CLP 中電

CLP Power

Information Highlights

2025

PREFACE

This information booklet is produced by CLP Power Hong Kong Limited to provide a range of company information to our customers and the wider community to further enhance information transparency and understanding of our electricity business in Hong Kong.

The booklet aims to present the company's annual performance across a number of areas including tariff, supply reliability, safety, environmental management, promotion of renewable energy and energy efficiency and conservation. It also includes a summary of our operating expenses and financial information. Unless otherwise specified, the information contained in this booklet is based on information available as of 31 December 2025.

In addition to this booklet, our *CLP Information Kit* explains the background of many of our activities and initiatives, which is available on the CLP website.

To understand CLP Group's business performance, please view our *Annual Report* and our *Sustainability Report* on the CLP website.

Contents

1. About CLP Power

CLP Power Hong Kong Limited ("CLP Power") is a wholly-owned subsidiary of CLP Holdings Limited. CLP Holdings Limited is a company listed on the Hong Kong Stock Exchange and is one of the largest investor-owned power businesses in Asia.

CLP Power operates a vertically integrated power supply business in Hong Kong, covering electricity generation, transmission and distribution, and marketing and customer services.

The generating plants In Hong Kong are owned by Castle Peak Power Company Limited ("CAPCO"), in which CLP Power has a 70% interest.

CLP Power has been serving Hong Kong for over 120 years and supplies highly reliable electricity to over 80% of Hong Kong's population.

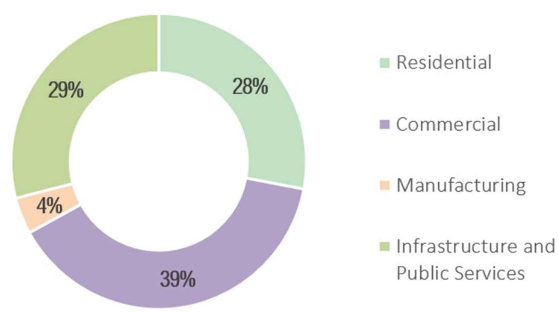
|Overview of Business and Performance in 2025

Electricity sales by CLP Power dropped 1.0% year-on-year to 35,760 gigawatt hours (GWh) mainly because of a higher base in 2024, when power consumption was boosted by higher average temperatures and an extra leap year day. Meanwhile, electricity sales for data centres grew 7.5% on the back of rising demand for AI and digital services, while consumption related to transport electrification also increased 32.4%.

|Electricity Sales in 2025

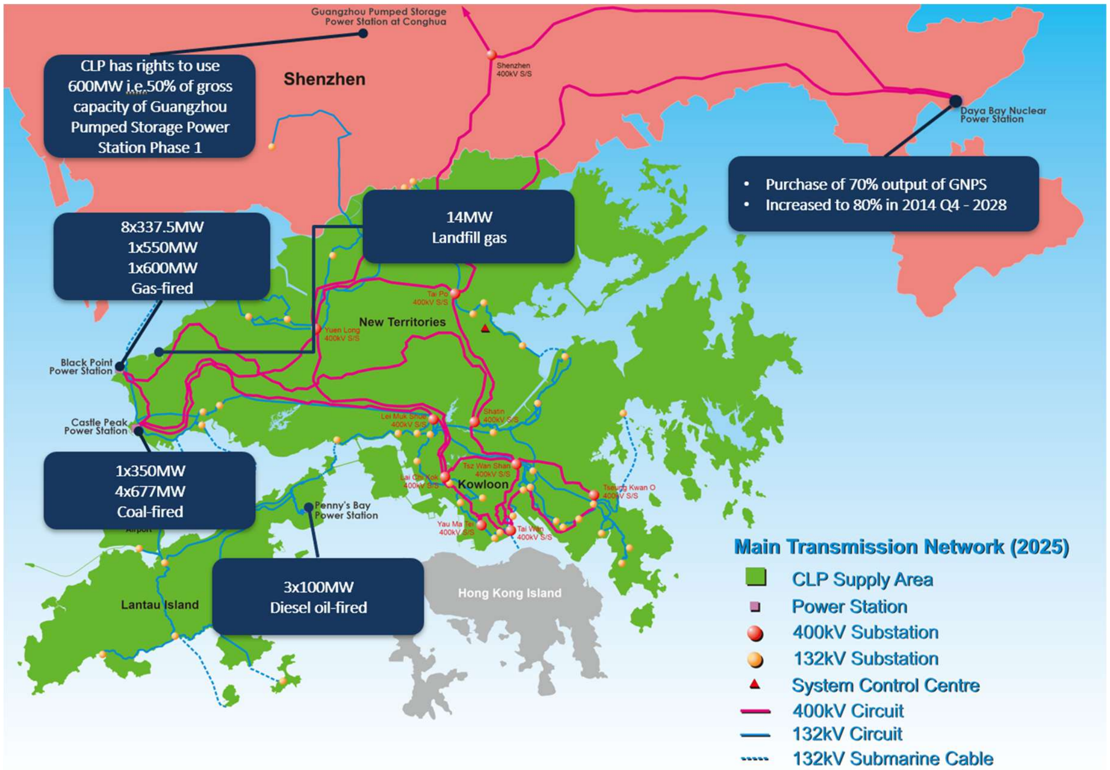
Year-on-Year Change	Increase/ (Decrease)	
	GWh	%
Residential	(238)	(2.3)
Commercial	(58)	(0.4)
Infrastructure and Public Services	(36)	(0.3)
Manufacturing	(33)	(2.1)

Share of Total Sales



|Electricity Supply by CLP Power

(2025 Figures)



Generation	Transmission	Distribution	Retail
9,258MW installed capacity	>17,300km of transmission and high voltage distribution lines	257 primary and >15,900 secondary substations	35,760GWh supplied to Hong Kong in 2025 and about 2.9 million customer accounts

2. Scheme of Control Agreement

2.1 Introduction

CLP Power's electricity business in Hong Kong is regulated by the Hong Kong SAR Government ("the Government") under the Scheme of Control Agreement ("SCA").

Under this regulatory arrangement, power companies have the obligation to provide sufficient and reliable electricity supply in their service areas. Customers obtain a quality electricity supply at a reasonable price and in an environmentally responsible manner, while the power companies earn a reasonable return in relation to the capital invested.

The SCA also provides an effective and stringent regulatory framework for the Government to monitor power companies' operating and financial performances. Operating performance covers supply reliability, operational efficiency, customer service and energy efficiency. Financial performance covers power companies' electricity-related capital investment, operating expenditure, fuel costs, rate of permitted return and tariff adjustment.

In April 2017, CLP Power and CAPCO ("the Companies") entered into a new SCA with the Government, effective from 1 October 2018 to 31 December 2033.

2.2 Regulatory Framework and Processes

The Government closely monitors the performances of the power companies under the SCA through the following reviews: Development Plan Review, Annual Tariff Review, Annual Auditing Review and Interim Review.

Development Plan Review

The Companies submit to the Government a detailed 5-year plan to meet electricity demand for the development of Hong Kong. The plan is to be approved by the Executive Council and covers the required capital expenditure, operating and fuel costs, projected electricity sales and the Basic Tariff rates.

Annual Tariff Review

The Companies submit to the Government a tariff proposal for the coming year before end of October each year. The proposal includes sales and maximum demand forecasts, total capital expenditure, total operating expenditure, cost of fuels and projected Basic Tariff rate etc.

Annual Auditing Review

The Companies submit detailed information to the Government before the end of March each year for auditing and reviewing the financial, technical and environmental performance for the preceding financial year.

Interim Review

A review is conducted every 5 years over the term of the SCA on SCA-related matters. Changes can be made by mutual agreement between the Companies and Government.

2.3 Key Features under SCA

2.3.1 Features Related to Tariff

- Basic Tariff

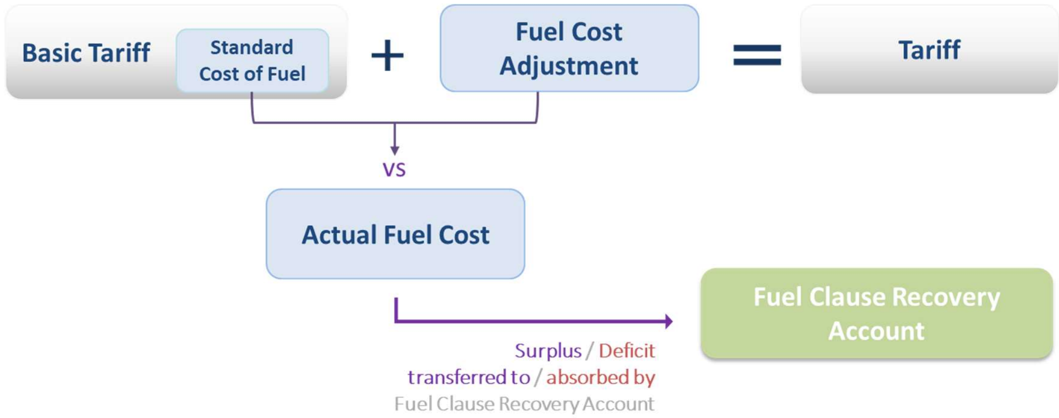
  It is set at a level to cover the total costs of the electricity supply, including operating costs, standard cost of fuels and SCA return.

- Fuel Cost Adjustment

  Fuel Cost Adjustment is either a charge or rebate to cover the difference between the actual cost of fuels spent and the standard cost of fuels collected through the Basic Tariff.

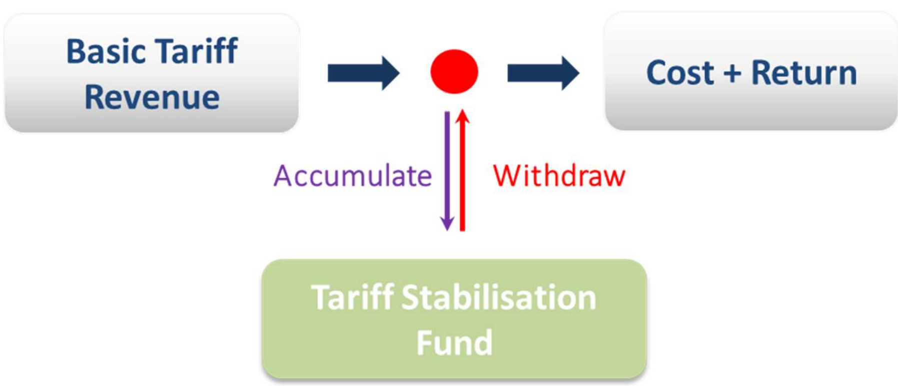
- Fuel Clause Recovery Account (“FCRA”)

  The FCRA which captures the difference between the actual cost of fuels and the fuel costs recovered through the standard cost of fuels included in Basic Tariff and Fuel Cost Adjustment.



- Tariff Stabilisation Fund ("TSF")

  The TSF aims to ameliorate tariff increases or stabilise tariff levels. If the gross tariff revenue collected exceeds or is less than the total revenue required, the amount will be added to, or deducted from, the TSF.



- Permitted Rate of Return

  Under the SCA, the Companies are permitted to earn a fixed rate of return on the total value of the average net fixed assets for that year. The permitted rate of return under the current SCA is 8%.

3. Tariff Information

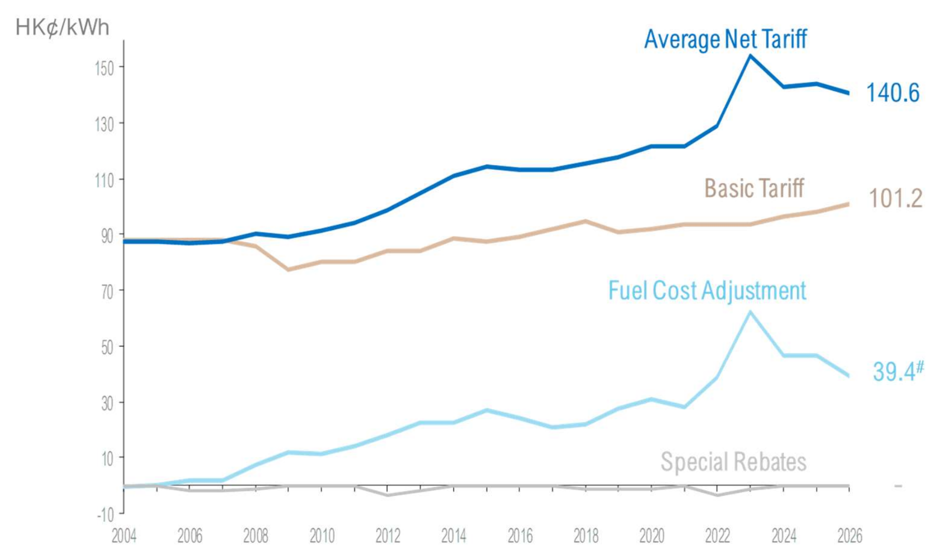
3.1 Tariff Components

Tariffs paid by our customers consist of two main components:

- The Basic Tariff which covers the total costs of the electricity supply, including operating costs, standard cost of fuels and SCA return.
- The Fuel Cost Adjustment, which is either a charge or rebate to cover any fuel costs above or below the standard cost of fuels already included in the Basic Tariff.

3.2 2026 Tariff Adjustments

Components Unit: HK¢/kWh	January 2025	January 2026	Change
Average Basic Tariff	98.0	101.2	+3.2
Fuel Cost Adjustment	46.3	39.4	-6.9
Average Net Tariff	144.3	140.6	-3.7

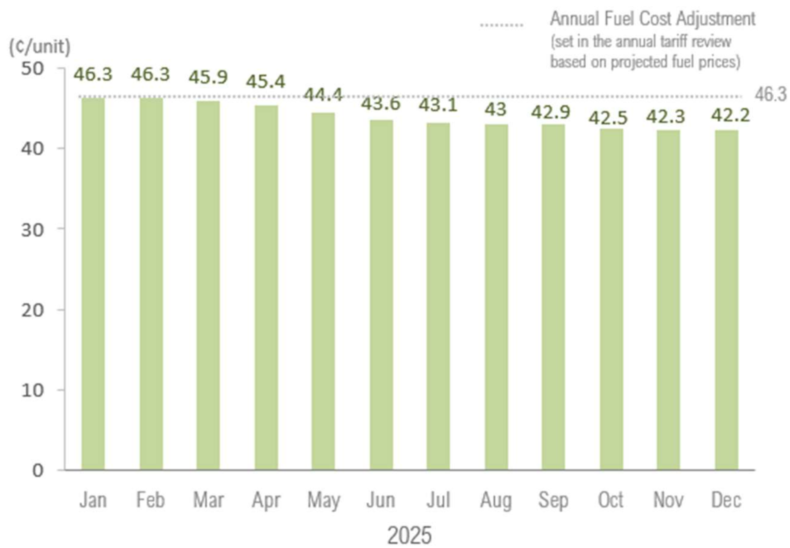


#The figure is based on the rate announced in the annual tariff review.

|Monthly Fuel Cost Adjustment

Under the current SCA, the Fuel Cost Adjustment is automatically adjusted on a monthly basis to reflect changes in actual price of fuel used. This arrangement is transparent and reflects fuel price changes in a timely manner. The below chart shows the actual monthly fuel cost adjustments in 2025.

More information on monthly Fuel Cost Adjustment can be found on our website.



3.3 A Reasonable Tariff

CLP Power's tariff level is reasonable and competitive compared to other key metropolitan cities in the world.

4. Supply Reliability

A reliable power supply for our customers at home and at work is important for Hong Kong to maintain its competitiveness and attractiveness for organisations to set up their businesses. Maintaining high reliability is critical for our customers in an economy which is built around service industries that depend on a reliable electricity supply, in a densely populated smart city urban environment.

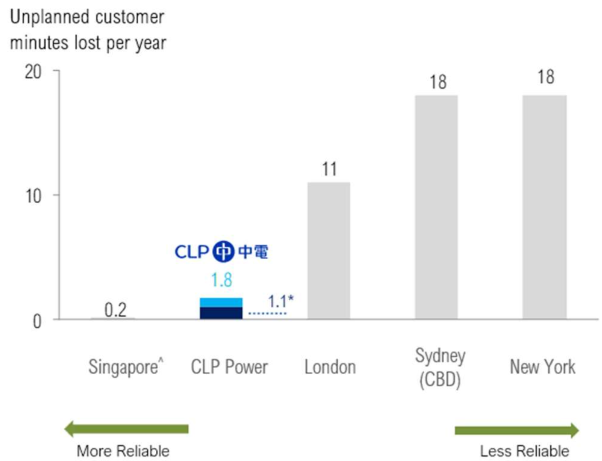
4.1 Reliability Performance

CLP Power provides reliable electricity supply in Hong Kong at a world-class reliability of over 99.999%.

|Supply Reliability Performance Indicators

Supply Reliability Performance Indicators	
System Average Interruption Frequency Index (SAIFI) **The average number of supply interruptions for each customer served. Both planned and unplanned interruptions are included.**	• The three-year average SAIFI (2023–2025) was 0.20. This was lower than last year's three-year rolling average of 0.26.
System Average Interruption Duration Index (SAIDI) **The average duration of interruptions each customer may encounter in a given year.**	• The three-year average SAIDI (2023–2025) was 0.23 hours, including both planned and unplanned interruptions. This was lower than last year's three-year rolling average of 0.30.
Unplanned Customer Minutes Lost (Unplanned CML) **The average duration of unplanned power interruptions per customer in a given year. These outages occur without prior notice, and happen as a result of various factors such as weather events, third-party damage to the network and equipment faults.**	• The three-year rolling average (2023–2025) of unplanned CML was about 1.8 minutes, which was lower than last year's three-year rolling average of 6.0 minutes. • CLP Power maintains a world-class supply reliability of over 99.999% in Hong Kong, which is higher than other major international cities in the following diagram.

|Unplanned Customer Minutes Lost (Unplanned CML)



Remarks:

(1) *2023-2025 average for CLP Power was 1.8 minutes; Taking out the impact due to Major Event Day (such as Typhoon Saola in 2023, Typhoon Wipha & Ragasa in 2025), the three-year average was 1.1 minute.

(2) 2022-2024 average for other cities.

(3) ^There are no overhead lines in Singapore.

4.2 Sufficient Generating Capacity

Reserve capacity is essential to cater for any loss of generating capacity due to planned maintenance and unforeseen outages even at peak load. CLP Power sets the level of reserve margin by making reference to the maximum electricity demand as one of the most important indicators for planning and operations. This is in line with best practice adopted in the electricity industry all over the world.

5. Environmental Performance

5.1 Emissions Management

Through a combination of emissions reduction technologies and changes to our fuel mix including the introduction of natural gas, nuclear power, low-emission coal and the addition of sophisticated emissions control facilities, we have achieved significant emissions reduction and successfully met the increasingly stringent emissions caps for our power plants set by the Government.

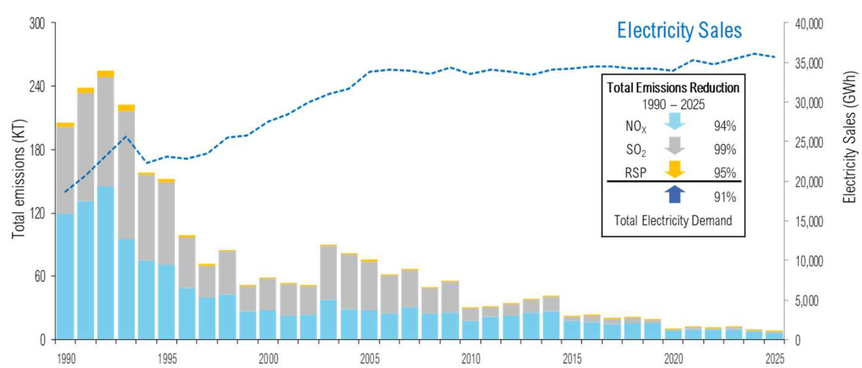
Three out of four generation units at Castle Peak A Power Station have been retired. CLP Power has received an environmental permit to carry out the decommissioning and demolition of the plant. The use of coal at Castle Peak B Power Station will be phased out by 2035. Meanwhile, the completion of the D2 gas-fired generation unit at Black Point Power Station in 2024, adding to the existing D1 unit, significantly bolstered CLP's ability to deliver a reliable, lower-carbon power supply as coal-fired generation is being phased out.

From 2015 to 2022, eight gas-fired power generation units at the Black Point Power Station received turbine upgrades, resulting in a reduction in nitrogen oxides emissions.

Moreover, generation capacity of WE Station (West New Territories Landfill gas Power Generation Project) has increased 4MW to a total of 14MW after the commissioning of two new generation units in 2024, which also increased the amount of renewable energy we generate in Hong Kong.

A reduction of more than 94% in SO_2, NO_x and RSP emissions and 31% in carbon emissions have been achieved since 1990, while electricity demand has grown by over 91% during the same period.

5.2 Emissions Performance



|Emissions Performance of CLP's Power Stations in Hong Kong in 2025

Total Emissions					
Power Station	Carbon Emissions (kT)	Air Emissions (kT)			
	CO_2e	SO_2	NO_x	Particulates (Total)	Particulates (Respirable)
Black Point C	4,136	0.02	1.37	0.07	0.07
Black Point D	2,941	0.017	0.14	0.047	0.047
Castle Peak A	36	0.02	0.02	0.001	0.001
Castle Peak B	5,085	0.53	5.07	0.15	0.10
Penny's Bay	0.82	0.000002	0.001	0.00002	0.00002

Emissions Intensity					
Power Station	Carbon Emissions (kg/kWh, sent-out basis)	Air Emissions (kg/kWh, sent-out basis)			
	CO_2e	SO_2	NO_x	Particulates (Total)	Particulates (Respirable)
Black Point C	0.395	0.000002	0.0001	0.00001	0.00001
Black Point D	0.346	0.000002	0.00002	0.00001	0.00001
Castle Peak A*	N/A	N/A	N/A	N/A	N/A
Castle Peak B	1.033	0.0001	0.001	0.00003	0.00002
Penny's Bay	1.242	0.000004	0.002	0.00003	0.00003

*Emissions intensity is not applicable (N/A) for Castle Peak A in 2025 due to no net sent-out electricity, with on-site net electricity consumption

|CO_2e Emissions Intensity of Electricity Sold by CLP Power Hong Kong

	2021	2022	2023	2024	2025
CO_2e Emissions Intensity of Electricity Sold by CLP Power Hong Kong[1,2] (kg CO_2e/ kWh)	0.39	0.39	0.39	0.38	0.34

[1] "Electricity sold" is the total electricity energy sold to CLP Power Hong Kong Limited's customers before the adjustment of Renewable Energy Certificates.

[2] In accordance with the Greenhouse Gas Protocol, direct CO_2 emissions from WE Station's landfill gas from waste for power generation are not included in CLP's Scope 1 CO_2e emissions inventory and are reported separately. In 2025, the CO_2 emissions from the WE Station's landfill gas combustion are 35kt. Its non-CO_2 GHG emissions (i.e. CH4 and N2O) are included in CLP's Scope 1 CO_2e emissions.

|5-year Key Operating Statistics

	2021	2022	2023	2024	2025
Installed capacity, MW	9,623	9,648*	9,648*	9,202	9,258
System maximum demand - Local, MW#	7,477	7,720	7,452	7,336	7,455
Thermal efficiency, % based on units sent out	41.3	40.9	41.6	42.6	43.6
Plant availability, %	84.4	89.1	85.8	89.1	89.1

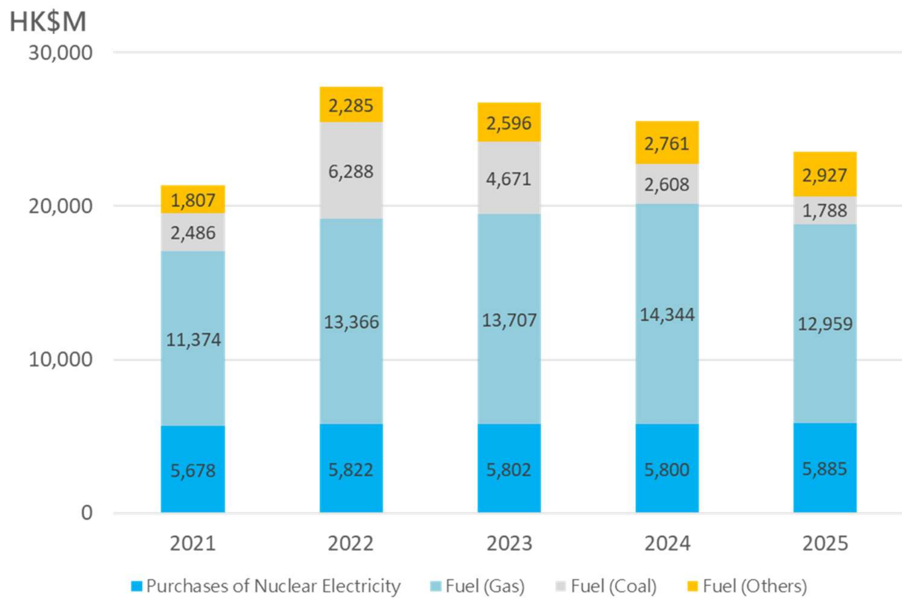
*Unit A1 of Castle Peak Power Station, with capacity of 350MW, was put in reserve to run only in emergency situations, after coming to the end of its asset life on 31 May 2022. The installed capacity without A1 would otherwise be 9,298MW.

Without taking into account the effect of the customer programme of demand response pursued to reduce electricity usage, the maximum demand would have been higher at 7,551MW in 2021, 7,858MW in 2022, 7,641MW in 2023, 7,349MW in 2024 and 7,532MW in 2025..

6. Energy Cost and Fuel Procurement

6.1 Energy Cost and Fuel Consumed

6.1.1 Energy Cost by Year



6.1.2 Fuel Consumed

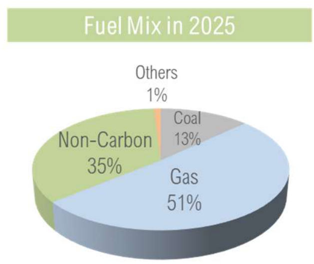
Fuel Consumed, terajoules	2021	2022	2023	2024	2025
Gas	132,609	128,453	135,670	146,100	140,126
Coal	75,307	77,172	76,699	69,394	55,622
Oil	1,928	1,875	2,161	2,061	1,492
Total	209,844	207,500	214,530	217,555	197,240
Cost of fuel, HK$ per gigajoule - Overall	70.25	99.18	91.97	85.17	82.98

6.2 Fuel Procurement

6.2.1 Diversified Fuel Mix

It is critical for CLP Power to manage the fuel mix carefully to ensure fuel security and as much price stability as possible while providing a reliable electricity supply and meeting environmental standards at reasonable costs.

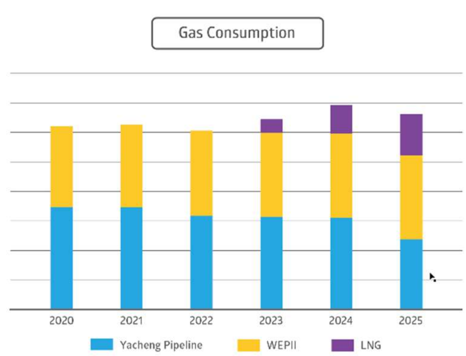
As an integral part of our fuel procurement strategy, CLP Power maintains a diversified fuel mix using different fuels and different fuel sources including natural gas, coal, and renewable energy, as well as nuclear which is relatively stable in price. Amid the continued volatility in international fuel prices, nuclear has played an important role to help smooth out price fluctuations from broader energy market dynamics.



Non-Carbon include energy from power sources that add no extra carbon to the atmosphere, such as nuclear, solar etc.
Others include oil and energy from waste

|Gas Supplies

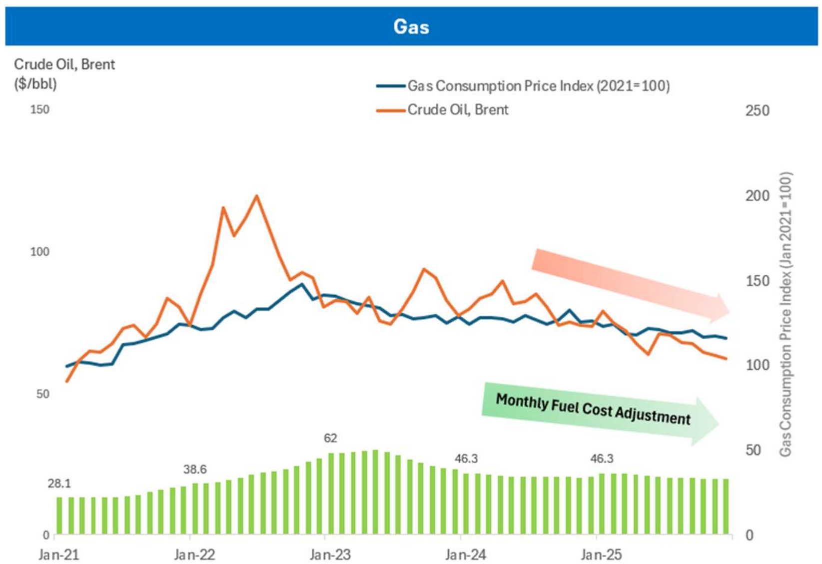
To meet the Government's target of increasing local gas-fired generation by 2020, CLP Power has taken additional steps to ensure sufficient gas supply and to further increase the diversity and security. In 1996, CLP Power started importing natural gas from Yacheng for power generation. With the gradual depletion of the Yacheng gas field, CLP Power has been importing natural gas from the Second West-East Gas Pipeline (WEPII) and has been receiving additional gas from CNOOC's gas fields in the South China Sea under a new long-term contract using the existing Yacheng pipeline since 2013 and 2020, respectively. In 2023, the launch of the offshore LNG terminal made available a critical new source of natural gas for CLP Power, giving the company access to competitively priced, reliable LNG from diverse sources in the global market and enhancing the territory's gas supply security.

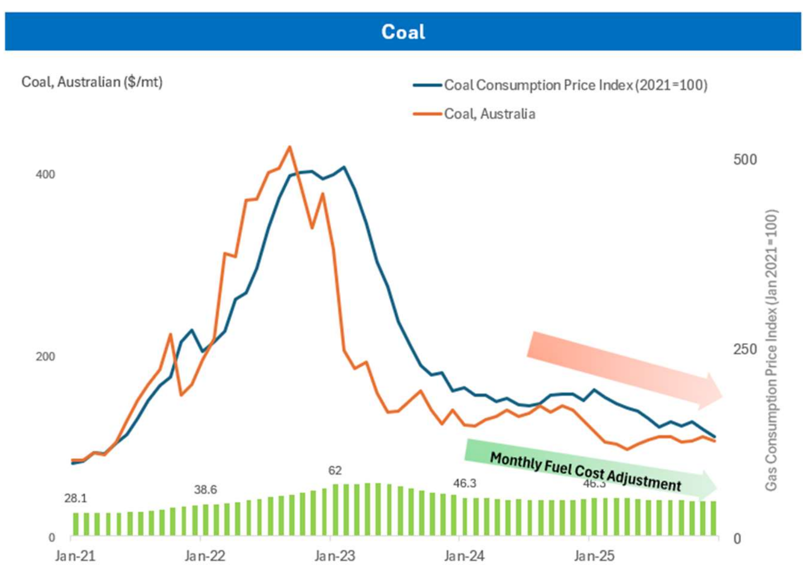


6.2.2 Fuel Cost Management

All of the fuels in Hong Kong required for power generation are imported and they are subject to price volatility in the international fuel markets. Fuel procurement is governed by the same set of company-wide policies and procedures as other procurement, which could be found in Chapter 11 of this booklet, to ensure supply security and regulatory compliance.

In addition, we continuously manage our fuel costs by contracting with different fuel suppliers, as well as using a wide range of commercial terms to secure competitively-priced fuels from the market. For example:





7. Renewable Energy and Energy Efficiency and Conservation

7.1 Promotion of Renewable Energy and Energy Efficiency and Conservation

The current SCA marks another milestone towards a greener, smarter and low-carbon environment. In support of the Government's environmental policy to address climate change, a series of new initiatives have been introduced in the current SCA. These include the Feed-in Tariff Scheme and Renewable Energy Certificates to encourage participation from various sectors of the community to support local Renewable Energy (RE) development. Other initiatives include New Eco Building Fund, Community Energy Saving Fund and energy audits to help our customers achieve demand side management, energy saving, and enhancing public education.

|RE Feed-in Tariff (FiT) Scheme

The FiT Scheme encourages the development of RE by allowing customers to connect RE systems to the grid and sell the electricity generated back to CLP Power at favourable rates. It is applicable to electricity produced by solar and wind power systems with a generating capacity of up to 1MW. FiT rates are adjusted based on the review with the Government, after which new rates will be applied to new applications of RE systems.

|Renewable Energy Certificates (RECs)

Any residential or commercial and industrial customer with a CLP Power electricity account is eligible to purchase RECs. Each unit of electricity carried in a REC represents electricity produced by local renewable energy sources including solar power, wind power, and waste-to-energy projects, generated or purchased (such as through the Feed-in Tariff scheme) by CLP Power. Revenue generated from the sale of RECs will contribute towards part of the price of purchasing renewable energy through the FiT Scheme, helping minimise the cost of electricity as a whole.

|Eco Building Fund

The Eco Building Fund was first set up in 2014 to help residential building owners to carry out energy efficiency improvement works in the communal areas. Under the current SCA, its scope has been extended to cover commercial and industrial buildings as well, and its funding has been increased to subsidise about 400 buildings per year. On top of lighting and air-conditioning systems replacement, the upgraded fund also supports retro-commissioning projects and the use of smart technology.

|CLP Community Energy Saving Fund

Under the current SCA, 65% of the incentives earned by the Companies by helping customers save energy will be allocated to the CLP Community Energy Saving Fund. The fund began operations in January 2019 to carry out a territory-wide energy efficiency and conservation campaign, encouraging residential customers to live low-carbon lifestyles, subsidising business customers to replace electrical equipment with more energy efficient models, and at the same time supporting the underprivileged.

|Energy Audit

CLP Power has been conducting energy audits for business customers since the 1990s. It is a free service helping businesses to save energy and operating costs. Energy system performance analysis is performed at customers' premises to identify Energy Management Opportunities (EMOs) and propose energy saving solutions. Under the current SCA, CLP Power quadruples the number of energy audits it offers to business customers from 150 to 600 a year, with total electricity saved expecting to reach 48GWh each year.

|Renewable Energy

Over 2,000 new Renewable Energy Systems were connected to CLP Power's electricity grid during the reporting period. Up to the end of the reporting period, the total renewable energy generation in our supply area was around 464GWh.

|Smart Meters

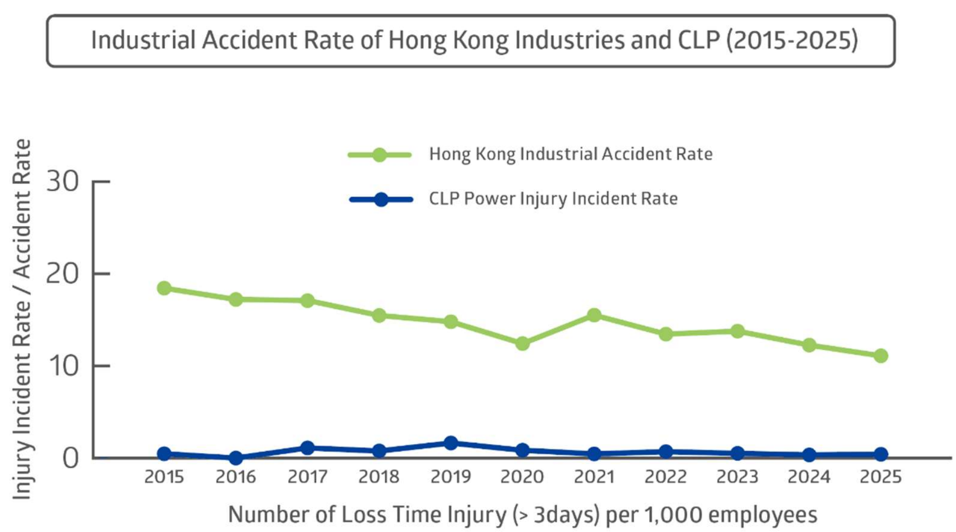
In late 2025, CLP Power successfully completed a seven -year programme to install smart meters for customers as scheduled. The programme provides customers with greater insights to manage their energy consumption, and also enables CLP Power to enhance efficiencies and deliver better services.

8. Safety and Health

Safety is always the Number One priority in CLP Power. Stringent safety guidelines are well in place and strictly enforced by staff and contractors to ensure safety in all work processes and at all facilities.

To ensure a safe working environment for our staff and contractors, we proactively conduct safety inspections and risk assessments to upkeep our safety performance.

8.1 Safety Performance



Note: The Hong Kong Industry Accident Rate is sourced from Labour Department Occupational Safety and Health Statistics Bulletin, and information paper of Legislative Council Panel on Manpower on Hong Kong's Occupational Safety Performance in 2025.

(1) The Hong Kong Industrial Accident Rate is sourced from Legislative Council Panel on Manpower's Paper on Hong Kong's Occupational Safety and Health Performance in 2025 (published in May 2026)

9. Customer Excellence

CLP Power is committed to providing our customers with the best quality service and value. We continuously improve both our productivity and efficiency for the benefit of our customers.

We assess our performance regularly and report our achievements to establish a performance pledge on a yearly basis. The table below shows our targets and performance in 2025.

Performance Standards	2025Targets	2025 Results
Reliability of electricity supply	>99.99%	**Target met**
Notify customers 3 working days in advance of planned outage	>99%	**Target met**
Average arrival time for loss of supply inspection	<28 minutes#	**Target met**
Average supply restoration time after fault outage	<2 hours#	**Target met**
Provide appointments for installation inspections within 3 working days	96.50%	**Target met**
Carry out site investigations on consumption enquiries within 3 working days	98%	**Target met**
Keep appointments to visit customers for supply applications within a 1.5-hour time slot	99.8%	**Target met**
Connect and supply electricity within the same day after satisfactory installation inspection	99.98%	**Target met**
Reconnect supply within the same day of payment of outstanding charges	95%	**Target met**
Answer Emergency Service Hotline by Customer Service Officer within 20 seconds (effective in 2022)	90% of answering time	**Target met**
Answer Enquires Hotline by Customer Service Officer within 20 seconds (effective in 2022)	80% of answering time	**Target met**
Average queuing time for customer service enquiries at Customer Service Centres	Within 3.5 minutes	**Target met**

Excluding incidents occurred during major events which are specified in the Scheme of Control Agreement.

10. Financial Performance

10.1 Scheme of Control Financial & Operating Statistics

10.1.1 Scheme of Control Statement

CLP Power Hong Kong Limited and Castle Power Company Limited

	2024 HK$M	2025 HK$M
SoC revenue	50,804	49,121
Expenses		
Operating costs	5,571	6,040
Fuel	19,713	17,674
Purchases of nuclear electricity	5,800	5,885
Provision for asset decommissioning	80	90
Depreciation	5,683	5,832
Operating interest	1,407	1,252
Taxation	2,112	2,086
	40,366	38,859
Profit after taxation	10,438	10,262
Interest on increase in customers' deposits	39	11
Interest on borrowed capital	1,700	1,488
Adjustment for performance incentives	(481)	(526)
Profit for SoC	11,696	11,235
Transfer from/(to) Tariff Stabilisation Fund	(425)	386
Permitted return	11,271	11,621
Deduct interest on/ Adjustment for		
Increase in customers' deposits as above	39	11
Borrowed capital as above	1,700	1,488
Performance incentives as above	(481)	(526)
Tariff Stabilisation Fund to Rate Reduction Reserve	124	85
	1,382	1,058
Net return	9,889	10,563
CESF contribution	(238)	(242)
Net return after CESF contribution	9,651	10,321
CLP Power's share of net return after CESF contribution		
CLP Power	6,536	7,081
Interest in CAPCO	2,180	2,268
	8,716	9,349

10.1.2 Operating Costs

For the Year ended 31 Dec (HK$M)	2024	2025
Operating Costs		
- Cost of Labour, materials & services and supervision	4,350	5,081
- Government Rent & Rates	609	594
- Fixed Asset Disposal	560	311
- Loan Charges	52	54
Sub-total for Operating Costs	5,571	6,040

10.2 Segregated Annual Cost Data

10.2.1 Operating Expenses

Year 2025 (HK$m)	Generation	Non-Generation#
Costs by Segment		
Operating Expenses (Note 1)	5,699	7,515
Fuel	17,674	0
Purchases of nuclear electricity	5,885	0
Total	29,258	7,515

Note 1: includes direct, indirect costs and depreciation

10.2.2 Net Fixed Assets Movement

Year 2025 (HK$m)	Generation	Non-Generation#
Opening balance (1/1/2025)	47,594	95,531
Closing balance (31/12/2025)	47,354	100,043
Total Capital Expenditure for 2025	2,641	7,918

Cost data pertaining to Transmission & Distribution and Customer Services

10.3 Tariff Stabilisation Fund and Fuel Clause Recovery Account

Balance as at 31 Dec (HK$m)	2021	2022	2023	2024	2025
Tariff Stabilisation Fund	3,109	2,928	2,529	3,048	2,786
Fuel Clause Recovery Account	(1,116)	(3,543)	(328)	(370)	1,043

10.4 Summary of Loans and Equity

Combined Debt Profile and Equity, HK$M As at 31 December	2021	2022	2023	2024	2025
Availability Facility	61,013	60,788	60,792	61,726	58,746
Bank Loans and Other Borrowings (A)	46,351	48,559	47,835	52,140	50,157
- Short-Term Loans	8,023	7,879	11,868	11,280	8,836
- Long-Term Loans and Other Borrowings	38,328	40,680	35,967	40,860	41,321
Undrawn Facility	14,662	12,229	12,957	9,586	8,589
Equity (B)	49,934	52,528	54,364	56,036	58,405
Gearing Ratio (A/(A+B))	48%	48%	47%	48%	46%

10.5 Employee Statistics Data

As at 31 Dec (HK$m)	2021	2022	2023	2024	2025
No. of SoC employees	3,900	4,012	4,101	4,317	4,411
- Professionals and Administrative	1,159	1,221	1,297	1,364	1,414
- Engineers and Technical	1,457	1,514	1,538	1,611	1,650
- Technical Operations	1,284	1,277	1,266	1,342	1,347
Voluntary turnover rate[#]	4.9%	6.2%	6.2%	6.1%	4.3%

*Voluntary staff turnover refers to employees leaving the organisation voluntarily and does not include dismissal, retirement, company-initiated termination or end of contract.

Five-Year Summary: Scheme of Control Financial & Operating Statistics

10.6 Performance Incentives and Penalties under the SCA

Performance Category	Measurement for Each Year	Adjustment to the Permitted Rate of Return		2025 Actual	2025 Incentive earnings			Objectives
		Maximum incentive for performance above the respective target	Maximum penalty for performance below the respective target		%	HK$m	HK$m (Net Incentive after CESF contribution)	
Operational and Customer Services	Supply reliability	+0.015%	-0.015%	99.9974%	+0.015%	21.789	21.789	Drive high supply reliability for customers across the year
	Operational efficiency	+0.01%	-0.01%	100.00%	+0.010%	14.526	14.526	Promote efficient customer connection & supply performance
	Customer services	+0.01%	-0.01%	100.00%	+0.010%	14.526	14.526	Encourage a high level of quality of customer services
	Supply restoration	+0.015%	-0.015%	60 mins	+0.015%	21.789	21.789	Reduce & minimise supply outage duration for customers across the year
Energy Efficiency and Demand Response	Energy savings from audits	+0.1%	0.0%	50.73GWh	+0.100%	145.261	50.841	Realise energy savings for customers from energy audits
	Number of completed energy audits	+0.04%	0.0%	618	+0.040%	58.104	20.336	Encourage customers to identify opportunities for improved efficiency
	No. of buildings under New Eco-Building Fund	+0.02%	0.0%	1042	+0.020%	29.052	10.168	Support buildings in enhancing the energy efficiency of their common areas
	Energy saving from New Eco-Building Fund	+0.1%	0.0%	50.76GWh	+0.100%	145.261	50.841	
	Demand response reduction	+0.025%	0.0%	77MW	+0.025%	36.315	36.315	Drive and support customer-side electricity demand reduction to minimise future generation and network capacity investment
Renewable Energy	Number of new Renewable Energy Systems that generate electricity regularly	+0.0025%	0.0%	1,949	+0.0025%	3.632	3.632	Support adoption of renewable energy by customers and the community
	Number of new Renewable Energy Systems connections	+0.0025%	0.0%	2,059	+0.0025%	3.632	3.632	
	Percentage of electricity generated from Renewable Energy Systems in CLP Power's service areas (excluding systems directly owned by the Government)	+0.05%	0.0%	1.83%	+0.020%	29.052	29.052	Encourage renewable energy generation from connected systems
	Sales of renewable energy certificates ("RE Certificates")	See Note 1		HK$ 87.963M	See Note 1	8.796	8.796	Encourage greater customer participation in the purchase of renewable energy attributes

"Renewable Energy System" means an electricity generation system employing solar, wind, biomass, hydro, tidal, wave, geothermal, energy from waste (including landfill gas or sewage gas) or such other energy sources that are secure and inexhaustible (in the sense that there is no problem of reserve being depleted) as may be mutually agreed by the Companies and the Government.

The 2025 Auditing Review is underway and the incentive earnings are yet to be verified

CLP Power and CAPCO make a contribution to the CLP Community Energy Saving Fund each year of an amount equal to 65% of the total energy efficiency incentive amount

Note 1: The RE Certificate Sales Incentive Amount for a year is 10% of the total revenue generated from sales of RE Certificates by CLP Power to customers.

10.7 CLP Community Energy Saving Fund (CESF) Related Performance

10.7.1 Amount of incentive contributed to CESF by shareholders for the last 5 years

as at 31 Dec (HK$m)	2021	2022	2023	2024	2025
CESF contribution by SoC Companies' shareholders (HK$M)	208	218	230#	238	242*

#The amount contributed to the CLP Community Energy Saving Fund for 2023 was reported as HK$230 million in the 2023 Annual Report. Following the completion of the 2023 Audit Review, the final amount was confirmed at HK$225.8 million, and the corresponding adjustment was reflected in the 2025 Annual Report.

*The 2025 Auditing Review is underway and the CESF contribution by SoC Companies shareholders are yet to be verified

10.7.2 Programmes funded by CESF in 2025

In 2025, CLP launched a series of community support programmes to support underprivileged people, promote the development of renewable energy and encourage the community to save energy and reduce carbon emissions. Programme details are as follows:

2025	Fund Spent (HK$M)
Power Connect Scheme	21.2
Electrical Equipment Upgrade Scheme	35.8
CLP Retail and Catering Coupons Programme	48.4
Student E-learning Assistance Programme	5.8
Underprivileged Families Electricity Subsidies Programme	47.0
Home Electrical Safety for the Underprivileged Programme	9.4
Rewiring works for installing individual meters	4.9
Subvented Organisation Energy Saving Improvement Scheme	12.3
Inverter Air Conditioner Replacement Subside Scheme	4.8
Other programmes	2.8

10.8 Related Party Transactions

The following is a summary of significant transactions between CLP Power, CAPCO and related parties, which were carried out in the normal course of business during the year ended 31 December.

	2024 HK$M	2025 HK$M
Purchase of electricity from a fellow subsidiary (i)	7,015	7,154
Engineering works rendered by a fellow subsidiary (ii)	489	616
LNG terminal services rendered by a joint venture (iii)	476	480

(i) CLP Power has arrangements with the fellow subsidiary, Hong Kong Nuclear Investment Company Limited, to purchase the nuclear electricity from Guangdong Daya Bay Nuclear Power Station (GNPS). The base price paid by CLP Power for electricity generated by GNPS is determined by a formula based on GNPS's operating costs and a calculation of profits with reference to the capacity factors.

(ii) CLP Power and its subsidiaries have entered into a number of engineering work contracts with a fellow subsidiary, CLPe Solutions Limited, to develop, construct and maintain the electricity supply facilities of CLP Power and CAPCO. The prices of the contracts are determined with reference to the prevailing market prices.

(iii) CAPCO has entered into an arrangement with the joint venture, Hong Kong LNG Terminal Limited (HKLTL), to receive LNG terminal use and related LNG storage and regasification services from HKLTL. The fee charged by HKLTL is mainly to cover costs incurred in providing the services.

11. Key Procurement Principles

Procurement is an integral part of our business process. To maintain and develop our electricity supply business to meet our customers' needs, we are committed to providing high-quality, low-cost services to our customers in a responsible manner. This in turn requires that our suppliers meet our expectations in providing the products and services that we procure from them.

Our preferred suppliers will be those who are ethical and committed to sustainable development, have demonstrated safety, health, environment, quality competence, internationally competitive pricing, meeting the expectations of CLP's Supplier Code of Conduct ("SCoC"), and are compliant with legal and business performance requirements.

|Our Values

Our vision is underpinned by values that ensure we behave in a way that is consistent with the mission we have set for ourselves. They begin with how we treat our own people and move through our relations with investors, suppliers, business partners and the Government to the wider communities in which we operate. CLP has a longstanding Value Framework, and Code of Conduct that provides the guiding principles for all company employees, to demonstrate our commitment to act with integrity in all our activities to ensure business success.

|Sustainable Procurement

We encourage our suppliers to abide by the same values and principles as ourselves, and to adopt the same standards of integrity and transparency in doing business with us. The CLP's SCoC highlights our expectations on the 11 responsible procurement practices. We make reference to the SCoC in our supplier assessment, selection and contract performance monitoring.

|Fair and Objective Evaluations and Supplier Selections

CLP Power has established a fair and consistent approach for conducting tender evaluations. A cross functional project team is responsible for completing these evaluations based on a balanced framework. This framework offers a guideline for assessing supplier proposals including the aspects, of Safety, Quality, Delivery, Innovation, Support and Commercial (including contractual adherence) considerations, with the aim of ensuring objectivity and fairness throughout the procurement process.

|Approval for the Procurement Process

Segregation of authority is diligently enforced within CLP Power. CLP Power defines three types of approval for the procurement process: financial authority to approve the funding; purchasing authority for contract execution; and payment authority for supplier payments. This proactive approach emphasizes the importance of preventing conflicts of interest and maintaining an optimal level of internal control within CLP Power.

|Regulatory Process

The SCA provides an effective and stringent regulatory framework for the Government to monitor CLP's operating and financial performance (i.e. electricity related capital investment etc.) through the regulatory process. In line with Section A of Schedule 3 of the Scheme of Control Agreement, CLP submits to the Government the Development Plans relating to the provision and future expansion of the electricity supply system. Each Development Plan is subject to review and approval by the Executive Council in accordance with the provisions set out in Schedule 3 of the Agreement. The procedures for the reviews can be found on the CLP website.