



## Implementing Corporate Governance Culture is Key

**Mr. David Simmonds**  
**Group General Counsel &**  
**Company Secretary**  
**CLP Holdings Limited**

*Corporate Governance Roundtable*  
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Information Classification: Proprietary
 Energy for Brighter Tomorrows





Founded in **1901**

Listed in **Hong Kong** as CLP Holdings in **1998**



### CLP Holdings Limited

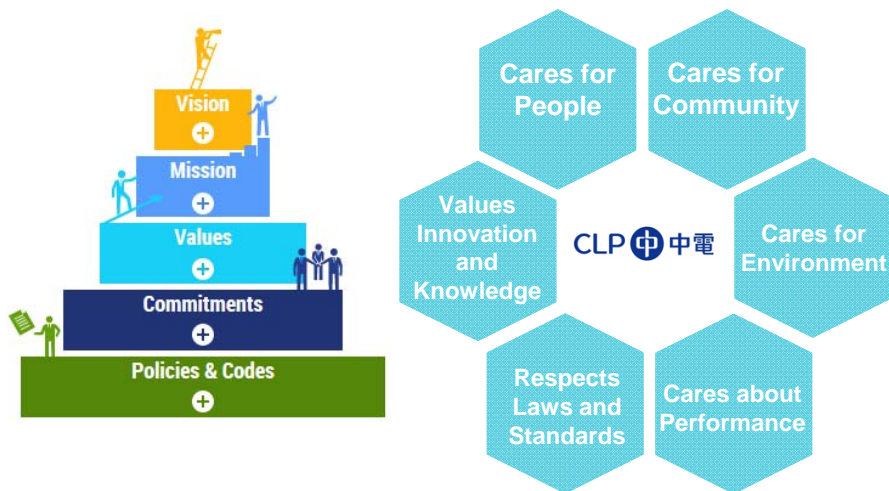
- Listed on the Hong Kong Stock Exchange (0002.HK).
- Operates a vertically-integrated electricity supply business serving 80% of Hong Kong's population.
- Holds investments in the energy sector in Chinese Mainland, India, Southeast Asia, Taiwan and Australia.
- Diversified portfolio of power generation assets include coal, gas, nuclear and renewables (wind, hydro, solar).


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Culture is one thing and  
varnish is another.

**Ralph Waldo Emerson**



CLP Culture underpins our Corporate  
Governance

## Can You Measure Organisational Culture?



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Why **CLP 中電**

**goes beyond**

**compliance?**

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## There is Value in it to CLP



- Enhanced access to capital
- Discipline and accountability from transparency
- Builds and enhance brand recognition
- Better relationships with regulators
- Increase employee engagement
- “Operating license” from communities

## Reinforcing the right corporate culture



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## Beyond Compliance

“It is hard to overstate the importance of reputation in a market economy....Rules cannot substitute for character.”

**Alan Greenspan**

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— Our unwavering commitment to the communities we serve —