

A woman with long dark hair, wearing a black headset with a microphone, is smiling and looking towards the right. She is sitting at a desk in an office environment. In front of her is a large computer monitor displaying a website with various icons and text. Her right hand is resting on a black keyboard, and her left hand is near her chin. On the desk, there is also a silver pen and a black mouse. The background shows office cubicles and a window with a view of the outdoors.

# 11

## Building Trust through Partnerships and Integrity

**Sustainable** development is reflected not only in power grid development and energy transition, but also in growing together with customers, partners, and the community through collaboration and shared progress.



## 11.1 Customer Service and Satisfaction

CEM is committed to providing customers with stable, reliable, and high-quality electricity services. Through multiple communication channels and institutionalised management arrangements, the Company responds to the needs of different customer groups regarding power supply and related services. CEM has gradually introduced smart services and support measures to enhance the overall service experience and operational efficiency. In terms of electricity supply, CEM has maintained a high level of reliability, with all established targets achieved. For details of the specific targets, please refer to the **“Concession Compliance and Service Quality”** section of this Report.

### 11.1.1 Customer Profile

The customers of public electricity supply services include residential, industrial, commercial, and electric vehicle categories. Different customer types vary in electricity consumption scale, load characteristics, and service requirements. Their distribution provides insight into the overall electricity consumption structure in Macao and serves as a reference for the Company in power system planning, operational management, and service arrangements.

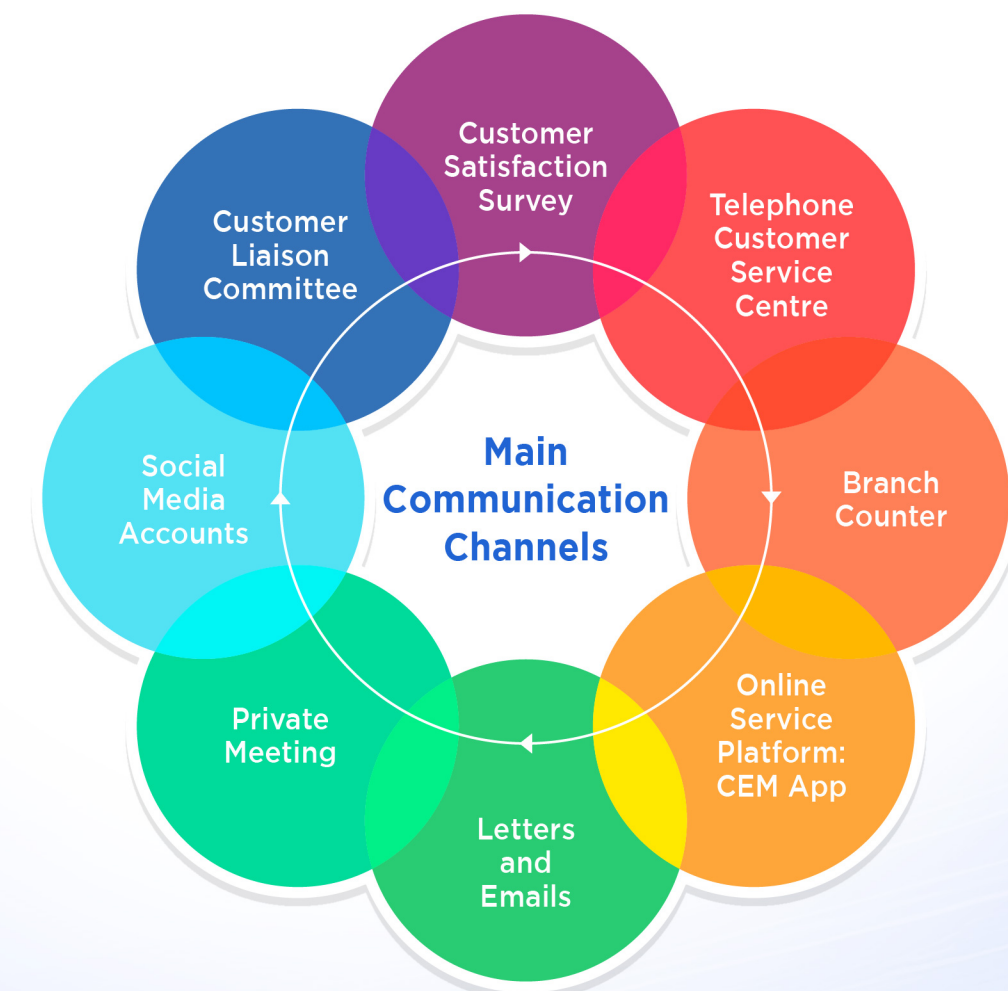


### 11.1.2 Customer Satisfaction

The Company has formulated and implemented a Customer Management Policy and a Complaint Management Policy. We also have a Service Management Manual compiled in accordance with the requirements of the ISO 20000-1:2018 service management standard, providing systematic guidance for customer service, complaint handling, and continuous improvement. Based on this framework, we continuously gather customer feedback on electricity services and related support arrangements through multiple channels, and follow up on enquiries and complaint cases to ensure service responses are consistent and traceable, optimising relevant service processes where feasible. All customer opinions are processed by the relevant departments according to established procedures, reviewing service processes and areas for improvement through case analysis. This year, a total of 9 complaints were recorded, all of which were resolved satisfactorily.

To assess our service performance and gain an understanding of customers' overall views on service quality, the Company has conducted regular customer satisfaction surveys since 1999. These surveys cover areas such as power supply stability, reliability, technical support, billing services, payment methods, transparency of information, customer service centre operations and communication performance. The survey results serve as an important reference for reviewing our service performance and optimising our service arrangements.

The customer satisfaction survey results for the year indicate that CEM's service performance reached an "excellent" level and approached the "outstanding" category, with overall satisfaction continuing to improve.





## 11.2 Public Electricity Service Support

In line with the established policies and relevant arrangements of the Macao SAR Government, the Company has implemented several electricity service support measures covering different customer groups, responding to various needs through the existing tariff mechanism and support schemes.

### Government Subsidy Scheme



Since 2008, the government has provided an electricity bill subsidy scheme for residential customers. The monthly subsidy amount was increased from the initial MOP 150 to MOP 200 to assist with regular electricity expenses.

### Senior Citizen Support Program



CEM operates a Senior Citizen Support Program offering a 11% discount on the first 88 kWh of monthly electricity consumption for eligible residential senior citizens.

### Social Assistant Tariff



Public or private entities engaged in non-profit activities in the field of social welfare that are recognised as important, and that provide supporting documents issued by the competent authority confirming their non-profit and social service nature, are eligible for electricity bill reductions under the Social Assistant Tariff.

### Social Support Tariff



Residential customers who are included in the Social Assistance Scheme of the Social Welfare Bureau (IAS), with a contracted capacity of 6.9 kVA or below and a monthly electricity consumption of 120 kWh or less over the past six months, may apply by providing a valid Social Assistance Card issued by the Bureau. Upon application and verification that the above consumption criteria are met, the Company will automatically apply the Social Support Tariff.

## 11.3 Smart Customer Services

In line with technological advancements and evolving customer needs, the Company is progressively promoting the application of smart services. Through digitalisation and information technology solutions, we aim to enhance service efficiency and convenience. These measures are based on smart meters and information systems, supporting electricity consumption data management, service process optimisation, and cross-platform service integration. They are gradually being expanded to areas such as customer service, electricity consumption management, and payment arrangements to assist customers in their daily electricity management and service usage. The Company also continuously assesses the potential of new technologies for application in electricity services and customer interaction, introducing suitable solutions where feasible to align with urban development and digitalisation trends, progressively enhancing our smart service capabilities.



### Smart Customer Services

- Handling electricity matters via online and mobile platforms
- Electronic enquiry and application processes
- Customer support and enquiry response
- Launch of CEM's Intelligent Voice Bot
- Establishment of CEM's Self-Service Kiosks



### Smart Electricity Management

- Application of smart meter data
- Electricity consumption monitoring and anomaly identification
- Analysis and forecasting of consumption trends



### E-Billing and Payments

- Collaboration with banks to promote the adoption of e-statements
- Diversified billing and payment methods
- Streamlined billing and payment processes
- Expansion of e-wallet service scope



### Cross-Platform and Cross-Border Services

- Integration of multiple service platforms
- Cross-system data exchange
- Support for cross-border electricity and charging services



### Targeted Customer Support Measures

- Launch of the Life Support Equipment Customer Support service, including advance notification of planned power outages and estimated restoration times



## 11.4 Responsible Supply Chain and Green Procurement

CEM views the management of suppliers and contractors as a crucial element of supply chain risk control and sustainable development. Our operations involve power plant engineering, equipment maintenance, material procurement, and various professional services. The management standards of our supply chain partners in areas such as occupational health and safety, environmental performance, compliance, and business conduct can directly impact CEM's operational stability, service quality, and risk governance.

We have integrated ESG considerations into our procurement and supply chain management, establishing an institutionalised full-process management mechanism for suppliers. This covers supplier onboarding, assessment, monitoring and requirements for continuous improvement, thereby encouraging suppliers to enhance their understanding and implementation of ESG principles. At the same time, CEM has formulated a five-year ESG plan for suppliers and procurement, which serves as a medium- to long-term framework for enhancing our capabilities in sustainable procurement and supply chain management.

### Core Directions of the Five-Year ESG Plan for Suppliers and Procurement

#### Strengthen Supplier ESG Awareness



Introduce supplier ESG assessments and integrate ESG training into the training for all employees and suppliers, aiming to assess at least 80% of major suppliers on ESG, safety, and ethical standards by 2029.

#### Promote Circular Procurement and Material Reuse



Incorporate circular procurement and material reuse methods in major projects within the five-year plan, promote full life cycle management of products, and ensure supply chain compliance and environmental friendliness.

#### Ethical Supply Chain Training



Include ethical supply chain in the ESG five-year training plan to enhance the ethical awareness and practical capabilities of employees and suppliers.

#### Digital Empowerment of Supply Chain Management



Officially launch the Warehouse Management System (WMS) and digital procurement platform in 2025, and introduce a supply chain management platform to promote supply chain management and sustainable development.

### 11.4.1 Supplier Management

By promoting supply chain digitalisation and sustainable development, CEM ensures the effective implementation of its supply chain strategy and related management requirements.

Suppliers must strictly comply with the CEM's Health and Safety Manual. This specification systematically manages suppliers throughout the entire process, covering critical aspects such as supplier management, supply chain transparency, and environmental review, and includes relevant codes of conduct clauses. If a supplier violates these requirements during the cooperation period, they may face penalties or even contract non-renewal.

Furthermore, CEM plans to upload the Supplier Code of Conduct to the procurement platform to further refine the supplier management framework. This Code covers five core areas: Business Ethics, Labour and Human Rights, Occupational Health and Safety, Environmental Protection, and Supply Chain Management. It aims to establish a more systematic and standardised management mechanism, ensuring all partners adhere to compliance and sustainable operation principles throughout the cooperation lifecycle, jointly fulfilling corporate social responsibility.

Based on the Contractor Induction Training work instruction, we provide detailed safety training to suppliers. We require all suppliers to acknowledge that they have read and will comply with the Supplier Code of Conduct, to ensure they are aware of the relevant requirements and effectively implement the Company's expectations on supply chain social responsibility. Contractors working within the power plant premises must also pass the Company's mandatory safety qualification review before gaining access.

### 11.4.2 Supplier Selection

CEM prioritises selecting suppliers with strong ESG performance and prefers to establish partnerships with suppliers that promote local employment or collaborate with local small and medium-sized enterprises, thereby supporting local economic development and fostering employment opportunities.

### 11.4.3 Risk Management

CEM faces challenges including limited supply chain diversification and relatively weak ESG foundations among local suppliers. To address this, we are committed to diversifying supply sources and actively exploring alternative suppliers in Mainland China to reduce dependence on any single region. Furthermore, CEM has established a supplier scoring and corrective mechanism, assisting underperforming suppliers to improve their performance through measures such as interviews and requirements to submit corrective action plans, thereby ensuring supply stability while continuously promoting higher ESG standards.

Since 2025, we have initiated research and evaluation of various ESG and risk assessment platforms and tools, and anticipate formally introducing a third-party risk assessment tool by 2027. This will enable data-driven optimisation of our supplier onboarding, and screening mechanisms, building a more robust and sustainable supply system.

In 2025, CEM had a total of 443 suppliers, primarily located in Macao, Hong Kong, and Mainland China. Procurement expenditure from local suppliers accounted for 69.36%<sup>10</sup>.

CEM's ultimate goal remains "zero accidents" for contractors. In 2025, the number of contractor accidents was 1, with an accident frequency rate of 0.92, 27 days of absence, and an accident severity rate of 24.92.

<sup>10</sup> This figure excludes expenditure relating to the purchase of electricity



#### 11.4.4 Green Procurement

During 2025, CEM progressively advanced the construction of its Warehouse Management System (WMS) and digital procurement platform. The new system covers key processes such as goods inbound, inventory counting, and outbound instructions, and specifically includes a “material recovery record” function, enabling full-process digital traceability of material disposal and strongly supporting sustainable operations. The digital procurement platform, through its supplier relationship management module, enables supplier classification, a centralised database, and an annual qualification assessment mechanism, significantly enhancing procurement process transparency and risk management capabilities.

CEM is actively exploring the feasibility of implementing a Green Element Bonus Points System. The plan involves incorporating environmental indicators, such as the proportion of recycled materials used and environmental certifications, into tender evaluations. Suppliers meeting ESG requirements would receive scoring advantages, incentivising supply chain partners to participate in green practices.

#### 11.4.5 Capability Enhancement

Since 2014, CEM has continuously organised the “Safety Training for Contractors”, inviting professionals from the Labour Affairs Bureau and within the Company to share relevant knowledge and experience. The aim is to promote a culture of occupational safety and strengthen contractor employees’ awareness of occupational health and safety. This year’s courses covered three specialised topics: “Safety in Gas Welding and Flame Cutting”, “Safety Management and Measures for Trenching Work on Public Roads” and “Improvements Following the Implementation of CEM’s Hot Work Permit System”. A total of 100 employees from various contractors participated.

To recognise outstanding performance in safety, environment, and quality among suppliers and contractors, CEM has continuously presented the “Health, Safety, Environment and Quality Excellence Awards” since 2008. The latest selection comprehensively considered the performance of various contractors in 2023 and 2024, ultimately presenting awards to eight contractors.

**In 2025, CEM invited major suppliers in the civil construction sector to exchange and share insights on their ESG-related progress and challenges, continuously promoting the enhancement of supplier ESG capabilities.**

#### 11.4.6 Future Direction

To further deepen sustainable procurement management, CEM will continuously optimise its supply chain management strategy, progressively and more systematically integrating ESG elements into all aspects of the procurement process. During the tendering stage, we will further strengthen the ESG scoring mechanism, incorporating safety, environmental, and compliance performance into selection considerations, increasing the weighting of supplier sustainability performance in overall selection. At the supplier management level, CEM will enhance capacity building for contractor management capabilities and ESG risk identification, promoting an overall improvement in supply chain management standards. In terms of procurement systems, we will review and optimise relevant processes and guidelines to enhance procurement process transparency and the traceability of sustainability factors. Regarding material procurement, CEM will also explore low-carbon and environmentally friendly alternatives, assessing their feasibility and cost-effectiveness, and progressively promoting the application of green materials.

#### 11.5 Community Engagement

CEM is dedicated to leveraging its professional expertise by integrating electricity safety, energy education, and low-carbon concepts into community services. Through the CEM Ambassadors Team, school-enterprise collaboration platforms, and diverse community activities, we continuously deepen partnerships with social welfare organisations, educational institutions, and government departments.

In 2025, focusing on three main directions: Inspiring the Future, Cultivating a New Energy Generation; Safeguarding Community Needs with Electrical Expertise; and Connecting Communities, Co-creating a Green Lifestyle, CEM organised and participated in over thirty community activities. These activities covered youth energy education, elderly care services, electrical safety assurance for vulnerable families, and promotion of green consumption, putting into practice the ESG commitment of Empowering Communities, Fostering Inclusive Growth.

#### 11.5.1 Youth Education

##### Inspiring the Future, Cultivating a New Energy Generation

##### Organising the Clean Energy City Competition, Fostering Youth Innovation and Low-Carbon Awareness

During the year, CEM organised the third Clean Energy City Challenge, co-organised by Macao Science Center and with technical support from the Association for Promotion of Science & Technology of Macao. The event attracted 43 teams (about 300 students) from 14 secondary schools. The competition featured two categories: “Environment & Energy Conservation” and “Clean Energies & Smart Technology”, encouraging students to conceptualise diverse energy solutions based on local urban development needs. Shortlisted entries were exhibited at the Macao Science Center, including sessions for public interaction and voting, further raising societal awareness of energy transition and low-carbon living.



##### The “CEM Energizing Tour” Educational Programme, Deepening Public Energy Knowledge



CEM actively promotes general education and youth engagement. As early as 2009, the Company launched the “CEM Energizing Tour” electricity education programme, inviting students and the public to visit power plants and related facilities to deepen their understanding of Macao’s electricity supply system, electrical safety, environmental initiatives and sustainability strategies. The programme attracts nearly 2,000 participants each year and has become a well-established and influential public education platform. Tailored guided tours are designed to suit the diverse backgrounds of participants, and by focusing on “PKT (Public Key Topics)”, the programme enhances the relevance of its outreach, thereby further improving public understanding of and trust in energy-related issues.



### Indoor Electric Karting Experience, Promoting New Energy Applications and Green Mobility Concepts

In July 2025, CEM organised its inaugural Indoor E-karting Experience event, attracting approximately 300 participants and spectators. From over 500 applicants, 87 racers were selected and competed in categories divided by age: Children's Group, Youth Group, and Open Group. Through an edutainment approach, the event sparked interest in electric vehicles across different age groups and enhanced public understanding of new energy applications and green mobility.



### School-Enterprise Collaboration and Dual-track Training, Cultivating Professionals for Low-Carbon Transition

CEM continues to strengthen collaboration between industry and academia, actively promoting young people's understanding of the power sector and nurturing future professional talent. The Company co-organised a carbon neutrality training programme with the University of Macau and provides annual summer internship opportunities for undergraduate students, enabling them to receive practical workplace training across various departments and gain hands-on experience. CEM also participates in the "Youth Science and Technology Village" talent development programme as one of its first strategic partners. Professional engineers from multiple departments serve as mentors, delivering structured foundational training in electrical engineering and organising site visits for secondary school students, thereby fostering interest in the field. The 2025 programme is implemented across three levels, with over 130 students participating. The curriculum covers topics such as power system architecture, electric vehicles, and technological development pathways in electrical engineering, contributing to the cultivation of talent for the local energy sector.



### Industry-academia Exchange: Promoting Grid Technology Transfer and Professional Development

CEM co-organised a specialised exchange activity on grid technology with the University of Macau. An engineering team was invited to provide in-depth explanations to faculty and students on the full lifecycle management of relay protection systems. This covered practical aspects such as equipment selection, installation and commissioning, operation and maintenance, and upgrades and renewals, sharing practical application experiences from the local power grid to enhance student understanding of power system safety and stable operation. Through interactive exchanges, the integration of theory and practice was deepened, promoting industry-academia collaboration.



### 11.5.2 Volunteer Services

#### Safeguarding Community Needs with Electrical Expertise

#### Power Safety at Home: Volunteer Technician Home Repair Service



CEM's ongoing Community Programme involves volunteer technicians providing free home electrical safety checks and repair services for elderly individuals living alone, vulnerable families, and people with special needs. Through professional inspections and immediate rectification of potential electrical hazards, the programme helps enhance the safety level of their living environments. Over the years, the service scope has gradually expanded to include the Rehabilitation Centre for the Blind and Macau Deaf Association. Long-term collaborations have been established with several social welfare organisations, including Macau Federation of Trade Unions, General Residents Association of Macau, Women's General Association of Macau, Caritas Macau, Macau Institution of People's Alliance, cumulatively serving hundreds of individuals in need.

#### Energy Saving and Safety Seminars: Promoting Energy Saving Awareness and Electrical Safety Culture

To enhance citizens' awareness of energy conservation and electrical safety, CEM co-organised several Energy Saving and Safety Seminars during the year with the Women's General Association of Macau; Macau Federation of Trade Unions, the General Union of Neighbor Association of Macao, and various community associations. These seminars attracted over 300 participants. The seminar content covered electrical safety tips, maintenance of communal electrical installations in buildings, application of smart meters, and low-carbon lifestyle suggestions. They also introduced e-billing and smart service functions, encouraging citizens to utilise digital platforms and practice energy saving and carbon reduction.





**Uniting Hearts and Efforts to Build a Warm Society, Putting Care into Action: CEM Ambassadors Team Volunteer Service**

**Walking Together with Young Hearts:  
International Children's Day  
Visit to the Caritas School**



On the eve of International Children's Day, CEM Ambassadors Team, including management representatives alongside 15 volunteers, visited the Caritas School to spend a warm holiday with 82 students. Through musical performances, interactive games, and role-playing, they imparted electrical safety knowledge to the students, fostering positive interaction and creating a joyful and inclusive learning atmosphere. During the visit, the Ambassadors Team also toured the school facilities to learn about the school's teaching methods and the students' daily needs, expressing care and support through concrete actions, delivering holiday blessings to the students and spreading social warmth.

**Protecting Life Together as a Family:  
CEM Ambassadors Team visits Anima**



During the summer vacation, CEM Ambassadors Team organised a parent-child volunteer group to visit the dog shelter of the Society for the Protection of Animals (Macau) (Anima). Through guided tours and interactive experiences, the volunteers and their children learned about the current situation of stray animals in Macau and animal care knowledge, cultivating values of respecting life and treating animals well. During the visit, participants personally engaged in dog walking and interaction sessions, promoting the concept of "Adopt, Don't Abandon" and encouraging concrete actions to support animal protection work.

**Fifth Year Participating in Oxfam Charity Sale:  
Supporting Climate Action and Poverty Alleviation**

For the fifth consecutive year, CEM Ambassadors Team organised colleagues and their friends and family to participate in the Oxfam Rice Charity Sale organised by Oxfam in Macau. During the year, the team not only took to the streets for the charity sale but also encouraged colleagues to purchase the rice packets, and donated to local families in need, returning love and care to the community.



**Free Haircut for Seniors at Spring Festival:  
Festive Care Brings Warmth to the Elderly**

On the eve of the Lunar New Year, CEM co-organised "Free Haircut For Seniors at Spring Festival" with the Iao Hon Community Center of the General Union of Neighbourhood Associations of Macau. CEM Caring Ambassadors assisted in providing free haircut services for nearly 40 elderly residents in the district, conveying festive greetings through interactive exchanges. During the event, CEM Ambassadors and fellow employee volunteers distributed red packets and Lunar New Year goodie bags to the elderly, expressing blessings and care, providing them with a warm and joyful New Year experience.





### Sharing Love at Mid-Autumn Festival, Visiting the Elderly to Celebrate the Festivity



To celebrate the Mid-Autumn Festival, the CEM Ambassadors Team visited the Lar de Cuidados Especiais da Obra das Mães in September 2025, extending festive greetings to the elderly. Colleagues interacted warmly with the residents, sharing daily moments and enjoying happy times through carefully arranged games. During the visit, the ambassadors presented low-sugar mooncakes and gifts to the residents, conveying the warmth of reunion through concrete actions and promoting the community spirit of respecting and caring for the elderly.

### Supporting Orbis Charity Lottery Sale, Aiding Children's Education Work



To support visually impaired children in under-resourced regions in regaining their sight, CEM participated during the year in the Orbis Charity Lottery sale, encouraging all employees to take part and contribute to fundraising efforts for child blindness prevention and treatment programmes. The initiative received strong support from employees, with enthusiastic participation in ticket purchases. All funds raised were donated to Orbis to support its advanced sight-saving programmes and sustainable paediatric ophthalmology training initiatives, bringing hope of restored vision to more children.

### Responding to Giving Tuesday, Donating Supplies and Visiting the Elderly

CEM responded to the international Giving Tuesday initiative by organising an employee used goods donation drive. Collected clothing, toys, and stationery were all donated to the Salvation Army Macau to support underprivileged communities and promote environmental protection. Concurrently, the CEM Ambassadors Team visited the Complexo de Serviços de Apoio Ao Cidadão Sénior Retribuição to interact with the elderly and present practical gifts, spreading festive warmth.



### Employee Blood Donation Drive

CEM continuously encourages employees to participate in charitable activities, fostering a corporate culture of social care. In 2025, we collaborated with the Macao Blood Transfusion Service to organise several blood donation drives, with employees actively participating to support local medical and social needs through concrete action.





### 11.5.3 Green Living

#### Connecting Communities, Co-creating a Green Lifestyle

##### Building a Bridge of Inclusion: The 4<sup>th</sup> Rummikub Competition Promotes Cross-Generational Integration

In October 2025, CEM successfully held the 4<sup>th</sup> Rummikub Competition, attracting nearly 1,000 applicants. Ultimately, 320 participants, ranging in age from 6 to 97, competed together, vividly illustrating cross-generational interaction and community connection. A special charity sale section was set up during the event, with all proceeds donated to the Macau Deaf Association to support the hearing-impaired community through concrete action and raise public awareness and acceptance.



##### Organising CEM EV Trunk Eco Market, Advocating Green Consumer Living

To promote low-carbon living and support the local community, CEM organised the 4<sup>th</sup> EV Trunk Eco Market in November 2025. This event was held in conjunction with the "China (Macau) International Automobile Exposition", bringing together 30 local merchants and groups focused on eco-friendly living, handicrafts, and social enterprises. It created a diverse platform integrating electric vehicle experiences, green product selection, and parent-child workshops.



### 11.5.4 Government Collaboration

#### Joining Hands with the Government to Strengthen Electrical Safety Defenses

##### Promoting Energy Accessibility, Deepening Community Support

As the exclusive electricity concessionaire, CEM strictly adheres to government-led pricing policies and actively implements various public welfare measures, committed to fulfilling its social promises. We fully assist in executing the "Government Subsidy Scheme" for the Elderly and the residential electricity bill subsidy programme, which has been ongoing for eighteen years. Through diverse community networks and communication channels, we clearly disseminate policy information, ensuring these inclusive measures effectively reach and benefit all target users, safeguarding the accessibility of social welfare.



##### Government-enterprise collaboration to enhance community awareness of electricity safety

To strengthen the community's defense against electricity-related risks, CEM worked closely with the Macao Fire Services Bureau and, in the second quarter of 2025, jointly organised a series of "Electricity Safety Sharing Sessions" with various associations and organisations, including the Macao Women's General Association, the General Union of Neighbourhood Associations of Macao, and the Macao Association of Property Management Companies. Targeting residents, industry participants and professionals, the events attracted over 2,100 participants in total, effectively disseminating knowledge on the safe use of electricity and fire emergency response procedures. In addition, CEM continued to publish weekly safety-related posts on social media and placed public service advertisements on online food delivery platforms and public buses, thereby expanding the reach of its awareness campaigns.

