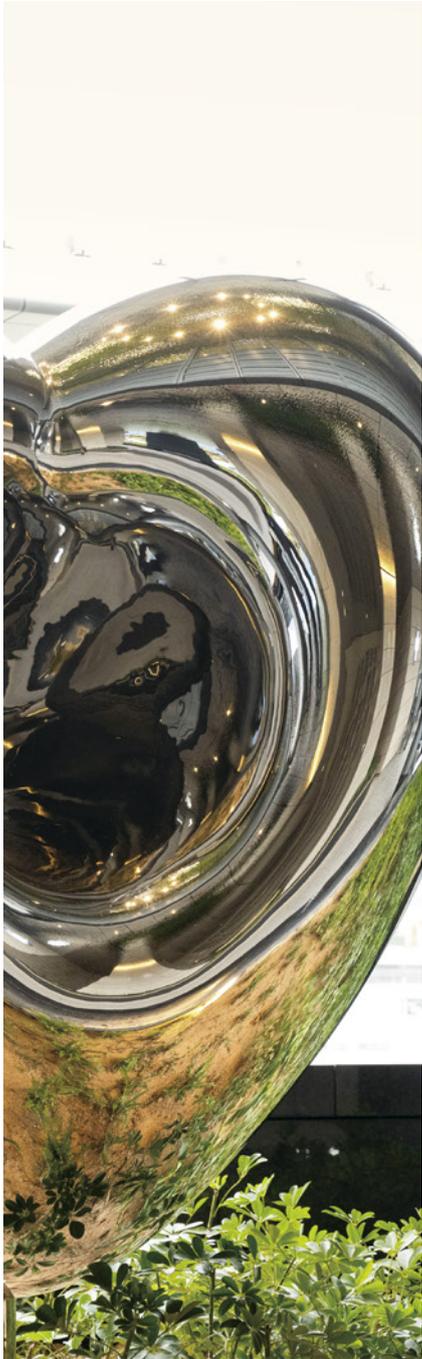


Power Brighter Tomorrows



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## CLP reporting suite



2025 Annual Report



2025 Materiality Assessment Report



2025 ESG Databook



CLP's Climate Vision 2050

[View Download Centre](#)

# Welcome to CLP's 2025 Sustainability Report

The evolving landscape of sustainability-related disclosures and compliance continues to drive companies around the world to embrace greater transparency and proactively manage sustainability-related risks, opportunities and impacts. This empowers business leaders to strengthen their sustainability commitments, build resilience and create long-term value for both their businesses and society. Amid these dynamics, CLP remains committed to delivering sustainable power and enhancing transparency through focused, material sustainability disclosures that meet the evolving expectations of stakeholders and regulators alike.

## Aligning with Global and Local Sustainability Disclosure Standards

In response to the fast-evolving sustainability-related disclosure landscape, CLP has prepared its annual reporting suite in accordance with [Hong Kong Financial Reporting Standard \(HKFRS\) S1 General Requirements for Disclosure of Sustainability-related Financial Information](#) and in compliance with [HKFRS S2 Climate-related Disclosures](#) as issued by the Hong Kong Institute of Certified Public Accountants. These Hong Kong standards align fully with the International Sustainability Standards Board (ISSB)'s IFRS Sustainability Disclosure Standards. As an impact-focused disclosure, this Sustainability Report has been prepared with reference to the [Global Reporting Initiative \(GRI\) Standards](#) to ensure maximum transparency for stakeholders regarding our impacts. CLP has also responded to a growing focus on the importance of nature conservation by dedicating a report chapter to nature-related topics, in alignment with the Task Force on Nature-related Financial Disclosures (TNFD) recommendations.

## Navigating this Sustainability Report

We recognise that investors and stakeholders seek not only clarity on what topics are considered material but also transparency around how these determinations are made. To support this, we have introduced a dedicated [materiality assessment report](#), which details the methodology, data sources, stakeholder groups engaged, and how their feedback shaped our priorities. At CLP, we continue to apply a double materiality approach within a structured three-year framework. In 2025, we implemented Year 2 of this cycle, building on insights gathered from extensive external stakeholder interviews. Financially material topics—those that could reasonably impact the Company's future prospects—are addressed in our Annual Report. Meanwhile, impact material topics, which relate to our positive and negative effects on people, the environment, and the economy, are covered comprehensively in this Sustainability Report.

To enable the sustainability report to stay focused, the management approach sections have been moved to the [online sustainability report website](#). The key sustainability achievements and performance for 2025 remain accessible in this downloadable version.

In addition, CLP has disclosed its ESG data in a standalone [ESG Databook](#) for the purpose of providing CLP's stakeholders with a quantitative overview of the Group's 2025 non-financial performance while allowing quantitative analysis with availability of all key data points. On top of this, we have also published an online [ESG Data Hub](#) which houses the interactive charts for optimal user experience.

This report aims to provide insightful and informative perspectives, and to offer a balanced view of CLP's sustainability efforts. Feedback on the report is welcome and can be shared through [CLP's online survey form](#).

# Chairman and CEO's message



The Honourable Sir Michael Kadoorie, Chairman (left), and T.K. Chiang, Chief Executive Officer (right)

**“For a century and a quarter CLP has been an integral part of Hong Kong’s social fabric, and we look ahead with the same resolve to embrace innovation and new possibilities. Guided by a clear strategy and our purpose to Power Brighter Tomorrows, we remain committed to delivering reliable, sustainable energy to our customers in Hong Kong and beyond.”**

In the context of an unpredictable and challenging world, CLP has remained steadfast in its purpose. In our core market of Hong Kong, we upheld our commitment to the provision of reliable, sustainable and affordable energy services for our community. At the same time, we advanced our energy transition, commissioning over 380MW of renewable energy projects in the Asia-Pacific region and progressing further towards our long-term decarbonisation goals.

## Transitioning to net zero

The global energy transition is advancing at an unprecedented pace, presenting both opportunities and complexity. As an energy provider across the Asia-Pacific region, CLP recognises our responsibility to decarbonise while ensuring the energy systems that underpin daily life and economic activity remain secure, reliable and affordable.

Guided by our strategic priorities, we continued to deliver on our Climate Vision 2050 and further reduced the Group’s greenhouse gas emissions intensity to 0.50kg CO<sub>2</sub>e per kilowatt hour in 2025. To support our transition to lower-carbon fuels, a pilot project assessing the feasibility of using hydrogen-blended natural gas at Black Point Power Station in Hong Kong is currently underway. The project will provide valuable insights into the scalability, efficiency and commercial viability of hydrogen. During the year, our China business commissioned over 300MW of additional wind and solar capacity and progressed more than 900MW of projects under construction. Apraava Energy has announced the sale of coal-fired Jhajjar Power Station, which is in line with

our commitment to phase out coal-fired power generation before 2040.

CLP has a pledge to review its Climate Vision 2050 targets at least every three years, taking into consideration the latest climate science, policy drivers, technological advancement, industry trends and community expectations. To ensure our investment decisions remain consistent with the overall intent of the plan, we will commence the next review in 2026, following the most recent update published in 2024.

## Exploring growth options

As electrification and digitalisation drive rising energy demand, we remained focused on supporting growth by investing in lower-carbon and digital energy infrastructure and developing practical customer solutions. In Hong Kong, CLP Power continued to work closely with EV charge point operators and the Government to accelerate the deployment of fast chargers, optimising our power supply to meet the rapidly-growing needs of EVs. CLPe also opened eight EV charging stations across Hong Kong in 2025, including one supporting cross-border travel under the Government’s “Southbound Travel for Guangdong Vehicles” arrangement.

This followed CLPe and its partner CNOOC Guangdong Water Transport Clean Energy Company Limited completing Hong Kong’s first liquefied natural gas bunkering with simultaneous cargo operations in June. Meanwhile, we continued our investments in smart grids and metering across Hong Kong and Australia to enhance energy management capabilities for millions of customers. Customer-centric solutions such as

Cooling-as-a-Service, Solar-as-a-Service and electric vehicle infrastructure are helping businesses and communities lower emissions, improve efficiency and manage costs.

### Harnessing digital innovation while safeguarding trust

Digital innovation is transforming the energy sector and is central to CLP's ability to deliver safe, reliable and customer-centric services. In the first half of 2025, we completed the first phase of our Enterprise Resource Planning (ERP) transformation in Hong Kong, improving efficiency, transparency and decision-making across finance, human resources, supply chain and procurement. The next phase will deepen integration across the Group including asset management and customers, strengthen data consistency, and further enhance our ability to respond quickly to emerging business pathways and changing market conditions.

We also rolled out our 2025–2028 Digital Strategy to enhance agility, strengthen capabilities and drive sustainable growth. By integrating AI and data analytics into daily operations, colleagues are making more informed decisions, improving efficiency and delivering better service to customers. At the same time, we recognise that trust is foundational. Cybersecurity remains a core priority, supported by strengthened governance, security-by-design principles and enhanced threat detection and response capabilities.

### Building a future-ready workforce

Our people are at the heart of CLP's success. As the energy sector continues to evolve, we are committed to ensuring our workforce is safe, skilled and future-ready. Ongoing investment in training, upskilling and reskilling supports our transition to a lower-carbon and more digital energy system, while refreshed ways of working and streamlined processes strengthen agility and decision-making. In 2025, we relaunched the CLP Executive Development Programme to provide experienced colleagues with leadership mentoring, cross-unit rotations and exposure to strategic projects.

We also continue to foster an inclusive and values-driven culture, guided by CLP's Value Framework. By promoting inclusion and diversity and maintaining high standards of safety and wellbeing, we are reinforcing CLP's position as an employer of choice.

Safety has always been, and remains, our foremost priority. It is therefore with deep regret that we note several tragic fatal incidents during the year. In Hong Kong, there were two traffic incidents, one involving a member of the public and another involving a contractor worker at a CLP worksite. A fatality also occurred at a minority investment entity of CLP China, and Apraava Energy reported a fatal incident at its Sidhpur Wind Farm. These deeply saddening incidents are a reminder that our commitment to safety must be relentless. We will enhance further our oversight, culture and systems to protect everyone who works with us and the communities we serve.

### Strengthening resilience across operations and supply chains

In an environment of heightened geopolitical, climate and supply chain uncertainty, resilience remains a key focus. In

2025, we advanced our Sustainable Procurement Roadmap, integrating sustainability considerations more deeply into procurement processes and strengthening engagement with strategic suppliers.

### Creating positive impact in our communities

CLP's relationship with the communities we serve is built on trust and long-standing partnership. Through targeted initiatives, subsidies and social programmes, we continue to support vulnerable groups, promote energy efficiency and contribute to social, educational and environmental outcomes. In 2025, this included our support for those affected by the devastating Tai Po fire in Hong Kong in November. Our sympathies are with the families who lost loved ones and all those impacted by this tragic event.

As we enter our 125<sup>th</sup> year, we reflect on the enduring bond between our company, our people and the communities we are privileged to serve. For a century and a quarter CLP has been an integral part of Hong Kong's social fabric, and we look ahead with the same resolve to embrace innovation and new possibilities. Guided by a clear strategy and our purpose to Power Brighter Tomorrows, we remain committed to delivering reliable, sustainable energy to our customers in Hong Kong and beyond.

In this world of increasing uncertainty, we remain confident in CLP's ability to navigate a changing energy landscape. Our strong financial foundation, disciplined strategy and proven capability will guide us forward as we continue to adapt and grow responsibly. We are particularly encouraged by the opportunities in our core market, and with the dedication of our people and the trust of our stakeholders, CLP will continue to deliver resilient growth and sustainable energy solutions for generations to come.



**The Honourable Sir Michael Kadoorie**  
Chairman



**T.K. Chiang**  
Chief Executive Officer

Hong Kong, 26 February 2026

# Sustainability-related targets and performance in 2025

CLP is committed to transparently tracking progress and fostering accountability through the establishment of sustainability-related targets. These targets reflect how we do business and create value for our communities and stakeholders, and are guided by our enduring Purpose and Core Values. At CLP, each target is determined with reference to the six key material sustainability topics.

## Net-zero transition

### Climate change

Target	2025 performance
<b>GHG emission intensity:</b> Reduce 59% to 0.26kg CO <sub>2</sub> e/kWh by 2030 (vs 2019); and achieve net-zero GHG emissions across our value chain by 2050	0.50kg CO <sub>2</sub> e/kWh, a decrease of 21% vs 2019 baseline
<b>Absolute Scope 3 (Category 11) GHG emissions:</b> Reduce 28% by 2030 (vs 2019)	Decreased by 35% vs 2019 baseline
Maintain its commitment to <b>phase out coal before 2040</b>	On track

### Environment

<b>NO<sub>x</sub> emissions:</b> Reduce 50% by 2030 (vs 2021 baseline)	Decreased by 35% vs 2021 baseline
<b>SO<sub>2</sub> emissions:</b> Reduce 55% by 2030 (vs 2021 baseline)	Decreased by 19% vs 2021 baseline
<b>PM emissions:</b> Reduce 90% by 2030 (vs 2021 baseline)	Decreased by 28% vs 2021 baseline
<b>Waste products:</b> Reduce 70% by 2030 (vs 2021 baseline)	Decreased by 74% vs 2021 baseline
<b>Freshwater consumption:</b> Reduce 85% by 2030 (vs 2021 baseline)	Decreased by 55% vs 2021 baseline

## Energy growth opportunities

### Energy services and solutions

Target	2025 performance
<b>Connect &gt;2.8 million smart meters</b> for CLP Power's residential and Small and Medium Enterprises (SME) customers in Hong Kong by 2025	More than 2.88 million smart meters have been connected in Hong Kong since 2018
<b>Save 48GWh of electricity</b> from 400 buildings through the <b>Eco Building Fund</b>	Saved around 48GWh of electricity from over 600 buildings
<b>Conduct 600 energy saving audits</b> for commercial and industrial customers, resulting in 48GWh in total savings	Saved around 48GWh of electricity with more than 600 energy audits completed
Achieve 60MW in <b>demand response reduction performance</b>	CLP Power achieved demand reductions of 249MW from residential customers and 77MW from commercial and industrial customers in Hong Kong

## Digital innovation and cybersecurity

Innovation	Target	2025 performance
	Deploy <b>28 use cases</b> of innovative technologies including AI and data products across the Group	Deployed 39 use cases of innovative technologies including AI and data products
Cyber-security	CLP continues to <b>invest in the latest cybersecurity technologies and talent</b> , in order to prevent, detect and react to evolving cyber threats	On track

## Future-ready workforce

Inclusion and diversity	Target	2025 performance
	Year-on-year improvement in the percentage of <b>leadership roles held by women</b>	Leadership roles held by women increased from 30% to 31.6%
	Year-on-year improvement in the percentage of <b>women with Science, Technology, Engineering and Mathematics (STEM) qualifications</b>	Women with STEM qualifications accounts for 18.8%
	<b>Ensure equal pay for work</b> of equal value is maintained in all CLP businesses	On track
Training and development	Dedicating more than 10% of <b>training hours to upskilling and reskilling</b>	17.7% of training hours are dedicated to upskilling and reskilling

## Operational and supply chain resilience

Governance	Target	2025 performance
	Maintain Board diversity with a target of <b>&gt;30% for female Directors representation</b>	38%
	Maintain zero <b>convicted cases of corruption</b>	On track
Supply chain	<b>Over 4,000 of CLP's suppliers</b> have acknowledged to abide by CLP's Supplier Code of Conduct (SCoC) by 2026	On track, over 3,800 CLP's suppliers have acknowledged to abide by CLP's SCoC

## Community stewardship

Volunteer	Target	2025 performance
	<b>16,000 volunteer hours</b> every year	21,461 volunteer hours



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# Our business

The CLP Group is one of the largest investor-owned power businesses in Asia Pacific with investments in Hong Kong, Chinese Mainland, Australia, India, Taiwan Region and Southeast Asia. Its business spans every major segment of the electricity value chain ranging from power generation, transmission and distribution to retail and smart energy services. CLP strives to embrace new opportunities and expand its horizons to meet the evolving needs of energy users in a world being reshaped by decarbonisation and digitalisation.

GRI reference: 2-1, 2-6

## CLP's business



### Operations and Technologies

- Wind
- Solar
- Hydro
- Waste-to-energy
- Nuclear
- Gas
- Coal
- Energy Storage
- Transmission and Distribution
- Retail
- Smart Meters
- LNG Terminal
- Others (e.g. oil, energy services)

1 Transmission assets only.

CLP's diversified portfolio of electricity generation assets includes coal, gas, nuclear, wind, hydro and solar power facilities. With decarbonisation as a principal business priority, CLP is progressively phasing out its coal-fired power generation assets, and utilising gas as a transition fuel. The Group also operates flexible generation assets and storage solutions to help it manage intermittent and peak demand efficiently.

### Generation and energy storage capacity by asset type - On an equity plus long-term capacity and energy purchase basis

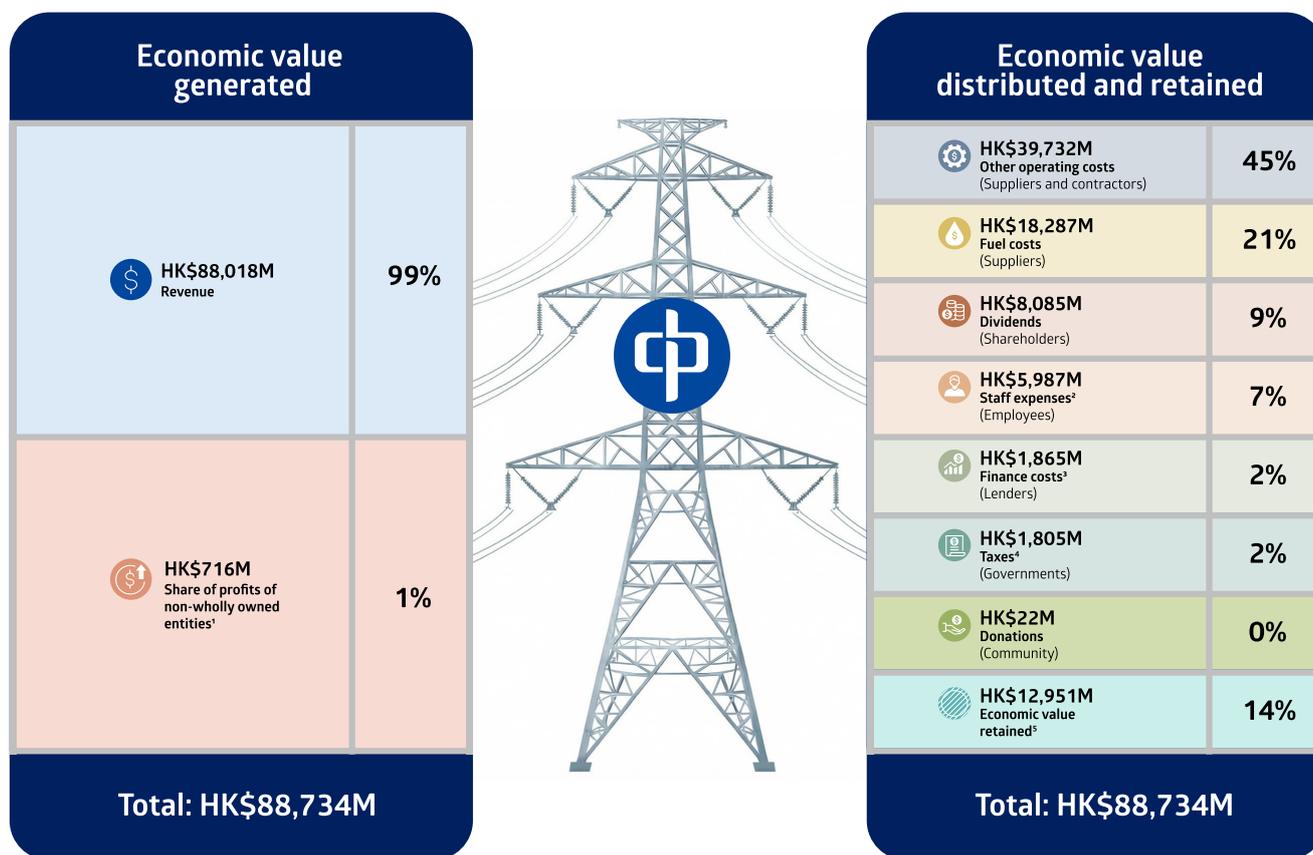
Wind	2,800MW	Waste-to-energy	14MW	Coal	8,140MW
Solar	1,650MW	Nuclear	2,750MW	Energy Storage	1,107MW
Hydro	489MW	Gas	6,118MW	Others	300MW
<b>Total</b>					<b>23,366MW</b>

# Economic value generated and distributed

CLP's emphasis is on value creation over the long term, taking into account different stakeholder interests. This includes value created by serving the communities in which it operates.

GRI reference: 201-1

One way to understand this emphasis is through the value created and distributed by CLP to different stakeholders. In 2025, 85% of the economic value generated by CLP was distributed to its stakeholders, including employees, partners, capital providers and the community at large.



1 Includes share of results (net of income tax) from joint ventures and associates netted with earnings attributable to other non-controlling interests, which represented CLP's share of economic value created together with its business partners.  
 2 Another HK\$1,515 million of staff costs incurred were capitalised.  
 3 Finance costs are netted with finance income and include payments made to perpetual capital securities holders. In addition, finance costs of HK\$496 million were capitalised.  
 4 Represents current income tax but excludes deferred tax for the year.  
 5 Represents earnings attributable to shareholders (before depreciation, amortisation and deferred tax) for the year retained.



# Reporting frameworks and content indices

Globally, different methodologies are used to measure organisations' sustainability performance. CLP's sustainability-related disclosures reference several reporting guidelines and frameworks to ensure comparability, an approach aligned with international best practice.

## HKFRS Sustainability Disclosure Standards of the Hong Kong Institute of Certified Public Accountants (HKICPA)

The HKICPA has developed the Hong Kong Sustainability Disclosure Standards ("the Hong Kong Standards") on a full alignment basis with the international standards by International Sustainability Standards Board (ISSB). The HKICPA issued the final [Hong Kong Standards](#) at the end of 2024 with an effective date of 1 August 2025. CLP has prepared its 2025 Annual Report in accordance with HKFRS S1 and in compliance with HKFRS S2.

In response to the launch of the Hong Kong Roadmap on Sustainability Disclosure and the HKFRS Sustainability Disclosure Standards, CLP's Annual Report has continued to disclose information about sustainability-related and climate-related risks and opportunities that could reasonably be expected to affect the Company's prospects. In 2025, CLP has provided further detailed information about financial effects arising from climate-related risks, encompassing both physical and transition risks. Physical risks, such as extreme weather events and changing climate patterns, may result in increased operational costs and asset impairment. Transition risks, including shifts in policy, market preferences, and technological advancements towards a low-carbon economy, can lead to changes in asset values, compliance costs, and potential reallocation of capital. CLP assesses and discloses these effects in its annual reporting to ensure transparency and to help stakeholders understand how climate-related risks influence the Group's financial performance and strategic planning. In addition, CLP published a comprehensive climate transition plan titled CLP's Climate Vision 2050: *Powering an orderly transition* in March 2024.

CLP has also referenced the [Integrated Thinking Principles](#) and the [SASB Standards for Electric Utilities & Power Generators](#) in its report preparation.

Download the HKFRS S2 Climate-related Disclosures



Download the HKFRS S2/SASB Electric Utilities & Power Generators



## The Australian Accounting Standards Board (AASB)'s Australian Sustainability Reporting Standards (ASRS)

In Australia, the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Act 2024 became effective in early September 2024. This legislation mandates that relevant entities to disclose their climate-related plans, financial risks and opportunities, in accordance with the Australian Sustainability Reporting Standards (ASRS) published by the Australian Accounting Standards Board (AASB) in 2024. The AASB has confirmed that these standards closely align with the ISSB's IFRS S1 and IFRS S2 requirements, ensuring comparability and consistency in global sustainability disclosures. As stipulated, entities are required to make climate-related disclosures for annual financial reporting periods commencing on or after 1 January 2025, with phased implementation for different entity sizes. As a response to this, EnergyAustralia has published a standalone 2025 Sustainability Report covering the required climate-related disclosures.

Download EnergyAustralia's 2025 Sustainability Report



Read more on the Hong Kong Roadmap on Sustainability Disclosure



Download the HKFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information Content Index





### The Stock Exchange of Hong Kong’s Environmental, Social and Governance (ESG) Reporting Code

The Stock Exchange of Hong Kong (the Exchange) aligned Hong Kong’s climate-related reporting requirements with those of the ISSB in April 2024, updating the Main Board Listing rules under the Appendix C2 ESG Reporting Code. As an early adopter, CLP continues to improve its climate-related disclosure in Annual Reports, with further insights on CLP’s climate transition plan being published in *CLP’s Climate Vision 2025: Powering an orderly transition*.

The Exchange has established a clear timeline for implementing the climate-related disclosure requirements. Starting from 1 January 2025, all Main Board issuers are required to disclose against the Climate-related Disclosures modelling on IFRS S2 on a “comply or explain” basis. Large Cap issuers are mandated to disclose against the New Climate Requirements starting from 1 January 2026. In 2027, the Exchange plans to conduct a review, and launch a market consultation on mandating reporting for all listed companies, in accordance with the Hong Kong Standards which are fully aligned with both IFRS S1 and IFRS S2, with an expected effective date of 1 January 2028.

[Download the HKEX ESG Reporting Code Content Index](#)



[Read more on the Implementation Guidance for Climate Disclosures under HKEX ESG reporting framework](#)



### The Global Reporting Initiative (GRI) Standards

The GRI is an international independent organisation that provides a set of widely used standards for sustainability reporting. CLP’s reports have made reference to the GRI Standards since 2007.

This report has been prepared with reference to the [GRI Universal Standards](#). It also reports on matters relevant to the GRI G4 Electric Utilities Sector Disclosures, which cover aspects of sustainability performance that are meaningful and relevant to the electric utility sector.

[Download the GRI Standards Content Index](#)



### Task Force on Nature-related Financial Disclosures (TNFD)

The TNFD develops voluntary, consistent nature-related financial risk disclosure recommendations for use by companies when providing information to investors, lenders, insurers and other stakeholders. CLP has made reference to the TNFD’s recommendations in disclosing its assessment of nature-based risk and of its impact on nature in the chapter Respecting Nature.

[Respecting Nature](#)



In November 2025, the ISSB announced plans to address investor needs by initiating standard-setting activities aimed at introducing additional disclosure requirements for nature-related risks and opportunities not already covered in the explicit provisions of IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*.

To support this initiative, the ISSB will leverage the TNFD framework, adopting its holistic perspective on nature that encompasses all aspects rather than focusing on specific subtopics. The ISSB intends to incorporate TNFD’s recommendations, metrics, and guidance, including the Locate, Evaluate, Assess, Prepare (LEAP) approach where appropriate.

The ISSB aims to publish an Exposure Draft outlining these incremental disclosure requirements in October 2026.

[Read more on the Hong Kong Roadmap on Sustainability Disclosure](#)



[Read more on the sector-specific guidance for the electric utilities and power generators sector](#)



[Read more on the Roadmap to Nature Positive: Foundations for the Energy System, published by the World Business Council for Sustainable Development \(WBCSD\)](#)





## International and Local Sustainability Assurance Standards

The International Auditing and Assurance Standards Board (IAASB) published ISSA 5000 in December 2024. It serves as a global assurance standard, establishing principles and requirements for providing either limited or reasonable assurance over sustainability information—including climate-related and broader ESG disclosures—prepared under any suitable reporting framework, such as the HKEX ESG Reporting Code, HKFRS, GRI, and TNFD. The standard is both principles-based and scalable, encompassing all phases of the engagement lifecycle: acceptance, planning and risk assessment, materiality determination, evidence gathering (including controls, data, and estimates), evaluation, and reporting, as well as associated ethical and independence requirements.

The effective date of the standard is set for assurance engagements concerning sustainability information for periods commencing on or after 15 December 2026, with early adoption permitted.

In Hong Kong, HKICPA issued in March 2025 the HKSSA 5000 “General Requirements for Sustainability Assurance Engagements”, which is fully aligned with ISSA 5000 and is the overarching local standard for sustainability assurance. HKSSA 5000 will be implemented according to the same timeline, enabling utilities and other listed issuers to plan for the assurance of sustainability information for financial years 2027, or earlier subject to voluntary adoption.

Mandatory assurance is expected to be conducted in accordance with HKSSA 5000, which is fully harmonised with ISSA 5000. Following further consultations by HKEX and relevant financial regulators regarding Mandatory HKSDS Reporting, entities subject to such requirements must secure limited assurance covering:

- Scope 1 and 2 greenhouse gas emission disclosures from the third financial year of Mandatory HKSDS Reporting;
- All remaining mandated disclosures under HKSDS from the fifth financial year of the reporting regime.

[Read more on International Standard on Sustainability Assurance \(ISSA\) 5000, General Requirements for Sustainability Assurance Engagements](#) 

[Read more on Hong Kong Standard on Sustainability Assurance \(HKSSA\) 5000, General Requirements for Sustainability Assurance Engagements](#) 

[Read more on Consultation Paper on the Proposed Regulatory Framework for Sustainability Assurance in Hong Kong](#) 

# Reporting scope and data verification

CLP reviews its reporting scope regularly to ensure that the material impact of the Group's overall portfolio is covered.

GRI reference: 2-2, 2-3, 2-4, 2-5

This report covers the CLP Group's sustainability performance for the calendar year ending 31 December 2025. It is published at the same time as the CLP 2025 Annual Report in March 2026. Any assets that were operating and later sold during the year have been included in the reporting scope. In 2025, assets added to the reporting scope included Guanxian Wind Farm, Xundian III Wind Farm and its battery storage facilities, Hepu Solar Power Station and its battery storage facilities, and Yixing II Solar Power Station and its battery storage facilities. Taralga Wind Farm's power purchase agreement ended in June.

## Data management system

At present, the Group Operations Information System (GOIS) is used to report both asset-level and group-level non-financial data. To make data reporting more efficient, a new digital system is being developed for internal users. In addition, CLP has been using a new digital platform specifically for greenhouse gas (GHG) accounting, which helps measure, track, and manage GHG emissions. This platform simplifies the processes of data collection, analysis, and reporting, aiming for greater transparency and better management of data.

## Validation and Changes to ESG Metric Disclosure

Periodic validation of the ESG metrics currently published ensures that CLP's disclosures remain relevant, accurate and aligned with evolving industry standards. To support this commitment to transparency and improvement, CLP has assessed the materiality of CLP's ESG metrics by conducting a comprehensive mapping of the metrics published in the 2024 Sustainability Report against specified reporting standards, ESG rating index requirements and our materiality assessment results. This exercise identified opportunities to streamline ESG metric disclosures and highlighted areas for enhancement to further improve reporting quality and compliance, thereby strengthening the clarity and readability of CLP's sustainability-related disclosures.

As a result of the review exercise, several changes have been made to the data points included in the 2025 disclosure. These revisions are designed to maintain alignment with best practices and regulatory standards, with emphasis placed on the most relevant aspects of sustainability performance. Certain metrics have been removed from the 2025 disclosure, including legacy greenhouse gas emissions breakdowns for both the CLP Group's generation and energy storage portfolio, as well as electricity sales by CLP Power Hong Kong. Specifically, carbon dioxide equivalent emission on equity basis, along with equity plus long-term capacity and energy purchase basis are retained, whereas carbon dioxide emission and operational control basis will be discontinued. In addition, disclosures relating to safety performance by region, various breakdown human resources-related statistics — such as employee retirement eligibility, regional headcount, contract types, turnover rates, new hires, employee training, gender distribution, age distribution, technical trainee intake, and average length of service — have either been restructured or removed from the current report.

In addition, new metrics have been introduced to maintain alignment with best practices and regulatory standards. These include:

- Percentage of gross global Scope 1 emissions covered under emissions-limiting regulations
- Percentage of gross global Scope 1 emissions covered under emissions-reporting regulations

[Download 2025 Independent Assurance Statement](#)





# Approach to Sustainability

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# Governance

Strong corporate governance and effective risk management are the essential foundations for building a sustainable business and ensuring its long-term success. The Group is dedicated to consistently integrating sound corporate governance practices in its day-to-day operations through the full implementation of CLP’s Value Framework. CLP remains firmly committed to upholding a rigorous system of corporate governance to bolster the Group’s credibility and reputation.

## Sustainability governance

GRI reference: 2-9, 2-12, 2-13, 2-14, 2-23, 2-24

The CLP Board has overall responsibility over sustainability and business strategy. Sustainability governance has been institutionalised in the Group’s corporate governance structure, from Board-level committees to management-level Group functions and business units. The Sustainability Committee and the Audit & Risk Committee, have complementary roles in sustainability management, supported by the Sustainability Executive Committee and coordinated by the Group Sustainability Department.

## Sustainability Committee

The CLP Board-level Sustainability Committee (SusCom) primarily oversees the management of the Group’s sustainability matters.

Chaired by an Independent Non-executive Director, SusCom comprises seven Non-executive Directors, five of whom, including the Chair, are Independent Non-executive Directors. Members of the Sustainability Committee are appointed by CLP Holdings’ Board of Directors to oversee CLP’s sustainability matters.

[Download the Terms of Reference of the Sustainability Committee](#)





### Overview of work conducted by the Sustainability Committee between 2025 and the date of this Report

	2025				2026
	Feb	Aug	Oct	Dec	Feb
Climate-related Matters	✓	✓	✓	✓	
Other Sustainability Matters – risks, opportunities and emerging issues		✓	✓		
Sustainability Reporting/Indices performance	✓	✓		✓	✓
Sustainability Governance	✓			✓	
Health, Safety, Security and Environment	✓			✓	✓
Community, Charitable and Environmental Partnerships and Initiatives	✓				✓

There has been considerable expectation and anticipation from CLP’s stakeholders on how CLP would approach its corporate disclosures under the Hong Kong Financial Reporting Standard (HKFRS) S1 and S2. With the guidance from the Committee, management devoted considerable time to preparing for the Group’s disclosures in this regard.

[Read the full Sustainability Committee Report in the 2025 Annual Report](#)



## Audit & Risk Committee

The Audit & Risk Committee (ARC) is responsible for maintaining oversight of CLP's financial control, risk management and internal control processes, and ensuring that appropriate and effective systems are in place and are properly implemented. Risks are managed strategically and operationally to support CLP's long-term sustainability of CLP's growth objectives and the operational needs of the current business.

[Download the Terms of Reference of the Audit & Risk Committee](#)



The ARC is also responsible for ensuring appropriate assurance of the materiality assessment and ESG (non-financial) data in the Sustainability Report. In addition to its robust internal control system, CLP maintains independent oversight through an independent non-financial auditor to verify key ESG data and reporting accuracy based on appropriate accounting principles and reporting practices. Findings and observations are presented to management and the Board through the ARC.

[Read the full Audit & Risk Committee Report in the 2025 Annual Report](#)



In addition to the oversight provided by the SusCom and ARC, further details regarding the Group's corporate governance framework, best practices and recent enhancements can be found in the Corporate Governance Report in the Annual Report.

[Read the Corporate Governance Report in the 2025 Annual Report](#)



The [Human Resources & Remuneration Committee Report](#) covers CLP's Remuneration Policy, including the non-financial metrics considered for executives' remuneration.

## Sustainability Executive Committee

The Sustainability Executive Committee (SEC), established in 2016, is responsible for assessing and managing sustainability matters. The SEC is chaired by the Chief Executive Officer (CEO) as part of the role's executive-level responsibility for environmental, social and governance matters.

Given the importance of sustainability in CLP's long-term growth and the fact that the management of sustainability matters involves different group functions and business units across CLP's markets, membership of the SEC has been expanded since early 2025 to include all Members of, and senior executives with standing invitations to join meetings of, the Group Executive Committee (GEC). As of the end of 2025, the SEC comprises the following senior corporate management team:

- Mr T. K. Chiang (Chief Executive Officer);
- Mr Alexandre Keisser (Chief Financial Officer);
- Mr Carlo Wolters (Chief Operating Officer);
- Mr David Simmonds (Chief Strategy, Sustainability and Governance Officer);
- Ms Quince Chong (Chief Corporate Development Officer);
- Ms Eileen Burnett-Kant (Chief Human Resources Officer);
- Mr Andre Blumberg (Chief Digital Officer);
- Mr Roger Chen (Managing Director – China);
- Mr Joseph Law (Managing Director – CLP Power Hong Kong);
- Mr Mark Collette (Managing Director – EnergyAustralia);
- Mr Ringo Ng (Managing Director – CLPe);
- Mr Rajiv Mishra (Managing Director – Apraava Energy);
- Mr Vian Davys (Managing Director – Growth Markets);
- Mr Eric Chan (Senior Director – Group Internal Audit);
- Mr Paul Tomlinson (Chief Transformation Officer – CLP Power Hong Kong); and
- Mr Hendrik Rosenthal (Director – Group Sustainability).

[Full biographies of Group Executive Committee Members are set out on the Group's website](#)



The SEC steers the Group's sustainability strategy and approves relevant deliverables. The CEO and CFO also hold management responsibilities for the assurance of ESG data and jointly sign off the General Representation Letter connected with the assurance process.

In 2025, the SEC convened seven times and served as a platform for the executive team to initiate or develop strategic sustainability projects, receive updates on ongoing initiatives and engage in strategic discussions on emerging topics.

Key actions in 2025 are summarised below:

- Provided direction on SEC governance by updating the Terms of Reference and expanding membership to include all GEC members.
- Reviewed the performance of ESG ratings and indices and provided direction on the Company's participation, including maintaining transparency and focusing on priority assessments.
- Monitored the evolving international and local ESG reporting standards, including the IFRS S1/HKFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and the IFRS S2/HKFRS S2 Climate-related Disclosures, the Task Force on Nature-related Financial Disclosures (TNFD) and the Science Based Targets initiative (SBTi) and assessed their implications for the Company's own disclosures.
- Provided direction for the Company's response to various ESG disclosure standards, including the changes made by the Stock Exchange of Hong Kong with enhanced climate-related disclosure expectations under the ESG Code.
- Reviewed the material topics identified in the materiality assessment and determined the impact material topics and financially material topics to be featured in the Sustainability Report and the Annual Report respectively.
- Reviewed and provided feedback to the Hong Kong Monetary Authority (HKMA)'s Taxonomy for Sustainable Finance, maintained engagement across the year and submitted CLP's response.
- Explored the opportunity to develop the Group Human Rights Policy Statement covering labour and community topics, including plans to broaden whistle-blowing coverage and enhance social due diligence.
- Reviewed the Sustainable Procurement Programme to systematically assess supplier sustainability risks and support supplier engagement on continuous improvement, and reviewed the Sustainable Supply Chain Finance programme.
- Reviewed and endorsed the methodology for monitoring carbon markets, and initiated a review to update the Company's position on environmental market instruments, including GECs, RECs and carbon offsets.

## Group Sustainability Department

The Director-led Group Sustainability Department regularly reports to and seeks guidance from the SusCom and the SEC.

The Department guides the Group's climate action and leads sustainability and climate-related disclosures. This includes reviewing and reporting progress on the implementation of CLP's Climate Vision 2050, IFRS/HKFRS standards and the ESG regulatory requirements of the Stock Exchange of Hong Kong. The Department is also responsible for oversight of the carbon markets across CLP's operations.

The Department integrates sustainability into current operations and advises on how sustainability can inform CLP's business strategy and planning. It tracks sustainability issues, keeping the SusCom and SEC informed about new risks and opportunities, as well as monitoring changes in stakeholder expectations such as human rights and procurement and assessing their implications for the Company. The Department also manages corporate sustainability reporting and looks for ways to enhance overall operational performance.

The Department is committed to delivering ESG (non-financial) data reporting, performance management, as well as sharing insights and experience both internally and across organisations, sectors and countries. It supports and organises sustainability-related events and works closely with different stakeholder groups. For instance, the Department also facilitates various Group functions and business units across regions to meet regularly on a forum call and share experience and insights on how to move sustainability forward across the CLP Group.

# Risk management

CLP cultivates a strong culture with enduring purpose and values, driving the ambition to provide sustainable energy and create long-term value for shareholders, customers, employees, and the wider community. These principles shape CLP's strategy – focusing on enhancing the core business and pursuing sustainable growth to enable the energy transition. Risk management, as the cornerstone of this journey, provides a systematic approach to anticipate and address uncertainties, safeguard strategic objectives, and embed resilience into every level of the Group's operations. By integrating risk considerations into strategic planning and daily decisions, CLP further builds upon its ability to deliver on its purpose with confidence and agility in a rapidly evolving environment.

## Risk management framework

GRI reference: 2-23, 205-1

An effective risk management framework is essential for any organisation seeking sustainable growth and long-term value creation for its shareholders, customers, employees and the broader community. CLP defines risk as the effect of uncertainty on the achievement of its business objectives. The effect can be positive, negative or both, and may give rise to opportunities as well as threats. By identifying risks proactively, it ensures uncertainties are well understood and managed, enabling threats to be effectively mitigated and opportunities to be appropriately captured in support of value creation.

CLP's risk management framework consists of four interdependent elements:

- **Risk Management Objectives**  
Establishing clear, Group-wide objectives that guide how risks are identified, assessed and managed to support the Group's strategic priorities.
- **Risk Appetite**  
Articulating the level and types of risk the Group is willing to accept in pursuit of its goals, ensuring balanced decision-making and effective resource allocation.
- **Risk Management Process**  
Applying a structured approach to identifying, evaluating, responding to, monitoring and reporting risks across all levels of the organisation.
- **Risk Governance**  
Ensuring strong oversight, accountability and transparency through well-defined governance structures as well as roles and responsibilities, enabling consistent and effective risk management practices.

## Risk management process

Risk management objectives and risk appetite form the strategic foundation of the end-to-end risk management process. An effective risk management process relies on supportive activities that operate continuously against the backdrop of all process stages. By keeping information clear, current and well understood, these practices help ensure the process remains consistent, transparent and dependable. They strengthen organisational alignment and enable timely adjustments as conditions and risks evolve. This is achieved through various means including communication and consultation, recording and reporting, as well as monitoring and review, to ensure a holistic view of both risks and opportunities. The Board oversees this process through the Audit & Risk Committee.

Underpinned by its robust risk management process, CLP maintains a vigilant approach in monitoring the evolving external environment and megatrends which may have significant implications for CLP's business and markets. For more detailed information, please refer to the [2025 Materiality Assessment Report](#).

Furthermore, CLP's risk management process takes into account the identified **material topics** which are identified, revalidated and updated through the three-year double materiality assessments cycle. In 2025, CLP completed the second year of this cycle, focusing on reviewing and refreshing results from Year 1 (2024) and gathering insights from external stakeholders. This approach ensures the validation of megatrends, and identification and assessment of material topics and sustainability-related risks and opportunities. In addition, **Climate Vision 2050** is also an integral part of CLP's broader climate strategy, which covers key considerations around scenario analysis and long-term climate risks and opportunities identification, among other factors. It guides CLP in managing these topics.

CLP recognises that sustainability and climate-related risks and opportunities are deeply intertwined with its material risks. They are treated as both standalone risks and drivers for other material risks. This approach ensures that CLP's risk

profile remains aligned with its strategic priorities and the sustainability topics most likely to impact the business and its stakeholders. The below table shows the primary material topics associated with each Group top-tier risk.

Related Material Topics

Group Top Tier Risks	Net-zero transition	Energy growth opportunities	Digital innovation and cybersecurity	Future-ready workforce	Operational and supply chain resilience	Community stewardship
Major HSE incidents				●		
Cybersecurity – OT systems			●			
Cybersecurity – IT systems			●			
Asset performance and major failures	●					
Climate-related physical risk	●					
Major projects delay/cost overrun	●					
Adoption of Artificial Intelligent (AI) Solutions			●			
Coal supply reliability – Australia					●	
Market price volatility – Australia		●				
Tariff adjustment challenge – Hong Kong						●
Delayed national renewable energy subsidies - Chinese Mainland	●					
Gas supply security – Hong Kong	●				●	
Regulatory changes – Hong Kong		●				●
Regulatory changes – Mainland China		●				
Regulatory changes – Australia		●				
Regulatory compliance – Australia			●			
Climate-related transition risk	●	●				
Geopolitical and sanctions risk					●	
Availability of competitive funding	●					
Financial market volatility		●				
Default of Group's financial counterparties		●				
Digital transformation			●			
Organisation capability development				●		

# Stakeholder management

CLP promotes open and timely stakeholder communication to build trust. The organization seeks to understand stakeholder needs, address feedback, and support ongoing improvement through its Stakeholder Engagement Framework based on core values.

## Strategies and procedures

GRI reference: 2-12, 2-16, 2-25, 2-29, 3-3, 207-3, 413-1

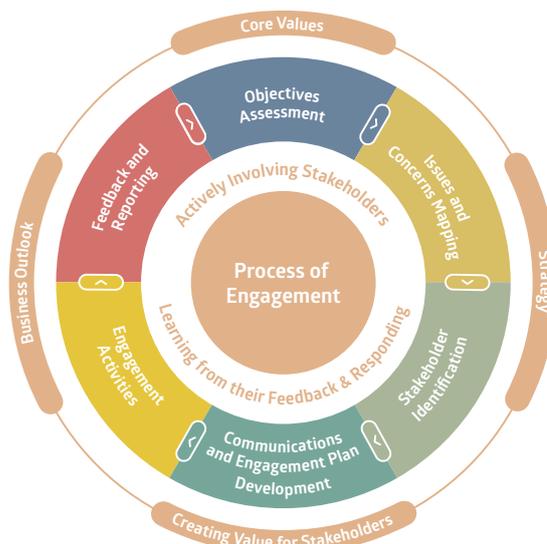
CLP's Stakeholder Engagement Framework provides for open and transparent channels for stakeholder input, along with a review and consideration process for responding to concerns about CLP's business in a timely manner.

Each business unit has developed its own project-specific stakeholder engagement plan, based on the framework steps below.

- 1. Establish engagement scope and align with business objectives:** Define the purpose, boundaries and intended outcomes of the engagement, ensuring full alignment with CLP's business priorities and project goals.
- 2. Map issues and concerns:** Identify potential issues, expectations and concerns that may arise from business operation and projects. As part of this analysis, CLP assesses how different stakeholder groups, including local communities, may be affected and identifies any groups that may be considered vulnerable.
- 3. Identify relevant stakeholders:** CLP engages with a diverse range of stakeholders, including affected communities, local stakeholders, and vulnerable groups, each with distinct attributes, concerns and interests. Key stakeholder groups for each project are identified and prioritised based on the issues mapped, how stakeholders will be impacted and the nature of their influence on the business.
- 4. Develop a communications and engagement plan:** CLP uses a wide range of easily accessible public engagement channels, both formal and informal. These channels include surveys, focus groups, briefings, visits, events, roadshows and online channels, where stakeholders can express their concerns, interests or provide feedback throughout the year. The channels for each project are selected based on the project's nature and the most effective means of reaching the identified stakeholders.
- 5. Conduct engagement activities:** Implement the planned engagement activities to facilitate open dialogue, proactively gather insights and strengthen relationships with stakeholders.
- 6. Capture feedback and report on outcomes:** CLP seeks to address stakeholders' views and concerns while identifying areas for improvement. It uses various measures to do this, including capturing stakeholder feedback, assessing

the outcomes of CLP's stakeholder engagement efforts, monitoring and analysing media coverage, tracking brand perception ratings, and evaluating public and industry recognition and awards. Stakeholders can also provide feedback through other public channels such as customer service hotline and email.

### CLP's stakeholder engagement framework



### CLP's stakeholder engagement channels

As one of the largest investor-owned power businesses in Asia, CLP serves a broad spectrum of stakeholders.

GRI reference: 2-12, 2-25, 2-29

The Company is committed to responding to stakeholder concerns in a timely and effective manner. These concerns vary depending on location and circumstances, necessitating tailored actions or responses. General complaints about the Company are typically handled by the customer relations team. CLP upholds transparency by disclosing its financial and non-financial performance through the Group website, the Annual and Interim Reports and the Sustainability Report.

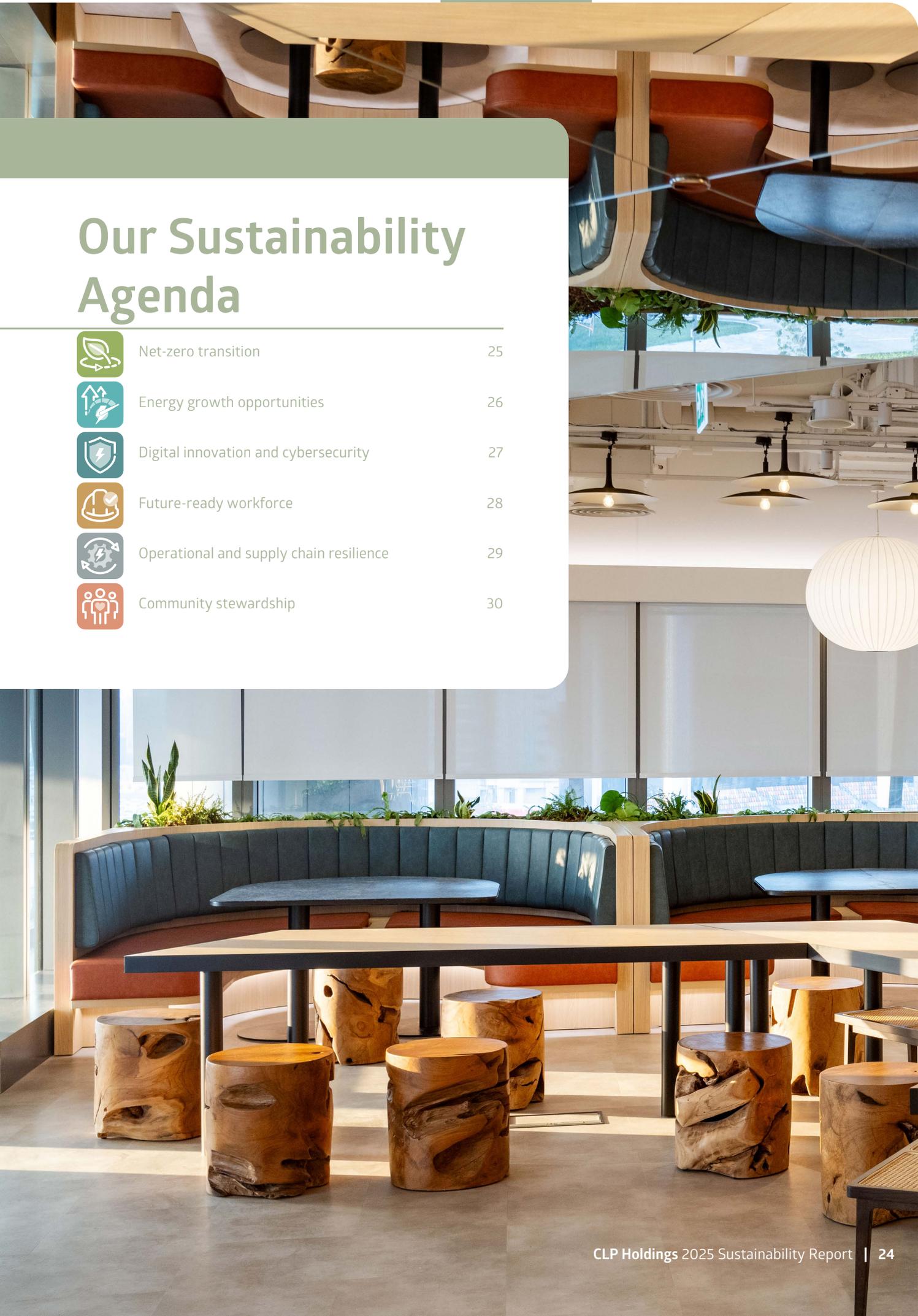
The following table lists out our key stakeholders and how they were engaged with.

Stakeholders	Key Engagement Channels
 <p><b>Capital providers</b></p> <p><a href="#">Download the annual report</a> <i>(including lenders, investors and shareholders)</i></p>	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Annual and Interim Results Analyst Briefings and webcasts</li> <li>• Corporate reports including Climate Action Finance Report</li> <li>• CLP Investor Relations App and mailbox</li> <li>• Announcements, circulars, presentations and media releases</li> <li>• Direct engagement in the form of bank and investor meetings, conferences, site visits, briefing calls and investor roadshows</li> </ul>
 <p><b>Customers</b></p> <p><a href="#">Read more</a> <i>(including residential, C&amp;I customers, electricity boards and grid companies)</i></p>	<ul style="list-style-type: none"> <li>• Working groups, e.g. the Customer Consultative Group and small and medium enterprise (SME) consultative groups</li> <li>• Customer Service Centres, Customer Interaction Centre and online service portals</li> <li>• Customer satisfaction surveys, feedback forms and personalised communications through account managers</li> <li>• Participation in government schemes</li> </ul>
 <p><b>Our people</b></p> <p><a href="#">Read more</a> <i>(including employees and contractors)</i></p>	<ul style="list-style-type: none"> <li>• Employee participation forum and other trainings, workshops and development programmes.</li> <li>• Employee listening surveys and feedback channels (including online forms, suggestion boxes, townhall meetings, focus groups, regular roadshows)</li> <li>• Employee newsletters, broadcasts, intranet, internal webinars</li> <li>• Discussion forum with trade union representatives in locations where collective bargaining is recognised</li> </ul>
 <p><b>Partners</b></p> <p><a href="#">Read more</a> <i>(including governments, regulators, suppliers and contractors)</i></p>	<ul style="list-style-type: none"> <li>• Regular working group meetings, communications and performance reporting</li> <li>• Written responses to public consultations and direct liaison with governments, regulators and relevant parties</li> <li>• Engagements and site visits</li> <li>• Meetings and visits by top management to deepen strategic long-term partnerships for mutual growth and development</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Regular supplier management meetings and engagements</li> <li>• Safety workshops, jointly engaging contractors working towards a common goal to raise safety awareness and capability through mutual collaboration and shared expertise</li> <li>• Periodical supplier performance evaluations</li> <li>• Regular risk and resilience reviews of key suppliers' supply chain risks</li> </ul>
 <p><b>Community</b></p> <p><a href="#">Read more</a> <i>(including community groups, legislators, NGOs, industry and professional organisations and academia)</i></p>	<ul style="list-style-type: none"> <li>• Encourage and support staff to participate in government initiatives such as district committees and advisory bodies and campaigns</li> <li>• Working committees, advisory committees, panels and meetings, including local customer advisory committees</li> <li>• Active participation in professional organisations through corporate memberships to enhance industry networking and exchanges</li> <li>• Public education/community events and programmes</li> <li>• Community investment programmes and volunteering services</li> <li>• CLP Community Support Team</li> <li>• Awards and scholarships</li> <li>• Seminars, lectures, workshops and online classes</li> <li>• Promotion through mass media and social media (including educational videos)</li> <li>• One-on-one meetings and visitations</li> <li>• Senior management's participation in speaking forums, briefings and engagement events to articulate CLP's thought leadership on its climate vision</li> <li>• University students case competition on Sustainable Procurement topic</li> </ul>



# Our Sustainability Agenda

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# Net-zero transition



CLP is transitioning to low-carbon energy by phasing out coal, investing in non-carbon energy infrastructure, and strengthening climate and nature risk management. The transition creates opportunities in renewable energy, transmission, distribution and energy storage. In line with Climate Vision 2050, CLP is committed to achieving its decarbonisation targets while supporting employees and communities impacted by the energy transition, maintaining energy reliability and affordability and adapting to regulatory uncertainties.

**0.50 kg CO<sub>2</sub>e/kWh**  
CLP's GHG emissions intensity  
vs 0.53 kg CO<sub>2</sub>e/kWh in 2024



CLP Power's Fuel Mix in 2025

**51% Natural Gas**  
**35% Non-carbon**  
**13% Coal**  
**1% Others**



EnergyAustralia published its inaugural Sustainability Report in compliance with applicable local disclosure requirements



CLP is phasing out coal and has committed to eliminating coal-fired power generation by 2040. To support this transition while ensuring its electricity supply remains reliable and affordable, the company is shifting toward renewables as well as exploring emerging technologies like hydrogen co-firing pilots. The Group's energy sent out and GHG emissions from coal assets decreased by 13.2% and 12.2% year-on-year respectively. This was supported by higher sent out from non-carbon energy assets. Together, these factors lower the greenhouse gas emission intensity of CLP's generation and energy storage portfolio on an equity plus long-term capacity and energy purchase basis from 0.53 kg CO<sub>2</sub>e/kWh in 2024 to 0.50 kg CO<sub>2</sub>e/kWh in 2025.

CLP has continued advancing its electric vehicle (EV) ambitions by expanding its fleet electrification and strengthening the EV support ecosystem across its operating regions. In Hong Kong, CLP Power has acted as an orchestrator in

accelerating EV adoption, facilitating the installation of fast charging and battery swapping infrastructure, while enabling the electrification of commercial vehicles by upgrading its fleet advisory services. The company continues monitoring its EV progress, with 33% of EVs weighing below 3.5 tonnes and 0% between 3.5 and 7.5 tonnes. Of the Group's saloon, 88% have transitioned to EVs. CLP has also provided 817 appropriate charging units at workplaces.

EnergyAustralia published its inaugural Sustainability Report under Australian Accounting Standard Board S2 – Climate-related financial disclosures (AASB S2). The report complements its existing commitments as outlined in the Climate Transition Action Plans (CTAP), with EnergyAustralia remaining on track to achieve all its committed climate-related targets in 2025.

## Why is this topic material to stakeholders?

By investing in non-carbon energy infrastructure and phasing out coal, CLP can reduce emissions from its portfolio. This will enhance its air and water quality management, thereby protecting community health and ecosystems, especially in water-stressed regions. CLP's expansion into sustainable energy solutions, including solar power installations, nuclear energy and electric vehicle charging, is delivering more zero-carbon power to consumers and supporting the long-term resilience of the wider

economy. In addition, CLP's extensive consumer data sets can help establish benchmarks and guidance for the decarbonisation of real assets at a city scale. These efforts are collectively strengthening CLP's reputation, building trust with stakeholders, and contributing to social equity and economic progress in the regions served by CLP.

Respecting Nature



# Energy growth opportunities



CLP is focused on providing reliable, sustainable energy as demand grows through electrification and digitalisation. It is well-positioned to capture new energy growth opportunities through investing in lower-carbon and digital energy infrastructure, developing customer solutions such as EV charging and Energy-as-a-Service (EaaS), and capturing international market opportunities. These efforts support decarbonisation, energy affordability and long-term competitiveness in an evolving market and regulatory landscape.

Maintained world-class supply reliability of 99.999%

in Hong Kong



Connected over 3.7 million smart meters for Hong Kong and Australia customers; installed over 2.5 million smart meters in India



Continued to support major customers such as Henderson Land and Chinachem in upgrading their cooling systems



CLPe offers a diverse suite of efficient, low-carbon solutions. Its Cooling-as-a-Service (CaaS) covers financing, design, operation and maintenance of cutting-edge cooling systems, using AI-based optimisation and smart energy management. Solar-as-a-Service (SaaS) provides businesses and communities with on-site solar generation, while supports renewable energy integration by storing surplus electricity for later consumption, for example for EV charging. In parallel, CLP has also established partnerships with Henderson Land and Chinachem Group to enhance the energy efficiency of their operations.

The energy system has been digitalised by rolling out over 3.7 million smart meters across its customer base in Hong Kong and Australia. This large-scale deployment has enhanced real-time energy monitoring and management and given customers greater control over their energy consumption.

More generally, the smart meters are supporting a more efficient and sustainable energy network.

CLP Power's eMobility Grid Management Platform (eGMP) is a sophisticated digital tool launched in 2024 that has grown rapidly, and in 2025 was connected to approximately over 5,000 Hong Kong's EV charging points. eGMP aggregates and analyses real-time EV charging data citywide, guiding smarter grid planning, optimising the deployment of charging infrastructure, and paving the way for advanced capabilities such as AI-driven optimisation and Vehicle-to-Grid services. Through these integrated digital and electrification initiatives, CLP is demonstrating leadership in sustainable energy and supporting the region's carbon neutrality journey.

## Why is this topic material to stakeholders?

By improving energy affordability and reliability, CLP is contributing to community wellbeing and economic stability. Adapting to regulatory changes is essential for maintaining a strong market position and ensuring reliable energy services.

CLP's efforts in building a closed-loop EV ecosystem is advancing cleaner transportation solutions that promote community health and align with national decarbonisation goals. Expanding into new markets is fostering economic growth by creating jobs.

Customers



Partners





# Digital innovation and cybersecurity



CLP is prioritising digital innovation to improve operations and provide smarter energy services while strengthening cyber resilience. It is continuously enhancing its digital capabilities to become a data-driven and secure utility. Digitalisation is crucial for transforming the energy sector. Continued investment in digital capability, governance and training, and responsible consumer data analytics and use of emerging technologies such as Artificial Intelligence (AI), enables CLP to create a more efficient, resilient, connected and customer-centric business.

**Launched VoltAI, CLP's internal AI platform**, which enables over 2,500 employees to drive digital innovation by experimenting with secure, enterprise-grade AI tools



**Enhanced cybersecurity resilience by implementing Security Orchestration, Automation, and Response (SOAR)** capabilities and updating Group-wide policies to meet new regulatory requirements



In 2025, CLP successfully deployed **39 use cases** of innovative technologies including **AI and data products** across the Group against a target of **28**



CLP is investing in AI and smart grid solutions that enable real-time monitoring and demand response. These advancements are enhancing CLP's operational efficiency, supporting world-class reliability, strengthening network resilience and improving energy affordability for customers.

CLP has established a comprehensive group-level AI Policy and a robust risk management framework to support responsible innovation. The CLP AI Policy outlines clear requirements for the ethical and secure use of AI and is supported by an AI Governance Framework that defines accountability, escalation, and reporting structures across the organisation. Every AI initiative is required to undergo a formal impact assessment before deployment, evaluating aspects such as ethical use, data privacy, and human oversight.

Cybersecurity remains a core priority. Advanced cybersecurity measures include SOAR capabilities, along with a Security-by-Design approach embedded in project lifecycles. CLP regularly updates its cybersecurity standards to reflect technological advances and regulatory changes. The Group Security team provides in-house expertise, conducts regular risk assessments, and ensures compliance with international frameworks. These integrated policies and controls are not only safeguarding CLP's assets and data, but also fostering stakeholder trust and enabling the company to innovate confidently as it advances its digital transformation.

## Why is this topic material to stakeholders?

By investing in cybersecurity, CLP is protecting its infrastructure and its customer data, which is essential for maintaining trust and reputation for reliability among consumers and regulators. Through the integration of AI and digital technologies, CLP is enhancing its grid efficiency and empowering customers by offering improved energy management tools, providing greater control over energy use as well as cost savings. Investments in smart grid

infrastructure and energy storage are providing scalable solutions that can accommodate emerging technologies and support the integration of renewable energy sources, benefiting both the environment and customers. Alongside these advances, CLP is carefully managing their potential to cause job displacements or skill gaps.

Customers





# Future-ready workforce



CLP is dedicated to making its workforce safe and future ready by attracting, developing and retaining diverse talent; upskilling and reskilling employees; fostering an agile, inclusive culture and ensuring its workplaces are safe and welcoming for all. Continuous investment in training and development and in process and policy improvements, enables CLP to attract top talent, innovate to seize opportunities and maintain a high-performing workforce.

### Training & Development

51.9 training hours/employee (in line with 2024)  
Over 17% were dedicated to upskilling and reskilling

New early and mid-career programmes to strengthen technical and management talent pipelines



### New Ways of Working

In Hong Kong, over 500 colleagues completed CLP's AI Challenge upskilling programme

Over 2,000 employees participated in curated activities aimed at building digital fluency and confidence



### Inclusion & Diversity (I&D)

Refreshed I&D strategy strengthens inclusivity through I&D pillars

Over 3,000 colleagues participated in the second I&D Awareness Week in Hong Kong



As the energy sector transforms, CLP is committed to ensuring that its workforce is safe and future-ready in terms of talent, skills and competencies, operating models and processes, and welcoming workplaces that enable everyone to perform at their best.

CLP invests in training and development to address both short- and longer-term needs, including reskilling and upskilling our workforce to build and operate an increased number of low- and non-carbon projects supported by digitalised networks and processes. CLP also invests in equipping managers and leaders with the skills needed to lead a diverse workforce into a non-carbon future.

Embedding new ways of working that are more flexible and commercial is critical to ensuring that CLP remains competitive. CLP's operating model ensures day-to-day decision are made closest to customers and local stakeholders. Streamlined processes and digitalisation support swifter decision-making and greater business efficiency. These are underpinned by CLP's refreshed Value Framework which sets behaviour expectations and is reinforced by performance management.

Attracting and retaining diverse talent; fair policies and ethical labour standards that safeguard the rights and wellbeing of everyone who works at CLP; offering flexible work arrangements and family-friendly practices; and encouraging everyone to speak up are imperative to a sustainable business and positioning CLP as an employer of choice.

### Why is this topic material to stakeholders?

Ensuring workplace safety and upholding high labour standards are essential for the wellbeing and sustained high performance of employees, contractors and service providers. CLP's upskilling and reskilling initiatives and ensure that team members are equipped with the skills necessary to run the business today and in the future and supported as CLP's asset portfolio evolves. New ways of working ensure CLP is competitive today and agile to

face the challenges and opportunities ahead. By promoting diversity, equity and inclusion, CLP is attracting diverse talent, supporting social mobility and ensuring that everyone contributes to improving how we work, and is supported to succeed.

Our people



# Operational and supply chain resilience



The accelerating pace of environmental, technological, regulatory and social change globally has reinforced the importance of business resilience. CLP recognises the strategic value of secure and responsibly-managed supply chains. Continued investment in resilience enables CLP to anticipate, withstand and recover from disruption, ensuring reliable operations and sustainable value creation.

Integrated sustainability risk profiles into procurement process to monitor risks along the supply chain



Launched a pilot scheme to assess the sustainability performance and management systems of selected strategic suppliers of CLP Power



CLP is continuously broadening and diversifying its supplier base and building stronger relationships with existing strategic suppliers. Beyond operational and supply chain concerns, CLP regularly identifies and evaluates sustainability risks through a risk profiling monitoring process, enabling it to manage ESG topics such as labour practices, human rights, modern slavery, child labour, harassment, safety, environmental considerations, governance and corruption along the supply chain.

To strengthen its supply chain sustainability, CLP has developed a three-year Sustainable Procurement Roadmap that has been endorsed by the Sustainability Executive Committee. In 2025, the second year of this roadmap, CLP trialled a tiered due diligence approach that combined supplier sustainability risk profiling and sustainability assessment

to embed ESG into the core procurement process. A pilot project was launched to onboard selected strategic suppliers of CLP Power, which involved assessing each supplier's sustainability performance and management systems. CLP Power's commitment to sustainable procurement was recognised with the Green Supply Chain Award at the Procurement Success Summit in November 2025, highlighting the collaborative effort of CLP Power and its partners in advancing sustainability throughout the supply chain.

Looking ahead, CLP is developing post-assessment strategies aimed at driving continuous improvement across core sustainability areas. This targeted engagement with suppliers is helping to address identified gaps and foster ongoing improvement, ultimately contributing to a more resilient and responsible supply chain.

## Why is this topic material to stakeholders?

As global supply chain uncertainty persists, CLP will need to continually monitor sustainability risks and work with suppliers collaboratively to address them. CLP's size and reputation are an asset in this regard, enabling it to collaborate with suppliers to identify and address potential and actual risks in line with market-specific regulations and voluntary industry standards.

Supply chain sustainability management



# Community stewardship



CLP recognises its obligations to meet evolving stakeholder expectations around the positive role businesses should play in society. This includes demonstrating leadership in its decarbonisation ambitions, investing in reasonably priced and resilient energy infrastructure and stewarding positive social impact through its operations, including supporting employees and communities impacted by the energy transition.

CLP Power allocated **over HK\$240 million** under the CLP Community Energy Saving Fund for a series of community support programmes



CLP donated **HKD\$10.5 million** to support residents affected by the Tai Po fire and the family of the deceased firefighter, and **applied power expertise to provide immediate and practical support**



CLP is committed to supporting communities by providing access to reasonably priced energy, targeted subsidies and innovative social programmes in Hong Kong and Australia. Major initiatives include the CLP Community Energy Saving Fund, which supports underprivileged groups, promotes community-wide decarbonisation and energy efficiency upgrades and boosts the economy. Community investment spans wellbeing, education, environment, and the arts, with over 938,000 direct beneficiaries in 2025.

CLP demonstrated its deep commitment to community resilience by responding swiftly and compassionately to the devastating Tai Po fire in November, which profoundly affected many residents. The company contributed HK\$10 million to the "Support Fund for Wang Fuk Court in Tai Po" and HK\$500,000 to the Fire Services Department Welfare Fund, while volunteers stepped forward to offer hands-on support. To ease the immediate burden on affected families,

CLP waived November electricity charges, arranged refunds of electricity account deposits, and set up a dedicated customer care hotline for guidance and reassurance.

Recognising that recovery requires more than financial help, CLP delivered mobile batteries and chargers to residents in emergency shelters and provided small household appliances to families moving into transitional housing. At CLP SmartEnergy@Tai Po, a special service station also offered complimentary refreshments, charging facilities, computer access and internet services, reflecting CLP's commitment to standing by its communities when they need it most.

## Why is this topic material to stakeholders?

Business activities which meet the expectations of stakeholders benefit customers, suppliers and local communities. By addressing education, women's empowerment, social inclusion, diversity and energy poverty, CLP is enhancing the wellbeing of local communities and supporting socio-economic development. The Group's expertise in building resilient energy infrastructure is helping communities adapt to climate change, ensuring reliable and

sustainable energy access to energy. Conversely, failing to provide a just transition for employees affected by the closure of coal-fired power plants could result in negative economic, health and social impacts for workers, their families and communities.

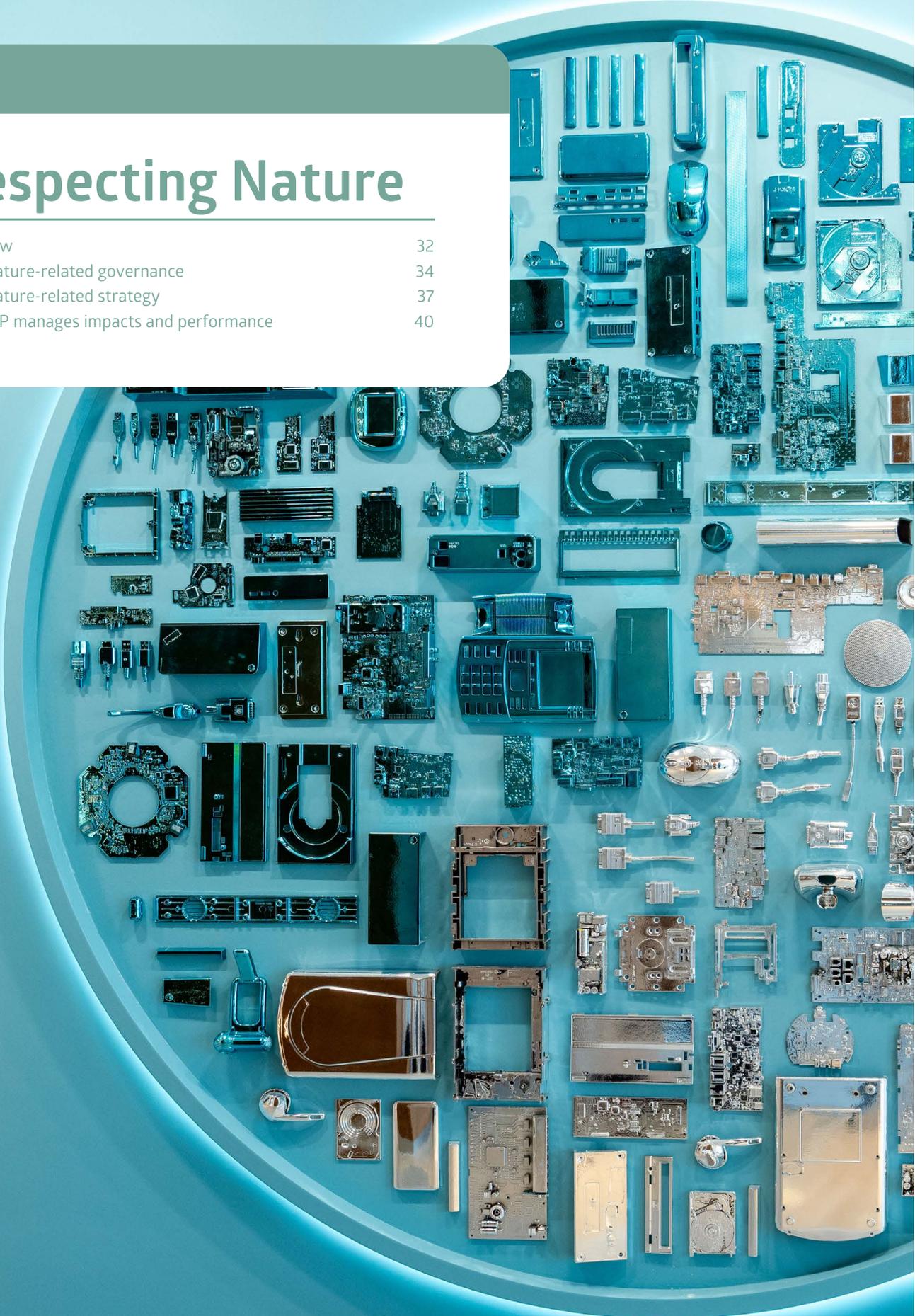
Community





# Respecting Nature

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# Overview

## Highlights

Achieved all 2025 environmental targets, demonstrating continued commitment to sustainability



Refined and strengthened nature-related commitments for applicable new investment projects



### Outcomes for Nature

The **certified butterfly garden** at CLP Power's System Control Centre in Hong Kong helps promote local biodiversity and raise awareness of environmental protection and conservation



Continued to **implement CLP's Circular Economy Strategy**, such as adopting an agriculture-fishery-photovoltaic integrated approach at **Yixing Solar Farm** on the Chinese Mainland



### Nature-related areas of interests

- CLP's nature-related governance
- CLP's nature-related strategy
- How CLP manages impacts and performance
  - Biodiversity and ecosystem
  - Air emissions
  - Waste management and materials use
  - Water
  - Energy conservation

### Relevant material topic



Net-zero transition

## Background

Increasingly, nature loss is recognised to be a source of risk to businesses and financial systems. CLP is enhancing its management of nature-related matters by seeking to better understand the interconnectedness between biodiversity and climate change, the potential risks and opportunities arising from its dependencies on natural systems that provide ecosystem services, and the impacts and implications of its own operations on the natural environment. With reference to the Taskforce on Nature-related Financial Disclosures (TNFD), CLP's disclosure covers how it assesses nature-related risks and opportunities in its governance, strategy, risk and impact management activities, as well as the relevant metrics and targets it uses.

To minimise adverse environmental impacts and create positive outcomes for nature, CLP has continued to strengthen its commitment to supporting biodiversity, implementing the circular economy and mitigating environmental discharges. CLP is also refining its focus areas and the relevant metrics to more effectively manage its interactions with nature. Group-level environmental targets for 2025 regarding air emissions, freshwater consumption, and waste production have been reviewed. All reduction targets set for 2025, using 2021 as the baseline, have been achieved as a result of various environmental initiatives implemented by individual assets.



Restoring ecosystem services through the reforestation of approximately 25,000 native trees at Meizhou Solar Farm on the Chinese Mainland

## CLP's nature-related governance

Under CLP's robust governance structure, senior management is committed to managing nature-related impacts, risks and opportunities effectively. The Group clearly defines the relevant roles and responsibilities and has informed decision-making processes in place, all designed to uphold accountability and transparency. These allow CLP to proactively identify, assess and manage the risks and opportunities related to biodiversity conservation, the circular economy and environmental impacts.

### Nature-related commitments

CLP is committed to preserving natural resources and fostering biodiversity, and recognises its responsibility to minimise the environmental impacts of its operations. CLP's responsibilities towards the environment are set out in the Group's Health, Safety and Environment (HSE) Policy, which is applicable to all individuals, including employees, contractors, and management. The Policy has been endorsed by the Group CEO, and its adequacy and effectiveness reviewed by the Board-level Sustainability Committee (SusCom). Group Health, Safety, Environment and Quality (HSEQ) is accountable for coordinating with the business units of CLP-controlled operations to implement the Group HSE Policy. Under the Group HSE Policy, CLP is required to:

- Protect the environment including the prevention of pollution and minimise the risk of environmental incidents;
- Strive to use resources including water and energy efficiently, and minimise emissions, discharges and waste; and
- Minimise any adverse impacts of its operations on biodiversity by protecting endangered fauna and flora and promoting ecological conservation.

[Learn more about the CLP Group HSE Policy](#)



As part of its nature-related strategy, and recognising the increasing loss of biodiversity globally, CLP is committed to conserving biodiversity both at its existing assets and in new investment projects. The Group has undertaken a range of initiatives in the regions where it operates designed to safeguard habitat quality and preserve the biodiversity of specific ecosystems.

### Governance of nature-related matters

Sustainability principles are integrated into CLP's business strategy and corporate governance, covering oversight and governance of nature-related matters and a commitment to protecting the environment.

A key component of the Group's overall sustainability management is the Board-level SusCom, which has oversight of and provides advice on CLP's management of nature-related strategies. It also plays a role in reviewing and evaluating the adequacy and effectiveness of CLP's HSE Governance Framework and HSE Management System, supported by the CLP Group Health, Safety, Security and Environment (HSSE) Executive Committee.

### Board and management oversight

SusCom and the Sustainability Executive Committee (SEC) are primarily responsible for overseeing the management of the Group's sustainability performance, including nature-related matters.

For their roles and responsibilities, as well as details of the key nature-related issues discussed in 2025, please refer to the [Sustainability governance](#) section.

Under the Board's oversight, the CLP Group CEO has ultimate accountability for reporting on the governance and performance of HSE management to SusCom, while the authority for day-to-day decision-making on HSE governance and assurance matters across CLP is delegated to the Group COO. The CLP Group HSSE Executive Committee, also chaired by the CEO, appoints senior executives to review and evaluate CLP's overall Health, Safety, Security and Environment governance, strategy, performance and assurance. In 2025, the committee undertook a review of the Group's environmental governance approach and its overall performance. It also received the results of the first stage of the Group-level nature-related risk assessment for assets under its operational control, and provided feedback on the initial scope and commitments on biodiversity for new investment projects where relevant.

Internal HSE assurance audits, which included environmental aspects, were carried out at selected assets to ensure compliance with relevant HSE directives and standards. Audit reports were submitted to the COO and senior management of relevant business units for approval.



## Development and implementation of nature-related strategies, policies and goals

Group HSEQ is responsible for providing expert advice on nature-related and environmental matters, ensuring timely reporting, and coordinating the implementation of the environmental aspects of the CLP Group HSE Strategy.

It is also responsible for defining appropriate environmental policies, directives and standards under the Group's HSE Management System to drive continuous improvement. In implementing these goals, it works closely with different business units to ensure that relevant environmental policies, directives and standards are properly applied, and that improvement strategies are effectively embedded and implemented across CLP. In addition, it is driving continual improvement via the ISO 14001 environmental management system, which is mandated across operational controlled assets, and is enhancing the existing environmental evaluation framework throughout the value chain for procurement. Please refer to the [Supply chain sustainability management](#) section for details of CLP's green procurement activities.

Various cross-functional working groups have also been established to manage nature- and environmental-related initiatives. Their work includes reviewing and refining nature- and environmental-related frameworks, undertaking the first stage of Group-level nature assessments, developing and implementing circular economy strategies and plans, and setting out medium- and long-term environmental targets.

## Monitoring of and compliance with emissions and other nature-related laws and regulations

HKFRS S2/SASB reference: IF-EU-140a.2; GRI reference: 2-27, 201-2, 306-3 (2016)

CLP aims to maintain full compliance with applicable emissions and other nature-related laws and regulations in the jurisdictions in which it operates.

Processes are in place to ensure CLP understands the relevant emissions and other nature-related laws and regulations relating to its new investment projects and existing assets, and stays abreast of any updates to relevant existing regulations and emerging legislation. Where compliance with new laws and regulations requires a transitional period, CLP will work transparently with regulators where appropriate as it establishes its business practices and makes the investments necessary to satisfy the new requirements.

CLP closely monitors developments in emissions and other nature-related regulatory requirements. New and/or amended laws and regulations that emerged in 2025 that had or may have a significant impact on CLP's business units are listed below.

<p><b>Hong Kong</b></p>	<ul style="list-style-type: none"> <li>The emissions allowances for CLP's power generation assets have been progressively tightened over time through Technical Memoranda (TM) of the Air Pollution Control Ordinance. The emission caps introduced in 2024 require CLP Power to further reduce emissions of sulphur dioxide (SO<sub>2</sub>), nitrogen oxides (NO<sub>x</sub>) and respiratory suspended particulates (RSP) by 26% to 49% compared with 2022 levels. In 2025, CLP Power maintained full compliance with these requirements.</li> <li>In 2025, CLP Power concluded discussions with the Hong Kong SAR Government regarding a new set of emission allowances for its power generation assets. Under the Tenth Technical Memorandum of Air Pollution Control Ordinance, CLP Power's emission allowances from 2030 will be reduced by 3% for sulphur dioxide, 22% for nitrogen oxides and 9% for respirable suspended particulates from the 2026 – 2029 emission allowances. CLP Power is committed to meeting the more stringent requirements.</li> </ul>
<p><b>Taiwan Region</b></p>	<ul style="list-style-type: none"> <li>Further to the Climate Change Response Act promulgated in 2023, the Ministry of Environment announced three more regulations in relation to the carbon fee mechanism in August 2024, including the Regulations Governing the Collection of Carbon Fees, the Designated Greenhouse Gas Reduction Goals for Entities Subject to Carbon Fees and the Regulations for Administration of Self-Determined Reduction Plans. The Ministry further announced the carbon fee charging rates in October 2024 and clarified that these would become effective on 1 January 2025. Regarding the anticipated financial impact on Ho-Ping, it was clarified in 2025 that the carbon fee calculation applies only to periods when Ho-Ping is consuming power for maintenance purposes, either by importing electricity or by self-generating through running its units. As a result, the estimated annual carbon fee of NT\$200 million has been reduced to NT\$4 million per year, with CLP's share now estimated at HK\$200,000.</li> </ul>



### Emissions and other nature-related regulatory non-compliance and licence exceedances

	2025	2024	2023	2022	2021
Environmental regulatory non-compliances resulting in fines or prosecutions (number) <sup>1</sup>	0	0	0	0	0
Environmental licence limit exceedances & other non-compliances (number) <sup>1</sup>	6	5	5	6	5

<sup>1</sup> Numbers include operating assets where CLP has operational control during the calendar year.

There were six emissions and other nature-related breaches recorded by EnergyAustralia in 2025, none of which resulted in any prosecution or fines:

- There were two administrative licence breaches associated with Tallawarra Power Station. The first breach occurred due to the late submission of the Compliance Report for Tallawarra Power Station to the local Authority; although an extension request was submitted and a verbal endorsement was received prior to the due date, the formal written approval was granted after the due date. The second breach resulted from missing weather monitoring data required for report submission, which was caused by a data logger malfunction. Both incidents were promptly reported to the relevant local authority, and no further regulatory action was taken.
- The third breach related to a short-term carbon monoxide (CO) licence limit exceedance at Jeeralang Power Station during low-load operations, which was reported to the local authority with no further regulatory action.
- The fourth breach related to a minor battery sulfuric acid spill at Yallourn Power Station. The waste contractor removed the contaminated material for treatment but failed to log it in the government waste tracker as required. The incident was reported to the local authority, and no further action was taken.
- The fifth breach related to wastewater discharge from an unlicensed point at Yallourn Power Station due to fire service pond pipe leakage. It was reported to the local authority, and no regulatory action followed.
- The last breach related to an unauthorised visible plume observed from Newport Power Station's chimney during unit start-up after an outage, before combustion had begun. This visible plume was probably due to dirt and debris inside the boiler being washed to the top of the boiler after the deluge system operated. The incident was reported to the regulatory authority, and no further action was required.

# CLP's nature-related strategy

CLP's nature-related strategy forms an integral part of the environmental aspects of the CLP Group's 2025-2027 HSE Strategy. It aims to establish a holistic approach to the management of nature-related matters, one that goes beyond mere compliance with existing emissions and other nature-related laws and regulations. In this way, CLP is responding to increasing interest by investors and other stakeholders in how businesses are integrating nature into their corporate strategy.

## Focus areas for the nature-related strategy

CLP's nature-related strategy has three focus areas, namely biodiversity conservation, Circular Economy (CE) transition and the reduction of environmental discharges. CLP aims at incorporating these critical nature-related matters into its governance, risk management and decision-making processes.

<p>Biodiversity</p> 	<p>Biodiversity conservation has a positive impact on ecosystem services, benefitting local economies among other things. By integrating the latest external guidance and findings from ongoing internal assessments, CLP is refining its approach with the aim of achieving the goal of "no net loss of biodiversity" by developing a suitable strategy and roadmap. CLP is currently in the transitional phase of adopting and refining its nature-related frameworks, with a focus on new investment projects, making reference to the sectoral guidance from the TNFD. Read more in the <a href="#">Biodiversity and ecosystem</a> section.</p>
<p>Circular Economy (CE)</p> 	<p>CLP is dedicated to driving the transition towards a CE, recognising its ability to address challenges relating to resources and pollution from a life cycle perspective, in steps that are also relevant to climate change and biodiversity conservation. As part of its transitional plan, CLP is engaging and partnering with stakeholders to implement its CE Strategy throughout its operations and value chain. Read more in the <a href="#">Waste management and materials use</a> section.</p>
<p>Reducing Pollution</p> 	<p>CLP strives to go beyond compliance with regulatory requirements in minimising its environmental impacts, by the careful management of the air emissions, water use and waste generated during its operations. Read more in the <a href="#">Air emissions</a>, <a href="#">Waste management and material uses</a> and <a href="#">Water</a> sections.</p>

### Nature-related assessment

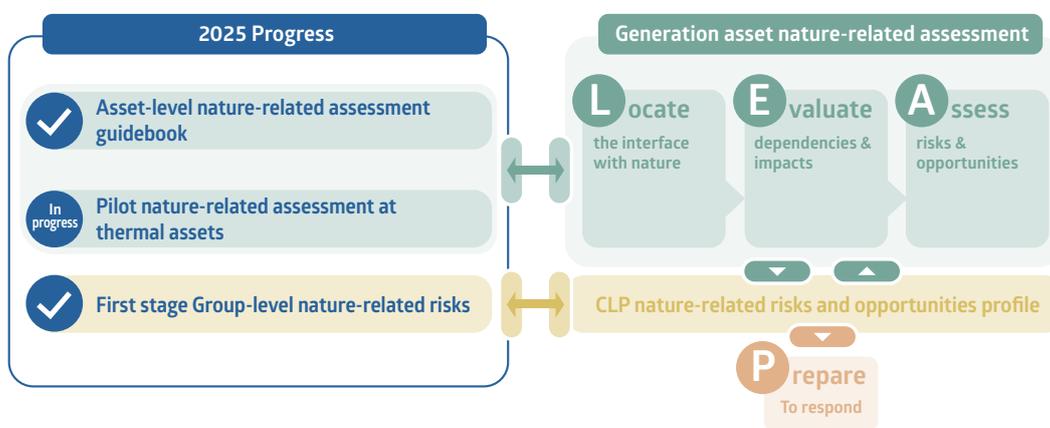
CLP has been evolving its nature-related assessment approach since 2023.

Following the initial biodiversity sensitive area analysis conducted in 2023, the SEC endorsed the Nature Plan, including the establishment of an internal taskforce, the implementation approach, and the outcomes of pilot nature-related assessments that adopted an interactive LEAP approach in 2024. These pilot nature-related assessments

also utilised the widely recognised Integrated Biodiversity Assessment Tool (IBAT) and Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tools, and referenced the Roadmaps to Nature Positive by World Business Council for Sustainable Development (WBCSD), where applicable.

In 2025, CLP further advanced its nature-related initiatives for both existing assets and new investment projects, as outlined below.

### CLP's approach to nature-related assessment and 2025 progress



Drawing on experience gained from the first pilot nature-related assessment in 2024, an asset-level guideline for assessing nature-related risks and opportunities was established in 2025. During the year, one thermal generation asset applied this guideline and commenced a further pilot nature-related assessment, adding to CLP's nature-related risk and opportunity profile.

CLP is also strengthening its approach to identifying exposure to significant biodiversity risks in its new investment projects, to achieve the goal of 'no net loss of biodiversity'. The scope and level of commitment for this approach are currently being finalised.

### Outcome and way forward

The findings from these asset-level nature-related assessments are being consolidated into CLP's Group-level nature-related risk profile, and the associated risks and opportunities reviewed accordingly. Insights gained from the pilot assessments have also been integrated into the CLP Group 2025-27 HSE Strategy. Finalising the scope and commitment of the applicable investment projects will also support the early identification of potential biodiversity risks.

A full-scale assessment of nature-related dependencies, impacts, risks, and opportunities is more than just a one-off exercise. CLP's iterative approach forms part of its enduring commitment to nature stewardship, enabling it to prioritise measures that help avoid or mitigate negative impacts and create opportunities for restoring the natural environment. It also supports CLP's efforts to develop relevant roadmaps for the next stage of its nature-related initiatives.

## Framework for implementing the Circular Economy Strategy in operations

CLP continued to implement its Circular Economy (CE) Strategy, which involves minimising materials consumption and waste generation, and addressing waste and pollution matters. Following CLP's development of the CE Strategy and Implementation Guidebook in 2024, a comprehensive implementation framework consisting of six core elements was developed to promote CE adoption across CLP.

In 2025, CLP furthered its efforts to implement its CE Strategy throughout its operations. In addition to ongoing internal communications via broadcasts and the e-communication platform, CE-related webinars were shared with employees. A series of roadshows were held at major Hong Kong offices to engage employees and enhance their awareness

of CE practices. For further information on implementing the CE Strategy in CLP's sustainable procurement practices, please refer to the [Case Study: Advancing circularity in CLP procurement](#).

As CLP prepares to decommission coal-fired power plants as part of its energy transition, the Company recognises the need to identify CE opportunities in the decommissioning and demolition process. A CE study was kick-started at the end of 2025 to develop an effective approach to identify opportunities to implement the CLP's CE Strategy in the process for retiring coal-fired power plants.

For details on CE-related initiatives and programmes in 2025, please refer to the [Waste management and materials use](#) section.

### Circular Economy (CE) implementation framework



## Going beyond compliance goals to reduce environmental discharges

With the goal of taking CLP beyond regulatory compliance, the Group reviewed and updated its environmental targets in 2023, adding ambitious new goals that align with its broader decarbonisation strategy.

These targets have been calibrated to reflect the decline of coal-fired power in CLP's asset portfolio, and to reaffirm the Group's commitment to continual improvement in environmental performance, particularly in reducing air emissions, water use and waste generation.

CLP's comprehensive strategy to reduce air pollution and enhance water and waste management across all aspects of its operations has enabled it to achieve all the environmental targets set for 2025, and meet its medium-term improvement goals. CLP will continue to keep tracking its progress towards its 2030 environmental targets in continual improvement of its environmental performance.

For more information on performance against group environmental targets, please see the [Air emissions](#), [Water](#) and [Waste management and materials use](#) sections.

# How CLP manages impacts and performance

## Our approach

To effectively manage and build resilience on nature-related impacts, risks and performance, CLP utilises a series of environmental management tools and processes to ensure that nature-related matters are properly managed at each stage of the project life cycle. For details, please refer to the [Project cycle framework for environmental management and assessment section](#).

The following sections describe how CLP manages individual nature-related matters that are considered material, with respect to the focus areas of its nature-related strategy. CLP has goals and targets that go beyond regulatory compliance requirements to drive continual improvement, together with performance indicators that monitor the progress and effectiveness of its nature-related strategies, plans and programmes.

## Biodiversity and ecosystem

CLP seeks to adapt and mitigate its impacts on biodiversity and ecosystems of significance in the vicinity of its operations as part of its goal of “no net loss of biodiversity”. CLP’s approach is grounded in regulatory biodiversity controls. It also implements site-specific initiatives and, where necessary, initiates ecological compensation programmes.

There is no one-size-fits-all approach to managing nature and biodiversity impacts. CLP considers varying factors (such as the location and the level of development in the vicinity of a project) as part of its nature and biodiversity conservation and land remediation efforts.

The biodiversity and nature-related enhancement programmes undertaken in 2025 include:

- Aquaculture and fisheries conservation in Hong Kong**  
 CLP Power has continued to support marine conservation and fisheries enhancement projects through the [Marine Conservation Enhancement Fund \(MCEF\)](#) and the [Fisheries Enhancement Fund \(FEF\)](#), both established under the Hong Kong Offshore LNG Terminal Project in 2020. By 2025, a total of HK\$100 million had been allocated to help finance 44 projects under the MCEF and 29 projects under the FEF. The MCEF backs efforts such as marine conservation, habitat restoration, rehabilitation, education and ecotourism, while FEF supports fisheries education and tourism, enhancement of fisheries resources and sustainable fishery development. A series of project

highlights was published on CLP’s social media channels to showcase the achievements of these funded projects, with the aim of raising public awareness and knowledge of marine and fisheries conservation topics.

- Biodiversity restoration programmes at thermal power plants in Australia**  
 For biodiversity conservation, EnergyAustralia has biodiversity offset management plans in place at its major fossil fuel assets including Mount Piper, Tallawarra and Yallourn Power Stations. The objective is to enhance habitats for native flora and fauna species through monitoring, site rehabilitation and revegetation. In 2025, a wombat monitoring programme was undertaken in the vicinity of Mount Piper Power Station, and habitat restored where necessary. Several habitat (nesting) boxes have been installed in the Pine Dale Mine area, and these have been observed being used by birds and possums.

Following the commissioning of the new gas-fired Tallawarra B Power Station in 2024, a biodiversity offset programme for Tallawarra Power Station was implemented, along with a comprehensive Fauna and Flora Management Plan managed by local ecologists and indigenous community groups. The 2025 monitoring programme indicated a healthy growth of the newly planted vegetation, indicating effective restoration efforts.

- Biodiversity regeneration programmes at CLP China’s Hydro Power Station**  
 At the Jiangbian Hydro Power Station, annual fish stock has been enhanced by releasing various fish species to maintain the ecological balance of the river. In 2025, the fishes release were completed in November. Survey findings indicated the endemic *Schizothorax* species remains present in the Jiulong River basin, demonstrating the effectiveness of these enhancement efforts and their positive impact on biodiversity restoration and conservation.

At the Huajji Hydro Power Station, water source conservation forests have been planted near the facility. Over 700 saplings of various species suited to the local climate, such as *osmanthus*, ginkgo and camellia, have been planted, enriching biodiversity and supporting the health of the local ecosystem around the power station.

- Enhancing biodiversity with agrivoltaic and aquavoltaic systems at CLP China’s Solar Power Stations**  
 To enhance biodiversity at its solar farms on the Chinese Mainland, CLP has integrated fishery and agriculture initiatives with its solar power generation by installing photovoltaic panels above ponds and fields. In aquavoltaic systems, aquacultural activities are carried out beneath the photovoltaic panels, such as the farming of crabs

and crayfish at Sihong Solar Power Station. In agrivoltaic systems, plants suited to the local climate, such as honeysuckle and roses, are grown under the photovoltaic panels, as seen at Xicun Solar Power Station.

• **Engagement with local communities for the promotion of nature and biodiversity**

In 2025, CLP China continued to promote nature conservation by engaging with local communities and governments. In addition to tree planting activities in different regions where it operates, CLP China also organised an eco-themed class in Beihai, Guangxi, for a group of young students. The students performed short

plays exploring the importance of nature conservation, and pledged to care for the planet as "little green guardians".

The Lingyuan Solar Power Station organised a "Biodiversity: Everyone's Participation" event in Sihedang Town to raise awareness and encourage community involvement in biodiversity conservation. Through a range of science education and community engagement activities, the event shared biodiversity knowledge with people of different ages and backgrounds, and encouraged them to actively practise environmental protection in their daily routines.

## Case Study

### Certified Butterfly Garden established at CLP Power's System Control Centre to promote biodiversity

CLP Power established a Certified Butterfly Garden at its Strafford House System Control Centre, part of the wider Jubilee Woodland area in Tai Po, Hong Kong.

The Butterfly Garden was officially certified under the Butterfly Garden Certification Programme by the Hong Kong Environmental Association in 2025, which provides certification services for butterfly gardens organised by schools, communities and institutions.

The objectives of the project are to promote butterfly and ecological diversity, as well as to cultivate a culture of sustainable development among staff by encouraging employee involvement in the garden's maintenance. Employees worked together to transform grassland into a habitat supporting a variety of butterfly species, in an initiative exemplifying CLP's dedication to promoting biodiversity and sustainable practices.



Butterflies can be spotted throughout the Certified Butterfly Garden, showcasing the flourishing habitat.



Employees undertake gardening work to nurture a vibrant mini-ecosystem supporting butterflies and fruit-bearing plants.

## Case Study

### Major milestone reached for the 10-year forest restoration programme in partnership with Kadoorie Farm & Botanic Garden (KFBG)

In partnership with Kadoorie Farm & Botanic Garden (KFBG) since 2022, CLP has been supporting a 10-year forest restoration programme to revitalise 10 hectares of native, subtropical montane forest within KFBG's nature reserve. With a sponsorship of HK\$10 million, the programme supports KFBG in planting up to 25,000 native trees of over 200 species and numerous understorey plants, contributing valuable scientific insights into the carbon sequestration potential of native forests.

In 2025, CLP and KFBG celebrated the planting of the programme's 10,000<sup>th</sup> tree seedling by adding a Hong Kong Star Anise, a critically rare and endangered species of which fewer than 10 remain in the wild in Hong Kong. By the end of September, a total of 10,458 seedlings had been planted across 2.41 hectares, representing 314 species from 73 botanical families.

This programme is notable for its scale and focus on forest recovery quality. KFBG employs an adaptive management approach, involving ongoing monitoring and data analysis of seedlings from previous years. Careful species selection and site placement ensure that the right trees are planted in the right locations, with comprehensive aftercare provided until the forest can thrive on its own.

As a result of these efforts, KFBG's restoration site was recognised in the form of a third-party verification by The Global Biodiversity Standard – an international framework for best practice in ecological restoration – and became the first in the world to receive the Premium-Tier Certification with the highest score of any project assessed worldwide.

Scientific research is a core part of the programme, contributing to knowledge about reforestation and ecosystem recovery through collaboration with local and international researchers. In 2025, insights from the programme were shared at several major conferences, including the Hong Kong Institute of Landscape Architects' International Climate and Biodiversity Conference, the 11<sup>th</sup> World Conference on Ecological Restoration and the Pacific Science Congress. The first peer-reviewed research article on KFBG's forest

restoration was also published in the Journal of Forestry Research.

The programme is making continued progress towards meeting its 10-year restoration targets, and KFBG is strengthening its partnerships with institutions at local, regional and international levels to help enhance global standards in forest restoration.



Mr David Simmonds, Chief Strategy, Sustainability and Governance Officer of CLP (right), and Mr Wander Meijer, Executive Director of KFBG (left) planting a Hong Kong Star Anise to celebrate the planting of the forest restoration programme's 10,000<sup>th</sup> seedling.

## Air emissions

While expanding its renewable and nuclear energy portfolio, CLP has also been striving to reduce air emissions from its operations. Achieving further emission reductions from existing fossil fuel power stations remains a high priority.

SASB reference: If-EU-120a.1; GRI reference: 305-7

To do this, CLP works to manage its fuel mix efficiently, and applies various mitigation measures to improve air quality in the regions where it operates.

Coal-fired power plants, such as Yallourn, Mount Piper and Castle Peak Power Stations, are the main contributors to

the Group's air emissions, and its emissions metrics are largely influenced by these plants' performances. CLP uses a combination of a carefully managed fuel mix and advanced technologies to limit its air emissions.

CLP has set Group-wide medium- and long-term emissions targets for the years 2025 and 2030 to guide further improvements in reducing air emissions of NO<sub>x</sub>, SO<sub>2</sub> and particulate matters (PM). The emission targets scope covers all power plants under CLP's operational control.

The 2025 results related to the air emissions targets and progress are shown in the following table:

Nature metrics	Pollution Reduction	Target Range by end 2025	Target by end 2030	2025 Results	2025 Progress
Air emissions (Impact driver)	NO <sub>x</sub> emissions	-20% to -30%	-50%	-35%	Achieved
	SO <sub>2</sub> emissions	-15% to -20%	-55%	-19%	Achieved
	PM emissions	-10% to -15%	-90%	-28%	Achieved

In 2025, CLP achieved all three air emissions targets through multiple efforts in the past few years. This was partly due to the divestment of the coal-fired Fangchenggong Power Station on the Chinese Mainland and the exclusion of assets in India, notably the coal-fired Jhajjar Power Station, since Apraava Energy has ceased to be a subsidiary and is now accounted for as a joint venture. CLP further reduced emissions through its fuel diversification strategy and effective air emission controls. Compared to the baseline year of 2021, emissions of NO<sub>x</sub>, SO<sub>2</sub> and PM were reduced by 35%, 19%, and 28% respectively in 2025.

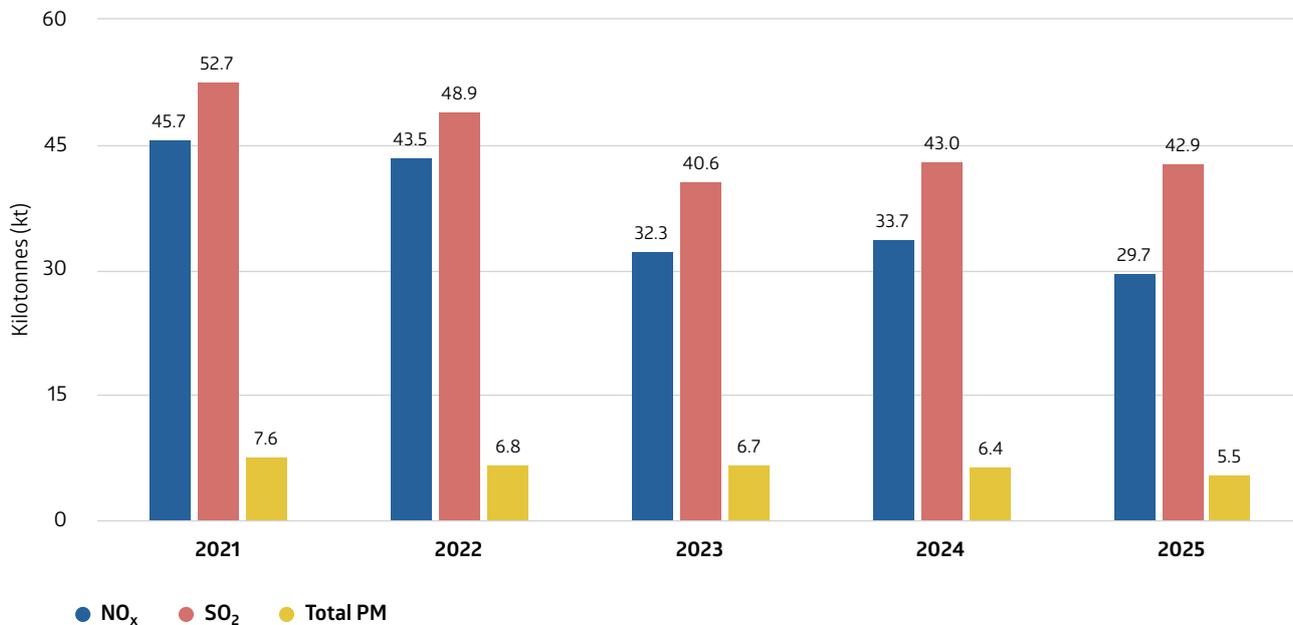
Key initiatives and programmes in 2025 included:

- Measures to reduce NO<sub>x</sub> emissions at thermal power plants in Australia**  
 In 2025, the Tallawarra Power Station A unit was upgraded with high-performance turbine and combustion components to improve its combustion and thermal efficiency, resulting in an incremental reduction in NO<sub>x</sub> emissions. Mount Piper Power Station also implemented various mitigation measures, such as combustion and coal mill optimisation, as well as boiler equipment refurbishment and repairs, which helped reduce NO<sub>x</sub> emissions.

- Control of fugitive GHG emissions from electrical equipment**  
 CLP has been reducing its SF<sub>6</sub> emissions from high-voltage equipment in recent years by refurbishing the Gas Insulated Switchgear (GIS) at its Hong Kong substations. This ongoing initiative aims to ensure supply reliability while helping to reduce potential SF<sub>6</sub> emissions by preventing sudden SF<sub>6</sub> leaks caused by the failure of ageing components. CLP has also continued to conduct trials of non-SF<sub>6</sub> GIS at 11kV distribution substations, with these systems having been installed and commissioned at two substations in Hong Kong by the end of 2025.
- Adoption of biodiesel and the Battery Energy Storage System (BESS) in CLP's operations**  
 CLP Power commenced trials of B5 biodiesel for heavy-duty mobile plant equipment in the coal yards at Castle Peak Power Station in 2025. Additionally, CLP is adopting the battery energy storage system (BESS) to reduce air emissions and enhance energy management. For instance, in Hong Kong, a BESS unit was utilised during the construction of the Yuen Long Industrial Estate Substation, reducing reliance on diesel generators and lowering air emissions. Grid-scale BESS projects are currently under development in both Australia and Hong Kong.

### Group-level air emissions

**i** Compared to 2024, Group-level air emissions of NO<sub>x</sub>, SO<sub>2</sub> and total PM in 2025 decreased, mainly due to lower utilisation of the coal-fired Castle Peak, Mount Piper and Yallourn Power Stations.



## Case Study

### Gas Turbine Enhancement Project at the Black Point Power Station

The Black Point Power Station (BPPS) is undertaking a Gas Turbine Enhancement Project across four "C" units from 2025 to 2028. The project commenced with the successful implementation of upgrades to Unit C8 in 2025, which included upgrading the combustors and hot gas path components within the gas turbine using a state-of-the-art design to optimise performance and efficiency.

The key outcome of the project was a 0.7% increase in thermal efficiency, which resulted in reduced fuel consumption and air emissions. The project delivered an overall 1% decrease in NO<sub>x</sub>, SO<sub>2</sub>, RSP and CO<sub>2</sub> emissions.

extending outage intervals for critical materials by 33% and increasing the replacement intervals for hot gas path components by 33–50%. These measures further reduced maintenance costs and waste, and optimised spare parts inventories, contributing to more sustainable operations.

Apart from reducing air emissions, the project also supported circular economy objectives by



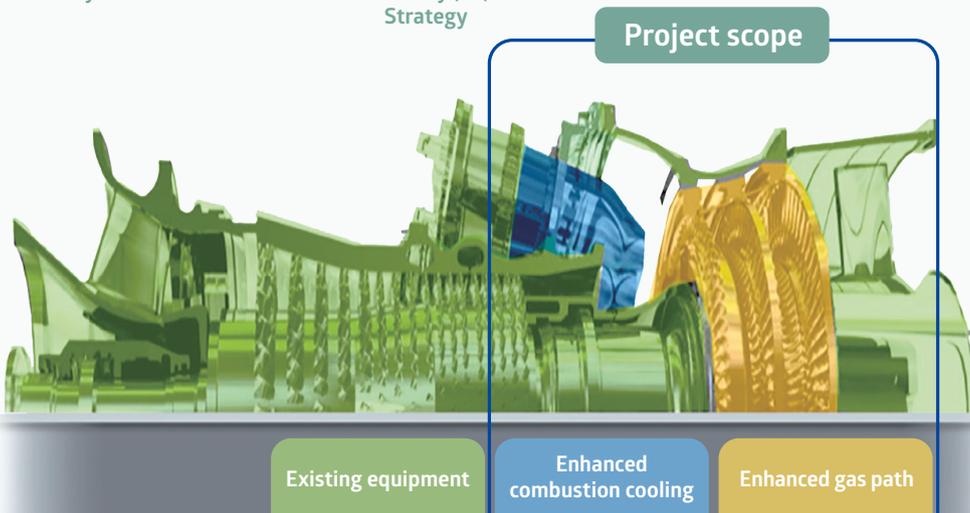
Improving energy efficiency



Reducing GHG & air emissions



Implementing Circular Economy (CE) Strategy



Scope of the gas turbine enhancement project, and projected environmental benefits

## Waste management and materials use

CLP is striving to implement its Circular Economy (CE) Strategy across its project lifecycles, exploring opportunities for minimising materials use and waste disposal, further to following a waste management hierarchy (i.e. avoid, reduce, reuse, replace, recycle, treat and dispose) to prioritise preferred actions for minimising waste generation in its daily operations.

SASB reference: IF-EU-150a.1; GRI reference: 301-2, 306-3, 306-4, 306-5

Guided by its CE strategy, CLP actively seeks opportunities to enhance circularity within its operations.

Various measures and initiatives have been implemented to minimise waste and promote the reuse and recycling of materials during electricity generation and other operations. CLP recycles both hazardous and non-hazardous waste and sells or recycles by-products, such as ash and gypsum, for reuse in other industries where feasible.

Different assets generate varying types of waste, with fossil fuel plants being the main contributors. The amount of waste produced and recycled is not directly linked to the amount of electricity sent out, but it can be affected by maintenance

and construction activities, as well as local waste facilities and treatment practices.

CLP has set Group-wide medium- and long-term waste targets for the years 2025 and 2030 in terms of a percentage reduction of total waste produced, including by-products produced by its coal-fired power plants, against the base year of 2021. Waste targets for 2025 also include recycling of 100% of Waste Electrical & Electronic Equipment (WEEE), scrap rechargeable batteries, scrap metals and inert construction waste, and eliminating single-use plastics in catering facilities. The waste target scope covers all assets under CLP's operational control.

In 2025, CLP achieved all its waste management targets, including those for 100% recycling. Compared to 2021, total waste from operations was reduced by 74%, due to the implementation of waste management initiatives, the divestment of the coal-fired Fangchenggong Power Station on the Chinese Mainland, and the exclusion of assets in India, notably the coal-fired Jhajjar Power Station, since Apraava Energy has ceased to be a subsidiary and is now accounted for as a joint venture.

The 2025 results relating to the waste targets and their progress are shown in the following table:

Nature metrics	Pollution Reduction	Target by end 2025	Target by end 2030	2025 Results	2025 Progress
Waste (Impact driver)	Waste products <sup>1</sup>	-65%	-70%	-74%	Achieved
	Recycling of Waste Electrical & Electronic Equipment (WEEE)	100%	--	100%	Achieved
	Recycling of rechargeable batteries	100%	--	100%	Achieved
	Recycling of scrap metal	100%	--	100%	Achieved
	Recycling of inert construction waste	100%	--	100%	Achieved
	Removal of single-use plastics in catering facilities	100%	--	100%	Achieved

<sup>1</sup> Waste products include total waste produced from operation and maintenance activities and by-products produced by the coal-fired power plants

Key programmes and initiatives in 2025 are outlined below. Each of the following icons indicates that each initiative is relevant to which pillar of the CLP's CE Strategy adopted, as described in the [Framework for implementing the Circular Economy Strategy in operations](#) section.

- **Use of sustainable and renewable materials in CLP's transmission and distribution operations**



In line with its CE Strategy, CLP Power conducted a trial using natural ester insulation fluid derived from renewable vegetable oils as an eco-friendly alternative to mineral oil in distribution power transformers. This initiative also helps reduce the generation of hazardous waste. In 2025, the trial with one-year testing on a 300 kVA pole-mounted transformer and a 2,000 kVA ground-mounted transformer was completed with satisfactory results. The Company will continue to collaborate with suppliers on further development based on the trial findings. Additionally, in 2025, CLP Power commenced trials with synthetic ester insulation fluid for transmission power transformers, the results of which will be further evaluated to assess its viability as a sustainable alternative to mineral oil.

- **Waste reduction by extending the lifespan of assets and equipment**



In Australia, EnergyAustralia has adopted circular economy principles to extend the operational life of the Jeeralang and Hallet Power Stations. As part of its asset re-living projects, replacement rotors and spare parts have been sourced from Germany to partially rebuild and re-life the units at both sites. At Hallet Power Station, the rotor in one generation unit has already been replaced, and replacements will be made in other units as needed. Similarly, second-hand rotors and spare parts from Germany will be used at Jeeralang Power Station as a long-term strategy to prolong asset life.

On the Chinese Mainland, CLP China is implementing circular economy practices at its Shandong wind farms by working with suppliers to maintain and repair equipment, reusing spare parts like inverter driver boards, rectifiers, and slip ring fans in order to extend equipment life and support sustainability.

- **Establishment of a Green Recycling Station in the community**



Lingyuan Solar Power Station actively supported recycling initiatives and raised environmental awareness in the Datangou Village community by launching a "Green Recycling Station" project. Retired photovoltaic (PV) modules were repurposed to construct the station, and solar energy was supplied to power its LED lights, putting circular economy principles into practical action.

- **Community education on waste reduction and recycling promotion**



In Huaiji, Guangdong, CLP collaborated with a local primary school to organise a drawing competition that attracted 35 creative submissions of the children's visions for a more sustainable world. Staff from the Huaiji Hydro Power Station acted as eco-ambassadors, delivering interactive lessons and facilitating recycling games for the students to promote waste reduction, recycling and environmental awareness.

- **Circular Economy Concepts Promotion Programme**

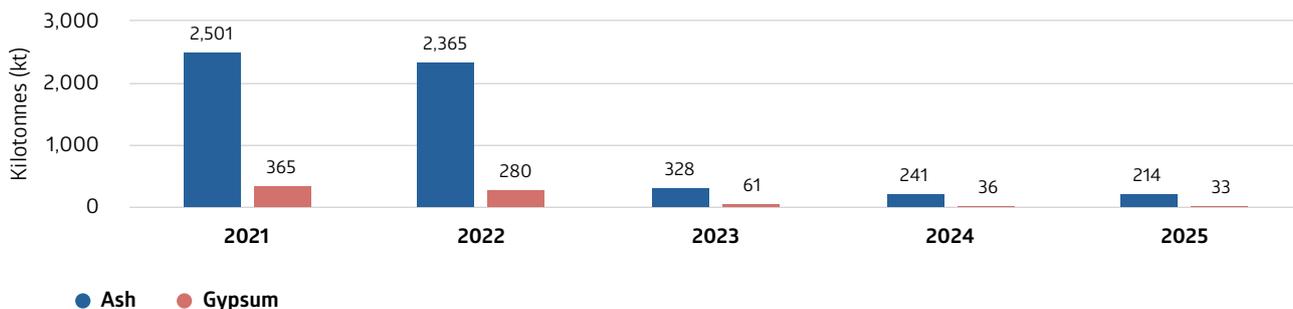


CLP has continued to implement its CE Strategy in its operations. In Hong Kong, a range of educational programmes and awareness campaigns were conducted throughout the year, including CE-related webinars, e-learning modules, promotional videos and roadshows for employees as well as upcycling workshops for their families. These programmes provided education on circular economy concepts and fostered a deeper understanding of waste reduction and recycling among CLP employees and their families.

### Ash and gypsum by-products reused or recycled / sold



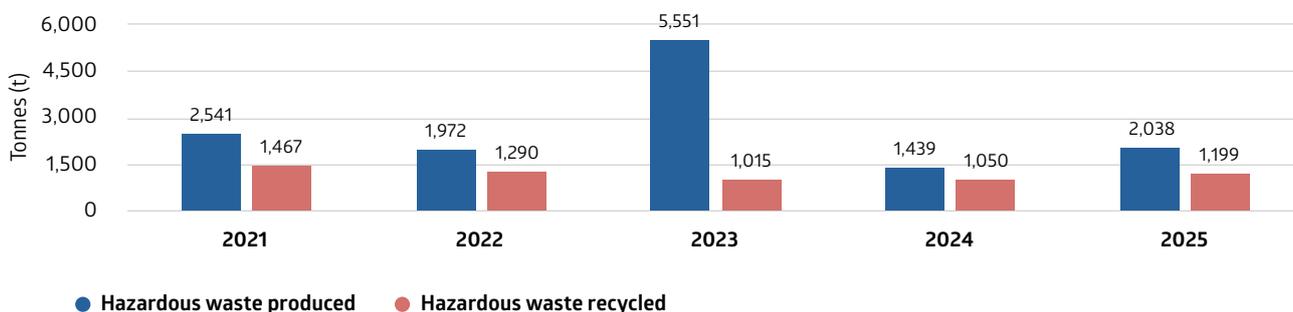
The total amount of ash and gypsum by-products recycled or sold in 2025 decreased compared to 2024. This decline was due to reduced generation from the coal-fired Castle Peak and Mount Piper Power Stations. For gypsum, Castle Peak B Power Station remains the sole contributor.



### Hazardous waste produced and recycled



The total amount of hazardous waste produced in 2025 increased compared to 2024, mainly due to Castle Peak Power Station's special project involving asbestos ash pipeline demolition and oil interceptor cleaning work. Recycling amounts increased slightly because the hazardous liquid generated from the oil interceptor cleaning work could be fully recycled.



### Non-hazardous waste produced and recycled



The total amount of non-hazardous waste produced in 2025 increased compared to 2024, mainly due to a construction project at Black Point Power Station and outage maintenance work undertaken at Castle Peak and Mount Piper Power Stations. Recycling amounts increased in 2025 compared to 2024, primarily due to the recycling of inert construction waste from the construction project at Black Point Power Station.



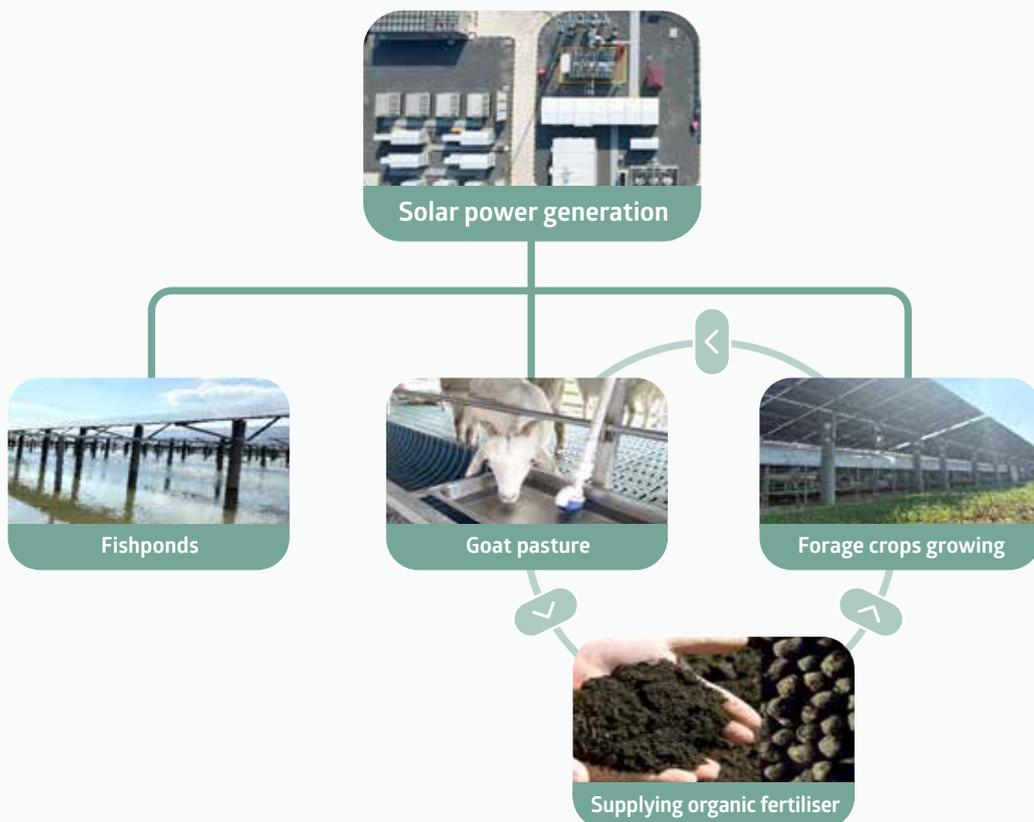
## Case Study

### Integrating solar power with sustainable agriculture: The Yixing Solar Farm's agriculture-fishery-photovoltaic integrated approach

The Yixing Solar Farm has adopted the "Circular Design & Input" pillar of CLP's Circular Economy (CE) Strategy through its closed-loop Agri-Pasture-Fish cycle, creating a chain of "straw-fertiliser-goats-crabs".

Forage crops (straw) are cultivated beneath the solar panels, and processed into feed for the onsite goats. The goats' manure is then used as organic fertiliser for further crop growth. Meanwhile, 0.53 km<sup>2</sup> of the 1.6 km<sup>2</sup> solar farm is dedicated to fish farming beneath the

solar panels. This integrated circular economy model maximises land usage, transforms waste into valuable resources, and produces both clean electricity and additional benefits from ecological agriculture.



The Yixing Solar Farm's Agri-Pasture-Fish Circular Economy Model

## Water

CLP has been strengthening its water management practices to reduce water usage and wastewater discharge, for example by using seawater cooling and water recirculation processes in its generation plants.

HKFRS S2/SASB reference: IF-EU-140a.1; GRI reference: 303-3, 303-4, 303-5

CLP has taken further steps to improve its water management and reduce water discharge-related impacts in its daily operations.

In 2023, CLP reviewed its environmental target-setting process and refined its water targets to reflect the upcoming

retirement of its fossil fuel plants. CLP has set Group-wide medium- and long-term freshwater consumption targets for the years 2025 and 2030 in terms of a percentage reduction of freshwater and municipal water consumption quantities against the base year of 2021. It set an ambitious freshwater consumption target comprising an absolute reduction of 45% to 55% by 2025, and a reduction of 85% by 2030, using 2021 as the baseline. The freshwater consumption target scope covers all CLP's operationally controlled assets.

The 2025 results against the Group-wide medium- and long-term freshwater consumption targets are shown in the following table:

Nature metrics	Pollution Reduction	Target Range by end 2025	Target by end 2030	2025 Results	2025 Progress
Water (Dependencies)	Freshwater and municipal water consumption	-45 to -55%	-85%	-55%	Achieved

CLP achieved its 2025 freshwater consumption target due to the implementation of water conservation initiatives at certain assets, the divestment of the Fangchenggong coal-fired Power Station on the Chinese Mainland, and the exclusion of assets in India, notably the coal-fired Jhajjar Power Station, since Apraava Energy has ceased to be a subsidiary and is now accounted for as a joint venture. As a result, CLP achieved an 55% reduction in freshwater and municipal water consumption in 2025 compared to the 2021 baseline year.

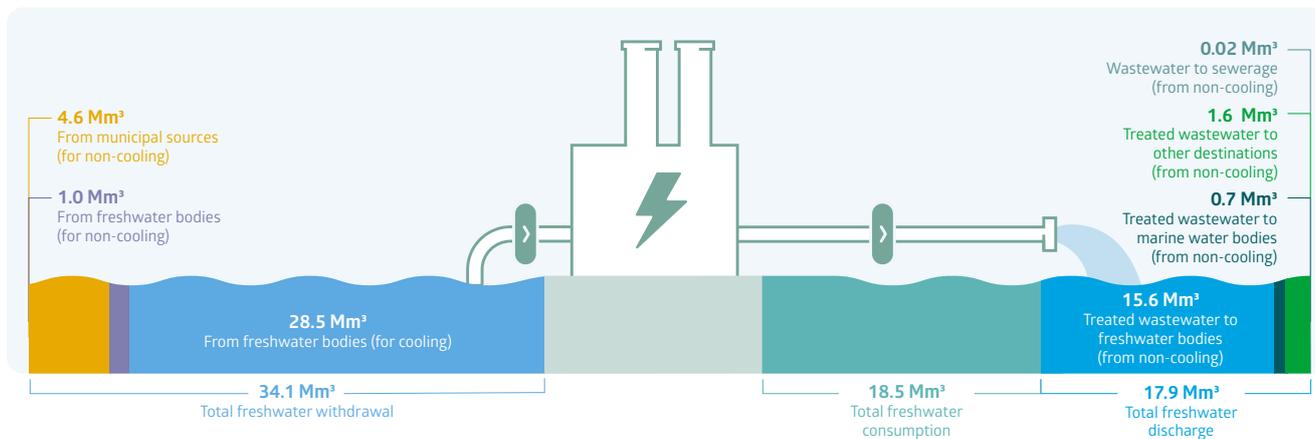
CLP will continue to track the volume of water recycling in its power stations for continual improvement, as well as share good practices across the Group to maximise the benefit of individual power stations' efforts.

Best practice examples of CLP's water management are summarised below:

- Minimising water usage in trenchless operations**  
 CLP uses the trenchless construction method for subsurface projects like underground cable installation to minimise the impact on traffic and the general public. This method relies on slurry, a water-soil mix, to transport excavated material. For water conservation and pollution prevention, CLP Power requires its contractors to use slurry circulation systems that separate solids so that the water can be reused.

- Water conservation and recycling initiatives at CLP China's wind farms**  
 CLP China strives to reduce freshwater consumption even though renewable energy assets generally require minimal water use. At Qian'an Wind Farm, several measures have been introduced to further reduce freshwater consumption. In 2025, rainwater collection pits were installed to reduce reliance on fresh water. Additionally, backwash wastewater from the domestic water purification facility is reused in the fire-fighting water tanks. Water-saving faucets have also been installed in high water-use areas such as kitchens and public restrooms.
- Water conservation education and promotion**  
 CLP encourages efficient water use and promotes the wise use of natural resources among employees. In Australia, EnergyAustralia conducts annual environmental training for its employees and major contractors, in which one focus is water conservation. On the Chinese Mainland, site staff receive water conservation training. In Hong Kong, a dedicated webpage offers practical water-saving tips and printable promotional stickers for on-site display.

### Freshwater balance

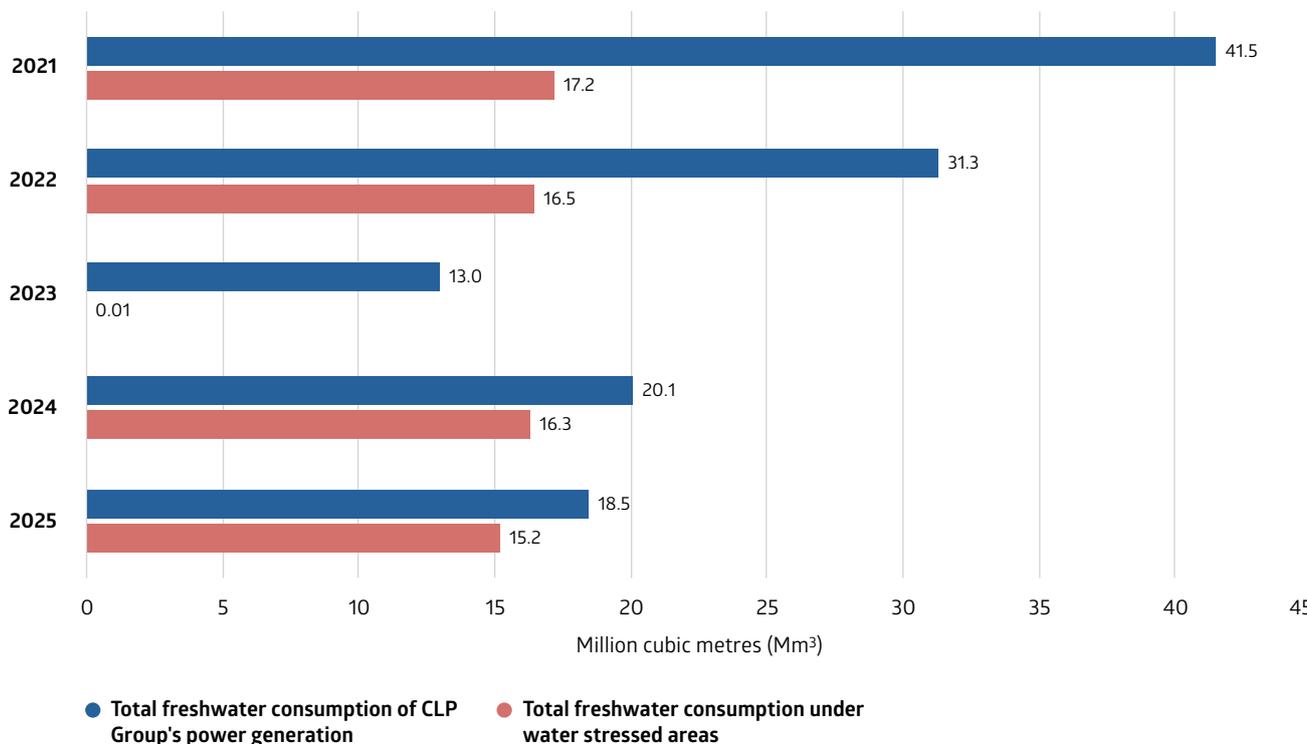


1. Freshwater discharged includes rainwater across the plants.

### Freshwater consumption from water stressed areas



Total freshwater consumption of CLP Group's power generation, as well as total freshwater consumption in water-stressed areas, decreased in 2025 compared to 2024. This was mainly due to reduced freshwater usage at Yallourn Power Station, resulting from an increase in treated wastewater being discharged to the same freshwater body from which freshwater is withdrawn.



## Energy conservation

CLP is dedicated to energy conservation by optimising operational energy efficiency, advancing the transition to low-carbon and renewable resources, and providing energy efficiency and conservation solutions to customers. Under the Group's Health, Safety and Environment (HSE) Policy, efficient energy use forms part of CLP's commitment to responsible resource management and environmental stewardship.

Through its Environmental Management System (EMS), CLP systematically enhances resource and energy efficiency across its operations, reducing electricity consumption within its own assets, including transmission substations and offices.

In addition to a variety of electricity efficiency and conservation measures, CLP also promotes energy-saving behaviours among its employees. CLP will continue to look for energy conservation opportunities and initiatives through energy audits and various energy conservation programmes across its operations. Key initiatives and programmes for 2025 are highlighted below.

For details on fuel consumption for power generation and energy sent out based on renewable resources, please refer to the [Asset management](#) section. For details on how CLP supports customers in improving energy efficiency, please refer to the [Energy services and solutions](#) section.

- **Energy saving initiatives at CLP China renewable energy assets**

CLP China has introduced several energy-saving measures at Lingyuan and Xicun Solar Power Stations, including building solar carports with spare solar panels and installing micro-battery storage for lighting. Additionally, the Lingyuan Solar Power Station created a rooftop "Green Energy Space", installing spare solar panels to reduce energy consumption. In the wind farms of the Shandong region, solar-powered streetlights have also been installed in the plant and living areas.

- **Energy conservation design in new transmission substations in Hong Kong**

CLP Power has incorporated energy conservation features into the design and construction of new transmission substations, such as energy-efficient equipment, LED lighting and daylight sensors. Additionally, design elements such as low window-to-wall ratios have been incorporated to reduce solar heat gain, while solar panels have been installed to provide supplementary electricity generation.

- **Innovation for energy saving in CLP offices**

CLP has been adopting new technologies to achieve efficient energy management and encourage energy conservation in its operations. The Company has implemented Building Energy Management Systems (BEMS) in its main offices, with some (such as the CLP Headquarters) having now been upgraded to incorporate artificial intelligence-driven smart controls. In older office buildings without BEMS, such as the office building of Black Point Power Station, CLP has introduced intelligent control systems with automated management of lighting and air conditioning. These improvements have increased operational efficiency and reduced energy consumption, while also enhancing user comfort in the indoor environment. By integrating these advanced building energy management solutions, CLP is improving energy performance and enabling real-time monitoring of building conditions.



# Serving Our Stakeholders

Customers	54
Our people	79
Partners	94
Community	109



# Customers

## Highlights

CLP Power maintained world-class power supply reliability of

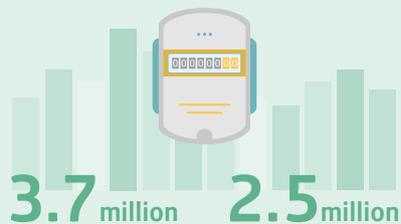
# 99.999%

in Hong Kong



**Hong Kong's first chiller system project using zero-carbon electricity** at Nina Tower, delivered by CLPe, received a Merit Award at the Green Building Award 2025

### Outcomes for stakeholders



Connected over **3.7 million smart meters** for customers in Hong Kong and Australia and installed **2.5 million smart meters** in India

More than **5,000** EV charging points were connected to CLP Power's eMobility Grid Management Platform (eGMP)



### Stakeholders' areas of interest

- [Customer portfolio](#)
- [Access to reliable energy](#)
- [Asset management](#)
- [Energy services and solutions](#)
- [Customer privacy](#)
- [Customer satisfaction](#)
- [Artificial Intelligence](#)
- [Security management](#)
- [Cybersecurity](#)
- [Physical security \(online only\)](#)
- [Emergency and crisis management](#)

### Relevant material topics



Energy growth opportunities



Digital innovation and cybersecurity

CLP is committed to delivering reliable, reasonably priced energy to its customers. By leveraging innovative technologies and customised services, CLP is enhancing customer satisfaction while promoting energy conservation and supporting the adoption of renewable energy. CLP is actively engaging with customers and other stakeholders to address their evolving energy needs and foster strong relationships, while at the same time contributing to sustainability and community wellbeing.

### Customer portfolio

HKFRS S2/SASB reference: IF-EU-000.A; GRI reference: EU3

CLP operates retail businesses in Hong Kong and Australia, each characterised by distinct market structures, regulatory requirements, electricity demand, customer preferences and cultural norms.

In 2025, the number of customer accounts in Hong Kong increased in all sectors, including residential, commercial, infrastructure and public services, and manufacturing.

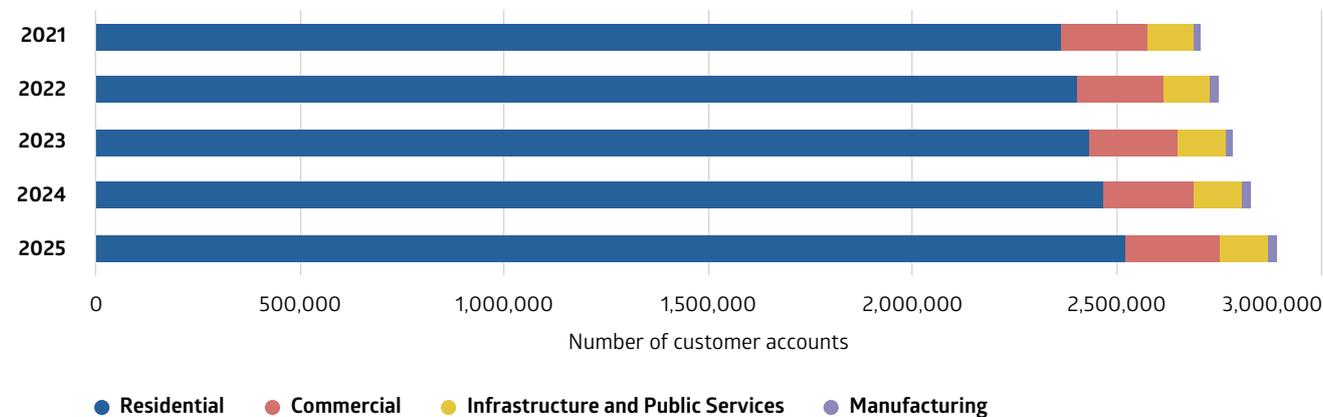
CLP Power is the sole electricity provider for Kowloon, the New Territories and most of the outlying islands in Hong Kong.

It serves about 2.90 million customers accounting for over 80% of Hong Kong’s households. Total electricity sold in 2025 was 35,760GWh.

Despite its status as a mature market, Hong Kong continues to experience growing demand for electricity. This is largely being driven by territory-wide development and infrastructure projects, new local railway infrastructure projects and new data centres. Hong Kong’s Northern Metropolis Development Strategy requires highly reliable power supplies in support of this ambitious plan to transform the New Territories into a major urban centre and technology hub.

#### Hong Kong customer account breakdown

**i** The number of customer accounts has continued to grow gradually over the last five years, mainly from the residential sector.

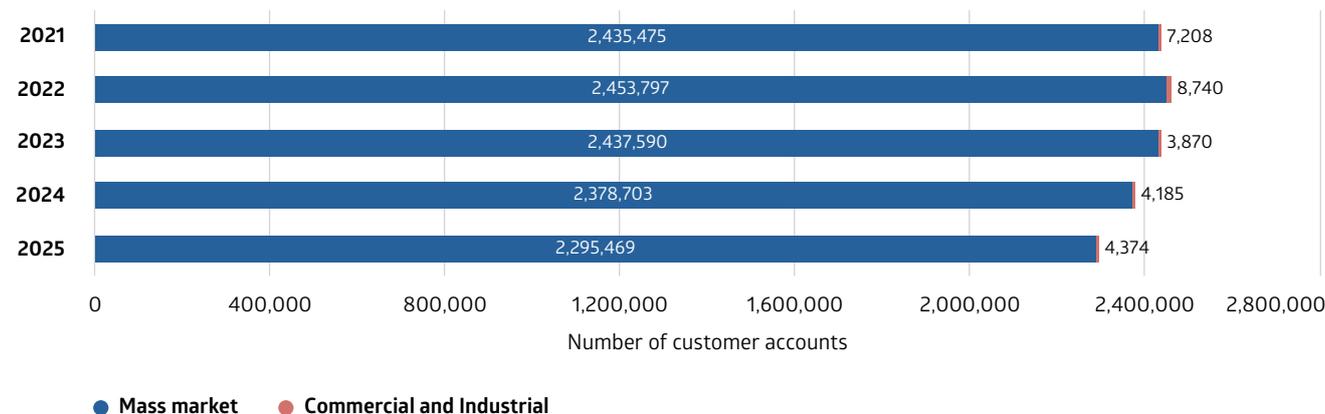


	2025	2024	2023	2022	2021
<b>Total Hong Kong customers (number)</b>	<b>2,895,398</b>	2,830,411	2,789,644	2,752,071	2,711,421
Residential	<b>2,528,522</b>	2,474,155	2,439,557	2,407,225	2,369,217
Commercial	<b>228,009</b>	218,266	214,616	212,251	210,821
Infrastructure and Public Services	<b>122,248</b>	121,479	118,548	115,404	113,956
Manufacturing	<b>16,619</b>	16,511	16,923	17,191	17,427

EnergyAustralia operates as a retail energy provider, selling electricity and gas to customers in New South Wales, Victoria, South Australia, the Australian Capital Territory and Queensland (electricity only). It is among approximately 30 retailers active in the key markets of New South Wales and Victoria.

### Australian customer account breakdown

**i** In 2025, total customer accounts declined by 3.5% due to intense retail competition.



### Access to reliable energy

HKFRS S2/SASB reference: IF-EU-550a.2, IF-EU-000.C; GRI reference: 203-1, EU4, EU12, EU26, EU27, EU28, EU29, EU30

The consistent availability of electricity generation assets is fundamental to ensuring a reliable energy supply for consumers.

CLP calculates the equivalent availability factor for its generation assets in terms of the amount of time that the asset is able to produce full load equivalent electricity over a period, divided by the amount of time in that period. Typical values range from 70% to 90%. CLP aims to maintain an equivalent availability range of 90% and above for its newer assets. For the equivalent availability factor of individual assets, please refer to [2025 Asset Performance Statistics](#).

#### Strategies and procedures

While CLP has generation businesses across the Asia-Pacific region, Hong Kong is the only location where its business is vertically integrated, so that it provides generation, transmission and distribution of power as well as retail services. CLP Power is regulated by the Hong Kong SAR Government under the [Scheme of Control \(SoC\) Agreement](#), which requires the Company to provide a sufficient and reliable electricity supply at a reasonable price and in an environmentally responsible manner.

CLP Power is committed to delivering a secure, reliable, and sustainable electricity supply to meet Hong Kong's

growing energy needs. To achieve this, the company adopts a multi-faceted strategy that combines infrastructure upgrades and maintenance, advanced technologies, and organisational development to enhance operational efficiency. Investment in generation and network facilities ensures sufficient capacity to meet forecast demand and manage both planned and unforeseen outages. Energy security has been further strengthened through the launch of [the offshore liquefied natural gas terminal](#), enabling access to competitive global gas supplies. At the same time, innovative solutions such as Beyond Visual Line of Sight (BVLOS) pilot project, cage drones equipped with Light Detection and Ranging (LiDAR) systems, crawler robots, and a centralised Asset Health Monitoring System have been deployed to enhance operational efficiency, optimise preventive maintenance strategies and inspect overhead lines and towers. Complementary measures, including lightning protection systems, anti-flooding enhancements, and accelerated asset replacement programmes, help safeguard critical infrastructure against environmental risks.

To optimise system performance and prepare for emerging challenges, CLP Power is implementing demand response programmes in selected distribution networks to manage temporary local peak demand and support the integration of electric vehicles and renewable energy systems. Smart grid technologies, such as the Grid-V intelligent management system, enable real-time monitoring of critical assets and operating environments.

Looking ahead, CLP is continuing to pursue innovative projects in robotics, energy storage, video analytics, building information modelling (BIM), and automation, leveraging insights from regional experiences to strengthen its integrated management framework. These efforts are collectively reducing operational risks, enhancing portfolio management, and reinforcing CLP’s commitment to sustainable, reliable energy delivery for Hong Kong.

Effective emergency response and resilience during power outages are supported by close collaboration with government departments, property managers, and key customers. CLP Power also prioritises workforce development, investing in recruitment and training programmes such as the CLP Power Academy. By working with both local and international institutions, the academy prepares electrical and mechanical engineering professionals, ensuring a strong talent pipeline for the future of the power industry.

### CLP Power’s reliability performance

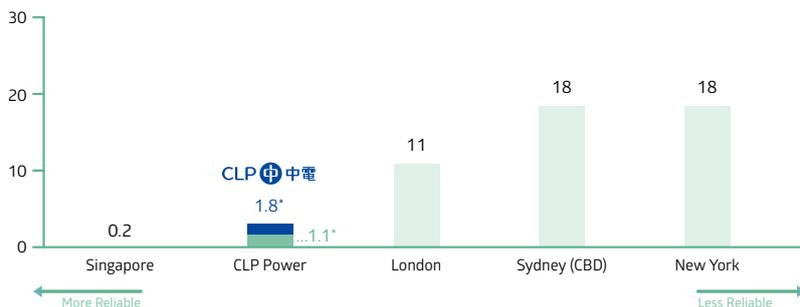
In Hong Kong, CLP Power has maintained its world-class supply reliability of 99.999%, surpassing the reliability performance of other major international cities such as Sydney, London and New York.

CLP Power’s transmission and distribution network in Hong Kong serves approximately 80% of the city’s population. At the end of 2025, CLP Power had approximately 17,358 km of circuits at medium or higher voltage. In addition, there were 257 primary and 15,944 secondary substations operating in Hong Kong. As of 2025, the average network loss for the past five years was 3.30%, slightly lower than the five-year average of 3.36% reported in 2024.

CLP Power uses a set of universally recognised supply reliability performance indicators from the Institute of Electrical and Electronics Engineers standard (IEEE 1366-2012) to monitor its system performance. It reports its performance against these indicators quarterly to the Hong Kong SAR Government.

### Comparison of reliability levels between cities

Unplanned customer minutes lost per year



Remarks:  
 1. \*2023-2025 average for CLP Power was 1.8 minutes; Taking out the impact due to Major Event Day (such as Typhoon Saola in 2023, Typhoons Wipha & Ragasa in 2025), the three-year average was 1.1 minutes.  
 2. 2022-2024 average for all other cities.  
 3. There are no overhead lines in Singapore.

### Supply reliability performance indicators and results for CLP Power

Indicator	Result
<b>System Average Interruption Frequency Index (SAIFI)</b>	
The average number of supply interruptions for each customer served. Both planned and unplanned interruptions are included.	<ul style="list-style-type: none"> <li>The three-year average SAIFI (2023–2025) was 0.20, meaning customers experienced a power interruption approximately once in five years during this period. This was lower than last year’s three-year rolling average of 0.26.</li> </ul>
<b>System Average Interruption Duration Index (SAIDI)</b>	
The average duration of interruptions each customer may encounter in a given year.	<ul style="list-style-type: none"> <li>The three-year average SAIDI (2023–2025) was 0.23 hour, including both planned and unplanned interruptions. This was lower than last year’s three-year rolling average of 0.30.</li> </ul>
<b>Unplanned Customer Minutes Lost (Unplanned CML)</b>	
The average duration of unplanned power interruptions per customer in a given year. These outages occur without prior notice and happen as a result of various factors such as weather events, third-party damage to the network and equipment faults.	<ul style="list-style-type: none"> <li>The three-year average (2023–2025) of unplanned CML was about 1.8 minutes<sup>1</sup>, which was lower than last year’s three-year rolling average of 6.0 minutes.</li> </ul>

1 Taking out the impact due to Major Event Day (such as Typhoon Saola in 2023, Typhoons Wipha & Ragasa in 2025), the three-year average was 1.1 minutes.

## Asset management



HKFRS S2/SASB Reference: IF-EU-000.D; GRI reference: 301-1, 302-1, 302-3, 302-4, 302-5, EU11

CLP is constantly looking for ways to improve the operational efficiency of its assets so that they remain compliant with increasingly stringent regulations on emissions and fuel efficiency. In addition, improvement opportunities continue to arise from innovation and optimisation, particularly through the leveraging of data analytics.

### Energy efficiency for its asset operation

On the energy conservation and efficiency front, CLP has continued to strengthen its electricity supply networks and infrastructure to offer high-quality, efficient and reliable electricity in its operating regions. The Company uses innovative technologies and has developed energy management programmes and initiatives through environmental management processes and tools. In CLP's major offices, building energy management systems with energy-efficient features have been deployed, with some upgraded with artificial intelligence algorithms to support smart energy control, particularly for air conditioning. Regular energy audits assess energy consumption efficiency and identify opportunities for improvement. CLP Power also sets energy-saving targets with a defined timeline for selected offices. An internal energy use target ensures energy utilisation remains below a reference Energy Utilisation Index (EUI).

### Fuel use and energy sent out

In 2025, coal consumption decreased year-on-year while gas consumption remained broadly stable (operational control basis). On an equity plus long-term capacity and energy purchase basis, the electricity sent-out mix continued to evolve: coal's share declined, while both gas and nuclear contributions increased, demonstrating gas' ongoing role in providing flexibility and transition support, alongside continued access to reliable, non-carbon electricity supply.

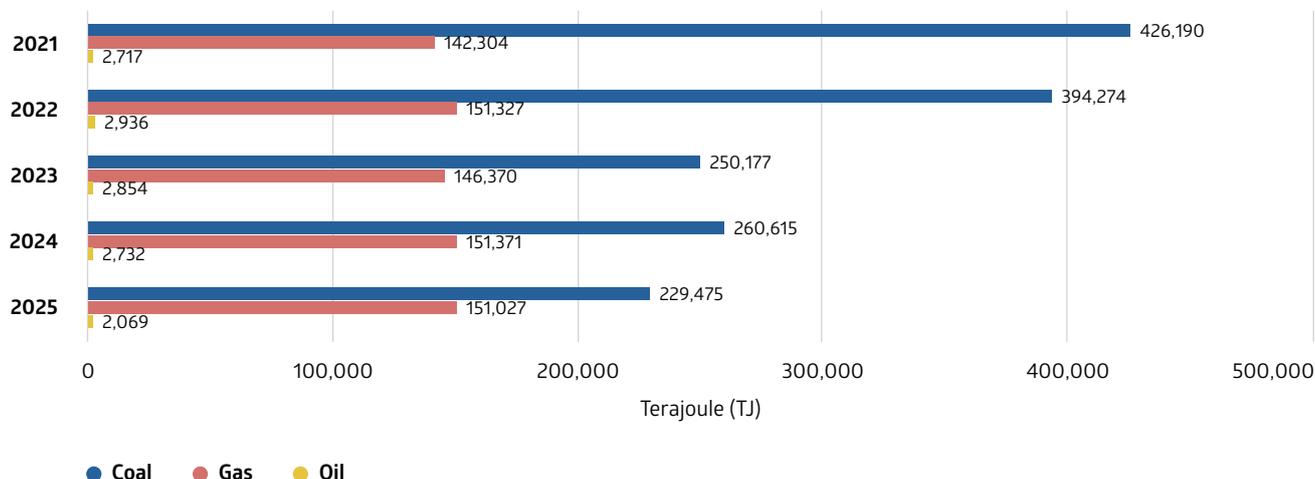
CLP reports the annual operating performance of those of its generation assets that fall within the [reporting scope](#). The asset performance metrics include availability, energy sent out, thermal efficiency, and energy intensity.

[Download CLP's asset performance statistics](#)



### Annual fuel consumed for power generation

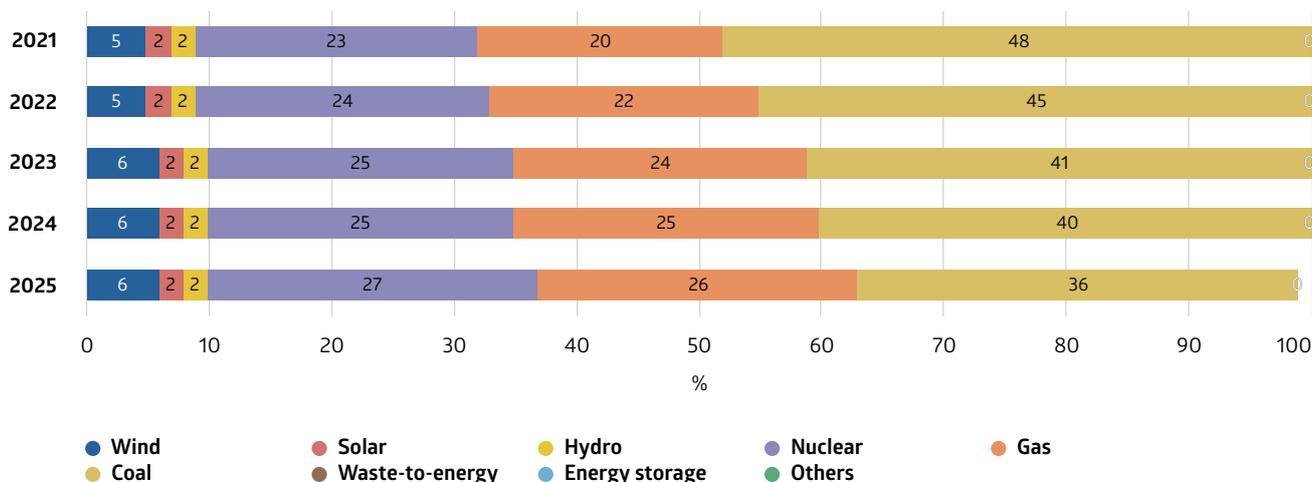
Coal consumption declined by 12% year-on-year, reflecting lower coal-fired utilisation across the portfolio. The reduction was driven by Hong Kong decarbonisation efforts, where coal use declined by 20%, and by lower dispatch and reduced availability in Australia, with coal consumption down by 9%, notably at Mount Piper and Yallourn Power Stations. Gas consumption was broadly flat year-on-year. In Hong Kong, gas use edged down by 1% due to lower local demand and higher nuclear offtake, supported by ongoing efficiency improvements. By contrast, Australia's gas consumption increased by 18%, consistent with higher dispatch of gas-fired assets during the year.



### Energy sent out by asset type<sup>1</sup> (on an equity plus long-term capacity and energy purchase basis)



CLP continued to deliver electricity from a diversified mix across thermal, nuclear and renewables, generating 77,268 GWh in 2025 on an equity plus long-term capacity and energy purchase basis, 3% lower than 2024. The decrease was primarily driven by a lower coal contribution, reflecting reduced coal-fired utilisation across the portfolio, including Hong Kong's reduced reliance on coal and weaker coal output in Australia, as well as the exit of coal-fired minority assets on the Chinese Mainland. This was partially offset by higher nuclear offtake in Hong Kong and a modest increase in gas contribution (including the rebound in Australia's Tallawarra following an improved operational profile), with incremental support from renewables and waste-to-energy.



<sup>1</sup> Numbers are subject to rounding. Any discrepancies between the total shown and the sum of the amounts listed are due to rounding.

### Energy services and solutions



GRI reference: 2-6, 302-5

In Hong Kong, CLP Power has worked closely with the Hong Kong SAR Government on the Scheme of Control (SoC) Agreement. The Plan includes:

- Performance targets:** Under the current SoC Agreement, targets have been set for supply restoration, energy saved annually, customer services, the CLP Eco Building Fund, Electrical Equipment Upgrade Scheme and Energy Audit.
- Peak Demand Management programmes:** This enables commercial and industrial (C&I) customers to help lower the overall system demand, reducing the need for investment in new generation units in the long term. The programme leverages artificial intelligence (AI) developed in partnership with Autogrid to help lower demand. The target is to achieve a reduction of up to 60MW from the demand peak.
- A five-year energy-saving target:** To earn incentives under the SoC Agreement, CLP Power must achieve energy savings of at least 4% on the basis of average annual sales within a fixed five-year period. More incentives can be earned if energy savings reach 5%.

### Investing in innovation

In addition to its SoC Agreement obligations, CLP has harnessed its innovation abilities and digital capability to develop a range of customer-facing solutions and energy services.

CLP continues to harness its global open innovation platform to connect solutions to business needs, address operational challenges, enhance efficiency and unlock new business opportunities. Through initiatives such as Free Electrons and the Phoenix scouting programme, CLP collaborates with start-ups worldwide to foster innovation, gain valuable market insights, and conduct risk-mitigated pilot before scale-ups. To strengthen its ability to meet customer needs and effectively navigate the energy transition, CLP also expanded its innovation ecosystem reach by collaborating with Hong Kong Science and Technology Parks Corporation.

CLP is developing technology roadmaps that will identify emerging ideas and technologies that could have significant long-term impacts on both CLP's operation and the wider energy transition. CLP has established robust research networks and partnerships with local and international associations, research institutes and universities, and is collaborating on several key projects. Notably, CLP is studying generation decarbonisation and the utilisation of urban flexible load resources to enhance power system flexibility through its Research Fellowship Scheme.

## Summary of energy services and solutions

Improving energy efficiency	
Products and services	Updates in 2025
 <p><b>Cooling-as-a-Service (CaaS)</b></p> <p>Cooling systems are usually a building's largest source of power consumption. CLPe provides targeted solutions such as chiller retrofitting and replacement services, CaaS and district cooling solutions to enhance energy efficiency and reduce carbon emissions in building complexes. Under the Build-Own-Operate-Transfer model, CLPe will fund, design, construct, operate and maintain the new cooling system over a period of time at an agreed rate.</p>	<ul style="list-style-type: none"> <li>Hong Kong's first chiller system project using zero carbon electricity at <b>Nina Tower</b>, delivered by CLPe, received a Merit Award at the Green Building Award 2025 in the Existing Buildings Category (Facilities Management), co-organised by the Hong Kong Green Building Council (HKGBC) and the Professional Green Building Council (PGBC).</li> <li>In March 2025, CLP was honoured with <b>"Excellent Enterprise"</b> and <b>"New Quality Productivity Innovation"</b> awards at the <b>2024 Gold Pilot Awards</b>, hosted by the Hong Kong Chamber of Commerce in Guangdong. These accolades recognise its leadership in energy infrastructure and innovative management.</li> <li>In June 2025, the CaaS project for <b>Pacific Panyu Textiles Limited</b> started commercial operation. The new centralised electricity chiller plant system will reduce 39,473 tonnes of carbon emissions annually.</li> <li>In March and September 2025, CLPe expanded its CaaS partnership with <b>Henderson Land</b> at Manulife Financial Centre, Metro City Plaza (MCP) and the MOSTown (Phase 5). Upgrades include variable-speed chiller systems and eco-friendly refrigerants at Manulife Financial Centre, improving energy efficiency by over 60%, cutting annual electricity consumption by more than 30%, and saving 2.4 GWh of electricity annually.</li> <li>In May 2025, CLPe signed a CaaS agreement with <b>Laws Group</b> to replace and upgrade the chiller plant system at its headquarters, Laws Commercial Plaza.</li> <li>In November 2025, CLPe partnered with <b>OneLink Group</b> to provide CaaS to OneLink Plaza in Yuexiu, Guangzhou. CLPe will finish replacing the property's aged cooling system with a more energy efficient and environmentally friendly cooling system in May 2026, which will reduce electricity consumption by 46%, equivalent to 768 tonnes of carbon emissions annually.</li> </ul>
 <p><b>Solar-as-a-Service (SaaS)</b></p> <p>CLPe offers seamless, one-stop services to help customers install and operate solar power systems over a period of time at an agreed rate. Solar photovoltaic (PV) systems convert solar energy into electricity to support energy demand and allow customers to feed electricity back into the grid.</p>	<ul style="list-style-type: none"> <li>Building on the success of its partnership with <b>Link Real Estate Investment Trust (Link REIT)</b>, in 2025 CLPe signed agreements for an additional solar photovoltaic (PV) system, which is scheduled for phased completion by 2027. Upon completion, CLPe's SaaS model at Link's premises will represent a significant share of Link REIT's overall solar capacity. This expansion underscores CLPe's commitment to accelerating Hong Kong's transition to clean energy and supporting the adoption of large-scale renewable energy by the property sector.</li> <li>In March 2025, CLPe completed a 1.3MWp solar PV system at <b>HAECO Hangar 1</b>, making it one of the largest single-site solar energy projects in Hong Kong. This initiative supports the aviation industry's sustainability objectives by reducing carbon emissions from energy consumption at critical infrastructure sites. Integrating renewable energy into aviation operations is another example of CLPe's leadership in delivering scalable, sustainable energy solutions across diverse sectors.</li> <li>In May 2025, CLPe successfully completed the expansion of the Floating Solar PV System at <b>San Tin Polder</b>, increasing its capacity to 351.6 kWp. This was a significant innovation milestone in the deployment of renewable energy. This installation is now the largest floating solar system managed by the Drainage Services Department. The project demonstrates how underutilised water surfaces can be transformed into clean energy sources, contributing to Hong Kong's decarbonisation goals while optimising land use.</li> </ul>

Improving energy efficiency

Products and services

Updates in 2025



**Battery Energy Storage System (BESS) as-a-Service**

Tailor-made BESS solutions can greatly improve business performance by providing safe, efficient and secure energy storage. CLPe provides a one-stop design, build and implementation service together with technical and maintenance support, collaborating with its customers over a period of time at an agreed rate, helping develop fully integrated energy storage solutions that meet their specific needs.

- In the first quarter of 2025, CLPe expanded its Battery Energy Storage System (BESS) portfolio by introducing two new models—**Model Mia** and **Model Sarah**—alongside the existing **Model Leanna**. This enhanced range offers greater flexibility and supports a wide variety of applications, including special events, roadside projects, and backup power supply. Model Mia features a modular design with separate cabinets for the power conversion system and battery, while Model Sarah allows parallel operation of up to ten units. Both new models are forklift-compatible, ensuring ease of mobility and deployment.
- CLPe deployed 43 BESS units as sustainable replacements for diesel generators across seven National Games<sup>1</sup> competition venues from September to December 2025, for provision of power for temporary outdoor facilities and broadcasting vans. In addition to technical support, CLPe offered service assistance to the Electrical and Mechanical Services Department (EMSD), covering BESS electrical installation, testing and commissioning, monitoring and maintenance, and on-site standby support.
- CLPe also supported the operation of the BIM CAVE—a mobile mixed reality space designed to deliver lifelike virtual simulations for construction site safety training by deploying its most compact BESS, Model Sarah. This enhanced the mobility of the training facility, enabling deployment across multiple sites and offering flexible and immersive learning experiences. In collaboration with Hip Hing Construction Company Limited, this innovation earned CLPe recognition in the Service & Solution category at the prestigious International Innovation Awards. The accolade highlights CLPe’s shared commitment to advancing construction safety through technology.
- CLPe deployed more than 100 BESS units (using all three models) at construction sites in Hong Kong in 2025, compared with 94 units in 2024. This expansion delivered an estimated reduction of over 4,500 tonnes of carbon emissions, representing a 75% decrease compared with conventional diesel-powered operations. These achievements underscore CLPe’s dedication to sustainability and innovation in energy solutions.

<sup>1</sup> The 15<sup>th</sup> National Games, the 12<sup>th</sup> National Games for Persons with Disabilities and the 9<sup>th</sup> National Special Olympic Games.

Improving energy efficiency

Products and services

Updates in 2025



**Energy efficiency improvement for buildings**

- **CLP Eco Building Fund:** The fund provides subsidies for energy efficiency improvement works for residential, C&I buildings.
- **CLP Electrical Equipment Upgrade Scheme:** The scheme provides subsidies to C&I customers, especially SMEs, to replace or upgrade their lighting and air-conditioners to more energy-efficient models.

- The **CLP Eco Building Fund** provides HK\$100 million a year to subsidise improvement works for a target number of 400 residential blocks and C&I buildings to enhance the energy efficiency of their communal areas. The initiative aims to save 48GWh of energy annually. In 2025, customers saved around 48GWh of electricity from over 600 buildings.
- Since the launch of the **CLP Electrical Equipment Upgrade Scheme** in 2019, over HK\$180 million in subsidies has been offered to C&I customers for replacing or upgrading their electrical equipment to more energy-efficient models.

Improving energy efficiency	
Products and services	Updates in 2025
 <p><b>Energy efficiency improvement for businesses</b></p> <p>CLP Power works in partnership with different businesses and offer flexible and innovative smart solutions to them.</p>	<ul style="list-style-type: none"> <li>CLP Power partnered with <b>Chinachem Group</b> to develop a "5G-powered Cooling Load Prediction System for Sustainable Shopping Malls". Successfully deployed at Nina Mall, the system integrates 5G technology, AI, and big data analytics to forecast cooling demand and optimise air conditioning performance. This innovation has improved comfort levels while achieving an estimated-annual energy savings of 675,000 kWh and recovering investment cost within one year, showcasing the effectiveness of smart energy solutions in driving decarbonisation. The project was internationally recognised with a Gold Medal at the International Exhibition of Inventions Geneva, underscoring its innovation and impact.</li> <li>CLP Power worked closely with <b>Hong Kong Disneyland Resort</b> to advance energy efficiency and sustainability across the resort area. Key initiatives included upgrading to high-efficiency lighting, installing over 7,900 solar panels that generate 3.6 million kWh of electricity annually, and introducing the resort's first all-electric Halal kitchen to provide sustainable dining options. This successful collaboration not only reduced carbon emissions and enhanced operational efficiency but also earned international recognition, with the project receiving the Corporate Energy Management Runner-Up – International Award from the Association of Energy Engineers.</li> </ul>
 <p><b>Peak demand management</b></p> <ul style="list-style-type: none"> <li>Demand Response programmes are offered to C&amp;I and selected residential customers in Hong Kong to lower overall system demand, reducing the need to invest in new generation units.</li> <li>EnergyAustralia's <a href="#">PowerResponse</a> includes a residential demand response programme and a contracted demand response programme for commercial customers.</li> </ul>	<ul style="list-style-type: none"> <li>In Hong Kong, CLP Power achieved cuts in demand of around 249MW and 77MW from residential and C&amp;I customers respectively in 2025.</li> <li>EnergyAustralia's PowerResponse has a current contracted capacity of 543MW involving over 615,000 household customers and 700 business and large industrial customers.</li> </ul>
 <p><b>Energy management technology</b></p> <ul style="list-style-type: none"> <li>Launched in 2019, CLP's Smart Energy Connect (SEC)'s solutions cover the entire value chain from energy supply to energy consumption, and include innovations for carbon-free energy, grid modernisation, power storage, EVs, building energy management and carbon offsetting.</li> <li>A mass rollout of smart meters to all CLP Power customers, from 2018 to 2025, is supporting Hong Kong's Smart City transformation.</li> </ul>	<ul style="list-style-type: none"> <li>Since 2018, CLP Power has connected more than 2.88 million smart meters for its residential and SME customers, promoting smarter electricity use, low-carbon living, and enhancing safety and reliability of the power supply. In 2025, CLP Power completed the territory-wide replacement of conventional electricity meters with smart meters for its residential and SME customers.</li> <li>As of 31 December 2025, EnergyAustralia had approximately 916,000 smart meters installed for its customers across Australia. It entered into the Legacy Meter Replacement Plan (LMRP) in December 2025, which aims to replace all basic meters by the end of 2030, increasing the total number of smart meters to over 1.8 million.</li> </ul>



Improving energy efficiency

Products and services

Updates in 2025



**Energy audits**

CLP Power provides free energy audits and various consulting services to C&I customers to help them understand their energy needs and identify opportunities to reduce their energy use and hence their operating costs.

- In 2025, CLP Power helped its C&I customers save around 48GWh of electricity with more than 600 energy audits completed.
- A Memorandum of Understanding (MoU) was signed with **Hang Seng Bank** in August 2025. The collaboration enables corporate clients under Hang Seng Bank's Sustainability Power Up Fund to further explore CLP Power's services including energy audits and the Smart Energy Online (SEO) platform. Hang Seng Bank complements this by providing sustainable financing solutions to support the clients' transition to low-carbon operations.



**Energy data and analytics**

- At EnergyAustralia, **PurchasePro** is a self-service web portal which allows business customers to purchase an agreed load progressively rather than commit to a price at a single point in time.
- **Smart Energy Online (SEO)** is an online assessment and management tool for C&I customers in Hong Kong.

- At EnergyAustralia, major C&I customers can opt for the PurchasePro product suite, which offers a more direct way of managing energy market exposure, giving customers control over when to transact in the Australian electricity futures market, and the ability to purchase Swaps, Caps through the portal and, as of 2025, Renewable PPAs through engagement with their Account Executive.
- EnergyAustralia's Large Market customers can review their consumption and cost information through 'MyAccount', provided by our Large Market billing provider.
- SEO is another key tool that enables business customers to monitor and analyse their energy usage. The SEO user base had increased to over 2,800 C&I customers at the end of 2025, more than 12% more than in 2024, reflecting growing adoption among C&I customers.
- To foster broader collaboration, CLP Power signed an MoU with the Vocational Training Council (VTC) in July 2025 to promote energy efficiency through energy-saving projects and the training of energy management professionals. VTC will leverage CLP's SEO platform at some sites to monitor and manage energy use more effectively.



**CLP Retro-Commissioning and Retrofitting Charter Programme**

CLP Power offers free retro-commissioning and retrofitting training courses, comprising classroom trainings and field visits for energy management employees and engineers who already have a basic understanding of retro-commissioning and retrofitting.

The training covers advanced topics and techniques such as data analysis, system diagnosis, measurement and verification.

- In 2025, CLP Power allocated HK\$1 million to launch the CLP Retro-Commissioning and Retrofitting Charter Programme. The Programme aims to encourage C&I customers to retrofit and decarbonise their existing premises to achieve greater energy efficiency and lower operating costs in the long run.

## Using electricity more widely for transport industry

## Products and services

## Updates in 2025

**Electric Vehicle Charging-as-a-Service (EV CaaS)**

- EV CaaS is a one-stop fleet charging offering that enables fleet customers to enjoy flexibility in their electrification journey while saving capital investments related to charging infrastructure and software. CLPe will invest, design, build, operate and maintain EV CaaS charging solutions in their own or other premises over a period of time at an agreed rate.
  - EV CaaS also includes the development of CLPe's Public Charging Network for use by private users and corporate/business customers
  - The CLP Charge Point Operator platform and EV driver app were launched in 2023. Both are the core foundations of the EV charging business.
- In 2025, CLPe signed EV CaaS contracts with key customers across multiple segments, including schools, taxi operators, and transportation service providers. These agreements enable customers to electrify their fleets without heavy upfront investment, offering predictable costs and operational flexibility.
  - CLPe is actively supporting taxi fleet licence holders by providing charging services for electric taxis. In addition, contracts have been signed with traditional taxi licence holders to accommodate the growing number of electric taxis in Hong Kong.
  - As part of its commitment to Hong Kong's electrification journey, CLPe delivered in-depot charging infrastructure and solutions to a local NGO and coordinated with relevant parties to determine suitable charger locations for their electric minibuses. Beyond bespoke solutions, CLPe's public charging network grew significantly in 2025, comprising over 300 charging bays across more than 35 locations under CLPe management.
  - To further strengthen its network, CLPe secured two strategic sites:
    - **Lantau Charging Station** - provides Southbound and local drivers with access to convenient and fast GB/T (China standard) and CCS2 (European standard) charging services.
    - **Tai Po EV Charging Station**: transforms a former petrol filling station site into an EV charging station and operates it for a 12-year land lease term.

Additionally, CLPe secured a deal to install and operate chargers at a newly built development on Hong Kong Island, adding a substantial number of DC and AC chargers in a prime location.

- The CLPe Charging mobile app continued to grow its user base in 2025, introducing new features tailored to target users. For example, taxi drivers can now self-register using their licence for verification, unlocking access to taxi-specific promotions and offers. The app complements CLPe's pay-as-you-go charging service, providing convenience and flexibility for individual users.
- For fleet operators, CLPe offers subscription-based contracts with committed usage over agreed periods at fixed rates. Customers pay a monthly all-inclusive fee that covers EV charging costs, reducing investment costs, asset constraints and manpower requirements. Additional benefits include 24-hour customer support and a cloud management platform, enabling operators to manage their fleets, adjust operational needs and monitor real-time charging facility availability and EV charging status, complete with electricity consumption data.

Using electricity more widely for transport industry

Products and services

Updates in 2025



**Electric vehicle infrastructure**

- CLP Power continues to support green motoring and electrification of vehicles in Hong Kong – a long-term government policy objective set out in the Hong Kong Roadmap on Popularisation of Electric Vehicles and its updated version.
- CLPe provides EV charging solutions to meet private and commercial users' charging needs. Its subsidiary, Smart Charge (HK) Limited, a joint venture established with HKT in 2016, provides one-stop EV charging service for residential customers.
- In Australia, EnergyAustralia has outlined plans to support the transport industry with vehicle electrification by working with EV manufacturers, fleet operators and their customers to plan and build the charging infrastructure they need.

- CLP Power fully supports the Hong Kong SAR Government's Fast Charger Incentive Scheme which earmarks HK\$300 million to subsidise the installation of public fast chargers. To support its implementation, CLP Power has conducted preliminary power assessments across its supply areas and identified around 8,000 potential locations for fast charger installation. This information serves as a reference for EV market stakeholders and charging service operators, enabling more effective planning and deployment of fast chargers.
- CLP Power is also collaborating with the Hong Kong SAR Government and petrol station operators to convert over 50 petrol stations into an EV fast charging network.
- CLPe operates over 900 charging bays, and Smart Charge has designed, installed, and currently manages EV charging infrastructure across residential car parks in Hong Kong, covering more than 13,300 parking bays.
- CLP Power introduced the Electric Vehicle Residential Time of Use Tariff in May 2025 offering discounted energy charges during off-peak hours to encourage smart charging. More than 5,000 applications had been received by year-end.
- In 2025, EnergyAustralia continued to roll out a commercial green transport package to support its business and C&I customers (primarily fleet customers such as bus depots), involving EV charging systems to power their fleets. EnergyAustralia aims to help its customers further decarbonise by powering some of their operations with solar and battery systems, and participating in the Virtual Power Plant (VPP). Construction of the first depot electrification site was completed in 2025 (Tropic Wings Cairns Tours & Charters, Hartley Street, Bungalow, Queensland), and included a grid upgrade, a BESS and seven EV chargers.



**Ship-to-Ship Liquefied Natural Gas (LNG) Bunkering as a Service**

Following the release of the Hong Kong Government's Action Plan on Green Maritime Fuel Bunkering, CLPe has partnered with China National Offshore Oil Company Guangdong Water Transport Clean Energy Company Limited (CNOOC) to provide LNG fuel bunkering services in Hong Kong.

- Delivered Hong Kong's first ship-to-ship LNG bunkering with simultaneous cargo operations, supplying **10,000 cubic metres of LNG**—the largest single ship-to-ship LNG bunkering operation in Hong Kong to date. This milestone strengthens Hong Kong's position as a green marine fuel hub and supports decarbonisation of shipping.
- CLPe is committed to supporting the decarbonisation of the maritime industry by strengthening its LNG bunkering supply capabilities, and is collaborating with **CNOOC**, which has an established and extensive presence on the Chinese Mainland's LNG bunkering market.
- LNG bunkering enables shipping operators to reduce greenhouse gas emissions by up to 20% compared with conventional marine fuel, contributing to Hong Kong's 2050 carbon neutrality goal and CLP's commitment to low-carbon energy solutions.



Enabling zero-carbon electricity supply

Products and services

Updates in 2025



**Decentralised renewable energy/rooftop solar**

CLP offers feed-in tariffs for its customers, in support of energy decentralisation and renewable energy.

- The [Feed-in Tariff \(FiT\) Scheme](#) in Hong Kong enables customers to earn FiT payments by installing a renewable energy system on their premises and connecting the system to the CLP grid.
- The array of decentralised generation products has expanded in Australia to now include residential rooftop solar and batteries, community batteries, and support for the 150MW VPP.

- From the commencement of the FiT Scheme in mid-2018 to the end of 2025, CLP Power received over 28,605 applications. Approximately 95% of the applications, representing a total capacity of about 450MW, equivalent to the annual electricity usage of more than 100,000 residential customers, have been approved. About 25,859 applications have been completed and connected to the grid.
- EnergyAustralia continue to expand the bring-your-own battery VPP product ("Battery Ease") as part of the growing Behind the Meter portfolio to provide opportunities for residential customers who have already invested in residential batteries to lower their energy bills during peak periods and manage peak price events. For customers without rooftop space, a community battery product was also launched so that more customers can take part in Australia's decarbonisation journey.



**Corporate Power Purchasing Agreements (PPAs)**

Businesses wishing to increase the direct renewable energy available to them may elect to enter PPAs with CLP. PPAs provide customers with the most credible and efficient clean energy available.

There has been continued interest in the direct purchase of renewables, whether via annual purchasing or 24/7 granular matching. In response to this positive market momentum, CLP is leveraging its expertise in renewable energy assets, battery storage and energy management indicators to support its corporate customers.

- In January 2025, CLP China signed power purchase agreements with companies such as Linde, Envision and K.Wah Construction Materials, and started a supplier programme with an existing client to support the adoption of renewable energy in Jiangsu and Yunnan provinces. CLP will provide renewable energy to corporates from its solar and wind projects in Yunnan and Jiangsu provinces.

As one of the largest external investors in the energy sector on the Chinese Mainland, CLP focuses on developing clean and renewable energy and providing green energy solutions to corporate customers. The agreements will contribute to the corporate goal of achieving net-zero carbon emissions by 2060, and accelerate the low-carbon energy transformation of the Chinese Mainland.

Offsetting emission that cannot be otherwise avoided

Products and services

Updates in 2025



**Energy attribute certificates (EACs)**

CLP offers a range of EACs to support customers' decarbonisation objectives. In Hong Kong, [Renewable Energy Certificates \(RECs\)](#) offer an alternative way for customers to support local clean energy generation. Each unit of a REC represents the environmental attributes of electricity produced by local renewable energy sources, generated or purchased by CLP Power.

On the Chinese Mainland, CLP China's renewable assets issue Green Electricity Certificates (GECs) which are the only officially recognised renewable energy certificates on the Chinese Mainland. They can be used to meet obligations under the Chinese Mainland's mandatory Renewable Energy Portfolio Standard, or to support voluntary green power trading.

In Australia, EACs serve as an option to reduce customers' Scope 2 emissions when decentralised renewables are not a viable option. For example [PureEnergy](#) from EnergyAustralia helps customers support the production of renewable electricity from government accredited renewable sources.

- In 2025, around 363GWh units of RECs were sold.
- CLP China's wind and solar projects are eligible to apply for and issue GECs that can be traded through the market. For example, the Qian'an III Wind Power Station in Jilin province transfers GECs to a multinational data centre client in Ningxia province.
- Around 13,791 EnergyAustralia customers have chosen a GreenPower government accredited PureEnergy option for their electricity supply.



**Carbon Credits**

Carbon credits represent carbon emissions avoided as a result of emissions reduction projects. CLP encourages its customers and corporates to purchase these carbon credits to offset their unavoidable emissions.

In addition to selling carbon credits, CLP also collaborates with many industries to deliver carbon offset initiatives.

- CLP published a carbon credit brochure, which provides a clear and concise overview of carbon credits, explaining the benefits and processes involved. By simplifying its presentation, CLP hopes to enhance engagement and ensure that all relevant details are easily available to those interested in CLP's carbon credit initiatives.
- CLP continues to promote carbon offsetting and support its customers' decarbonisation journeys. Customers can offset their unavoidable emissions with [CLP Carbon Credits](#) Customers can offset their unavoidable emissions with CLP Carbon Credits after taking actions to reduce their emissions. In 2025, Apraava Energy sold over 2 million tCO<sub>2</sub>e units of offsets from its renewable generation assets to customers around the world.
- EnergyAustralia recognises that high integrity carbon offsets have an important role to play in the energy transition and the achievement of Net Zero. The use of such high integrity offsets, having regard to best practice guidance, will be required to mitigate residual emissions associated with achieving Net Zero for Scope 3 by 2050. In the context of EnergyAustralia's Tallawarra B project, Australian Carbon Credit Units are currently being used to offset its Scope 1 emissions.

## Customer privacy

GRI reference: 418-1

In Hong Kong, the Personal Data (Privacy) Ordinance (PDPO) governs the protection of the personal data of individuals. The Data Protection Principles in the PDPO outline CLP Power's obligations as a data user. They relate to the collection, accuracy, retention, use and security of personal data, as well as individuals' rights to access and correct their personal customer data. To further strengthen its commitment to personal data privacy, CLP refreshed its Group Privacy Policy Statement in December 2025.

Under Australia's Privacy Act 1988 (Privacy Act), EnergyAustralia has obligations to ensure the appropriate collection, use, disclosure and security as well as access to individuals' own personal information. There are also mandatory data breach reporting obligations in relation to Notifiable Data Breaches. EnergyAustralia is required to report data breaches if there are any unauthorised access to, unauthorised disclosure of, or loss of personal information that EnergyAustralia holds where this is likely to result in serious harm to one or more individuals and it has been unable to prevent the likely risk of serious harm with remedial action.

As was reported last year, on 28 November 2024, the Australian Parliament passed the first set of amendments to the Privacy Act to create a statutory tort for serious invasions of privacy and provide the privacy regulator with additional rights to enforce penalties for breaches of privacy. The amendments also created a new obligation for EnergyAustralia to ensure that individuals are informed about situations where automated decision-making (ADM) 'could reasonably be expected to significantly affect the rights and interests of an individual'. The timeline for compliance with the ADM transparency requirements is two years. EnergyAustralia is continuing to develop its plans for complying with the ADM requirements and monitoring for any new changes and developments that are announced.

In 2025, no cases of customer data loss were reported by CLP Power in Hong Kong, one case was reported by EnergyAustralia to the Office of Australian Information Commissioner which involved potentially fraudulent activity by a third party.

## Customer satisfaction

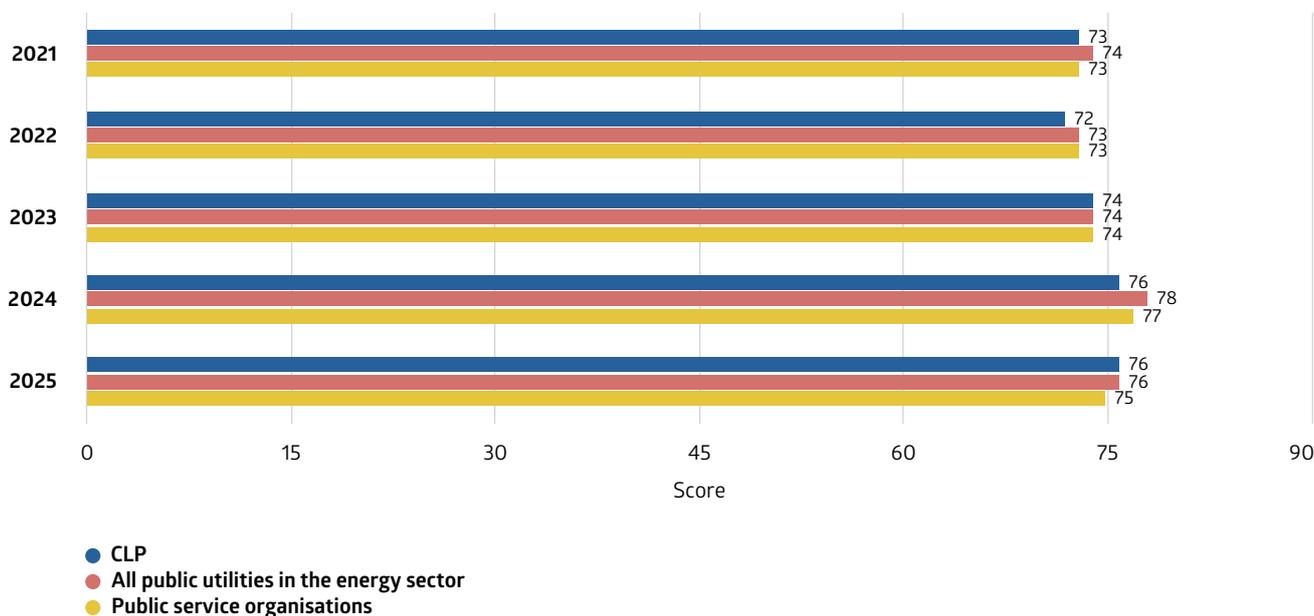
GRI reference: 417-3, 418-1

CLP is committed to providing safe and reliable energy for its customers to support their business operations and daily lives. Its frontline teams have continued to maintain essential support and customer services, and ensure the reliability of the power supply.

### Hong Kong

#### CLP Power customer satisfaction score

 CLP Power’s customer satisfaction score remained stable in 2025 and is on a par with other public service organisations.



# Case Study

## Innovate to Elevate

CLP secured an impressive total of 30 accolades at the Contact Center Association of Asia Pacific (CC-APAC) and Hong Kong Customer Contact Association (HKCCA) Awards 2025.

This year's theme, *Innovate to Elevate: Transforming Customer Experience in the Digital Age*, highlighted the critical role of innovation and human-centric service. The numerous corporate and individual awards won by CLP underscore the company's steadfast commitment to integrating advanced digital solutions with personalised care, ensuring exceptional customer experiences across all touchpoints, including our hotline, customer service centres, and digital platforms such as the CLP website and mobile app.

The professionalism and dedication of our team was recognised in multiple prestigious awards,

including **CC-APAC Best Employee Engagement Contact Centre, Greater China Contact Centre Alliance Recognition Award, and HKCCA Mystery Caller Assessment Award (Public Services and Utilities) – Customer Service Hotline – Best-in-Class**, alongside **10 Gold, 9 Silver, and 8 Bronze HKCCA Awards**.

These accolades affirm our focus on continuous improvement and responsiveness to evolving customer needs. Inspired by this recognition, CLP is committed to setting new benchmarks in service excellence, through interactions that are innovative, empathetic, and efficient.



## Australia

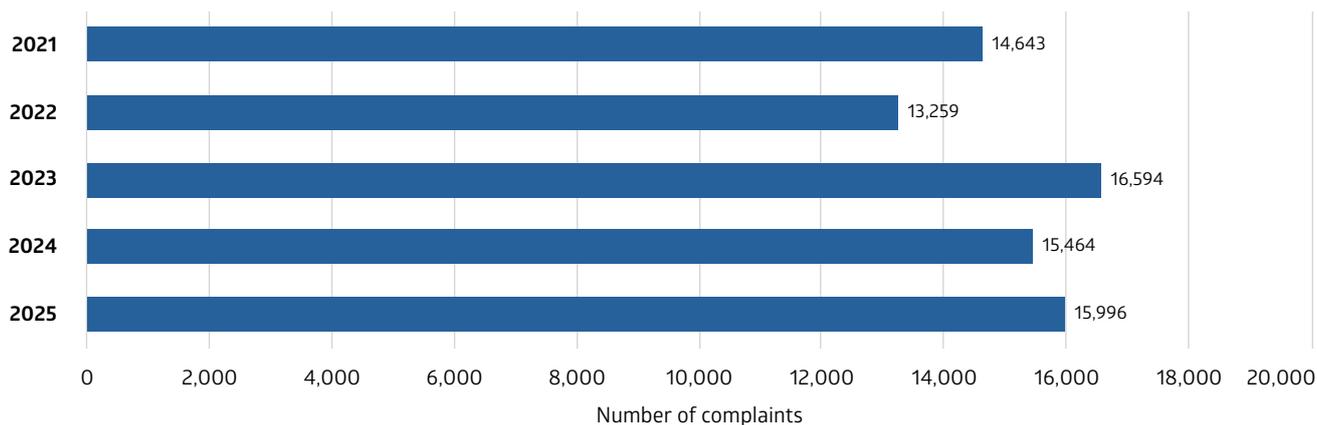
EnergyAustralia’s strong dedication to handling customer complaints is reflected in its consistent focus on timely engagement, effective communication, and personalised support. This commitment to continuous improvement in complaint resolution is reflected in a Transactional Net Promoter Score of 37.9, underscoring the organisation’s unwavering priority to put customers first and deliver reliable, high-quality service across all touchpoints.

In 2025, total complaint volumes increased by 3% compared to 2024, with Ombudsman escalations decreasing by 11% year-on-year. This reflects a higher proportion of issues being identified and resolved internally through more timely and direct customer engagement.

The marginal increase in internal complaints was due to enquiries relating to the expiry of a benefit plan, with customers seeking clarification on changes to discounts and rates upon the plan’s expiry. These cases were managed through clear and consistent communication, ensuring customers received accurate information and appropriate resolutions.

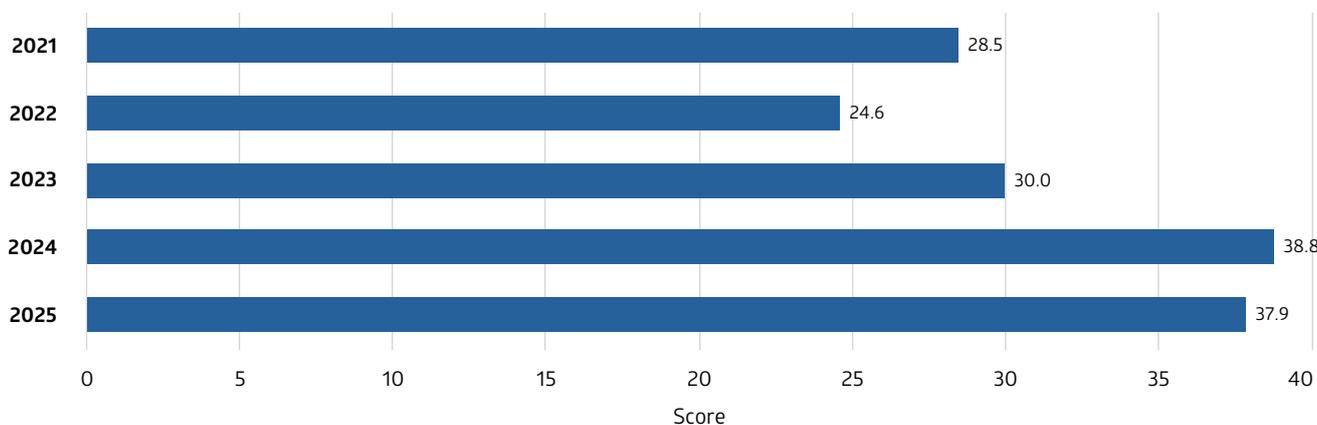
### Complaints received by EnergyAustralia

**i** Total complaint volumes in 2025 marginally increased by 3.4% from 2024.



### EnergyAustralia’s Transactional Net Promoter Score (TNPS)<sup>1</sup>

**i** TNPS slightly decreased to 37.9 from 2024, but it still demonstrates a continued focus on addressing customer concerns quickly and effectively, reducing the need for further escalations through early engagement in the customer journey.



<sup>1</sup> Since 2024, the scope of the Transactional Net Promoter Score has been revised to include Digital Net Promoter Score in order to reflect customers’ digital experience.

## Artificial intelligence (AI)

### Our approach

CLP is ensuring the responsible use of AI through an AI governance approach that is establishing group-level policies, robust risk management, and ongoing stakeholder engagement. The approach balances innovation with risk, ensuring compliance and transparency.

With global AI adoption rapidly increasing and new regulations such as the emergence of the European Union's AI Act, CLP recognised the need for proactive governance to mitigate risks and build trust in the safe, ethical and transparent use of AI.

### Strategies and procedures

The **CLP AI Policy** establishes the governance framework and structures required for responsible AI use across the Group. The policy clearly defines what constitutes AI, explains the need for governance, and sets expectations for all stakeholders. The policy outlines accountability, escalation points, and reporting structures to ensure informed oversight by the Group Executive Committee and the Board as well as to define how risks are identified, assessed, monitored, and reported at both the use case and business unit levels, using the Group AI Risk Taxonomy in line with the Group Risk Matrix. In addition, the policy provides practical guidance including actionable do's and don'ts, human oversight requirements, transparency measures such as AI disclaimers, and standards for multimedia development to mitigate risks like deepfakes.

CLP has formal structures in place to assess AI risks. All AI use cases undergo formal assessments across the deployment life cycle, which evaluate factors such as ethical use, data privacy, and human oversight to ensure responsible implementation. AI assessments are also included in procurement workflows, to ensure that external suppliers and solutions meet CLP's AI standards. These AI assessments extend to existing solutions that introduce new or incremental AI features.

CLP has also established principles for internal teams and external vendors producing AI-generated content, to ensure responsible, ethical and consistent practices.

These efforts enable CLP to balance innovation with robust governance and controls in adopting AI solutions or instruments.

### Initiatives and progress

CLP has a scalable, open-access AI enablement strategy that empowers employees at every level to create and deploy AI solutions in alignment with CLP's business needs. By providing access to secure, enterprise-grade platforms, we aim to encourage innovation and adoption across the organisation. Our approach is structured around three core pillars:

- **Personal Productivity:** Over half of the employee population has adopted CLP's internal AI platform, VoltAI, to accelerate routine tasks, undertake document translation, and improve knowledge sharing. This has resulted in a 30% reduction in data security risks and measurable gains in operational efficiency.
- **Low-Code/Self-Built Solutions:** Colleagues are provided with Copilot Studio and targeted coaching to enable the development of AI solutions to address work challenges. Ten AI agents have been created, reflecting robust AI adoption in the business units. Examples built by the business units include the Operations Instructions Chatbot by Generation Business Group (GBG), the AI Engineer by Power Systems Business Group (PSBG), the Privacy Impact Assessment Assistant by Group Legal Affairs, and the Process Chatbot by Group Internal Audit.
- **Pro-Code Environments:** Advanced users leverage enterprise-grade AI instruments to develop sophisticated solutions. Live Agent Assist, Email Agent, Complaint Agent and Training Agent are examples of AI agents developed by the Customer Success and Experience (CSE) team using the AI Foundation instruments, supported by CLP Digital. In another example, CLP Digital has built a knowledge retrieval chatbot capable of processing thousands of schematic diagrams in addition to textual data, simplifying knowledge search for GBG engineers analysing assets.

# Case Study

## VoltAI – CLP’s own GenAI Platform

**VoltAI is CLP’s own AI-powered concierge, designed to help employees work smarter, faster, and more securely. Beyond its role in enhancing productivity, VoltAI is also a launchpad for CLP’s larger AI ambitions. It offers seamless access to advanced models, reusable AI components and a team of in-house experts, enabling rapid exploration, testing and scaling of innovative solutions that drive business impact.**

### Current Context

- As the popularity of generative AI tools like ChatGPT, Grok, and Deepseek has grown, CLP employees have increasingly adopted public AI platforms in their daily work. This trend has introduced risks around data security since many users are unaware of potential vulnerabilities.
- The proliferation of AI tools has led to siloed solutions which introduce risks of inconsistent standards, duplicative efforts and solution lock-in.

### Solution

CLP’s strategy is to develop in-house experts capable of producing scalable and secure AI solutions that meet business needs where external solutions have proven to be unviable. To host these solutions, CLP Digital has launched VoltAI, an internal AI platform having relevant instruments. VoltAI offers secure, flexible, and license-free access to leading large language models (LLMs) within the CLP environment. Key features include:

- Unified chat with multiple industry-leading LLMs, allowing easy switching between models.
- Translation agent for both documents and everyday business needs.
- Centralised knowledge curation for organising company information.
- Enterprise-grade security, ensuring all data remains within CLP.

VoltAI was built and scaled in just three months, with a focus on security and on providing tailored business solutions, such as chatbots for specific departments. This platform is empowering employees to explore and deploy AI safely, effectively supporting CLP’s Digital strategy.

### Outcomes & Impact

- VoltAI has quickly become a cornerstone of CLP’s digital strategy, with half of the employee population having access to the platform. By providing in-house LLM features, CLP has achieved a significant 30% reduction in data security risks and strengthened compliance with internal policies.
- Productivity across the organisation has improved, with employees using VoltAI for translations and actively engaging with its chat feature. The ability to develop advanced AI solutions in-house has reduced reliance on external platforms, accelerated the delivery of business-specific use cases, and allowed CLP to leverage its deep organisational expertise. Through VoltAI, CLP has also fostered responsible AI adoption and empowered employees to experiment and innovate safely, positioning the company as an early AI adopter in Hong Kong.

## Cybersecurity

The Security Operations Centre (SOC) Team has implemented a Security Orchestration, Automation, and Response (SOAR) capability, automating the incident analysis and investigation process and improving detection and incident response efficiency and accuracy. Playbooks have been designed to help the team quickly identify different incident types.

The Group-wide cybersecurity strategy, structured around an internationally recognised cybersecurity framework, is also being refreshed to align with business objectives and regulatory changes. It is incorporating lessons learned from Red Team exercises, a maturity assessment, and audits. In addition, both Hong Kong and the Chinese Mainland have introduced additional laws to strengthen the security of computer systems and data. On the Chinese Mainland, the Regulations on Network Data Security Management came into effect on 1 January 2025, providing a structured and operational framework for safeguarding network data. In Hong Kong, the Protection of Critical Infrastructure (Computer Systems) Ordinance (Cap. 653) took effect on 1 January 2026 and aims to enhance the computer system security of critical infrastructure to minimise the potential for cyber disruption or compromise of such services.

At CLP, strong data security, infrastructure protection, and cybersecurity remain key priorities. While compliance with these laws has not required significant financial investment, our businesses have taken this opportunity to conduct a comprehensive review of existing processes and implement enhancements, including the establishment by Group Security of a dedicated task force which reviewed the requirements and coordinated the action required to meet the new regulatory obligations. In addition, cybersecurity-related standards are regularly updated to take into account technological advances, changing legislation and emerging standards of good practice.

To strengthen resilience, the Security Architecture Team has developed and implemented a Security-by-Design framework that enables streamlined, risk-based decision-making for cybersecurity throughout the entire project lifecycle.

Across the Group, we have continued to test the resilience of CLP's assets and sites, working with the relevant business units to help them apply appropriate controls and measures to protect people, equipment and information.

CLP's Red Team simulates real-world cyber attacks and then works with business units to assist with remediating the findings and addressing vulnerabilities. The Risk Assessment Team helps the business understand how threat actors can exploit weaknesses to compromise the confidentiality, integrity or availability of data, and offers mitigation options to bring risks within acceptable levels.

Finally, security awareness of cyber threats has been enhanced by the introduction of a next-generation phishing simulation and reporting tool, as well as a comprehensive programme of webinars, broadcasts and training sessions.

## Security management

The Group Security Policy lays out CLP's overall approach to minimising risks to its employees, contractors, customers and the public, and managing other business risks to acceptable levels.

The Group Security Policy addresses the following areas:

- **Integrated and centralised organisation and governance** – CLP has an integrated, enterprise-wide Group Security function within Group Digital with visibility and skillsets to cover all relevant lines of activity in CLP, providing security support to all areas of the business.
- **Policies, standards and guidelines** – CLP applies policies, standards, guidelines, procedures and processes to manage and monitor the organisation's regulatory, legal, risk, environmental and operational requirements in line with recognised industry standards.
- **Understanding the threat** – CLP ensures decisions related to the application of security measures are appropriately informed and, wherever possible, intelligence driven.
- **Communications and awareness** – CLP looks to continuously enhance the security awareness and knowledge of its employees and contractors, with the objective of encouraging positive security behaviour.
- **Technical domain** – CLP ensures that robust operational security protocols are developed, applied and maintained, and that wherever possible these are "best-in-class".
- **Liaison** – CLP maintains constructive and trusted security relationships with relevant government agencies and industry bodies to ensure speedy and effective cooperation when the need arises.

The Group Security team was established to ensure that CLP's cyber and physical security capabilities and efforts complement each other, and gives CLP in-house capabilities across the full range of security skillsets. Regular reports are provided by Group Security to the Board's Audit & Risk Committee (ARC), providing assurance that adequate risk management is in place and that appropriate remedial action is being taken where needed.

The Company also maintains its duty of care by providing employees with travel security guidance and a security support service.

## Emergency and crisis management

CLP has continued to enhance its crisis management capability to ensure it can respond promptly and effectively if an incident occurs.

Initiatives continued in the year included:

- Reviewing procedures and arranging training and exercises to ensure our crisis management team members are familiar with the new requirements of the Protection of Critical Infrastructures (Computer Systems) Ordinance, which takes effect from 1 January 2026;
- Coordinating and conducting periodic crisis management exercises to ensure that all members fully understand their roles and responsibilities and are adequately prepared to execute them during an actual incident;
- Integrating a computer software (CCB 2.0) with the Advanced Distribution Management System (ADMS) to enable real-time data access during crisis management for rapid decision making and effective resources allocation; and
- Reviewing the Group's Business Continuity Plans to incorporate new scenarios and reflect changes, ensuring their alignment with emerging risks and new regulatory requirements.

### Preparedness to tackle during extreme weather events

CLP has strengthened safeguards, enhanced monitoring and increased contingency measures to ensure its electricity supply systems remain safe and highly reliable during extreme weather events.

In Hong Kong, overhead lines make up over 30% of CLP Power's transmission network. These are more susceptible to adverse weather, lightning strikes and external interferences such as fallen trees that could affect power supply reliability.

CLP Power stepped up inspections of the power supply equipment in the network ahead of typhoon season, using helicopters and drones to examine transmission towers and overhead cables and pruning trees that could interfere with overhead lines. Floodgates have been installed at substations at risk of flooding during severe weather and emergency drills conducted to ensure staff's readiness to respond swiftly and effectively to typhoon and storm impacts.

Extreme weather events could also result in voltage dips and power interruptions, bringing inconvenience to customers. CLP Power's System Control Centre closely monitors grid operations throughout typhoons and storms, and emergency teams and additional personnel are dispatched promptly where necessary to restore power to affected customers.

CLP Power's 24-hour Customer Service Hotline service has been bolstered to enhance responsiveness during extreme weather events. CLP Power also maintains close coordination with relevant government departments and communities across its supply area during typhoons or power incidents to facilitate timely responses and coordinate power restoration efforts.

In 2025, Hong Kong experienced a record-breaking 14 typhoons, including two No. 10 hurricane signals issued under Super Typhoon Ragasa and Typhoon Wipha. Five instances of black rainstorms were also recorded in July and August. Despite the extreme weather, CLP Power's power supply system maintained a high overall performance, demonstrating the effectiveness of our preparedness efforts.

CLP has also implemented a range of measures across the Group's value chain to strengthen its resilience to climate change, tailored to different geographies, asset types and locations, as summarised in the table below.



Relevant part of the value chain	Climate-related adaptation measures
<p><b>Transmission and distribution</b></p>	<p><b>To address extreme heat and increased temperature:</b></p> <ul style="list-style-type: none"> <li>• Have operational guidelines in place that consider operations under high temperatures (of up to 45°C)</li> </ul> <p><b>To address flooding:</b></p> <ul style="list-style-type: none"> <li>• Conduct flooding assessments for intensified heavy rain scenarios and carry out mitigation measures for new and existing substations.</li> </ul> <p><b>To address tropical storms:</b></p> <ul style="list-style-type: none"> <li>• Continue reinforcement of transmission overhead line tower structures.</li> <li>• Strengthen foundations of transmission towers, and stabilise the nearby slopes.</li> <li>• Enhance automatic detection and isolation of faulty sections of distribution overhead line circuits, and use smart meter supply interruption data to proactively contact customers and prioritise recovery.</li> <li>• Implement predictive vegetation management to minimise risk from overgrown vegetation.</li> </ul>
<p><b>Retail</b></p>	<ul style="list-style-type: none"> <li>• Provide necessary support to customers directly impacted by extreme weather events through business continuity planning.</li> <li>• Through engagement events, CLP communicates with customers the climate adaptation initiatives that have been implemented to enhance system resilience and reliability.</li> </ul>
<p><b>Condition monitoring and service recovery</b></p>	<ul style="list-style-type: none"> <li>• Install online condition monitoring systems for switchgear and transformers to allow real-time monitoring and detection of incipient fault conditions.</li> <li>• Develop an intelligent management system (Grid-V) that can enhance management of key power facilities, identify potential risks in the environment in real time, and issue alerts to engineers.</li> <li>• Enact emergency management procedures and response plans across all operations, and conduct regular drills.</li> <li>• Establish a typhoon response protocol and coordination system. Conduct regular drills and post-typhoon reviews to ensure smooth execution of contingency plans.</li> <li>• Utilise the CLP Power System Control Centre, which provides round-the-clock surveillance of network status, to enable prompt mobilisation during power outages.</li> <li>• Utilise the emergency restoration system, enabling rapid construction of temporary masts to expedite restoration of 400kV overhead line circuits.</li> <li>• Enhance the communication capabilities of customer service teams, with a particular focus on post-incident customer communications.</li> <li>• Establish an in-house small unmanned aircraft team with BVLOS pilot project drones for inspecting overhead lines and towers.</li> <li>• Provide reserve capacity, fuel switching or power import in case of emergency via the CLP Business Continuity Plan.</li> </ul>

# Case Study

## CLP Power Enhances Preparedness for Hill Fire Season

When Hong Kong entered the hill fire season, CLP Power implemented a series of measures to safeguard its power infrastructure and ensure uninterrupted electricity supply, maintaining operational resilience and safe power supply.

Seasonal dry weather and customs such as grave sweeping during Ching Ming Festival heighten the likelihood of fires in rural areas that could damage power facilities. Minimising service disruptions and preventing potential voltage dips require real-time monitoring and rapid response capabilities. Addressing these challenges calls for a robust strategy integrating preventive maintenance, technological innovation, and close coordination with external stakeholders.

CLP Power’s comprehensive preparedness plan focuses on prevention, monitoring, and emergency response. Preventive maintenance in the year included site inspections at hill fire black spots and enhanced vegetation management, including clearing weeds and trimming tree branches near power facilities. Pole cleaning was scheduled at over 400 locations to reduce fire-related risks. Contingency plans were developed to ensure swift action in case of emergencies, supported by additional manpower during high-risk periods such as Ching Ming Festival. Patrols around countryside graveyards were intensified, and extra staff deployed to ensure prompt responses to any incidents. CLP Power also introduced drones for aerial surveillance and Grid-V system for real-time remote monitoring of transmission infrastructure. Collaboration with the Fire Services Department was strengthened by sharing information to facilitate faster location of hill fires near transmission facilities, while safety warnings were posted near hill fire black

spots to raise public awareness and encourage preventive behaviour.



A CLP Power worker carried out pole cleaning, removing nearby weeds and tree branches to minimise their impact on power facilities in the case of a hill fire.



CLP Power’s use of technology to enhance its capability to handle hill fires includes real-time remote monitoring by drones.

# Our people

## Highlights



One recordable fatality occurred during the period. **The lost-time injury rate fell to a record low of 0.04. The total recordable injury rate declined to 0.16, the same as its historic low**



**31.6%** of leadership roles were held by women



**18.8%** of women with Science, Technology, Engineering and Mathematics (STEM) qualifications

### Outcomes for stakeholders



**Refreshed Group Inclusion and Diversity Strategy** to holistically address CLP's evolving needs and be more market-aligned



Over **17%** of training hours dedicated to **upskilling and reskilling**

### Stakeholders' areas of interest

- Workforce size and mix
- Fair and ethical work practices
- Fostering inclusion and diversity
- Talent and skills development
- Supporting employees to thrive in change
- Health, Safety and Environment management
- Occupational health and safety
- Upholding human rights

### Relevant material topic



Future-ready workforce

CLP remains steadfast in its commitment to build a future-ready workforce as decarbonisation, electrification and digitalisation continue to reshape the energy industry. In addition to ongoing people investments to uplift capabilities and drive performance and growth, fostering an agile and inclusive culture is also a key focus for the Group to drive competitiveness and enable everyone who works at CLP to thrive in change.

## Workforce size and mix

### Initiatives and progress

GRI reference: 2-7, 2-8

CLP engaged close to 16,000 employees and contractors on a full-time equivalent basis at the end of 2025.

Across CLP’s markets in Hong Kong, the Chinese Mainland and Australia, the total number of employees moderately increased as well as the total workforce including contractors, primarily reflecting our committed projects in the pipeline and outsourcing of activities.

### Employees and contractors by region

	Employees			Contractors			Total	
	Average FTE (a)	Permanent %	Fixed-term contract %	Labour supply (b)	Service contractor (c)	Contractors sub-total	Total workforce (a)+(b)+(c) <sup>1</sup>	Contractors in total workforce %
Hong Kong	5,417.8	82.3	17.7	780.7	4,199.7	4,980.4	10,398.2	47.9
Chinese Mainland	778.3	66.6	33.4	29.0	1,249.5	1,278.5	2,056.8	62.2
Australia	2,271.0	95.4	4.6	73.8	1,126.3	1,200.0	3,471.0	34.6
<b>Group total<sup>1</sup></b>	<b>8,467.2</b>	<b>84.3</b>	<b>15.7</b>	<b>883.5</b>	<b>6,575.4</b>	<b>7,458.9</b>	<b>15,926.0</b>	<b>46.8</b>

<sup>1</sup> Numbers have been subject to rounding. Any discrepancies between the total shown and the sum of the amounts listed are due to rounding.

## Fair and ethical work practices



### Initiatives and progress

GRI reference: 201-3

CLP has furthered its efforts to operate ethically and fairly and has continued to receive external recognition for its policies and practices relating to wages and retirement.

CLP’s Group Labour Standards outline CLP’s commitment to international principles and conventions. They also provide details of CLP’s company-wide minimum standards for critical working conditions, covering fair and decent work and working hours and basic rights of employees in the workplace. These standards have also been embedded into our procurement requirements for labour suppliers in Hong Kong, and CLP has strengthened the tracking and monitoring of its temporary manpower resources. Relevant expectations regarding labour practices and human rights have also been embedded in the Supplier Code of Conduct and communicated to CLP’s suppliers.

In 2025, CLP did not identify any operation or supplier with significant risks relating to child labour, young workers exposed to hazardous work, or forced or compulsory labour

and no breach of laws and regulations in relation to child labour and forced labour was recorded. Additionally, no Group operation was identified in which the right to exercise freedom of association and collective bargaining was violated or at significant risk.

In Australia, in line with its obligations under the Australian Modern Slavery Act 2018, EnergyAustralia submitted its fifth Modern Slavery Statement to the government in 2025. It also continued strengthening its supply due diligence, using the Trust Your Supplier (TYS) supply chain risk management platform to enhance its supplier onboarding process and monitor modern slavery-related risks. Modern Slavery Risk remained low across EnergyAustralia’s operations.

In 2025, CLP continued to support its commitment to fair and competitive remuneration through regular reviews of its remuneration policies and practices and ongoing market pay benchmarking. It undertook independent external assessments of job size and complexity, together with external pay range benchmarking, to ensure that pay differentials reflect only the experience and performance of individual employees, along with relevant market factors. Performance and pay outcomes are reviewed internally and externally for gender bias. Differences in the average pay of females and males remain moderate, except for certain technical roles which are typically dominated by long-tenured male



team members. CLP has maintained its commitment to offering entry-level salaries well above statutory minimums,

underscoring its dedication to providing wages that support employees and their families.

## Fostering inclusion and diversity

### Our approach

CLP is committed to fostering a diverse workforce and an inclusive culture, recognising that good business outcomes come from having a diverse mix of people supported by welcoming workplaces.

CLP has continued to expand its geographic footprint and become increasingly diverse in the technologies, products and services it offers, in its employee base, and in the customers it serves. In 2025, CLP refreshed its Group Inclusion and Diversity Strategy, adopting a holistic approach to ensure continued alignment with evolving organisational needs, market conditions and stakeholder expectations.

### Group inclusion and diversity key focus areas

Group Inclusion and Diversity Key Focus Areas	
 <b>Inclusion</b> Inclusion and belonging in our workplaces	 <b>Diversity</b> Diversity as a source of talent and innovation
<p><b>Belonging:</b> people feel empowered to participate fully and bring their best selves to work</p> <p><b>Safety and wellness:</b> provide safe, healthy and secure environments fostering a sense of wellness and belonging, free from discrimination and harassment</p> <p><b>Local understanding:</b> recognise and respect the heritage, culture and preferences of the local communities in which CLP operates</p>	<p><b>Gender Diversity:</b> increasing women in leadership roles and women with STEM qualifications in line with talent representation in the markets in which CLP operates</p> <p><b>Diversity of Thinking:</b> actively seeking different perspectives and ideas</p>
<p><b>Policy framework underpinned by overarching Position Statement:</b></p> <ul style="list-style-type: none"> <li>• Treating everyone fairly and with respect, as per CLP's Value Framework</li> <li>• Hiring, developing, promoting, and paying based on merit, competence, and potential</li> <li>• Not tolerating conduct that involves any form of harassment (including sexual harassment), vilification or discrimination on grounds of any attributes protected by law where CLP operates</li> </ul>	
<b>Refreshed metrics &amp; targets</b>	

### Policies & Practices

The refreshed Strategy has two pillars, Inclusion and Diversity, underpinned by meritocracy and equal access to opportunities. CLP aims to provide inclusive and welcoming workplaces in which everyone feels they can participate fully and bring the best of themselves to work. This means working to **increase employee engagement and ensuring CLP's workplaces are free from discrimination and harassment**. CLP also aims to help employees recognise and respect the heritage, culture and preferences of the local communities in which it operates.

For diversity, CLP aims to **keep increasing the number of women in leadership roles and women with STEM qualifications, in line with the availability of talent** in the markets. CLP has broadened its focus from engineering to science, technology, engineering and mathematics (STEM) reflecting the importance of digitalisation and data. It also **increases opportunities for exposure and rotation** so that capable managers and team members who understand local communities and stakeholder needs can gain and share different perspectives.

### Standards and procedures

CLP is a signatory to the International Energy Agency's [Equal by 30](#) initiative, a commitment by public and private sector organisations to work towards gender equality in the energy sector by 2030, and to the Women's Empowerment Principles established by the UN Global Compact and UN Women in India. Local Inclusion and Diversity Councils operate in Hong Kong, India and Australia to drive the Company's efforts on diversity.

CLP's human resources policies include initiatives to encourage the retention of employees, such as flexible work arrangements, maternity leave and other family-friendly policies and benefits. CLP's recruitment processes are designed to be fair and non-discriminatory. In Hong Kong, its processes follow the [Equal Opportunities Commission Code of Practice](#) and include the use of consistent selection criteria. In other parts of the Group, CLP complies with local legislation and codes of practice on recruitment. When conducting senior level searches, CLP also requires external recruitment firms to identify candidates with diverse backgrounds, in line with the Group's values.

### Monitoring and follow-up

Gender diversity progress is reviewed as part of CLP's regular general management reviews. The [Board Human Resources & Remuneration Committee](#) reviews year on year progress. CLP also conducts regular reviews to identify any gender pay gaps and to ensure equal pay for work of equal value. Ongoing reporting and disclosure on continuous improvement in women in leadership roles and women with STEM qualifications will provide visibility of progress.

### Initiatives and progress

GRI reference: 202-1, 202-2, 405-2

CLP continued to offer targeted programmes and activities designed to improve its inclusion and diversity performance.

As of the end of 2025, the percentage of women in leadership roles increased slightly (2025: 31.6% vs 2024: 30.0%), while women with STEM qualifications stood at 18.8%. Over the past two years, its graduate trainee cohort has continued to include a diverse mix of genders and ethnicities. Many female graduate hires previously participated in CLP's Female Engineering Student Mentoring Programme, the Girls GoTech programme in collaboration with The Women's Foundation, or were recipients of the CLP Engineering Studies Award to support their final-year studies.

The percentage of women identified in succession pipelines was around 30%, which was in line with last year. Additionally, the females in high potential pools counts 33% which was also increased slightly compared to last year (30%).

Employee feedback from the 2025 Pulse Survey indicates statistically significant improvements in areas of psychological safety and perceived equal opportunity. CLP's efforts have also earned external recognition, receiving the HKMA 35<sup>th</sup> Anniversary Award for Most Dedicated Organisation to People Development and being honoured for leadership in advancing I&D, particularly through the I&D Awareness Week initiative. These recognitions reflect CLP's long-standing investment in talent growth and in fostering an inclusive and diverse workplace. The success of its "Stronger Together" campaign demonstrates how a clear strategy, visible leadership commitment, and continuous engagement can drive meaningful change and build an agile, resilient, and inclusive culture.

EnergyAustralia remains an active member and contributor to the Champions of Change Energy coalition. Key initiatives during the year included efforts to close the gender pay gap, strategies to increase female representation in traditionally male-dominated fields, and work to enhance the gender balance in its talent pipeline. EnergyAustralia has consistently maintained a zero gender pay gap across all like-for-like job roles, as verified by its annual Workplace Gender Equity Agency (WGEA) reporting and analysis. Following the new legislation introduced in 2025, EnergyAustralia continued to work on gender equality targets and will publish its progress through the WGEA in 2026.

## Talent and skills development

### Our approach

GRI reference: 404-2, 404-3

To transition to a zero-carbon and digitally enabled future, CLP needs to undertake systematic organisational development that includes strategies for fostering the talent and skills it requires to compete effectively in key markets.

CLP has a comprehensive training and development framework in place, aligned with its business objectives, to help employees perform competently in their current roles and prepare them for future business challenges and opportunities. Investment is also being made in helping young people to develop and in building future energy industry capability that is inclusive and accessible to all.

#### Standards and procedures

CLP seeks to attract, retain and develop a diverse and multi-generational workforce, to develop new skills among its employees, and to share talent effectively across its portfolio of businesses. Its internal development efforts are supplemented by external recruitment for people with skills that are new-to-CLP, relating to capabilities in innovation, digitalisation and renewables.

#### Investing in youth and early careers

To address the need for future skills and an adequate supply of talent in a competitive labour market, CLP must offer an attractive employment proposition, make significant efforts to attract young people to the energy industry and launch careers at CLP across different functional disciplines and levels. CLP provides valuable work, training and development opportunities and an open, inclusive and supportive workplace. Career development opportunities for young people include mentoring programmes, partnerships with local and overseas institutions for work placements (for secondary and tertiary-level students), internships (for fresh and recent graduates across a range of disciplines), technical apprenticeships, operational cadetships and the CLP Graduate Trainee Programme.

The [CLP Power Academy](#) in Hong Kong also offers programmes for school leavers and working adults looking to pursue careers in the energy industry. To date, CLP has helped more than 3,000 students through the Academy since it was founded in 2017. CLP also participates in youth development schemes such as the HKSAR Government's Greater Bay Area Youth Employment Scheme. On the Chinese Mainland, CLP supports the efforts of local technicians and engineers to obtain professional engineering qualifications, enhancing their career prospects.

### Enhancing performance management as part of building a high-performing organisation

CLP has revised its performance management system in its core markets to provide enhanced feedback to team members, supporting their development and increasing performance differentiation. Currently, 100% of CLP's employees are covered by annual appraisal review processes. Leadership expectations and competencies have also been refreshed to include guidance on the behaviours and capabilities to be expected of employees. In addition to ongoing feedback and coaching, cross-functional and 360-degree feedback is included where appropriate.

### Maintaining core skills and developing new skills for the future

CLP's training programme focuses on upskilling current skills and reskilling for new roles, and covers safety, technical, functional, and future-ready capabilities. Employees have the opportunity to continuously learn and build skills via online and face-to-face learning resources and programmes and can access company support for employee-initiated self-development, including support for job relevant degress programmes or certifications.

### Developing leaders

CLP needs a diverse, resilient, and agile leadership team with strong stakeholder management and change leadership capabilities to deliver its corporate strategy effectively. CLP remains committed to filling most leadership roles internally and building a robust succession pipeline.

CLP has a structured process for assessing leadership potential that evaluates individuals against defined leadership competencies and provides detailed feedback on strengths and development areas.

Strategic, general management and talent development programmes are used to develop future leaders. Additionally, digital online development programmes are accessible for managers.

CLP continues to leverage partnerships with leading academic institutions such as the International Institute for Management Development (IMD), Tsinghua School of Economics and Management, Ivey Business School and Chatham House. Through these collaborations, leaders gain exposure to global economic, political, and technological trends, including energy transition, digital disruption, wellbeing, and resilience.

### Monitoring and follow-up

CLP conducts regular talent and capability reviews, supplemented by employee analytics, with a focus on the general management, engineering and digital streams. These reviews monitor the progress of development programmes, recruitment campaigns, initiatives to strengthen gender diversity and cross-business assignments.

The effectiveness of this approach against a range of key performance indicators, including retention of key talent, turnover, diversity and employee engagement measures, using employee analytics tools. The [Board Human Resources & Remuneration Committee](#) reviews talent and capability progress annually.

CLP continues to invest in youth development, core skills training, leadership development and talent pipeline programmes, though its training systems and frameworks, to ensure a steady supply of future talent and skills.

### Initiatives and progress

CLP inducted 31 trainees with diverse backgrounds into the CLP Group Graduate Trainee programme in 2025, of which 35% were from the Chinese Mainland. The programme now extends to the digital stream, helping to build a digital pipeline and capabilities. CLP Power launched the Engineering Cadet Programme with an inaugural cohort of 24 cadets, now engaged in structured training and job rotations across key business groups. CLP's Energy Transition Programme across Shenzhen, Huaiji, and Meizhou is providing over 50 participants with insights into energy policies, industry trends, and renewable operations on the Chinese Mainland while also fostering cross-border exchange. CLP's leadership development programmes were refreshed, with close to 350 leaders upskilled in 2025.

Equipping the workforce with the skills necessary to thrive in the future remains a key priority for CLP. Following the review of CLP's sustainability targets in 2024, CLP has been tracking the percentage of training resources specifically devoted to upskilling and reskilling initiatives across all our businesses. Our focusing on such areas, which include technical development, digital and future-ready skills, is ensuring employees are well prepared for the challenges ahead.

In 2025, the time spent on upskilling and reskilling accounted for over 17% of employee training (compared to 15% last year), excluding activities such as on-the-job coaching, mentoring, departmental team development, and career advisory sessions. This metric will continue to be refined as part of ongoing efforts to align workforce capabilities with evolving business needs. To support upskilling and reskilling, CLP launched an e-learning platform containing high-quality content across diverse topics, which includes technology, leadership, commercial practice, individual well-being, and more. Adoption has been strong, with over 2,000 staff having started to learn via the platform at their own pace and in their own time. Another focus has been building foundational AI skills through initiatives like the "AI Four Trails Challenge", which engaged over 1,000 participants in efforts that integrated AI into operations.

## Supporting employees to thrive in change

### Initiatives and progress

GRI reference: 401-2, 401-3, 404-2

CLP is committed to developing an engaged and high-performing workforce, and to helping all its people thrive in a period of change brought about by energy transition.

#### Offering flexible, family-friendly working arrangements

In recognition of its efforts in providing sustainable retirement benefits, CLP received awards for “Hong Kong Best ORSO (Occupational Retirement) Scheme” and “Hong Kong Best ORSO Member Communications” from Asia Asset Management. These awards honour organisations across the Asia-Pacific region for excellence in managing employee retirement benefits, and CLP has been a repeat recipient for several consecutive years. CLP also received the Best All-round MPF Employer Award from the Hong Kong MPF Authority last year. Together, these recognitions reaffirm CLP’s ongoing efforts to support the financial wellbeing of employees through robust retirement schemes and services.

People at different life stages benefit from different working arrangements. To this end, CLP promotes family-friendly leave policies and flexible working arrangements and offers a range of leave options to support its people in achieving a good work-life balance. These include parental and adoption leave, volunteering leave and study leave. Where practicable in CLP’s offices and premises, lactation facilities are provided for mothers in the workforce.

CLP has been implementing various family-friendly measures, including implementing flexi-hours, creating a part-time working policy and a working from home policy, and providing various leave entitlements beyond the statutory requirements, such as wellbeing leave, marriage leave, maternity, and paternity leave.

CLP has enhanced its flexible work policies and online collaboration tools to enable new ways for employees to connect virtually and perform their roles better. Working options have been made more flexible, resulting in an increased take-up of new part-time work options.

In 2025, CLP recorded close to 6,700 employees utilising various types of wellbeing leave across the Group. CLP’s parental leave offerings are also vital in helping employees balance personal and professional responsibilities, with over 300 employees taking parental leave (maternity, paternity and even adoption leave where applicable) during the year. Notably, around 90% of those who took leave returned to work afterwards. This sustained return rate underscored the effectiveness of CLP’s support for employees at different life stages, reflecting both its commitment to their wellbeing and the dedication of its workforce.

Non-salary benefits & programmes in place	2025
Medical insurance (covering dependents)	✓
Flexible work practices	✓
Part-time working policy	✓
Remote work options	✓
Paid parental leave	✓
Wellbeing leave	✓
Electricity allowance	✓
Education allowance	✓
Leisure & cultural initiatives	✓
Home Loan program	✓
Scholarship to employees’ children	✓
Employee Assistance Program	✓
Maternity Benefits	✓

#### Investing in health, wellbeing and strengthening resilience

CLP provides comprehensive support for its employees’ physical, social, financial and mental wellbeing. CLP is working towards initiatives to manage psychological risk at work and promoting mental health to all levels of staff. Confidential employee assistance programmes are also offered to assist employees encountering work or personal issues and needing professional support.

In 2025, CLP further enhanced its health and wellbeing offering with flexible medical benefits designed to meet diverse employee needs. The expanded range of options reflects the Group’s proactive approach to supporting employee wellness and ensuring access to care that suits individual circumstances. CLP’s Flexi Medical Plan earned the Healthiest Workplace Award (Silver), standing out among submissions from leading international financial institutions and further highlighting its commitment to employee health and a supportive and inclusive working environment.

CLP also received multiple awards in Hong Kong and the Chinese Mainland for its efforts to advance employee wellbeing. These included the 2025 Top 10 Corporate Health Initiative awarded by the National Health Commission of China for the launch of innovative initiatives with measurable health and productivity outcomes, as well as the Silver Award for the Safety Management System, the Occupational Rehabilitation Award, the OSH Enhancement Program Award, and OSH Innovative Award at the 24<sup>th</sup> Hong Kong Occupational Safety and Health Award Forum. Together, these accolades reinforce CLP’s dedication to safeguarding employee wellbeing and fostering a healthy, high-performing workforce.

### Keeping everyone informed and engaged

CLP's employee relations approach focuses on establishing and maintaining strong working relationships with employees, being proactive in consulting on any workplace changes and providing opportunities for employees to raise concerns. CLP employees have the right to join organisations and professional bodies of their choice. CLP respects and fully complies with all legal requirements with regards to union membership and collective bargaining. In Australia, CLP engages in collective bargaining with nearly 800 employees through certified enterprise bargaining agreements approved by the independent workplace relations tribunal, the Fair Work Commission. These agreements cover most terms and conditions of employment, including notice periods, provisions for consultation and dispute resolution.

To better understand employees' perspectives, CLP partners with independent external consultants to conduct regular engagement surveys. CLP shaped its 2025 culture and engagement priorities based on insights gained from the all-employee listening survey in the prior year. The subsequent Pulse Survey in 2025 achieved a strong nearly 90% participation rate and showed a statistically significant uplift in the area of sustainable engagement. The high response rate, together with the almost 5,000 comments received, reflects employees' strong willingness to engage and share constructive feedback.

EnergyAustralia's engagement score also rose in 2025, continuing an upward trend and representing a meaningful improvement from the prior result. It reflects the ongoing efforts to foster an environment where its people can be at their best, during a period of significant transformation.

In Hong Kong, joint consultative committees have been established which act as an additional channel of communication between the Company and employees' representatives. Employee benefits are regularly benchmarked to ensure that appropriate remuneration packages and staff support are provided.

Developing an agile organisational culture is critical for future success. In 2025, CLP focused on bringing the refreshed Value Framework to life by embedding agility into everyday practices and reinforcing behaviours that help people thrive in a fast-changing environment.

To deepen engagement, Value Alignment Workshops continued across Hong Kong and the Chinese Mainland fostering open dialogue and practical learning, helping employees build habits that support agility and resilience. New workplace designs were also introduced to promote flexibility and collaboration.

Other key initiatives included **GiveMeFive!**, a recognition platform celebrating behaviours aligned with CLP's values. Employees recognise and appreciate one another's contributions through the digitally-enabled platform, helping to strengthen a culture of collaboration and continuous improvement.

[Read more on CLP's refreshed Value Framework](#)



### Supporting employees and communities affected by energy transition or business restructuring

CLP provides comprehensive support to employees whose jobs are affected by business change or restructuring. Support is tailored to individual needs and includes training and skills development, career planning, assistance in redeployment and financial counselling. To this end, CLP has actively engaged with local stakeholders from employee representative organisations and local educational institutions to ensure that study opportunities are available to help meet the needs of its people and the region's new and emerging industries.

Following the announcement of the 2028 closure of Yallourn Power Station in 2021, EnergyAustralia implemented the Yallourn Workforce Transition Programme to provide career transition support to employees. The Yallourn Transition Team continued to provide comprehensive support to employees, including employee engagement, training, re-skilling and accreditation, financial advice, job search skills and other specialist support. Progress and support will continuously be managed to facilitate the transition.

# Case Study

## Building a Digital-Ready Workforce

As the energy industry embraces digital transformation, CLP is committed to equipping its employees with the skills and confidence they need to leverage emerging technologies, including artificial intelligence (AI). By doing so, CLP strives to accelerate innovation, enhance operational efficiency, and strengthen its ability to deliver sustainable energy solutions.

In 2025, CLP launched a series of initiatives under the “Digital Workforce Upskilling” programme, designed to embed digital mindsets and practical AI capabilities across the organisation. These efforts focused on creating hands-on learning experiences, fostering curiosity, and enabling employees to apply new tools in their daily work.

engagement. Senior leaders actively supported and acted as role models for this transformation, reinforcing the importance of digital readiness across the organisation. These efforts are building a workforce that is confident with emerging technologies, and unlocking greater efficiency, creativity, and innovation across CLP.

Over 2,000 employees participated in curated activities aimed at building digital fluency and confidence. Key highlights included:

- **AI 4 Trails:** A structured learning journey designed to build a baseline understanding of AI and its responsible, ethical use through hands-on sessions and LinkedIn Learning. Employees developed confidence and practical skills to apply AI immediately in their work, unlocking opportunities for greater efficiency and innovation.
- **Online e-Learning:** CLP provides curated content on future-ready capabilities such as AI, Copilot, Power BI, and Power Automate. The e-learning ecosystem increasingly leverages AI to deliver dynamic, personalised learning experiences, helping employees automate routine tasks and apply data-driven insights.
- **Copilot Enablement Workshops:** A series of events and workshops designed to help employees apply Copilot in real-world scenarios. Sessions were organised, covering introductory training, deep-dive seminars, persona-based workshops, and feature update briefings, all focused on embedding AI tools into employees’ workflows and roles.

This company-wide digital upskilling initiative was a period of exploration, learning, and



Over 500 colleagues joined two “Come & Learn” sessions, featuring practical Copilot tips and a dynamic panel discussion across business functions, followed by an interactive Q&A with CEO TK Chiang and Chief Digital Officer Andre Urban Blumberg.



Employees engaging in an interactive Copilot Experience Day workshop, exploring AI-powered tools to enhance productivity and collaboration.



## Health, Safety and Environment management



In 2025, CLP Group reinforced and continued its implementation of the Health, Safety and Environment (HSE) Management Governance Document, which sets clear expectations for HSE governance and management across the Group and associated controlled Business Units.

A three-yearly functional assurance cycle (2023-2025) was successfully completed, achieving 100% coverage of CLP controlled Business Units, confirmed strong conformance and the robustness of our HSE management practices, while identifying targeted improvements to drive continuous HSE management enhancement. Looking ahead, CLP will transition to a revised, risk based assurance approach to deliver

greater value and resilience, ensuring alignment with strategic priorities. To streamline assurance and reduce duplication and redundancy, Group HSE collaborated and will continue to collaborate with Group Internal Audit to leverage subject matter expertise in specific areas to avoid duplication of effort and resources, while maintaining rigor.

Significant updates to the HSE Management System were completed in 2025, including a full review and refresh conducted with the Business Units feedback. These enhancements ensure our governance remains current, practical and outcome focused.

## Occupational health and safety



SASB reference: IF-EU-320a.1; GRI reference: 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, EU17, EU18

The Group has commenced implementation of initiatives with its refreshed HSE Strategy, designed to deliver measurable improvements in Health, Safety and Sustainability performance across all business units.

The strategy unites the organisation under shared priorities of capability, resilience, collaboration, technology and excellence, ensuring strategic alignment. To drive accountability and accelerate progress, a new reporting dashboard was deployed to monitor annual key initiatives and track each business unit's performance against its stated objectives. This data driven approach enables timely insights, fosters continuous improvement, and strengthens the Group's ability to achieve high standards of safety, operational excellence and a culture of learning across the Group.

The CLP Group 2025-27 HSE Strategy sets out the key opportunities and a framework for working together to make CLP healthier, safer and more sustainable. The pillars and elements that define the strategy are as follows:

- **Strengthening Capability & Capacity**  
*Strengthening capability and understanding our people's capacity to deliver*
- **Risk and Resilience**  
*Resilience and resourcefulness in a changing landscape*
- **Strength in Synergy**  
*Collaborating for success from different lenses*
- **Reimagining Work through Technology and Digital Solutions**  
*Innovate, Integrate and Elevate*
- **Focus on Excellence and Emerging Themes**  
*Owning persistent and emerging challenges*

CLP continued its pursuit of eliminating serious injuries and fatality prevention by embedding risk and resilience principles into core operations. A key focus was improving the quality and thoroughness of incident investigations through the development of the Group HSE Incident Investigation Assurance Guideline, ensuring lessons learned are systematically applied across all business units. This will be complemented by enhanced risk control effectiveness reporting using Enablon and Power BI systems in the future, with the approach currently under development and testing, enabling proactive identification of vulnerabilities before they escalate into serious events. Additionally, the Group advanced process safety management by launching a dedicated dashboard and updating definitions to include renewable assets, strengthening oversight of high risk activities. These measures, combined with targeted reviews of significant incidents or near miss events, underscore CLP's strategic approach to building resilience and preventing life altering events through visibility, data driven insights, technology integration, and continuous learning. The recently

**Carry through**

Carry through key items that have been identified as critical for achieving and enhancing our HSE performance.

**Impact on Strategic Planning**

Opportunity for the level of awareness a pull through of the Group's strategy into the Business Unit plans to be strengthened. It should impact their strategic planning and budget allocation to shape and inform their agenda.

**On the horizon**

Where we can foresee internal and external influences on the way we operate and the manner the CLP Group comply and report on the HSE aspects of our operations and investments.

introduced Fatality Prevention Award under the Annual CLP CEO HSE Award had dual winners this year (CLP Power & CLP China Business Units), reflecting the numerous outstanding initiatives that made it difficult to select a single winner. These innovations, many involving advanced technologies, are making a meaningful difference to how we work safely across the Group.

Data and digital solutions were used to reduce exposure and accelerate insight driven prevention. The Group progressed Enablon development, built a Process Safety reporting dashboard, and established a HSE Technology Innovation Hub to centralise knowledge and tool adoption. An AI Copilot Studio chatbot agent was developed to streamline access to HSE guidance and operational information, with the aim of helping teams surface controls and procedures faster at the point of work. To broaden capability and adoption, CLP delivered a series of Safety Tech webinars covering AI in Health & Safety, the connected human in technologies, and future trends, strengthening digital literacy and the practical application of technology in risk reduction.

A Group HSE Capability Framework was defined and embedded into the HSE Management System, giving leaders and teams a clear view of competencies needed to manage risk and deliver safe outcomes across varied operating contexts. These capabilities are based on international best practice competency references and mapped against CLP's internal leadership framework and the values framework, aiming to prepare our teams for the challenges that will face practitioners into the future. Additionally, group HSE developed Project Management Academy HSE modules for future cohorts, and continued to evolve a systems thinking approach informed by Human and Organisational performance and Learning from Normal Work approaches, including new communication artifacts and training content to leverage frontline insights and improve control design before incidents occur.

Group HSE deepened internal collaboration with HR, Group Operations and Digital (including AI and chatbot initiatives) and expanded communication reach through an enhanced Group HSE communication plan, bringing in the Group Operations team and establishing the Kai Tak community program to engage more people in dialogue and overall community engagement. Wellbeing remained integral to safe work with a wellbeing series "The Science of Wellbeing" based on the Yale offered program, provided accessible ways for people to engage with their health, reinforcing a culture where health & wellbeing is discussed openly and managed proactively.

Quality formally joined the HSE function, creating an integrated HSEQ team. This alignment strengthens governance and ensures a holistic approach to operational excellence across the Group. Quality is currently focused on uplifting standards through the development of robust strategy and policy, laying the foundation for consistent, high quality outcomes and supporting our commitment to continuous improvement.

### 2025 Safety performance

It is a matter of profound regret to report incidents that resulted in loss of life during the year, across our portfolio. Every injury and fatality is a stark reminder of the human impact behind our safety statistics. CLP reinforces our commitment to learning and continuous improvement. CLP China reported a fatality at its minority investment entity Inner Mongolia Guohua International (GI) Zhungeer Power Plant from a vehicle crush incident. Apraava reported a fatality from a fall from height, involving a subcontractor of Apraava's main contractor, at Apraava Energy's Sidhpur wind farm in Gujarat state. CLP Power reported two traffic incidents. One incident resulted in the fatality of a member of the public, a pedestrian

struck by a company vehicle, and the other involved a third-party vehicle which careered into the pedestrian walkway after a traffic incident, causing fatality of a contractor worker at a CLP worksite.

CLP is deeply saddened by these incidents, and Apraava Energy and CLP Power have taken measures to improve safety by examining the incident to manage and reduce critical risks in future.

The key safety metrics which are reported on operational control basis are summarised in the table below.

### Group safety performance <sup>1,2</sup>(employees/contractors)

	Employees/ Contractors	Employees and contractors combined
Fatalities (number)	0/1	1
Fatality rate (number per 200,000 work hours)	0.00/0.01	0.01
Days away from work injuries (number of personnel)	4/2	6
Lost time injury rate (number per 200,000 work hours)	0.05/0.03	0.04
High-consequence injuries (number of personnel)	0/1	1
Total recordable injury rate (number per 200,000 work hours)	0.22/0.10	0.16
Work-related ill health (number of personnel) – employees only	0	0
Lost days (number) – employees only	344 <sup>3</sup>	344 <sup>3</sup>

1 The safety figures include majority owned entities by CLP or under CLP's operational control, defined as those that have full authority to implement CLP's operating policies, and under construction or in operation during the reporting year.

2 The LTIR and TRIR figures are for work-related injuries only (excluding work-related ill health and commuting related injuries), in line with the requirements of the Global Reporting Initiative. There were no work-related ill health (employee only) and commuting related injuries (employee and contractor combined) in 2025.

3 121 out of 344 days were carried forward from two incidents in 2024.



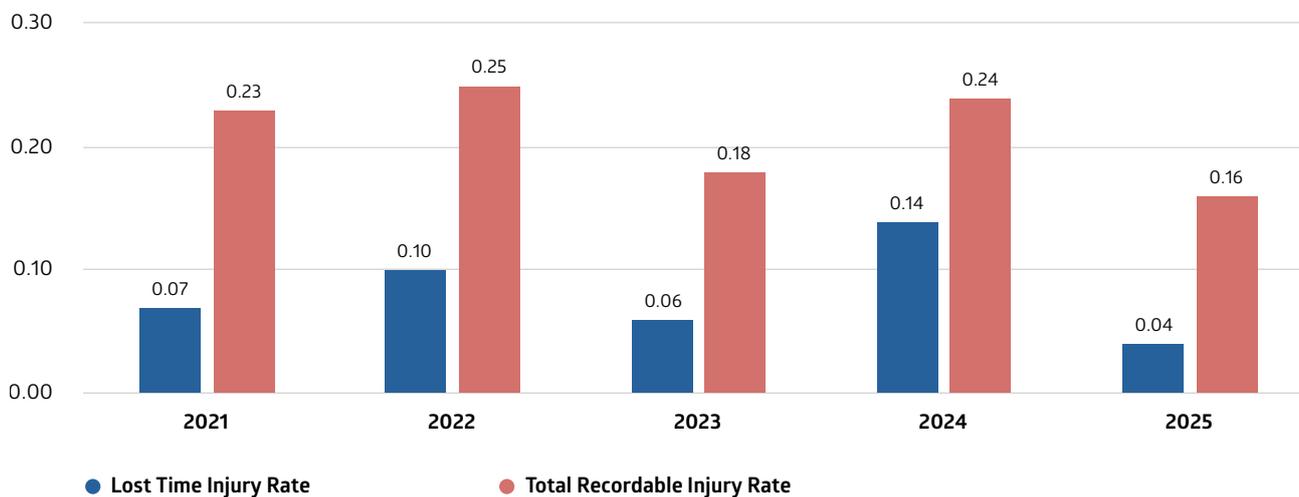
### Lost time injury rate and total recordable injury rate of CLP Group (employees and contractors combined)

In 2025, the Group recorded a single Serious Injury and Fatality (SIF) event. Total SIF events increased by 17% year on year, rising from 41 to 48. Importantly, 29 of these were SIF observations, instances where frontline teams identified a potential loss of control and intervened early. This represents a positive shift toward proactive risk management and greater overall awareness.



At the same time, our lost-time injury rate (LTIR) and total-recordable injury rate (TRIR) reached their lowest levels since 2016. These improvements indicate that our injury prevention systems remain effective in managing lower severity risks. However, exposure to serious harm has not decreased in line with these reductions. High energy tasks, including those involving gravitational, electrical and pressure sources, continue to account for the majority of SIF related risks.

This persistent gap between improved lagging indicators and continued SIF exposure underscores the need to strengthen real time verification of critical controls. Ensuring that these controls function reliably at the point of work remains a priority for achieving consistent, sustainable risk reduction.



## Upholding human rights

### Our approach

GRI reference: 2-23, 2-25, 407-1, 408-1, 409-1

CLP upholds human rights by implementing the Group’s Value Framework, Code of Conduct, Supplier Code of Conduct, Labour Standards, and annual Modern Slavery Act Statements from EnergyAustralia, among others, in its everyday operations and practices.

The Company places significant emphasis on managing various human rights matters, including labour rights and fair work practices, health and safety and well-being, inclusion and diversity (I&D), and other community impact.

### Identifying salient human rights topics

CLP completed a [human rights due diligence in 2024](#) to identify, map and assess the saliency of human rights topics across its operations in accordance with the United Nations Guiding Principles. The assessment covered areas such as employment practices, environmental concerns, community relations and impacts on stakeholders. Saliency is assessed by considering the scope, scale, remediability and likelihood of potential harm. A high saliency human rights topic is particularly prominent due to its potential for negative impact.

CLP has prioritised its human rights topics based on their relative saliency. The table below outlines these topics and their relevance to stakeholders.

### Salient human rights topics and their relevance to stakeholders

		Stakeholders		
		Employees	Contractors and Suppliers	Community
 <p><b>Labour Rights and Fair Working Conditions</b></p>	Child Labor and Juvenile Work	✓	✓	
	Forced Labor and Modern Slavery	✓	✓	
	Working Conditions	✓	✓	
	Freedom of Association and Collective Bargaining	✓	✓	
 <p><b>Health &amp; Safety and Well-being</b></p>	Occupational Health and Safety	✓	✓	
 <p><b>Inclusion and Diversity</b></p>	Non-Discrimination and Diversity, Equity and Inclusion	✓	✓	
 <p><b>Community Impact</b></p>	Healthy Environment			✓
	Impact to Local Communities			✓
	Tribal/Indigenous Peoples’ Rights			✓

### Refreshing our commitments on human rights

CLP is developing a standalone human rights policy statement to reinforce its commitment to respecting human rights across its own operations and supply chain. Following the United Nations Guiding Principles on Business and Human Rights, this policy statement will be grounded in the International Bill of Human Rights, the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact.

### Embedding human rights into our operations

In the course of developing the policy statement, CLP identified opportunities to further strengthen its monitoring and grievance mechanisms, and to enhance internal capacities on the topics. These are intended to address a wider range of salient human rights issues and make them more accessible for a broader spectrum of stakeholders.

To ensure any commitments are supported by robust management systems and processes, local businesses are responsible for development implementation strategies suitable for the local context. For instance, the social due diligence for new investment projects has incorporated human rights considerations to support investment decision-making.

The transition to a net-zero economy may result in changes in jobs, supply chains and energy prices, impacting on labour rights and communities' access to affordable energy. These areas will be covered in the upcoming Human Rights Policy Statement which strengthens CLP's approach to a just transition. For details on CLP's commitments and current measures regarding just transition, please refer to [CLP's Climate Vision 2050: Powering an orderly transition](#) and the [Supporting Employees to Thrive in Change](#) section in this report.

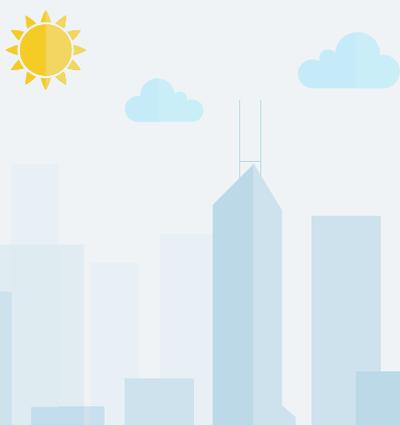
### Strengthening supply chain sustainability management for human rights risks

CLP's commitment to respecting human rights extends beyond its own operations. Recognising both the potential human rights risks in its supply chain and the opportunity to advance human rights through collaboration with suppliers, CLP's Supplier Code of Conduct (SCoC) has set out its expectations for suppliers on sustainability topics, including Labour Practices and Human Rights. Labour Practices and Human Rights are among the focus areas of CLP's Sustainable Procurement Programme, and related considerations are embedded in the supplier sustainability risk profiling and assessment tools. For more information, please refer to the [Supply chain sustainability management](#) section.

# Partners

## Highlights<sup>1</sup>

Pledged full support for the Hong Kong Government's **Climate Action Plan 2050**



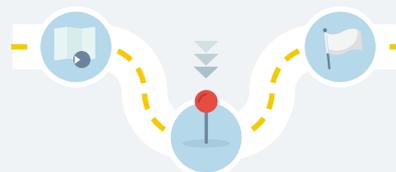
**Worked with the Government** to ensure smooth running of the National Games<sup>1</sup> events held in Hong Kong, with highly reliable power supply



### Outcomes for stakeholders

Made progress in the second year of the **Sustainable Procurement Roadmap** by embedding ESG principles into CLP's core procurement processes

CLP Power conducted preliminary power assessment and **identified approximately 8,000 potential** locations across its supply areas for installing fast chargers



Stakeholders' areas of interest

- [Public policy](#)
- [Code of Conduct and anti-corruption](#)
- [Legal compliance](#)
- [Supply chain sustainability management](#)

Relevant material topic



Energy growth opportunities

1. The 15<sup>th</sup> National Games, the 12<sup>th</sup> National Games for Persons with Disabilities and the 9<sup>th</sup> National Special Olympic Games.

CLP continued to be a trusted partner to its stakeholders, fostering strong stakeholder relationships, promoting sustainability, and upholding ethical business practices throughout its value chain. The Company supports initiatives by government authorities aimed at achieving shared sustainability objectives. CLP also engaged proactively with suppliers and contractors through capacity-building activities, consistent communication, and through robust governance and compliance standards. These concerted efforts support the resilience and ongoing success of both CLP and its partners.

## Public policy

GRI reference: 2-28, 201-4, 415-1

Recognising that joint efforts by the private and public sectors are essential for tackling the challenges emerging in the energy sector, CLP has continued to strengthen its communication with and support for governments, regulators and standard setters as part of its efforts to drive collaborative changes in energy market policies.

In Hong Kong, CLP Power works with the Hong Kong SAR Government under the Scheme of Control (SoC) Agreement, which sets out an effective and stringent regulatory framework and mechanism for the city's electricity industry.

CLP Power's current five-year Development Plan, covering 1 January 2024 to 31 December 2028, was approved by the Government in 2023. Offering strong support for the Government's policy priorities, it focuses on investments designed to drive Hong Kong's economic and infrastructural development, continued delivery of a world-class reliable electricity system, transition to a resilient smart city, and continuation of the decarbonisation journey.

CLP Power has maintained regular communication with Government officials and legislators through site visits and information sharing sessions, fostering understanding of the strategies and initiatives for shaping a low-carbon future. CLP Power also actively participates in major Government and industry consultations, putting forward carefully-considered positions relevant to the energy sector's development.

In actively supporting the development of the energy industry, CLP has drawn on its power expertise to shape policy and advance sectoral initiatives. CLP's responses to major public policy consultations and its position on critical issues such as climate change are available on the Group's websites and other online channels.

- CLP Power pledged its full support for the Hong Kong's Climate Action Plan 2050 upon its announcement in 2021. In line with the strategy of electrifying transportation to reduce carbon emissions, CLP Power has leveraged its expertise to provide convenient, reliable electric vehicle (EV) charging facilities and related technical support services. Please refer to the [Case Study: Leveraging power expertise in support of Hong Kong's efforts to achieve zero vehicular emissions by 2050](#) for more details.
- CLP Power has signed the Energy Saving Charter and the 4T Charter (Target, Timeline, Transparency, Together) of the Electrical & Mechanical Services Department (EMSD), in support of the Government's decarbonisation initiatives. To advance energy efficiency and conservation among members of the Hong Kong community, CLP Power engages and collaborates with local groups. For instance, it introduced the Subvented Organisation Energy Saving Improvement Scheme through the CLP Community Energy Saving Fund, helping subvented organisations and schools in enhancing energy conservation and reducing carbon emissions. Under the scheme, CLP Power has provided free energy audits and funding for recommended energy improvement works to eligible organisations, supporting them in improving energy efficiency while achieving energy cost savings.
- In support of Hong Kong SAR Government's policies on the low-altitude economy as an emerging industry and a smart city component, CLP Power has introduced innovative technologies to enhance grid performance and resilience against extreme weather. For instance, CLP Power adopts the Beyond Visual Line of Sight (BVLOS) pilot project for inspecting overhead lines and towers, which was approved as the "Low-altitude Economy Regulatory Sandbox Pilot Project". The approved BVLOS pilot will test different routes to evaluate the feasibility, safety and effectiveness of drones for inspecting critical power supply facilities at various voltage levels and terrains.
- In Australia, either directly or through participation in relevant industry bodies, EnergyAustralia contributed to a range of climate-related policy initiatives, such as the Productivity Commission's 5 Pillars consultation, the Climate Change Authority's Sectoral Pathways Report, Treasury's Climate-related Transition Planning Guidance, the National Climate Risk Assessment, technical consultations on the Australian Sustainability Reporting Standards, the review of the Environmental Protection and Biodiversity Conservation Act, and the Renewable Energy Guarantee of Origin Scheme.
- In India, Apraava Energy actively engaged with government agencies, regulators, and industry associations through working groups, policy roundtables, and sectoral committees to advance India's energy transition. Its involvement extended to key industry platforms such as CII, the Electric Power Transmission Association (EPTA), and ASSOCHAM. Apraava Energy contributed data-driven insights, highlighted regulatory challenges from an independent power producer perspective, and presented well-researched recommendations on



renewable integration, grid reliability, market reforms, and financing frameworks.

- CLP responded to the Hong Kong Monetary Authority's (HKMA) Phase 2A consultation on the Hong Kong Taxonomy for Sustainable Finance, emphasising the importance of this milestone in shaping a practical taxonomy that supports Hong Kong's transition to a sustainable economy. Our submission called for a framework tailored to Hong Kong's unique market context. Insights were drawn from CLP's roundtable during the HKMA's Hong Kong Green Week in September, which convened stakeholders from the energy, financial services, banking, credit rating, and policy sectors to discuss taxonomy development and exchange views on advancing transition finance to support the energy sector's net-zero transition.
- CLP actively contributed to updates of the Science Based Targets initiative (SBTi) standards. This included providing feedback on public consultations for the SBTi Corporate Net-Zero Standard Version 2.0 and the Power Sector

Net-Zero Standard, both directly and through business organisations. CLP was also a member of the SBTi Expert Advisory Group for the Power Sector Standard Development, acting in an advisory capacity to the SBTi over the duration of the project.

None of CLP's businesses receive any significant government financial assistance.

CLP engages with various organisations to keep abreast of different stakeholders' perspectives, navigate policy uncertainties and shape informed policy-making. The table below outlines the total amount CLP has contributed to organisations influencing public policy. These contributions include membership fees, donations, sponsorships and input into policy position papers. CLP has a general policy of avoiding political contributions, and no contributions were made to political parties, government officials or political candidates in the year.

**Contributions to different types of organisations (HK\$M)**

	2025	2024	2023	2022	2021
Lobbying, interest representation or similar (HK\$M)	0	0	0	0	0
Local, regional or national political campaigns, organisations or candidates (HK\$M)	0	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks) (HK\$M) <sup>1</sup>	6.91	7.06	8.05	8.69	14.12
Others (e.g. spending related to ballot measures or referendums) (HK\$M)	0	0	0	0	0

1 Includes contributions to trade associations or tax-exempt groups that seek to influence public policy in the form of memberships, donations or sponsorship.

CLP prioritises engaging with organisations actively involved in addressing climate change and broader energy market policies. It devotes considerable resources to the organisations listed below (in alphabetical order) through membership, sponsorship and other contributions, including active involvement by CLP senior management.

Organisation	Description of organisation	CLP contributions and engagement
<a href="#">ASSOCHAM</a>	ASSOCHAM is India's oldest apex industry chamber, representing over 450,000 members and connecting industry with government to drive initiatives that enhance India's competitiveness.	In 2025, Apraava Energy's Head of Regulatory Affairs & Policy Advocacy played an active role at ASSOCHAM, engaging with Ministry of Power officials and industry peers to address key issues like Right of Way challenges, procurement delays for transmission assets, and the need for in-principle approvals in Change in Law and Force Majeure cases to improve project viability.
<a href="#">Association of the Electricity Supply Industry of East Asia and the Western Pacific (AESIEAP)</a>	AESIEAP is a regional non-governmental organisation founded in 1975 to promote exchanges and cooperation in the Asia-Pacific power industry. Its members are from countries and regions including China, Japan, South Korea, Singapore, the Philippines, Thailand, and Australia etc.	In 2025, representatives from CLP Power presented 13 technical papers at the 25 <sup>th</sup> Conference of Electric Power Supply Industry of the Association of the Electricity Supply Industry of East Asia and the Western Pacific. This year's conference attracted over 3,000 participants from energy organisations, Government departments, power companies, and research institutes from the region and around the world.

Organisation	Description of organisation	CLP contributions and engagement
<a href="#">Australian Energy Council (AEC)</a>	The AEC represents 20 major electricity and downstream natural gas businesses operating in the competitive Australian wholesale and retail energy markets.	EnergyAustralia participates in various AEC working groups to address a range of energy market issues. For instance, an EnergyAustralia representative currently serves as Deputy Chair of the Sustainability Working Group.
<a href="#">Business Council of Australia (BCA)</a>	The BCA is a CEO-led industry association representing more than 100 of Australia's largest businesses. It supports the transition to a more carbon-efficient economy, with the goal of net-zero emissions by 2050.	EnergyAustralia is a member of the BCA and supports its advocacy for a national, bipartisan energy and climate change framework to achieve reliability, affordability, and sustainability objectives.
<a href="#">Business Environment Council (BEC)</a>	The BEC is an independent charitable organisation established by the business sector in Hong Kong, which promotes environmental excellence by advocating for the uptake of clean technologies and practices.	CLP actively participates in or sponsors events, public consultations and working groups organised by the BEC. In 2025, CLP sponsored two BEC EnviroSeries Conferences held in May and November. CLP is also a signatory of the BEC Net-zero Carbon Charter and the Power Up Coalition.
<a href="#">Confederation of Indian Industry (CII)</a>	The CII, a not-for-profit industry-led organisation, works to create and sustain an environment conducive to India's development through various advisory and consultative processes. It works closely with the Indian government on policy issues, interfaces with thought leaders and looks to enhance industry efficiency, competitiveness and business opportunities.	Apraava Energy has been a long-standing CII member, actively contributing renewable energy perspectives to India's climate policy dialogue. The Managing Director spoke at the Global Sustainability Summit 2025 and was named Co-Chairman of the National Committee on Power at the International Energy Conference & Exhibition 2025.
<a href="#">Free Electrons</a>	A global accelerator programme for electric utilities, Free Electrons arranges for startups to work closely with utilities to address the challenges arising from the increase of renewable energy and the decentralisation of energy systems.	CLP has been participating in Free Electrons since 2018. The 2025 programme attracted applications from over 890 start-up companies worldwide. CLP collaborated with nine startups, piloting their innovative solutions in areas such as renewables, smart grids and energy storage. In July 2025, CLP hosted the third module in Hong Kong, bringing together seven leading global utilities with this year's top 15 start-ups to explore innovative energy solutions. The week culminated in the Hong Kong Innovation Immersion Session, which drew over 170 global participants.
<a href="#">IFRS Foundation</a>	The IFRS Foundation develops internationally recognised disclosure standards that bring transparency, accountability and efficiency to financial markets. Responding to the need for consistent and comparable sustainability information, it created the International Sustainability Standards Board (ISSB) in 2021 to develop IFRS Sustainability Disclosure Standards.	CLP is supporting the development of globally comparable sustainability disclosure standards in its role as a member of the IFRS Sustainability Alliance. Through this programme, CLP connects with peers to advance standardised sustainability disclosures, strengthen reporting practices, and stay at the forefront of evolving regulatory requirements. To support Hong Kong's sustainability and accounting professionals in navigating the ISSB Standards, CLP sponsored a two-day ISSB preparer readiness training session hosted by the Hong Kong Institute of Certified Public Accountants and the IFRS Foundation in 2025.
<a href="#">International Electric Research Exchange (IERE)</a>	IERE is a worldwide, non-profit organisation for exchanging new electricity and energy-related technologies as well as research and development information. Its members include participants from the electricity and energy supply industries, equipment providers, academic researchers, and government bodies.	CLP joined IERE in 2000 and has been an Executive Member since 2014. CLP serves on the board as a board member and had a representative as Treasurer in 2025. CLP has continued to work with IERE on joint research and development programmes such as the Technology Foresight Report, and shared the demand response programme in the 2025 IERE-TPC Taipei Net-Zero Workshop.

Organisation	Description of organisation	CLP contributions and engagement
<a href="#">Kadoorie Farm and Botanic Garden Corporation (KFBG)</a>	KFBG raises awareness of ecological and sustainability matters, undertakes species conservation and ecosystem restoration, reconnects people with nature and promotes sustainable lifestyles.	<p>CLP has been supporting KFBG's 10-year forest restoration programme since 2022. This programme is supporting knowledge and capacity building on reforestation and potentially contributing to nature-based solutions and biodiversity recovery.</p> <p>In 2025, CLP and KFBG celebrated a major milestone with the planting of the 10,000<sup>th</sup> tree seedling. For further details, please refer to <a href="#">Case study: Major milestone reached for the 10-year forest restoration programme partnered with Kadoorie Farm &amp; Botanic Garden (KFBG)</a>.</p>
<a href="#">The Construction Industry Council (CIC)</a>	Formed in 2007, CIC consists of a chairman and 24 members representing various sectors of the construction industry in Hong Kong. Its main functions are to forge consensus on long-term strategic issues, convey the construction industry's needs and aspirations to the Hong Kong SAR Government, and provide a channel for the Government to solicit advice on construction-related matters.	CLP is actively involved in the CIC. Both CLP Group and CLP Power participate in the Hong Kong Construction Industry Safety CEO Forums, supporting efforts to reduce fatalities in the construction industry.
<a href="#">The Hong Kong General Chamber of Commerce (HKGCC)</a>	HKGCC is a member-led organisation dedicated to improving the business environment and its competitiveness in Hong Kong. Its members consist of over half of the flagship corporations listed in the Hang Seng Index, one-fifth of the Fortune Global 500 companies, as well as many thriving SMEs and start-ups.	CLP actively participates in and sponsors events, public consultations and working groups organised by the HKGCC. The CLP Power Chairman and Managing Director are currently serving as members of the <a href="#">Chamber Council</a> and the Managing Director is also the Vice Chairman of the Real Estate & Infrastructure Committee. CLP's senior management also serve as members of various Committees in support of the Chamber's work.
<a href="#">The Hong Kong Institute of Directors (HKIoD)</a>	HKIoD, Hong Kong's premier body representing directors, works to foster the long-term success of companies through advocacy, standards-setting in corporate governance and professional development for directors.	The CLP Holdings Limited Chief Executive Officer has been invited as Fellow member of HKIoD since 2024. CLP's senior management are members of the Advisory Council and Steering Committee of the HKIoD-hosted Hong Kong chapter of the Climate Governance Initiative, a programme that aims to raise awareness of climate issues among company directors.
<a href="#">The International Emissions Trading Association (IETA)</a>	Founded in 1999, IETA is a non-profit organisation committed to empowering businesses to engage in climate action, pursue net zero ambitions to advance the Paris Agreement's objectives, and establish effective market-based trading systems for GHG emissions and reductions. IETA collaborates with other stakeholders on developing components of global GHG market and trading systems.	By having a representative serve as a Council member and sponsoring IETA's events and programmes, CLP contributes to the development of effective carbon markets while gaining insights into global and Asia-specific carbon market trends. As part of its ongoing support for IETA, CLP was a Gold Sponsor of the Asia Climate Summit 2025, where it shared perspectives during a roundtable on carbon accounting and a panel discussion on compliance carbon markets in the Asia-Pacific region.



Organisation	Description of organisation	CLP contributions and engagement
<p><a href="#">World Business Council for Sustainable Development (WBCSD)</a></p>	<p>The WBCSD is a global, CEO-led organisation of over 200 businesses that is working to accelerate the transition to a more sustainable world. Its Sustainable Development Goals are being pursued through six work programmes: Circular Economy, Cities &amp; Mobility, Climate &amp; Energy, Food &amp; Nature, People &amp; Society and Redefining Value.</p>	<p>CLP actively collaborates with the WBCSD on sustainability initiatives. In 2025, as part of WBCSD’s Corporate Performance &amp; Accountability programme, CLP, WBCSD and BEC co-hosted two roundtable sessions. The first session engaged with Hong Kong’s financial and sustainability executive communities to gather insights into the new sustainability disclosure requirements under the Hong Kong Financial Reporting Standards. The second convened general counsel and legal leaders to discuss legal risks associated with the energy transition.</p> <p>As a member of WBCSD’s Embed Nature working group, CLP also participated in the group’s 2025 workshop series, which leveraged insights from the Accelerating Transformation for Nature (A-Track) project. The workshops covered topics including location-specific decision making for nature assessments, as well as the application of spacial datasets and metrics to assess locations and tailor nature strategies (<a href="#">A-Track – Embed Nature</a>).</p>
<p><a href="#">World Energy Council (WEC)</a></p>	<p>The WEC is an UN-accredited global energy body formed in 1923 with more than 3,000 member organisations in over 90 countries. The WEC informs global, regional and national energy strategies by hosting high-level events, publishing authoritative studies (e.g. the World Energy Trilemma Index) and working through its extensive member network to facilitate global energy policy dialogue.</p>	<p>CLP began participating in the WEC as a member organisation in 1988. Since the formal establishment of the Hong Kong member organisation (WEC-HK) in 2016, CLP’s CEO has been serving as Chair and representing WEC-HK and its members. In 2025, CLP contributed to commentaries on Hong Kong in the 2025 edition of <i>World Energy Issues Monitor</i>, while contributing Hong Kong’s profile for the <i>World Energy Trilemma</i>. CLP was honoured to host the WEC Asia Regional Meeting in Hong Kong, a significant milestone bringing together a diverse group of stakeholders to shape Asia’s energy future.</p>

## Case Study

### CLP’s commitment to support the National Games events held in Hong Kong

CLP played an important role in ensuring reliable and sustainable power for the 15<sup>th</sup> National Games, the 12<sup>th</sup> National Games for Persons with Disabilities, and the 9<sup>th</sup> National Special Olympic Games (Hong Kong) in November and December 2025.

CLP supported greener events for the National Games by purchasing Renewable Energy Certificates (RECs) to enable zero-carbon electricity at competition and operation venues in Hong Kong. CLP also sponsored Battery Energy Storage System (BESS) units at the media centre and beach volleyball site, to facilitate electric vehicle top-up charging. Additional BESS were deployed to other venues to enhance the power resilience of outdoor equipment. Portable power banks were also provided to athletes, technical officials, and media personnel.

Technical teams reviewed and reinforced the power supply arrangements, conducted power quality testing, and held joint emergency drills. These efforts ensured optimal power system performance at all venues, and underlined the Company’s dedication to supporting major events in Hong Kong through reliable, sustainable energy solutions.



CLP Chief Executive Officer Mr T.K. Chiang (middle) represented CLP as a torchbearer in the 15<sup>th</sup> National Games, carrying the torch in front of CLP’s new headquarters in Kai Tak.



CLP Power Managing Director Mr Joseph Law (left) supported Director of Customer Success and Sales Dr Anthony Lo (right), who represented CLP in completing the final 100 kilometres of the “100-Day to the National Games - All Together for 1 Million KM Challenge”.

## Case Study

### Leveraging power expertise in support of Hong Kong's efforts to achieve zero vehicular emissions by 2050

A key strategy in Hong Kong's Climate Action Plan 2050 is to promote the widespread adoption of electric vehicles (EVs) in Hong Kong. CLP Power is leveraging its power expertise to play an important role in supporting the development of local EV infrastructure.

In 2025, the Government introduced a HK\$300 million Fast Charger Incentive Scheme, aimed at providing 3,000 fast chargers to support an additional 160,000 EVs by 2028. To facilitate the implementation of the scheme, CLP Power conducted preliminary power assessments across its supply areas and identified approximately 8,000 potential locations across its supply areas to facilitate interested charge-point operators to accelerate their installation of fast chargers. The Company also offers various power supply solutions that can shorten the construction time for fast charger installation.



CLP Power engineers conducted preliminary power assessments across its supply areas, identifying around 8,000 potential locations for fast charger installation.

Working closely with industry stakeholders, CLP Power has actively promoted the adoption of electric commercial vehicles (ECVs) in Hong Kong through its eMobility Network. The partner organisations in the network include ECVs manufacturers and operators, charging service providers, battery recycling companies and financial institution. This collaborative platform is fostering industry partnerships and facilitating knowledge exchange across the EV sector, and supporting the development of a robust and sustainable e-mobility ecosystem in the region.



White electric buses with a livery of green leaves and a "Pure Electric, Zero Emission" logo are used to provide transport for employees commuting to power stations.

Internally, CLP has been making progress in electrifying its fleet. In Hong Kong, CLP Power has acquired four pure electric double-decker buses, the first batch of private double-decker electric buses. CLP will continue to explore the opportunities presented by ECVs and heavy vehicle technologies as they become viable for its company fleet transition.

## Code of Conduct and anti-corruption

GRI reference: 205-3, 406-1, 417-2, 417-3

CLP’s Value Framework and Code of Conduct provides the basis for responsible business conduct and ethics. Together with the Anti-Fraud Policy, they help ensure integrity and prevent fraud and corruption across the Group’s business. The Code of Conduct, approved by the Board, is applicable to all people employed by CLP entities and their subsidiaries, as well as their contractors.

CLP regularly reviews the Code of Conduct to align with global best practices and stakeholder expectations. The latest version (December 2024) includes 12 guiding principles, each illustrated with specific examples and scenarios, to help employees and users better understand how to apply the Code of Conduct.

Every four years, CLP conducts a Business Practice Review (BPR), which includes running training modules to reinforce expected standards of conduct and refresh employees’ understanding. In 2025, CLP introduced a BPR e-learning course that covers all 12 guiding principles, including “Guarding Against Corruption”, to familiarise employees with the updated Code of Conduct. All employees were required to participate in the BPR, and contractors were encouraged to participate where possible.

CLP’s Reporting and Handling of Irregularities procedure specifies the requirements, processes and responsible parties for reporting and investigating irregularities. The procedure also details the steps for escalating issues to Group Internal Audit (GIA) and the Audit and Risk Committee (ARC), and for finalising any disciplinary action following investigation.

In 2025, 40 breaches of the Code of Conduct were reported. None were material to the Group’s financial statements or overall operations. The breaches were mainly related to issues of workplace behaviour and individuals’ ethics and integrity.

### Principles of CLP’s Code of Conduct



There were no convicted cases of corruption. Any breaches were managed internally in accordance with CLP’s complaint handling process for violations of the Code of Conduct. All confirmed breaches were reported to the Audit & Risk Committee periodically. Regarding whistleblowing cases, 26 cases were received in 2025 compared with 20 in 2024.

Confirmed cases of breaches of the Code of Conduct Principles in the past five years are shown in the table below.

### Code of Conduct Principles

	2025	2024	2023	2022	2021
<b>Prevention of Harm</b>					
<i>Includes issues regarding health and safety, and alcohol and drug abuse.</i>	1	2	0	0	0
<b>Respect for All</b>					
<i>Includes discrimination, harassment and other issues related to not respecting people.</i>	14	11	2	5	4
<b>Integrity and Honesty</b>					
<i>Includes unethical business behaviour related to integrity, honesty and fairness.</i>	8	8	0	2	10
<b>Other Principles</b>					
<i>Includes avoiding conflicts of interest, abiding by company policies and procedures, protecting our Company, meeting our responsibilities and obligations, and representing CLP.</i>	17	10	10	3	4
<b>Total</b>	<b>40</b>	<b>31</b>	<b>12</b>	<b>10</b>	<b>18</b>

## Legal compliance

HKFRS S2/SASB reference: IF-EU-140a.2, IF-EU-550a.1; GRI reference: 2-27, 205-3, 206-1, 306-3 (2016), 411-1, 413-2, 416-2, 417-2, 417-3, 418-1, EU22, EU25

In the spirit of transparency and accountability, CLP reports cases of legal non-compliance annually in its Sustainability Report. These include cases of criminal convictions against CLP and major breaches that resulted in significant fines (greater than HK\$1 million) or equivalent non-monetary sanctions.

CLP's 2025 legal compliance performance is summarised below, according to the GRI Standards and the HKEX Environmental, Social and Governance Reporting Code.

The Company is also exposed to the risk of contractual disputes and litigation in the course of its normal operations. The Group considers each instance separately in accordance with legal advice, and makes provision for and/or discloses information as appropriate.

There were three new reportable case of legal non-compliance in 2025.

### Legal non-compliance

	Number of cases	Supplementary information
<b>Business practices</b>		
Anti-corruption	No reportable cases	Read more in the <a href="#">Code of Conduct and anti-corruption</a> section.
Anti-competitive behaviour	No new reportable cases in 2025. There is one existing and previously reported case involving Ho-Ping Power Station in Taiwan, in which the CLP Group has a 20% equity interest	The Ho-Ping litigation was against a penalty for alleged concerted action with other independent power producers (IPPs) in violation of the Taiwan Fair Trade Act. In 2013, the Taiwan Fair Trade Commission (FTC) ruled and fined nine IPPs for alleged cartel behaviour. Ho-Ping filed litigations against the FTC penalty in 2014 and 2017, which were followed by numerous appeals by both Ho-Ping and the FTC. Ho-Ping's most recent appeal (in April 2023) was rejected by the Taiwan Supreme Administrative Court (SAC). In May 2025, following a recommendation from the SAC in November 2023 for the FTC and Ho-Ping to undertake mediation, a settlement was reached. Under the settlement Ho-Ping recovered one third from the penalty paid, NT\$440 million (CLP's share is about HK\$20 million) and did not admit to having gained additional profits or having caused damage to any third party.
<b>Employees and contractors</b>		
Employment practices	No reportable cases	-
Labour standards (child and forced labour)	No reportable cases	-
Occupational health and safety	One reportable case	On 9 November 2023 EnergyAustralia Yallourn was charged by WorkSafe Victoria with five offences under the Occupational Health and Safety Act 2004 in relation to a fire that occurred during hot repair works at Yallourn Power Station on 11 November 2021. At the committal hearing EnergyAustralia contested the charges but was committed to stand trial. The prosecution subsequently introduced a new charge relating to the non-use of thermal imaging. As EnergyAustralia had already adopted the safety measure of thermal imaging following the fire, EnergyAustralia pled guilty to this new charge. On 27 March 2025, the court imposed a penalty of A\$170,000 for this breach.

	Number of cases	Supplementary information
<b>Customer</b>		
Customer privacy	No reportable cases	Read more in the <a href="#">Customer privacy</a> section.
Product and service information and labelling and marketing information	One reportable case	The Essential Services Commission (ESC) in Victoria, Australia issued 27 Penalty Infringement Notices to EnergyAustralia totalling A\$1,066,986 in relation to incorrect information regarding its 'best offer' in communications with customers in July 2024.
Access to electricity	No reportable cases	-
Customer health and safety	No reportable cases	-
<b>Community</b>		
Rights of Indigenous people	No reportable cases	-
<b>Environment</b>		
-	No reportable cases	Read more in the <a href="#">Monitoring of and compliance with emissions and other nature-related regulations</a> section.
<b>Other</b>		
Consumer protection	One reportable case	The ESC in Victoria, Australia accepted an enforceable undertaking from EnergyAustralia regarding a failure to inform customers in financial distress of their payment difficulties entitlements. Pursuant to the undertaking, EnergyAustralia will provide a customer remediation package including payments to customers of approximately A\$1.5million, write off debt of approximately A\$1million, and implement a management of debt collection approach over the next seven years for affected customers.

## Supply chain sustainability management

GRI reference: 2-6, 2-24, 204-1, 308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2

Supply chain sustainability management is a strategic imperative for CLP, critical to its long-term resilience, reputation and operational success.

Recognising that sustainability-related risks and impacts within the supply chain directly affect the social licence to operate, CLP is proactively strengthening its approach. As endorsed by the Sustainability Executive Committee, CLP has launched a dedicated three-year Sustainable Procurement Roadmap, strengthening its [Sustainable Procurement Framework](#) and enhancing the visibility of its supplier sustainability risk profile. The Roadmap has five key focuses, namely building suppliers' awareness, assuring suppliers' compliance, managing priorities, driving positive impact, and gaining stakeholders' recognition.

### The Three-year Sustainable Procurement Roadmap Vision and Key Focuses:



#### Build Awareness

Enhance the capacity of the Commercial and Supply Chain Management (CSCM) on sustainability awareness, and ensure clear communication with suppliers so that they adhere to CLP's Supplier Code of Conduct.



#### Assure Compliance

Implement third-party solutions to provide visibility in CLP's suppliers' compliance with the Supplier Code of Conduct and their extended supply chains, in order to monitor, assess, determine actions and develop improvement strategies.



#### Manage Priorities

Transition from reactive risk mitigation to proactively advancing opportunities in strategic sustainability priorities by embedding supplier sustainability assessments in CLP's procurement process.



#### Drive Impact

Create positive impact through collaborative programmes with suppliers that contribute to CLP's sustainability goals and objectives.



#### Recognition

Understand the expectations of internal and external stakeholders and drive CLP's Commercial and Supply Chain Management Sustainability towards industry best practice.

### Sustainable Procurement Programme

The Sustainable Procurement Programme has been developed to provide CLP with a consolidated view of supplier sustainability risk and opportunity, facilitating well-informed procurement decisions. Implementing the three-year Sustainable Procurement Roadmap is a key component of the Sustainable Procurement Programme. In 2025, the programme made notable progress by embedding ESG principles into CLP's core procurement processes, with regular updates presented to the Board and CLP's management for alignment with corporate sustainability goals. The programme includes regular meetings with suppliers and the use of third-party sustainability profiling and ratings to ensure compliance and to enhance suppliers' awareness of their unique sustainability journeys.

### Sustainability risk profile

CLP's supplier sourcing strategies have been developed to ensure suppliers selections are aligned with its business strategies effectively while managing costs, risks and supply continuity. Under the standard procedure, suppliers are selected through a competitive tendering process, in which each supplier's ability is evaluated according to criteria including quality, health and safety, environmental protection, delivery, innovation, sustainability and cost effectiveness.

Every supplier contract is designed to safeguard the interests of CLP stakeholders and ensure the supplier meets its commitments and obligations in areas such as legal and regulatory compliance, intellectual property rights, data confidentiality and security. CLP segments its contracted suppliers into tiers on an annual basis according to their contract value and potential business impact, taking into account risks relating to supply chain and sustainability factors. This segmentation allows CLP to apply appropriate levels of governance and engagement to different suppliers, thereby enhancing supply chain management efficiency.

CLP also has a risk profiling process to regularly identify and evaluate ESG risks for selected suppliers. This process incorporates responsible procurement practices and considers the following risks:

- Country-specific risks;
- Product/service-specific risks;
- Industry/category-specific risks;
- Legal and regulatory compliance risks;
- Cybersecurity risks;
- Labour practices and sub-contracting risks;
- Health and safety risks;
- Governance, business conduct and corruption risks;
- Environmental risks;
- Operational/supply chain risks; and
- Brand and reputational risks.

The risk profiling process helps CLP effectively address ESG considerations across areas such as labour practices, human rights, modern slavery, child labour, harassment, safety, environment, subcontractor management and anti-bribery along the value chain. It provides CLP with insights useful for developing sourcing strategies and risk mitigation measures for strategic suppliers in each category.

During the second year of the Roadmap, CLP began integrating risk profiles into its procurement process, partnering with a third-party platform to monitor supply chain risks. Utilising an ESG profile tool, over 2,000 suppliers have been assessed as High, Medium, or Low risk, with fewer than 1% identified as High risk. Strategic suppliers in the High- and Medium-risk categories undergo further assessments, while those rated as Low risk are continuously monitored for any changes.

### Ongoing supplier risk monitoring

In alignment with its Corporate Risk Matrix, CLP actively monitors the risk incidents and risk profile of strategic suppliers with high business criticality and spend value. The risk profiles, which are conducted in conjunction with the supplier risk management and supplier relationship management processes, cover risks related to modern slavery, labour practices, supplier continuity, employee health and safety.

CLP also routinely reviews past performance data, anticipated business requirements, and technology and innovation roadmaps with its suppliers. Through ongoing operational, business and executive reviews, CLP has continued to enhance its supplier relationship management process for strategic suppliers. These reviews assess the delivery performance of each strategic supplier and facilitate continuous improvement efforts.

In line with its obligations under the Australian Modern Slavery Act 2018, EnergyAustralia submitted its fifth Modern Slavery Statement to the government in 2025. EnergyAustralia continued to use a Supply Chain Risk Management tool, Trust Your Supplier (TYS), which includes questionnaires about employment standards and human rights. All new suppliers must complete the questionnaires and register before being onboarded, while existing suppliers are being invited to register in a wave approach or as updated details are required. The TYS tool provides ongoing risk monitoring for all suppliers using data from an independent third party, which includes data on adverse media, sanctions and regulatory action.

In early 2026, EnergyAustralia plans to launch a refreshed Innovate Reconciliation Action Plan. The plan has a focus on engagement, and involves delivering initiatives co-designed with First Nations peoples at new energy projects, creating employment opportunities through the implementation of our Indigenous employment strategy, and developing an Indigenous procurement strategy to support investment with First Nations businesses.

Through procurement channels, EnergyAustralia fosters First Nations inclusion by including Indigenous participation clauses

in its supplier contracts, particularly for contracts relating to generation sites. By doing so, it seeks to encourage its suppliers to help drive indigenous inclusion by increasing their indigenous business spend and employment as well as boosting their cultural awareness.

This year, we continued our partnership with Mob Jobs to deliver Cultural Safety training for leaders of First Nations team members, supporting the implementation of our employment strategy and equipping leaders with practical tools to foster cultural safety, retention, and respectful leadership. Our refreshed Diversity, Equity & Inclusion strategy further strengthens support for First Nations people and advances gender equality to ensure an inclusive and empowering workplace. In addition, our successful Capacity Investment Scheme bids for Wooreen (VIC), Mt Piper (NSW), and Hallett (SA) feature significant co-design opportunities with local Traditional Owner groups and First Nations communities, ensuring economic, cultural, and environmental benefits are shared locally.

By the end of the year, the procurement team reported that it had sourced goods and services from 12 indigenous suppliers with a total of A\$1,374,598 in spending.

### Sustainability assessment

CLP utilises a third party sustainability assessment programme that is closely aligned with its risk segmentation framework, and prioritises strategic suppliers that present prominent supply chain sustainability risks. In 2025, a pilot project onboarded selected strategic suppliers of CLP Power and systematically evaluated their sustainability performance and sustainability management systems. Following these assessments, strategies are being developed to drive continuous improvement across key sustainability areas. This data-driven approach is not only enhancing visibility across supply chain sustainability but also enabling targeted engagement with suppliers to address gaps, foster continuous improvement, and build a more resilient and responsible supply chain.

### Sustainable Supply Chain Finance Programme

CLP is developing a new Sustainable Supply Chain Finance programme designed to support Hong Kong-based suppliers in their sustainability journeys. This upcoming programme will offer financial incentives for enhancing operational efficiency, promoting environmental stewardship and improving social and governance practices. Beyond financial assistance, the programme will also promote continuous improvement by rewarding progress, encouraging innovation and strengthening collaboration across the supply chain.

### Supplier engagement

CLP regularly conducts workshops for contractors to raise their safety, environmental and labour rights awareness and capabilities. To enhance the professional development of contractor staff, workshops and training on procurement practices and supplier relationship management are conducted regularly.

CLP's contract terms and conditions include specific sustainability requirements and expectations regarding business ethics. Suppliers are encouraged to align their practices with the requirements and expectations stated in the [Supplier Code of Conduct \(SCoC\)](#) and are expected to adopt similar standards and practices when doing business with the Company. To ensure compliance with the SCoC and further promote sustainable procurement practices, the Company issued a [letter from the Director](#) to all suppliers, stating that suppliers must acknowledge the SCoC and be prepared to provide evidence of their adherence to its standards, which might involve submitting accreditations, certifications, sustainability assessments, compliance reviews and audit reports. This initiative has reinforced the Company's commitment to maintaining high ethical and operational standards across its supply chain.

In 2025, the number of CLP's suppliers that had committed to adhering to the SCoC more than doubled from the previous year, to over 3,800 suppliers. This notable progress reflects the effectiveness of CLP's ongoing efforts to embed ethical standards and sustainability principles into its procurement processes, ensuring that human rights, fair labour practices and environmental stewardship remain fundamental to CLP's supply chain management.

CLP places a high value on two-way communication, encouraging direct feedback from its strategic suppliers along with discussions on technology roadmaps and innovation, which are further supporting CLP's preparations for future challenges. In 2026, CLP plans to host a series of sustainability-themed webinars as part of the Sustainable Procurement roadmap, designed to strengthen awareness and foster collaboration within the supplier community.

### Capacity building

A key focus of the Sustainable Procurement programme in 2025 was to enhance awareness among the Commercial & Supply Chain Management (CSCM) team. To support this, a brown bag session was held to enhance the team's knowledge of sustainable procurement in supplier selection, which featured an exchange of best practices with a leading bank institution in Hong Kong. Engagement sessions focused on sustainable procurement are planned with other departments and employees in 2026.

To further equip the CSCM team with skills for managing human rights risks within the supply chain, a Sustainable Development Goal (SDG) 2030 workshop was held for over 80 procurement professionals. The workshop provided valuable insights into why responsible management of human rights is not only a compliance requirement but also a strategic business imperative. By connecting global sustainability objectives to daily procurement decisions, it emphasised the importance of ethical sourcing, fair labour practices, and responsible supplier engagement in fostering long-term business resilience and strengthening brand trust. The initiative encouraged the team to see themselves as agents of change, capable of driving positive social impact while mitigating risks and upholding respect for human rights throughout all tiers of the supply chain.

In 2025, CLP Power also introduced several other initiatives to enhance the management of its supply chain and the associated risks, including:

- Introducing a new e-learning platform for self-learning on Sustainable Procurement topics;
- Providing Security of Payment training to buyers and users to ensure compliance; and
- Conducting daily screening of new suppliers and existing suppliers to highlight potential sanction risks.



Participants in the CSCM Sustainability Workshop SDG 2030 joined in a group photo after engaging in interactive activities.

## Case Study

### Advancing circularity in CLP procurement

CLP is integrating sustainability into its procurement practices by prioritising suppliers that embrace circular economy principles. For example, a Hong Kong-based cable supplier has implemented a steel drum reuse initiative. Under this initiative, the supplier collects used drums from CLP's designated warehouses, refurbishes them and returns them for reuse.

This initiative has achieved a return rate of over 80%, resulting in substantial waste reduction and alleviating the burden on local landfills. It also generates cost savings by extending the materials lifecycle and reducing the need for new resources. By incorporating such initiatives into our supplier selection process, CLP is ensuring that its partnerships actively support resource conservation and responsible operations, reflecting our commitment to long-term environmental stewardship.



Steel cable drums returned to the supplier for reuse

## Case Study

### Collaborations with academia on sustainable procurement

In 2025, CLP engaged university students through a case competition titled "Sustainable Sourcing at CLP: Implementing ESG Criteria in Procurement Decisions", which promoted sustainable procurement beyond its supplier network in Hong Kong. Students were invited to propose practical and innovative approaches for integrating environmental, social and governance (ESG) factors into procurement.

The winning team was given the opportunity to present their solution directly to the CSCM team, in a meaningful exchange of ideas between future

professionals and experienced procurement specialists. This initiative promoted the sharing of best practices while encouraging students to consider real-world sustainability challenges. CLP further supported this academic-industry collaboration by offering a summer internship to a member of the champion team, providing practical experience and nurturing future talent in responsible sourcing.



Participants and CLP's CSCM team at the "Sustainable Sourcing at CLP" case competition, celebrating academic-industry collaboration in sustainable procurement.

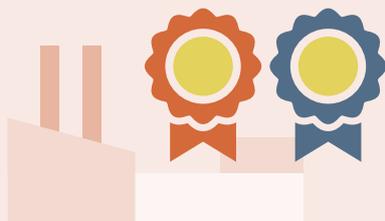
# Community

## Highlights

Donated **HK\$10.5 million** to support residents affected by the Tai Po fire and the family of the deceased firefighter; **applied power expertise to provide immediate and practical support**



CLP Power allocated **HK\$240 million** under the **CLP Community Energy Saving Fund** for a series of community support programmes



Daya Bay Nuclear Power Station on the Chinese Mainland was honoured with **the Legacy Award (Industrial)** and **Grand Award (Industrial, 1990s)** by The Hong Kong Institution of Engineers

### Outcomes for stakeholders



CLP Power signed a Memorandum of Understanding with both **the College of Professional and Continuing Education of the Hong Kong Polytechnic University** and **the Vocational Training Council** to cultivate engineering talent



Stakeholders' areas of interest

- Providing access to reasonably priced energy
- Community investment
- Promoting nuclear safety and clean energy
- Safety around CLP's network (*online only*)

Relevant material topic



Community stewardship

CLP is dedicated to fostering strong community relationships and contributing to social sustainability. It engages with local communities through various initiatives that enhance community wellbeing and promote environmental conservation, education and art and culture. CLP values transparency and collaboration and works closely and openly with stakeholders to address community needs and concerns. By investing in community programmes and partnerships, CLP is creating positive social impacts and driving long-term sustainable growth.

## Providing access to reasonably priced energy

SASB reference: IF-EU-240a.4

CLP has established subsidy schemes and hardship programmes in place in Hong Kong and Australia to relieve those in need and ensure continued access to electricity, along with special arrangements to help customers facing financial difficulties to avoid disconnection.

### Hong Kong

CLP Power is committed to maintaining its electricity tariffs at reasonable levels while ensuring power supply reliability. CLP Power's tariff adjustments have been relatively stable over the years, an outcome achieved by adopting prudent cost management measures, embracing a diversified fuel mix, and utilising innovative technologies. Having a stable fuel supply and utilising nuclear power have been important factors in mitigating the impact of fuel market volatility. CLP Power remains committed to effective tariff management through prudent cost controls, a diversified fuel mix strategy, ongoing enhancement of its operational efficiency and continued alignment with the Government's environmental policy objectives.

CLP Power allocated HK\$240 million from the CLP Community Energy Saving Fund in 2025 to drive decarbonisation, boost the economy and support underprivileged communities. HK\$50 million was used to fund the CLP Community Green Programme, including HK\$44 million for energy-saving upgrades for subvented organisations, HK\$5 million to help 1,200 households replace air conditioners with inverter models, and HK\$1 million for building electrical safety advisory service. To encourage residential customers to reduce energy consumption, HK\$22 million was allocated to a reward programme that allows customers who adopt energy-saving habits to earn points redeemable for incentives such as energy-efficient electrical appliances. Another \$58 million was allocated to the Retail and Catering Coupons Programme, which distributes HK\$100 coupons to 580,000 households to boost local spending.

To alleviate financial burden, HK\$50 million was allocated to electricity subsidies of HK\$600 to 50,000 low-income families and HK\$1,000 to 20,000 tenants of subdivided units. Additional allocations included HK\$5 million for installing individual meters in subdivided units, HK\$3 million for equipping Community Living Rooms with energy-efficient appliances, and HK\$6 million for the Students E-learning Assistance Programme.

A total of HK\$40 million was allocated to support the Electrical Equipment Upgrade Scheme, designed to help SMEs in adopting more energy-efficient lighting and air conditioning systems. An additional HK\$1 million was invested in retro-commissioning training.

CLP Power has continued the Home Electrical Safety Enhancement for the Underprivileged Programme and allocated HK\$10 million for home electrical safety inspections. This programme improves home safety for underprivileged families, including low-income households, people with disabilities, elderly households and ethnic minorities, by providing them with free electrical inspections and repairs by qualified electricians.

These initiatives aim to promote energy efficiency, reduce carbon emissions, and strengthen community support while stimulating Hong Kong's economy growth.



CLP Power announced a HK\$240 million package of initiatives funded by the CLP Community Energy Saving Fund in 2025, designed to encourage people from all sectors of society to save energy and reduce carbon emissions, while also boosting the Hong Kong economy and caring for the community.



### Australia

Believing that all customers should have fair and equal access to its products and services, EnergyAustralia has published an Energy Charter outlining its commitment to working with customers to improve their energy affordability, enhance their energy efficiency and provide support to the vulnerable.

[Download the latest EnergyAustralia's Energy Charter disclosure](#) 

The rising cost of living continues to present challenges for many Australians. In response, EnergyAustralia maintains its commitment to supporting households experiencing temporary financial hardship by offering payment plans and payment extensions, and guidance on available government assistance. The EnergyAssist hardship programme offers support to customers experiencing financial hardship via tailored solutions that include customised payment plans, payment matching, debt waivers and energy-efficiency education. These measures are also helping customers make better decisions about their energy consumption practices.

EnergyAustralia also partners with various organisations to directly assist customers facing financial hardship and help them improve their energy efficiency:

- Member of the [One Stop One Story Hub Partnership](#), which supports people facing family and domestic violence or financial hardship by helping them navigate support programmes and reduce the need for multiple interactions.
- Partnered with [Uniting Energy Audits](#) to provide customers with energy-efficiency information via a home or phone audit, thus helping them to reduce their energy consumption and bills.
- Partnered with [The Good Guys](#) to assist with the delivery of new appliances and the removal of old ones.

EnergyAustralia also develops customised payment schedules, provides advice on reducing energy consumption and offers guidance on accessing government energy-relief subsidies for its business customers.

[Read more on EnergyAustralia's Hardship Policy](#) 

## Community investment

GRI reference: 201-1, 203-1, 203-2, 413-1

CLP Group launched a series of community support programmes in 2025, detailed in the case study section below.

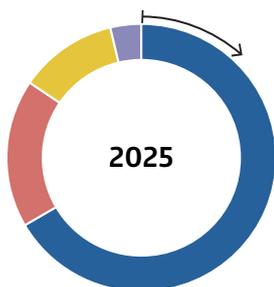
Beneficiaries (number)	2025	2024	2023	2022	2021
Direct beneficiaries (number)	938,000+	1,270,000+	626,000+	1,305,000+	1,580,000+
Organisations benefitted (number) <sup>1</sup>	371	323	291	280	232

<sup>1</sup> Includes professional bodies, academic institutes, NGOs and community groups.

### Beneficiaries by theme



Of the more than 938,000 direct beneficiaries in 2025, 66.6% benefitted from CLP’s Community Wellbeing programmes. The main contributor was the CLP Retail and Catering Coupons Programme which aims to encourage local consumption. The decrease in the number of beneficiaries was caused by the completion of distribution of the Low-Carbon City Planner board game to primary schools and kindergartens in 2024.



- Community Wellbeing: 66.6%
- Environment: 17.9%
- Education and Development: 11.8%
- Arts and Culture: 3.7%

In 2025, the Group saw a significant rise in volunteering participation, with total service hours surpassing 21,000—the highest since the pandemic. The increase in service hours in Hong Kong was contributed by CLP Volunteers supporting the 15<sup>th</sup> National Games, the 12<sup>th</sup> National Games for Persons with Disabilities and the 9<sup>th</sup> National Special Olympic Games as volunteers for the races, as well as offering support to residents affected by the Tai Po Wang Fuk Court fire incident. On the Chinese Mainland, the expansion of community initiatives in the Eastern Region resulted in volunteering hours tripling compared to 2024, rising by over 2,800 hours. Ongoing business transformation led to resource reallocation that

affected volunteer programmes delivery, contributing to a moderate decline in participation in EnergyAustralia.

The amount donated by CLP for charitable and other community purposes increased to HK\$22.42 million, including a HK\$10 million donation to support residents affected by the Tai Po Wang Fuk Court fire incident, and HK\$500,000 to support the family of the deceased firefighter.

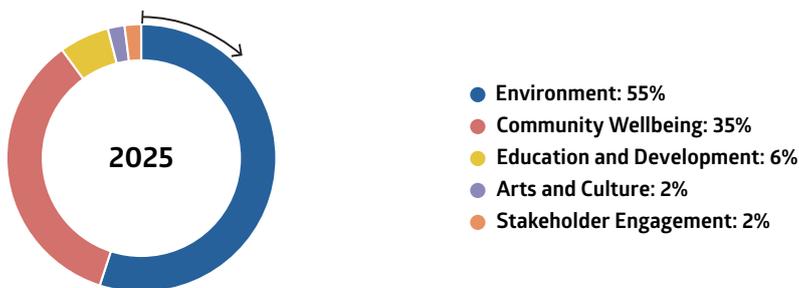
Community spending by theme and geography is summarised in the charts on the next page.

	2025	2024	2023	2022	2021
Amount donated for charitable and other purposes (HK\$M) <sup>1</sup>	22.42	6.91	9.18	10.02	15.09
Volunteer hours (hours) <sup>1</sup>	21,461	16,498	16,701	19,329	16,541
Programmes implemented (number)	532	514	458	481	443

<sup>1</sup> Numbers have been subject to rounding.

### Community spending by theme

**i** The largest percentage of community spending was directed to environment initiatives (55%), followed by community wellbeing initiatives (35%).



### Community spending by region

**i** The largest percentage of community spending was directed to Hong Kong (97%).



## Case Study

### Building Australia's energy future together with Traditional Owners

Engagement is the bridge to understanding, practical reconciliation, and ensuring that First Nations people benefit directly from energy projects on First Nations Country." – David Wilson, Head of Community Engagement.

#### Cultivating understanding

Australia's energy transition represents its most significant economic shift since the industrial revolution, and it is vital that First Nations people and communities are at the heart of this transformation.

David's team connects EnergyAustralia people working on new energy projects with local Traditional Owner groups. "Before we start a project, we seek to understand Country by listening, learning and reflecting, guided by Traditional Owners and Elders," David said.

For example, in the Latrobe Valley in the Gunaikurnai nation, the Yallourn, Jeeralang and Wooreen Battery Storage Project teams have all spent cultural immersion days with Gunaikurnai Land and Water Aboriginal Corporation (GLaWAC).

"It was important for our relationship that GLaWAC representatives had the chance to visit the Yallourn Power Station and Mine" said Nicholas King, Community Engagement Lead at Yallourn. "We're working together on the mine's land rehabilitation, but it's much better to share perspectives and contribute ideas when you're on Country."

Elsewhere, in Lithgow on Wiradjuri Country, early engagement helped inform a safe and respectful cultural engagement approach for the Lake Lyell Pumped Hydro Project.

"Over two days with Mingaan Wiradjuri Aboriginal Co-operative we had the opportunity to understand local cultural heritage and yarn about how we can engage respectfully with local Aboriginal parties" said Mike de Vink, Lake Lyell Pumped Hydro Energy Storage Project Director.

#### Embedding reconciliation in the energy transition

The energy transition offers a meaningful opportunity to support Aboriginal and Torres Strait Islander communities, by creating place-based partnerships that restore Country and promote long-term economic and environmental outcomes. For example, on Dharawal Country in Wollongong, we worked with the Illawarra Local Aboriginal Land Council (ILALC) to reconnect with land surrounding the Tallawarra Gas Fired Power Plant. This site, previously degraded by coal-fired operations, is now being regenerated through a partnership with ILALC and the Wollongong Botanical Gardens. Together, we have planted over 1,800 native trees and restored habitat that ILALC continues to maintain, creating employment, strengthening cultural connection, and improving biodiversity.

In Lithgow, on Wiradjuri Country, we sought the guidance and wisdom of Traditional Owners and Elders in our study of the biladurang (platypus) and in identifying archaeological finds. This collaboration not only enriched our understanding of Wiradjuri knowledge systems but also addressed historical exclusion by valuing First Nations voices in the cultural research process. In these ways, we supported cultural preservation, strengthened our connection to Country, and took meaningful steps toward reconciliation and shared stewardship.

#### Sharing sustainable benefits

By engaging meaningfully, we honour the wisdom of First Nations communities and their deep connection to Country – to land, water, sky, and everything within. We are also guided by First Nations people, Traditional Owners and Elders in ways of sharing the opportunities and benefits

Earth's elements provide in powering a clean energy future.

Across Wiradjuri Country and the Gunaikurnai Nation, our engagement extends to forming partnerships with First Nations communities that deliver sustainable, long-term benefits for these communities, for instance through employment programmes and opportunities, targeted STEM (science, technology, engineering and maths) scholarships, operational funding and capacity building, revenue-sharing grants, support in establishing cultural centres, and ongoing arrangements with First Nations ranger programmes to care for Country.



Scan to or click hear Wiradjuri Elder Aunty Sharon share her knowledge on the biladurang (platypus)

“We want to ensure Wiradjuri cultural heritage is properly identified, recorded and managed”, said Mike.



Aunty Helen and Aunty Ellen from Mingaan Wiradjuri Aboriginal Co-operative transferring artefacts for a cleansing ceremony



A cultural and environmental restoration initiative being led by the Illawarra Local Aboriginal Land Council at Tallawarra Power Station.

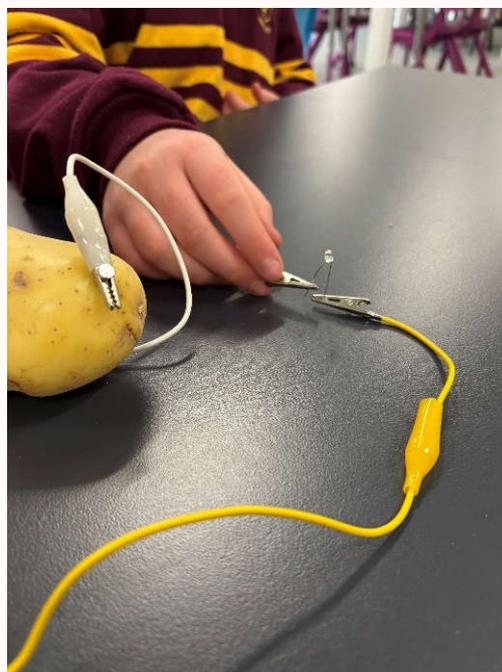
## Case Study

### 2025 STEM Partnerships: ATSE, DeadlyScience, Mt Piper BESS

As young people in our local schools think about their careers, we want them to see a place for themselves in Australia's clean energy future. To ensure this future is fair and inclusive, we need more women, First Nations peoples, and young Australians from all backgrounds. To support this future, we are investing in programmes that bring STEM education, and energy education, to life.

Through our Mount Piper Battery Energy Storage System Schools Programme in Lithgow, we helped over 1,000 students from nine local schools turn potatoes into batteries and play energy relay games, gaining a better understanding of how energy is made, stored and delivered.

We also partnered with the Australian Academy of Technological Sciences and Engineering's (ATSE) STELR programme to bring hands-on STEM equipment to four specially selected schools in our communities across Victoria and NSW. This is giving their students hands-on experience with science and technology, helping spark ideas about the kind of change they can be involved with.



# Case Study

## CLP Pulse connects heritage, innovation and sustainability

CLP Pulse has strengthened its role as a cultural and sustainability hub, delivering thematic exhibitions and programmes that bring together heritage, culture and innovation. Throughout the year, the museum organised guided tours, workshops, and activities to engage the community. In total, CLP Pulse welcomed more than 60,000 visitors.

The *Light and Delight: A City Illumined* exhibition celebrated Hong Kong's iconic neon culture through installations crafted from recycled and new neon tubes. Over the summer, *Timeless Pages of CLP Clock Tower* transformed the Grade 1 historic building into an interactive reading space and storytelling theatre, featuring shadow box art co-created by students and storytelling sessions for children that invited reflection on electricity's role in shaping modern life, and living a low carbon lifestyle. These initiatives utilised cultural engagement and green education activities to inspire dialogue on decarbonisation and sustainable living among the community.



Three shadow boxes in the summer exhibition highlighted the architectural features of the CLP clock tower building and showcased young people's creative interpretations of Hong Kong heritage.



The neon installation at CLP Pulse was created using a modern visual art approach that at the same time demonstrated the continuity of traditional neon techniques, in line with CLP Pulse's commitment to promoting heritage and sustainable development.



Storytelling sessions at CLP Pulse introduced children to the electricity journey and the importance of resource conservation.

## Case Study

### Leading a youth expedition to Shandong for national education and decarbonisation

In July 2025, CLP launched its Power the Youth Expedition programme, aimed at strengthening national identity among Hong Kong young people and providing insights into the Chinese Mainland's cultural heritage and emerging energy innovations. The initiative reflects CLP's commitment to nurturing future talent and supporting national education through immersive experiences.

The tour featured four key segments: cultural heritage, energy education, community service, and cultural exchange. Students visited CLP's Laiwu Wind Farm to learn about renewable energy and the national dual carbon goals, and explored Mashaowan Village History Museum, a CLP rural vitalisation project that integrated cultural preservation with clean energy generation. They also visited the Temple of Confucius and Mount Tai, participated in a traditional apprenticeship ceremony, and experienced a 3D holographic ritual performance that blended tradition with technology. Cultural exchange activities at Jinan No. 1 High School, which included Tai Chi practice and embroidery workshop, helped foster friendships between Hong Kong and Shandong students.

Participants described the experience as inspiring and educational, deepening their understanding of Confucian culture, new quality productive forces and CLP's contribution to the national decarbonisation goals. Teachers praised the

programme's interdisciplinary approach, which combined national education with career planning opportunities. CLP plans to expand the initiative to other provinces where it operates, creating a flagship platform for national education and energy studies, and inspiring Hong Kong youth to explore future careers in the energy sector.



Participants in the exchange programme led by CLP to Jinan, Qufu, Tai'an, and Weifang in Shandong Province

## Case Study

### Leveraging smart meter technology to enhance elderly home safety: CLP Power's Community Watch & Care Service Pilot Programme

As Hong Kong addresses the challenges posed by an ageing population, innovative solutions are essential to support ageing in place and reduce the burden on caregivers. CLP Power has taken a pioneering step by launching the Community Watch & Care Service Pilot Programme, which uses smart meter data to monitor electricity usage patterns and safeguard elderly residents.

CLP Power has launched the second phase of its Community Watch & Care Service Pilot Programme to support ageing in place policies and promote gerontechnology. The initiative uses smart meter data to monitor the electricity usage patterns of elderly residents, enabling social workers and carers to identify abnormal activity and provide timely assistance. Since its inception in June 2024, the programme has partnered with nine social welfare organisations and the Hong Kong Housing Society, offering innovative support to nearly 300 elderly individuals and families in need.

The first phase of the programme, which concluded in March 2025, demonstrated remarkable success. By analysing over 2,800 alerts generated by CLP Power's data analytics system, social workers confirmed a 90% accuracy rate in detecting unusual activity among elderly participants. Building on this achievement, the second phase incorporated artificial intelligence to enhance precision, and expanded coverage to elderly couples and people with disabilities. This phase also brought in additional partners, including Caritas Hong Kong and The Salvation Army, aiming to benefit around 150 families.

This initiative exemplifies how technology can transform social care. By leveraging smart

meters and AI, CLP Power provides continuous, non-intrusive monitoring that reduces the need for disruptive home visits while safeguarding vulnerable individuals. The programme not only aligns with government objectives but also fosters cross-sector collaboration, setting a benchmark for socially responsible innovation and creating a more compassionate, age-friendly city.



Secretary for Labour and Welfare Mr Chris Sun attends the launch ceremony of CLP Power Community Watch & Care Service Pilot Programme with CLP Power's leaders and representatives from participating organisations to officiate at the launch ceremony.

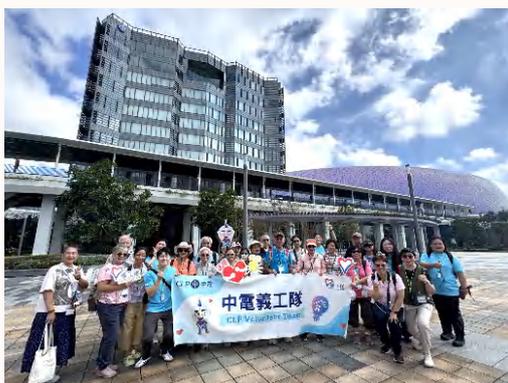
## Case Study

### Connecting the elderly with society through CLP volunteer engagement programmes

CLP Power supports elderly people by providing them with a range of opportunities to participate actively in the community, in the process building their confidence and staying connected with society. Our long-term community engagement programmes, delivered through the CLP Volunteer Team, are designed to enable the elderly participants to interact with each other for companionship, engage in learning activities, and contribute meaningfully to society.

One such initiative organised in 2025 was the *CLP Be Your Peer Community Power Journey*, which gave elderly participants the opportunity to contribute to the community. Trained as docents under the programme, 12 elderly participants led nearly 100 beneficiaries on guided tours across To Kwa Wan and the Kai Tak Development Area, with the support of CLP volunteers. The elderly docents shared stories of the power industry and of Hong Kong's community development during the tours, in the process strengthening their social engagement and expanding their interactions with members of the public. The programme participants also got to visit CLP Pulse and a newly beautified substation, in activities that enhanced their understanding of electricity use, energy efficiency and sustainable energy, and reinforced their role as active learners and knowledge sharers.

CLP Power also engages many elderly people in creative and intergenerational activities through its signature *Sharing the Festive Joy* programme. In 2025, the programme brought together over 500 elderly participants, together with non-government organisation partners and CLP volunteers, to celebrate different festivals. At upcycling workshops supported by dedicated volunteers, the elderly participants turned old clothing, used paper bags and glass bottles into functional and gift items, while learning more about waste reduction, renewable energy and sustainable living. These hands-on activities were ideal occasions for social interactions between the elderly participants and volunteers, as well as storytelling and shared learning.



All these programmes reflect CLP Power’s holistic approach towards connecting elderly people with society through volunteer engagement. Through initiatives that encourage elderly participants to lead, create and learn, while at the same time fostering companionship and intergenerational harmony, CLP Power is helping seniors build confidence and purpose and enhancing their sense of belonging. Building on decades of community commitment, the CLP Volunteer Team provided over 15,000 volunteer service hours in the past year in its efforts to nurture a caring and inclusive culture. The team is a prime example of how corporate volunteerism can create lasting social value for both individuals and the wider community.

In addition, CLP Power has three Hotmeal Canteens in Sham Shui Po, Kwun Tong and Kwai Tsing districts, which provide nutritious hot meals for people in need as well as offer

a place for them to meet, socialise and connect with the community. CLP volunteers visited the Canteens regularly to help serve meals, as well as to organise thematic activities to promote physical and mental health, such as games and art workshops.



*CLP Power Managing Director Joseph Law visits one of the Hotmeal Canteens*

## Case Study

### Providing opportunities for young people and nurturing the future generation

With fresh graduates and career starters facing many challenges, CLP Power is addressing the working needs of local young people and collaborating with various partners to boost the career opportunities available for them.

In 2025, CLP Power continued to collaborate with the Correctional Services Department (CSD) in providing young inmates and rehabilitated young persons with opportunities for training and career development through a series of career talks, induction courses, visits, internship and job opportunities.



CLP Power has continued to support the Hong Kong SAR Government's Strive and Rise Programme. Graduate trainees, young engineers and representatives from various business units were nominated to participate in the one-year mentorship programme, pairing one-on-one with junior form students from underprivileged backgrounds. Throughout the year, the mentors accompanied the students in a wide range of activities, including visits to CLP facilities such as CLP Pulse, the CLP Power Academy and the CLP Low Carbon Energy Education Centre, providing them with valuable life and study advice. Our efforts have again been recognised, with CLP being awarded the Supporting Organisation Award for the third consecutive year.

Further, CLP Power supported the Hong Kong Federation of Youth Groups for the CLP Energy for Brighter Tomorrows Award by providing scholarships for 20 young people with outstanding achievements in battling adversity. Nine CLP Power colleagues acted as mentors for

the students. Since its launch in 2018, a total of 140 students have been awarded scholarships.

In 2025, CLP Power signed a Memorandum of Understanding (MoU) with the College of Professional and Continuing Education of the Hong Kong Polytechnic University to cultivate future talents through a new master's programme that blends engineering, computer science and business skills, and adds a strong emphasis on AI integration and safety, in a programme that will prepare future leaders for Hong Kong's evolving energy landscape.

CLP Power is committed to promoting a low-carbon and energy-saving lifestyle through the use of innovative tools and public education programmes. It launched a new digital board game, "Low-Carbon City Planner", that enables players to explore energy efficiency as well as carbon and waste-reduction. CLP Power also premiered the latest episode of its 3D cartoon series Power Kid Channel: Power Quality, and hosted visits to kindergartens by its engineers.



CLP Power's booth in the Children's Paradise zone of the Hong Kong Book Fair, where visitors could download the app and play the game.

In 2025, CLP Power partnered with The Green Earth and Metro Broadcast Corporation Limited

to launch the CLP Climate Ambassadors Podcast Competition, attracting over 100 teams from 47 primary schools. Through creative podcast productions on three environmental themes—climate change, low-carbon living and renewable energy—the competition aimed to raise public awareness of climate issues and low-carbon living, empowering students to become the next generation of “Climate Ambassadors”. Environmental talks and broadcasting workshop were organised for more than 4,000 students, enabling them to deepen their understanding of environmental issues through creative learning. Students also gained insights into how climate change affects daily life and even power quality. Winning entries were broadcast on radio, bringing students’ voices beyond the classroom and into the community to spread environmental messages to the wider public.



CLP Power Chief Corporate Development Officer Ms Quince Chong (first from left) joins pupils from YCH Law Chan Chor Si Primary School, the winner of three awards in the competition.

Since the launch of the Engineer in School Programme in 2016, it has motivated junior secondary school students to save energy and explore careers in power engineering. Under the programme, CLP engineers have engaged with more than 75,000 students from 240 schools through school talks, STEM workshops, and visits to Black Point Power Station, the InnoPower Hall and the CLP Low Carbon Energy Education Centre.

CLP Power organised a Tree-Pruning Robot Challenge in 2025, which attracted participation by nearly 100 junior secondary students from various schools. The students needed to integrate artificial intelligence, big data, cloud computing and power engineering to assemble and programme robotic arms. Participants also utilised large language models to analyse data, exploring opportunities and challenges associated with applying technology in the power industry.



Students simulate tree pruning robot using robot arms based on CLP’s Predictive Vegetation Management System to understand how technology is applied in the power industry.

## Promoting nuclear safety and clean energy



### Initiatives and progress

HKFRS S2/SASB reference: IF-EU-540a.2; GRI reference: 306-3 (2016), 306-1, 306-2, 306-3

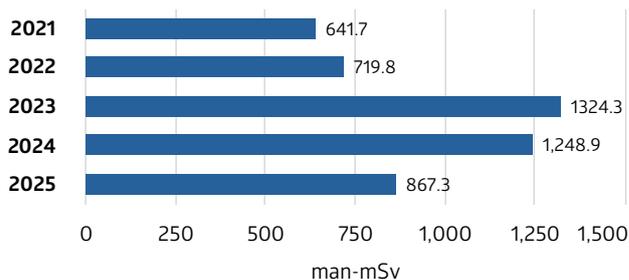
The International Nuclear and Radiological Event Scale (INES) is a scale developed by the International Atomic Energy Agency (IAEA) and the Organisation for Economic Co-operation and Development (OECD) to improve public understanding and awareness of the nature and significance of safety aspects of incidents and communicate the safety significance of nuclear and radiological events consistently. Any event occurring in a nuclear power station that qualifies for the INES scale is considered as a Licensing Operational Event (LOE). In 2025, Daya Bay Nuclear Power Station continued to operate smoothly, with no LOE occurrences.

In 2025, Daya Bay Nuclear Power Station maintained robust safety and operational performance, characterised by minimal worker radiation exposure and predictable waste generation aligned with planned activities. The average radiation dose rate for workers in 2025 was less than 0.4 mSv per person per year. By comparison, the background radiation dose rate from the natural environment in Hong Kong is 2.4 mSv per person per year. The charts below tracking waste volumes illustrate the amounts of spent nuclear fuel and low- to intermediate-level radioactive nuclear waste from Daya Bay in recent years. The amounts of both types of waste are related to the number of planned refuelling outages in each year. In 2025, Daya Bay carried out two planned refuelling outages and the total quantity of spent nuclear fuel generated reflected this event.

### Collective radiation dosage for workers



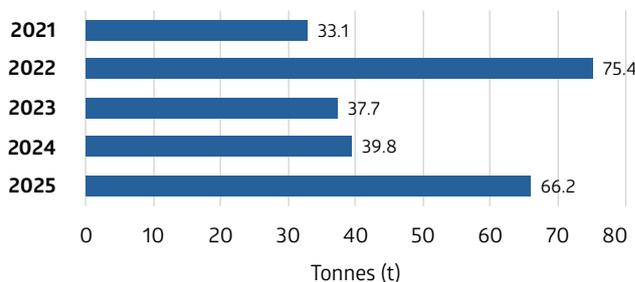
The collective radiation dosage for the year was 867.3 man-mSv, as there were two planned refuelling outages.



### Spent nuclear fuel



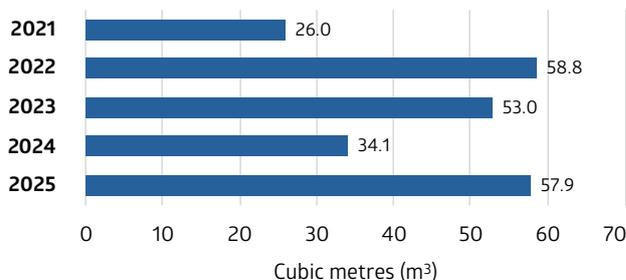
The amount of spent nuclear fuel in 2025 was at an expected level, given that there were two planned refuelling outages, similar to 2022.



### Solid radioactive nuclear waste



The low- to intermediate-level nuclear waste in 2025 was similar to 2022 as there were two planned refuelling outages.



## Case Study

### Daya Bay Nuclear Power Site celebrates milestone of trillionth kilowatt-hour of on-grid electricity generation

Daya Bay Nuclear Power Site celebrated a historic milestone of keeping the first nuclear power site in China to surpass one trillion kWh of on-grid electricity generation on 29<sup>th</sup> April 2025. To date, over 320 billion kWh of nuclear energy has been imported to Hong Kong by CLP, contributing to the city's economic and social development and playing a vital role in its decarbonisation journey.

The Daya Bay Nuclear Power Site consists of three major facilities: Daya Bay Nuclear Power Station, Ling Ao Nuclear Power Station Phase I and Phase II, each of which is equipped with two reactor units. Established in 1985 by CLP and China General Nuclear Power Corporation (CGN), Daya Bay Nuclear Power Station was the largest and a signature joint venture project at the initial stage of the Chinese Mainland's reform and opening-up. Commissioned in 1994, it symbolises the long-term collaboration between CLP and CGN and has contributed significantly to the development of the nation's power industry.

Having operated safely and efficiently for over 30 years, Daya Bay completed the first 30-year overhaul of a large-scale nuclear power unit in China in 2024. This involved implementing nearly 200 technical upgrades and over 50 innovations, including the world's first digitisation of an analogue control system for an M310 model pressurised water reactor in operation. Generating around 15 billion kWh annually, with 80% supplied to Hong Kong, the

station meets a quarter of the city's electricity demand with stable, non-carbon nuclear power. It plays a vital role in Hong Kong's carbon neutrality journey, and in CLP's commitment to advancing nuclear and renewable energy to support decarbonisation goals.



Daya Bay Nuclear Power Station was commissioned in 1994 and has supplied Hong Kong with safe, stable and non-carbon emitting nuclear power for over 30 years, meeting a quarter of Hong Kong's electricity demand.

## Case Study

### Daya Bay Nuclear Power Station – A Legacy of Innovation and Impact

Daya Bay Nuclear Power Station, a pioneering joint venture between CLP and CGN, was honoured with the Legacy Award (Industrial) and the Grand Award (Industrial, 1990s) at the Hong Kong Institution of Engineers (HKIE) 50<sup>th</sup> Anniversary Legacy Award.

The HKIE 50<sup>th</sup> Anniversary Legacy Award recognises achievements across three categories: innovation, industry and infrastructure. These awards celebrate outstanding engineering projects, groundbreaking technologies, and transformative initiatives from the past half century. Among over 100 nominated projects, Daya Bay Nuclear Power Station received both the Grand Award (Industrial, 1990s) and the Award's highest honour – the Legacy Award (Industrial) – following assessment by a panel of judges and a public vote.



CLP Holdings Senior Director – Nuclear Eddie Wu (second from left) receives the Grand Award (Industrial, 1990s) from Secretary for Housing Winnie Ho (first from left) and HKIE Immediate Past President Barry Lee (first from right).



CLP Power Managing Director Joseph Law (middle) receives the Legacy Award (Industrial) from HKIE President Eric Ma (second from left), Secretary for Development Bernadette Linn (first from left), Secretary for Housing Winnie Ho (second from right), and Secretary for Innovation, Technology and Industry Sun Dong (first from right).

CLP is committed to promoting public education about nuclear and low-carbon energy. In 2017, it collaborated with the City University of Hong Kong in setting up the CLP Power Low Carbon Energy Education Centre. Since then, the centre has served as an important platform for engaging with and educating the public about the benefits of low-carbon energy sources, including nuclear energy, and how they help address the challenge of climate change. The centre includes five themed zones that introduce various types of low-carbon energy, namely wind, solar, hydro, gas and nuclear, through interactive exhibits and tools. Guided tours and various low-carbon themed workshops are offered to visitors free of charge. In 2025, more than 9,700 visitors visited the centre, including students, teachers, professional groups and the general public.



The CLP Power Low Carbon Energy Education Centre

To enhance students' awareness of climate change and promote low-carbon living, the CLP Power Low Carbon Energy Education Centre organised the 3<sup>rd</sup> Low-Carbon Invention Competition in 2025. The event integrated creativity with STEAM (Science, Technology, Engineering, Art and Mathematics) and environmental elements, aiming to unleash students' innovative potential. This year, the competition received submissions from around 800 students from over 110 primary and secondary schools, showcasing innovative low-carbon inventions that support a greener lifestyle. A majority of the award-winning entries incorporated nuclear energy elements, while others combined nuclear energy with renewable energy to promote sustainable development. To further deepen students' understanding of nuclear energy, a one-day study tour to the Daya Bay Nuclear Power Station was introduced this year as a special award for winning students.



Winning students visited the Daya Bay Nuclear Power Science and Technology Museum to learn about the power generation principles and safety design of the plant.



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