



Pacific Hydro

**Modern Slavery Statement
2022**



1. Introduction

This is the third Modern Slavery Statement (“**Statement**”) published by SPIC Pacific Energy Pty Ltd and its controlled entities (“**Pacific Hydro**”) in accordance with the *Modern Slavery Act 2018* (Cth).

This Statement covers the calendar year ending 31 December 2022 and applies to the Pacific Hydro group of companies. For the purposes of this Statement, **Pacific Hydro** generally refers to the activities of Pacific Hydro Pty Ltd and its Australian subsidiary companies. The activities of Pacific Hydro Chile SA and its Chilean subsidiary companies (“**PHC**”) are set out in section 12 of the Statement.

We are committed to operating ethically, transparently, responsibly and sustainably. This includes ensuring that our business is conducted with respect for human rights and in compliance with modern slavery laws.

Pacific Hydro has been a signatory to the United Nations Global Compact since 2010. The United Nations Global Compact commits companies to 10 guiding principles on human rights, labour rights, environmental protection and measures to combat corruption. As a signatory, we are required to submit an annual Communication on Progress (“**CoP**”) report highlighting our commitment to the 10 guiding principles. We have submitted our CoP report for the 2021 – 2022 reporting period.

We are also an active member of the United Nations Global Compact Modern Slavery Community of Practice and our commitment to operating with respect for human rights is in alignment with the United Nations Guiding Principles on Business and Human Rights.

2. About Us

Statement from the CEO

Pacific Hydro has a proud 30-year history of building, owning and operating renewable generation assets. For the last decade, our retail arm has also provided affordable clean energy solutions to the Australian public. Our purpose is to “inspire and empower a clean energy future” and we strive to do this in a sustainable, and environmentally and socially conscious way.

Since June 2021, Pacific Hydro has filed annual Modern Slavery Statements, which outline the company’s commitment to embark on a journey towards combating modern slavery. I am pleased to introduce Pacific Hydro’s third Modern Slavery Statement, which summarises the company’s continuous actions in understanding the risks to our business and supply chains, whilst outlining the areas of focus in the coming years.

As the world moves to a decarbonised future, we see our industry and market continue to grow with new developers, contractors and suppliers. This brings with it a drive to reduce cost, and applies pressure on the supply chain and environment that we work in. Pacific Hydro recognises that modern slavery practices are an increasing risk and maintains a zero tolerance to these practices in our operations. We continue to work together to identify, understand and remedy any risks of modern slavery in our operations and supply chains, as a critical step towards addressing world-wide modern slavery and related practices.

I am proud of the progress we have made to date on this journey, and of our unwavering commitment to further understand and improve our supply chains and our impacts.



Who We Are

Founded in Australia in 1992, Pacific Hydro operates a high quality, diversified portfolio of wind, solar and hydro renewable assets with an installed capacity of 665 MW.

We have a development pipeline of substantial projects in Australia, across Queensland, South Australia, New South Wales and Victoria totalling over 2.4GW of potential capacity and energy storage solutions. We have also been operating in Chile since 2002, with hydro and wind power assets and a part-owned, non-managed joint venture. Our energy retail arm, Pacific Blue Retail Pty Ltd t/a Tango Energy ("**Tango Energy**") was launched in 2012 to meet Australian demand for low cost, simple energy plans with a clean conscience. Tango Energy has over 165,000 customers, and its continued growth is pivotal in supporting Pacific Hydro to deliver a clean energy future. With headquarters in Melbourne and a customer service team based in Geelong, Tango Energy's growth has also created new jobs for Victorians.

Pacific Hydro has never sold any of the assets it has built in Australia. We are committed to Australia's long-term, clean energy transition.

Pacific Hydro was acquired by the State Power Investment Corporation ("**SPIC**") through its subsidiary, State Power Investment Overseas of China ("**SPIC Overseas**") in January 2016. SPIC is one of the top five power generation groups in China, with \$US131 billion total assets and a total installed capacity that exceeds 143GW. SPIC operates in the generation, coal, aluminium, logistics, finance, environmental protection, and high technology industries. SPIC has a presence in 46 countries and regions abroad, including Australia, Chile, Malta, Japan, Brazil, Turkey, Mexico, Vietnam and Kazakhstan.

Pacific Hydro's operating assets in Australia currently avoid over 1.6 million tonnes of greenhouse gas pollution every year.

Pacific Hydro has built a strong reputation for engaging with the communities within which it operates and has a track record of collaborating with local communities to deliver meaningful, lasting and sustainable benefits.

3. Reporting entities

The reporting entities for this Statement include:

- SPIC Pacific Energy Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;
- SPIC Pacific Hydro Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;
- Pacific Hydro Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;
- Pacific Hydro International Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;
- Pacific Hydro Australia Holdings Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;
- Energy Pacific (Vic) Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria;



- Pacific Hydro Retail Holdings Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria; and
- Pacific Blue Retail Pty Ltd, a proprietary limited company incorporated in Australia with its registered office in Melbourne, Victoria.

A list of all controlled companies of SPIC Pacific Energy Pty Ltd is set out in Appendix A of this Statement.

4. Our culture and values

Purpose: Inspire and Empower a clean energy future

Mission: Leave the world a better place

- Values:
- We are Better Together
 - We Care
 - We are Customer Focussed
 - We Take Action

5. Our operating structure

Pacific Hydro consists of a group of unlisted companies operating across both Australia and Chile. Our Australian operations, employing 229 staff, are headquartered in Melbourne. Our Chilean operations employ 124 staff headquartered in Santiago.

Pacific Hydro staff are predominantly based in our Australian and Chilean city-based offices, with some on-site staff providing support during the development, construction and operational phases of our renewable energy projects.

Pacific Hydro's Australian Executive Team is comprised of nine experienced senior executives, including one shareholder's representative. Pacific Hydro's Chilean Executive Committee comprised eight experienced senior executives. Whilst not listed, the Board of Pacific Hydro Pty Ltd operates in accordance with the Australian Stock Exchange Corporate Governance Council's "Corporate Governance Principles and Recommendations" (ASX Standards) as the benchmark for standards of good governance practice.

6. Our operations and supply chains

Pacific Hydro's operations span the spectrum of energy generation and retail, and our supply chains include 784 active suppliers who provide a range of goods and services from many countries.

Business area	Operations	Supply chains
Generation & Wholesale	<ul style="list-style-type: none"> Development, construction and operation of renewable energy assets across Australia and Chile including solar, wind, hydro, pumped hydro, battery energy storage and hydrogen power. In-house development and planning applications for energy projects, supported by specialist consultants Delivery and management of renewable energy asset construction, via EPC and unbundled arrangements. In-house engineering and project management, including renewable energy and grid connection engineering and site management. Asset management of renewable generation infrastructure. Wholesale energy trading, hedging and dispatch. 	<ul style="list-style-type: none"> Operations and maintenance services for wind, solar and hydro assets. Consultancy services for development, delivery and operational activities, such as locally based engineering and environmental planning consultants. Parts and equipment for renewable energy assets and components. Parts and equipment for delivery and operational activities. Construction projects under tender conditions including all necessary civil and electrical work on site, with the contractor responsible for supply and installation of plant and equipment. Plant and equipment that are manufactured overseas then shipped to the project. Labour for site works, typically sourced from local communities or other areas as needed.
Retail (Tango Energy)	<ul style="list-style-type: none"> Energy and gas retailing to consumer and large business customers in Australia. Inbound and outbound customer solutions and call centre operations. Energy marketing and sales. Product development and pricing. Business and IT systems. Credit management. Service delivery and billing. 	<ul style="list-style-type: none"> Consultancy services for retail, IT and operational activities. Parts and equipment for retail and operational activities. IT equipment and infrastructure. Third-party sales channel partners, including mass market lead generation partners, mass-market full-service partners and multi-site brokers. Third party sales channel staff are located both onshore and offshore in countries such as Philippines, India, and the Fiji islands. Office supplies and branding/merchandising.

Business area	Operations	Supply chains
Corporate, support and governance	<ul style="list-style-type: none"> • Corporate, advisory and governance functions that support the relevant business units, ranging from: <ul style="list-style-type: none"> ○ people and safety, including human resources and HSE; ○ strategy and commercial; ○ finance and accounting; ○ information technology and systems; ○ legal, regulatory, risk and compliance; and ○ project management functions. 	<ul style="list-style-type: none"> • Office supplies, services and equipment for Pacific Hydro offices and premises. • Electronic goods and supplies for IT equipment and infrastructure. • Local and international legal, financial, risk and business consultants. • Clothing, workwear and PPE. • Merchandising items.

7. Operational and supply chain risks

Identifying modern slavery risks in our operations and supply chains

We continue to analyse our supply chains and operations to identify modern slavery related risks and update our risk register of the key risk areas identified in 2020 and 2021.

During the assessment process, we identified areas with low or no risk, such as those operational activities which are directly undertaken by Pacific Hydro or Tango Energy employees and which are governed by Pacific Hydro's operational policies and processes. Other areas with low risk included operational activities that were undertaken by contractors within Pacific Hydro or Tango Energy's visibility and control.

We identified a number of potential modern slavery risk 'hot spots' in our operations and supply chains, as listed below. These risk areas will continue to be our focus for on-going engagement with suppliers and monitoring of their supply chains:

Key operations risk areas

Risk area	Risk
Offshore labour	Use of offshore labour via third party sales channel partners operating in countries including India, Philippines and the Fiji Islands, who provide call centre and back office personnel for Tango Energy operations. Given the high-risk geographies, this was flagged as a high-risk area of our operations.

Key supply chain risks

Risk area	
Sourcing of renewable energy parts and components	Procurement of renewable energy technology in generation and wholesale, as well as rooftop solar installation, due to lack of supply chain visibility beyond the contractor level and higher risks present throughout the supply chain, ranging from sourcing raw materials, to the manufacture of turbine parts or solar panels.
Sourcing of clothing, workwear, PPE and other safety equipment	Procurement of clothing, workwear, personal protection equipment or other safety equipment in the supply chains of Pacific Hydro’s generation and project delivery business, due to the higher risks present throughout the supply chain, ranging from sourcing raw materials such as cotton, to labour rights issues and complex supply chains.
Sourcing of electronic goods and office supplies	Procurement of IT equipment and office supplies in the supply chains of Pacific Hydro offices, due to the lack of supply chain visibility and risks present within the supply chains of products such as electronic goods and sourcing of raw materials, which are typically sourced from higher risk geographical areas.

Following on from our identification of the medium to high risk supply categories in 2021, we continued to require suppliers engaged by Pacific Hydro’s Australia business, to complete a detailed questionnaire to assess any modern slavery risks in their supply chains based on the identified category risk for their products and services. The questionnaire sought to assess their modern slavery risk level and capacity to eliminate such risk in their supply chains. The questionnaire comprised of questions requesting information regarding the suppliers’ procurement policies, procedures and practices, and asked for the disclosure of any known or suspected modern slavery concerns in their businesses.

Pacific Hydro's on-going periodical monitoring include due diligence activities in high-risk areas, covering determination of country of origin of supplies and services, manufacturing locations and source of labour for equipment and componentry that go into items procured by Pacific Hydro for its newbuild and existing assets. Suppliers reported for breach in other jurisdictions (e.g. USA and Europe), have been approached for clarification and demonstration with evidence of their supply chains being free of modern slavery for supplies made for Pacific Hydro. Please see sections 8 and 9 for details of actions undertaken including a reference case study.

8. Governance and policy framework

Pacific Hydro's Modern Slavery Policy sets out the framework for its approach to modern slavery and includes the following objectives:

- to identify modern slavery risks in Pacific Hydro's operations and supply chain;
- to identify actions to assess, address and prevent those risks, including due diligence and remediation processes; and
- to provide training or other anti-slavery resources to employees.

Pacific Hydro's Modern Slavery Incident Management Procedure sets out the procedural response to a suspected modern slavery incident.

In addition to the above, the following policies and procedures support Pacific Hydro's approach to modern slavery:

- Pacific Hydro Code of Conduct;
- Pacific Hydro's Values and Behaviours;
- Pacific Hydro's Procurement Policy, Contract and Supplier Management Standards, and Procurement Procedures
- Whistleblower Policy;
- Enterprise Wide Risk Management Framework; and
- Health, Safety and Environment Policy,

Pacific Hydro aims to review and update its policies and procedures annually in accordance with any legislative requirements and changes in law.

In 2021, Pacific Hydro established a governance process which includes the creation of a cross-functional Modern Slavery working group made up of staff from across the legal, risk and procurement functions of Pacific Hydro's Australian companies and Tango Energy. The working group has been operational since June 2021 and is currently chaired by Pacific Hydro Pty Ltd's Legal Counsel. The working group is responsible for planning, co-ordinating and implementing Pacific Hydro's Modern Slavery response, as well as investigating modern slavery risks and meet monthly to progress and monitor Pacific Hydro's modern slavery compliance.

Quarterly updates are provided by the group to the Board of Pacific Hydro Pty Ltd, which provides oversight of modern slavery requirements and the activities set out in this Modern Slavery Statement. An update was provided to the Board of Pacific Hydro Pty Ltd in May 2022.

9. Addressing Modern Slavery Risks and case studies

Pacific Hydro recognises that it is a shared responsibility – among principals, contractors and suppliers – to raise awareness of modern slavery risks and prevent human rights abuses occurring by on-going engagement of suppliers and monitoring of risk areas, risk assessment and mitigation.

With that in mind, during this reporting period Pacific Hydro undertook a number of activities to progress work previously carried out in 2021, specifically in the areas of risk assessment and enhancing readiness of our staff and supplier base to tackle modern slavery.

Pacific Hydro's 2022 Modern Slavery action plan included the following key activities:

- We continued to distribute detailed self-assessment questionnaire to suppliers operating within key risk areas, with a focus on conducting more in-depth due diligence on manufacturing locations, country of origin and past practices;
- We continued our mandatory Modern Slavery training across our internal training platform, which was completed by permanent and part-time employees. Since its roll out in 2021, Modern Slavery Training is carried out annually as a mandatory requirement for all staff at the beginning of each year and at the time of new staff joining the company as part of their onboarding induction training. Ongoing through tender process and annual mandatory training, last company-wide on-line training was carried out in September 2022;
- We periodically reviewed our governance documents, processes and procedures;
- We have continued to monitor our modern slavery Risk Register;
- Whilst our risk assessment and subsequent follow up actions with suppliers indicate that it will be prudent for some suppliers to be monitored with periodical assessments carried out (due to the nature and risk profile of their supply industry), Pacific Hydro is generally pleased with the level of engagement and co-operation that has been forthcoming from those suppliers;
- The majority of our suppliers are actively engaging with the Modern Slavery Act and the majority of suppliers had either established their own modern slavery policies or were in the process of doing so. Suppliers have submitted their latest documents including published Modern Slavery Statements (where applicable);
- We continue to incorporate model clauses into our template contracts and major supply agreements, requiring counterparties to comply with modern slavery laws and implement processes and procedures to identify, prevent and rectify modern slavery occurrences. This is led by the legal team during the negotiations with third parties requiring the inclusion of Pacific Hydro's modern slavery clauses (or a suitable equivalent);
- Our tender documents stipulate the need for tenderers to demonstrate modern slavery compliance in their tender response for work or services in Pacific Hydro. Our tender assessment process places modern slavery as a key evaluation criterion for selection;
- Pacific Hydro is well represented in external groups including the UN Compact Network and the Clean Energy Council's Risk of Modern Slavery Working Group. Pacific Hydro's is a permanent participant in workshops that discusses issues, trends and strategies to stamp out modern slavery; and

- As a representative in Clean Energy Council's modern slavery working group, Pacific Hydro has contributed to the development of, and signed, a modern slavery pledge statement for Clean Energy Council members to sign up to in 2022. In signing up the statement, members pledge to support and pursue actions within their enterprise and businesses to prevent modern slavery through various means including collaborating on initiatives with industry participants, agencies and civil societies.

Case Study 1: Investigating allegations of Modern Slavery breaches

One of Pacific Hydro's suppliers (a large manufacturing company based overseas that supplies PV panels to Pacific Hydro) was assessed as a high-risk supplier for Modern Slavery, based on reports in the media and also information made available during discussions with external Modern Slavery working groups.

Pacific Hydro's Board took particular interest in this allegation and requested that the supplier be further investigated. Pacific Hydro sought from the supplier the following information:

- written confirmation from the supplier about its full compliance in the *Modern Slavery Act 2018* (Cth) and what actions it has taken to mitigate the risks of Modern Slavery (including any updated policies and procedures);
- disclosure of any policy or procedural requirements in its manufacturing locations and supply chains; and
- declaration of any known instances of Modern Slavery incidents and/or breaches.

After receiving a deficient response from the supplier, Pacific Hydro raised its residual concerns and requested further clarification to be provided. As no response was received, internally, Pacific Hydro's operations team was notified about the embargo placed on the supplier to ensure no orders are raised for any replacement solar panels. Pacific Hydro's operations confirmed that no new items will be ordered from that supplier until there was direction otherwise when the embargo is removed, and satisfactory risk assessment is carried out with respect to the supplier's modern slavery compliance.

Case Study 2: Setting effective risk management controls

Tango Energy identified that one of its key risk areas is in relation to its use of offshore labour as part of its call centre and back-office operations. These arrangements require effective controls, particularly where such operations are in high-risk geographies. Tango Energy manages this through a selection process involving due diligence activities, including on-site inspection (and face-to-face interviews with staff) and assessment.

Tango Energy requires the management teams of these third-party contractors to respond to questions in relation to their recruitment, training and management practices, and calls are monitored by Tango Energy's Quality Assurance team. Tango Energy has also implemented clauses into its contracts requiring that sales channel partners implement modern slavery risk management processes and comply with requests from Tango Energy for information regarding modern slavery. Tango Energy's contracts with sales channel partners also only permit offshore subcontracting where authorised by Tango Energy. Tango Energy recognises that offshore labour remains a high-risk area for the business and is committed to ensuring that effective controls are in place to manage and mitigate this risk across future reporting periods.

In 2022, Tango Energy has prioritised providing additional support to frontline teams by undertaking the following key activities:

- Tango Energy Sales and Quality Assurance Teams are in daily contact with the frontline teams in Fiji Islands who provide sales and back-office support. They conduct regular meetings with onshore management here in Melbourne, Australia.
- Tango Energy personnel undertook onsite training and quality assurance reviews in May 2022 and November 2022 at the vendors premises in Suva Fiji Islands.
- Tango Energy Billing and Provisioning Teams communicate daily with the frontline teams providing support services in Manila, Philippines, and hold monthly business reviews with account management here in Melbourne, Australia.
- Various members of the Tango Energy Customer Experience Team communicate daily with frontline teams who provide customer service and quality assurance support from Manila, Philippines.
- The Tango Energy Sales Channel Manager conduct weekly meetings with all active sales channels some of which have staff members based in India. Interactions between third-party service providers and Tango Energy customers are monitored monthly by the Tango Energy Quality Assurance Team, to ensure compliance with internal policies and law.

Case Study 3: Assessing modern slavery response as key criterion in a major tender

During 2020, recognising the gap in our procurement process and to mitigate the risk of modern slavery, we updated our tender documents to include a Modern Slavery Questionnaire Returnable Schedule. This Schedule must be completed by all suppliers and returned with their tender submission. In Q1-2022, Pacific Hydro completed the tender process for the procurement of PV and BESS inverters for its Clements Gap BESS Project in South Australia and Haughton Solar Farm Stage 2 Project in Burdekin Shire, Queensland. The tender included modern slavery requirements which were enlisted as a key criterion for selection. The evaluation process was completed with two (2) suppliers failing to be shortlisted for not meeting Pacific Hydro's modern slavery requirements outlined in the tender questionnaire. Previous tender process did not have a dedicated assessment criterion relating to modern slavery. During Pacific Hydro's debrief to unsuccessful tender participants, feedback of their shortcoming with respect to modern slavery response was provided for learning and future compliance in tender submissions.

10. Impact of COVID-19

Pacific Hydro was fortunate in that none of our operational or construction projects were significantly delayed as a result of COVID-19. However, two main areas of Pacific Hydro's supply chain have been affected by COVID-19 since its onset in February 2020.

Pacific Hydro has continued to use Australian workforce of skilled labourers to execute repairs and servicing on our assets, who are occasionally supported by international technicians. Restrictions on overseas travel affected our supply chains as it became difficult to engage with manufacturers and for non-Australian based technicians to travel. Pacific Hydro was also affected in terms of its spare parts, however most of our fleet have contracted suppliers with healthy levels of inventory. We were able to engage with our existing supplier base to get repairs done and procure spare parts. In so doing, we could rely on our pre-COVID-19 modern slavery risk assessment for those suppliers and did not need to procure new suppliers as a result.

We have since conducted an analysis to determine the risks to specific parts of our fleet due to increased COVID-19 effect on the business and have pre-emptively purchased critical spare parts from our trusted suppliers in anticipation of any further COVID-19 impacts.

11. Assessing our effectiveness and looking ahead

Our key focus in 2023 will be continuing educating and improving awareness of Modern Slavery risks internally and among our key suppliers, and reinforcing the processes and foundations to allow our modern slavery risk management to mature across future reporting periods. We plan to do this by:

- distributing a tailored self-assessment questionnaire on a suitable platform to suppliers, with a focus on streamlining the process and conducting more in-depth due diligence on manufacturing locations, country of origin and past practices;
- actioning follow-up items identified through our evaluations of supplier self-assessment questionnaires, including following up high-risk suppliers, addressing gaps in responses and building capability among our supplier base;
- undertaking further due diligence of high-risk areas of the supply chain, including targeted questionnaire to determine country of origin, manufacturing locations and past practices in order to inform possible risk mitigation strategies;
- continuing our mandatory Modern Slavery training and periodically reviewing our governance documents, processes and procedures; and
- reviewing and implementing improvements to our current procurement process to include methodologies for understanding and assessing tenderers' approach to modern slavery.

Our focus for 2023 is to optimise our modern slavery risk management response by seeking greater understanding of our diverse supply chain, market trends and best practices on how to work with our suppliers to mitigate them.

We will do this by optimising:

- Governance

Using Pacific Hydro's established governance framework and senior level accountability for modern slavery risk, we will introduce appropriate delegations throughout the organisation to enhance reporting and assurance mechanism for modern slavery requirements in the procurement process.

- Risk Management

We will continue to monitor modern slavery risk in our operations and supply chains, and incorporate any recommendations from expert groups into our enterprise risk management framework.

- Understanding of suppliers

We will continue to evaluate our supplier base to seek deeper understanding and transparency in order to conduct ongoing assessment and review of the current mapping across high-risk commodities.

- Supplier engagement

We will maintain continuous engagement with suppliers on the issue of modern slavery, seeking to provide understanding and knowledge where necessary through training material.

- Engagement within relevant sector and expert bodies.

We will continue our attendance and engagement with the UN Global Compact Network Australia's Modern Slavery Community of Practice forum to expand our working knowledge on the United Nations Guiding Principles on Business and Human Rights (UNGPs), and connect with peers to optimise our engagement and collaboration within our sectors. We will engage with civil societies that are active in assisting organisations understand local issues and modern slavery practices.

12. Consultation process with controlled entities

In addition to the Modern Slavery actions undertaken by Pacific Hydro Pty Ltd and its Australian subsidiaries, PHC and its Chilean subsidiaries also undertook the following actions, in consultation with representatives from the Modern Slavery Working Group:

- annually reviewed their own Modern Slavery Policy;
- identified the key areas for Modern Slavery Risks in their supply chain and implemented the inclusion of their Modern Slavery Policy as an obligation for all their contractors;
- maintained their Modern Slavery Risk Register and undertook ongoing assessment and review of risk mapping of its supplier base;
- provided educational training on Modern Slavery to their employees including as part of their compliance and crime prevention programs, they have provided their staff with audio visual material regarding our Modern Slavery policy; and
- inserted clauses in their standard form contracts requiring their suppliers to declare that they are compliant with Modern Slavery laws, including a positive obligation on any contractor that any subcontractors engaged will also be compliant.



13. Authorisation

This Modern Slavery Statement was approved by the board of SPIC Pacific Energy Pty Ltd and the board of Pacific Hydro Pty Ltd.

I issue this statement on behalf of SPIC Pacific Energy Pty Ltd and its subsidiaries as Chair of the Board of SPIC Pacific Energy Pty Ltd.

Yours faithfully

A handwritten signature in black ink, appearing to read "Rufeng SHOU".

Rufeng SHOU

Chair of the Board of Pacific Hydro Pty Ltd and SPIC Pacific Energy Pty Ltd

Appendix A – List of subsidiary companies of SPIC Pacific Energy Pty Ltd

Australia

- Energis Australia Pty Ltd.
- Energy Pacific (Vic) Pty Ltd.
- North Western Energy Pty Ltd
- Ord Hydro Pty. Ltd
- Pacific Blue Smart Communities Pty Ltd
- Pacific Blue Haughton Solar Farm 2 Holdings Pty Ltd
- Pacific Blue Haughton Solar Farm 2 Pty Ltd
- Pacific Hydro Pty. Ltd
- Pacific Hydro AFSL Pty. Ltd
- Pacific Hydro Australia Developments Pty. Ltd
- Pacific Hydro Australia Holdings Pty. Ltd
- Pacific Hydro Bunkers Hill Pumped Hydro Pty Ltd
- Pacific Hydro Bunkers Hill Pumped Hydro Holdings Pty Ltd
- Pacific Hydro Challicum Hills Pty. Ltd
- Pacific Hydro Clements Gap Pty. Ltd
- Pacific Hydro Clements Gap BESS Pty Ltd
- Pacific Hydro Crowlands Holdings Pty. Ltd
- Pacific Hydro Crowlands Pty. Ltd
- Pacific Hydro Finance Company Pty. Ltd
- Pacific Hydro Finance Pty. Ltd
- Pacific Hydro Forbes Solar Farm Holdings Pty Ltd
- Pacific Hydro Group Two Pty. Ltd
- Pacific Hydro Haughton Landco Pty. Ltd
- Pacific Hydro Haughton Solar Farm Holdings Pty. Ltd
- Pacific Hydro Haughton Solar Farm Pty. Ltd
- Pacific Hydro International Pty Ltd
- Pacific Hydro Investments Pty. Ltd
- Pacific Hydro Portland Wind Farm Pty. Ltd
- Pacific Hydro Prairie Pty Ltd.
- Pacific Hydro Prairie Holdings Pty Ltd.
- Pacific Hydro Renewables Pty Ltd
- Pacific Hydro Retail Holdings Pty. Ltd
- Pacific Hydro Wholesale Trading Pty. Ltd
- Pacific Hydro Yaloak Pty. Ltd
- Pacific Hydro Yaloak South Pty. Ltd
- Pacific Infrastructure Pty. Ltd
- Pacific SE Pty Ltd
- SPIC Pacific Energy Pty Ltd
- SPIC Pacific Hydro Pty. Ltd
- Pacific Blue Retail Pty Ltd
- Taralga Holdings Nominees 1 Pty. Ltd
- Taralga Land Co Pty. Ltd
- Taralga Wind Farm Nominees No 1 Pty. Ltd
- Taralga Wind Farm Pty. Ltd
- Taralga Holdings Nominees 2 Pty. Ltd
- Taralga Operating Co Pty. Ltd
- Taralga Wind Farm Nominees No 2 Pty. Ltd

Chile

- Pacific Hydro Chile SA
- Inversiones Pacific Hydro Tinguiririca SpA
- Pacific Hydro Punta Sierra SpA
- Copiapo Solar SpA
- Hidroelectrica Nido de Aguila SA
- Inversiones Pacific Hydro Cachapoal Limitada
- Pacific Hydro Chacayes SA
- Hidroelectrica Cachapoal SA