





CEO MESSAGE

RICHARD LANCASTER CHIEF EXECUTIVE OFFICER

Powering Innovation

Dear colleagues,

I would like to begin by wishing a very happy 2019 to you all. With Chinese New Year just around the corner, let me also take this opportunity to say Kung Hei Fat Choi. The past year has been an extremely busy and productive one and I greatly appreciate your hard work and dedication.

Time flies and this issue marks the second anniversary of CLP.CONNECT. Our first Group e-Newsletter came out in January 2017 in which we discussed how the twin influences of climate change and the digital revolution were changing the face of our industry, and how CLP was preparing to deal with those changes.

Two years on, I am pleased to return to this theme and look at how CLP has embraced new technology, begun its transformation to a utility of the future and developed our capability for innovation.

On a Group level, we have made direct investments, formed strategic partnerships and invested in venture capital funds to develop new products and services for our operations and customers. We have worked collaboratively with start-up companies to not only bring in new ideas and skills,

but also to learn ways of being more agile and faster at putting ideas into action. While building this kind of cooperation takes time and courage, I am excited to see the progress we have made. You can read more about our efforts in this newsletter.



On a local level, our business units are also doing a lot of interesting things to put innovation at the forefront of CLP's thinking. I am extremely encouraged to see this because a culture of innovation cannot be built solely from the top. Each of us at CLP is responsible for creating and nurturing this culture. Recently, I had the pleasure to visit the new SmartHub@CLP, an experience centre that

demonstrates CLP as a champion and orchestrator for smart city development. I strongly encourage all of you to go there and see for yourself the enabling role played by electricity in the smart future.

Our past, of course, is as central to our identity and values as our future. In Australia, a group of colleagues at EnergyAustralia joined the Garma Festival to celebrate the culture of the Aboriginal peoples, the country's original inhabitants. This follows the launch two years ago by EnergyAustralia of a Reconciliation Action Plan to work towards a reconciled, just, and equitable Australia, underpinned by respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples. The initiative is an important commitment for an Australian organisation and is in line with CLP's Value Framework, under which respect for diversity is a guiding principle.

With this, I would like to thank you once again for your outstanding work.

Happy Reading!

A handwritten signature in black ink, reading 'R. Lancaster'.

Richard Lancaster

Chief Executive Officer



Dynamic Innovators Transform the World of Energy

Pioneering entrepreneurs from leading global innovation hubs are using their digital savvy expertise to accelerate the transformation of the power industry. After disrupting sectors such as retail, marketing, and transport, start-up companies are now working increasingly closely with electricity utility companies including CLP to change the world of energy.

Since we began our innovation journey a few years ago, CLP has optimised the performance of our existing business and boosted our technical and operational capability by investing and making use of a variety of cutting-edge digital tools and solutions from established world-class partners.

At the same time, we have teamed up with new partners including start-ups and universities excelling in technologies such as artificial intelligence (AI), data analytics, and the Internet of Things to speed up the development of smarter and cleaner energy services for homes and businesses in the Asia Pacific region.

“Digitalisation is fundamentally overhauling the way the energy sector operates and the kinds of services that can be made available to customers,” says Austin Bryan, Senior Director – Innovation. “Partnering with start-up companies is one way for us to get access to software and data-science technologies,” he says.

Unleashing Free Electrons

In 2018, CLP joined Free Electrons, an international accelerator programme bringing utility companies and start-up companies together to uncover novel solutions and develop new energy products and services.

Comprising a series of intensive week-long collaboration between the start-ups and utility companies in Lisbon, Sydney, San Francisco and Berlin, Free Electrons focuses on delivering cutting-edge proof of concept projects and accelerating the commercial deployment of promising new services and technologies, benefitting both utilities and start-up companies.

More than 500 start-up companies from 65 countries were evaluated for the programme in 2018, and 15 firms were eventually selected to work with 10 major electricity utility companies including Germany’s Innogy, Japan’s TEPCO, Singapore’s SP Group, and CLP.



The hard work culminated last October in Berlin where each of the 15 finalists presented a pitch on how their business will help the future of energy in the areas of clean energy, energy efficiency, e-mobility, digitisation, and on-demand customer services. The finalists competed for the title of Free Electrons World’s Best Energy Start-up and a prize of US\$200,000.

“Getting the chance to speak openly and compare notes with leading international utilities on our respective innovation journeys, and being able to share and build on knowledge and capabilities is a vital and unique aspect of Free Electrons,” says CLP Legal Counsel Marissa Wong, who has been managing CLP’s participation in the programme.

“Through the programme, we were able to work with some of the world’s smartest and most dynamic innovators developing solutions to 21st century digital energy challenges. With our industry leadership across Asia Pacific, CLP is well-positioned to work in partnership with the best start-ups to create

transformative new energy technologies and applications for individuals, businesses, cities, and Governments,” Marissa adds.

“We are now trialling solutions from the programme’s start-ups across the Group. We are excited to be part of the success and development of these start-ups, and proud to be their partners in transforming the future of energy.”

Director for Asset Management at CLP Power Hong Kong Cathen Ho has worked with start-up companies on several pilot projects under Free Electrons including grid predictive analytics, drone image analysis, and power network performance monitoring.

“Start-up companies are more agile and flexible in developing customised solutions,” Cathen says.

“They usually have lower overheads and can offer solutions at a competitive cost. Some start-ups are specialists in AI and data analytics technologies, which can help CLP optimise asset management performance.”



In 2019, CLP is planning on bringing the programme to Hong Kong, inspiring more smart energy innovations in the Asia Pacific region.

Sustainable solutions

At EnergyAustralia, Head of Innovation Anthony Wiseman has been reviewing more than 200 start-up companies a year in the search for partnership and growth opportunities. EnergyAustralia will eventually select eight companies to co-develop new energy products and services for potential commercialisation.

“Innovation is critical for EnergyAustralia to create an adaptable and sustainable business,” Anthony says. Our work with start-ups has already resulted in the deployment of technologies including demand response, customer load control, and data analytics at EnergyAustralia, where the NextGen division focuses on innovative energy services, adjacencies and new growth business opportunities.

In January 2019, EnergyAustralia teamed up with London-based Startupbootcamp on a three-month accelerator programme under which start-up companies from around the world are invited to Melbourne

and given financial support and coaching to develop innovative solutions and business models. The partnership ran its inaugural programme in 2017, attracting innovators from Australia, Europe, Americas and Asia.

Spotting STARS



Taking advantage of Hong Kong's emergence as a centre for technology and innovation, CLP works with local start-up companies through the STARS Programme, run by the Federation of Hong Kong Industries and the Hong Kong Startup Council. The programme offers mentoring and workshops for start-up companies focusing on smart homes, microgrid controls, and data analytics.

Colleagues from CLP served as mentors to help 12 start-up companies from Hong Kong, Singapore, Sweden and the US selected in the STARS programme gain deeper insights into the energy market, and provided advice on business and marketing strategies to realise commercial opportunities. The start-ups on the STARS programmes can also participate in InvestHK's StartmeupHK Festival in January 2019 to compete for venture capital funding.

Meanwhile, CLP is taking part in JUMPSTARTER, an accelerator programme organised by the Alibaba Entrepreneurs Fund for start-ups in Hong Kong. En-trak, which specialises in smart lighting solutions, won the JUMPSTARTER competition in 2017. Less than a year later, the company received funding from CLP and the Alibaba Entrepreneurs Fund to expand its business in Asia.

Direct equity investments in companies such as En-trak form part of a three-pronged strategy for CLP investment in support of innovation, says Director for Group Venture Investment and Strategy Lu Yeung.

"Typically, we consider the direct investment approach for companies with proven technologies and business models," Lu says. CLP invests in venture capital funds that focus on investment in energy start-ups at early stages of development. In addition, CLP seeks opportunities to set up joint ventures with partners focused on energy innovation, Lu explains.

In 2017, CLP was among the investors in a new US\$129 million fund raised by the Westly Group, a Silicon Valley venture capital company focused on opportunities in clean energy technologies, smart buildings,

and transportation. Four companies that previously received investment from the Westly Group have been listed on NASDAQ, including Tesla.

Also in 2018, CLP took part in a new funding round by Israel Cleantech Ventures, which invests in companies offering digital energy and transportation technologies.

With their leadership in energy digitalisation technologies, the US and Israel are currently the main destinations of innovation-related investments by CLP. We will also consider investing in start-ups with strong business models and customer-engagement practices in Mainland China and other Asian markets.

Championing AI

In 2018, AutoGrid, a California-based provider of energy analytics and AI software founded by Stanford University researchers in 2011, became the first start-up company to receive direct investment from CLP. The two companies are now working together to develop advanced energy optimisation and smart city solutions in Hong Kong.

“We are working to define what the future of energy looks like,” says Ben Cohen, Director of Global Strategy at AutoGrid. “Hong Kong has a forward-thinking customer base.”

Eric Lee, CLP’s Assistant Manager – Innovation, says AutoGrid’s technologies are helping CLP develop energy management services for commercial customers in Hong Kong, where electricity consumption settings in most office towers and shopping malls are manually adjusted by building managers. Major energy savings can be achieved by switching to systems using AI analytics.

“AI can be used to analyse previous energy consumption data, and anticipate future usage trends automatically,” Eric says.

Technologies from start-up partners are also helping CLP develop services for smart grids as rising demand for renewable energy in Hong Kong drives the growth of distributed energy systems, including batteries and photovoltaic solar generation. Recent Hong Kong Government initiatives to promote smart city technologies will meanwhile support the development of digitally-connected energy services such as smart street lighting and electric vehicle chargers.

Outside Hong Kong, new technologies from start-up partners will help CLP develop new services for customers in Mainland China, India, and Thailand, says CLP’s Head of New Business

Development Saraansh Dave, citing CLP's partnerships with Beijing TUS-Clean Energy, a company affiliated with Tsinghua University, and public and private sector partners in Thailand as examples.

"The whole Asia region is going through a transformation as markets are deregulated, and more opportunities will surface," Saraansh says. "We need to be ready to capitalise on those opportunities."

Culture change

CLP's growing portfolio of start-up partners is an advantage as the different technologies they provide can be integrated to build more complex solutions that address the needs of larger customers.

"While start-ups mainly sell their own single products, we can create value by pooling and bundling their solutions," says Elke Kornalijslijper, Commercial Manager at CLP Innovation.

Working with some of the world's best entrepreneurs in the digital energy sector is creating a change of culture at CLP. Simply put, it is putting CLP more in tune with the rhythms of Silicon Valley, Israel, and other global technology hubs.

"Whereas product trials for traditional utility companies typically take between 18 and 24 months, pilot projects with start-up partners are short, sharp bursts of activities," Austin says. "It has been beneficial for us because start-up partners bring the ability to rapidly introduce new ideas and capabilities. This is genuinely the pathway to creating advantages."



Doing the Right Things in a Transforming Business World



Lena Low learned the importance of doing the right thing early in her career when she worked with an emergency medical assistance company that flew teams out to help victims of the 2002 Bali bombing and the Indian Ocean tsunami in 2004.

As news of the disasters broke, she watched in admiration as her colleagues headed to the airport with no thought of the cost of the operation but only one objective in mind: to save lives.

"I worked with company founders, doctors and nurses who have very high professional standards and believe doing the right thing matters more than revenue or profit because people's lives are at stake," she recalls.

It is a lesson Singapore native Lena has carried with her into her current role as Senior Director for Customer and Business Development at CLP Power. "Always do the right thing," she says. "That maxim will guide you in any situation."

Learning to lead

This thinking was reinforced to Lena when she worked at technology giant Microsoft in the mid-2000s. Running a regional team in Singapore, she recalls how her manager told her during one critical situation where decisions were needed to be made immediately in the absence of full set of information: “Lena, you will not be fired if you make a logical but wrong decision but you will be fired if you don’t make any decisions. You are hired to make decisions.”

Lena recalls, “That was a very impactful learning experience for me as it really made me sit up and understand what empowerment and leadership was all about.

“My responsibility as a leader was to lead the team even if it means I may not always have 100% of the information to help me make a fully informed decision. In many instances, applying truth and logic provided a good guiding principle in moments where I needed to make decisions but without all the information. This has helped me greatly throughout my career to balance taking risks and taking action as not having the luxury of time or all the information to make decisions are actually very common scenarios in the business world.”



Two years later, Lena took her experience into the banking industry. During her eight years with two banks in Singapore, she saw two major crises that shook the industry.

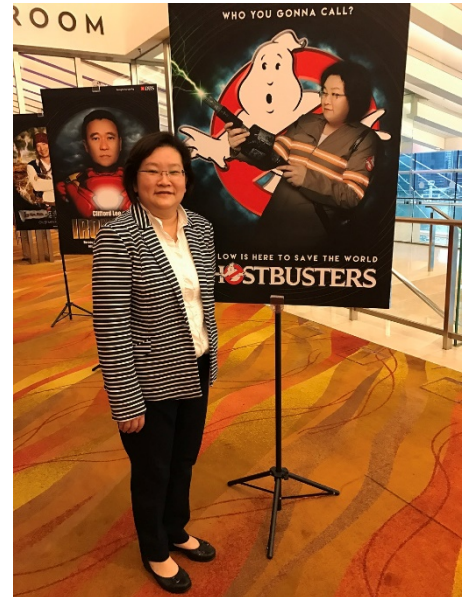
The first one – the Lehman Brothers crisis of 2008 – was the result of bankers failing to do the right thing, she says.

The second crisis was the disruption caused by the rise of fintech – disruptive technology that reshaped the industry and overhauled a century-old banking culture.

Banks at first tried to ignore the emergence of fintech but were forced into action when they saw the most profitable part of their business nibbled away by fintech companies.

“Banks started to transform their business model by embedding themselves in their customers’ ecosystem, identifying customers’ pain points and finding partners they could collaborate with,” she says. “Before, they sat in their offices waiting for customers to come to them to borrow money.”

Lena witnessed a transformation in the way the banking industry operated. “In the past, people thought banks had to be physical, and the branches had to be grand, but today, technology has already put banking into a mobile device for customers!” she says. “It took 10 years for banks to understand that change is here to stay and really gear themselves up to fight against start-ups.”



Having seen how the fintech and start-up companies shook up the industry, Lena was curious as to how they could do it so fast and so well. To gain first-hand experience, she joined a start-up dealing with mobile security for two years to learn the secrets of their success.

“Start-ups comprise of people who have a common vision. Because of this alignment, they do not need to spend a lot of time debating the direction forward which makes their decision-making very straightforward,” Lena says. “They also have very lean organisational structures which hold everyone accountable for their decisions and actions.”

Reshaping the customer ecosystem

In March 2018, Lena brought her wealth of experience and passion for taking up challenges to CLP, where she spends around half her time with customers and the other half focusing on internal



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One of Lena's key roles is to meet and bring customers together and help them solve the problems in their ecosystem, using her past experiences in the banking and technology industries.

Lena believes traditional utility companies have to change their business model and seize opportunities in a fast-changing business environment.

"We need to upgrade ourselves to be a smart city partner if we want to grow together with our customers," she argues. "Embedding ourselves in our customer's journey will enable us to understand their pain points much earlier so that we can influence their decisions during the critical moments."

As part of that vision, Lena organised CLP's first central kitchen fair at Hong Kong's InnoCentre in November 2018 to bring together both old and new key partners in the catering and restaurant industries for new collaboration opportunities.

"Today, quite a few restaurant owners face problems of high rent and lack of space and business growth under such constraints is a big

problem." she explains. "Central kitchens, on the other hand, are well equipped, productive and more cost-effective but their capabilities are not well known due to a lack of marketing effort.



“In the past two years, new players have also emerged such as food deliverers and eco-friendly disposable utensils manufacturers, who are looking for business and partnership with restaurants. But they are all doing it on their own. They do not know each other or how to collaborate.”

CLP’s role is to bring them together and help them leverage on one another’s strengths to grow.

“In the process, we have the opportunity to introduce to customers the benefits of electrifying their production. In this way, everyone in the ecosystem grows and that’s how we will grow too,” she says.

Seeking a smarter future

Lena is excited to have joined the energy industry at a time of extraordinary change and is dedicated to promoting digitalisation to support Hong Kong’s transformation into a smart city.

Another initiative that she is involved in is the development of smart homes for elderly people in a partnership with start-up companies.

“We source the technologies which can solve some of the problems facing our customers,” she explains. “Then we proactively connect them and help them come up with solutions using our expertise and engineering capability. We help our customers to build experiments and do trial and execution.”

The initiative covers a range of services for the elderly including smart cooking, smart entertainment, smart health, smart security monitoring, smart energy management, and smart environment. By offering such services, elderly home operators are willing to try new technologies.

Like every major venture in Lena’s career, it is a matter of doing the right things.

“CLP has the opportunity to innovate and orchestrate a whole new elderly living experience which could potentially lead to a new service with smart meter technology deployment moving forward,” she says.

“We are moving beyond being just a utility company. We want to be seen as a positive energy in customers’ lives and create both commercial meaning and social meaning in what we do.”



Powering the Sustainable Rise of the Greater Bay Area



The Greater Bay Area is taking shape rapidly with the opening of the Hong Kong-Zhuhai-Macao Bridge and the Express Rail Link. These milestone infrastructure projects are key to a new era of super-connectivity that promises exciting new business opportunities for the region.

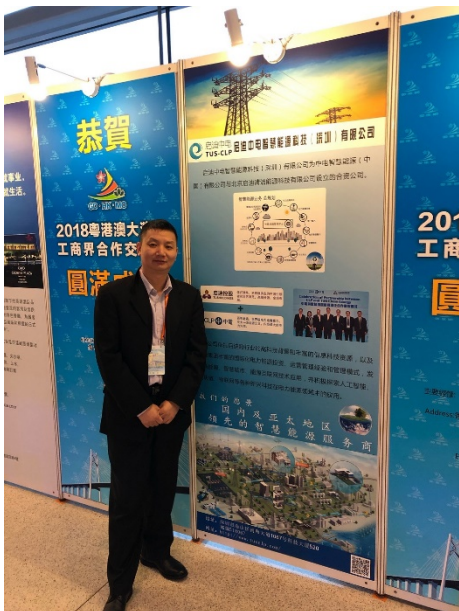
Part of the Greater Bay Area vision is to empower the development of smart cities with advanced energy systems enabled by digital technologies. To help make that vision a reality and guide business customers towards a greener and smarter future, CLP formed a joint venture in Shenzhen in 2018 with Beijing TUS-Clean Energy, a company affiliated to China's prestigious Tsinghua University.

"The Greater Bay Area is undoubtedly the world's most dynamic economic region right now," says Shijun Yi, General Manager of the joint venture, TUS-CLP Smart Energy Technology.

"With the high energy density of many of the cities in the region, there is large potential for the growth of technologies such as smart buildings and microgrids."

The Greater Bay Area, which covers Hong Kong, Macao, and nine southern cities including Shenzhen, Guangzhou and Dongguan with a combined population of nearly 70 million, is home to global leaders in industries including electric vehicles and batteries.

The growing demand from these industries for renewable energy, distributed energy systems, and energy management technologies will support the goal of sustaining economic growth in the region while creating a greener environment.



TUS-CLP hopes to introduce digital energy technologies developed by CLP's Innovation team to customers in Mainland China, Shijun says, as the joint venture explores opportunities in other parts of the country amid the ongoing reforms of the national energy industry.

Energy reforms in Mainland China include the deregulation of electricity sales to large users, enabling bigger companies to buy directly from energy generators and retailers. The Government is also creating spot markets for electricity in major provinces such as Guangdong and Zhejiang to increase price transparency, setting up exchanges for the trading of energy contracts, and opening up the

market for incremental distribution networks for new operators in designated regions.

Reforms of the sector are increasing demand for energy management and analytics solutions, as companies seek to track their electricity consumption and predict future usage more accurately to secure more favourable pricing and lower costs, explains Shijun. The chartered engineer joined CLP in 2014,

working in the Power Systems Business Group, Generation Business Group and Smart Energy – China Group, following a career in the power industry in the UK and Mainland China.

TUS-CLP is targeting opportunities to design and build integrated energy systems for industrial parks in China, Shijun says. According to him, the market offers excellent potential as park operators are switching to systems that combine the supply of electricity, heating, and air-conditioning services to users, and the joint venture has a powerful starting position to capture those opportunities because of the established track records and global reach of both shareholders.

TUS-Clean Energy's parent company TUS-Holdings is one of the world's largest developers and operators of industrial parks. It has business incubation centres, technology research and development facilities and science park properties in major Chinese cities and overseas markets including the United States, Russia, and Israel.

"The TUS Group has very diverse operations and industry-leading capabilities in many advanced technologies, and their rich industry connections are opening up good opportunities for us," Shijun says.

CLP's world-class operations and growing footprint in Mainland China's energy industry, meanwhile, are a major benefit to the expansion of TUS-CLP's operations, Shijun says.

"With more than 100 years of experience in the power industry, CLP is well regarded for its operational excellence and professionalism," he says. "These are important foundations for the development of our joint venture."



Sowing the Seeds for a Culture of Innovation

The global business environment is changing rapidly and no company can afford to stand still. CLP understands the need to transform and innovate and in the past two years has significantly stepped up its efforts to be an innovative and progressive energy provider.

In 2017, CLP Power launched the “Innofinity” cultural programme with the goal of introducing innovative thinking at every level across the company. “It is like planting a seed in the mind of every one of our colleagues,” says Customer and Brand Engagement Manager Kathy Tang, who leads the Cross-Business Group Innovation Culture Committee.

“We want to let everyone in the company understand that innovation is not necessary a big invention or requires huge investment. Even a small change that makes our work or life better can be an innovation. Everyone can actually contribute to the innovation journey,” Kathy says.



Employees' awareness of innovation has been greatly increased through a host of initiatives under the Innofinity programme such as InnoTour, InnoChat, and InnoQuote, Kathy says. They have embraced the innovative thinking mindset and are keen to learn the latest trends and good working practices from other companies and from colleagues within CLP.

"We also have a community of 'InnoRangers', who are the ambassadors from each department, supporting us to co-create the innovation culture in CLP," Kathy adds.



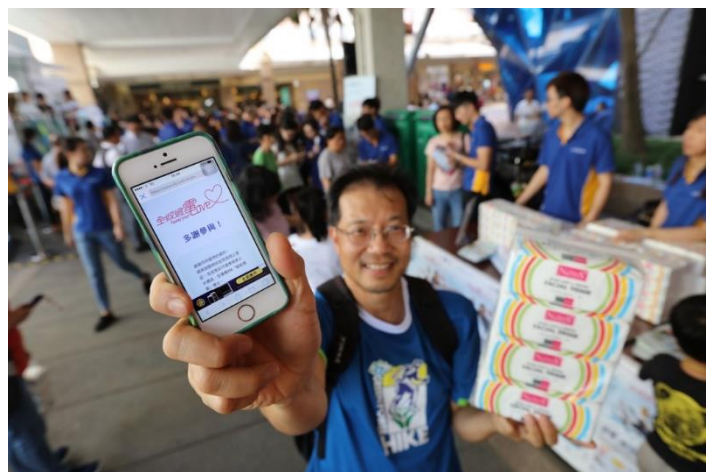
To encourage employees to share their ideas and to think out of the box to find solutions, an online platform called the InnoIdea Fan Zone has been set up. Many new ideas for refining work process, enhancing technology applications, and improving customer service have been shared in just one year.

Brainwaves include making CLP model emergency van as a corporate souvenir to reinforce CLP's brand image, streamlining the procedure for auditing master keys for substation access by using video calls, and replacing bulky water-filled barriers with a new easy-to-install flood barrier to prevent flooding at the cooling water pump house under extreme weather.

"We are very happy to see that that management has been supportive in following up on InnoIdeas and turning them into reality," says Kathy. "We hope the seeds of innovation will continue to grow, blossom, and bear more fruit for CLP."

Technology brings us closer to customers

An idea to integrate traditional customer services with digital technologies through an O2O (online to offline) experience developed by the Residential Customer Experience team and the Customer and Brand Promise team within Customer and Business Development is an outstanding example of how innovation can benefit customers and improve our work efficiency.



"In the digital era, online and offline channels can echo with and supplement each other, creating a seamless, all-rounded experience for customers across two channels," says Acting Senior Residential

Market Development Manager Gary Chiang, who led the team that won the CLP Grand Awards with the O2O project.

“That is why we integrated traditional customer service with digital technologies, providing a more customer-centric service and allowing for interactive experiences with customers.

“Customers can now surf the internet at anytime from anywhere to purchase products sold at Customer Service Centres and either collect them at the centres or visit to find out more and then buy them through the online shopping platform.”



The team has also introduced the O2O experience to the Power Your Love programme to encourage more customers to save energy by offering them more incentives through working in partnership with 800 stores.

Gary says the O2O approach allows his team to connect with customers more efficiently and effectively. “In the past, we used to organise around 170 recruitment activities a year to promote the programme,” he explains. “Last year, after adopting the O2O experience, we managed to reach out to more customers with only 50 recruitment activities.”

Digitalisation and innovative technology will help CLP reach out to more customers and provide more customer-centric services in future, Gary believes. “Resources may be limited but innovation is boundless,” he says.

Make a big difference with small ideas

Frontline and engineering employees in the North Region have been enhancing the company’s culture of innovation and boosting productivity, work efficiency, and safety in the process. An innovation team of more than 30 colleagues was formed to nurture the culture of innovation and implement ideas put forward by employees.

“After setting up the team, we were keen to show we value every idea we received,” said Acting Maintenance Engineer in the North Region Ken Chan. “We were glad to see both frontline and engineering employees

being proactive in reviewing their work flow, discussing the pain points they identified, and finding solutions."

Nearly 200 ideas were put forward by employees in the region over the course of a year and some have already been put into action. Ken cited three simple examples:

- Padlock tools have been given to each work team assigned to operate the switches on electricity poles, used to isolate sections of cables when faults are detected. This replaces the previous arrangement where a single padlock tool was attached to a wooden pole which sometimes became rusted or damaged. The small change at no additional cost has avoided potential delays in unlocking the switches which could be an issue in an emergency.
- An overhead line solar surveillance camera has been installed at the suggestion of the overhead line team, allowing online monitoring of transmission circuits at strategic location for better fault location identification and more timely vegetation management works.
- Portable clip-on electric fans have been made available to frontline staff working outdoors in summer to help prevent heatstroke in response to a suggestion from employees who said it would help keep them cool in the hottest months of the year and improve their work efficiency.



"All these ideas focus on our pain points that have been there for long time. We are happy that the implementation of the innovation culture has given us the opportunities to change the old practices. Although these ideas are just small ones, they make a big difference to our daily work," Ken says.



Harnessing a Spirit of Innovation and Creativity

"If you always do what you always did, you will always get what you always got."

As the world is still debating the origin of this quote, what we all agree is that innovation happens when people see things differently.

It is for this reason CLP encourages employees to look beyond the ordinary and to find new solutions to carry our business forward.

Here are examples of the diverse ways in which our colleagues have put their original thinking into action:

Hong Kong



Senior Tradesman Tsang Leung Ching was on holiday in Thailand when he literally stumbled across a terrific idea.

He was taking a shower in his hotel when he noticed the highly efficient flush-type shower drain on the floor and thought: "Why don't we use this type of drainage system in our cable joint bays?"

Cable joint bays are underground concrete chambers in which high voltage cables are connected. A good drainage system is essential to ensure the quality of cable jointing work and to provide a safe environment for workers.

When he returned to Hong Kong, Ching shared his idea at a brainstorming workshop with colleagues including Ryan Wong of the Engineering Projects Department in Power Systems, who supervises the design and construction of cable joint bays.

Ryan worked with Ching and other frontline employees to implement the simple idea which won them top prize in the innovation category of the 2018 CLP Grand Awards, which recognise and reward outstanding staff contributions that reinforce the company's four brand pillars: Customer excellence, community commitment, environmental protection, and power expertise.

"In the past, workers used bricks and cements to build channels to carry away the underground water in the cable joint bays, which caused injuries as they could trip over the raised bricks," Ryan explains.

"Now we simply mould the ditches using PVC ducts before concreting the ground of the joint bays, and remove the ducts after the ditches are formed."



The breakthrough demonstrates how great ideas can come at the unlikeliest times ... even when you are taking a shower on holiday. "When you are relaxed, that's probably the best time to generate good ideas," Ryan says with a smile.

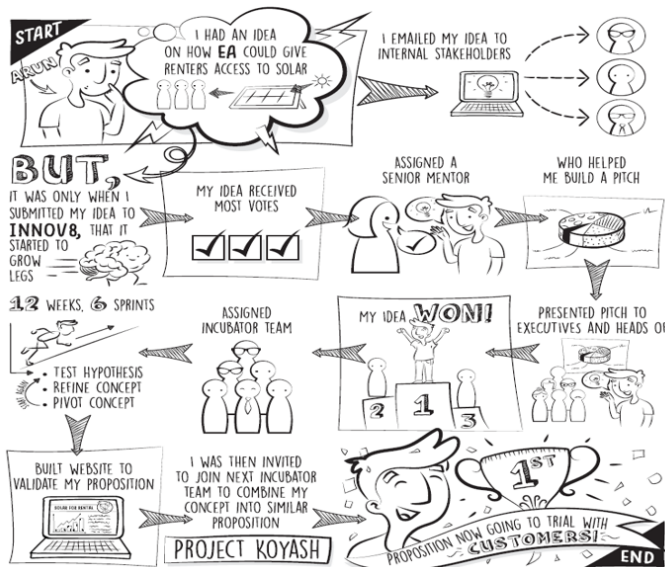
Australia

Household bills have shot up by 35% in Australia over the last decade and EnergyAustralia has been searching for ways to help customers reduce their costs by making better use of energy.

As part of that search, Innov8@EA was launched in 2017 to encourage employees to put forward innovative ideas to address the various challenges faced by the company including better customer service, customer engagement, access to innovative products and services. Ideas are debated and fine-tuned before a selection process is held to choose the best ideas to put into action.

For each challenge, a sponsor is chosen to come up with a topic. Then, after a fortnight of ideation, voting, and feedback through an online crowd sourcing platform, four or five ideas are selected to take part in a Big Pitch event, or "hackathon", where a winner is chosen.

More than 800 employees have so far registered on the Innov8@EA portal. Five challenges have been held, generating more than 150 ideas, 920 votes, and 500 comments.



In the first Innov8@EA challenge, the winning idea came from Arun Sri Nanthakumar who suggested EnergyAustralia could give renters access to solar power. He was assigned to an incubator team afterwards to further develop his concept which is now going to trial with customers.

Sarah Baseleous, Opportunity Specialist in the NextGen Innovation team which organises the challenges, stresses: "This is more than just a suggestion box process. If there is a good idea, Innov8@EA will bring it to life."

At the fourth Innov8@EA challenge in September, participants were asked to think of ways to help customers become more aware of their energy use. Twenty-seven ideas were generated and four teams formed to battle it out in a hackathon held a few weeks later. The winner was the Customer Retention team with an idea to teach energy saving to schoolchildren.



"The idea is to go to schools and educate and engage with children so they practise mindful energy use," says Retention Specialist Tina Choong, a member of the winning team.

Teammate Rita Martinez says: "This is just such a fun thing to do and we're very excited to be part of this initiative."

Mainland China

Ingenious ideas from employees have led to ground-breaking changes in the way our business operates in Mainland China since a brainstorming online platform was launched four years ago.

Quality Control Circles, simply known as QCC among colleagues, aims to encourage frontline employees to put forward suggestions on how to improve our day-to-day operations by reducing workplace risks, improving productivity, and being more environmentally friendly.

In 2018, 31 QCC projects were put forward from colleagues in our coal, solar, wind, and hydro power assets in Mainland China. They were then assessed by a panel of technical experts from different assets and the technical team of China Business Unit.

A shortlist of projects was received by our Chief Operating Officer and six were selected for the QCC award. The proposals were judged on criteria including the level of innovation, the capacity for the practical application of the ideas, their cost effectiveness, and their safety and environmental benefits.

One of the outstanding QCC award winning projects is a lifting trolley designed and made by Fangchenggang Power Station employees for moving the 100kg-weighted circuit breakers during maintenance, reducing the risk of injury to workers from manual lifting and potential damage to equipment.



India

Employees at Jhajjar Power Station are being encouraged to think out of the box through a competition launched in 2017 called Professional Circle which sees teams of two to four people put forward ideas to improve the plant's operational performance.



The rules of the competition are simple: Ideas must be new and need to be beneficial to the business. “We want people to challenge their intellects,” says Rakesh Kalampetta, Jhajjar’s Deputy Manager – Human Resources and Administration. “The ideas may or may not be applicable, but we want employees to broaden their horizons.”

Ten teams joined the inaugural competition, putting forward written submissions and then taking turns to present their ideas to a panel comprising senior plant management. The results were highly encouraging.

Of the 10 teams, five submissions were chosen to be published in a specially-produced journal. The journal will also include the top five ideas from the upcoming Professional Circle competition which will be held in the first quarter of 2019.

Ramendra Malthiyar, Head of Human Resources at Jhajjar, says, “A platform like this acts as a trigger for employees to think, innovate and showcase their ideas and the appreciation that they receive for their ideas also helps boost their morale.”

Atanu Ghosh Chowdhury, Head of the Power Station, says “I think that it has the potential to be taken to other CLP India locations to foster innovation and cross functional learning.”



Start-Up Spirit Burns Bright at CLP's Innovation Hub



The race to innovate has never been so intense. As the energy challenges of tomorrow mount, the key to success is to adopt new working practices made popular by start-up companies and become more agile and responsive to dramatically changing market needs.

The Digital Products team has been front and centre in this movement within CLP, setting up the CLP Innovation Hub, a new 3,000 square feet office in Hong Kong Science and Technology Park (HKSTP) where creativity flourishes and the start-up spirit has been enthusiastically embraced.

“We designed the space to be an open and collaborative environment,” explains Pubudu Abayasiri, Associate Director – Digital Products, who oversaw the move and created an office where no one has a permanent desk and team members simply plug in their laptops in the most convenient spot.

“The set-up encourages interaction, allowing colleagues working on the same project to group together and any customer or partner invited in to simply find a space and join the creative process,” explains Di Lu, Assistant Manager – Innovation.

Under Pubudu – known as Pubs to his colleagues – the team has grown to 15 members and includes application developers, cloud-computing architects, data scientists, product managers, and electrical engineers.

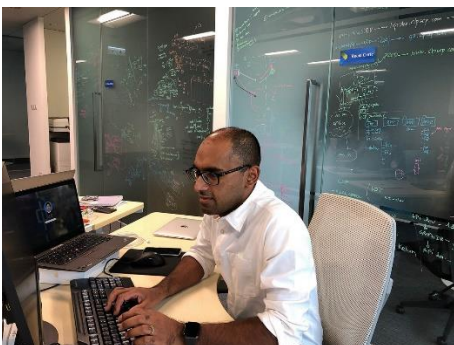
Through in-house development or third-party partnerships, the team offers software applications to help customers manage and optimise their energy usage to support CLP's business goals. For instance, they are currently building an app to allow Feed-in-Tariff customers to monitor their grid-connected renewable energy systems from their smartphones.

The CLP Innovation Hub features solar panels, battery storage systems, wireless-charging units, and an array of Internet of Things (IoT) sensors that track ambient conditions including temperature, light and carbon dioxide levels, creating a laboratory-type environment suitable for testing and customer demonstrations.



It also has other features of start-up company offices such as glass-partitioned meeting rooms, standing café tables and corner couches. The environment is conducive to faster problem-solving and the brainstorming of new ideas.

"Everyone in the team is really excited about working here," says Carlie Lam, Associate - Innovation. After joining CLP following graduation in 2017, Carlie has been given responsibilities to help manage the setting up of the CLP Innovation Hub office.



Team members scribble down ideas and draw flow charts using colour markers on glass partitions in CLP Innovation Hub's meeting rooms, making project discussions more visual and engaging. The emphasis is on face-to-face communication rather than waiting impassively in front of a screen for email exchanges.

The Digital Products team has adopted the 'Scrum' project management methodology favoured by start-up companies who need to work fast and keep projects on track, staying on top of sudden changes in customer requirements and market needs.

The team routinely completes projects in intense two-week cycles, aiming to deliver results for customers quickly and capture opportunities in the rapidly-growing market for energy management solutions.

"The team is not afraid of asking the question 'Why not?' and this culture is important to drive innovation," says Pubs. "We are trying to create something new and meaningful, rather than just making incremental improvements. Creating new products requires a combination of discovery, creativity, courage, and technical capabilities."

Pubs, an Australian who previously worked in information technology roles after joining CLP in Hong Kong in 2011, is excited about his new responsibility and has been encouraged by the support of senior management, who have been highly impressed after visiting the CLP Innovation Hub.

"CLP has been providing energy reliably for more than 100 years, but we have also got fantastic expertise in telling customers how best to use energy," says Austin Bryan, Senior Director - Innovation. "Having the CLP Innovation Hub helps us in our customer collaboration, develop and test new solutions, and leverage the amazing ecosystem at HKSTP. This is a tremendous story about a new CLP that is emerging to provide innovative solutions and create more value for customers."



CLP.CONNECT



SmartHub@CLP Gives a Futuristic Glimpse into Tomorrow's World

Have you ever wondered what a smart city looks like? Well, you can have a glimpse into the future now by going to the second floor of CLP's office in Sham Shui Po, one of Hong Kong's oldest districts.

This unlikely setting is home to SmartHub@CLP, an innovative new experience centre that demonstrates CLP's role as a smart city enabler and a pioneer of smart living. Completed in December 2018, the 5,000 ft² facility showcases the latest green technologies and innovative energy solutions.

"As a power company, we play an important role in facilitating the development of a smart city. SmartHub@CLP demonstrates how CLP has been contributing to Hong Kong's smart city vision," says CLP Power Chief Corporate Development Officer Quince Chong.

"The team has basically turned an industrial space into a futuristic 'mini' smart city in just a year. They did an amazing job."



SmartHub@CLP features a 270-degree video projection that gives a futuristic impression of how a smart city looks and explains CLP's role as an enabler. By exploring the six themed zones in the centre, namely smart grid, smart environment, smart living, smart business, smart mobility, and smart education, visitors can experience the initiatives and technologies that will form the foundation of Hong Kong's future as a smart city.



Mandy Leung, project manager in charge of creating the space to house the new contents, says one of the biggest challenges was that since the Sham Shui Po office was built in the 1960s, she and her team had to rely on the building plans from over half a century ago when they carried out construction work.

"We would go to the site and be surprised every day because it's just totally different from what they were supposed to be. We had to deal with all the unknowns," Mandy says.

"But it's all worth it when people came to the hub and seemed to like it. It's a big recognition for all the hard work the team put in," Mandy says.

Kathy Tang, who supports content development, says smart city is an abstract concept and some topics may be too technical for the public. Hence, the project team decided to adopt a "journey" design, using interactive and digital multimedia as well as gamification so that visitors can easily visualise the benefits of a smart city.

"We have not been able to do it without the great collaboration and creativity of our 'Subject Matter Experts' from different departments," Kathy says.

"I hope visitors will be inspired to build a smarter and greener tomorrow after they complete the 'journey'", says Kathy.

Architect James Law, who designed and built SmartHub@CLP, says he was delighted to have been involved in the project.

"It was a pleasure to work with different departments at CLP," he says. "The CLP teams are very professional and passionate in driving our society's transformation to become a smart city. CLP encourages and supports not only external stakeholders to participate in the process but also their employees.

"I came to realise CLP is not just a power company, but a company that invests in developing the technologies society needs to help it become better, smarter, and greener."

James adds: "I am proud of the reliability of Hong Kong's electricity. With the solid foundations we have, I can see the transformation towards becoming a smart city moving forward positively."

SmartHub@CLP is open to CLP's business partners, shareholders, professional groups, schools, and organisations. It can also be used as a multi-purpose space to co-create new ideas. Stay-tuned for more details.



Lessons in Life at a Celebration of Aboriginal Culture



In 2014, EnergyAustralia's Communications Lead Scott McDermott travelled to the Tallawarra Power Station with new Managing Director Catherine Tanna. During the drive she asked him if EnergyAustralia had a RAP and Scott had to admit he did not know the acronym.

He discovered it meant a Reconciliation Action Plan to promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Scott has since developed a keen interest in understanding why and how people can take action to promote and advance reconciliation.

With Catherine's support, EnergyAustralia formed a small team with members including Scott to develop a RAP for the business. A RAP was launched in 2016 with the aim of promoting and facilitating reconciliation within the business, among its customers, and in the community at large.

At the centre of the reconciliation plan is EnergyAustralia's determination to strengthen relationships and build positive long-term connections with Aboriginal and Torres Strait Islander people and organisations. One great example of the company's RAP commitment is a partnership it has formed with the Port Adelaide Football Club's Aboriginal AFL Academy.



Last August, at the invitation of the academy, Scott and four colleagues went to Nyinyikay in East Arnhem Land in the north of the country to stay on an Aboriginal homeland. They also went to the Garma Festival, often described as the World Economic Forum for Aboriginal and Torres Strait Islander peoples.

"EnergyAustralia has been a big partner of the Port Adelaide Aboriginal AFL Academy. We thought it would be a really good idea to strengthen that partnership and bring them out into the country for a trip with us," says Marlon Motlop, the academy's Aboriginal Programmes Coordinator.

Bianca Graham, Stakeholder Engagement Lead at EnergyAustralia, who hosted the EnergyAustralia contingent during the visit. "We are so privileged that the academy reached out to say 'We are going to this homeland. Please come along.' It was an immersion experience like no other," she says.

A journey of self-discovery

East Arnhem, some 4,000 km from Melbourne, is unique in that its Aboriginal communities have a relatively unbroken connection to their culture. Most other Aboriginal and Torres Strait Islander communities across Australia have not been so fortunate. During their stay, some academy students were invited to share in a culture in a way they had been unable to do on their own traditional land.



As well as fishing and learning about bush foods, medicines, and nature's signs of the changing seasons that have allowed Aboriginal people to live sustainably on this land for tens of thousands of years, the group went hunting for the termite-hollowed trees used to make the yidaki or didgeridoo, a famous musical instrument used by many Aboriginal people.

"It really feels as if you can connect with yourself out here and you can understand who you are as a person. It really focuses your mind on valuing the things you need to be grateful for," says Tyran Hill, a student and captain at the Aboriginal AFL Academy.

A festival of truth-telling

After two days in Nyinyikay, the group headed to Garma, a place where the indigenous Yolgnu people have gathered for more than 50,000 years.

Garma festival is the largest and most vibrant annual celebration of the Aboriginal culture. It brings together community members, business leaders, international political leaders, intellectuals, academics, and journalists to discuss the most pressing issues facing Australia. Presentations cover a range of issues including education, health, policy, and politics. Last August's Garma festival, where the theme is truth telling, marked its 20th anniversary.

In addition, there is a strong cultural component including the nightly bunggul, a sharing of tribal stories through dance.

“It was a remarkable thing for our group to not only hear for ourselves about the rich history and culture of this beautiful part of the world, but to see the profound impact this experience had on the students of the Aboriginal AFL Academy,” says Scott.



The festival offered an incredibly welcoming atmosphere to the 2,500 participants camped on site and conveyed a sense that everyone has a part to play if Australia wants to advance reconciliation and close the gap that sees Aboriginal and Torres Strait Islander Australians disadvantaged in terms of health, education, and economics.

Natasha Casey, Operations Administration Lead at EnergyAustralia, who also joined the visit, says: “It is everyone’s responsibility to help reconciliation and I think a big part of that is listening to indigenous communities to see what they want and what they need rather than impose our own beliefs upon them. The people have been so generous to share their culture.”

Scott concludes: “It’s an experience you can’t walk away from unchanged”.



Company News

CLP Excels in Corporate Governance and Reporting in 2018

CLP Holdings continued to earn recognition for its high standards of corporate governance and reporting in 2018, winning more than 80 awards for its Annual Report, Sustainability Report and related online platforms. Its efforts were recognised by award adjudicators internationally and locally in Hong Kong, including the Australasian Reporting Awards, Communicator Awards, IR Magazine, the Hong Kong Institute of Certified Public Accountants (HKICPA) and the Hong Kong Management Association (HKMA).



CLP Wins Adam Smith Award Asia 2018

CLP Holdings has won the 2018 Adam Smith Award Asia for “Best Risk Management Solution”. The award recognises the Group’s successful implementation of comprehensive risk management oversight for its business activities, complemented by effective solutions including an early adoption of cloud and “risk automation” under the CLP Group Treasury Management System that was launched in May 2016. Mr Francis Ho, Senior Director of Group Treasury & Project Finance, said the achievement highlighted the importance of prudent risk management and keeping pace with the technology trends for better corporate governance and efficiency.

Three-runway System Power Supply Collaboration

To support the development of Hong Kong International Airport, CLP Power collaborates with the Airport Authority Hong Kong (AA) to provide power supply for the Three-runway System. CLP Power will build new substations and power supply facilities and supply highly reliable and safe electricity for the airport's Three-runway System. Working with the AA, CLP Power will provide the latest energy saving tools and information to help build a greener and smarter international airport for Hong Kong.



CLP Signs the “Racial Diversity & Inclusion Charter for Employers

Underlying its commitment to provide a fair and equitable workplace for all employees, CLP Holdings signed the “Racial Diversity & Inclusion Charter for Employers” in December 2018.

Developed by Hong Kong's Equal Opportunities

Commission, the charter aims to promote racial diversity and inclusion in the workplace. CLP is among the first batch of 11 companies that signed it.

CLP and Yudean Team Up to Explore Smart Energy Projects

CLP Smart Energy (China) Ltd. and Guangdong Electric Power Development Co., Ltd. (GEPDC) have signed a Memorandum of Understanding on collaboration in smart energy and smart city projects in Guangdong province, capturing growing opportunities in the Greater Bay Area. GEPDC is a subsidiary of Guangdong Yudean Group, the



largest electricity generation conglomerate in Guangdong with a diverse portfolio of conventional and new energy assets. CLP Smart Energy (China) is focused on innovative and smart energy solutions in Mainland China as reforms of the country's power sector opens up new opportunities.



Australia's Two Landmarks Went Carbon Neutral

The Sydney Opera House has become carbon neutral ahead of schedule after joining EnergyAustralia's fast-growing carbon neutral movement. Australia's biggest house successfully achieved carbon neutral certification, beating its own deadline by five years. The Opera House reduced its carbon dioxide emissions by creating efficiencies in how it manages energy and waste,

streamlining day-to-day business and building operations, and offsetting remaining emissions for the year 2017-18 with help from EnergyAustralia. Meanwhile, EnergyAustralia also helped the Melbourne Cricket Ground become carbon neutral in September when it offset all the emissions from venue operations that were generated during its busiest period of the year.

New Venture Boosts CLP India's Solar Portfolio

CLP India has formed a new joint venture with Suzlon Group for two solar projects (50MW and 20MW) that are already commissioned in Dhule, Maharashtra, expanding CLP Group's renewable energy portfolio. Suzlon will provide operation and maintenance (O&M) services for the projects while CLP will play an active role in setting up various

O&M deliverables and best practices on Health, Safety, Security and Environment. CLP India will hold 49% stake of each of the two solar projects and has an option to acquire the rest of the equity from Suzlon in the future.





The Shared Point

CLP is a big family and we operate in countries across Asia Pacific. Our employees come from different cultural and ethnic backgrounds. Understanding your dreams and aspirations cements the bonds between us. We sincerely invite you to share your interesting stories and tell us about the things that touch your heart on this platform.

- > 1. Excitement Flows as 30,000 Tiny Fish Swim Free
- > 2. Title Dreams Come True for CLP China RHO Colleagues
- > 3. InnoRangers Lead the Crusade for Innovation

Excitement Flows as 30,000 Tiny Fish Swim Free

by Hu Xingming, Public Affairs Manager, CLP China

Waking on a campsite in Sichuan province on a fine October morning after a tiring journey the previous day, I was filled with excitement at the prospect of the unique activity I was about to take part in.

For the first time, I was joining in an important annual exercise for the CLP Jiangbian Hydro Power Station: The release of 30,000 juvenile fish into the Jiulong River to help preserve the waterway's ecological wellbeing.



Businesses are required by national law to provide environmental compensation to areas affected by project construction. Jiangbian has released fish for eight consecutive years, putting a total of 240,000 fish into the river.

As I prepared for the event, I thought to myself: "It must be a spectacular sight to see 30,000 tiny fish set free."

After breakfast, we drove to the dam of the power station. Before the release, we visited the fish fry breeding farm to find out more about the species of fish being released and the local hydrological environment they would find themselves in.

The farm is located beneath the dam and has a number of huge water tanks where black-coloured fish of the genus *Schizothorax* are kept, separated into different age groups. This highland cold-water fish species is indigenous to the Jiulong River. The site of the farm was chosen by CLP with the specific purpose of creating the best conditions for their survival and reproduction in an unspoiled natural environment.

Li Jie, a researcher at the farm, told us: "This is the only fish breeding farm in Jiulong County. All the fish fry released by power stations nearby are provided by us."

Li, a postgraduate student at Sichuan Agricultural University, has worked at the farm for a number of years and has intimate knowledge of the hydrological conditions of the Jiulong River and the habits of the *Schizothorax*.

As well as providing the power stations with fish fry for repopulation and release, the farm also serves as a research base, conducting wide-ranging into the reproduction and growth of the species.

After visiting the farm, we tentatively climbed the stairs leading to the dam. The fish were put into oxygen-filled bags and placed in a line at the dam's outflow. I was at last witnessing the incredible sight of 30,000 fish being prepared for release. Even the wriggling fish appeared to sense that they were on the brink of a life-changing event.

"These fish are two months old," Li told me. "Don't be misled by their relatively large size. This cold-water species has an extremely slow growth cycle. They may not grow much for two years, making them an easy target for their natural predators. This is one of the reasons we have to carry out repopulation and releasing activities for them."

He also told me that the release would be conducted at both upstream and downstream sections of the dam, in order to maintain the number and variety of the species at the upper and lower reaches of the river. The fins of the fish were tagged so they could be monitored after their release for follow-up studies on their growth and hydrological impact.



Chan Siu Hung, Managing Director – China of CLP, attended the release and said: "As a responsible corporate citizen, CLP complies with China's regulatory requirements for environmental care through the repopulation and release of fish fry, while contributing to the conservation of nature through a variety of initiatives."

The moment had finally arrived. On the shout of "go", the fish slipped out their bags and swam out into the embrace of nature and a world of freedom overflowing with unknown adventures.

Title Dreams Come True for CLP China RHO Colleagues

Technical titles in Mainland China are highly sought-after and rigorously assessed, and gaining accreditation has the potential to give a significant boost to candidates' future career development.

However, until now, foreign-invested enterprises have not been eligible to take part in the evaluation of technical titles.

CLP China regional head office (RHO) is keenly aware of the importance of technical titles to employees in the country and has now successfully negotiated for the State Grid Corporation of China to include our employees in its internal evaluation process.

In October, six employees of RHO were awarded middle-level and deputy senior-level national technical titles – the first time nationally-recognised technical titles have been awarded to employees of a foreign-invested enterprise in Mainland China.

Here, two of our colleagues describe their feelings at the breakthrough.

Liu Guojun, Senior Business Development Manager (China)

“I have just received the technical title of senior economist. Twenty years ago, I obtained a middle-level job title during my service with a large state-owned enterprise. Subsequently, I joined a foreign-invested enterprise where I did not have an opportunity to upgrade to a senior-level title as the company did not care much about title evaluation for staff, and foreign-invested enterprises were not eligible to take part in title evaluation in Mainland China. However, things changed after I joined CLP China.



“In 2017, I learnt that RHO was working with government authorities and state-owned enterprises to address the problem of foreign-invested enterprises being denied access to evaluation of technical titles.

“I could barely hide my excitement. I immediately called my colleagues at the Beijing office for more details. I was afraid, though, that it might not be achievable as there was no precedent to follow in Mainland China.

“In April 2018, I finally received official notification from the Human Resources Department that I could apply for a senior-level occupational title. I was very grateful to my colleagues at RHO for having accomplished such a difficult task. From late April, I started preparing my application.

“It was a long process from the submission of the application to a series of stringent review procedures. Fortunately, thanks to the support of the Human Resources Department, the applications for title accreditation lodged by myself and five colleagues were eventually approved. Our efforts over the past six months have paid off.”

Qiao Lei, Assistant Engineer

"I have just received the title of electrical engineer. I joined CLP China's engineering graduate trainee programme in 2015. I remember that title evaluation had been a topic of heated discussion among my former classmates from the very beginning.

"All of them were granted occupational titles shortly after taking up a job. I had been thinking of ways to enhance my occupational capabilities. I

wanted not only to acquire professional skills but to obtain nationally-recognised qualifications.

"However, when I realised that employees from foreign-invested enterprises were ineligible for technical title evaluation in Mainland China, I felt hopeless. It was as though a bucket of cold water had been thrown over me.

"Then colleagues from the Human Resources Department at RHO told us they were going to launch a technical title evaluation programme for Mainland engineers. I was overjoyed and the news reignited my fighting spirit.

"With assistance and guidance from colleagues in RHO in Beijing, I successfully went through the procedures of material submission and review, and completed the examination last September. I remember 29 October vividly when I clicked, with a sense of uneasiness, on the page to check my exam results. I felt huge relief and an instant sense of calm when I saw the word 'pass', as if I had just got off a roller coaster ride.

"My success isn't just down to my hard work over the past few months. It is also down to the silent dedication and responsiveness to employee needs and concerns by CLP China's Managing Director and our colleagues in RHO.

"Concern for people is a corporate philosophy at CLP and I have come to understand and appreciate it better through this experience. My advice to younger colleagues is to treasure the platform we now have for professional development and make the best of this opportunity to improve ourselves, knowing that hard work will lead us to success."

InnoRangers Lead the Crusade for Innovation

CLP has a new team of superheroes. A group of 46 employees has been chosen as InnoRangers, a core of inspiring individuals who will pioneer a culture of innovation and spread the message that our future lies in new ideas.

Here, three of the InnoRangers tell their stories and describe the 'superpowers' that being on the groundbreaking team has given them:

Wong Chung Wai, Engineer II

"I helped organise the Code to Maze workshop at which simple coding was taught using a sphere-shaped robot. I was also Master of Ceremony at our closing event and took part in innovation workshops within GBG.

The key takeaway comes from the co-creation and interaction between people. Take the coding workshop for example. The concept of coding is not hard to grasp at all, but even for such simple tasks our group managed to raise numerous ideas on how it could be done. We think, discuss and work together for the solution. It is the interactions between different professionals with respective capabilities that broadens our vision and inspires us to grow.

I am glad to be given this meaningful chance to develop an innovative mindset and make new friends from across CLP. I would also like to thank my colleagues in BPPS for their continuous support for the innovation journey."

Tony Ho, Engineer I

"I was responsible for the promotion and enrolment of the InnoTour to the ASTRI Smart City Innovation Centre in Science Park. It was a fun experience as you could visit unique companies in Hong Kong and learn about their operations and latest technologies. Their demonstrations and products were amazing and mind-broadening.



One of the highlights of my InnoRangers experience was the LEGO Serious Play training, which is an innovative and experimental process that taught us “Design Thinking” through using LEGO blocks. In the past months I have also joined various “InnoChat” events in which CLP colleagues and external guests talked about how they applied innovative thinking to improve daily operations.

Being an InnoRanger is about give and take. You have to give extra time and effort, but it will never be wasted because the process is enjoyable, and you will learn something new and exciting.

It has also given me an opportunity to meet colleagues from different business groups, widening my network and allowing me to learn new skills that are useful in my daily work.”

Monchi Lau, Public Affairs Executive

“I am a member of the team working on the Innoldea platform. The best thing about being an InnoRanger is that you are surrounded by like-minded and innovative colleagues and learn from each other. More importantly, the spirit of co-creation has helped us overcome our biggest fear and obstacle – ourselves. When we want to try something new or different, we are afraid of failure, or may think the idea is not good enough.

As a result, we tend to keep ideas to ourselves. But with a team we can break through this inner boundary. We can dream bigger and bolder. Being an InnoRangers has helped me cultivate a creative mind which is not only useful to my current work, but also to my personal development.

Sharing my learnings with my department is also one of the key takeaways. It is encouraging to see my teammates giving their full support to the Innovative culture by participating in our InnoTours, InnoChat, and Innoldea platforms.”



In the Frame

Memories are for sharing – so share your favourite photographs with the CLP family. Send us your pictures of special moments with colleagues and friends and we will feature them in this section of the newsletter. You will receive a souvenir from us when your picture is published. Here is our latest selection.



Popping By to Say Thanks ... Our Appreciation Popcorn Truck brought encouragement and spread positive energy around our Hong Kong offices. It's just one of the thoughtful touches that make CLP such a fun place to work.



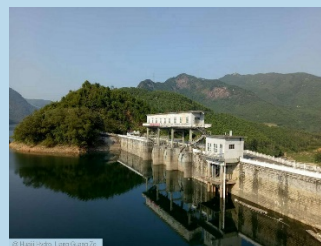
Artists In Action ... A glimpse of craftsmen lost behind their creative work in colourful surroundings.



Building Bricks of Success ... We were challenged to unleash our creativity by building models with LEGO bricks at a creative thinking workshop and our efforts ranged from ducks to movies scenes to potential future CLP services. It's amazing how many different things you can create with a bit of LEGO and imagination. It was a terrific team-building experience.



GigaWattOurs of Energy ... Here we are about to set out on the Oxfam Trailwalker 100 km challenge. The sun came out and we had a wonderful adventure although we didn't all look quite so fresh by the time we reached the finishing line.



The Motorcycle Diaries ... In the past year, I've travelled by motorbike through all the towns and villages in my home county of Huaiji. It is an incredible place, with stunning mountains, gorgeous lakes, spectacular trails, and lush forests.



Each one Plant One ... I was delighted to get my hands dirty taking part in the Each One Plant One programme organised by our India CSR team. It's a truly meaningful activity and showed me how it is everyone's responsibility to preserve our natural environment because humans and nature are interdependent. I look forward to joining in protection activities in future.



A Shore Thing ... An intrepid team of CLP volunteers have helped clear common cordgrass from mangroves at Ha Pak Nai during the annual beach clean-up activity, going the extra mile and more to keep our shorelines healthy and beautiful.