

Contents

1	ABOUT THIS REPORT	2	5	ESG GOVERNANCE	30	9	Power Supply System	72			
	1.1 Reporting Period and Scope	4		5.1 Governance Framework	32		9.2 Transmission and Distribution Network	73			
	1.2 Reporting Standards and Reference Frameworks	4		5.2 ESG Governance Structure	32		9.3 Smart Grid and Digitalisation	75			
	1.3 Reporting Basis and Data Explanation	5		5.3 Materiality Assessment	33		9.4 Zero-carbon Infrastructure	78			
	1.4 Board Statement of Responsibility	5					9.5 Emergency Preparedness and Cross-Regional Coordination	80			
	1.5 Forward-looking Statement	5					9.6 Cybersecurity and Data Protection	83			
	1.6 Feedback	5									
2	MESSAGE FROM THE CHAIRMAN OF EXECUTIVE COMMITTEE	6	6	ESG STRATEGY AND DEVELOPMENT	36	10	FOSTERING TALENT DEVELOPMENT AND INCLUSIVE GROWTH	88			
	2025 Highlights and ESG Targets	12		6.1 From Value Chain to ESG Pillars	38		10.1 Workforce Profile and Talent Development	90			
3	ABOUT CEM	16	7	ACCELERATING NET ZERO AND CLIMATE RESILIENCE	42	10	10.2 Compliance and Labour Rights Protection	90			
	3.1 Corporate Positioning, Vision and Core Values	18		7.1 Climate Commitments	44		10.3 Remuneration, Benefits and Employee Care	91			
	3.2 Business Overview	18		7.2 Governance	45		10.4 Diversity, Equality and Inclusion	92			
	3.3 Shareholding Structure and Corporate Governance Structure	19		7.3 Strategy	45		10.5 Training and Development	92			
	3.4 Value Chain and Long-term Value Creation	21		7.4 Risk Management	53		10.6 Team Culture and Employee Cohesion	95			
4	CORPORATE GOVERNANCE	22	8	ADVANCING A CIRCULAR VALUE CHAIN	62	11	BUILDING TRUST THROUGH PARTNERSHIPS AND INTEGRITY	100			
	4.1 Governance Philosophy and Responsibilities of the Board of Directors	24					7.5 Metrics and Targets	54	11.1 Customer Service and Satisfaction	102	
	4.2 Delegation Framework and Committee Structure	24					7.6 Energy Efficiency	55	11.2 Public Electricity Service Support	104	
	4.3 Risk Management	25					7.7 Energy-saving Initiatives	55	11.3 Smart Customer Services	105	
	4.4 Business Ethics and Compliance	26					7.8 Enhancing Energy Efficiency	57	11.4 Responsible Supply Chain and Green Procurement	106	
	4.5 Concession Compliance and Service Quality	27					7.9 Air Quality	59	11.5 Community Engagement	109	
	4.6 Transparency and Continuous Improvement	28					7.10 Green Grid Development Plan	60	12	APPENDICES	118
							7.11 Deepening Regional Collaboration	61		List of Appendices	120