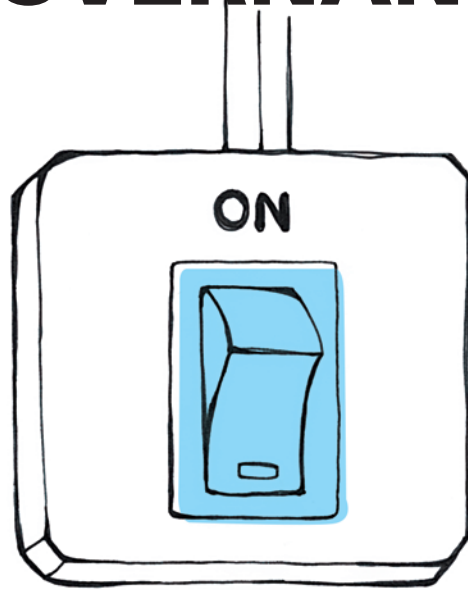
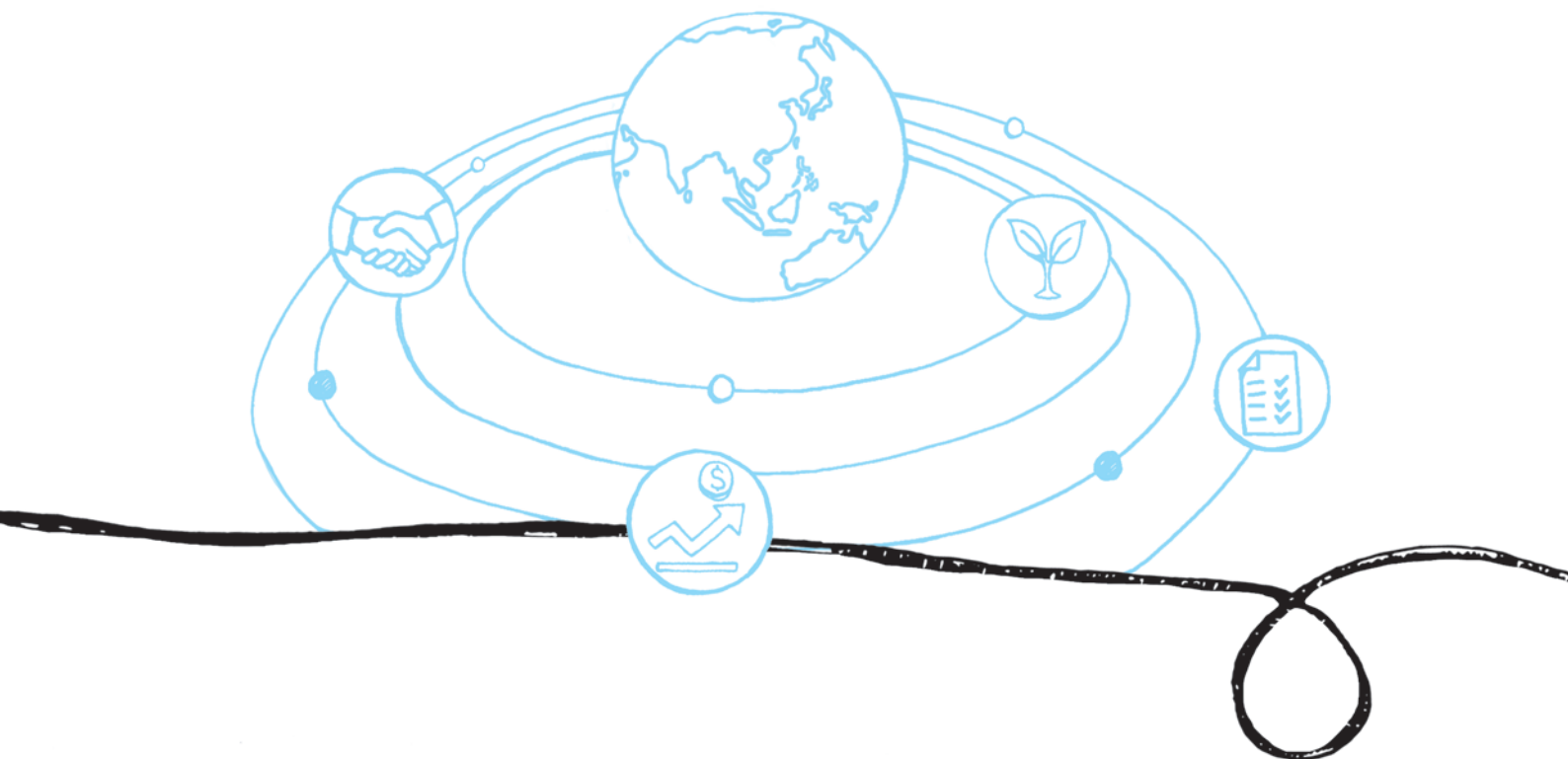


GOVERNANCE



What processes support our ability to create value?



We explain how CLP's governance structure supports our strategic objectives and promotes the sustainability of our Company and business model



Board of Directors

Non-executive Directors



The Honourable Sir Michael Kadoorie
GBS, LLD (Hon.), DSc (Hon.), aged 74,
Chairman, **N** (Appointed on 19 January 1967*)

The Hon Sir Michael Kadoorie is a Commandeur de la Légion d'Honneur, Commandeur de l'Ordre des Arts et des Lettres, Commandeur de l'Ordre de la Couronne and Commandeur de l'Ordre de Léopold II. He is the Chairman of The Hongkong and Shanghai Hotels, Ltd. and Heliservices (Hong Kong) Ltd., a Director of Sir Elly Kadoorie & Sons Ltd., an Independent Non-executive Director of CK Hutchison Holdings Limited as well as an Alternate Director of Hong Kong Aircraft Engineering Company Ltd. He is the brother-in-law of a fellow Director, Mr Ronald J. McAulay.



William Elkin Mocatta
FCA, aged 62, Vice Chairman, **F&G, H, P**
(Appointed on 16 January 1993*)

Mr Mocatta is a Fellow of the Institute of Chartered Accountants in England and Wales. He is an Executive Director of Sir Elly Kadoorie & Sons Ltd. He is the Chairman of CLP Power Hong Kong Ltd., CLP Properties Ltd., CLP Property Investment Limited, Castle Peak Power Company Limited and Hong Kong Pumped Storage Development Co., Ltd.; an Alternate Director of CK Hutchison Holdings Limited, as well as a Director of The Hongkong and Shanghai Hotels, Ltd. and other companies in Hong Kong.



Ronald James McAulay
MA, CA, aged 80
(Appointed on 1 January 1968*)

Mr McAulay holds an MA degree from the University of Glasgow and is a Member of the Institute of Chartered Accountants in Scotland. He is the brother-in-law of the Chairman. Mr McAulay is a Director of Sir Elly Kadoorie & Sons Ltd. and a Non-executive Director of The Hongkong and Shanghai Hotels, Ltd. He is also a trustee or council member of a number of commercial, artistic and charitable organisations, in Hong Kong and elsewhere.



John Andrew Harry Leigh
aged 62
(Appointed on 10 February 1997*)

Prior to joining the CLP Group in 1986, Mr Leigh was in private practice as a solicitor in Hong Kong and the UK. He was the Senior Legal Advisor, Company Secretary and General Manager - Corporate Affairs in the CLP Group between 1986 and 1996. Mr Leigh is a Director of The Hongkong and Shanghai Hotels, Ltd. and also a Director of Sir Elly Kadoorie & Sons Ltd.



Andrew Clifford Winawer Brandler
MA, MBA, ACA, aged 59, **F&G, S**
(Appointed on 6 May 2000)

Mr Brandler holds an MA degree from Cambridge University, MBA degree from Harvard Business School, and is a Member of The Institute of Chartered Accountants in England and Wales. He is the Chairman of Sir Elly Kadoorie & Sons Limited. He was the Group Managing Director and Chief Executive Officer (CEO) of CLP Holdings from 6 May 2000 to 30 September 2013. He continued to serve on the Board as an Executive Director until his redesignation as a Non-executive Director on 1 April 2014. Mr Brandler is a Director of EnergyAustralia Holdings Limited (a wholly-owned subsidiary of CLP Holdings). He is also a Non-executive Director and Deputy Chairman of The Hongkong and Shanghai Hotels, Ltd. and a Non-executive Director of Tai Ping Carpets International Limited. He is also the Chairman of the Chinese International School Foundation (CIS) as well as an Alternate Director of Hong Kong Golf Association Limited.



Lee Yui Bor
BSc, MSc, PhD, DIC, C.Eng., MIET, FHKIE,
aged 69 (Appointed on 4 August 2003)

Dr Lee holds a BSc degree in Electrical Engineering from the University of Hong Kong, an MSc degree from Imperial College, University of London and a PhD from the University of Bath, UK. He is a Chartered Engineer, a Fellow of the Hong Kong Institution of Engineers and an Honorary Fellow of the Association of the Electricity Supply Industry of East Asia and Western Pacific, of which he was the President in 1992. Dr Lee is the Chairman of Longmen Group Ltd., a Director of Metrojet Ltd. and Heliservices (Hong Kong) Ltd. and an Honorary Professor of the University of Hong Kong. He first joined the CLP Group in 1976 and retired as an Executive Director in 2007.

Independent Non-executive Directors



Vernon Francis Moore
BBS, FCA, FCPA, aged 69, **A, F&G, H**
(Appointed on 7 March 1997*)

Mr Moore is currently personal advisor to the Chairman of CITIC Limited. He was an executive director of CITIC Limited from 1990 to 2014 and chief financial officer from 1990 to 2005 and 2008 to 2014. He is a director of CITIC Pacific and CITIC Mining International and the chairman of the New Hong Kong Tunnel and the Western Harbour Tunnel. Mr Moore was also a non-executive director of Cathay Pacific Airways from 1992 until 2009 (except June to September 1996). He is a deputy chairman of the executive committee of the Community Chest.



Sir Roderick Ian Eddington
AO, aged 66, **F&G**
(Appointed on 1 January 2006)

Sir Rod Eddington was the 1974 Rhodes Scholar at the University of Western Australia. He completed a D Phil in the Department of Engineering Science at Oxford University. He is the Non-executive Chairman (Australia and New Zealand) of JP Morgan Chase Bank N.A. and a Non-executive Director of 21st Century Fox (split from News Corporation) and John Swire & Sons Pty Ltd. He is the Chairman of Lion Pty Ltd since 1 April 2012. Sir Rod Eddington was the Chief Executive of British Airways plc from 2000 until he retired on 30 September 2005. He has close connections with Hong Kong through his previous directorships with Cathay Pacific Airways Limited, Swire Pacific Limited and Hong Kong Aircraft Engineering Company Limited during the period from 1988 to 1996.



Nicholas Charles Allen
aged 60, **A, F&G, H, N, S**
(Appointed on 12 May 2009)

Mr Allen holds a Bachelor of Arts degree in Economics / Social Studies from Manchester University, UK. He is a Fellow of the Institute of Chartered Accountants in England and Wales and a member of the Hong Kong Institute of Certified Public Accountants. He is also an Independent Non-executive Director of Link Asset Management Ltd., Lenovo Group Ltd., Hysan Development Co. Ltd., Vinaland Ltd. and Texon International Group Ltd. Mr Allen joined Coopers & Lybrand (C&L) in London in 1977 and transferred to C&L Hong Kong in 1983. He was admitted to partnership in C&L Hong Kong in 1988, which was subsequently merged with Price Waterhouse into PricewaterhouseCoopers (PwC) in 1998. Mr Allen retired from PwC in 2007.



Cheng Hoi Chuen Vincent
GBS, OBE, JP, aged 67, F&G, H, N
(Appointed on 17 August 2011)

Mr Cheng holds a Bachelor of Social Science degree in Economics from The Chinese University of Hong Kong and a Master of Philosophy degree in Economics from The University of Auckland. Mr Cheng was the Adviser to the Group Chief Executive of HSBC Holdings plc between June 2011 and May 2012. He was Chairman of The Hongkong and Shanghai Banking Corporation Limited, HSBC Bank (China) Company Limited and HSBC Bank (Taiwan) Limited between 2005 and 2011, an Executive Director of HSBC Holdings plc (2008 to 2011), and a Non-executive Director of HSBC Bank (Vietnam) Limited (2008 to 2010). He is currently an Independent Non-executive Director of MTR Corporation Limited, Great Eagle Holdings Limited, China Minsheng Banking Corp., Ltd., Shanghai Industrial Holdings Limited, Wing Tai Properties Limited, CK Hutchison Holdings Limited and Hui Xian Asset Management Limited.



Law Fan Chiu Fun Fanny
GBS, JP, aged 63, A, S
(Appointed on 17 August 2011 and
reappointed on 1 August 2012)

Mrs Law graduated from the University of Hong Kong with an Honours degree in Science. She received a Master degree in Public Administration from Harvard University and was named a Littauer Fellow. She also has a Master degree in Education from The Chinese University of Hong Kong. Prior to her retirement from the civil service in 2007, Mrs Law was the Commissioner of the Hong Kong Independent Commission Against Corruption. During her 30 years in the civil service, Mrs Law worked in many fields, including medical and health, economic services, housing, land and planning, home affairs, social welfare, civil service, transport and education. Mrs Fanny Law is currently a Hong Kong SAR Deputy to the 12th National People's Congress of the People's Republic of China, a Member of the Executive Council of the Government of Hong Kong SAR, a Director of the Fan Family Trust Fund, Special Advisor to the China-US Exchange Foundation and Honorary Principal of Ningbo Huizhen Academy. She is also an Independent Non-executive Director of China Unicom (Hong Kong) Limited and DTXS Silk Road Investment Holdings Company Limited (previously known as UDL Holdings Limited), and the Chairperson of the Hong Kong Science and Technology Parks Corporation.



Lee Yun Lien Irene
aged 62, A, F&G, S
(Appointed on 15 October 2012)

Ms Lee holds a Bachelor of Arts Degree from Smith College, USA, and is a Barrister-at-Law in England and Wales and a member of the Honourable Society of Gray's Inn, UK. Ms Lee is currently the Executive Chairman of Hysan Development Company Limited, an Independent Non-executive Director of Cathay Pacific Airways Limited, Hang Seng Bank Limited, HSBC Holdings plc, Noble Group Limited (listed on Singapore Exchange Limited) and The Hongkong and Shanghai Banking Corporation Limited. Ms Lee has wide experience in financial services, including banking, funds management and general insurance.



Zia Mody
LLM, aged 59, H
(Appointed on 2 July 2015)

Mrs Zia Mody obtained her law degree from the University of Cambridge in 1978 and was enrolled as an advocate with the Bar Council of Maharashtra and Goa in 1978. She gained her LLM from Harvard Law School and was then admitted as a member of the New York State Bar by examination in 1980. Mrs Mody worked as a corporate associate at Baker & McKenzie in New York for five years before moving to India to set up practice, establishing the Chambers of Zia Mody in 1984, which then became AZB & Partners (AZB) in 2004. Mrs Mody is the founder and senior partner of AZB which has its offices in Mumbai, Delhi, Bangalore and Pune in India. Mrs Mody is currently the Deputy Chairman, an Independent Non-executive Director and a Member of the Risk Committee of The Hongkong and Shanghai Banking Corporation Ltd. Mrs Mody is also a Director of the London Court of International Arbitration (India) Private Limited. She is also a trustee of J. B. Petit High School for Girls.

Executive Directors



Richard Kendall Lancaster
BE, aged 54, F&G, S
(Appointed on 3 June 2013)

Mr Lancaster holds a bachelor degree in electrical engineering from the University of New South Wales. He is the Chief Executive Officer (CEO) and is responsible for overall group performance of CLP. Prior to his role of CEO in September 2013, he was the Managing Director of CLP Power Hong Kong for three years, responsible for its electricity generation, transmission and distribution business and service to its customers in Hong Kong. Mr Lancaster began his career with the Electricity Commission of New South Wales in Australia and has more than 30 years of experience in the power industry and in other industrial operations in Australia, UK and Hong Kong. Mr Lancaster joined CLP in 1992 and has held a variety of managerial positions in CLP. His experience covers project management, power plant operations, commercial, finance, legal and corporate functions. Mr Lancaster is a Director of The Business Environment Council and a founding member of the Advisory Council of The Australian Chamber of Commerce Hong Kong & Macau. He is also a Fellow of the Hong Kong Management Association.



Geert Herman August Peeters
MSc(Eng.), CEng(Belgium), aged 52, F&G, P
(Appointed on 1 January 2016)

Mr Peeters, a Knight in the Order of King Leopold, has a master of science in electro mechanical engineering (hons. RUG Gent, Belgium), a postgraduate degree in business and IT administration (HEC Brussels, Belgium) and attended executive business training at INSEAD Paris, France. Mr Peeters has been the Group Director & Chief Financial Officer since 1 April 2014, responsible for Group financial control & reporting, Group treasury, Group tax, Group corporate finance, risk management and investor relations of CLP Holdings. He was appointed the Executive Director and Chief Financial Officer of CLP Holdings with effect from 1 January 2016. He has over 25 years of experience in the energy industry. Prior to joining CLP, he was the Deputy Chief Financial Officer of GDF SUEZ (now known as ENGIE) Group based in Paris. Mr Peeters was with GDF SUEZ from 1997 to 2013, gaining extensive experience in senior financial and operational roles in Europe, Latin America, the Middle East and North America. He also served as the Executive Director and Chief Financial Officer of International Power plc, a GDF SUEZ subsidiary listed on the London Stock Exchange and part of the FTSE 100 index until July 2012.

A Audit Committee
N Nomination Committee

F&G Finance & General Committee
P Provident & Retirement Fund Committee

H Human Resources & Remuneration Committee
S Sustainability Committee

* The date given is that of appointment to the Board of China Light & Power Co., Ltd., the holding company of the CLP Group prior to the Group Reorganisation in 1998. All of these Directors were appointed to the Board of CLP Holdings on 31 October 1997.

Full particulars of [Directors](#), including their directorships in the subsidiary companies of CLP Holdings, other directorships held in the last three years in public listed companies and other major appointments are available on our website. [\[Q\]](#)

Senior Management



From left to right

Front row: Catherine Leigh Tanna, Geert Herman August Peeters, Richard Kendall Lancaster, Yuen So Siu Mai Betty

Back row: Rajiv Ranjan Mishra, Chan Siu Hung, Poon Wai Yin Paul, Chong Wai Yan Quince, Derek Parkin, David John Simmonds, Roy Anthony Massey

Richard Kendall Lancaster

Chief Executive Officer

Mr Lancaster's biography is on page 105.

Geert Herman August Peeters

Executive Director & Chief Financial Officer

Mr Peeters' biography is on page 105.

Derek Parkin

Chief Operating Officer, BSc(Hons), MPhil, MBA, CEng, Eur Ing, FEI, FIMM, MIOD, aged 56

Mr Parkin joined CLP as the Group's Chief Operating Officer in September 2015. He is responsible for the Group's operations, engineering, construction and fuel procurement. He also leads CLP's occupational health, safety, security and environment function. Mr Parkin has over 30 years of engineering and business management experience across Europe, Russia, Asia and South America. Prior to joining CLP, Mr Parkin was the Chief Operating Officer / Chief Executive Officer of UK Coal and served on the executive board of power and gas giant E.ON UK for more than five years before being appointed as the Managing Director of New Build and Technology of E.ON. As a chartered engineer, Mr Parkin holds an Executive MBA degree from Staffordshire University and a Master of Philosophy degree in Engineering from Nottingham University.

Yuen So Siu Mai Betty

Group Director & Vice Chairman – CLP Power Hong Kong, B.Comm., CPA, aged 58, F&G

Mrs Yuen was appointed as the Vice Chairman of CLP Power Hong Kong Limited in 2010, with a primary focus on the strategic direction of the Group's electricity business in Hong Kong and China. She is also responsible for CLP's investments in Guangdong Daya Bay Nuclear Power Station as well as further development of CLP's nuclear business on the Mainland. She worked for ExxonMobil for 13 years before joining CLP in 1999.

Poon Wai Yin Paul

Managing Director – CLP Power Hong Kong, BSc(Eng.), FIET, FIMechE, FHKIE, FIEAust, FHKEng, CEng, CPEng, aged 63

Mr Poon holds overall responsibility for the operations of the Hong Kong business. Mr Poon has over 38 years' experience in the power industry. He joined CLP Power Hong Kong in 1981 and has held various management positions in different operational departments and in CLP (International). He was the Chief Operating Officer – CLP Power Hong Kong before assuming his current position in September 2013.

Chan Siu Hung

Managing Director – China, JP, BSc(Eng.), MSc, CEng, MIET, MHKIE, aged 57

Mr Chan is responsible for CLP's China business. Mr Chan holds an MSc degree in Electricity Industry Management and Technology from the University of Strathclyde, and a BSc degree in electrical engineering from the University of Hong Kong. He joined CLP Power Hong Kong in 1981 and has held various management positions in different functional areas including operations, maintenance, asset management, corporate strategy and planning. Mr Chan is a member of the 11th Guangdong Provincial Committee of the Chinese People's Political Consultative Conference.

Rajiv Ranjan Mishra

Managing Director – India, MBA, aged 50

Mr Mishra is responsible for asset management and business development of CLP's investments in India. He joined CLP in 2002 and has 21 years' experience in the power industry, both in India and internationally, mostly involved in project financing, investment appraisal, finance and accounting and general management. He holds a bachelor's degree in Chemical Engineering (first class distinction) and an MBA degree from the Indian Institute of Management, Lucknow.

Catherine Leigh Tanna

Managing Director – EnergyAustralia, LLB, aged 54

Appointed as Managing Director of EnergyAustralia on 1 July 2014, Ms Catherine Tanna holds overall responsibility for the asset management and business development of CLP's investments in Australia. Ms Tanna is also a Director on the Board of the Reserve Bank of Australia, a member of the Business Council of Australia and a member of Chief Executive Women. Prior to joining EnergyAustralia, Ms Tanna was the Chairman, BG Australia. Ms Tanna also had a long career with Shell and BHP Billiton. Ms Tanna studied at the University of Queensland and holds a Bachelor of Laws degree.

David John Simmonds

Group General Counsel & Chief Administrative Officer, LLB, BCom, aged 45

Mr Simmonds holds a Bachelor of Laws (Honours) degree and a Bachelor of Commerce degree from the University of Melbourne. Mr Simmonds joined the CLP Group in August 2007 and became the Group General Counsel & Chief Administrative Officer on 30 September 2013 and the Company Secretary of CLP Holdings on 1 January 2016. He is responsible for the provision of legal and insurance services across the CLP Group, the Group's property development and management activities, special projects of the CEO, and a range of commercial and administrative matters of significance to the Group. He is also responsible for the corporate secretarial affairs of CLP Holdings and its subsidiaries. He has extensive infrastructure experience advising on strategic acquisitions and divestments, projects and construction, corporate structuring, regulatory issues and competition laws.

Chong Wai Yan Quince

Chief Corporate Development Officer, JP, BSSc, aged 52, S

Ms Chong joined CLP Power Hong Kong on 1 September 2012 as Chief Corporate Development Officer. At CLP Power Hong Kong, she leads the functions of marketing and customer service, public affairs and community relations to help drive customer service excellence and strengthen ties with customers and the community as a whole. She is also responsible for all public affairs and sustainability development matters of the CLP Group. Before joining CLP, Ms Chong was Director Corporate Affairs of Cathay Pacific Airways. She has over 25 years of experience in corporate communications and customer services after having held various senior management positions in the tourism, hotel and aviation industries, including the Hong Kong Tourism Board (formerly the Hong Kong Tourist Association).

Roy Anthony Massey

Chief Human Resources Officer, MBA, LLB, aged 61

Mr Massey is responsible for all human resource related matters across the Group. Prior to joining CLP in 2000, Mr Massey was a management consultant for 16 years, working on projects in the UK, Russia, Romania and the Middle East. Mr Massey was previously a Human Resources Manager in both the UK and with a US multinational in Saudi Arabia. Mr Massey holds an MBA degree from the Manchester Business School, and a degree in Law from Liverpool University.