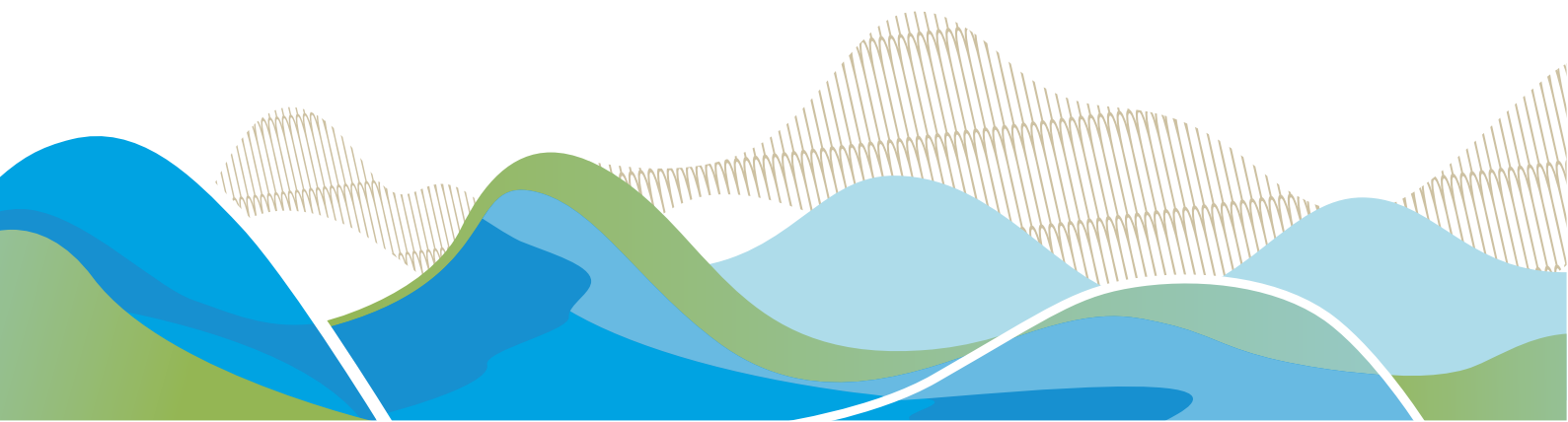


About the CLP Group

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



Generation and energy storage capacity by asset type

Wind	2,625MW
Solar	1,307 MW
Hydro	489 MW
Nuclear	2,685 MW
Gas	6,131 MW
Coal	8,140 MW
Energy Storage	892 MW
Waste-to-energy	14 MW
Others	300 MW

Total  
22,582MW

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

Note: Any minor discrepancies are due to rounding of figures.  
See Our Portfolio on page 296 for more information

2024 Operating Earnings before Fair Value Movements

Hong Kong energy and related business  
HK\$8,895 million

Mainland China  
HK\$1,851 million

Australia  
HK\$591 million

India  
HK\$329 million

Taiwan Region and Thailand  
HK\$260 million

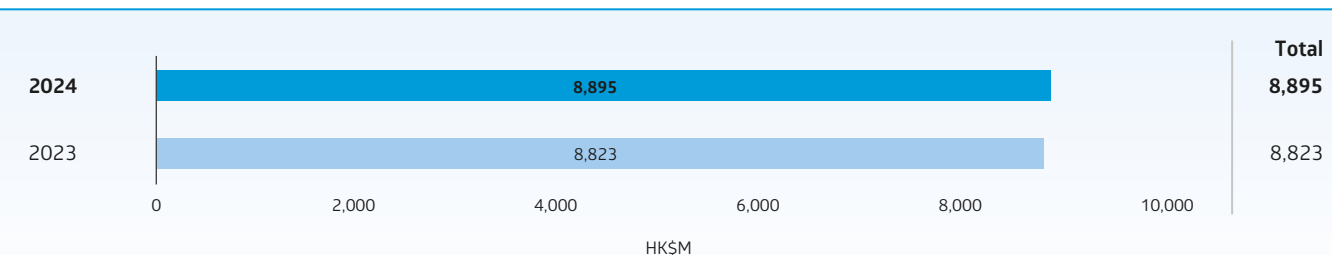
Other earnings and unallocated expenses  
-HK\$977 million

Total  
HK\$10,949 million



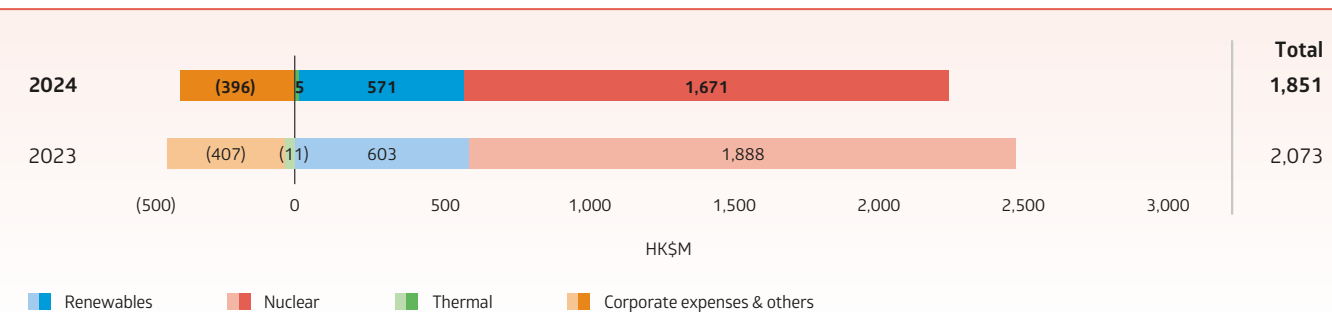
Hong Kong

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 Limited, the larger of the two companies and a wholly owned subsidiary of the Group, provides a power supply of 99.999% world-class reliability to about 2.83 million customers in Kowloon, the New Territories and most of the outlying islands, serving more than 80% of the city's population. The Group's wholly owned energy infrastructure and solutions subsidiary CLPe Holdings Limited (CLPe) provides a growing range of sustainable energy services and solutions including solar energy, cooling systems, electric vehicle-charging and battery energy storage systems to businesses and organisations in Hong Kong.



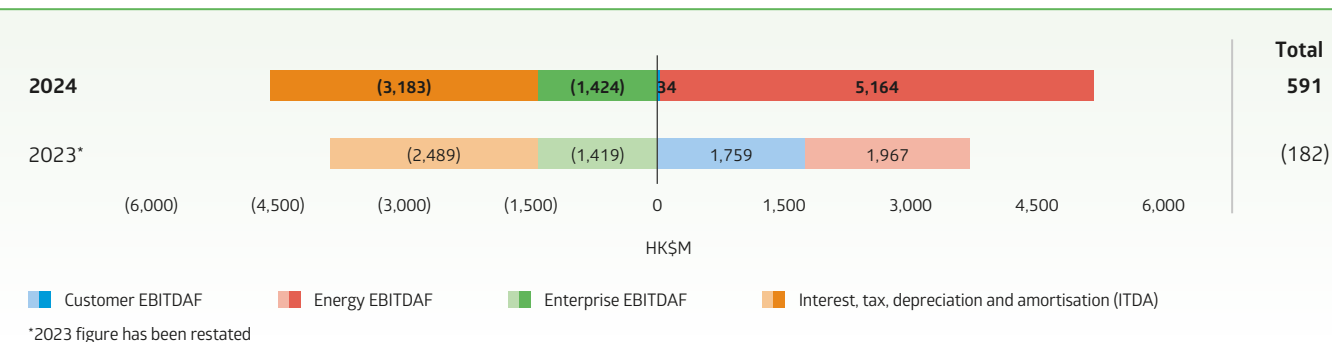
Mainland China

The electricity industry in Mainland China is largely state-controlled. Transmission and distribution are principally operated by 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 one of the largest external investors in the energy sector in Mainland China with over 50 power projects in 15 provinces, municipalities and autonomous regions. Non-carbon energy including nuclear power and renewable energy account for over 70% of the installed capacity of CLP China, which is also providing more sustainable energy solutions directly to corporate customers as the country continues to open up its energy market. Comprehensive energy infrastructure and solutions including cooling, heat, distributed solar and electric vehicle-charging are offered by CLPe on the Mainland.



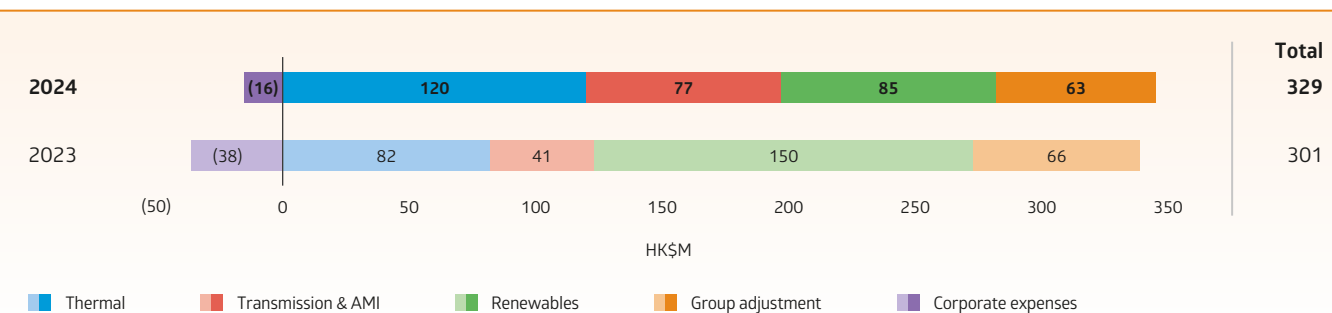
Australia

EnergyAustralia is one of the largest energy retailers in Australia with 2.38 million customer accounts for electricity and gas in New South Wales, Queensland, South Australia, Victoria and the Australian Capital Territory. The electricity retail market is partially regulated while the transmission and distribution segments remain substantially regulated. A wholly owned subsidiary of the CLP Group, EnergyAustralia is also a leading private electricity generator within the National Electricity Market (NEM). Operated by the Australian Energy Market Operator, the NEM is a spot market in which the output from all generators is aggregated and scheduled at five-minute intervals to meet demand from consumers.



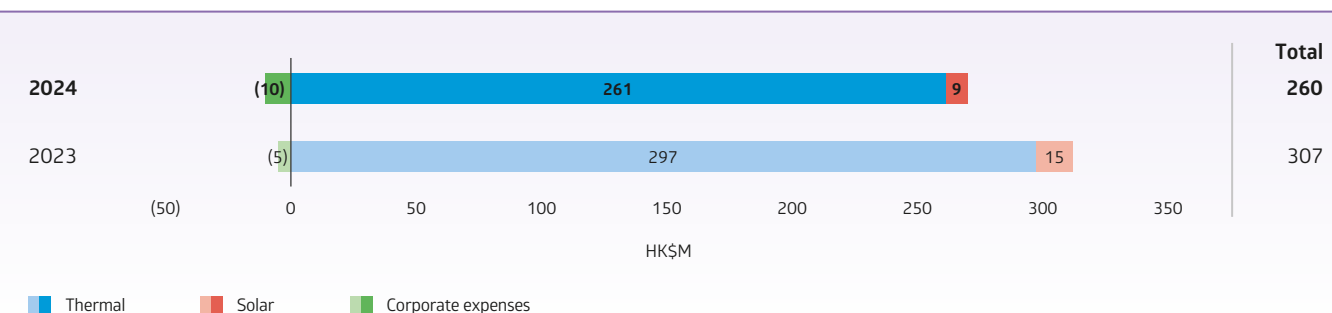
India

Much of the electricity industry in India has traditionally been owned and controlled by the Federal and State Governments. The Electricity Act 2003 was a key milestone in the Indian power sector which provided the enabling framework to overcome barriers to private participation. Since then, 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 and advanced metering infrastructure (AMI) assets. The business, a 50:50 joint venture between CLP and the Canada-based global investment group CDPQ, is operated under the Aprava Energy brand with a focus on clean energy, power transmission and other customer-focused energy businesses.



Taiwan Region and Thailand

CLP has minority interests in a solar project in Thailand and a coal-based generation plant in Taiwan region. The electricity industry is government-controlled in both markets.



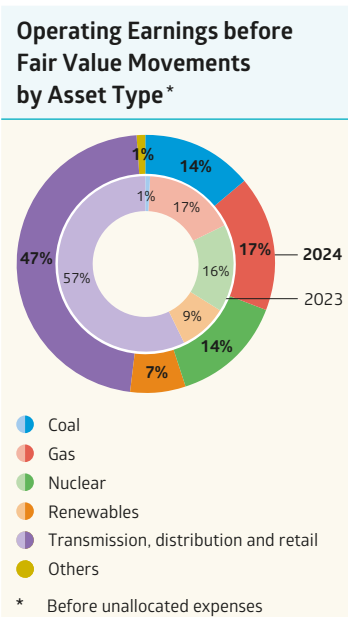
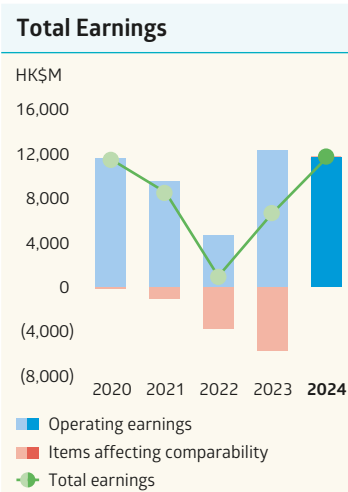
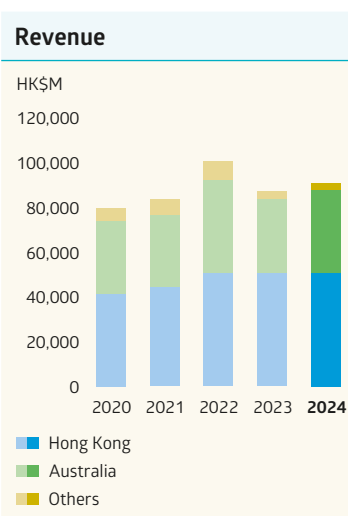
# Financial Highlights

Group's operating earnings before fair value movements increased 8.1% to HK\$10,949 million thanks to an overall solid performance from the portfolio with notable improvements from EnergyAustralia. Total earnings increased significantly to HK\$11,742 million, after taking into account one-off items affecting comparability. Total dividends for 2024 increased to HK\$3.15 per share.

	2024	2023	Increase / (Decrease) %
<b>For the year (in HK\$ million)</b>			
<b>Revenue</b>			
Hong Kong electricity business	50,657	50,630	0.1
Energy businesses outside Hong Kong	38,901	35,039	11.0
Others	1,406	1,500	
<b>Total</b>	<b>90,964</b>	<b>87,169</b>	<b>4.4</b>
<b>Earnings</b>			
Hong Kong energy business <sup>1</sup>	8,694	8,536	1.9
Hong Kong energy business related <sup>2</sup>	201	287	
Mainland China <sup>1</sup>	1,851	2,073	(10.7)
Australia	591	(182)	
India	329	301	9.3
Taiwan Region and Thailand	260	307	(15.3)
Other earnings in Hong Kong	(58)	(112)	
Unallocated net finance income	45	43	
Unallocated Group expenses	(964)	(1,126)	
<b>Operating earnings before fair value movements</b>	<b>10,949</b>	<b>10,127</b>	<b>8.1</b>
Fair value movements	699	2,125	
<b>Operating earnings</b>	<b>11,648</b>	<b>12,252</b>	<b>(4.9)</b>
Items affecting comparability	94	(5,597)	
<b>Total earnings</b>	<b>11,742</b>	<b>6,655</b>	<b>76.4</b>
Net cash inflow from operating activities	23,140	23,567	(1.8)
<b>At 31 December (in HK\$ million)</b>			
Total assets	233,713	229,051	2.0
Total borrowings <sup>3</sup>	61,271	57,515	6.5
Shareholders' funds	104,055	102,331	1.7
<b>Per share (in HK\$)</b>			
Earnings per share	4.65	2.63	76.4
Dividend per share	3.15	3.10	1.6
Shareholders' funds per share	41.19	40.50	1.7
<b>Ratios</b>			
Return on equity <sup>4</sup> (%)	11.4	6.4	
Net debt to total capital <sup>3,5</sup> (%)	33.0	31.6	
FFO interest cover <sup>6</sup> (times)	11	11	
Price/Earnings <sup>7</sup> (times)	14	25	
Dividend yield <sup>8</sup> (%)	4.8	4.8	

Notes:

- Including CLPe business in Hong Kong and Mainland China respectively
- Hong Kong energy business related includes PSDC and Hong Kong Branch Line supporting SoC business
- Perpetual capital securities of HK\$3,883 million at 31 December 2024 were reclassified from equity to other borrowings upon the issuance of redemption notice to the holders in December 2024, with the subsequent refinancing by the new perpetual capital securities in January 2025. As such, the amount remained as equity on a consistent basis with 2023
- 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



## Strategic Framework

**Purpose** Power Brighter Tomorrows

**Vision** Be a leading responsible energy provider, from one generation to the next.

**Mission** Provide sustainable energy solutions to create value for shareholders, customers, employees and the wider community.

### Strategy

Through our values and commitments, we work every day to grow our business and meet our strategic priorities: **creating a sustainable business portfolio**; **accelerating our response to climate change** for our business and the communities we operate in; **servicing growing demand for energy solutions**; **leveraging technology** to deliver leading customer experiences and enhance operating performance; and **investing to build an agile and innovative workforce**.

Read **CEO's Strategic Review** on page 16

### Materiality Assessment

#### Material Topics

- Net-Zero Transition
- Energy Growth Opportunities
- Digital Innovation and Cybersecurity
- Future-Ready Workforce
- Operational and Supply Chain Resilience
- Community Stewardship

### Megatrends Analysis

Read **Managing What Matters to Our Business** on page 40

### Strategic Priorities

#### Continue to grow a sustainable business portfolio

- ◆ Growing provision of energy solutions underpinned by capital discipline and community stewardship

#### Accelerate our response to climate change

- ◆ Accelerate decarbonisation of CLP's portfolio, reinforce resilience in a changing climate and manage social impact

#### Serve growing demand for energy solutions

- ◆ Pursue growth opportunities from energy infrastructure, Energy-as-a-Service and customer-facing energy solutions

#### Leverage technology for experience and performance

- ◆ Deliver leading customer experiences and empower customers in making better energy choices
- ◆ Adopt technologies to enhance operating performance and drive new business

#### Invest to build an agile, innovative workforce

- ◆ Invest to build organisational agility and develop future skills
- ◆ Support CLP's people to thrive in change, promoting health and wellbeing

### Key Performance Indicators

See **Human Resources & Remuneration Committee Report** on page 156 on how remuneration is linked to performance indicators

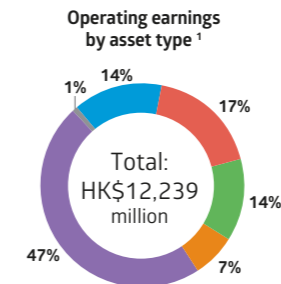
HK\$ <b>11,742</b> million <b>Total earnings</b> 2023 : HK\$6,655 million	HK\$ <b>10,949</b> million <b>Operating earnings before fair value movements</b> 2023 : HK\$10,127 million	HK\$ <b>7,958</b> million <b>Dividends</b> 2023 : HK\$7,832 million	<b>79,760</b> million kWh <b>Electricity sent out</b> 2023 : 79,512 million kWh	<b>5.21</b> million <b>Retail customer accounts in Hong Kong and Australia</b> 2023 : 5.23 million	<b>5 cases*</b> <b>Environmental regulatory non-compliance</b> 2023 : 5 cases* <small>* Includes assets under CLP's operational control. No prosecution or fines.</small>
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**99.999%**  
Reliability in Hong Kong  
2023 : 99.999%

**0.53kg** CO<sub>2</sub>e/kWh  
**Greenhouse gas emissions intensity**  
2023 : 0.54kg CO<sub>2</sub>e/kWh

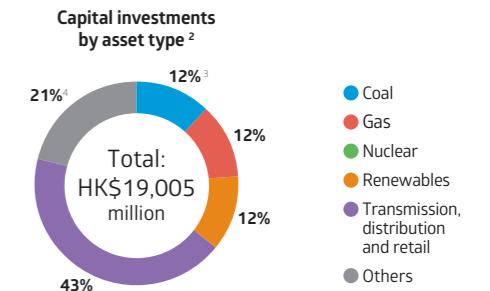
**4,436MW**  
**Renewable energy capacity**  
2023 : 3,732MW

**68%** of Operating earnings from non-carbon generation assets, transmission, distribution and retail operations <sup>1</sup>



Notes: 1 Excluding fair value movements and before unallocated expenses.  
2 On accrual basis.  
3 For maintenance, upgrades and efficiency improvements only.

**55%** of Capital investments in non-carbon generation assets, transmission, distribution and retail operations <sup>2</sup>



4 Including acquisition of CLP's new headquarters in Kai Tak.  
5 Any minor discrepancies are due to rounding of figures.

#### Initiatives and investments in new energy infrastructure and services

- ◆ CLP Power commissioned D2 combined-cycle gas turbine generation unit at Black Point Power Station
- ◆ CLP China began construction of its first standalone battery energy storage system
- ◆ CLPe signed two significant partnership agreements in clean maritime fuel and EV charging, supporting low-carbon transportation in the Greater Bay Area
- ◆ Apraava Energy secured contracts to supply more than 6.8 million smart meters for households in six states

#### Adoption of new products and services

- ◆ CLP Power transformed its interaction with customers through a refreshed mobile app that gives users a single tailored profile to manage all services
- ◆ CLP China further expanded its portfolio of power purchase agreements with corporate users by securing two renewable energy supply contracts
- ◆ EnergyAustralia won support from the Federal Government for two battery energy storage systems

**76**  
CLP Power **Customer satisfaction score**  
2023 : 74

**36.8**  
**Transactional Net Promoter Score for EnergyAustralia**  
2023 : 30.0

**8,415**  
**Employees for the CLP Group**  
2023 : 8,041

**Smart meters over 2.68 million** connected for Hong Kong customers since 2018

**around 895,000** installed for EnergyAustralia's customers as of end-2024

**0.14**  
**Lost time injury rate**  
2023 : 0.06

**0.24**  
**Total recordable injury rate**  
2023 : 0.18

**Digital adoption 26** use cases of innovative technologies including AI successfully deployed across the Group

**42.7**  
**Average training hours per employee**  
2023 : 44.1

**Feed-in Tariff scheme in Hong Kong 404MW** approved or connected to grid since May 2018

**Renewable Energy Certificates sales in Hong Kong 340GWh**

**30.0%** **Women in leadership positions**  
2023 : 29.1%

**13.3%** **Women in engineering**  
2023 : 13.3%

**Demand response programmes 93MW** demand cut from commercial and industrial customers in Hong Kong

**406MW** contracted capacity in Australia

**26.8%** **Female employees**  
2023 : 27.2%

**33** **Graduate trainees hired in Hong Kong**  
2023 : 45

## Creating Value for Stakeholders

### How we create value

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

#### Inputs used

##### Financing

- ◆ Shareholders' funds of HK\$104,055 million
- ◆ Total borrowings\* of HK\$61,271 million

\* excluding perpetual capital securities of HK\$3,883 million

##### Risks

- ◆ Financial risk
- ◆ Market and commercial risk

##### Resources and infrastructure

- ◆ Generation and energy storage capacity of 17,893 equity MW
- ◆ Long-term capacity and energy purchase agreements of 4,689MW
- ◆ 260,615TJ of coal and 151,371TJ of gas consumed
- ◆ Transmission and high voltage distribution lines of over 17,000 km
- ◆ 16,009 primary and secondary substations in Hong Kong

##### Risks

- ◆ Operational risk
- ◆ Market and commercial risk
- ◆ Transformation risk

##### Talent and expertise

- ◆ 15,111 employees and contractors in our total workforce

##### Risks

- ◆ Operational risk
- ◆ Transformation risk

##### Technology

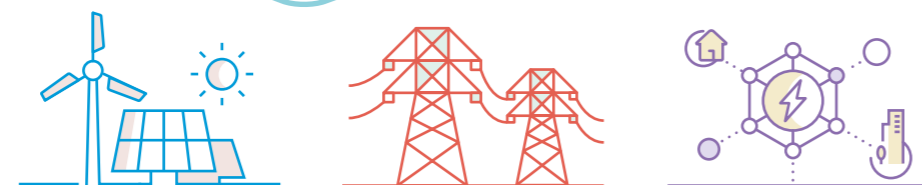
- ◆ Strengthened technological capabilities to develop Energy-as-a-Service business model
- ◆ Digitalisation of operations
- ◆ Investments in technology companies and funds
- ◆ Partnerships with innovation accelerators

##### Risks

- ◆ Operational risk
- ◆ Transformation risk

#### What we do

We operate in different parts of the energy value chain in each of the markets we are in, tailoring our solutions based on the local context.



#### Generation → Transmission → Distribution

- ◆ Procure adequate and appropriate fuels and energy resources from diversified sources
- ◆ Design, build, operate and invest in centralised and decentralised generation facilities with increasing deployment of low-carbon energy sources
- ◆ Design, build, operate and enhance transmission networks to facilitate integration of more clean energy into the grid
- ◆ Design, build and operate distribution networks
- ◆ Integrate distributed energy resources into the grid

#### New technologies and digital applications



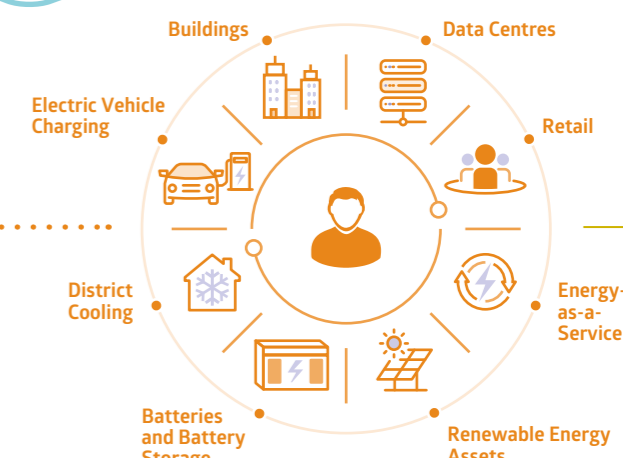
- ◆ Data analytics, artificial intelligence and Internet of Things (IoT) facilitate flexibility of entire energy system



#### Energy orchestration

- ◆ Develop and deploy customer-oriented, technology-enabled energy services that help customers become active participants of a power system
- ◆ Widen and deepen customer relationships as an energy orchestrator to enable decarbonisation, electrification, energy efficiency and management, decentralised generation and storage

- ◆ Enable dynamic system balancing that integrates centralised and decentralised generation, and balances demand against different generation profiles to optimise cost efficiency, reliability and environmental performance



- ◆ Enable delivery of smarter and greener energy products and services

#### Outputs

##### Competitive funding and attractive financial returns

- ◆ Total dividends of HK\$7,958 million to shareholders
- ◆ Solid liquidity position with access to cost-effective sources of sustainable financing

##### Reliable, reasonably priced and low-carbon electricity supply and sustainable energy solutions

- ◆ World-class supply reliability of 99.999% in Hong Kong
- ◆ Managed electricity tariff adjustment through prudent cost controls and diversified fuel supply
- ◆ Greenhouse gas emissions intensity decreased to 0.53kg CO<sub>2</sub>e per kilowatt hour
- ◆ Diversified solutions to help customers decarbonise

##### Safe workplace and career progression

- ◆ New health, safety and environment strategy for 2025-2027 to further uplift capability and enhance performance
- ◆ 883 new recruits in core markets of Hong Kong and Mainland China
- ◆ 42.7 hours of internal and external training and development per employee on average
- ◆ Staff expenses of HK\$5,150 million

##### Contribution to policy, business and economic development

- ◆ Current income tax of HK\$1,963 million
- ◆ Operating costs of HK\$61,628 million
- ◆ Supporting national- to city-level policymaking on energy transition

##### Positive social impact / climate action conscious

- ◆ Donations of HK\$7 million
- ◆ Continued initiatives under CLP Community Energy Saving Fund to support people in need and improve energy efficiency