

A Snapshot of CLP in 2020

About the CLP Group

The CLP Group is an investor and operator in the Asia-Pacific energy sector with investments in Hong Kong, Mainland China, India, Southeast Asia, Taiwan, and Australia that span across the energy supply chain. In addition to a diversified portfolio of generating assets that uses a wide range of fuels including coal, gas, nuclear and renewable sources, the Group also has operations in the transmission, distribution and retail of energy, and offers smart energy services. In 2021, CLP celebrates the 120th anniversary of its founding in Hong Kong with a commitment to continue to move forward with the community based on a shared vision of a better tomorrow.

	Current Operations	Potential Opportunities
Generation	●	○
Transmission	●	○
Distribution	●	○
Retail	●	○
Smart Energy Services	●	○

Mainland China

The electricity industry in Mainland China is largely state-controlled. Transmission and distribution are limited to two state-owned enterprises while generation is open for investment. CLP first entered the market in 1979 when the Group began providing electricity to Guangdong province. Today, CLP China is the largest external independent power producer in Mainland China with over 50 power projects in 15 provinces, municipalities and autonomous regions, concentrating on low-carbon energy, including nuclear power and renewable energy.

Hong Kong

Hong Kong's electricity sector is regulated by the Scheme of Control Agreements and operated by two vertically-integrated utility companies that serve different geographical areas of the city. CLP Power Hong Kong, the larger of the two companies and a wholly-owned subsidiary of the Group, provides a power supply of over 99.999% world-class reliability to 2.67 million customers in Kowloon, the New Territories, and most of the outlying islands, serving about 80% of the city's population.

India

Much of the electricity industry in India has traditionally been owned and controlled by the Federal and State Governments. Over the last decade and a half, private companies have been encouraged to invest in the generation and increasingly transmission segments. On the distribution side, the Federal Government has recently progressed initiatives for more privatisation. Since entering the Indian market in 2002, CLP has built a diversified portfolio comprising wind, solar and supercritical coal generating facilities as well as transmission assets. The Canadian pension fund Caisse de dépôt et placement du Québec (CDPQ) became a 40% strategic shareholder in CLP India in 2018. Our strategy is for CLP India to pursue growth in non-carbon areas.

Southeast Asia and Taiwan

CLP has minority interests in a solar project in Thailand and a coal-based generation plant in Taiwan. The electricity industry is government-controlled in both markets. As a committed supporter of global efforts to reduce carbon emissions, CLP is exploring investment opportunities in renewable energy generation in the Southeast Asia and Taiwan markets.

Australia

EnergyAustralia is one of the largest privately-owned electricity generators under the National Electricity Market (NEM), a major gas and electricity retailer in New South Wales, Victoria, South Australia, and the Australian Capital Territory, and an electricity retailer in Queensland. Private generators operating under the NEM and a number of government-owned assets provide generation services in a competitive wholesale market. The electricity retail market is fully privatised while the transmission and distribution segments remain substantially regulated.

2020 Operating Earnings

Hong Kong electricity and related business
HK\$8,088 million

Mainland China
HK\$2,233 million

India
HK\$175 million

Southeast Asia and Taiwan
HK\$386 million

Australia
HK\$1,690 million

Other earnings and unallocated expenses
-HK\$995 million

Total HK\$11,577 million

Our Portfolio

CLP's business spans every major segment of the energy value chain, including retail, transmission, distribution, and a diversified portfolio of electricity generation assets. The tables below detail the total generation and energy storage capacity¹ as well as business activities in each CLP market as of 31 December 2020.

Hong Kong	Mainland China	India	Southeast Asia and Taiwan	Australia	Total
8,143MW	8,990MW	1,890MW	285MW	5,389MW	24,696MW

Hong Kong				
Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Capacity (Equity / Long-term Purchase)
Customer Services				
Electricity and customer services for about 2.67 million customer accounts in Kowloon, the New Territories and most of Hong Kong's outlying islands	Hong Kong	100%	-	-
Transmission and Distribution				
555 km of 400kV lines, 1,679 km of 132kV lines, 22 km of 33kV lines and 13,990 km of 11kV lines 69,131 MVA transformers, 235 primary and 15,028 secondary substations in operation	Hong Kong	100%	-	-
Gas				
Black Point Power Station , one of the world's largest gas-fired combined-cycle power stations comprising a new 550MW unit ² , five 337.5MW units and three 312.5MW units. An additional new 550MW unit is under construction	Hong Kong	70%	3,725MW	3,725MW
Coal				
Castle Peak Power Station , comprising four 350MW coal-fired units and another four 677MW units. Two of the 677MW units can use gas as a backup fuel. All units can use oil as a backup fuel	Hong Kong	70%	4,108MW	4,108MW
Others				
Hong Kong Branch Line , comprising a 20km pipeline (including subsea portion of 19km) and the associated gas launching and end stations, which transports natural gas from PipeChina Second West-East Gas Pipeline in Shenzhen Dachan Island to Black Point	Hong Kong	40%	-	-
Hong Kong LNG Terminal Limited , develops, owns and operates the offshore LNG terminal in Hong Kong, currently under construction, to provide LNG regasification and related services to Castle Peak Power Company Limited and The Hongkong Electric Company, Limited	Hong Kong	49%	-	-
Penny's Bay Power Station , comprising three 100MW diesel-fired gas turbine units mainly for backup purpose	Hong Kong	70%	300MW	300MW
WE Station (formerly named West New Territories Landfill Project) , comprising five new 2MW units which make use of landfill gas from waste for power generation ³	Hong Kong	70%	10MW	10MW

Mainland China				
Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Capacity (Equity / Long-term Purchase)
Nuclear				
Guangdong Daya Bay Nuclear Power Station , comprising two 984MW Pressurised Water Reactors. Through long-term capacity purchase, 70% of electricity generated is supplied to Hong Kong, with the remaining 30% sold to Guangdong Province ⁴	Guangdong	25%	1,968MW	1,577MW
Yangjiang Nuclear Power Station , comprising six 1,086MW generating units	Guangdong	17%	6,516MW	1,108MW
Wind				
Nanao II Wind Farm	Guangdong	25%	45MW	11MW
Nanao III Wind Farm	Guangdong	25%	15MW	4MW
Sandu Wind Farm	Guizhou	100%	99MW	99MW
Changling II Wind Farm	Jilin	45%	49.5MW	22MW
Datong Wind Farm	Jilin	49%	49.5MW	24MW
Qian'an I Wind Farm	Jilin	100%	49.5MW	49.5MW
Qian'an II Wind Farm	Jilin	100%	49.5MW	49.5MW
Shuangliao I Wind Farm	Jilin	49%	49.3MW	24MW
Shuangliao II Wind Farm	Jilin	49%	49.5MW	24MW
Qujiagou Wind Farm	Liaoning	24.5%	49.5MW	12MW
Mazongshan Wind Farm	Liaoning	24.5%	49.5MW	12MW
CLP Laizhou I Wind Farm	Shandong	100%	49.5MW	49.5MW
CLP Laizhou II Wind Farm	Shandong	100%	49.5MW	49.5MW
Dongying Hekou Wind Farm	Shandong	49%	49.5MW	24MW
Huadian Laizhou I Wind Farm	Shandong	45%	40.5MW	18MW
Laiwu I Wind Farm	Shandong	100%	49.5MW	49.5MW
Laiwu II Wind Farm	Shandong	100%	49.5MW	49.5MW
Laiwu III Wind Farm ⁵	Shandong	100%	50MW	50MW
Lijin I Wind Farm	Shandong	49%	49.5MW	24MW

Notes:

- 1 Of projects in operation and under construction on an equity basis, in addition to long-term capacity and energy purchase arrangements. Minor discrepancies may result from rounding.
- 2 The new 550MW Combined-Cycle Gas Turbine (CCGT) unit was commissioned in the second half of 2020.
- 3 The WE Station commenced operation in March 2020.
- 4 Agreements have been reached to increase the proportion of energy supply to Hong Kong to slightly above 70% in 2014 and to about 80% from 2015 to 2023, with the remainder continuing to be sold to Guangdong Province.
- 5 Commenced commercial operation in September 2020.

Mainland China (Cont'd)

Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Capacity (Equity / Long-term Purchase)
Lijin II Wind Farm	Shandong	49%	49.5MW	24MW
Penglai I Wind Farm	Shandong	100%	48MW	48MW
Rongcheng I Wind Farm	Shandong	49%	48.8MW	24MW
Rongcheng II Wind Farm	Shandong	49%	49.5MW	24MW
Rongcheng III Wind Farm	Shandong	49%	49.5MW	24MW
Weihai I Wind Farm	Shandong	45%	19.5MW	9MW
Weihai II Wind Farm	Shandong	45%	49.5MW	22MW
Zhanhua I Wind Farm	Shandong	49%	49.5MW	24MW
Zhanhua II Wind Farm	Shandong	49%	49.5MW	24MW
Chongming Wind Farm	Shanghai	29%	48MW	14MW
Xundian I Wind Farm	Yunnan	100%	49.5MW	49.5MW
Hydro				
Huaji Hydro Power Stations	Guangdong	84.9%	129MW	110MW
Jiangbian Hydropower Station	Sichuan	100%	330MW	330MW
Dali Yang_er Hydropower Station	Yunnan	100%	49.8MW	49.8MW
Solar				
Jinchang Solar Power Station	Gansu	100%	85MW ⁶	85MW ⁶
Meizhou Solar Power Station	Guangdong	100%	36MW ⁷	36MW ⁷
Huai'an Solar Power Station	Jiangsu	100%	12.8MW ⁸	12.8MW ⁸
Sihong Solar Power Station	Jiangsu	100%	93MW ⁹	93MW ⁹
Lingyuan Solar Power Station	Liaoning	100%	17MW ¹⁰	17MW ¹⁰
Xicun I Solar Power Station	Yunnan	100%	42MW ¹¹	42MW ¹¹
Xicun II Solar Power Station	Yunnan	100%	42MW ¹²	42MW ¹²
Coal				
Beijing Yire Power Station ¹³	Beijing	30%	-	-
Fangchenggang Power Station Phase I	Guangxi	70%	1,260MW	882MW
Fangchenggang Power Station Phase II	Guangxi	70%	1,320MW	924MW
Sanhe I and II Power Stations	Hebei	16.5%	1,330MW	219MW
Zhungeer II and III Power Stations	Inner Mongolia	19.5%	1,320MW	257MW
Suizhong I and II Power Stations	Liaoning	15%	3,760MW	564MW
Shenmu Power Station ¹⁴	Shaanxi	49%	-	-
Heze II Power Station	Shandong	29.4%	600MW	176MW
Liaocheng I Power Station	Shandong	29.4%	1,200MW	353MW
Shiheng I and II Power Stations	Shandong	29.4%	1,260MW	370MW
Panshan Power Station	Tianjin	19.5%	1,060MW	207MW
Energy Storage				
Rights to use 50% of Phase I of Guangzhou Pumped Storage Power Station for serving CLP's Hong Kong business under a long-term capacity purchase agreement	Guangdong	-	1,200MW	600MW
Others				
Fangchenggang Incremental Distribution Network ¹⁵	Guangxi	22.05%	-	-

India

Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Equity Capacity
Wind				
Mahidad Wind Farm	Gujarat	60%	50.4MW	30MW
Samana I Wind Farm	Gujarat	60%	50.4MW	30MW
Samana II Wind Farm	Gujarat	60%	50.4MW	30MW
Harapanahalli Wind Farm	Karnataka	60%	39.6MW	24MW
Saundatti Wind Farm	Karnataka	60%	72MW	43MW
Chandgarh Wind Farm	Madhya Pradesh	60%	92MW	55MW
Andhra Lake Wind Farm	Maharashtra	60%	106.4MW	64MW
Jath Wind Farm	Maharashtra	60%	60MW	36MW
Khandke Wind Farm	Maharashtra	60%	50.4MW	30MW
Bhakrani Wind Farm	Rajasthan	60%	102.4MW	61MW
Sipla Wind Farm	Rajasthan	60%	50.4MW	30MW
Tejuva Wind Farm	Rajasthan	60%	100.8MW	60MW
Theni I Wind Farm	Tamil Nadu	60%	49.5MW	30MW
Theni II Wind Farm	Tamil Nadu	60%	49.5MW	30MW

6 Gross / CLP Equity MW are expressed on an alternating current (AC) basis. If converted to direct current (DC), they are equivalent to 100 / 100MW.

7 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 42.5 / 42.5MW.

8 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 15 / 15MW.

9 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 110 / 110MW.

10 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 20 / 20MW.

11 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 50 / 50MW.

12 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 50 / 50MW.

13 Beijing Yire Power Station ceased operation on 20 March 2015.

14 Shenmu Power Station ceased operation on 28 February 2018.

15 The project company, of which TUS-CLP Smart Energy Technology Co. Ltd. is a shareholder, builds and operates an incremental distribution network (IDN) at Fangchenggang Hi-Tech Zone. Supply to customers commenced in April 2020.

India (Cont'd)				
Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Equity Capacity
Solar				
Gale Solar Farm	Maharashtra	60% ¹⁶	50MW ¹⁷	30MW ¹⁷
Tornado Solar Farm	Maharashtra	60%	20MW ¹⁸	12MW ¹⁸
Cleansolar Renewable Energy Private Limited (CREPL) ¹⁹	Telangana	60%	30MW ²⁰	18MW ²⁰
Divine Solren Private Limited (DSPL) ²¹	Telangana	60%	50MW ²²	30MW ²²
Veltor Solar Farm	Telangana	60% ²³	100MW ²⁴	60MW ²⁴
Gas				
Paguthan Power Station ²⁵ , a combined-cycle gas-fired power plant designed to run on natural gas with naphtha as alternate fuel	Gujarat	60%	655MW	393MW
Coal				
Jhajjar Power Station, comprising two 660MW supercritical coal-fired units	Haryana	60%	1,320MW	792MW
Transmission				
Satpura Transco Private Ltd, which runs a 240 km intra-state line	Madhya Pradesh	60%	-	-
Southeast Asia & Taiwan				
Assets and Services	Location	CLP's Equity Interest	Gross Capacity	CLP's Equity Capacity
Solar				
Lopburi Solar Farm	Thailand	33.3%	63MW ²⁶	21MW ²⁶
Coal				
Ho-Ping Power Station	Taiwan	20%	1,320MW	264MW
Australia				
Assets and Services	Location	CLP's Interest (Equity / Long-term Purchase)	Gross Capacity	CLP's Capacity (Equity / Long-term Purchase)
Customer Services				
Electricity and gas services for 2.45 million customer accounts	New South Wales, Queensland, South Australia and Victoria	100%	-	-
Wind				
Cathedral Rocks Wind Farm	South Australia	50%	64MW	32MW
Gas				
Tallawarra Gas-fired Power Station	New South Wales	100%	420MW	420MW
Wilga Park Gas-fired Power Station ²⁷	New South Wales	20%	22MW	4MW
Hallett Gas-fired Power Station ²⁸	South Australia	100%	235MW	235MW
Jeeralang Gas-fired Power Station	Victoria	100%	440MW	440MW
Newport Gas-fired Power Station	Victoria	100%	500MW	500MW
Coal				
Mount Piper Coal-fired Power Station	New South Wales	100%	1,400MW	1,400MW
Yallourn Coal-fired Power Station and Brown Coal Open-cut Mine	Victoria	100%	1,480MW	1,480MW
Renewable Energy Long-term Purchase²⁹				
Boco Rock Wind Farm	New South Wales	100%	113MW	113MW
Bodangora Wind Farm	New South Wales	60%	113MW	68MW
Coleambally Solar Farm	New South Wales	70%	150MW	105MW
Gullen Range Wind Farm	New South Wales	100%	166MW	166MW
Manildra Solar Farm	New South Wales	100%	46MW	46MW
Taralga Wind Farm	New South Wales	100%	107MW	107MW
Ross River Solar Farm	Queensland	80%	116MW	93MW
Waterloo Wind Farm Stage 1	South Australia	50%	111MW	56MW
Gannawarra Solar Farm	Victoria	100%	50MW	50MW
Mortons Lane Wind Farm	Victoria	100%	20MW	20MW
Energy Storage				
Rights to charge and dispatch energy from Ballarat Battery Storage which operates 24 / 7 and is capable of powering more than 20,000 homes for an hour of critical peak demand before being recharged	Victoria	100%	30MW / 30MWh	30MW / 30MWh
Rights to charge and dispatch energy from Gannawarra Battery Storage which is capable of powering more than 16,000 homes through two hours of peak demand before being recharged	Victoria	100%	25MW / 50MWh	25MW / 50MWh
Others				
Pine Dale Black Coal Mine	New South Wales	100%	-	-
Narrabri (2C contingent resource of up to 1,200PJ)	New South Wales	20%	-	-

Figures include rounding adjustments.

- 16 Gale Solar Farm became wholly-owned by CLP India in March 2019 after CLP India acquired the equity interest previously held by Suzlon Energy Limited.
- 17 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 69 / 41.4MW.
- 18 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 27.6 / 16.6MW.
- 19 CLP India acquired Cleansolar Renewable Energy Private Limited from Mahindra Renewables Private Limited in March 2020.
- 20 Gross / CLP Equity MW is expressed on an AC basis. If converted to DC, they are equivalent to 36.6 / 22MW.
- 21 CLP India acquired Divine Solren Private Limited from Mahindra Renewables Private Limited in April 2020.
- 22 Gross / CLP Equity MW is expressed on an AC basis. If converted to DC, they are equivalent to 59.8 / 35.9MW.
- 23 Veltor Solar Farm became wholly-owned by CLP India in March 2019 after CLP India acquired the equity interest previously held by Suzlon Energy Limited.
- 24 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 120 / 72MW.
- 25 Paguthan Power Station did not undertake any significant commercial generation in 2020.
- 26 Gross / CLP Equity MW are expressed on an AC basis. If converted to DC, they are equivalent to 83 / 28MW.
- 27 Gross capacity at Wilga Park Power Station increased to 22MW in early 2020.
- 28 Gross capacity at Hallett Power Station increased to 235MW in early 2020.
- 29 Relates to long-term power purchase from power stations in which CLP has neither equity nor operational control.

Financial Highlights

Group operating earnings increased 4.1% to HK\$11,577 million driven by higher earnings from the Hong Kong electricity business and positive changes in the fair value of energy hedging contracts in Australia. Total earnings increased about 1.5 times to HK\$11,456 million in 2020 mainly due to a significant impairment of EnergyAustralia's retail goodwill recognised in 2019.

	2020	2019	Increase / (Decrease) %
For the year (in HK\$ million)			
Revenue			
Hong Kong electricity business	41,325	40,025	3.2
Energy businesses outside Hong Kong	37,687	45,088	(16.4)
Others	578	576	
Total	79,590	85,689	(7.1)
Earnings			
Hong Kong electricity business	7,818	7,448	5.0
Hong Kong electricity business related ¹	270	211	
Mainland China	2,233	2,277	(1.9)
India	175	263	(33.5)
Southeast Asia and Taiwan	386	335	15.2
Australia	1,690	1,566	7.9
Other earnings in Hong Kong	(238)	(199)	
Unallocated net finance income / (costs)	24	(42)	
Unallocated Group expenses	(781)	(738)	
Operating earnings	11,577	11,121	4.1
Items affecting comparability			
Property revaluation	(121)	(83)	
Impairment provision	-	(6,381)	
Total earnings	11,456	4,657	146.0
Net cash inflow from operating activities	22,374	21,345	4.8
At 31 December (in HK\$ million)			
Total assets	234,233	221,623	5.7
Total borrowings	54,348	52,349	3.8
Shareholders' funds	112,200	105,455	6.4
Per share (in HK\$)			
Earnings per share	4.53	1.84	146.0
Dividend per share	3.10	3.08	0.6
Shareholders' funds per share	44.41	41.74	6.4
Ratios			
Return on equity ² (%)	10.5	4.3	
Net debt to total capital ³ (%)	25.1	26.7	
FFO interest cover ⁴ (times)	13	12	
Price / Earnings ⁵ (times)	16	45	
Dividend yield ⁶ (%)	4.3	3.8	

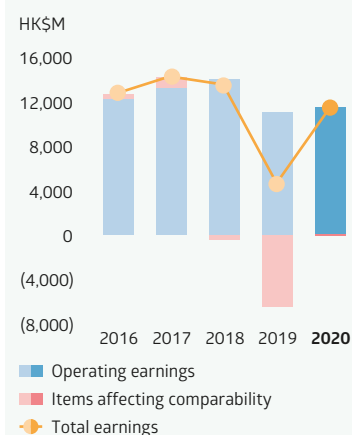
Notes:

- Hong Kong electricity business related includes PSDC and Hong Kong Branch Line
- Return on equity = Total earnings / Average shareholders' funds
- Net debt to total capital = Net debt / (Equity + advances from non-controlling interests + net debt).
Debt = Bank loans and other borrowings. Net debt = Debt - bank balances, cash and other liquid funds.
- FFO (Funds from operations) interest cover = Cash inflow from operations / (Interest charges + capitalised interest)
- Price / Earnings = Closing share price on the last trading day of the year / Earnings per share
- Dividend yield = Dividend per share / Closing share price on the last trading day of the year

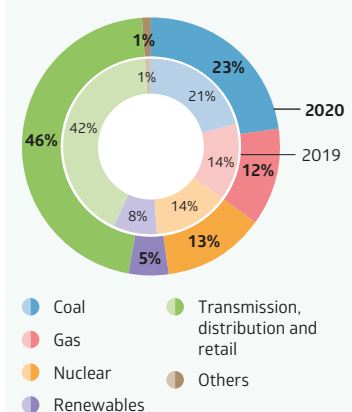
Revenue



Total Earnings



Operating Earnings (Before Unallocated Expenses) by Asset Type

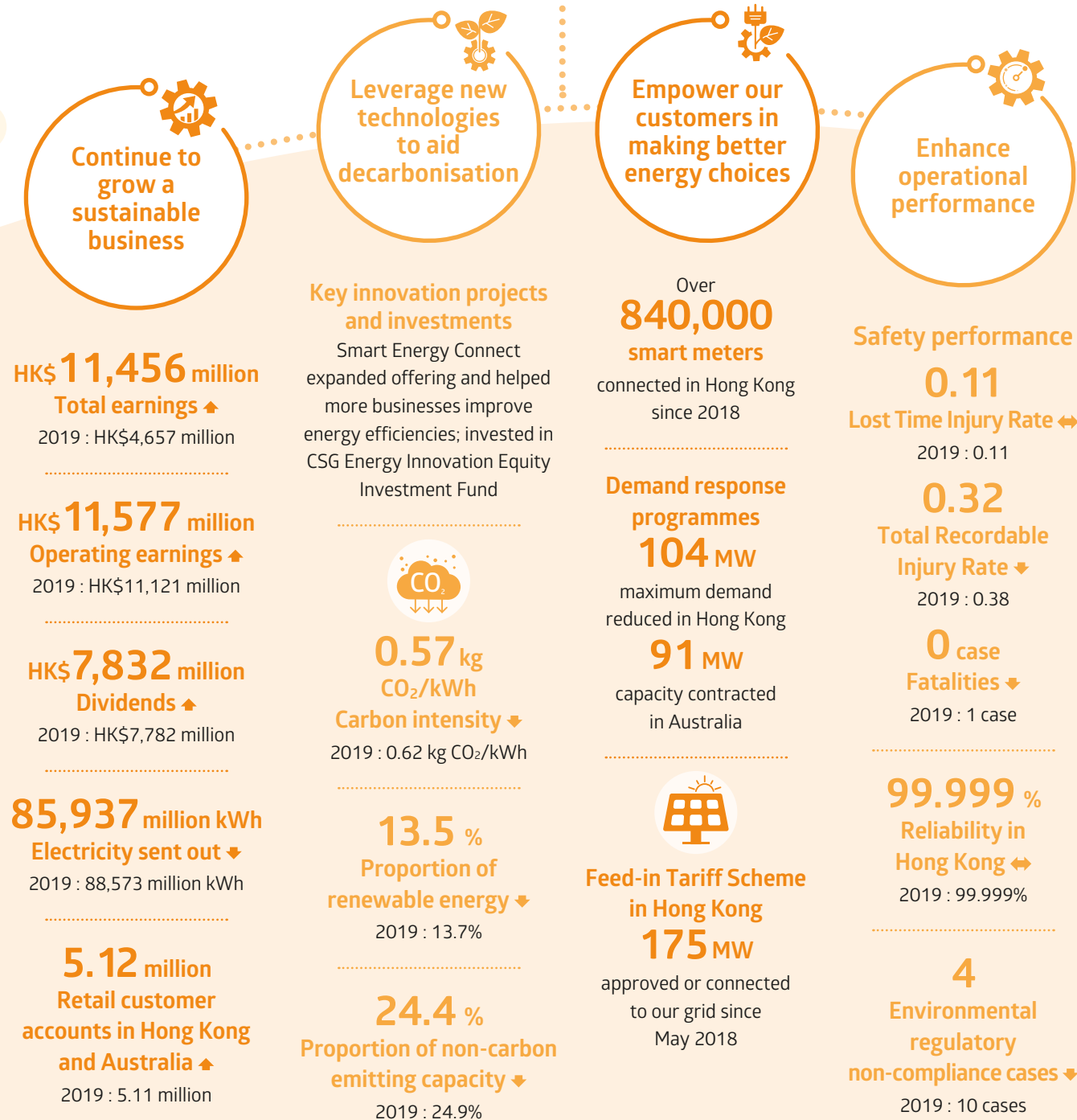


Strategic Framework

Our Purpose

CLP provides sustainable energy solutions to create value for shareholders, customers, employees and the wider community. We aim to be the leading responsible energy provider in the Asia-Pacific region, from one generation to the next.

Key Performance Highlights



Our Strategy

HOW WE SERVE OUR PURPOSE

To leverage new and emerging technologies to aid the progressive decarbonisation of our portfolio, empower our customers in making better energy choices, enhance performance of our operations, and to evolve and grow our business in the transition to a low-carbon future.

📖 Read *CEO's Strategic Review* on pages 18 to 22

Our Values and Commitments

WHAT GUIDE US IN FULFILLING OUR PURPOSE

CLP cares for people, its customers, the community and the environment. We care about performance, respect laws and standards, and value innovation. Our commitments are the promises we make to our stakeholders about the way in which we uphold our values.

📖 Read *CLP's Value Framework*

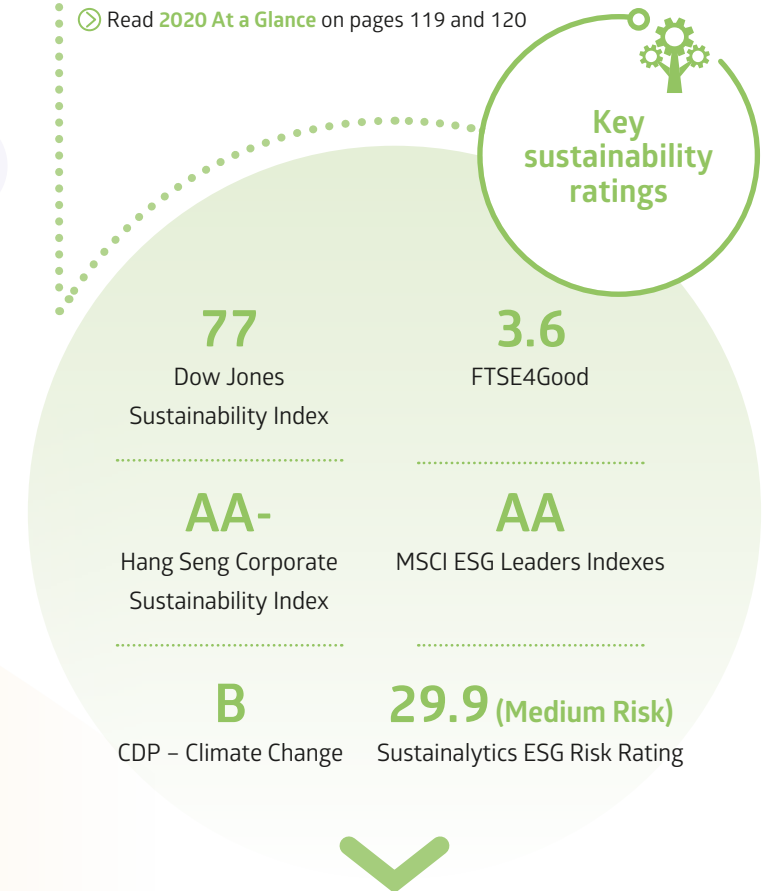


Our Governance

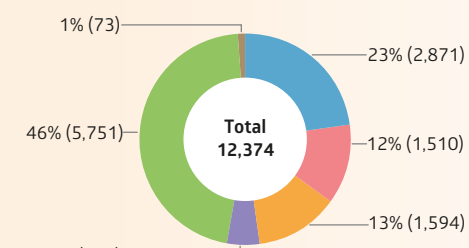
HOW WE HOLD OURSELVES ACCOUNTABLE

Good corporate governance is a key enabler of long-term value creation, which enhances our credibility and safeguards the interests of our stakeholders. We remain committed to doing the right thing at all times, and to embedding a corporate governance framework that our stakeholders respect and understand.

📖 Read *2020 At a Glance* on pages 119 and 120

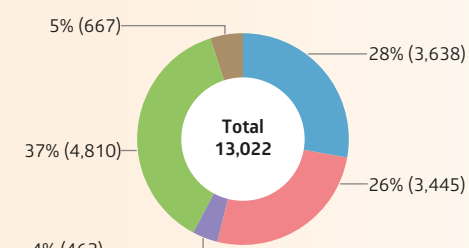


Operating earnings* by asset type % (HK\$ million)



* Before unallocated expenses

Capital investment* incurred by asset type % (HK\$ million)



* On accrual basis

● Coal¹ ● Gas ● Nuclear ● Renewables
● Transmission, distribution and retail ● Others

Note:

¹ Capital investments in coal assets include maintenance, upgrades and efficiency improvements only.

Remuneration Policy

HOW WE LINK REMUNERATION TO CLP'S PURPOSE AND STRATEGY

These are among the broad range of strategy-linked performance indicators considered and balanced by the Board when determining incentive payments and total remuneration. The determination of performance outcomes is not formulaic but based on the Board's judgement, ensuring alignment between shareholders and management.

📖 See *Human Resources & Remuneration Committee Report* on pages 175 to 191

Creating Value for Stakeholders

At CLP, we utilise various capitals to create value for shareholders, customers, employees and the wider community.

Inputs

📖 Read the **Capitals** sections on pages 74 to 107

- Financial Capital**
 - Shareholders' funds of HK\$112,200 million
 - Total borrowings of HK\$54,348 million
- Manufactured Capital**
 - Generation capacity of 19,691 equity MW
 - Long-term capacity and energy purchase agreements of 5,005 MW
 - Transmission and high voltage distribution lines of 16,486 km
 - 15,263 primary and secondary substations in Hong Kong
- Human Capital**
 - 8,060 employees
- Intellectual Capital**
 - Strengthened technological capabilities
 - Digitalisation of operations
 - Investments in technology companies and funds
 - Partnerships with innovation accelerators
- Natural Capital**
 - 403,379 TJ of coal consumed
 - 134,776 TJ of gas consumed
- Social and Relationship Capital**
 - 10,973 volunteer hours by staff and family members

What we do

- Digital technologies**
 - Data analytics, artificial intelligence and Internet of Things (IoT) enable new efficiencies and delivery of smarter and more connected energy services

- Dynamic system balancing**
 - Design, build and operate systems that integrate centralised and decentralised generation, and balance dynamic customer demand against different generation profiles to optimise cost efficiency, reliability and environmental performance



Generation

- Design, build, operate and invest in centralised and decentralised power stations and generation facilities
- Procure adequate and appropriate fuel and energy resources from diversified sources

Transmission

- Design, build and operate transmission networks
- Enhance transmission networks to facilitate integration of more clean energy into the grid



Distribution

- Design, build and operate distribution networks
- Integrate distributed energy resources into the grid

Customers

- Develop and deploy customer-oriented, technology-enabled energy services that help customers become active participants of a power system

Outputs

📖 See The CLP Group Business in **2020 Sustainability Report** ^{SR}

Reliable, cleaner and affordable electricity supply as well as smart energy services to customers

Economic value generated of **HK\$81,198 million**

Outcomes for stakeholders

- Employees**
 - Staff expenses of HK\$4,844 million
- Community**
 - Donations of HK\$27 million
- Government and Regulators**
 - Current income tax of HK\$2,529 million
- Suppliers and Contractors**
 - Fuel and other operating costs of HK\$51,527 million
- Capital Providers**
 - Shareholders – total dividends of HK\$7,832 million, HK\$3.10 per share
 - Lenders – net finance costs of HK\$1,875 million

Sustainability material topics

📖 Read the **Material Topics** section in **2020 Sustainability Report** ^{SR}

- Responding to climate change**
- Reinforcing cyber resilience and data protection**
- Harnessing the power of technology**
- Building an agile, inclusive and sustainable workforce**

Material risks to the Group

📖 Read our **Risk Management Report** on pages 146 to 157

Operational risk

- Health, safety and environment (HSE) incidents, plant performance, physical and cybersecurity, project delivery, climate change and challenges from the COVID-19 pandemic

Commercial risk

- Commercial disputes, fuel supply security, energy margin and price volatility and challenges from digital transformation

Regulatory risk

- Uncertain regulatory changes, power sector reforms and regulatory compliance issues

Financial risk

- Availability of competitive funding, financial market volatility and financial counterparties

Market risk

- Economic structural changes, energy market competition and volatility as well as supply and demand imbalance

Human resources risk

- Succession, talent attraction and retention, structure and operating model change and culture change