

# Report of the Directors

(Expressed in Hong Kong dollars)

The Directors have pleasure in submitting their annual report together with the audited financial statements for the year ended 31 December 2021.

## Principal Activities and Business Review

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are investment in energy and utility-related businesses. Particulars of the Company's principal subsidiaries as at 31 December 2021 are set out in Appendix 2 on pages 130 to 131 of the financial statements. Further discussion and analysis of the Group's activities as required by Schedule 5 to the Companies Ordinance, including a discussion of the principal risks and uncertainties facing the Group and an indication of likely future developments in the Group's business, can be found in the Chairman's Statement on pages 4 to 6, CEO's Report on pages 10 to 29, Risk Management and Risk Factors on pages 55 to 59 and Financial Review on pages 60 to 61 of this Annual Report.

A discussion on the Group's relationships with its key stakeholders, and environmental policies and performance is contained in the Chairman's Statement on pages 4 to 6 and CEO's Report on pages 10 to 29 of this Annual Report, and the Sustainability Report to be published at the same time as this Annual Report in April 2022, whilst its compliance with the relevant laws and regulations that have a significant impact on the Group are included in the Corporate Governance Report on pages 35 to 54 and Risk Factors on pages 57 to 59 of this Annual Report. These discussions form part of this directors' report.

## Results

The results of the Group for the year ended 31 December 2021 and the financial positions of the Group as at that date are set out in the financial statements on pages 69 to 134.

## Dividends

An interim dividend of \$0.78 (2020: \$0.77) per ordinary share was paid to shareholders on 14 September 2021. The Directors recommend a final dividend of \$2.04 (2020: \$2.04) per ordinary share payable on 7 June 2022 to shareholders who are registered on the register of members on 24 May 2022.

## Share Capital

Details of the share capital of the Company are set out in note 24(c) to the financial statements. There was no movement during the year.

## Donations

Charitable and other donations made by the Group during the year amounted to \$2 million (2020: \$1 million).

## Summary of Five-Year Financial Results

The summary of five-year financial results of the Group is set out on page 135.

## Major Customers and Suppliers

Sales to the largest customer is 25.9% (2020: 24.1%) of the Group's total revenue, and sales to five largest customers combined is 79.5% (2020: 75.4%) of the Group's total revenue for the year ended 31 December 2021. The five largest customers for the year are the joint ventures or associates of the Company.

Purchases from the largest supplier is 38.5% (2020: 33.1%) of the Group's total purchases of revenue items, and purchases from the five largest suppliers combined is 73.4% (2020: 64.5%) of the Group's total purchases of revenue items for the year ended 31 December 2021.

## Directors

The Directors in office during the year and up to the date of this report were Mr. Fok Kin Ning, Canning, Mr. Tsai Chao Chung, Charles, Mr. Chan Loi Shun, Mr. Andrew John Hunter, Mr. Ip Yuk-keung, Albert, Ms. Koh Poh Wah (appointed on 13 May 2021), Mr. Leung Hong Shun, Alexander (appointed on 13 May 2021), Mr. Li Tzar Kuoi, Victor, Mr. Lui Wai Yu, Albert, Mr. Neil Douglas McGee, Mr. Ralph Raymond Shea, Mr. Wan Chi Tin and Mr. Wu Ting Yuk, Anthony.

The list of directors and alternate directors who have served on the boards of the subsidiaries of the Company during the year and up to the date of this report is available under “Board of Directors” in “About Us” section on the Company’s website at [www.powerassets.com](http://www.powerassets.com).

## Permitted Indemnity

Pursuant to Article 182(A) of the Company’s articles of association, every Director shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, and no Director shall be liable for any loss, damages or misfortune which may happen to or be incurred by the Company in the execution of the duties of his office or in relation thereto.

A Directors Liability Insurance is currently in place, and was in place during the year, to protect the Directors of the Company and its subsidiaries against potential costs and liabilities arising from claims brought against them.

## Directors’ Material Interests in Significant Transactions, Arrangements or Contracts

There were no other transactions, arrangements or contracts that are significant in relation to the businesses of the Company and its subsidiaries to which the Company or any of its subsidiary was a party and in which a Director of the Company or his connected entity had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

## Management Contracts

During the year the Group shared general office administration and other support services (such as legal, company secretarial, financial, accounting, treasury, internal audit, human resources, public affairs services, information technology and administrative services) provided by HK Electric Investments Limited, an associate of the Company, pursuant to a support services agreement which was entered into on 14 January 2014 and came into effect on 29 January 2014, for an initial term of three years and thereafter automatic renewal for successive periods of three years, subject to compliance with the relevant requirements under the Listing Rules and termination at any time with six months’ prior notice.

Save as disclosed above, there are no contracts concerning the management and administration of the whole or any substantial part of the business of the Group were entered into or existed during the year.

## Purchase, Sale or Redemption of Shares

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company’s issued shares during the year (2020: Nil).

## Arrangement to Purchase Shares or Debentures

At no time during the year was the Company or any of its subsidiaries a party to any arrangement to enable the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate (2020: Nil).

## Equity-linked Agreements

No equity-linked agreements were entered into by the Group during the year or subsisted at the end of the year.

## Disclosure under Rule 13.22 of Chapter 13 of the Listing Rules

In relation to the provision of financial assistance by the Group to certain affiliated companies, a combined statement of financial position of the affiliated companies as at 31 December 2021 required to be disclosed under Rule 13.22 of Chapter 13 of the Listing Rules is set out below:

Combined statement of financial position of the affiliated companies as at 31 December 2021		\$ million
Non-current assets		424,130
Current assets		22,554
Current liabilities		(47,067)
Non-current liabilities		(286,883)
Net assets		112,734
Share capital		35,029
Reserves		77,705
Capital and reserves		112,734

As at 31 December 2021, the consolidated attributable interest of the Group in these affiliated companies amounted to \$55,609 million.

On behalf of the Board

**Fok Kin Ning, Canning**

Chairman

Hong Kong, 16 March 2022