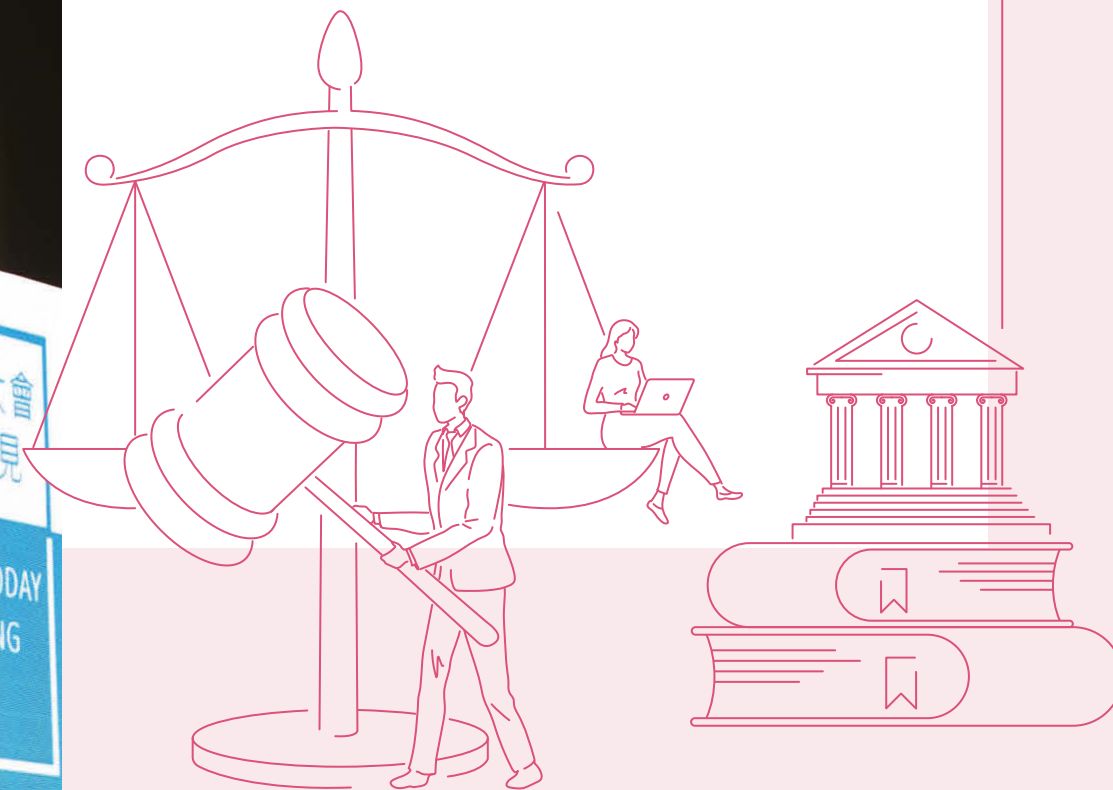




Governance

Our long-term focus and
commitment to good governance.



Board of Directors

Non-executive Directors



The Honourable Sir Michael David Kadoorie Chairman N

Aged 80 Appointed on 19 January 1967* Father of Philip Lawrence Kadoorie

Expertise

- Board / board committees leadership
- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Related industry experience (Infrastructure / Power / Property / Retail)

Titles, Qualifications and Education

Gold Bauhinia Star
 Commandeur de la Légion d'Honneur
 Commandeur de l'Ordre des Arts et des Lettres
 Commandeur de l'Ordre de la Couronne
 Commandeur de l'Ordre de Leopold II
 Honorary Doctor of Laws
 Honorary Doctor of Science

Other Major Offices

The Hongkong and Shanghai Hotels, Ltd.[#] (Non-executive Chairman, and Chairman of Nomination Committee and Executive Committee)
 Sir Elly Kadoorie & Sons Ltd.[▲] (Director)
 Heliservices (Hong Kong) Ltd. (Chairman)
 CK Hutchison Holdings Ltd.[#] (Independent Non-executive Director)



William Elkin Mocatta Vice Chairman F (Chairman) P (Chairman) H

Aged 68 Appointed on 16 January 1993*

Expertise

- Board / board committees leadership
- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Professional (Accounting)
- Related industry experience (Infrastructure / Power / Property / Retail)
- Risk & compliance

Titles, Qualifications and Education

Fellow of the Institute of Chartered Accountants in England and Wales

Major Positions Held with the Group

CLP Power Hong Kong Ltd. (Chairman)
 Castle Peak Power Company Ltd. (Chairman)
 CLP Properties Ltd. (Chairman)
 Hong Kong Pumped Storage Development Company, Ltd. (Chairman)

Other Major Offices

The Hongkong and Shanghai Hotels, Ltd.[#] (Non-executive Director)
 Sir Elly Kadoorie & Sons Ltd.[▲] (Director)
 CK Hutchison Holdings Ltd.[#] (Alternate Director – Alternate to The Hon Sir Michael David Kadoorie)



John Andrew Harry Leigh

Aged 68 Appointed on 10 February 1997*

Expertise

- CLP market experience
- Company executive
- Global market experience
- Other industries
- Other listed board roles
- Professional (Legal)
- Related industry experience (Power / Property)
- Risk & compliance

Other Major Offices

The Hongkong and Shanghai Hotels, Ltd.[#]
 (Non-executive Director, and member of Executive Committee and Finance Committee)
 Sir Elly Kadoorie & Sons Ltd.[▲] (Director)

Past Experience

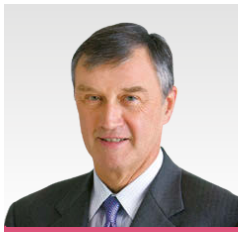
Prior to joining the CLP Group in 1986, Mr Leigh was in private practice as a solicitor in Hong Kong and the UK. He was the Senior Legal Advisor, Company Secretary and General Manager – Corporate Affairs in the CLP Group between 1986 and 1996.



These Directors will stand for re-election at the 2022 Annual General Meeting

- | | | |
|---------------------------------------|--|---|
| A Audit & Risk Committee | F Finance & General Committee | H Human Resources & Remuneration Committee |
| N Nomination Committee | P Provident & Retirement Fund Committee | S Sustainability Committee |

* The date given is that of appointment to the Board of China Light & Power Company, 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.



Andrew Clifford Winawer Brandler **F S**

Aged 65 **Appointed on 6 May 2000**

Expertise

- Board / board committees leadership
- CLP market experience
- Company executive
- Global market experience
- Other industries
- Other listed board roles
- Professional (Accounting)
- Related industry experience (Infrastructure / Power / Property / Retail)
- Risk & compliance

Titles, Qualifications and Education

Member of the Institute of Chartered Accountants in England and Wales
Master of Arts, the University of Cambridge
Master in Business Administration, Harvard Business School

Major Positions Held with the Group

CLP Holdings Ltd. (Alternate Director – Alternate to Mr William Mocatta)
EnergyAustralia Holdings Ltd. (Director)

Other Major Offices

The Hongkong and Shanghai Hotels, Ltd. [#] (Non-executive Deputy Chairman, Chairman of Finance Committee, and member of Audit Committee, Remuneration Committee and Executive Committee)

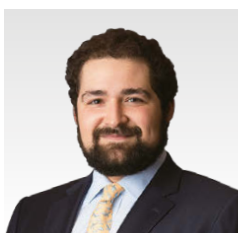
Sir Elly Kadoorie & Sons Ltd. [▲] (Chairman)
Tai Ping Carpets International Ltd. [#] (Non-executive Director)
MTR Corporation Ltd. [#] (Independent Non-executive Director, Chairman of Finance & Investment Committee, and member of Audit & Risk Committee)

Public Service

Hong Kong Golf Association Ltd. (Alternate Director)
The Chinese International School Foundation (Chairman of the Board of Governors)

Past Experience

Mr Brandler was the Group Managing Director and Chief Executive Officer of CLP Holdings from 6 May 2000 to 30 September 2013. He continued to serve on the Board of CLP Holdings as an Executive Director until his redesignation as a Non-executive Director on 1 April 2014.



Philip Lawrence Kadoorie **S**

Aged 30 **Appointed on 7 August 2018** **Son of The Honourable Sir Michael David Kadoorie**

Expertise

- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Related industry experience (Property)

Titles, Qualifications and Education

Bachelor of Science in Communication, Boston University
FAA Commercial Pilot's Licence (Helicopter)
Intensive Putonghua course, Tsinghua University (Beijing)

Other Major Offices

The Hongkong and Shanghai Hotels, Ltd. [#] (Non-executive Director)
Sir Elly Kadoorie & Sons Ltd. [▲] (Director)
Heliservices (Hong Kong) Ltd. (Director)
Metrojet Ltd. (Director)

Past Experience

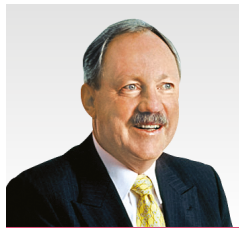
Prior to his appointment to the Board of The Hongkong and Shanghai Hotels, Ltd. in 2017, Mr Kadoorie completed various internships in commercial property companies, Schroders Bank in London and at CLP Group in Hong Kong.

[#] The securities of these companies are currently listed on the Hong Kong Stock Exchange or overseas stock exchange(s).

[▲] Sir Elly Kadoorie & Sons Ltd. oversees a number of Kadoorie Family interests in Hong Kong and overseas and, as such, is associated with the substantial shareholders of CLP Holdings as disclosed in the Directors' Report.

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. [↗](#)

Independent Non-executive Directors



Sir Roderick Ian Eddington

Aged 72  Appointed on 1 January 2006

Expertise

- Board / board committees leadership
- CLP market experience
- Company executive
- Global market experience
- Other industries
- Other listed board roles
- Professional (Engineering)
- Related industry experience (Infrastructure / Property / Retail)
- Risk & compliance

Titles, Qualifications and Education

Officer of the Order of Australia
1974 Rhodes Scholar, the University of Western Australia
Doctor of Philosophy in the Department of Engineering Science,
the University of Oxford

Other Major Offices

Kirin Holdings Company Ltd.[#]
(Independent Non-executive Director)
John Swire & Sons (Australia) Pty Ltd. (Non-executive Director)

JP Morgan Chase Bank N.A. (Non-executive Chairman (Asia Pacific
Advisory Council))
Lion Pty Ltd. (Non-executive Chairman)

Past Experience

Sir Rod Eddington was the Chief Executive of British Airways plc from 2000 until he retired on 30 September 2005. He has maintained a connection with Hong Kong from his previous directorships with Cathay Pacific Airways Ltd.[#], Swire Pacific Ltd.[#] and Hong Kong Aircraft Engineering Company Ltd. during the period from 1988 to 1996.



Nicholas Charles Allen (Chairman) (Chairman) (Chairman)

Aged 66  Appointed on 12 May 2009

Expertise

- Board / board committees leadership
- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Professional (Accounting)
- Related industry experience (Property / Retail)
- Risk & compliance
- Technology

Titles, Qualifications and Education

Fellow of the Institute of Chartered Accountants in
England and Wales
Member of the Hong Kong Institute of
Certified Public Accountants
Bachelor of Arts in Economics / Social Studies,
the University of Manchester

Other Major Offices

Link Asset Management Ltd.[#]
(as manager of Link Real Estate Investment Trust)
(Independent Non-executive Chairman, and Chairman of
Nomination Committee and Finance and
Investment Committee)

Hong Kong Exchanges and Clearing Ltd.[#]
(Independent Non-executive Director, and
member of Audit Committee and Risk Committee)

Past Experience

Mr Allen joined Coopers & Lybrand (C&L) in London in 1977 and was 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.



Law Fan Chiu Fun Fanny **A H S**

Aged 69 **Appointed on 17 August 2011 and reappointed on 1 August 2012**

Expertise

- Board / board committees leadership
- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Public administration
- Related industry experience (Infrastructure / Power / Property / Retail)
- Risk & compliance
- Technology

Titles, Qualifications and Education

Grand Bauhinia Medal
Gold Bauhinia Star
Justice of the Peace
Bachelor of Science (Hon.), the University of Hong Kong
(Outstanding Alumnus of the Science Faculty)
Master in Public Administration, Harvard University
(Littauer Fellow)
Master in Education, the Chinese University of Hong Kong
(Dean's List)

Other Major Offices

China Resources (Holdings) Co., Ltd.
(as the unlisted holding company for a number of
China Resources listed group entities[#])
(External Director, Chairman of Audit Committee, member of
Remuneration Committee and Strategy Committee)
China Taiping Insurance Holdings Co., Ltd.[#]
(Independent Non-executive Director,
and member of Audit Committee,
Remuneration Committee and Nomination Committee)

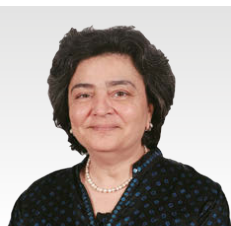
China Unicom (Hong Kong) Ltd.[#] (Independent Non-executive Director,
and member of Audit Committee and Nomination Committee)
Minmetals Land Ltd.[#] (Independent Non-executive Director,
Chairman of Remuneration Committee, and member of
Audit Committee and Nomination Committee)
Nameson Holdings Ltd.[#] (Independent Non-executive Director)

Public Service

The Government of Hong Kong SAR (Member of the Executive Council)
Our Hong Kong Foundation (Member of the Research Council)

Past Experience

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 has worked
in many fields, including medical and health, economic services, housing,
land and planning, home affairs, social welfare, civil service, transport
and education.



Zia Mody **H**

Aged 65 **Appointed on 2 July 2015**

Expertise

- CLP market experience
- Global market experience
- Other industries
- Other listed board roles
- Professional (Legal)
- Related industry experience (Property)
- Risk & compliance
- Technology

Titles, Qualifications and Education

Member of the New York State Bar by examination
Advocate with the Bar Council of Maharashtra and Goa
Bachelor of Laws, the University of Cambridge
Master of Laws, Harvard Law School

Other Major Offices

AZB & Partners (AZB) (Senior Partner)
Ascendas Property Fund Trustee Pte. Ltd.
(as trustee-manager of Ascendas India Trust[#])
(Independent Director, and member of Audit and
Risk Committee and Investment Committee)

Public Service

Cambridge India Research Foundation (Non-executive Director)
ICCA Foundation, Inc. (the International Council for
Commercial Arbitration) (Non-executive member
of the Governing Board)
J. B. Petit High School for Girls (Trustee)
Observer Research Foundation (Non-executive trustee)

Past Experience

Mrs Mody worked as a corporate associate at Baker & McKenzie in New
York for five years before establishing the Chambers of Zia Mody in India
in 1984, which then became AZB in 2004.

Independent Non-executive Directors



May Siew Boi Tan

Aged 66 Appointed on 7 August 2018

Expertise

- CLP market experience
- Company executive
- Global market experience
- Other industries
- Other listed board roles
- Professional (Accounting)
- Related industry experience (Property / Retail)
- Risk & compliance

Titles, Qualifications and Education

Fellow of the Institute of Chartered Accountants in England and Wales
Fellow of the Hong Kong Institute of Certified Public Accountants
Graduated from the University of Sheffield

Other Major Offices

JPMorgan China Growth & Income plc[#]
(Independent Non-executive Director)
Manulife Financial Corporation[#]
(Independent Director, and member of Management Resources and Compensation Committee and Risk Committee)
Anticimex New TopHolding AB (Board member)
MSIG Insurance (Hong Kong) Ltd. (Director)

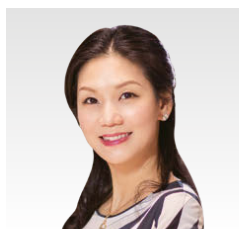
Public Service

Hong Kong Youth Arts Foundation (Executive Committee member)

Past Experience

Ms Tan was an Executive Director of Standard Chartered Bank (Hong Kong) Ltd. and its Chief Executive Officer from July 2014 to February 2017. She joined Standard Chartered Bank in 2009 as Global Head, Equity Corporate Finance.

In public service, Ms Tan was the Chairman of The Hong Kong Association of Banks, the ex-officio member of Hong Kong Trade Development Council and a member of the Currency Board Sub-Committee of The Exchange Fund Advisory Committee of Hong Kong Monetary Authority. She was a member of the Listing Committee of The Stock Exchange of Hong Kong Ltd.[#] (from 2012 to 2015) and a member of the Takeovers and Mergers Panel and the Takeovers Appeal Committee of the Securities and Futures Commission (from 2001 to 2013). Ms Tan was also a Council Member (from 2008 to 2017) and the Vice Chairman (from 2012 to 2017) of Oxfam Hong Kong.



Christina Gaw

Aged 49 Appointed on 20 October 2020

Expertise

- CLP market experience
- Company executive
- Global market experience
- Other industries
- Other listed board roles
- Related industry experience (Property)

Titles, Qualifications and Education

Bachelor of Science in Business Administration, the University of San Francisco

Other Major Offices

Gaw Capital Partners (Managing Principal, Head of Capital Markets, Co-chair of Alternative Investments and Head of GCP Singapore)
Pioneer Global Group Ltd.[#] (Executive Director)

Public Service

Cheltenham Ladies College UK (Corporate member)
Hong Kong International School (Board member)
InspiringHK Sports Foundation (Board member)

Lingnan University (Council member)
St. Paul's Co-educational College Alumni Association (Executive Committee Vice Chair)
Teach for Hong Kong (Board member)
The TWGH's S.C. Gaw Memorial College (School supervisor)

Past Experience

Prior to joining Gaw Capital Partners in 2008, Ms Gaw had over 15 years of investment banking experience at Goldman Sachs and UBS as a Managing Director, with responsibilities as Head of Asia Equities Distribution and as Head of APAC Capital Introduction in Equities Division.



Chunyuan Gu **A** **F**

Aged 63 **L** Appointed on 20 October 2020

Expertise

- CLP market experience
- Company executive
- Global market experience
- Other industries
- Professional (Engineering)
- Related industry experience (Power)
- Technology

Titles, Qualifications and Education

Bachelor of Engineering, School of Mechanical Engineering, Shanghai Jiao Tong University
 Doctor of Engineering, School of Aeronautics, Royal Institute of Technology, Stockholm
 General Management Program at Stockholm School of Economics

Other Major Offices

ABB (China) Ltd. (Chairman of the Board)
 Blackstone, Inc.[#] (Senior advisor)
 NSK Ltd.[#] (Member of the China advisory council)

Public Service

China EV 100 (Member)
 Chinese Association of Automation (Managing Director)
 Royal Swedish Academy of Engineering Sciences (International member)
 The Guangdong Government (Economic advisor to the Governor of Guangdong Province)

Past Experience

Mr Gu has over 30 years of experience working at ABB Ltd[#] (ABB), a global pioneering technology leader in electrification and automation serving customers in utility, industry, transportation and infrastructure. Mr Gu was a member of the ABB Group Executive Committee and President of the Asia, the Middle East and Africa region and President of ABB (China) Ltd. He remains engaged by ABB in an advisory capacity as the Chairman of the Board of ABB (China) Ltd.

Executive Director



Richard Kendall Lancaster **L** Chief Executive Officer (CEO) **S** (Chairman) **F**

Aged 60 **L** Appointed on 3 June 2013

Expertise

- Board / board committees leadership
- CLP market experience
- Company executive
- Global market experience
- Professional (Engineering)
- Related industry experience (Power)
- Risk & compliance

Titles, Qualifications and Education

Bachelor of Engineering in electrical engineering, the University of New South Wales

Public Service

Business Environment Council (Chairman)
 Hong Kong Management Association (Fellow)
 Operations Review Committee of the Independent Commission Against Corruption (Member)
 Panel of the Witness Protection Review Board of the Independent Commission Against Corruption (Member)
 The Australian Chamber of Commerce Hong Kong & Macau (Founding member of the Advisory Council)
 UNSW Hong Kong Foundation (Board member)

World Business Council for Sustainable Development (Council member) (member of the Climate and Energy Cluster Board)
 World Energy Council (Hong Kong Member Committee) (Chairman)

Past Experience

Prior to assuming his role of CEO in September 2013, Mr Lancaster 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. He 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.

Senior Management



Eileen Burnett-Kant



Chong Wai Yan Quince



David John Simmonds



Nicolas Alain Marie Tissot



Yuen So Siu Mai Betty



Chiang Tung Keung



Chan Siu Hung



Richard Kendall Lancaster
(Biography is on page 103)



Mark Richard Collette



Rajiv Ranjan Mishra

■ Eileen Burnett-Kant

Chief Human Resources Officer, aged 53

Titles, Qualifications and Education

Master of Business Administration, the University of Melbourne

Master of Engineering, the University of Strathclyde

Major Responsibilities Held with the Group

Ms Burnett-Kant joined CLP Holdings and was appointed as Chief Human Resources Officer in September 2019. She is responsible for all human resources related matters across the Group.

■ David John Simmonds

Group General Counsel & Chief Administrative Officer

Company Secretary, aged 51

Titles, Qualifications and Education

Fellow of the Chartered Governance Institute in UK

Fellow of the Hong Kong Chartered Governance Institute

Bachelor of Laws (Honours), the University of Melbourne

Bachelor of Commerce, the University of Melbourne

Major Responsibilities Held with the Group

Mr Simmonds is responsible for the provision of legal and insurance services across the CLP Group, the Group's sustainability issues, property development and management activities, special projects of the CEO, and a range of commercial and administrative matters of significance to the Group.

Mr Simmonds was appointed as the Company Secretary of CLP Holdings on 1 January 2016 and he is responsible for the corporate secretarial affairs of CLP Holdings and its subsidiaries.

■ Chong Wai Yan Quince S

Chief Corporate Development Officer, aged 58

Titles, Qualifications and Education

Justice of the Peace

Bachelor of Social Science, the Chinese University of Hong Kong

Major Responsibilities Held with the Group

Ms Chong joined CLP Power Hong Kong on 1 September 2012 as Chief Corporate Development Officer and is a Director of CLP Power Hong Kong Ltd. At CLP Power Hong Kong, she leads the functions of customer and business development, public affairs and community relations. Her role helps drive customer service excellence and strengthen ties with customers and the community as a whole. She is also responsible for all public affairs and stakeholder engagement matters of the CLP Group.

■ Nicolas Alain Marie Tissot P

Chief Financial Officer (CFO), aged 55

Titles, Qualifications and Education

Diploma in Business Administration, HEC Paris

Inspecteur des Finances, the École Nationale d'Administration

Major Responsibilities Held with the Group

Mr Tissot is the CFO of CLP Holdings and is responsible for overseeing the Group's financial control and reporting, treasury, tax, corporate finance and investment, risk management and investor relations.

■ Yuen So Siu Mai Betty F

Group Director & Vice Chairman – CLP Power Hong Kong, aged 64

Titles, Qualifications and Education

Justice of the Peace

Chartered Professional Accountant

Bachelor of Commerce, the University of Toronto

Major Responsibilities Held with the Group

Mrs Yuen was appointed as the Vice Chairman of CLP Power Hong Kong 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 and Yangjiang nuclear projects as well as further development of CLP's nuclear business on the Mainland.

■ Chiang Tung Keung

Managing Director – CLP Power Hong Kong, aged 55

Titles, Qualifications and Education

Chartered Engineer

Member of the Institution of Engineering and Technology

Fellow of the Hong Kong Institution of Engineers

Master of Science in Electrical Engineering, the Hong Kong Polytechnic University

Master of Business Administration, the Chinese University of Hong Kong

Bachelor of Science in Electrical & Electronic Engineering, the University of Hong Kong

Major Responsibilities Held with the Group

Mr Chiang is the Managing Director of CLP Power Hong Kong and holds overall responsibility for the operations of CLP's Hong Kong regulated business, which includes a vertically integrated electricity utility serving customers in Kowloon, the New Territories and most of the outlying islands.

■ Mark Richard Collette

Managing Director – EnergyAustralia, aged 44

Titles, Qualifications and Education

Graduate Member of the Australian Institute of Company Directors

Postgraduate Diploma of Economics, the University of Melbourne

Bachelor of Engineering (Aerospace), RMIT University

Bachelor of Business (Business Administration), RMIT University

Major Responsibilities Held with the Group

Mr Collette joined CLP Power Australia (now known as EnergyAustralia) in 2003. Prior to being appointed as Managing Director of EnergyAustralia on 1 July 2021, Mr Collette led EnergyAustralia's retail business as Chief Customer Officer and led EnergyAustralia's generation and energy trading business as Executive Energy from July 2015 until May 2019.

■ Chan Siu Hung

Managing Director – China, aged 63

Titles, Qualifications and Education

Member of the Legislative Council of the HKSAR

Justice of the Peace

Chartered Engineer

Honorary Fellow of the Energy Institute in UK

Fellow of the Hong Kong Institution of Engineers

Member of the Institution of Engineering and Technology

Outstanding Alumnus of the Hong Kong Polytechnic University

Master of Science in Electricity Industry Management and Technology, the University of Strathclyde

Bachelor of Science in Electrical Engineering, the University of Hong Kong

Higher Diploma in Electrical Engineering, the Hong Kong Polytechnic University

Major Responsibilities Held with the Group

Mr Chan is responsible for running CLP's China business with projects encompassing a wide range of energy technologies from nuclear, coal-fired, hydro, wind and solar power, as well as smart energy, incremental distribution network and retail business.

■ Rajiv Ranjan Mishra

Managing Director – India, aged 56

Titles, Qualifications and Education

Advanced Management Program Graduate, Harvard Business School

Master of Business Administration, the Indian Institute of Management, Lucknow

Bachelor in Chemical Engineering (first class distinction), BIT Sindri

Major Responsibilities Held with the Group

Mr Mishra is responsible for running CLP's business in India. He joined the CLP Group in 2002 and has over 25 years of experience in the power industry, both in India and internationally, mostly involved in project financing, investment appraisal, finance and accounting and general management.

F Finance & General Committee

P Provident & Retirement Fund Committee

S Sustainability Committee

Full particulars of [Senior Management](#), including their directorships in the subsidiary companies of CLP Holdings, other major appointments and past experience are available on our website. [🔗](#)