"The global imperative to decarbonise is not just a challenge – it is an opportunity to lead, innovate and drive meaningful change."

T.K. Chiang
Chief Executive Officer

The new combined-cycle gas turbine generation unit at Black Point Power Station is a key infrastructure to reduce carbon emissions and ensure power supply reliability in Hong Kong.

Reflecting on the past year, the teams in all of our markets have shown admirable dedication and adaptability. Together, we continued to deliver world-class electricity services and energy solutions while positioning ourselves to thrive in an evolving global energy landscape.

In 2024, CLP produced a solid set of results. Our core businesses in Hong Kong and Mainland China continued to perform robustly. We also achieved positive outcomes in Australia and India, as we deepened our efforts meeting demand for sustainable energy in both markets.

Amid the complex interplay of global economic, environmental and geopolitical forces, we remain focused on growing our business and delivering cleaner power that the world demands. Addressing climate change is inherent to the purpose of our company and in 2024, we made tangible progress with our decarbonisation goals across the markets where we operate.

We have always had high aspirations for our Group, and this remains the case today, driven by our intent to create long-term value for our stakeholders. Our strategic clarity, operational excellence, and commitment to sustainability all combine to provide a positive outlook for CLP, enabling us to continue to deliver meaningful benefits to our customers and communities.

Hong Kong

In 2024, we continued to support Hong Kong's growing energy needs and low-carbon transition by further developing and decarbonising our electricity supply systems and broadening partnerships in key sectors. Operating earnings from our Hong Kong energy business increased 0.8% to HK$8,895 million, reflecting our capital investments to support the development and economic growth of Hong Kong as we implement our Five-Year Development Plan that runs to December 2028.

Electricity sales by CLP Power Hong Kong Limited (CLP Power) rose 2.1% year-on-year to 36,125 gigawatt hours (GWh) as higher temperatures fuelled power demand. Infrastructure developments and rising inbound tourism also contributed to higher electricity consumption, as did the expansion of data centres and electric transport, although some segments such as manufacturing, retail and catering saw weaker year-on-year demand.

	Sales by Sector (GWh)	% Increase/ (Decrease)	% of Total Sales
Residential	10,204	2.8%	28%
Commercial	13,882	1.5%	39%
Infrastructure and Public Services	10,466	2.6%	29%
Manufacturing	1,573	(1.3%)	4%

CLP Power maintained a 99.999% reliability level in 2024. This is equivalent to around 1.2 minutes of unplanned power supply interruption per year for each customer, a world-class performance level similar to the past few years. We remain committed to continue providing a safe and reliable supply for customers, after strengthening efforts to minimise power incidents through a comprehensive range of short-, medium- and long-term enhancement measures following several voltage dip and supply interruption cases that affected some customers.

CLP Power is also committed to delivering its electricity services at a reasonable cost. From January 2025, the Average Net Tariff rose 0.98% year-on-year because of increased material costs and operating expenses, but CLP Power minimised the adjustment with prudent cost controls and the use of a diversified fuel mix. To mitigate the impact on underprivileged groups, the elderly and disabled people, we launched a range of community initiatives in 2025, including electricity subsidies and retail and dining vouchers supported by HK$240 million from the CLP Community Energy Saving Fund (CESF). The initiatives include a new Community Green Programme to encourage energy-saving and decarbonisation projects across Hong Kong.

In 2024, we celebrated two significant milestones along our decarbonisation journey, including the 30th anniversary of the commissioning of the Daya Bay Nuclear Power Station in Guangdong province that we coinvested with our partner CGN; as well as CLP's partnership with CSG in CAPCO that began in 2014, bringing to Hong Kong state-of-the-art gas-fired generation units and an offshore LNG terminal during this period.

Managing our decarbonisation pathway has been a key focus for us. Nuclear energy is one of the most effective and reliable zero-carbon energy options. CLP Power continues to work with the Government to explore opportunities for further regional cooperation to extend the city's access to nuclear energy.

Hong Kong currently imports electricity from the Daya Bay Nuclear Power Station through the Clean Energy Transmission System (CETS) overhead power lines. The CETS is undergoing a major upgrade which will provide the opportunity to increase imports of zero-carbon energy in the near term to support Hong Kong's decarbonisation.

Our other electricity infrastructure investments to support Hong Kong's decarbonisation include the new 600MW D2 combined-cycle gas turbine generation unit at Black Point Power Station, which went into service in April. It is a key infrastructure to reduce carbon emissions, ensure power supply reliability and enabled the retirement of our three older coal-fired generation units at Castle Peak Power Station.

The new offshore LNG terminal completed its first full year of operations after entering service in the summer of 2023. The landmark project uses floating storage and regasification unit technology to store and gasify LNG and deliver natural gas to Black Point Power Station through undersea pipelines. It allows Hong Kong to access a more diversified supply of natural gas from international markets at competitive costs, supporting the city's energy transition and elevating its fuel supply security.

In addition to being used for power generation, the use of LNG as a maritime fuel is gaining interest around the world to reduce carbon emissions in the shipping sector. Following the release of the Government's Action Plan on Green Maritime Fuel Bunkering, our energy infrastructure and solutions subsidiary CLP*e* Holdings Limited (CLP*e*) announced plans to form a joint venture with China National Offshore Oil Company Guangdong Water Transport Clean Energy Company Limited to provide LNG fuel bunkering services in Hong Kong. The joint venture is expected to begin providing services in the first half of 2025.

In addition to decarbonising our electricity supply, we are collaborating with an increasing number of businesses and organisations to drive improved energy management and enable different sectors of the economy to reduce their carbon footprint. A good example is our partnership with Link Asset Management Limited (Link). We have provided energy audit services to Link properties in Hong Kong, including shopping malls and car parks, and recommended a range of effective energy-saving solutions such as the installation of more energy-efficient cooling systems. Over the past five years, CLP Power has helped Link's properties save more than 31GWh of electricity, equivalent to a reduction of around 12,000 tonnes of carbon emissions. Together, Link and CLP Power won the prestigious Corporate Energy Management Award for the Asia-Pacific Rim region by the United States-based Association of Energy Engineers.

CLP*e* signed a Memorandum of Understanding with Hysan Development Company Limited (Hysan) during the year to explore opportunities in innovative solutions to improve energy efficiency, including enhancements of cooling systems in commercial properties in Causeway Bay, one of Hong Kong's busiest districts. CLP*e*'s partnership with Hysan also includes potential opportunities for electric vehicle (EV) charging infrastructure, contributing to Causeway Bay's development as a sustainable, low-carbon community.

Electrification of the transport sector is vital to decarbonisation in Hong Kong, where seven in every ten newly registered private cars are now electric. CLP Power stepped up efforts to provide tailored power supply solutions and technical support to meet rising demand for EV charging from both private and commercial users. Since

its establishment in 2023, our eMobility Network has helped accelerate the development of charging infrastructure and services for electric commercial vehicles by promoting cooperation and knowledge exchange between ourselves and our partners from the automotive, EV charging and finance sectors within the wider eMobility ecosystem. At the ReThink HK 2024 event in September, we showcased our latest technological solutions for the EV charging ecosystem including tailored power supply solutions to support fast-charging, as well as our self-developed eMobility Grid Management Platform, which helps optimise power grid planning as EV charging networks continue to expand in Hong Kong.

CLP*e*'s new network of EV charging stations in Hong Kong helps meet growing charging demand from commercial vehicle fleets.

A new network of EV charging stations in Hong Kong launched by CLP*e* last year, offering customers a selection of super-fast- and medium-speed charging services, will help support the city's commercial EV development by meeting growing EV charging demand from users including commercial vehicle fleets and eTaxis.

The Government recently announced the Green Transformation Roadmap of Public Buses and Taxis, setting out the future direction and policy objectives for the electrification of those vehicles. We will continue to work closely with the Government and the industry to facilitate power supply options for EV charging infrastructure.

Data centres are at the heart of Hong Kong's transformation into a smart city, and CLP Power continues to concentrate on providing the underlying electricity infrastructure and energy solutions crucial to supporting the sector's sustainable growth. In November, CLP Power signed a six-year agreement with data centre operator SUNeVision Holdings Ltd. for the purchase of Renewable Energy Certificates (RECs). Each unit of electricity in the REC represents the environmental attributes generated by a solar farm at a landfill. The environmental attributes will be linked to a portion of the energy consumption of SUNeVision's data centre campus. The project will result in the reduction of around 468 tonnes of carbon emissions annually, equivalent to the carbon absorption of around 20,000 trees.

On a longer horizon, the Government plans to turn the Northern Metropolis into a key centre of innovation and technology and a new engine for the city's future development, supported by advanced digital infrastructure and supercomputing centres. CLP Power signed memorandums in November, pledging its full support to and participation in the ambitious project. We have reserved sufficient power system capacity to meet the area's electricity needs and will take forward planned power supply works based on the pace of the development.

Customers continued to benefit from CLP Power's Feed-in Tariff (FiT) Scheme by installing their own renewable energy systems and contributing to a lower-carbon electricity grid in Hong Kong. As of the end of December, more than 400MW of generation capacity was approved under the FiT scheme since it was started in 2018, equivalent to the annual electricity consumption of around 99,700 households.

Digitalisation allows us to meet our customers' fast-evolving needs for smarter, more flexible energy services. With over 2.68 million smart meters connected for 93% of our total customer base by the end of 2024, we are on track to complete our smart meter installation programme on schedule in 2025, giving customers access to timely information about their electricity use as well as more personalised energy services and experiences.

We have also transformed the way we interact with and serve our customers thanks to the benefits of digitalisation. Each customer can now consolidate all electricity accounts belonging to the same customer including eMobility account under one log-in for the highest convenience through a refreshed mobile app. This enables us to better understand their consumption patterns and provide personalised energy-saving insights, helping our customers optimise their usage habits. This transformation of our customer interaction channels also empowers users with self-service functionalities, including online move-in applications, bill checking and consumption management, enhancing the overall customer experience.

CLP Power will continue to deploy its power expertise to maintain a world-class electricity service for customers and deepen cooperation with partners to support the increasing energy needs of Hong Kong as the energy transition,

economic growth, new industries and infrastructural developments propel the city towards a more vibrant and sustainable future.

Mainland China

Our renewable energy investments in Mainland China grew strongly in 2024 while our existing non-carbon assets continued to perform well, supporting the nation's decarbonisation goals. CLP China's operating earnings were HK$1,851 million, down 10.7% from HK$2,073 million in 2023, largely because of lower tariff and higher costs at Yangjiang Nuclear Power Station, as well as reduced generation at Daya Bay Nuclear Power Station due to major planned maintenance works.

Daya Bay and Yangjiang in Guangdong province celebrated significant milestones as they recorded 30 years and 10 years of service respectively. Both plants underwent comprehensive maintenance works to ensure they continue to operate reliably. The overhaul at Daya Bay lasted for 200 days from September 2023 to June 2024 and involved more than 7,000 workers carrying out 100 different enhancement projects, making it the biggest overhaul of a commercial-scale nuclear power plant in China. The enhancements were completed on time and within budget, laying a solid foundation for the plant to continue its safe and reliable supply of non-carbon energy to Hong Kong and Guangdong into a fourth decade.

CLP is a proud investor and off-taker of China's nuclear power stations and wholeheartedly supports the nation's development of nuclear energy. In November, I was honoured to join CGN's Deputy Secretary of the Party Committee and General Manager Mr Gao Ligang along with other officiating guests at the third China Nuclear Energy High-Quality Development Conference and Shenzhen International Nuclear Energy Industry Innovation Expo (CINIE). The signature industry event was a timely opportunity to reflect on the benefits from 30 years of reform and development of the nation's power sector. In January 2025, CLP Power and the City University of Hong Kong co-organised an international conference titled "Powering a Carbon Neutral Future – The Role of Nuclear Energy", bringing together international experts and academics to discuss issues on climate change and sustainability. The conference highlighted Hong Kong's role as a "super-connector" and "super value-adder" between Mainland China and the rest of the world and we will continue to advocate the importance of nuclear power in the energy transition through public education and international partnerships.

CLP China's renewable energy projects performed steadily throughout the year, supported by higher earnings from hydro energy and contributions from new wind and solar projects. Output from the Huaiji Hydro Power Stations in Guangdong rose thanks to increased water resources, while our two other hydro projects – Dali Yang_er in Yunnan province and Jiangbian in Sichuan province – achieved stable performances.

Earnings from wind energy were higher thanks to the addition of a full-year contribution from Xundian II Wind Farm in Yunnan, which went into service in March 2023. This offset higher grid curtailment at Qian'an Wind Farm in northern Jilin province and weather-related outages at the Sandu wind farm in Guizhou province, and the Laiwu wind farm in Shandong province.

The commissioning of Yangzhou Gongdao Solar Power Station in Jiangsu province in September 2023 bolstered output from our solar plants, although overall earnings were slightly lower because of higher curtailment at Jinchang Solar Power Station in Gansu.

The Yixing solar project in Jiangsu province is fully connected to the grid in January 2025 as CLP China continues to expand its renewable energy investments.

CLP China continued to expand its renewable energy investments with construction started last year on 590MW of wind and solar projects. They include the 100MW Sandu II wind project in Guizhou, the 300MW Juancheng wind project in Shandong as well as the 100MW Huai'an Nanzha and 90MW Yixing solar projects in Jiangsu. The Yixing solar project was fully connected to the grid in January 2025. Huai'an Nanzha solar project and Sandu II wind project are scheduled to commission in the first half of 2025 while the Juancheng wind project is expected to go into service in the first half of 2026. Meanwhile, the 150MW Bobai Wind Farm in Guangxi Zhuang Autonomous Region was also fully connected to the grid in January 2025 after site work commenced in July 2023.

In January 2025, construction work on the 231MW Guanxian Wind Farm in Shandong started. Work will also begin later in the year on projects designed to provide a further 560MW of renewable energy capacity, including the 50MW Yixing phase II solar project in Jiangsu, the 300MW Hepu solar project and the 160MW Guigang wind project in Guangxi, and the 50MW Xundian III wind project in Yunnan. Those projects, once completed, will add around 1,530MW capacity to CLP China's renewable energy portfolio.

All renewable energy plants newly commissioned or being developed by CLP China are grid-parity projects designed to operate without government subsidies. As for legacy subsidised projects, the amount of outstanding national subsidy payments owed to CLP China's subsidiaries increased to HK$2,716 million at the end of 2024, compared with HK$2,426 million at the same time a year earlier.

Battery energy storage systems (BESS) are important in bolstering supply reliability as an increasing amount of renewable energy is being generated and consumed in the country. CLP China began construction of its first standalone BESS in Guanxian, Shandong in December. The 100MW/200MWh project is due for completion in 2025. Going forward, we will focus mainly on building battery storage projects alongside our existing assets.

CLP China's growing renewable energy portfolio allows us to expand our offering of energy solutions to corporate customers. In July, CLP China signed an agreement to supply Green Electricity Certificates (GECs) to a multinational software company. The 10-year contract is CLP China's largest and longest-tenure GEC transaction to date. In October, a 10-year power purchase agreement (PPA) was reached with BASF and Envision Energy to provide renewable energy to BASF's three manufacturing sites in Jiangsu from CLP China's three solar projects in the province, including the new Yangzhou Gongdao plant. The agreement uses an innovative sleeved long-term PPA model under which Envision Energy acts as the retailer for the transaction settlement between CLP China and BASF, managing the associated risks and ensuring a seamless integration of renewable energy.

The electrification of transport is another critical driver for decarbonisation. In November, I joined a visit to the Mainland cities of the Greater Bay Area (GBA) led by Hong Kong Chief Executive Mr John Lee, during which CLP*e* signed an agreement to expand its partnership with TELD New Energy Company Limited (TELD) on EV charging and innovative energy services in the GBA. The agreement marked a major step forward in our cooperation with TELD following the formation of the CLP-TELD New Energy Technology (Guangdong) Ltd. joint venture in 2022 to provide EV-charging services in Mainland China cities within the GBA. Under the new arrangement, CLP*e* will introduce TELD's leading EV charging technologies to the Hong Kong market. It will also cooperate on Vehicle-to-Grid, virtual power plant, microgrid and other emerging energy technologies, jointly exploring market opportunities and promoting the development of new energy services in the region.

Looking ahead, we are committed to further expanding our low-carbon generation capacity in Mainland China, even though we expect growth in demand for electricity in the short term to soften because of a slowdown in economic growth. CLP has a strong and established portfolio of clean energy investments and a robust pipeline of new wind and solar energy projects, putting it on course to achieve its goal of doubling its renewable energy portfolio in the medium term in support of the Central Government's dual carbon targets.

Australia

Our wholly owned subsidiary EnergyAustralia achieved a significant improvement in its financial performance in 2024, buoyed by the strong performance of generation assets which outweighed continuing pressure on retail business. The improvement resulted in operating earnings of HK$591 million, compared with an operating loss of HK$182 million in 2023. Throughout the year, the business successfully invested in flexible capacity initiatives to support Australia's clean energy transition while enabling affordable, reliable electricity to customers.

A highlight of the year came in September when EnergyAustralia won the support of the Federal Government's new Capacity Investment Scheme for the 350MW/1,400MWh Wooreen BESS in Victoria and the 50MW/200MWh Hallett BESS in South Australia. The two systems are expected to power more than 480,000 homes across the two states by 2027.

In November, EnergyAustralia also secured the New South Wales Government's development approval for its 500MW

BESS next to Mount Piper Power Station. EnergyAustralia's proposed Lake Lyell Pumped Hydro Energy Storage Project nearby was meanwhile declared a Critical State Significant Infrastructure development by the State Government, meaning it is viewed as essential for economic, social and environmental reasons. Preliminary designs for the project were submitted in the second quarter and its proposed capacity was increased by 50MW to 385MW for up to eight hours following additional value engineering.

EnergyAustralia aims to have committed up to 3GW of renewable energy in its portfolio by 2030, largely through the purchase of output from renewable energy projects under offtake agreements. In September, it secured its largest PPA for 230MW of renewable energy from the second stage of Golden Plains Wind Farm in Victoria, the largest wind energy project in the southern hemisphere when both stages are combined. Construction began in June 2024 and the project is expected to be completed by mid-2027.

In July, EnergyAustralia announced an innovative offtake agreement for 200MW/800MWh underpinned by Akaysha Energy's Orana BESS in New South Wales. The agreement allows EnergyAustralia to strengthen its flexible capacity portfolio by using the storage attributes of the battery – which is due to go into service in 2026 – as a virtual commercial product.

The 320MW fast-start, gas-fired Tallawarra B Power Station went into commercial operations in June 2024, while an upgrade to Tallawarra A completed in February 2025 is expected to increase the plant's winter capacity by nearly 40MW when fully commissioned in the Australian winter in mid-2025.

EnergyAustralia's investment in new storage and renewable energy projects will be critical for Australia, especially Victoria, as the 1,480MW Yallourn Power Station winds down before its retirement in mid-2028. A 17-month maintenance programme to ensure the power station's reliability and efficiency in its final years was completed in January 2025. The plant reported a steady performance throughout 2024 with availability rising from 72% a year earlier to 74% while energy sent out remained steady.

Mount Piper Power Station in New South Wales also delivered a stronger performance after receiving a more consistent coal supply thanks to a multi-mine agreement with the supplier. Generation increased 31% to 7,010GWh compared with 5,360GWh in 2023. In the first half of 2024, the plant operated with the State Government's capped coal price at A$125 a tonne. This government intervention was enacted to reduce wholesale energy prices for customers after significant volatility in 2022 and the scheme ended in June 2024.

EnergyAustralia invests in flexible capacity initiatives such as the Wooreen battery energy storage system in Victoria to support Australia's clean energy transition.

A sluggish economy and cost of living pressures impacted both consumers and the retail energy market where competition was intense, leading to higher discounts and lower margins. EnergyAustralia's number of customer accounts fell by around 58,600, or about 2.4%, while the rate of customer churn remained below the market average.

In September, at the conclusion of Federal Court proceedings brought by the Australian Competition and Consumer Commission over non-compliant pricing communication with customers between June and September 2022, EnergyAustralia was ordered to pay a penalty of A$14 million and implement compliance orders. EnergyAustralia has sought to contact every affected customer and correct the communication.

While the performance of EnergyAustralia greatly improved in 2024, we expect operating conditions in the retail market in particular to remain challenging in light of ongoing competition and affordability pressures. Against this backdrop, EnergyAustralia will work closely with the community and Federal and state governments to accelerate investment in the energy transition while offering customers services that are affordable and reliable.

India

Our joint venture in India, Apraava Energy, continued its rapid pace of low-carbon energy development in 2024 as the decarbonisation of the country's booming economy opened a rich vein of opportunities. Operating earnings increased 9.3% to HK$329 million from HK$301 million in 2023, buoyed by strong electricity demand and the solid performance of Apraava Energy's diversified energy assets.

Contributions from renewable energy assets were lower, largely because generation from existing wind projects dropped as a result of low resources and a severe cyclone in August affecting the western state of Gujarat. The 251MW Sidhpur Wind Farm was fully commissioned by the middle of January 2025 after operations began in phases from 2023 onwards.

The operation of solar assets remained steady with earnings increasing year-on-year.

Apraava Energy's two operating transmission assets in central and northeastern India continued to perform well while the company's only coal-fired asset – Jhajjar Power Station in Haryana – maintained its status as one of India's best-run thermal power plants.

With a sharp focus on expanding and decarbonising its portfolio, Apraava Energy had more than 2GW-equivalent of non-carbon energy projects in execution at the end of December, including wind and solar energy, transmission and advanced metering infrastructure (AMI) projects.

Rajasthan averages more than 320 days of sunshine a year and is one of India's leading centres of renewable energy development. In the fourth quarter, Apraava Energy began building two solar farms in the northwestern state with a combined capacity of 550MW after securing the rights at earlier auctions. The larger of the two projects with 300MW of generation capacity is scheduled to begin operations in June 2026 while the smaller 250MW project is due to go into service two months earlier. Apraava Energy plans to break ground on another 50MW solar energy project in Rajasthan in the first quarter of 2025.

Elsewhere, Apraava Energy is due to begin work soon on a 300MW wind energy project in Karnataka, a southwestern state with considerable renewable energy potential.

Investment in transmission infrastructure is critical to connect India's vast number of new solar and wind energy projects to the major cities where energy demand is highest. Good progress was made on the Fatehgarh III and Fatehgarh IV interstate transmission projects in Rajasthan, which comprise over 250 kilometres of transmission lines and a 2,500 megavolt-ampere (MVA) substation. Both projects are due to go into operation in 2025. Construction also began in late 2024 on the Karera interstate transmission project in the central state of Madhya Pradesh, involving more than 40 kilometres of transmission lines and a 3,000MVA substation. Work on another transmission project in Rajasthan with almost 200 kilometres of power lines and a 6,000MVA substation is due to start in the first quarter of 2025.

Apraava Energy secured more contracts for AMI projects, installing smart meters that enable local power distribution companies to offer more energy-efficient services to customers across India. The business now has contracts to supply more than 6.8 million smart meters for households in six states and more than 680,000 smart meters have so far been installed.

In the year ahead, Apraava Energy will seek out opportunities to expand its pipeline of energy, transmission and AMI projects and accelerate progress towards a target of tripling its low-carbon energy portfolio in the medium term as it plays an increasingly significant role in India's energy transition.

Taiwan Region and Thailand

Operations at Ho-Ping Power Station in the Taiwan region were disrupted by a major earthquake that struck the island's east coast in April. Fortunately, there were no injuries to the plant's workers and operations at the power station have been robust since repairs to generation units were completed in May. Although Lopburi Solar Power Station in Thailand maintained reliable operations, the disruption to Ho-Ping and related remedial costs as well as lower fuel costs recoveries than in 2023 led to a 15.3% drop in operating earnings from Taiwan Region and Thailand to HK$260 million in 2024.

Ho-Ping will remain focused on maintaining operational reliability, and continue to explore potential decarbonisation projects near the plant including utility-scale solar energy and battery storage.

Seizing New Possibilities

The energy sector's transition is advancing at an extraordinary pace, bringing both challenges and unprecedented opportunities. We are embracing this transformation with attention and determination, to ensure we remain well placed to succeed in both the near and longer term. Decarbonisation is at the heart of our planning—a vital and urgent mission that demands both innovation and resilience.

We work tirelessly to improve our digital capabilities in support of our growth objectives. By harnessing the latest technologies, we are optimising business processes, accelerating innovation and delivering smarter, better and lower-carbon services to our customers. One of the most significant initiatives in this effort is the implementation of our new enterprise resource planning (ERP) system, which will streamline and enhance key processes across the span of our operations. This project represents a significant step forward in CLP's efforts to maintain our status as a leading utility in the years to come.

I would like to express my sincere thanks to all CLP employees and our partners, who are indispensable in serving our valued customers in new and effective ways. It is through the collective strength, diverse perspectives and unwavering commitment of our people that we are empowered to navigate obstacles and seize new possibilities.

CEO T.K. Chiang addresses the GreenBiz HK conference in Jinan, highlighting CLP's commitment to China's low-carbon, high-tech development and the Group's significant presence in Shandong province.

As our Chairman has referenced in his message, we have completed a strategic review which is designed to ensure CLP is best placed for growth as we pursue initiatives that match with the decarbonisation pathways in our markets. We will focus on several key priorities – each with clear objectives and associated initiatives – underscoring the robustness of the strategy review process.

First, Climate Vision 2050 is our blueprint for achieving net-zero greenhouse gas emissions by mid-century. We will continue to deliver on this goal through scaling up investments in low-carbon energy projects and phasing out our remaining coal-fired generation in the portfolio.

Second, we will ensure our business operates from a position of strength in our core markets of Hong Kong and Mainland China, as we continue to pursue non-carbon growth opportunities, maximise the synergies across business units and improve operational efficiency. We will explore various business and financial models for our China renewable portfolio, including establishing a clean energy fund, to leverage market capital while maximising the value derived from our existing capabilities.

Third, we will pursue further business growth as we seek to build new operations with dependable earnings outside our core markets such as renewable energy business in high growth Asian countries and regions. Optimising the value of our presence in Australia and continuing the growth momentum in India are our other focuses.

Fourth, it is essential that we proactively explore and prepare for long-term growth opportunities. We will actively explore and capitalise on emerging opportunities driven by decarbonisation and technology trends in our core markets.

And finally, the Group will enhance its organisational capabilities by fostering enterprise leadership, innovation and digital transformation to maintain a competitive edge.

The review has been extensive, entailing the input of many of our leaders at CLP over the course of the past year, and I am excited with the outcome. I look forward to implementing the strategy with a strong team and turning our collective vision into reality.

The coming year promises to be yet another one of rapid adjustment, as our industry continues to reshape how we generate, deliver and consume power. At CLP, we are seizing this pivotal period for long-term success across all our markets. I am more confident than ever that our business is in an exceptionally strong position in the knowledge that the global imperative to decarbonise is not just a challenge – it is an opportunity to lead, innovate and drive meaningful change.

T.K. Chiang
Hong Kong, 24 February 2025

At a time of increased volatility and uncertainty in the global economy, how can CLP ensure the Group remains on track for sustainable, long-term growth?

Mr Leung Yiu Choi
Shareholder

T.K. Chiang
Chief Executive Officer

The energy sector is closely related to the tide of global economic developments, and new opportunities and challenges have inevitably emerged in our industry as a result of geopolitical events and the rapid technological change of recent years.

Momentum for the energy transition in Asia Pacific remains strong despite increased uncertainties about progress of climate action, while electrification and the growth of the digital economy have continued to drive demand for electricity. Thanks to the strong foundations of our core businesses in Hong Kong and Mainland China, CLP is well-positioned to deliver sustainable growth by investing for the long term and transforming into a more agile business to stay on top of changes in our operating environment.

We are acutely aware we cannot achieve this by standing still, so we constantly review and update our strategy to remain ahead of the curve. Our latest strategy balances our long-term view with a more dynamic approach. This enables us to continue to channel our resources into further decarbonising our business and investing in the growth of our operations in core markets. At the same time, we are exploring opportunities in new markets and enhancing our organisational capabilities to help us move faster and become even more efficient and innovative.

By building on the strengths that have served CLP so well for nearly 125 years and equipping our business for the escalating pace of change in the energy market and the economy, we are confident in our ability to continue creating long-term value for our stakeholders.