



### CLP Power Hong Kong Limited 中華電力有限公司



中華電力  
CLP Power

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此報告摘要由中華電力有限公司提供

CLP Power is the principal subsidiary of CLP Holdings and was first established in 1901 as the China Light and Power Company Limited. For over a century, CLP Power has been the leading provider of electricity to the people of Hong Kong – giving not just light and power, but the warmth and reassurance that reliable energy brings.

Today, CLP Power is Hong Kong's largest power utility and a vertically integrated power business covering power generation, transmission and distribution. We provide electricity, backed by excellent customer services, to over 2.1 million business and domestic customers in Kowloon, the New Territories and most outlying islands. This customer base, which represents approximately 80% of Hong Kong's population, covers a geography of 1,000 square kilometers. Our business is regulated through the Scheme of Control Agreement with the Government of Hong Kong.

Our vision is to be a world-class power company providing excellent service to our customers. The company's mission is to:

- Enhance shareholder value
- Deliver world-class products and services of good value to customers
- Provide a safe, healthy and fulfilling work environment for employees
- Contribute to the economic and social development of the communities in which it operates
- Responsibly manage the environmental impact of all its operations and projects
- Serve as the anchor business of CLP Holdings

In turning this vision into reality and delivering our mission, our dedicated and highly experienced workforce – in the Generation, Power Systems, Marketing and Customer Services business groups and other operating units – deliver reliable, safe and quality services whilst working to improve operational efficiency.

CLP Power operates three power stations in Hong Kong with an installed capacity of 6,283 megawatts (MW). We are the sole off-taker of the electricity generated at these facilities which are all owned by Castle Peak Power Company Limited (CAPCO), a

中華電力是中電控股的主要附屬公司，前身是創立於1901年的中華電力有限公司 (China Light and Power Company Limited)。百多年來，中電一直是香港主要的電力公司，不僅為客戶提供源源不絕的光明和動力，更帶來信心和溫暖。

今天，中電是香港最大的電力公司，經營涵蓋發電、輸電及供電的縱向式綜合業務，為九龍、新界及大部分離島地區逾210萬工商業及住宅客戶提供卓越的電力服務。中電的客戶約佔香港總人口的80%，供電地區的總面積為1,000平方公里。我們的業務由香港政府透過管制計劃協議來監管。

中電的目標是成為世界級的電力公司，為客戶提供卓越的服務。公司的使命是：

- 為股東創優增值
- 為客戶提供世界級及物有所值的產品和服務
- 為員工提供安全、健康及理想的工作環境
- 為業務所在地區的經濟及社會發展作出貢獻
- 以負責任的態度管理集團所有業務和工程項目對環境造成的影響
- 作為中電控股的骨幹業務

為了實現這個目標和履行我們的使命，由發電業務部、輸電及供電業務部、市場及客戶服務業務部，以及其他營運部門組成的專業隊伍，均竭力提高營運效率，同時確保提供安全及優質的電力服務。

中電在香港營運三間發電廠，總裝機容量為6,283兆瓦。三間發電廠均由美國埃克森美孚能源有限公司及中華電力合營（分別佔60%及40%權益）的青山發電有限公司持有，所產電量全部售予中電。此外，中電亦向深圳的廣東大亞灣核電站及位於從化的廣州蓄能水電廠購買電力。公司目前的燃料組合大約是燃煤、核能和天然氣各



partnership between ExxonMobil Energy Limited (60%) and CLP Power (40%). CLP Power also obtains power from the Guangdong Nuclear Power Station in Shenzhen and the Guangzhou Pumped Storage Power Station at Conghua, both in Mainland China. Our current fuel mix is approximately one-third each of coal, nuclear and natural gas.

Electric power is delivered to customers through a sophisticated power system network with advanced and proven technology. The transmission and distribution system transmits power via some 11,000 kilometres of overhead, underground and submarine cables in a network involving more than 12,000 substations.

We are profoundly committed to finding new and better ways to add value to our services. Through special consultative and advisory bodies, account management teams and customer service centers, we listen to customers to ensure their present and future needs are at the heart of everything we do.

Beyond delivering services that will delight our customers, CLP Power believes in caring for the community and the environment, and in helping to enrich the lives of Hong Kong people in a wider sense. Our guiding principle is that the activities we engage in today should contribute to the well being of both present and future generations.

### Leadership

To deliver a reliable power supply, CLP Power requires nurturing a team of knowledgeable, capable, responsible and effective workforce. Our objectives, therefore, is to provide an open and consultative working environment to bring out the best of our people and enable them to feel the pride in their work.

Being a major subsidiary of a publicly listed company, CLP Power endeavors to promote, implement and advance standards of good corporate governance and every member in the CLP family follows the principles and practices on corporate governance. Success in improving the company's standards is backed by an underlying cultural commitment to ethics and to conduct business in a fair, open and honest manner.

Following the CLP Power Corporate Management Framework,

佔三分之一。

中電運用精密的電力網絡以及經驗證的先進科技，為客戶提供電力。這個龐大的輸電及供電系統由超過12,000個變電站以及總長度超過11,000公里的架空、地下及海底電纜組成。

透過顧問及諮詢組織、客戶管理小組和客戶服務中心，中電對客戶的需要均細心聆聽，務求所提供的服務均切合客戶現在及未來的需要。

中電更關心社群、愛護環境，致力提升香港市民的生活質素。我們的宗旨是確保當前所從事的業務，能為現在以至未來世代的福祉作出貢獻。

### 領導人才

為提供可靠的供電服務，中電必須培育一支精明能幹和效率超卓的團隊。為此，我們希望締造一個坦誠開放和鼓勵交流的工作環境，讓員工盡展所長。

作為一家上市企業的主要附屬公司，中電秉持誠信為本的企業文化，致力奉行良好的企業管治，而每位成員均恪守有關的管治原則和實務。此外，中電更不斷提升公司的企業管治水平。

中電高級管理層根據企業管理架構，全面分析外界和內部的意見和數據，從而確立、監察和修訂發展方針，並妥善管理業務。管理層與業務夥伴和其他與業務有關人士保持雙向溝通，對釐定公司的表現目標及相關計劃發揮重大的作用。

### 策略性規劃

多年來，中電面對的營商環境不斷轉變，而管制法則將於2008年屆滿，亦對公司的



executive members use external and internal inputs and data analysis to establish, monitor and revise company directions and manage our operations. Two-way communication process that engages management, associates and other key stakeholders is an important step in determining performance targets and action plans.

### Strategic Planning

The business environment surrounding CLP Power has been undergoing changes over the years. The expiry of the Scheme of Control by 2008 also poses challenges to our business. However, even in the fact of possible future open market competition, CLP Power needs to sustain and enhance our performance to deliver the best services to the Hong Kong community.

Therefore when developing strategies, we will take into account of a broad range of critical issues from macro economic conditions to professional standards, customer satisfaction, environmental performance and the need to deliver a reasonable return to shareholders.

Each year CLP Power develops a rolling five-year business plan that states the operating and strategic objectives of the whole company. Long-term development plan outlining future investment requirements in view of market demand will be agreed with the Hong Kong Government, which acts as an investment blueprint and states all capital investment for a period of at least five years.

### Customer and Market Focus

To ensure customer satisfaction, CLP Power segments our customers into several major groups in accordance with their electricity consumption levels and tariffs. Through understanding the needs of each group, segment-specific services could be delivered to enhance customer loyalty and satisfaction.

Our feedback collection and satisfaction measurement techniques are very comprehensive. Every quarter CLP Power conducts customer satisfaction surveys for different customer groups and holds meetings with the local community leaders to encourage comments on existing services and recommend initiatives. The community and commercial customers can also channel their needs through our account management team.

業務帶來挑戰。即使日後或須面對電力市場的開放，中電會繼續以客為先，不斷求進，致力提升營運表現。

因此，在制定業務策略的過程中，我們必須全盤考慮各項關鍵因素，包括宏觀經濟環境、專業標準、客戶滿意程度、環保表現，以及為股東創優增值的需要等。

中電每年均制定滾進式的五年業務計劃，列明營運及策略目標。中電亦就長期發展計劃與香港政府達成協議，當中概述日後按市場需求所需作出的投資，以及未來至少五年的所有資本性投資項目，以此作為公司的投資藍圖。

### 顧客及市場焦點

為確保客戶稱心滿意和加強他們對中電的歸屬感，中電按照用電量和電價，將所有客戶劃分為幾個主要客戶群組並提供相關的電力和增值服務。

中電透過廣泛的渠道收集客戶的意見。我們每季均向不同的客戶群組進行服務意見調查，同時與社會賢達緊密交流，鼓勵他們對中電的服務提出改善建議。公眾及商業客戶也可向我們的客戶管理小組反映他們的需要。

我們的優質客戶服務屢獲殊榮，例如香港服務業獎，以及由香港優質顧客服務協會頒發的優質顧客服務大獎等。

### 評估、分析和知識管理

一個具效益和高效率的表現提升機制是企業成功的關鍵。中電在這方面的機制包括上情下達的策略溝通系統，以及下情上達的意見反映渠道。公司透過企業資源規劃系統記錄所有數據，提供劃一、精準的資料，作為營運及策略決定。



Our service excellence is recognized by a number of prestigious awards, such as the Hong Kong Awards for Services and the Customer Services Excellence Awards from the Hong Kong Association for Customer Service Excellence.

### Measurement, Analysis, and Knowledge Management

An effective and efficient performance enhancement system is crucial to organizational success. At CLP Power, we operate a performance enhancement mechanism comprising a top-down strategy communication and bottom-up feedback mechanism for continuous improvement. All data is captured via the company's enterprise resources planning system to offer consistent, accurate and precise information to support operational and strategic decision-making and innovation.

In addition, CLP Power has, for many years, implemented knowledge management initiatives to capture knowledge assets and share best practices among employees. Both suppliers and customers can also access vital information such as e-catalogue, electricity bills via the company's secure, reliable and user-friendly IT platforms.

### Human Resource Focus

CLP Power promotes co-operation, initiative, empowerment and innovation. We adopt a matrix organization to form cross-departmental teams to drive continuous improvement for the company.

A strategic and integrated approach is adapted to attracting and retaining our desired talents. Various selection methods, including interviews, aptitude tests and competency model-based executive assessments, are used to identify candidates' potential.

Employees are also required to set stretching annual objectives and rewards are given at different performance levels under the performance-based remuneration system.

Fair development opportunities are also offered, with 13 training categories, ranging from technical to generic management skills training. CLP Power also implements succession planning for critical positions through an annual succession planning exercise.

此外，中電已在數年前開始推行知識管理計劃，以建立知識資產和與員工分享最佳作業方式。供應商和客戶均可登入本公司的資訊科技平台，索取電子目錄和電費單等重要資料。

### 人力資源焦點

中電提倡團隊精神、權責下放及創新思維。我們採納多元立體的營運架構，成立跨部門工作小組，務求不斷提升管理表現。

為了吸引和挽留人才，中電制定了全面的人力資源策略，通過不同測驗及行政人員能力評估等甄選方法，掌握應徵者的發展潛能。

此外，公司要求員工每年訂立積極進取的工作目標，並推行薪酬與表現掛鈎的制度，按員工的表現給予獎賞。

員工更可參與專業技術和一般管理技巧等13個範疇的培訓活動，並享有公平的發展機會。中電每年更推行接任人員發展計劃，為關鍵職位栽培接班人。根據Hewitt Associates於2003年進行的環球調查，在培訓領導人才方面，中電是亞太區內唯一躋身前十名的香港公司。

### 程序管理

中電亦根據要素如股東價值、供電可靠度，和合理電價等，制定有效管理程序。公司透過資產發展程序確保電力市場供求平衡、新資產按財務計劃投產、達到進度要求，並執行緊急應變計劃，從而為公司及股東創優增值。以下是增值管理過程所涵蓋的範圍：

- 燃料供應及處理
- 發電及運行
- 系統運行





According to the global study by Hewitt Associates in 2003, CLP Power is the only Hong Kong company to be listed in the top ten companies for leadership development in Asia Pacific.

### Process Management

Value creation processes were developed based on key success factors such as shareholder value, reliability, and reasonable and affordable tariffs. The asset development process creates value for the company and shareholders by ensuring a balance between the supply and demand for electricity, commissioning new assets according to the financial plan, meeting target dates and executing contingency plans. The sub-processes of each value creation process are:

- Fuel supply and handling
- Generation and operation
- System operation
- Network operation
- Metering and billing
- Service requests
- Asset development
- Demand forecast
- Customer feedback

CLP Power also adopted various internationally recognized management systems, including ISO9001, ISO14001, OHSAS 18001, OIMS and NOSA 5 Star to improve our processes.

### Business Results

Based on the quarterly and annual customer satisfaction surveys, ratings from different customer groups indicated outstanding performance in meeting customer expectation and all results are above industry norms.

Over the past three years, CLP Power achieved 99.99% supply reliability and is amongst the best in the world when compared with developed countries such as Australia, the United Kingdom and the United States.

While delivering a solid track record of achieving a steady increase in revenue and earnings, and total shareholders' return as a result, CLP Power has maintained a very competitive tariff through active cost management programme since 1990. Productivity in terms of electricity units delivered per employee has risen by 133% since 1993.

- 電網運行
- 電錶及帳務
- 服務要求
- 資產發展
- 需求預測
- 客戶意見

此外，中電已採納各種國際認可的管理制度，包括ISO9001、ISO14001、OHSAS 18001、萬全管理制度，以及國家職業安全協會（NOSA）五星評級制度等，務使管理程序盡善盡美。

### 業績

根據每年多個客戶意見調查，各客戶群組均認為中電表現出色，各方面的成績亦高於業內水平。

在過去三年，中電的供電可靠度高達99.99%，成為全球表現最佳的電力公司之一，與澳洲、英國和美國等先進國家的電力公司看齊。

中電自1990年起厲行成本管理措施，成功令收入和盈利穩步增長，為股東帶來可持續回報之餘，電價亦能保持高度競爭力。按每位員工的產電量計算，中電的生產力自1993年起提高了133%。