéa; Djamboutou and some remote plants. Compared to 2019, the incident rate deteriorated slightly by 0.34%.

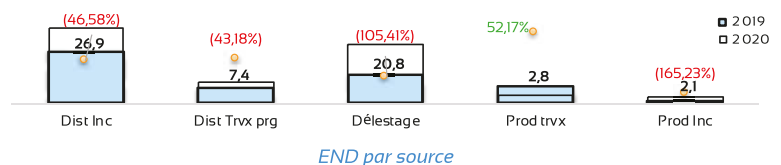
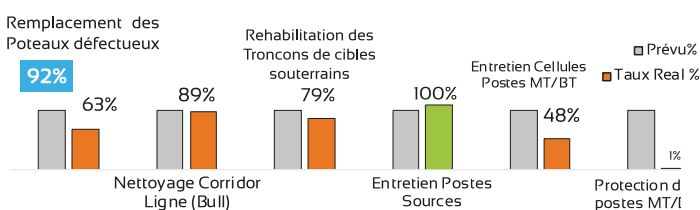
Technical service quality

The quality of technical service had two highlights in 2020:

- The first half of the year with its 7 716 incidents recorded in a context marked by the expectation of the first actions to clean up the sector's finances. Financial difficulties added to the consequences of the COVID 19 pandemic to explain the postponement of the launch of the investment programme.
- The second half of the year with its 2 650 incidents recorded, i.e. half as many incidents on the distribution network as in the first half of 2020. An improvement following the acceleration of the 2020 investment plan from mid-June, thanks in particular to the injection of CFAF 45 billion into the sector as a partial settlement of its debt.

Taking both periods into account, 2020 is marked by a deterioration in the quality of service compared to 2019. However, the progress recorded in the second half of the year provides confidence for the future, especially as the beginning of financial consolidation favours the implementation of the 2021 investment plans from the beginning of the year. Unserved energy by the distribution network is generated both by incidents and by maintenance or reinforcement works on the network.

Distribution Maintenance Programme



END par source

	Budget	2019	2020	Achiev.	Vs 2019
USE Distribution	32 847	23 476	34 237	104%	45,84%
USE Generation	41 126	16 696	25 639	62%	53,56%
USE Generation inc + scheduled works	14 503	6 583	4 867	34%	-26,07%
Load shedding	26 623	10 113	20 772	78%	105,40%
Total USE ENEO	73 973	40 173	59 876	81%	49,05%
USE Transmission	0	31 113	-	-	49,29%
Overall USE	73 973	71 285	103 524	139,9%	45,23%

Overhead conductors:

Several cases of broken crossings and braces

Unknown causes:

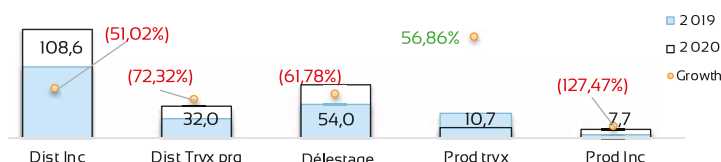
- Several hidden faults of more than 5 minutes;
- Persistent load returns by segment in Douala.

Duration and Frequency of Interruptions

Table : SAIDI and SAIFI

	Budget	2019	2020	Achiev.	Vs YTD
SAIDI					
SAIDI Distribution	110,9	90,5	140,6	127%	55,36%
SAIDI Generation	109,6	61,6	72,4	66%	17,53%
Incident+scheduled works	56,7	28,3	18,4	32%	-34,98%
Load Shedding	52,9	33,4	54	102%	61,68%
SAIDI Eneo	220,4	152,1	213	97%	40,04%
SAIDI Transmission	0	157,2	228,3	-	45,23%
Overall SAIDI	220,4	309,3	441,3	200%	42,68%
SAIFI					
SAIFI Distribution	35,6	26,8	40,4	113%	50,75%
SAIFI Generation	31,1	19,9	19,4	62%	-2,51%
Incident+scheduled works	12,3	6,8	3,9	32%	-42,65%
Load Shedding	18,8	13,2	15,5	82%	17,42%
SAIFI Eneo	66,7	46,7	59,8	90%	28,05%
SAIFI Transmission	0	36,4	56,5	-	55,22%
Overall SAIFI	66,7	83,1	116,3	174%	39,95%

SAIDI Distribution: 23% of the SAIDI is due to scheduled works, 22% to rotting wood poles, 16% to unknown causes, 15% to defective MV overhead conductors, and 5% to vegetation.

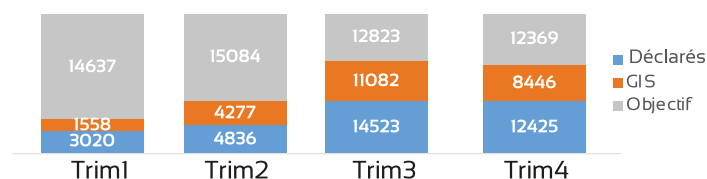


SAIDI (average duration of outages seen by the customer) by source

Project for wooden poles, cleaning of HV line corridors and MV/LV transformers

Replacement of poles

34 804 poles have been replaced in the field with 25 368 already replaced in the system.



Poles replaced

- MV poles:** 11 574 wood poles replaced with 9 953 in the system; 6 308 concrete poles replaced with 4 685 in the system. 171 Metal poles replaced with 303 in the system.
- LV poles:** 15 231 wood poles replaced with 10 042 in the system; 510 concrete poles replaced with 385 in the system. 10 Metal poles in the system.

Cleaning of MV line corridors

Actions on vegetation	To be cleaned (km)	2020	% Réalisation
Bull Projet	537	478	89%
Standard cleaning	8 257	4 224	51%

- Bulldozer clearing project:** The project will end with a projected total of 480km completed; the remaining 57km correspond to uncleared areas (housing areas, plantations and low grass, savannahs and bare land)
- Standard clearing:** Work has been stopped in all regions for the renewal of the agreements, except for additional work carried out in DRY, DRSOM and DRSANO. Particular emphasis should be placed on this point in 2021.

MV/LV transformers

Transformer workshops	2020	Observations
Defective transformers in stock start	124	85 D1a, 50 Ydé, 06 Garoua
Defective transformers received	509	8 D1a, 0 Ydé, 0 Garoua
Transformers repaired and returned to warehouse	314	21 D1a, 0 Ydé, 0 Garoua
Defective transformers on hold	195	04 D1a, 0 Ydé, 0 Garoua
Stock of defective transformers pending end	124	68 D1a, 50 Ydé, 06 Garoua

- Sharp increase in the number of burnt-out transformers, particularly in Douala and Yaounde
- The transformer protection programme authorised at the beginning of the year could not be carried out due to a lack of available protection material.

Commercial Service Quality

Access to Electricity:

Despite the restrictions on movements due to the COVID 19 pandemic, Eneo completed 92.6% of the new connections planned for 2020. That is exactly 74 059 connections of households and companies to the electricity network. This contributed to a significant increase in the number of active customers. At the end of 2020, taking into account the 49 774 illegal consumers converted into customers, Eneo has 1 483 940 active customers. This is equivalent to the number of households and companies safely connected to the network..

	Nbr of active customers	New active customers	New connections (first access)	Illegal consumers converted to customers
2020	1 438 940	123 823	74 059	49 774
2019	1 360 017	101 685	82 129	19 556

Supporting industrial growth: first connections to the network facilitated by Eneo's brand new One-Stop Shop

In order to facilitate the connection of industrial customers to the electricity network, Eneo has set up a One-Stop Shop for Industrial Customers (GUCI), with the main objectives of better managing the needs of industrial customers and reducing the time taken to connect to the network.

The GUCI is now the only entry point for power supply requests from industrial customers at Eneo Cameroon. It brings together in a single process several Eneo Cameroon units involved in processing connection requests and managing industrial companies.

The first connections began during the year for a total installed capacity of 16 MW at the end of December 2020 for 4 industrial companies. These are:

- PROMETAL IV, Douala (Bassa): a power demand of 9MW;
- ACERO HARJAAP, Ngaoundéré (Adamawa Region): 2MW of power supplied out of a demand of 5 MW
- PHALUCAM, Douala (Dibamba): 1MW installed out of 4 MW requested;
- World Food, Douala (Yassa): 4 MW of power.

Eneo is working to meet all the power needs of industry. To date, the pending needs represent a potential of more than 200 MW capacity for industrial projects under development, mainly in the steel and cement industries, over the next four years.

As a catalyst for business growth and job creation, Eneo is fully

committed to meeting this demand. Several IPP projects are under study, including the Bekoko gas project for which the company has signed an agreement with AKSA.

Important clarification: the essential condition for the realisation of these connections is the development of dedicated transmission infrastructures. This is why Eneo has informed SONATREL and MINEE of the opportunities for developing the sector. Indeed, connecting these large industrial customers means supplying solvent customers who can guarantee the financial stability of the electricity sector. It is also an opportunity to improve access to electricity for households located in peri-urban areas.

Feedback: improved service and customer relations and new industry needs

Réunis par Eneo en fin 2020 d'autour d'une activité « Golf training » à Douala, une brochette de clients industriels parmi les plus importants s'expriment librement sur les changements perçus depuis la mise en place du GUCI et la qualité de service en général. Ils bénéficient d'équipes de gestion clientèle dédiées et sont en discussion avec Eneo pour l'augmentation de leurs capacités d'alimentation afin de lancer de nouvelles activités porteuses de croissance et génératrices d'emplois.

Dr Eric Tchatchou, Directeur études et projets gros contrats chez BOCOM Petroleum

"We will apply for a minimum of 50 MW"

"The quality of service is improving. The number of breakdowns we have experienced has decreased considerably recently, and we are only too happy. Customer relations are also improving over time, and so far we haven't had any complaints. However, the supply to the industrial zone where we are located needs to be strengthened in order to further reduce incidents. As for the capacities consumed by our installations, it should be noted that we do not only have service stations. We have several industrial activities that concern waste treatment, recycling, boiler making, public works, logistics and of course linear activities

With Eneo, we already have a large number of key accounts for service stations and some homes. But there is an important project which is the iron ore project for which we are going to request a minimum of 50 MW and a maximum of 100 MW in the very near future, by 2023 at the latest.

We have had several discussions with the technical and commercial teams, and we are reassured. They are also visibly waiting for things to start at the level of generation, notably the Nachtigal dam and possibly other dams to reinforce the availability of electrical energy, especially in the industrial zones. For now, discussions are good with Eneo, we have had several discussions, some agreements in principle."



Hussein KLEIT, DGA PROMETAL

"When we have difficulties, technical difficulties at any time, we can contact Eneo and that is very important".

"I must admit that the relationship has improved significantly compared to a few years ago. Nowadays, we can be in direct contact with Eneo or its representative. This is a good thing, because when we have technical difficulties at any time we can contact Eneo and this is very important. We also want Eneo to make a lot of effort in the quality of service, especially in the technical area.

At the moment we have 13MW in our pool. We have more than 500 people working for us. With all the taxes that we pay, this is what we have as difficulties in the market. You can see the impact. 500 Cameroonians, 500 families, that's thousands of Cameroonians who live because we exist...and have the energy to make them work and earn a living.

We want much more energy. We have many projects. A 5 MW project in Ngaoundéré. Eneo tells us that they don't have enough energy in the far north. We are trying to cope with the little we have while waiting for the situation to improve. We really want them to improve the quality of service in the far north in terms of energy availability. We have another project in Bonaberi of 10 MW. In fact, we are creating businesses based on availability. If we are guaranteed today that we can have an additional 20, 30 MW in Douala, I assure you that we will set up a unit that will consume 20-30 MW."

Hassan, CEO Mira Cement Factory

"Eneo reassures us..."

"We are well served, but we hope for a great partnership in the future. We hope for a partnership with Eneo. Today we take 4 megawatts. We need 8 megawatts in a few months in Douala and in the North, we will need 9 megawatts.

The Secretary General reassured us that Eneo is working to satisfy us. This is important. Currently, we produce 550 000 tons, we want to go to 2 million and more by 2022. We are moving from 1 000 jobs to between 5 000 and 10 000 jobs. We are helping to reduce the economic crisis".

Facilities for customers: Greater ownership of the remote payment solution.

38% more customers than in 2019. This is the rate of growth in the number of customers who simplify their lives by adopting the payment of electricity bills via our multiple approved partners. That is, 29% of low-voltage customers who pay their bills outside the Eneo agency cash desks, compared with just under 20% in 2019. Several factors have contributed to creating confidence in the many remote payment solutions offered by Eneo and its partners:

- The improvement of the remote payment system with the implementation of an integrative platform whose purpose is to avoid inconveniences for customers who pay via partners on the verge of the deadline. The implementation of this platform allows Eneo to see almost instantaneously the payments made remotely and thus to prevent scheduling disconnections for these customers due to non-payment. This was common before the implementation.
- The intensification of customer awareness on the use of this method and especially the improvement of its functionality. Among other things, this includes the partner activation programme in Eneo agencies and elsewhere; the establishment of Eneo points run by approved partners; continuous promotion on digital platforms and in the media, etc.

Eneo teams continue to monitor the remote payment flow in order to anticipate or accelerate the resolution of any remaining malfunctions.

Paying your bill by phone has become easy. Orange Money, MTN Mobile Money, Express Union, Express Exchange, Yup, SmobilPay, AfrikPay, SOKAMTE and Ecobank Mobile are partnering with Eneo for the payment of electricity bills outside Eneo agencies. In agreement with some partners, the fees charged for the use of the telephone bill payment service have been waived in order to facilitate the adoption of this solution.



New meters as part of the modernisation of Eneo's facilities

For more than 10 years, Eneo launched a programme to renew and modernise its facilities in all segments of its activity.

In generation: the rehabilitation of major dams, the renewal of thermal power plant units and the development of solar farms.

In distribution: the replacement of wood poles with the introduction of concrete and metal on the distribution networks; metering systems both at the level of the electrical networks and at the level of the customers. Given the obsolescence of some meters, which affects both customers and the company's performance, the State of Cameroon instructed Eneo to accelerate the execution of the metering device modernisation programme.

This commitment by the Government is enshrined in Amendment No. 3 to the concession agreement, which obliges Eneo to introduce smart meters at all State supply points, street lighting supply points, all public electricity distribution transformers and the supply points of all large low-voltage consumers. It should be noted that all medium and high voltage customers, all electricity transmission network nodes, have been equipped with digital smart meters for almost fifteen years.

For all other low-voltage customers, the company is deploying electronic prepayment meters (already more than 60,000 installed) or post-payment meters. These electronic meters correspond to the technological evolution of the global electrical equipment manufacturing industry, which has abandoned electromechanical technology. It should be noted that electronic meters have a measurement accuracy far superior to electromechanical meters.

Finally, in terms of standards, the meters used by Eneo comply with the European Union's IEC 62053-21 standard. All the technical characteristics of the Eneo meters have been sent to the Metrology Department and the Standards Agency (ANOR).

Eneo prepaid meters, a solution widely accepted by customers

According to the customer satisfaction survey conducted by VISA at the end of 2020, prepaid users say that this meter has modernised customer service, makes their lives easier, and is welcome given the health context of COVID 19.

47 000 new prepaid customers in 2020 compared to 20 000 in 2019. This brings the number of customers who have chosen this method of billing to 67 000 by the end of 2020.

According to the customers interviewed, this solution is satisfactory in several respects:

- It allows customers to manage their consumption without going anywhere,
- It allows them to monitor their electricity consumption budget,
- It indicates the electricity credit balance and sends alerts,
- The customer is assisted and guided in the use of his meter.

More and more owners of buildings or apartment block with several flats, studios or rooms are requesting this solution. This method of metering solves the problem of the collective bill, because each household now has a metering unit that allows it to manage its own electricity consumption in a group living in the same apartment block or building. Moreover, landlords no longer run the risk of being embarrassed by unpaid bills left by undisciplined tenants, and tenants do not risk being claimed for unpaid bills in the event of their moving house.

Given the government's expectations, the popularisation of prepaid meters is part of Eneo Cameroon's transformation strategy. Started in Douala, Yaounde, Edéa and Nyeté, the deployment of Eneo's Prepaid Solution will accelerate from 2021 in all regions of the country.

Internally, Eneo is deploying a range of resources to train the regional commercial teams in order to transfer capacities in this process, which until now has been managed in project mode. The progress of the mastery of the solution will also go hand in hand with the reinforcement of the implementation means for accompanying customers in their use.

At the end of the satisfaction survey, Eneo noted that customers were asking for guidance to adopt the solution and have a positive experience.

Postpaid billing: Trial of estimate-based billing and lessons learned

In an effort to align with current global best practice in the sector, Eneo deployed a pilot project for billing based on an alternate reading approach with index estimation. This concerned around 30% of customers, and unfortunately generated a perception of overbilling.

Eneo has learnt all the lessons from this situation by taking full account of the comments made by customers and other stakeholders. Eneo is doing everything possible to ensure that customers are billed fairly for the energy they consume.

In addition to switching all the agencies in the pilot project to systematic meter reading, Eneo has set up a system for the accelerated handling of complaints from customers affected by the estimation pilot project. Bills were corrected, either in advance or with the cooperation of the customers themselves, who brought a photo of the day's meter reading (self-reading). Approximately 2% of bills issued were affected by these corrections.

Elsewhere, the billing of electricity consumption is increasingly done using both approaches:

- Remote meter reading and then billing; this assumes that the entire meter fleet is smart;
- Estimation of indices alternated by physical reading (2, 3 or 4 times a year maximum).

De votre domicile, payez votre facture d'électricité en toute confiance et sérénité

> Reçu disponible
> Pas de coupure pour impayés si vous réglez dans les délais

From your home, pay your electricity bill in all confidence and ease

> Receipt available
> No disconnection for outstanding bills if paid on time



Aucun frais sur les paiements via OM et Momo
No fees on payments via OM and Momo



As part of this pilot, Eneo has opted for this second approach while waiting for the entire metering fleet to be converted to prepaid or post-paid smart meters.

It is more of a lever for modernising the service and a response to the problems posed by this activity, including: the growing need for meter readers due to the increase in the number of customers (+100,000 per year), the failure to read certain meters due to difficult access, and also a certain discomfort expressed by customers when faced with visits from several Eneo teams to their homes.

In the long term, with this system, the customer should see a reduction in the number of meter readers, especially in the context of the health crisis, which calls for the strengthening of barrier measures.

Eneo is working with the regulator ARSEL to come up with a win-win formula. The approach needs to be better supervised so that our system (and our customers) benefit as much as possible, as is the case in France, Gabon, South Africa, Kenya, Uganda, Senegal and many other countries that are well advanced on this issue.

In the meantime, Eneo has accelerated its reflection on the professionalization of meter-reading and distribution by subcontractors.

Distribution of bills: digital solutions facilitate delivery and eliminate misunderstandings

Sometimes a bill left at the customer's home in his absence is not brought to his attention by the housekeeper, or it flies out of the box at the entrance, or is left with the neighbour instead... These are realities on the ground that can lead to inconvenience. Eneo regrets this

Aware of these situations, in parallel with the professionalization of the partner companies, Eneo has multiplied channels (physical and digital) to reduce to a minimum the probability that a customer will not be able to receive his electricity bill. Several communication actions are still being carried out in this respect. Currently, Eneo is strongly encouraging its customers to subscribe to the Online Agency, MyEasylight, where they can choose to receive their invoices online, in their customer area, with an available history of their last 12 bills.

SMS messages with information and availability of bills are sent to customers every month. The only requirement is that the telephone contact registered in the customer database is the right one.

Electronic billing...

In this process of dematerialising bills, the IT specialists have developed an even more practical solution. Customers can, at their own request, receive their bills directly electronically.

The customer can choose between three reception channels: SMS, WhatsApp and email. Once a customer has subscribed, they will automatically receive their bills as soon as they are available, without having to take any action. For those who have not subscribed, their bills are also available in downloadable format. They can view them via SMS, WhatsApp and the web.

Our customers, like many Cameroonians, are increasingly using these channels. With our digital solutions, we go to where they are already comfortable. We actively recommend that they choose one of these channels to help us further simplify their relationship with us. These platforms have the advantage of allowing both the receipt of the dematerialised bill and the download of the compliant Eneo receipt, regardless of the origin of the payment.

From Consumer to Consum'Actor

As part of an open approach, Eneo is working to make the customer the main actor in the billing process and in the entire relationship with the company. Customers must develop new habits such as checking the consistency between the indices they see on their meter and those mentioned on their bill. If there is any inconsistency, they must have the reflex to contact Eneo with a photo of their index on the current date; identify their reading date and sending Eneo a photo of their index with the meter number legible; their index will be taken into account for billing purposes, as Eneo will rely on it; and they must be able to consult their bills and receipts online.

This approach has the advantage of anticipating malfunctions or dealing with them quickly, clearing misunderstandings, involving the customer by enabling him to identify any faults in the internal network of his home, or activating an energy saving plan to optimise his electricity budget.



10 Eneo Consum'Actor rules

Je suis un Consom'acteur Eneo...

- 1. I shall take my Eneo subscription;
- 2. I shall take my prepaid meter to control my budget;
- 3. I can check my bill at any time on 699 11 99 11 (WhatsApp) or 8010 (SMS) and I can pay with Eneo partners;
- 4. I shall learn how to read my meter and take my reading;
- 5. I shall learn to read and understand my bill;
- 6. If there is a discrepancy, I shall make a complaint so that my bill can be corrected;
- 7. I shall report dangerous situations and incidents on the electricity network/I shall inform those around me about the dangers of electricity;
- 8. I shall consult the schedule of planned interruptions or incidents online;
- 9. I shall pay bills directly to Eneo or its approved partners against my receipt;
- 10. I shall not give in to racketeering by an Eneo or subcontractor employee/I shall report fraud and unethical behaviour by using the Eneo helpline.

Customer relations: A weakness that Eneo is working on

This is the weak point. The company is working to reverse this trend. As part of the new internal customer management orientation, Eneo has defined the quality of reception as a key performance indicator for all our commercial agencies (physical and online). The "Mystery Customer" is one of the levers activated for this purpose. Sanctions against proven repeat bad employees will go as far as dismissal.

At the end of July 2020, Eneo created a virtual agency for VIP customers, whose main task is the commercial management (monitoring of meter reading, billing, distribution, collection, information, etc.) of specific customers identified by Management. This will involve, among other things:

- Residences of personalities and senior representatives of the State and related entities;
- Residences of diplomatic representatives and diplomatic sites;
- Residences of some personalities with a specific profile (opinion leaders, senior company managers, former directors or company executives)
- Etc.

This approach should be extended to other customers as time goes on.

Performance: distribution efficiency crossed the symbolic 70% mark.

This is largely due to the fight against fraud, which is a survival issue for the entire electricity sector.

The cumulative distribution efficiency for November and October was 70.38% and 71.63% respectively. The major projects that contribute strongly to the return to the 70% mark are:

- The revitalisation of the fight against fraud (including unregistered meters, or New Meters), the installation and standardisation of meters (illegal, fraudulent, broken down meters), the destruction of internal and external fraudulent networks/actors... A little more than 11 000 controls recorded monthly, far higher than the best scores recorded in the past, which were around 4 000.
- The neutralisation of dozens of fraud barons;
- The increase in the number of operations to convert illegal consumers;
- The experimentation of the estimation policy from which lessons have been drawn to improve billing;
- Good availability of power plants and gradual improvement of the quality of service with the implementation of the pole strategy.

With the support of the government, Eneo Cameroon is committed to intensifying its programme to combat non-technical losses (NTL) on the electricity network. For several months, the company has been working with the Ministry of Water and Energy, the Electricity Regulatory Agency (ARSEL), and other stakeholders to ensure that this fight is implemented in compliance with users' rights and the service regulations.

The need to supervise these operations also implies the collaboration of customers. Because the effects of fraud are felt by everyone, they have a responsibility to alert Eneo about suspected fraudulent/irregular acts, both by unscrupulous employees and by third parties responsible for these acts in their areas.

In 2020, as part of the fight against trafficking and scams, 200 fraud barons were neutralised and 80 control personnel were dismissed. Throughout the chain, the fight against electricity fraud is a necessity, even an imperative, because it is costly and seriously damages the stability of the entire electricity sector. This is a hindrance to the achievement of the country's economic and social development objectives through access for all to safe and affordable electricity. On average, 60 billion CFA francs are lost per year due to illegal and unscrupulous practices on the electricity network.

As a reminder:

- The shortfall in the collection from energy served by Eneo also has repercussions on the other players in the sector, who find themselves weakened in their drive to invest in improving the quality of service;
- In addition, 70% of honest customers pay the bill for the 30% of dishonest customers or consumers.
- Finally, there is the cardinal question of the safety of the network, installations and people. Unscrupulous consumers often perish by manipulating the network without authorisation, causing numerous fires.



Investments in 2020

Some of Eneo's major investments in generation in 2020

Increase of capacity in several remote locations

In order to improve access to electricity and the quality of service, Eneo has proceeded to reinforce the capacity of remote power plants by acquiring and installing new sets in various power plants in 2020. In total 5827 KW (5.8 MW) will be added to the generation system.

Plants	Capacity in KW	Cost (KF)	Delivery Date
Mbakaou	250	32 246	June
Ngaoundal	625	62 772	February
Tignère	625	57 020	November
Djoum	625	62 772	November
Yoko	563	52 369	December
Bengbis	375	35 121	December
Mundemba	500	50 790	December
Nkondjock	438	47 628	December
Betare-oya	1013	91 739	November
Lomié	438	48 155	November
Mouloundou	375	37 731	November

Mundemba : Installation of a new 360 kW CATERPILLAR C13 generator at the Mundemba power plant on 21 December 2020; the availability of the thermal power plant increases from 160 kW to 520 kW. The demand is now fully covered in the locality.

Nkondjock : Installation of a new 280 kW CATERPILLAR C13 generator at the Nkondjock power plant on 27 December 2020; the availability of the thermal power plant increases from 60 kW to 340 kW. The demand is now covered in the locality.

Ngaoundal : The town is once again supplied following the acquisition and installation of a new 400 kW unit and the rehabilitation of a 320 kW unit, i.e. a thermal power plant with a capacity of 720 kW that now covers all the needs of the town.

Mbakaou : A newly installed 160kW unit in the thermal power plant reinforces its capacity, and allows the total coverage of the demand.

Tignère : A 400 kW unit newly installed in the thermal power plant reinforces its capacity, improving the energy supply in the locality.

Yoko : The availability of the thermal power plant increases from 35kW to 312kW with the installation of a new generator. Demand is now covered in the locality.

Djoum : The installation of a new generator increases the thermal capacity of this hybrid power plant (solar + thermal) by 320kW, and improves the efficiency of the solar panels. There has been a significant reduction in the duration and frequency of power cuts observed in the locality at the beginning of the year.

Meyomessala : Increase of the thermal power installed in the town from 400 to 960 kW by rehabilitating a generator. The operation will make the supply of certain strategic sites and the surrounding area more reliable.

Bertoua : With the commissioning of the Memve'ele power plant, four generating sets previously used at the Ebolowa power plant were transferred to the Bertoua power plant. This is more than 5MW. The Bertoua plant has a better capacity and supplies the region with less risk of load shedding.

Moloundou : A newly installed 160kW unit in the thermal power plant increases capacity and allows for demand coverage.

Garoua Boulai : A 1600 kW unit redeployed from the Ebolowa power plant to improve energy supply in the locality.



Major projects underway for Mamfé, Nguti

Construction of the Nguti 3MW and Mamfe 5MW light fuel oil (diesel) power plants started in 2020.

Civil Engineering and Network Construction works actually started in December 2020. They consisted of clearing and earthwork on the sites, followed by the installation of civil engineering structures and the pruning of corridors and staking.

This will be followed in 2021 by the transfer from Ahala of 8 generating sets and 3 transformers from Ebolowa to supply the localities of Nguti and Manyemen on the one hand, and on the other hand to reinforce the Mamfe power plant which is already connected to the Southern Interconnected Grid (SIG).

In the Northern Interconnected Grid (NIN)

In view of the hydrological deficit limiting the generation of the Lagdo power plant and causing rationing from the fourth quarter of 2020, Eneo, in agreement with the government, has undertaken to transfer 24 MW from Ahala to the Djamboutou (12 MW to be added) and Ngaoundéré power plants to be built (12 MW).





Renewable energies: a step further with the Lomié solar farm and the second in Djoum

Solar energy and renewable energies other than hydroelectricity are areas of modernisation and increasing energy supply. The renewable option allows for improved access to electricity in remote areas with increasingly clean energy.

In 2020, Eneo built and commissioned solar farms at the Lomié power plant in the east of the country. With a capacity of 185 kWp, the Lomié solar farm is added to the existing thermal farm and transforms this plant into a hybrid facility. This allows for continuous and complete power supply to the city centre of Lomié, while providing great flexibility in the operation of neighbouring localities.

As part of the overall strategy of the Cameroonian electricity sector, which is to reduce thermal sources as much as possible and to favour hydro and other renewable energy sources, Eneo has designed and implemented a renewable energy development plan. At the heart of this plan is the solar programme. The company plans to convert the country's 25 remote thermal power plants into hybrid solar-thermal plants. Within this framework, a pilot project has been developed in Djoum in the south of the country. Since mid-September 2020, the solar capacity of the Djoum hybrid plant has doubled and the amount of clean energy fed into the small town's power supply which has increased considerably, from around 10% of the electricity consumed to a little over 26%.

Djoum's solar capacity is now 369 kWp compared to 186 kWp in 2017. The extension of the plant includes the installation of storage batteries that allow the Djoum city centre to be permanently powered by solar energy.

As a reminder, the Djoum power plant was initially an entirely thermal source. As part of the implementation of its solar plan, Eneo turned it into a hybrid solar and thermal power plant.

At the same time, Eneo is continuing to implement the 25 MW solar project in the far north in order to strengthen the electricity supply in this part of the country, which is mainly supplied by the Lagdo hydroelectric dam, whose hydrological saturation often causes disturbances and leads to the activation of thermal sources.

The other major thrust of the "Renewable Energy" plan is the facilitation of the construction and operation by small independent producers of micro-hydro power plants in the interior of the country. By supporting the implementation of the Mbakaou mini power plant project, Eneo Cameroon is supporting and promoting a profitable development model for the economy and the extension of electrification. The laying of the foundation stone, on 21 June 2019, of the Mbakaou mini-hydro plant marks another step in the realisation of this project for which Eneo Cameroon is a facilitator.

Eneo plans to build new solar power plants in Garoua Boulai, Banyo, Poli, Touboro and Yoko.



Programme to extend the lifespan of major dams

Songloulou: despite the constraint of COVID 19, work continued

Reinforced by studies carried out in 2018/2019 by specialised companies that confirm the stability of the Songloulou intake dam, Eneo has continued the project to increase the lifespan of this structure by 30 years in 2020 despite the constraints linked to the COVID19 pandemic.

Obviously, the closure of the borders due to the pandemic has limited operations.

Faced with this situation, strategies were put in place to minimise the impact on the work, in particular the recruitment of a local team to carry out certain works: divers, hydro-mechanics, etc.

Despite this contingency, the following activities were carried out:

- Continued treatment of cracks on the buttresses and surfaces of the intake and spillway dams;
- Complete rehabilitation of block 8 of the intake dam: rehabilitation of the head gate grooves, upstream cofferdam slides, subaqueous cracks on the upstream face, cracks in the coffer dam
- Initiation of the search for potential service providers (sourcing) for the continuation of the work on the spillway;
- Implementation of the recommendations of the study carried out between 2018 and 2019 to reinforce the dam, in particular the drafting of the specifications for the safety review of generation and installations as well as the start of the recruitment process for consultants. These studies will enable the works of phase 2 of the rehabilitation programme to be reassessed and its consistency optimised.

In total, by the end of 2020, phase 1 of the programme was 85% complete.

The ongoing programme to extend the lifespan of the hydroelectric facility is in line with international practice, with the following objectives:

- o Reinforcing the stability of the facilities.
- o Restoration of normal operating conditions for hydromechanical equipment (unblocking of equipment)
- o Reinforcement and modernisation of the monitoring systems of the facilities and their operation

Lagdo: equipment procurement process initiated in 2020

The projects work on the extension of the lifespan of the Lagdo Dam mainly consisted of defining the problems and preparing the terms of reference.

However, the process of equipment procurement and selection of various partners (procurement) has been initiated in order to implement the following aspects of the project:

- Acquisition and installation of two 110 kV circuit breakers for the Lagdo power plant;
- Inspection and rehabilitation of the handling equipment of the Lagdo power plant;
- Renovation of the fire detection and protection system of the Lagdo hydropower plant;
- Implementation of SCADA (Supervisory Control and Data Acquisition System) and modernisation of the control system of the Lagdo generating units.



Major investments in the distribution network in 2020

Distribution network reinforcement

In 2020, Eneo continued to execute structural projects to improve service continuity: pole project, cleaning of MV (medium voltage) line corridors and MV/LV transformers

Concrete pole is the joker for safety, quality of service and the development of a new economic sector at local level

By developing the project to manufacture concrete poles locally, Eneo is reinforcing its distribution network while contributing to the revitalisation of the economic fabric. Interested investors have created new small and medium-sized industries employing an average of 30 people in each of them to date. In other words, about two hundred jobs have been created. Furthermore, the companies responsible for installing these poles are companies in the electricity sector which until now were only used to wood poles. With the help of Eneo's engineers, they are therefore developing new expertise.

As a reminder, this project is a response to the critical problem of wood poles that the company is facing. A situation that has worsened since the beginning of the crisis in the North-West, a wood pole production area. Apart from this shortage, the question of wood poles' quality is still lingering. Numerous accidents have occurred on the network due to their rotten state, resulting in a deterioration of the quality of service.

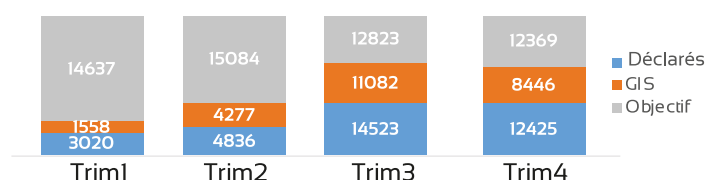
After the experimental phase in 2019, which resulted in the local production of 1,800 concrete poles, the programme became more robust and mature in 2020. At the end of 2020, 15,900 concrete poles were produced by the 7 partner companies located in Douala, Souza, Limbé, Yaounde, Garoua and Ngaoundéré.

Step by step, the concrete pole is becoming the main structure of the concrete-metal-wood mix for power lines. This mix is the main thrust of the maintenance and development strategy for distribution networks adopted by Eneo Cameroon and currently being implemented.

Thus, of the 34,000 wood poles replaced in 2020 as part of maintenance activities, 6,800 were replaced with concrete poles, the rest being metal or new wood poles. Several thousand other concrete poles were used to build new lines to improve the quality of service and access to electricity.

The industrial phase will start in 2021, which will allow for a tenfold increase in the amount of electricity supplied to the grid each year.

Replaced poles



- MV poles: 11,574 wood poles including 9,953 in the system; 6,308 Concrete poles including 4,685 in the system. 171 Metal poles including 303 in the system.
- LV poles: 15,231 wood poles including 10,042 in the system; 510 concrete poles including 385 in the system. 10 Metal poles including 0 in the system.

Nana Basile : project manager at CCCG, producer of concrete poles

"These poles are made locally with Cameroonian products, Cameroonian workers, and Cameroonian engineers"

"In June 2021,9 we were selected by Eneo to take part in the Cameroonian adventure of manufacturing concrete poles following a very competitive procedure. Eneo's research and design office, which is the guarantor of standards, subjected us to several tests, the highlight of which was the manufacture of full-size poles. Our performance was outstanding, as we score a safety coefficient of 3 compared to the contractual 1.5 for a pole. So, in terms of safety, we are sure of what we are producing. Eneo also demanded a high quality workforce. We have design, civil and HSE engineers among our employees. We also have senior technicians and workers.

In Douala, we produce 20 poles per day. This gives us about 420 poles per month. For the extension, we are going to open another factory in Edea. The site in Edea is five times bigger than the one in Douala. Our performance will increase. We plan to produce 100 poles per day when the two sites are fully developed.

Eneo's project to develop a wood pole production sector is ambitious and will benefit all Cameroonians. At the time, this type of pole was manufactured by foreigners. Eneo has decided to trust Cameroonian expertise and we can assure you that they will not be disappointed. These poles are manufactured locally with Cameroonian products, with Cameroonian workers, and with Cameroonian engineers. We have 60 people working at the Douala site."



Other distribution network reinforcement programmes in 2020

Effective line cleaning programme with bulldozer:

By the end of 2020, 477 km of lines had been cleaned using this mechanism in the different regions. As a reminder, bulldozing clears the vegetation around the lines in order to contain regrowth at a distance from the cables. It is a sustainable solution to the problems of supply interruption by vegetation (branches on the lines or tree trunks falling on the conductors).

Actions on vegetation	To be cleaned (km)	2020	% Réalisation
Bull Projet	537	478	89%
Standard cleaning	8 257	4 224	51%

Cleaning of HVA line corridors

Bull Project: The project will end with a projected 480km of line cleared; the remaining 57km corresponds to uncleared areas (housing areas, plantations and low-lying grasses, savannahs and bare land).

Standard cleaning: Work has been stopped in all regions for the renewal of the contracts, with the exception of pole work in DRY, DRSOM and DRSANO. Special emphasis is to be placed on this in 2021.

Rehabilitation of underground cables.

20 km of underground cables were rehabilitated in Douala and Yaounde during the year 2020. These are underground lines whose dilapidation and disconnection were contributing to the worsening of the quality of service. In their absence, there were fewer options for rapid incident response or simply supplying customers. Their rehabilitation makes them fit for operation again and helps to reduce the duration and frequency of power cuts in the two cities.

The maintenance programme for source substations: these substations are borderline structures between the transmission and distribution networks. In their distribution sections, Eneo has undertaken a diagnostic maintenance programme. These are systematic inspections that facilitate the immediate correction of anomalies or plan for them in a proactive manner. All 28 source stations in the country were visited by Eneo's devoted teams in 2020.

In addition, these teams have undertaken the replacement of the cells in the cabin substations in the neighbourhoods.

A total of about one hundred cabin substations were renovated.

Construction of new lines

In 2020, new lines were built to improve both access to electricity and quality of service. Particular emphasis was placed on the construction and commissioning of facilities dedicated to supplying the sites hosting the major CHAN and CAN sporting events and social housing. The facilities supplying the CAN sites were mainly delivered in the first quarter of 2020.

Financial Statements

The company made a profit of CFA 5.54 billion on a budget of CFA 8.3 billion and a significant loss of CFA 23.9 billion last year.

FCFA Millions	YTD			Vs Budget	Vs Prior Year
	Budget	2019	2020	YTD	YTD
Revenue	343 371	327 080	341 334	(2 038)	14 254
Variable costs	178 266	182 151	187 474	9 208	5 323
Variable Cost Margin (VCM)	165 105	144 929	153 859	(11 246)	8 930
Fixed operating costs	112 306	115 248	124 296	11 990	9 049
EBITDA (Gross operating surplus)	52 799	29 681	29 563	(23 235)	(118)
Net profit	8 297	(23 895)	5 577	(2 719)	29 472

Margin Analysis

FCFA Millions	YTD			Vs Budget	Vs Prior Year
	Budget	2019	2020	YTD	YTD
Revenue	343 371	327 080	341 334	(2 038)	14 254
Variable costs	178 266	182 151	187 474	9 208	5 323
Fuel	43 980	40 967	40 314	(3 666)	(653)
Energy purchase	121 005	125 347	130 783	9 778	5 436
Others	13 281	15 837	16 377	3 096	540
Variable Cost Margin (VCM)	165 105	144 929	153 859	(11 246)	8 930

Income:

Revenue is slightly behind budget by 2.04 billion CFA francs YTD. Compared to last year, revenue increased by CFA 14.26 billion.

Compared to the budget, the performance is justified by:

- Regulatory compensation amounted to about CFAF 25bn, compared to a projected CFAF 14bn (+11bn), with CFAF 15bn recorded in December, following ARSEL's decision to reintegrate the 2018 and 2019 DPDC capacity expenses into the electricity tariff, as well as the fee for the Electricity Sector Development Fund (FDSE), which represents 1% of turnover;
- High Voltage sales exceeded 5.52 billion, mainly due to the ALUCAM customer (+4.51 billion) with a power demand of 140 MW compared to the 80 MW budgeted.

On the other hand, we note a budget shortfall for:

- MV/LV sales (-14.2 billion CFA francs), broken down as follows
 - Demand resulting in a negative impact of CFAF 11.96 billion with a shortfall of 217.5 GWh on the budget and a quantity effect of -153 GWh due mainly to the slowdown in industrial activity as a result of the Covid 19 Pandemic;
 - Distribution efficiency with a positive financial effect of CFA 1.5 billion (+0.36 percentage points) and a positive effect of 19 GWh;
 - Consumption patterns, with a negative impact of CFAF 3.7 billion due to the decrease in the average price obtained (CFAF 77.01/KWh obtained vs. CFAF 77.996/KWh in the budget).

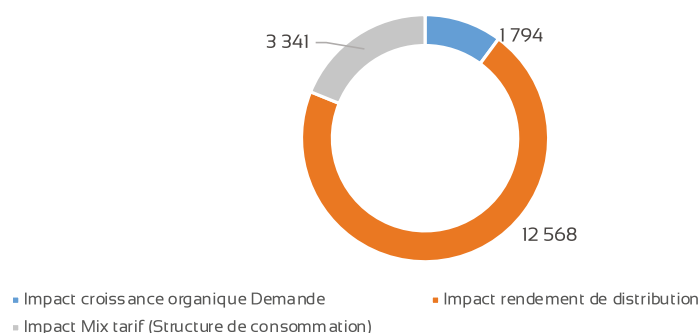


- A drop in revenue from new connections (-2.96 billion CFA) due to the non-execution of the projected number of new connections (92.6% execution rate);
- A drop in other revenues (-1.37 billion CFA).

Compared to last year, the good overall performance is explained by:

- MV/LV sales (+17.7bn CFA) as illustrated in the graph below;

Price/Quantity effect on MV/LV sales vs. 2019 (in million CFA)



- Tariff compensation (+1 billion CFA);

Nevertheless, there was a decrease in revenue from new connections (-3.12 billion), in other revenue (disconnection/reconnection, study and control costs, etc.) (-1.45 billion) and in sales excluding VAT (-579.5 million).

Variable costs

Variable costs exceeded the budget by 9.2 billion YTD, compared to last year's increase of 5.32 billion YTD.

Compared to the budget, the cumulated surplus is due to:

- Energy purchases from DPDC (+11.12bn CFA) following the reintegration of 10.3bn in adjustment of DPDC capacities for 2018 and 2019 following ARSEL's decision for inclusion in the electricity tariff;
- Memve'ele's expenses recorded at 17.9 billion CFA for a budget of 15.2 billion (+2.7 billion CFA) due to the increase in the estimated tariff during the year (+3.44 F/Kwh);
- Energy purchases from KPDC exceeded the budget by 8.5bn due to the increase in expenses compared to the budget;
- The ARSEL and FDSE fee increased by 3.73 billion as a result of the inclusion of the FDSE fee.

On the other hand, it should be noted:

- A reduction of 11.86bn in Altaqaa's expenses following the termination of the contract in 2020;
- 3.7 billion CFA francs in budgetary savings due to lower demand on thermal power plants; the impact on volume is 6.4 billion CFA francs, mitigated by 2.73 billion CFA francs in price surplus.

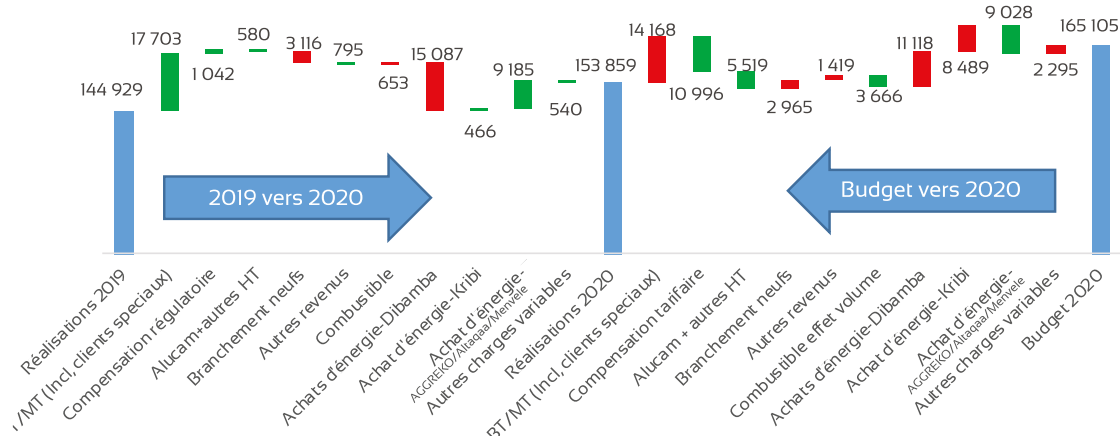
The poor performance compared to 2019 YTD is mainly due to:

- Energy purchases at Dibamba (+15.1bn CFA).
- Memve'ele expenses (+4.5bn CFA) due to the accounting for 9 months out of 12 in 2019;
- ARSEL and FDSE fees (+4.82 billion CFA).

However, it should be noted that there was a significant drop in Altaqaa gas (-14bn) and in new connection charges (-4.3bn).

YTD Variable Cost Margin 2019-budget-2020

Drivers of the variable margin (YTD)



The margin on variable costs represents 45.08% of income compared to 48.08% in the budget and 44.31% last year.

FCFA Millions	YTD			Vs Budget	Vs 2019
	Budget	2019	2020	YTD	YTD
Variable Cost Margin (VCM)	165 105	144 929	153 859	(11 246)	8 930
Fixed operating costs	112 306	115 248	124 296	11 990	9 049
EBITDA (Gross operating surplus)	52 799	29 681	29 563	(23 235)	(118)

Fixed operating costs :

There is a surplus on the budget (+12 billion FCFA YTD). Compared to 2019, there is a YTD increase of about CFAF 9 billion. The following factors explain this variation:

Budgetary factors:

- Consultancy costs (+9bn CFA), notably temporary labour (+4.5bn) and operational consultants (+1.83bn);
- Equipment maintenance expenses were up by 4.98 billion, notably spare parts (+3.15 billion);
- Provisions for bad debts increased by 5.6 billion;
- Legal expenses (+1.36 billion CFA).

Factors from last year:

- Consultancy expenses increased by CFAF 9.2 billion, notably temporary labour (+4.38 billion) and finance and accounting consultants (+1.6 billion);

- Provisions for bad debts increased by CFA 4.5 billion.
- The subcontracting of commercial activities, with an increase of 2.4 billion CFA francs, mainly for the collection and distribution of bills.

It is important to note, however, that compared to both the budgetary factors and factors from last year, there was a decrease in travel and other utilities costs of -2.7bn and -3.2bn respectively due to the health crisis.

Gross operating surplus (EBE):

The slight drop in income compared to the budget and the significant increase in operating expenses, brings the EBITDA to CFAF 29.6 billion YTD, below the CFAF 23.23 billion budget, with a decrease of CFAF 118 million compared to last year.

At the end of the year, EBITDA represented 8.7% of income.

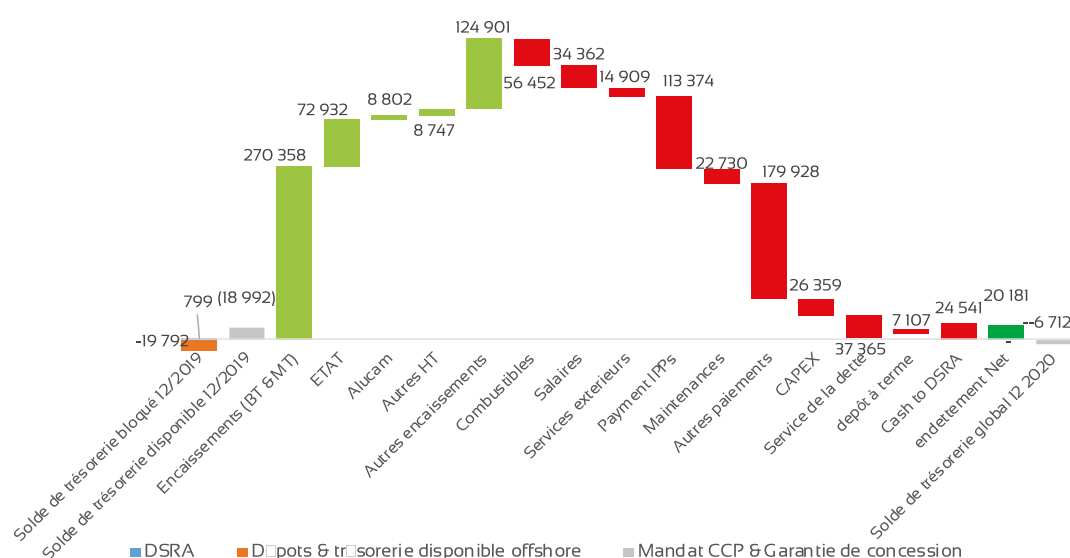
FCFA Millions	Budget	2019	2020	Vs Budget	Vs 2019
				YTD	YTD
EBITDA	52 799	29 681	29 563	(23 235)	(118)
Depreciation & Amortisation	29 105	27 530	29 257	152	1 727
EBIT	23 694	2 152	306	(23 388)	(1 845)
Interests	5 191	3 423	7 480	2 289	4 057
Provisions	(9 263)	(12 147)	(33 278)	(24 015)	(21 131)
Other financial expenses	(15 080)	25 394	11 577	26 657	(13 817)
Income tax	10 855	7 224	8 644	(2 211)	1 420
Net profit	8 297	(23 895)	5 577	(2 719)	29 472

Net profit:

EBE This is why the CFAF 5.58 billion profit is below the forecast (CFAF -2.72 billion YTD) and up by CFAF 29.47 billion compared to last year. This last significant variation compared to 2019 comes from the recording of a significant provision in 2019 following the general audit of the company's accounts for approximately 17 billion and 3.2 billion in provisions for fixed assets missing.

Direct Cash-Flow.

Direct cash flow (collections/payments).



The company recorded a variation in the net cash position (deleveraging) of **3.9 billion** between 2019 and 2020. The overall cash balance is **6.72 billion** at the end of 2020.

Overall, 2020 was characterised by a significant volume of SPOT credit requested, i.e. **118.5 billion**, mechanisms for the transfer of State debt (**45 billion** in June), by the financing of supplier debt.

Collections for the sale of energy amounted to **360.84 billion** YTD, i.e. **270.70 billion** for MV and LV customers excluding the State, **73 billion** received from the State, i.e. **45.76 billion** by debt transfer and **27.2 billion** through normal channels, **8.8 billion** in payments from ALUCAM, and **8.75 billion** for other HV customers, while other cash flows represented **124.9 billion** with **118.5 billion** in SPOT credit; The overall amount of cash flows in the operating cycle was therefore **485.74bn**.

Operating expenditure was **390.5 bn**, to which should be added **32.7 bn** of other operating expenditure for a total of **423.2 bn**. Investment expenditure was **26.36 bn** and **37.36 bn** was allocated to the repayment of local debt.

- **Operating cash flow:** The operating cash surplus (ETE) is **95.3 bn**, from which **32.75 bn** of transfers (DSRA, DAT, etc.) must be deducted for a final YTD surplus after all operating expenses of about **62.52 bn**.

a. Collections

From last year.

- Collections from MV & LV customers excluding the State are up by **16.8 bn** YTD (**270.36 bn** vs. **253.54 bn** in 2019), collections from the State are up YTD by **48.42 bn** (**72.93 bn** vs. **24.51 bn** in 2019) due to the debt transfer operation carried out in June 2020;
- Collections from HV customers in YTD are **17.56 bn** Vs. **8.5 bn** in 2019 with a sharp increase of **9 bn** explained by ALUCAM (**+8.3 bn**) and other HV (**+747 m**).



b. Cash disbursements

In 2020, cash disbursements increased by **103.76bn** (**390.5bn** vs. **286.71bn** in 2019), a sign of the resumption of payments to the company's major suppliers (energy and fuel suppliers, among others); this action was made possible by the banking of State debt to the tune of **CFAF 45bn** and the use of spot bank loans. The items affected by these variations are: IPPs (+18.24bn), fuel (+33.15bn), bank charges (+4.5bn), taxes and related charges (+30.15bn), particularly the catching up of IVS, service contracts and consultants (+572m), technical assistance and consultants, and payments to partners in the sector (SONATREL, ARSEL, EDC), which increased by **14.45bn**. It should be noted, however, that savings were made on the payment of personnel costs, which decreased by **2.77 billion** compared to 2019.

Overall, operating disbursements (including other transfers) amounted to 423.22bn compared to 287.3bn in YTD November 2019, i.e. an increase of 135.9bn, including 24.5bn for the replenishment of the DSRA and 7.11bn for the implementation of DAT.

- **Investment cash flow (CAPEX payments).**

In cumulative value, the level of investment expenditure is 26.4 bn, 7.75 bn more than last year (18.6 bn). Overall, the operating cash surplus is sufficient to cover the investment cycle, resulting in a cash flow available after investment of around 36.16 bn in YTD.

- **Financing cash-flow.**

In 2020 59.15bn was recorded in the financial cycle, 49.2bn for local maturity repayment and 7.93bn paid for offshore debt. Last year the financial cycle generated 34.4bn in disbursements.

Monitoring of CAPEX portfolio: Closing of Capex and direct acquisitions (RAB)

Segments (KFCFA)	2019	2020	2020 vs 2019
Administration & IT	5 770 337	4 157 132	-1 613 125
Commercial	1 829 692	7 017 620	5 187 928
Distribution	19 450 284	12 201 948	-7 228 336
Generation	3 463 640	4 752 167	1 288 627
Transmission	931 804	12 201 948	-931 804
Total	31 445 757	28 128 668	-3 317 089



Outlook

At the time of writing (early 2021), the positive outlook for the company's development recorded at the end of 2020 was confirmed. Thus,

In terms of operational performance, the positive evolution of the distribution efficiency observed throughout 2020 was confirmed during the first quarter of 2021

In financial terms, several major facts should be noted:

- The company was able to raise FCFA 100 billion on the local banking market to finance its 2021 and 2022 investment programme, a sign of the renewed confidence of banking institutions in the company's solidity and solvency;
- The resumption of discussions with the sector's international donors (IFC, EIB, Proparco, ADB) to raise new long-term financing for ENEO's multi-year investment programme;
- The resumption by the State of Alucam's commercial debt to ENEO to the tune of 34 billion CFA francs;
- Discussions initiated with the Ministry of Finance to set up a second operation to bank the State's debts to ENEO to the tune of CFAF 70 billion;
- The positive evolution of discussions between ENEO, MINEE and ARSEL on the amount of the compensation for the transfer of transmission assets from the ENEO concession;
- The launch of the process to create the generation subsidiary with a view to transferring ENEO's generating assets, rights and obligations to this entity by July 2021 at the latest.

Finally, and more generally, ENEO has continued its efforts to improve the financial climate of the sector and to support its development through the following actions:

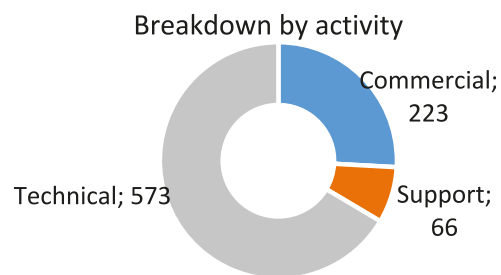
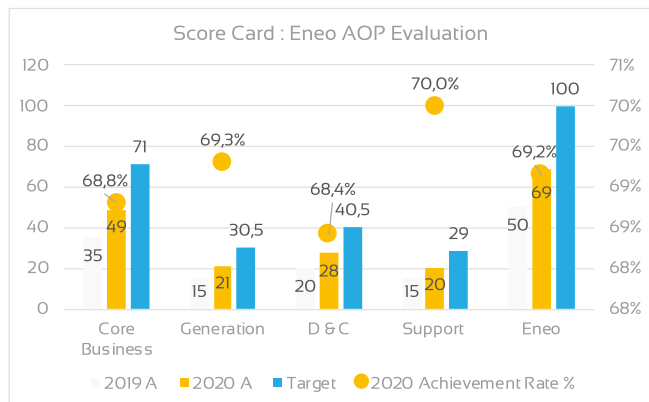
- Resumption of payments to public enterprises in the sector (EDC, SONATREL) to enable them to cover their monthly operating costs;
- Amicable settlement of the early termination of the Logbaba gas plant contracts (Altaaqa and Gaz du Cameroun)
- Ongoing discussions with KPDC and DPDC for a possible banking of ENEO's debt to these companies
- Discussions with major industrial project investors with a view to new energy supply contracts. The Government has also been made aware of the need to rapidly launch investments in the transmission network to accelerate the development of these projects.

All these advances are positive signs thanks to the commitment of public authorities, with whom discussions are continuing to strengthen the long-term financial sustainability of the sector.

Annexes

Other performance indicators

Table I: Company scorecard



• Temporary workers

Temporary workers were 862 employees compared to 396 in 2019, an increase of 118%. The increase in project resources is mainly due to the intensification of the fight against non-technical losses.

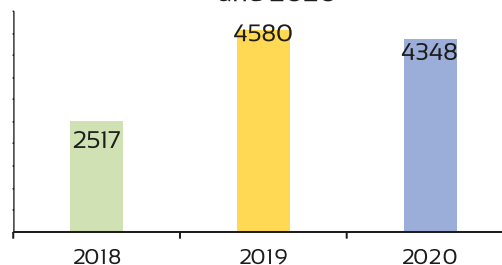
	2019	2020	Var%
Others	66	155	135%
Projects	330	707	114%
Total	396	862	118%

• Training

Training provision fell by 2% between 2019 and 2020, from 4,580 Working Man Week to 4,348. It was also negatively impacted by the covid-19 health pandemic. However, this situation has resulted in the development of online training, which has increased from 286.87 Working Man Week in 2019 to 442.25 in 2020, an increase of 54.16%.

Area of activity	Number of Man-Weeks 2020	Number of trained staff 2020
Office staff	44,5	74
Commercial	116,2	162
Network	3 164,2	2 041
Management	19,2	44
Generation	511,4	612
Safety/health	50,8	127
E-Learning	442,25	21 712
TOTAL	4 348	24 772

Evolution of the number of Man - Weeks of training between 2018 and 2020



Evolution of energy supply to the public sector compared to 2019 :

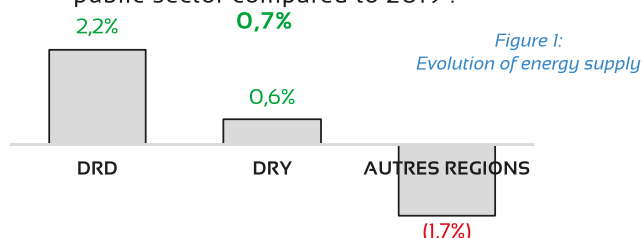


Figure 1:

Evolution of energy supply

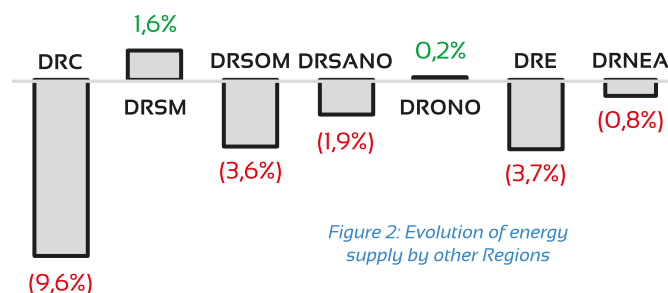
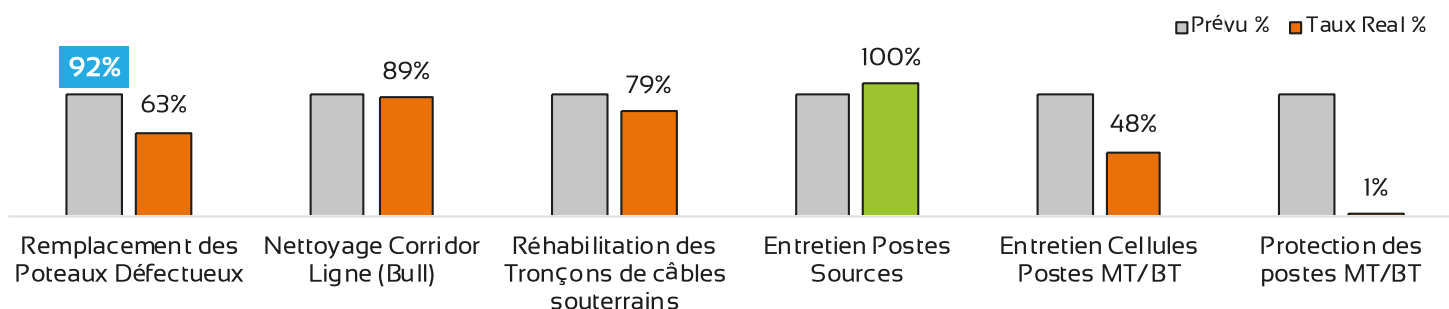


Figure 2: Evolution of energy supply by other Regions



Distribution Maintenance Programme



Non-Distributed Energy

The NDE increased from 71.3 GWh in 2019 to 103.5 GWh 2020

• NDE-Distribution:

NDE was mainly caused by scheduled works 22%, MV overhead conductor failure 18%, unknown causes 16%, wood pole rot 14%, and MV underground conductor failure 8%.

• NDE Generation:

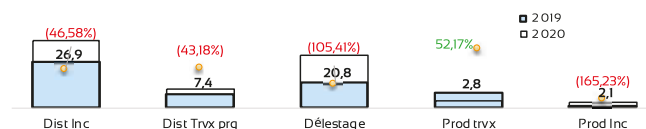
NDE was impacted mainly by the power limitation at the Lagdo plant, and the rationing of generation facilities.

• Scheduled works

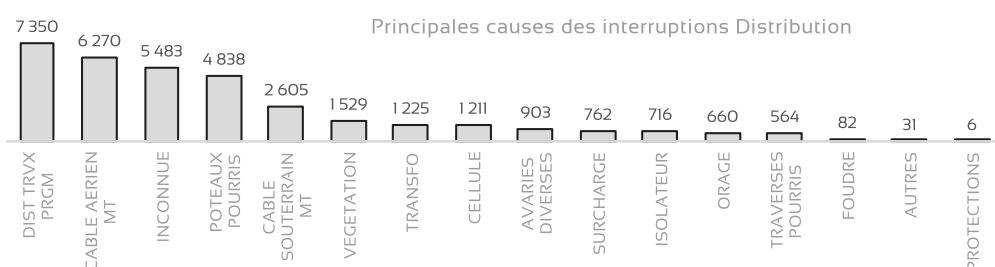
- **Generation:** The increase in NDE is explained by the completion of major preventive maintenance works in all the Hydro plants and some thermal plants (Limbe, Bamenda, Ebolowa, Mbalmayo, Bertoua, Yokadouma, Ngaoundal, Yoko).
- **Distribution:** the effective start of the replacement of wood poles since 15 June 2020 has had an impact on NDE.
- **Incidents:** The increase in SNEs is due to the increase in the number of incidents in the first half of the year: 7,716. At the end of December, there were 10,368 incidents.
- **Power outages:** the breakdown due to the implementation of the generation rationing programme since the beginning of the year due to fuel shortages.

Table 5: Non-distributed energy

	Budget	2019	2020	Achiev.	Vs 2019
NDE Distribution	32 847	23 476	34 237	104%	45,84%
NDE Generation	41 126	16 696	25 639	62%	53,56%
NDE Generation inc+sched wrks	14 503	6 583	4 867	34%	-26,07%
Power outages	26 623	10 113	20 772	78%	105,40%
Total NDE ENEO	73 973	40 173	59 876	81%	49,05%
NDE Transmission	0	31 113	-	-	49,29%
Total NDE	73 973	71 285	103 524	139,9%	45,23%



Graphique 6: END par source



Overhead conductors:

Several cases of broken bridges and ramps

Unknown causes:

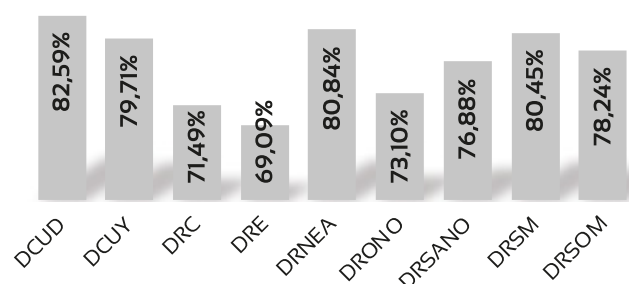
- Several unknown faults lasting more than 5 minutes;
- Persistent outages in Douala.



Service Delivery Index

Service Delivery Index	Weight	2019	2019
SQ Perception (Iscall)	40%	25,8%	26,8%
Connection within RoS	15%	13,5%	13,5%
Reclamations	30%	24,0%	25,9%
Unserved Energy	15%	15,0%	14,7%
SDI	100%	78,3%	80,9%

SDI 2020 by Regions



SDI 2020: 80.9%, that is a negative deviation of 19% compared to the budget but an improvement of 2.6 points compared to 2019.

State of the MV/LV Transformer plant

Transformer plant	2020	Observations
Stock of faulty transformers recycled	124	85 D1a, 50 Ydé, 06 Garoua
Faulty transformers received	509	8 D1a, 0 Ydé, 0 Garoua
Repaired transformers returned to the warehouse	314	21 D1a, 0 Ydé, 0 Garoua
Scrapped transformers	195	04 D1a, 0 Ydé, 0 Garoua
Stock of faulty transformers at the end	124	68 D1a, 50 Ydé, 06 Garoua

- Sharp increase in the number of burnt-out transformers, especially in Douala and Yaounde
- The transformer protection programme authorised at the beginning of the year could not be implemented due to a lack of available protection material.

New connections

Table : New connections

Region	Budget	2019	2020	Achiev.	Vs YTD
DRD	17 844	18 110	23 986	134,4%	32,45%
DRY	18 504	18 777	13 105	70,8%	(30,21%)
DRC	1 932	2 173	2 545	131,7%	17,12%
DRE	1 980	2 286	2 520	127,3%	10,24%
DRNEA	13 860	14 118	10 048	72,5%	(28,83%)
DRONO	13 644	14 434	10 841	79,5%	(24,89%)
DRSANO	2 016	2 120	2 236	110,9%	5,47%
DRSM	2 496	2 540	1 956	78,4%	(22,99%)
DRSOM	7 728	7 571	6 822	88,3%	(9,89%)
Total	80 004	82 129	74 059	92,6%	(9,83%)

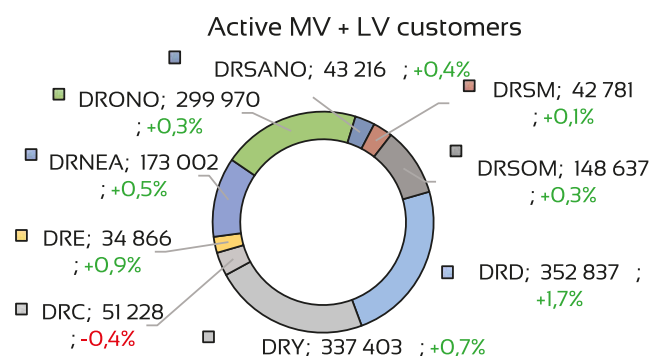
There were 74,059 new connections in 2020 out of a projected 80,004 connections, i.e. an execution rate of 92.6%. Compared to 2019, the number of new connections is down by 9.83%. The activity was negatively impacted by difficulties in the supply of materials, combined with the Covid-19 Pandemic.



Active customers

In 2020, Eneo had 1,483,950 customers, i.e. an increase of 9.11%, or 123,923 new customers, including 27 in MV and 123,896 in LV.

	2019	2020	Var
HV & Special customers	10	10	-
MT	2 239	2 266	27
BT	1 357 778	1 481 674	123 896
Total	1 360 027	1 483 950	123 923



Penalties

Table : Estimated penalties

Region	Budget	2019	2020	Achiev.	Vs YTD
DRD	17 844	18 110	23 986	134,4%	32,45%
DRY	18 504	18 777	13 105	70,8%	(30,21%)
DRC	1 932	2 173	2 545	131,7%	17,12%
DRE	1 980	2 286	2 520	127,3%	10,24%
DRNEA	13 860	14 118	10 048	72,5%	(28,83%)
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DRSOM	7 728	7 571	6 822	88,3%	(9,89%)
Total	80 004	82 129	74 059	92,6%	(9,83%)

Out of the 74,059 new connections in 2020, 90%, i.e. 66,518, were installed on time, and 10%, i.e. 7,541, were installed outside the deadline.

The estimated penalties for late installation of connections are due to the lack of materials and the COVID 19 health crisis, which caused the average time to be extended from 4 to 12 days compared to last year. In rural areas, the delay is 30 days.

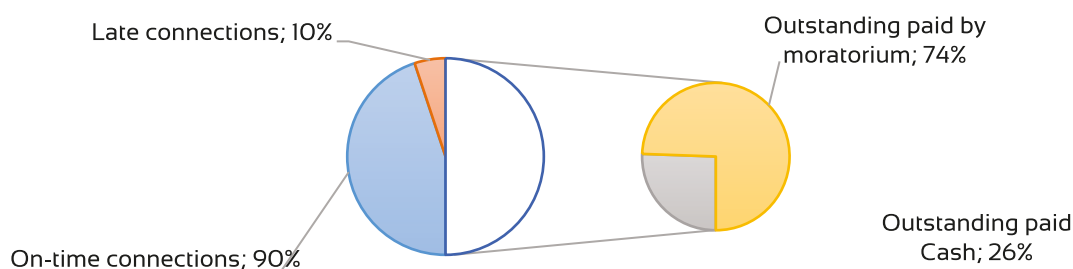
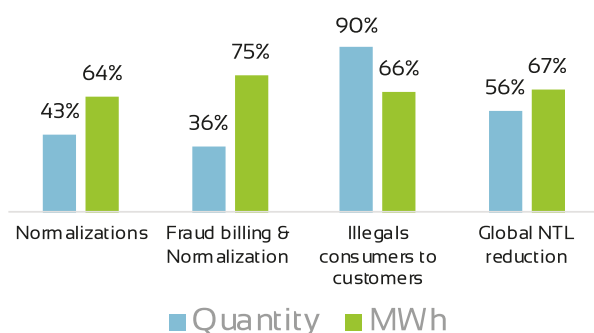


Figure 11 : Overview of connections



NTL Reduction programme



Activities	Quantity			Gains MWh		
	AOP	2020	%	AOP	2020	%
Standardization	100	42,923	43%	40,441	25,696	64%
Illegal connections	115	41,685	36%	29,838	22,395	75%
Fraud bill	69,7	66,841	96%	42,7	29,258	69%
Fraud normalisation	34,5	27,735	79%	22,15	13,744	62%
Total NTL	319,650	179,184	56%	135,129	91,092	67%

The performance is explained by a combination of factors:

- Fraud detection (including unregistered meters: New meters),
- Installation and normalisation of meters (illegal, fraudulent, decommissioned meters), stopping internal and external fraudulent networks/actors,
- Reduction of consumption of detected illegal consumers

Distribution Efficiency

Table9: Distribution Efficiency

Region	Budget	2019	2020	Achiev.	Vs %
DRD	70,71%	66,80%	71,77%	101,50%	4,97%
DRY	68,30%	65,23%	68,41%	99,72%	3,18%
DRC	44,76%	48,74%	54,42%	121,58%	5,68%
DRE	66,86%	70,86%	67,94%	101,62%	(2,92%)
DRNEA	77,11%	75,46%	75,54%	97,96%	0,08%
DRONO	72,49%	72,34%	73,85%	101,88%	1,51%
DRSANO	73,68%	70,70%	74,61%	101,26%	3,91%
DRSM	79,27%	78,06%	76,16%	96,08%	(1,90%)
DRSOM	70,73%	69,53%	66,52%	94,05%	(3,01%)
Total	70,49%	67,72%	70,85%	100,51%	3,12%

The distribution efficiency improved by 3.12% between 2019 and 2020. Compared to the budget, the increase is 0.36%.

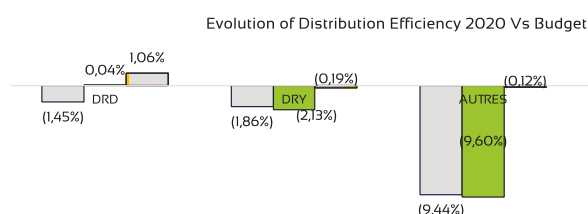


Figure12:

Evolution of Distribution Efficiency

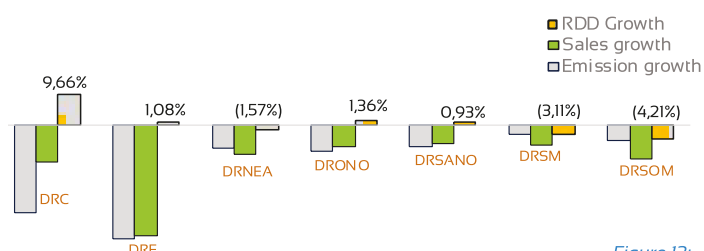


Figure 13:
Evolution of Distribution
Efficiency for other Regions



Cleaning of HVA line corridors

Region	Division	Section /Road	Length of line to be cleaned (estimate in Km)	Length of line cleaned (in Km)
SOUTH WEST- MUNGO	D32 Loum	Loum - Yabassi	20,000	25,000
CENTER	D34 Akonolinga	PK 14 - Ayos	33,000	36,926
		PK 14 - Akonolinga		
		Mengang - PK14	35,000	37,150
		Awae - Mengang		
		Awae - Moyo		
		Eleveur - Moyo		
	D32 Obala	Engane-Nanga Eboko	30,000	29,603
		Messeng - Avangane		
		IACM Nkoateng - Wassa Baboute		
		IACM Mideboum-Nkoteng	27,000	23,830
		Njore - Baboute		
		Minkoma Njore		
	D32 Ahala	IACT Makak - Mom	24,000	8,844
		Derivation Libamba	6,000	6,000
		IACT Makak - Mom		
		Mom - PMR Ebolboum	24,000	24,000
		Derivation Otele		
		PMR Binguella - Entree Ngoumou		
SOUTH AND MBALMAYO	D31 Ebolowa Ebolowa-Mengueme	Mengueme - Ngomessane	30,000	12,227
		Esinguil - Ngomessane	30,000	30,000

Region	Division	Section /Road	Length of line to be cleaned (estimate in Km)	Length of line cleaned (in Km)
SOUTH AND MBALMAYO	D31 Ebolowa Ebolowa-Lolodorf	Mengueme - Ossouessam	9,000	9,000
		Oussouessam - Ngomendzap	10,000	3,600
		Ngomendzap - Ayene	21,000	13,099
		Ayene - Nkolatom	25,000	20,630
		Nkolatom - Lolodorf	35,000	0,000
		Ebolowa - Aloum I, II	9,000	4,183
			24,000	5,962
	D31 Sangmelima	Dérivation Triphasée : NLOBESSE-IRAD-BAKA NJAI-NKOLODJA	10,000	13,550
		Dérivations : BIBOULEMAN-Sud HEVEA-Village MESSILA (Antenne relai CAMTEL) NYALEU	7,000	4,834
		Dérivation Triphasée: PMR MVIA- Martins Hôtel- Carrefour KWE	10,000	6,663
EAST	D33 Abong Mbang	IACM Dimako - Abong Mbang	39,000	24,100
			24,000	22,812
	D32 Minta	Ngouekon - Diang	20,000	21,293
		Diang - Bouam		
SANAGA OCEAN	D32 Bafia	Boumnyebel - Kikot - Ndom	6,000	6,000
WEST AND NORTH-WEST	D33 Bangangte	Tonga - Ndiiki	29,000	28,100
		Maham - Tonga		
		Bassamba - Badoumga		
SOUTH AND MBALMAYO	D34 Sangmelima	Dérivation Triphasée : NLOBESSE-IRAD-BAKA NJAI-NKOLODJA	2,450	2,450
		Dérivation BIBOULEMAN -Sud HEVEA-Village MESSILA (Antenne relai CAMTEL) NYALEU	1,330	1,000
		Dérivation Triphasée: PMR MVIA- Martins Hôtel-Carrefour KWE	1,400	1,400
SWAMPS	D31 Ebolowa	Mengueme - Lolodorf	9,700	9,700
		Ebolowa- Mengueme	12,300	12,300
	D32 Loum	Loum - Yabassi	4,000	4,000
		Loum - Yabassi Pente	1,600	1,600
	D32 Bagangté	Maham - Tonga - NDIKI	1,400	0,000
	D32 Obala	Ndjore - Nkoteng	4,350	4,350
		Nkoteng - Nanga - Eboko	4,250	4,250
	D32 Ahala	PMR Binguela - Makak	5,650	5,650
	D32 Akonolinga	Eleveur - PK 14	2,950	2,950
		Akonolinga - Ayos	6,050	6,050
	D32 Ahala	Bonis - Doume - Djow	4,865	4,865
TOTAL			537,000	477,871

Rehabilitation of underground cables.

Work done in Yaounde:

	HVA lines (medium voltage)	Section/Road	Length (ml)	Beneficiary localities
1	D11 BRGM	BRGM SUBSTATION- General accomodation	1800	Administrative City Centre, General Accommodation
2	D15 BRGM	Pbrgm Substation - Polytechnique	1350	Polytechnique, Ngoa Ekele, Mvolye
3	D16 KONDENGUI	Chapelle Kondengui -SNEC Nkoayos	1950	Kondengui, Snec Ekounou, Ekounou
4	D17 KONDENGUI	Kondengui Substation - Reas Ep Kondengui	1700	Kondengui, Nkoabang
5	D14 KONDENGUI	Kondengui Substation - P9 Mvog Mbi	1300	Centre Ville, Orca Covid, Mvog Mbi
6	D11 AHALA	Ahala Substation - Iacm Head End	1950	Nsam, Ahala, Obam Ogol
SUB - TOTAL			10 050	

	HVA lines (medium voltage)	Section/Road	Length (ml)	Beneficiary localities
1	DI23 MALANGUE	Bassa Substation - Reas Malangue	600	Ndogbong, Mbedi, Hopital General
2	DI9 CAMWATER	Bonaberi Substation - Château d'eau	1800	Ndobo, Rail, Château D'eau, Bojongo
3	DI9 QUAI	TAC - ARN	800	Port Cote Perenco
4	DI9 QUAI	Golfe Marine - UIC	1600	Port Cote Perenco
5	DI25 COMBI	SETCAM - PLASTICAM	700	Dakar, Combi, Elf
6	DI10 LYCEE TECHNIQUE	BERTAUD - MANGUIERS	700	Bali, Nkongmondo
7	DI5 BRASSERIES	EDC KOUMASSI - Brasseries Koumassi	500	Eneo Koumassi, Brasseries Koumassi, Nkongmondo
8	DI12 NGOLLE	SNAC 2 - Clemenceau	500	Bonanjo
9	DI14 SNCDV	Etoilement AVAL - MAERSK	1300	Port Cote Maersk, Parc A Bois
10	DI25 COMBI	PLASTICAM - Reas Asquini	400	Dakar, Combi, Elf
11	19 CAMWATER	Château d'eau - PESSENDJO	800	Ndobo, Rail, Château D'eau, Bojongo
12	DI3 Da1	DA1 - DIMK	600	Kotto Immeuble
13	DI4 CIMB	Ch1 - CGI	1950	Makepe Lycee, Makepe Rhone Poulenc
SUB - TOTAL			10 900	



Work done in Douala:

	HVA lines (medium voltage)	Section/Road	Length (ml)	Beneficiary localities
1	D123 MALANGUE	Bassa Substation - Reas Malangue	600	Ndogbong, Mbedi, Hopital General
2	D19 CAMWATER	Bonaberi Substation - Château d'eau	1800	Ndobo, Rail, Château D'eau, Bojongo
3	D19 QUAI	TAC - ARN	800	Port Cote Perenco
4	D19 QUAI	Golfe Marine - UIC	1600	Port Cote Perenco
5	D125 COMBI	SETCAM - PLASTICAM	700	Dakar, Combi, Elf
6	D110 LYCEE TECHNIQUE	BERTAUD - MANGUIERS	700	Bali, Nkongmondo
7	D15 BRASSERIES	EDC KOUMASSI - Brasseries Koumassi	500	Eneo Koumassi, Brasseries Koumassi, Nkongmondo
8	D112 NGOLLE	SNAC 2 - Clemenceau	500	Bonanjo
9	D114 SNCDV	Etoilement AVAL - MAERSK	1300	Port Cote Maersk, Parc A Bois
10	D125 COMBI	PLASTICAM - Reas Asquini	400	Dakar, Combi, Elf
11	19 CAMWATER	Château d'eau - PESSENDJO	800	Ndobo, Rail, Château D'eau, Bojongo
12	D13 Da1	DA1 - DIMIK	600	Kotto Immeuble
13	D14 CIMB	Ch1 - CGI	1950	Makepe Lycee, Makepe Rhone Poulenc
SUB - TOTAL			10 900	

NETWORKS BUILT IN 2020

Littoral & Océan (excl Mounjo & NKAM)	STANDARDIZATION OF THE NETWORKS OF THE LOCALITIES BORDERING SONGLOULOU PHASE 1 : Reinforced concrete pole line
	SUPPLY LINE FOR SOCIAL HOUSING MBANGA BAKOKO LOT1
	CONSTRUCTION OF NEW SUPPLY WORKS FOLLOWING THE RELOCATION OF THE OF THE NETWORKS OF THE DOUALA EASTERN PENETRATION
	NOUVELLE LIGNE CITE SIC ET LOGBABA DOUALA
	NEW LIGNE CITE SIC AND LOGBABA DOUALA
	ALIMENTATION LENDI DOUALA
	REHABILITATION OF A LARGE DISTRIBUTION STATION IN MAKEPE-DOUALA
	CLOSURE FOR A BETTER ELECTRICITY SUPPLY OF NGODI, CAMP YABASSI DOUALA
	REINFORCEMENT OF A LARGE DISTRIBUTION SUBSTATION BONANJO-DOUALA
	NEW LINE TO POWER NSAPE DOUALA
	NEW LINE TO POWER NLENDI - NGOMA
	NEW SODIKO DOUALA POWER LINE
	NEW LINES FOR A BETTER SUPPLY TO NDOBO DOUALA
	NEW POWER LINES AT MBWANG LEPROSERIE, YATCHIKA DOUALA
North Extreme -North Adamaoua	POWER SUPPLY LINE FOR THE GAROUA SPORTS STADIUM
	POWER SUPPLY LINE FOR THE POUMPOUMRE GAROUA STADIUM
	CONSTRUCTION OF NEW GUIDE-GAROUA NETWORKS
	CONSTRUCTION OF NEW FIGUIL NETWORKS
	CENAJES GAROUA STADIUM SUPPLY LINE
	NEW NETWORKS IN PLANUT LOT 4 NGAOUNDERE
	ELECTRIFICATION OF THE LOCALITIES OF MAOUDIRE
	EXTENSION OF THE NETWORK TO SUPPLY THE VILLAGE OF OURO KOULTOUMI IN MAROUA
	POWER SUPPLY TO THE LOCALITY OF SIRR

NETWORKS BUILT IN 2020

Centre South East	POWER SUPPLY FOR THE LOCALITY OF OURO MAMA, KACHALA, KONORE, BARAM
	POWER SUPPLY FOR SOCIAL HOUSING IN EBOLOWA
	POWER SUPPLIES FOR SOCIAL HOUSING IN THE CHINESE DISTRICT
	SOCIAL HOUSING CONNECTIONS EBOLOWA
	NGOUSSO-OLEMBE DEDICATED LINE for PB Stadium
	DEDICATED LINE EMANA-OLEMBE for PB Stadium
	RELOCATION OF NETWORKS ABOVE TOTAL BATOURI STATION, AYOS, BERTOUA 1, BERTOUA 2
	EXTENSION OF THE NETWORK IN MANASSA
	EXTENSION OF THE NETWORK IN NKOLBIKOGO FATHER MONTI
	EXTENSION OF THE NETWORK BEHIND THE MBANKOLO BRIGADE
	EXTENSION OF THE NETWORK IN NKOLDOM LYCEE
West & North West	POWER SUPPLY BAMENDZI STADIUM
	POWER SUPPLY BANDJOUN STADIUM
	POWER SUPPLY MBOUDA STADIUM
	SUPPLY OF SOCIAL HOUSING IN BAFOUSSAM
	DEDICATED LINE BAFOUSSAM-KOUEKONG LOT 3.1
	POWER SUPPLY KUEKONG STADIUM
	THREE-PHASE POWER INCREASE AT THE DSCHANG DISTRICT HOSPITAL
	POWER SUPPLY BANSOA SEED FARM

Evolution of key account sales

Table 10: Evolution of key account sales

Turnover (000 000 FCFA)	2020	2019	Var (I)	Var (%)
ALUCAM	16,949	24,133	-7,184	-42,38%
Others HV	10,387	12,377	-1,99	-19,16%
LV	17,209	15,66	1,549	9,00%
MV	55,568	54,018	1,55	2,79%
STATE	19,631	18,74	891	4,54%
LV	8,245	8,764	-518	-6,29%
MV	11,386	9,977	1,409	12,38%
Total excluding EP	119,745	124,928	-5,184	-433%
EP	25,189	21,123	4,065	16,14%
Total	144,933	146,052	-1,118	-0,77%

Turnover decreased slightly by 0.77% between 2019 and 2020. It was negatively impacted by:

- The reduction in power of Alucam from 190MW to 130MW with a monthly fee of 1.3 billion, and that of SONARA, whose power went from 10MW to 1.5MW after the incident at their plant.
- The significant drop in activities in the industries and services segment, notably breweries, telecoms (VIETTEL, CAMTEL, MTN), agri-food (SIC CACAO, NEO Industrie etc.).

However, some positive points were recorded during the year 2020, namely

- The gradual resumption of the activities of MV customers in major sectors previously affected by the health crisis (COVID19);
- The update of the STATE file and the integration of its new installations with 2 billion validated for PL_ Admin alone following the inventories.

Collection dash board

Description	Budget 2020	2020	2019	Var. Vs Budget	Collection Growth	Sales Growth	Arrears impact Inc (+) / Dec (-)
Collection variance (private MV+LV) MXAF clients Regions & private key accounts	279,039	282,031	253,679	28,351	11.18%	10.71%	0.47%
Collection variance (private MV+LV clients) on consumption invoices (and new connection fees) MXAF	273,375	270,712	250,834	19,877	7.84%	4.25%	3.59%
Collection variance (private MV+LV clients) on fraud invoices MXAF	5,320	9,088	1,798	7,290	2.87%	6.04%	(3.17%)
Collection variance (private MV+LV clients) on disconnection/reconnection fees MXAF	344	2,231	1,047	1,184	0.47%	0.42%	0.05%
Recovery Rate(LV+MV+HV)	99.60%	78.7%	75.6%	(20.9%)			
Recovery Rate LV	99.60%	73,1%	78,56%	(26,5%)			
Recovery Rate MV	99.60%	88,19%	85,03%	(11,4%)			
Recovery rate Fraud bill	60%	37,84%	34,93%	(22,2%)			

Positive points

- CFAF 8.5 billion in collections from Alucam in 2020 vs 2019, i.e. 2.5% improvement in 2020 TR;
- Collections from Camwater Compensations FCFA 6.8 billion and SONARA FCFA 1.095 billion;
- Intensification of fraud detection actions vs 2019;
- + 50% growth in disconnection/reconnection activity;
- Contribution of Fraud and disconnection/reconnection actions to the increase in cash compared to last year is 43.2%;
- Contribution of LV & MV bill collections and new customers account for 56.8% of the increase in cash compared to last year.

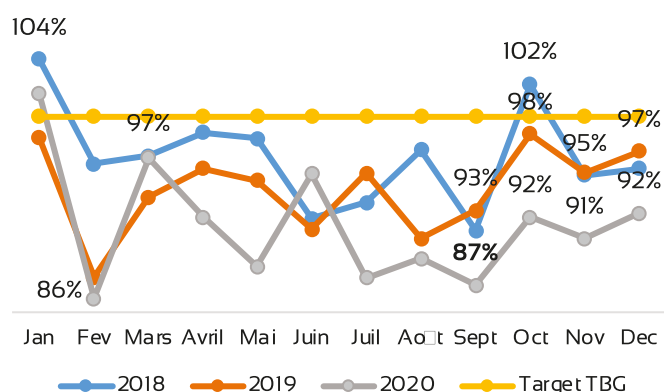
Points for improvement

- 46% growth in the unpaid bills portfolio;
- 11.4 billion increase in bad debt (2,5 DE points);
- Less than 50% productivity on disconnection/reconnection;
- Less than 40% productivity on fraud activity;
- Less than 50% on estimated billing collections;
- LV + MV sales growth of 3% and decrease in overall gross collection rate of 5.2% vs 2019;
- MV/LV collection rate of bills issued until November 2020 and collected until December 2020 is 78.9% vs 81.1% in 2019 at the same period.

*Collection rate of bills issued between January 2020 and August 2020 as at end September 2020. The 2020 formula includes validated unpaid bills and payments and the 2019 formula does not. An evaluation of the 2019 performance could be made in the coming months with the new method

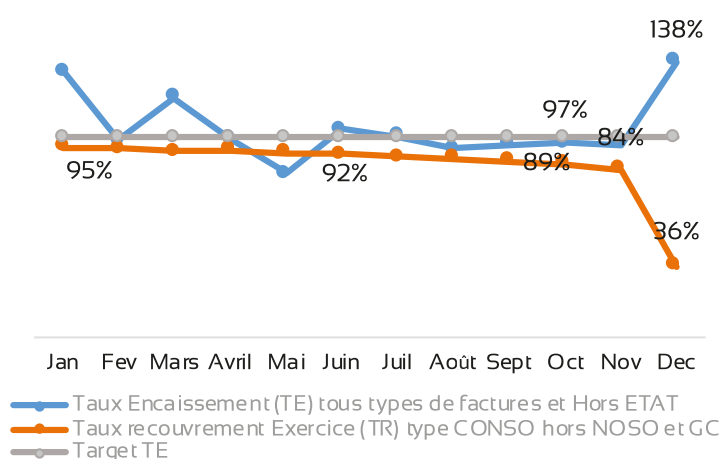
KPIs: Collection rate

Global private collection rate Trend MV/LV excluding NOSO and KA



- The evolution of the overall collection rate above over the last 3 years shows a continuous decrease and therefore an increasing accumulation of unpaid bills.
- This rate is 91.5% in 2020 compared to 94.1% in 2019, i.e. a decrease of 2.6%.

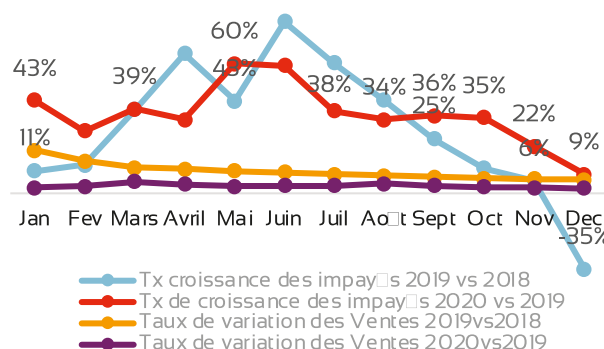
Taux MT/BT hors NOSO et GC



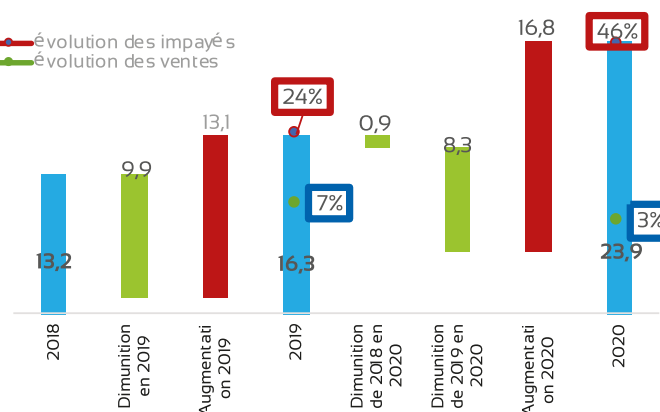
- The 36% rate corresponds to the collection of bills issued in December 2020.
- 95% of the sales of a cycle are collected after 12 months with an average collection rate of 35% of the recent issue.

KPIs Collection: Trend for outstanding payments

Trend rate of MV/LV outstanding payments excluding NOSO and KA



évolution des impayés
évolution des ventes

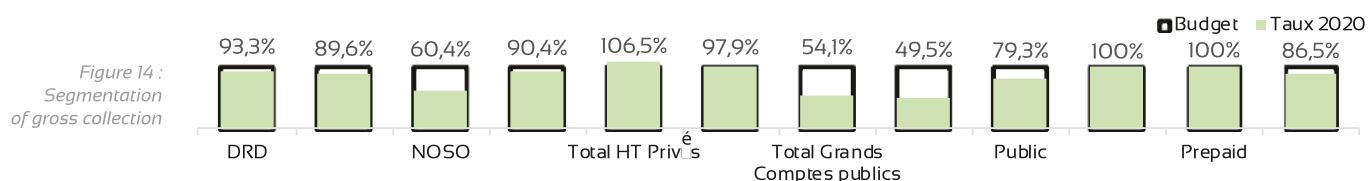


- Overall, there is a 3% increase in sales but a 2.6% drop in the collection rate, which leads to a significant accumulation of unpaid bills of 46% in 2020 compared to last year, i.e. a value of 23.9 billion in unpaid bills,
- Bad debt in 2020 of 11.4 billion compared to a decrease of 2.4 billion in 2019.

Total gross collection HV, MV LV

Table 11 : Collection rate by customer category

Segments	2019	2020	Achiev.	Var Vs 2019
LV Customers	91,90%	88,30%	96,08%	(3,6%)
MV Customers	98%	90,40%	92,24%	(7,6%)
MV/LV Rate	94,30%	89,10%	94,49%	(5,2%)
Industries	37,20%	68,50%	184,14%	31,3%
State and CTD	57,20%	79,30%	138,64%	22,1%
Fraud	100%	100%	100,00%	
Pepaid		100%	-	
Total	83,50%	86,50%	103,59%	3,0%



* Global Gross Collection Rate: Sum of all consumer bill and fraud collections during month M / [sum sale of consumer bills of month M-1 + fraud collection of month M].
The YTD value of this indicator = sum of the numerators / Sum of the denominators

Evolution of key account (KA) collections

Table 12 : Evolution of key account collections

Segments	Budget	2019			2020			Var.	
		Sales	Collections	Rate	Sales	Collections	Rate	2020 vs 2019	2020 vs Budget
Total HV Private	99,60%	8,23	8,11	98,50%	8,82	9,39	106,50%	8,00%	6,90%
Total Key Acc private	99,60%	53,51	53,05	99,10%	57,33	56,16	97,90%	-1,20%	-1,70%
Total Key Acc public	99,60%	20,05	13,48	67,20%	16,76	9,07	54,10%	-13,10%	-45,50%
Alucam/Socatral	99,60%	24,25	1,09	4,50%	17,89	8,87	49,50%	45,00%	-50,10%
Total Key Acc	99,60%	106,05	75,73	71,40%	100,81	83,49	82,80%	11,40%	-16,80%
Public	99,60%	45,34	26,74	59,00%	58,93	46,71	79,30%	20,30%	-20,30%

Key Accounts Public:

Negative variance mainly due to customers known as STATE institutions and the companies CAMWATER and CAMTEL



Operational efficiency by region

Table 14 : Operational Efficiency

Region	Distribution Efficiency 2020	Overall collection rate excl. VAT 2020	Operational Efficiency (MV and LV) 2020			
			Budget	2020	2019	Var vs Budget
DRD	71,77%	96,90%	70,03%	69,55%	60,68%	(0,48%)
DRY	68,41%	82,11%	67,98%	56,17%	48,83%	(11,81%)
DRC	54,42%	85,24%	49,96%	46,38%	22,49%	(3,58%)
DRE	67,94%	90,96%	67,52%	61,79%	61,53%	(5,73%)
DRNEA	75,54%	91,98%	77,89%	69,48%	68,81%	(8,40%)
DRONO	73,85%	65,38%	72,69%	48,28%	53,60%	(24,41%)
DRSANO	74,61%	83,96%	73,22%	62,65%	61,15%	(10,58%)
DRSM	76,16%	68,33%	79,11%	52,04%	40,52%	(27,07%)
DRSOM	66,52%	78,97%	70,27%	52,53%	46,21%	(17,73%)
Région Eneo	70,85%	87,44%	70,21%	61,95%	55,31%	(8,26%)

The main factors driving this result are:

- Improving the quality of billing.
- Strengthening the NTL teams.
- Increasing fraud billing.
- Progressive internalisation of the disconnection/reconnection activity.
- Stabilisation of the DRD's public lighting.



Update on some strategic issues

Finalisation of Annexes 2 and 3 to Amendment No. 3 of ENEO's concession agreement.

In November 2020, Eneo finalised Annexes 2 and 3 to Amendment No. 3 with the Government, which defined the new performance indicators for the concession agreement until 2031, as well as the related penalty provisions. The finalisation of this amendment now provides a clear framework for monitoring the company's performance while helping to reassure the sector's financial backers.

Below are the performance indicators and their projected path towards 2025.

KPI	2021	2022	2023	2024	2025
Distribution and Service Quality					
SAIDI (Day/customers/year)	74,1	65,9	59,1	55,3	51,5
SAIFI	25,1	23,00	21,8	20,9	20,1
Distribution Efficiency	71,5	72,4	73,9	75,5	77,5
MV line availability rate per feeder	82%	84%	85%	87%	89%
Deadlines for replacing MV/LV substation transformers*					
* Urban/metropolitan (Hours)	12	12	12	12	12
* Rural (Hours)	72	72	72	72	72
Sample of LV customers with smart meters	1,2%	1,5%	1,8%	2,1%	2,3%
Sample of MV/LV substations equipped with smart meters	5%	7,5%	10%	12,5%	15%
Generation					
Songloulou availability rate	82,5%	82,5%	82,6%	82,72%	82,7%
EDEA availability rate	82%	82,1%	82,2%	82,3%	82,3%
Lagdo availability rate	66,1%	66,6%	89,5%	90,2%	90,9%
Availability rate of inert-connected thermals	93,73%	93,73%	93,73%	93,73%	93,73%
Availability rate of remote thermals	83,73%	83,73%	83,73%	83,73%	83,73%
Availability rate of hybrid plants	90%	90%	90%	90%	90%
Stocks of Fuel for remote Power Plants (nbr days)	10	10	10	10	10
Access to electricity					
Connections-first access (u)	43 800	57 300	69,55%	64 300	68 200
Connections-regulations (u)	33 700	37 100	69,55%	45 700	50 800



Launch of the preparatory work for the spinning off of Generation Update of the company's strategic plan

The spinning off of the generation is one of the strong commitments made by ENEO within the framework of Amendment No. 3 to ENEO's Concession Agreement. In the course of 2020, the following actions were taken with a view to completing this project by July 2021:

- Reorganisation and strengthening of the project team with the appointment of a Project Director
- Recruitment of consultants (Ernst & Young and COMPASS) to assist the project team in structuring the operation
- Definition of the general terms of the subsidiary company

The company has updated its strategic plan for the period 2021 - 2031. These new strategic guidelines include:

- Redesign and modernisation of business processes
- The pursuit of operational and financial excellence
- Better interaction with the various stakeholders in the sector

The table below summarises these new strategic guidelines.

I- Ensuring efficient electricity generation.	1.Meet demand coverage and NSE reduction targets 2.Modernise the operation of the Power Plants (Potential of 150 MW additional). Reduce operating and fuel costs
II- Improving the quality of distribution	1.Meet QDS objectives set out in the third amendment to the concession agreement. 2.Modernise the distribution network Reduce the construction and operating costs of the distribution networks
III- Improving customer satisfaction while reducing losses	1.Improve the customer experience 2.Reduce losses Improve collection
IV- Boosting operational performance	1.Strengthen the Control/HSE/Ethics Culture. 2.Optimise services to operations by minimising costs. 3.Align HR quantity/quality with operational challenges. Ensure the sustainability of good practices.
V- Consolidating Eneo's position as a good corporate citizen	1.Create a favourable working climate with the various stakeholders. 2.Be a driving force in the development of the sector. Deploy social responsibility.