



简单数学题：12,000小时等于多少日？

相等于500个不眠不休的服务日

2017年恒隆一心义工队

- ✓1,000位义工 | ✓100项义务工作
- ✓5,000位受众 | ✓12,000服务小时

A simple math question : 12,000 hours equal to how many days?

Equivalent to 500 consecutive days of service

Results of the Hang Lung As One Volunteer Team in 2017

- ✓1,000 volunteers | ✓100 community work
- ✓5,000 beneficiaries | ✓12,000 service hours

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恒隆集团及恒隆地产委任新行政总裁

Hang Lung Group and Hang Lung Properties Appoint New CEO

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恒隆集团有限公司及恒隆地产有限公司于2018年3月16日（星期五）公布，委任卢韦柏先生为候任行政总裁，于2018年5月16日（星期三）生效。现任行政总裁陈南禄先生将于2018年7月16日（星期一）退休，在此之后会获委任为董事长顾问及恒隆地产非执行董事，而卢韦柏先生会于同日正式接替陈南禄先生为行政总裁。

卢韦柏先生现年47岁，毕业于香港大学，获得社会科学学士学位。卢韦柏先生在香港及内地的银行业及快速消费品行业有超过25年管理经验。彼于2000年加入花旗集团，在出任多个要职后，于2013年任职该集团香港及澳门区行长，乃该环球银行于香港区的最高职级。在此之前，他于可口可乐中国有限公司及宝洁香港有限公司出任要职。

卢韦柏先生表示：“能够有机会成为恒隆的行政总裁，我深感荣幸及兴奋。恒隆是一家获高度赞誉的公司，其业务成就超卓，亦积极肩负企业责任。我期望在这坚实的基础上带领公司前行，并为所有持份者长远增值。我感谢董事长陈启宗先生及恒隆董事局对我的信任，以及在陈南禄先生的领导下，组成了一支强大的管理团队，好让公司再创高峰。”

现年62岁的陈南禄于恒隆服务八年。他表示：“这是我退休的最佳时机，希望可以在接连工作41年后好好休息。我很荣幸能够于恒隆服务，并对董事长陈启宗先生及恒隆董事局致衷心谢意。回望过去八年，虽然充满挑战，但努力总有回报，成果亦带来满足。恒隆有今天的成就，实在有赖公司每位同事及所有业务伙伴的贡献。没有他们的努力和付出，我们不可能走到今天。我在此衷心感谢每位同伴的努力，同时祝愿他们成就非凡。”

恒隆董事长陈启宗先生说：“本人以及董事局很高兴可以委任卢韦柏先生为行政总裁。卢韦柏先生经验丰富，有广泛的知识，可以把恒隆带上另一高峰。我深信他会得到公司管理团队的全力支持，并期望与他紧密合作。”

陈启宗先生继续表示：“我谨代表恒隆董事局感谢陈南禄先生在过去八年的卓越贡献。公司于这段期间脱胎换骨，成就比以前更非凡。建基于陈南禄先生的努力，卢韦柏先生可以在这个坚实的基础上，与强大的管理团队继续前行。我祝愿陈南禄先生有美满健康的退休生活。”

On March 16, 2018 (Friday), Hang Lung Group Limited and Hang Lung Properties Limited announced the appointment of Mr. Weber Lo Wai Pak as Chief Executive Officer Designate of both companies with effect from May 16, 2018 (Wednesday). Mr. Philip Chen Nan Lok, the current Chief Executive Officer, will retire on July 16, 2018 (Monday). On the same day, Mr. Chen will be appointed as Adviser to Chairman and re-designated as a Non-Executive Director of Hang Lung Properties. With effect from July 16, 2018 (Wednesday), Mr. Lo will succeed Mr. Chen as the Chief Executive Officer of both companies.

Mr. Lo, aged 47 and a graduate of The University of Hong Kong with a Bachelor degree in Social Sciences, brings with him over 25 years of experience in business management across the banking and fast-moving consumer goods sectors in Hong Kong and mainland China. Mr. Lo is currently Citi Country Officer & Chief Executive Officer of Citi Hong Kong and Macau, the highest ranking officer in the Hong Kong franchise for the global bank, and a role which he has served since 2013. Mr. Lo has held various senior management roles within the bank since joining Citi in 2000, after several successful leadership roles in Coca-Cola China Ltd and Procter and Gamble (HK) Ltd.

Mr. Lo said, "I am excited and humbled by this opportunity to serve as the CEO of Hang Lung, a highly respected and successful company with strong corporate responsibility. I look forward to building upon the strong foundations, and continuing to deliver sustainable values to all our stakeholders. I would like to thank the Chairman and the Hang Lung Boards for their trust and confidence, and Philip for bestowing a strong leadership team that will help take the company to a new level of excellence."

Mr. Philip Chen, 62, who has worked in Hang Lung for the last eight years, said, "This is the best time for my retirement, and I intend to take a break after 41 continuous years of work. It has been a great honor and pleasure working for Hang Lung. I am enormously grateful to our Chairman Mr. Ronnie Chan and the two Hang Lung Boards. Looking back over the last eight years, it was a challenging, but also a most rewarding and satisfying experience. The many achievements at Hang Lung are the results of the efforts of everyone involved. Without their hard work and dedication, we would not have come this far. I would like to thank all those concerned for their efforts, and wish everyone continued success and very good luck."

Commenting on the change of CEO, Mr. Ronnie C. Chan, Chairman of Hang Lung, said, "The Boards of Directors and I are pleased to appoint Weber at this important juncture for Hang Lung. Weber brings a broad skill-set to the Company, which will help us reach new heights. I know that he will have the full support of the management team, and I look forward to working closely with him in the coming years."

"On behalf of the Boards, I also thank Philip for his tremendous contributions over the past eight years. This period has been transformative for Hang Lung, and we are much stronger today than when he joined. Because of Philip's good work, Weber inherits a great team and strong foundations. We wish Philip a happy and healthy retirement."



恒隆一心义工嘉许礼2017

Hang Lung As One Volunteer Recognition Ceremony

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观看影片



▲ 陈家岳 (后排左二) 及菊梓乔 (后排右二) 颁发嘉许状予去年服务时数最高的五位恒隆义工：郭建民 (后排右一)、蔡思欣 (前排中)、萧朗然 (后排左一)、郑卓轩 (前排右) 及王燕云 (前排左)
Norman Chan (back row, 2nd from left) and Hana (back row, 2nd from right) present certificates of appreciation to the top five Hang Lung volunteers with the most service hours contributed during 2017, namely Kaw Kin Min (back row, right), Yandy Choy (front row, middle), Patrick Siu (back row, left), Jay Cheng (front row, right) and Wong Yin Wan (front row, left)

上下一心 推动优质企业义工文化

凭借超过1,000位恒隆义工的力量，“恒隆一心”义工队去年于香港及内地推动了超过100项以 Shaping The Future 为主题的义务工作，服务社会逾12,000小时！

为表扬义工的无私付出，恒隆于2月21日（星期三）举行了“恒隆一心义工嘉许礼”，活动除邀请公司执行董事陈家岳主礼，一众管理层亦出席为义工打气，包括董事—集团传讯及投资者关系关则辉、董事—成本及监控张启华、董事—项目管理梁鼎新、董事—内部审计曾殿科及董事—集团租务 Mikael Jaeraas 分别向出色义工颁发感谢状，表扬同事过去一年对社会的贡献。此外，热心公益的艺人菊梓乔 (Hana) 亦于当晚担任表演嘉宾，并分享义工经验。

Hang Lung As One Launched over 100 Community Work in Hong Kong and Mainland China

Backed by the contribution of the collective strength of over 1,000 Hang Lung volunteers, the Hang Lung As One volunteer team organized over 100 community activities under the theme, *Shaping the Future*, across Hong Kong and the Mainland last year, totaling over 12,000 service hours.

In recognition of the contribution made by our volunteers, Hang Lung organized a recognition ceremony on February 21 (Wednesday). In addition to being officiated by the Company's Executive Director, Norman Chan, senior management members, Director – Corporate Communications & Investor Relations, C.F. Kwan, Director – Cost and Controls, Gabriel Cheung, Director – Project Management, Peter Leung, Director – Internal Audit, Ricky Tsang, and Director – Central Leasing, Mikael Jaeraas also attended to show their support. Invited as a special guest at the ceremony, local pop singer, Hana, shared her involvement in volunteer activities.

由“睇数”化身“教数”的执董

掌管租务及物业管理部的执行董事陈家岳平日多与同事研究租金和零售额等数字问题，他去年由“睇数”化身“教数”，担任“恒隆趣味数学班”导师，为基层学生补习数学。他表示：“过去两年，我参与了不同类型的活动，除了为同学补习数学，也参加南生围单车生态游，教导小朋友认识生态环境。在每次活动中，我都与参加者分享自己的人生阅历，希望可以协助他们规划自己的未来。”

An Executive Director with Expertise in Mathematics Served as a Tutor

As the Executive Director overseeing the Company's Leasing & Management Department, Norman Chan has an exceptional understanding of numbers, especially those that relate to rents and sales. His expertise in mathematics proved valuable for a group of underprivileged children last year when he served as a tutor for the Hang Lung Fun Math Tutorial Classes. The free classes were designed to help students tackle math problems under the guidance of volunteer tutors like Chan. "In addition to serving as a math tutor, I also took part in other volunteer activities such as the Bike Tour in Nam Sang Wai, which opened students' eyes to the diversity and beauty of Hong Kong's natural environment," said Chan, "I enjoy sharing my experience with participants in the activities with a view to inspiring young minds as they plan for their future."



“恒隆数学奖”得主 由研数到解数

“恒隆一心”义工队于2015年联同历届“恒隆数学奖”参加者和香港中文大学数学系学生推出“恒隆趣味数学班”，以一对一的形式向基层学生提供免费数学功课辅导。2006年“恒隆数学奖”金奖得主，现职土木工程师的郑卓轩自数学班推出以来一直担任导师，同时成为2017年度服务时数最高的恒隆义工之一。他说：“我十分喜欢钻研数学，希望透过传授解读数学的技巧，化解同学对数学的恐惧。除了学术知识，义工与小学生亦成为良师益友，为学生提供心灵辅导。”

Platform to Let the Enthusiast of Mathematics Shine

The Hang Lung Fun Math Tutorial Classes were established in 2015 by the Hang Lung As One volunteer team together with past Hang Lung Mathematics Awards (HLMA) participants and students from the Department of Mathematics of the Chinese University of Hong Kong, to offer underprivileged students free one-on-one math tutorials. Jay Cheng, the Gold Award winner at the 2006 HLMA, is now a civil engineer by profession and has served as a volunteer tutor since 2015. As one of the top volunteers with the most service hours contributed in 2017, he said, "As a keen mathematics enthusiast, I want to equip primary students with analytical skills that will help them eliminate their fear of numbers. The Hang Lung Fun Math Tutorial Classes have enabled me to develop lasting friendships with students by offering them support as a mentor."



用心、专业、传承

“恒隆一心”义工队致力在青少年发展、宣扬环保及支援长者方面服务。

去年，恒隆策动了为期一个学年的“恒隆·筑迹——年轻建筑师计划”，让300多名中学生透过一系列互动讲座、工作坊、游戏及导赏团，认识建筑与社区的关系，培育他们成为未来的建筑师。恒隆地产多名建筑师及建筑界的表表者亦成为活动的顾问，为计划提供专业的意见。

今年“恒隆一心”义工队继续以 Shaping The Future 为主题，推动优良企业义工文化，用心服务社群！

Serving with Heart, Professionalism & Inheritance

The Hang Lung As One volunteer team is dedicated to supporting youth development, environmental protection, and the well-being of the elderly.

Last year, Hang Lung launched the Hang Lung Young Architects Program to groom over 300 secondary school students to become future architectural talents. Hang Lung's architects along with seasoned industry experts have been engaged as advisors for the program, to offer their professional insights and advice.

During 2018, the Hang Lung As One volunteer team will continue to adopt *Shaping The Future* as its theme to provide in-depth and sustainable volunteer services for the benefit of the community.

各地义工同献社区

Contribute to the Communities

◀◀ 恒隆广场·上海 Plaza 66



◀◀ 港汇恒隆广场·上海 Grand Gateway 66



◀◀ 恒隆广场·无锡 Center 66



▲▶ 市府恒隆广场·沈阳 Forum 66



▼▶ 恒隆广场·大连 Olympia 66



▼▶ 恒隆广场·昆明 Spring City 66



◀◀ 恒隆广场·天津 Riverside 66



▲▶ 恒隆广场·济南 Parc 66



▲▶ 恒隆广场·武汉 Heartland 66



▲▶ 皇城恒隆广场·沈阳 Palace 66



恒隆年报再添殊荣

Another Accolade for Hang Lung's Annual Report

2017|18 WINNER



恒隆地产以“一心一志”为主题的2016财政年度年报继去年勇夺多个大奖后再下一城，于国际知名的2017/2018年MERCURY Awards中获得“年报—整体表现：物业发展”组别的银奖，是公司连续第11次在这个评选中获奖。透过开诚布公的沟通和披露，我们向持份者阐释公司的发展及业务资讯，进一步肯定公司在实践良好的企业管治所付出的努力。

由美国MerComm, Inc.主办的MERCURY Awards旨在表扬全球于公共关系、公共事务与企业传讯三大方面有出色表现的单位，从创意、原创性、风格，以至信息呈现的技巧及表达的有效性等多角度作为评审标准。

The Hang Lung FY2016 Annual Report has taken home another accolade, this time at the internationally acclaimed 2017/2018 MERCURY Awards, after numerous wins last year. The annual report won a Silver Award in the category of Annual Reports – Overall Presentation: Property Development this year, making it the 11th time that Hang Lung has been recognized at the MERCURY Awards. Carrying the theme, *We As One*, the FY2016 Annual Report continues the Company's policy of maintaining quality communications with our shareholders by reporting the Company's development and business operations fully and openly, to uphold the highest standards in corporate governance.

Organized by MerComm, Inc. of the United States, the MERCURY Awards recognize and honor the world's best achievements in public relations, public affairs and corporate communications in which exceptional intelligence, creativity, originality, style, and effectiveness have been demonstrated. Entries from around the world are assessed, judged, and conferred by a professional global judging panel.

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恒隆成为“卓越雇主”之道

Becoming an Employer of Choice

恒隆已连续四年在《JobMarket求职广场》举办的“卓越雇主大奖2017”中荣获“卓越雇主大奖”，并连续两年囊括“卓越企业持续发展大奖”，此佳绩肯定了公司在人力资源和企业持续发展方面的非凡成就，其成功之道就是把员工放在第一位。

总经理—人力资源潘舜雅表示：“恒隆一直视员工为重要资产，持续为员工提供全面、多元化的职场发展，亦提供岗位轮换，让员工尝试跨部门发展。”员工的身心健康亦是恒隆关注的一环，除了为员工提供最安心的工作环境，更特别设立了“雇员身心健康计划”，定期举办活动，协助减轻员工的生活压力，达到身心平衡。公司亦为员工制定专业培训计划，由前线的星级客户服务课程至管理层的管理决策与领导力课程，提升员工学习及企业营运的效率之余，亦提升雇主品牌形象以吸引人才加入恒隆。

同时，公司亦非常重视在持续发展上的贡献，在工作场所素质、环境保护、营运管理及社区参与方面都有出色的表现。

Hang Lung has taken home the Employer of Choice Award for four straight years and the Corporate Sustainability Award for the second year presented by JobMarket, affirming the Company's extraordinary achievements in human resources (HR) management and corporate sustainability. The key to the successes is putting staff first.

Janet Poon, General Manager – Human Resources said, “Our employees are our greatest asset and we have consistently invested in training and development channels to provide pathways for our staff to explore their potential.” The Company has launched comprehensive staff engagement initiatives like the Employee Wellness Program to ensure staff well-being, and to provide everyone with a safe and comfortable working environment. The Company also provides training programs in various professional areas, including customer service for frontline staff members, and leadership and management for senior management, helping staff to build their knowledge and skills, and at the same time attracting talent by building our employer brand.

Meanwhile, the Company also places great emphasis on the area of corporate sustainability and has demonstrated outstanding performance in Workplace Quality, Environmental Protection, Operational Practices, and Community Engagement.



▲ 潘舜雅(中)、人才管理主管利志华(左三)、高级经理—可持续发展李栢麟(右三)及同事出席“卓越雇主大奖2017”颁奖典礼 Janet Poon (center), Head of Talent Management, Eva Li (3rd from left), Senior Manager – Sustainability, Jonathan Li (3rd from right), and the team attend the award presentation ceremony of Employer of Choice Award 2017



踏入狗年，开工吉日当然要喜气洋洋！行政总裁陈南禄、首席财务总监何孝昌、执行董事陈文博、陈家岳及程鼎一，齐齐向同事送上贺年祝福，并大派利是。

Welcome to the Year of the Dog! Chief Executive Officer Philip Chen, Chief Financial Officer H.C. Ho, Executive Directors Adriel Chan, Norman Chan and Dane Cheng visited different departments of the Hong Kong offices to give red packets and share New Year blessings.

开工大吉！ 管理层送上

Start the Year of the Dog with Blessings!



集团租务及集团市场团队
Central Leasing and
Central Marketing Teams



管理培训生
Management Trainees



人力资源部
Human Resources Department



陈南禄即席挥毫，为员工送上祝福
Philip Chen writes red lucky scrolls to express his blessings to the staff



康怡广场 Kornhill Plaza

租务及物业管理部
Leasing & Management Department



发展及设计部
Development & Design Department



综合服务部
Service Delivery Department

淘大商场 Amoy Plaza



Fashion Walk



贺年祝福



陈家岳：商场重视清晰定位

Norman Chan: Positioning is Key

租务及管理团队日夜努力不懈，协助公司达至成为最尊崇的全国性商业地产商的目标。今期的“立体访谈”，我们就与执行董事陈家岳对谈，了解他如何领导租务及物业管理团队的逾3,000位优秀同事，管理公司在香港及国内的庞大租赁物业组合。

To help achieve our vision of becoming the most admired commercial property developer in mainland China, the Leasing & Management Team work day and night to make it a reality. In this issue's *Management Dialogue*, we speak to Executive Director, Norman Chan, who oversees a team of over 3,000 talented individuals in the Leasing & Management Department, to understand how the team manages our entire leasing portfolio in Hong Kong and on the Mainland.



领先同群

面对过往数年竞争剧烈加上经济疲弱的双重难关，陈家岳认为制胜之道在对市场有深刻认识——即在每一个城市，都必须厘清自身相对竞争对手的优劣，方能演绎独有优势，达至傲视同群。因此，商场定位至关重要。

陈家岳解释道，由于公司在八个内地城市营运10个项目，必须配合市场演变以至科技发展对购物休闲习惯的影响，花时间微调及巩固每个项目定位。定位的价值在商场开业后首数年内，不一定即时会反映在表绩上，需要长时间维持，他说：“公司于内地的商场一向都是一线商场，而香港商场的定位则因地点而异。”

以上海的恒隆广场为例，定位就是Home to Luxury。上海的恒隆广场开业已有18年，凭着与租户建立的紧密关系，我们得以携手打造属于商场的独特定位。另外，以济南为例，济南的恒隆广场定位就相对大众化，是适合好友家人相聚的社交热点。

地理与客户群的组成对商场定位影响深远，我们须在每个城市找出那种独特的元素，以此为基础建立品牌。

对于香港的商场，恒隆有另一套策略。我们不单单要聚焦高端零售，而是希望凭借香港的国际化都会形象，与客户在品味的层面上取得共鸣。另外，亦会用主题推广来演绎其定位，在铜锣湾的Fashion Walk运用Fashion Intelligence这个连续性的故事就是当中一个好例子。



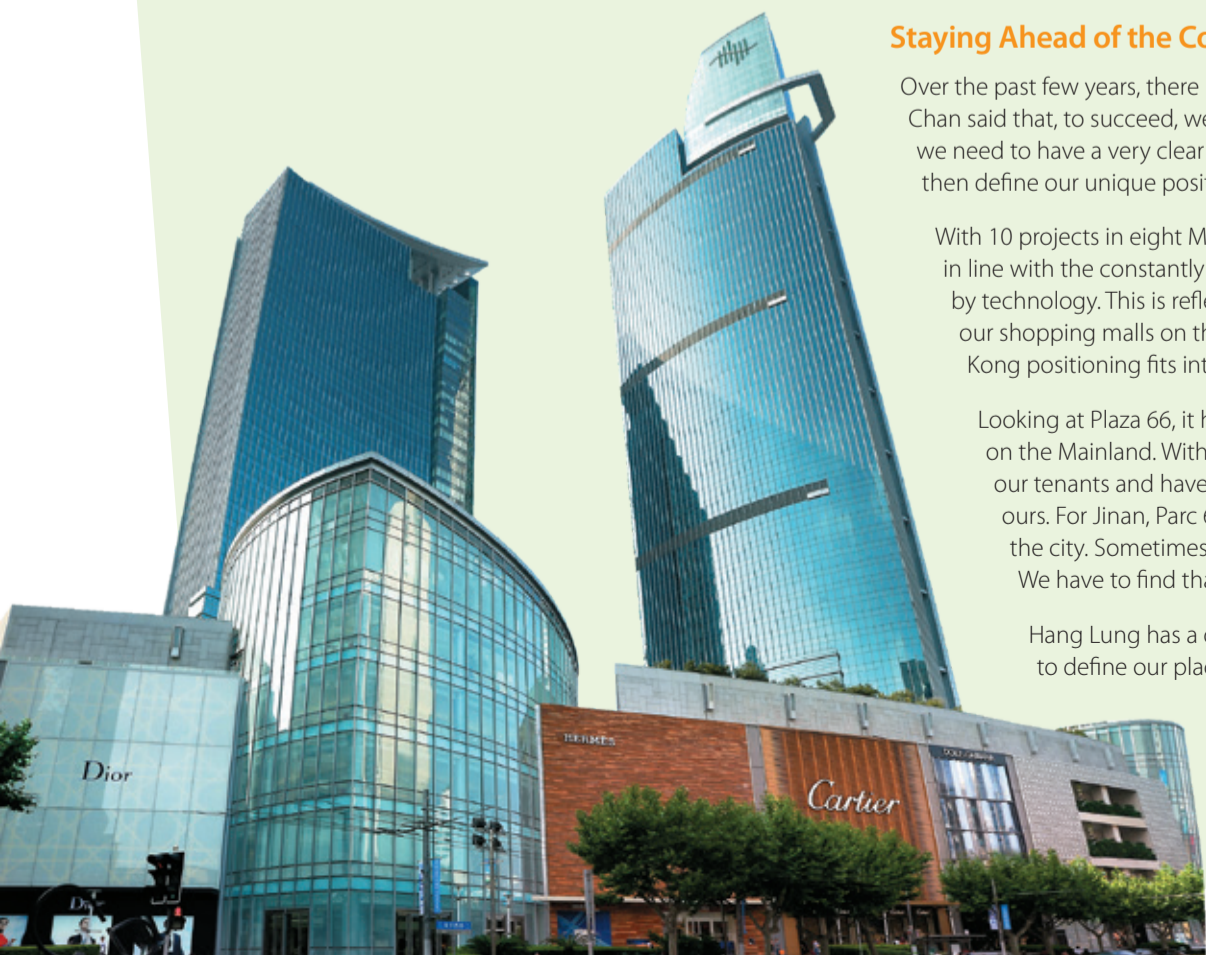
Staying Ahead of the Competition

Over the past few years, there has been fierce competition and the economy has been challenging. Chan said that, to succeed, we need to have a deep understanding of the market. Positioning is key, we need to have a very clear picture of where we stand in each city vis-à-vis our competition, and then define our unique positioning to stand out from the crowd.

With 10 projects in eight Mainland cities, Chan explains that it takes time to fine-tune positioning in line with the constantly evolving market and changing shopping patterns, influenced greatly by technology. This is reflected in the long term performance of the malls. “The positioning of our shopping malls on the Mainland has always been as the best of the breed, while in Hong Kong positioning fits into a specific location and market,” said Chan.

Looking at Plaza 66, it has a defined position as the Home to Luxury not just in Shanghai but on the Mainland. With 18 years of history, we have established a very close relationship with our tenants and have worked together to develop a place in the market that is uniquely ours. For Jinan, Parc 66 appeals to a wider audience as a venue to socialize and be seen in the city. Sometimes, geography and demographics can have a particular effect on a mall. We have to find that very special element in each city and build the brand around it.

Hang Lung has a different strategy for its Hong Kong malls. We have the attributes to define our place in segments other than pure luxury. Hong Kong is a truly international city with broad cosmopolitan tastes, which we need to tap in order to resonate with our customers. We use impactful thematic advertising to celebrate our positioning, as in the campaign series Fashion Intelligence for Fashion Walk in Causeway Bay.



持续求进

对于过去六年，公司致力提升香港的物业及上海的两大地标，陈家岳就解说道：“我们在2012年启动资产优化计划，至今已投入超过港币20亿元。要领先同群，成为内地第一线的商场，必须有最顶尖的硬件。我们借经济下行的良机，果断采取行动，维持市场上的竞争优势。”这策略已为上海的恒隆广场带来破纪录的业绩增长，而在香港，雅兰中心与Fashion Walk的优化项目已经完成，成果让人满意。上海的港汇恒隆广场与山顶广场的资产优化计划正进行得如火如荼，预料完成后将进一步提升公司的竞争优势。

陈家岳表示：“我们积极管理物业组合，回应客户的需求，同时与租户紧密合作，达致双赢局面。客户体验是其中关键。”他解释，公司策略是走在市场潮流前端，锁定目标客户群最感兴趣的商铺和食肆。除了聚焦能带动客流的重点租户外，我们亦加入不同的趣味小店，为客户带来崭新体验，维持新鲜感。此外，特定商场也可划出短租形式的空间，在限定时间内设立不同商铺，例如展销空间、小摊位、期间限定店等，为客户带来别出心裁、有如寻宝一般的购物体验。我们在香港及内地的商场都应用此策略，从上海的恒隆广场Prada Spirit期间限定店，到天津的恒隆广场与天猫合办的“光棍节”宣传活动，至旺角家乐坊的金宝汤期间限定店，都是其中的成功例子。

被问及网上购物对商场业绩表现的影响，陈家岳认为网购绝对无法取代好的商场。人是社交群体，一个体验丰富的购物休闲娱乐环境肯定有它的地位。网购的货品与商场的不相同，主要是令购物更方便及扩大消费市场。各方用心，寻找对策，也可以形成双赢局面。他以苹果、小米的销售模式为例，指出网购的兴起，其实能为商场带来产品推广及接触顾客的机会。顾客会先到实体店体验及购买产品，再于网上订购或回商场购买更多，增添选择，两全其美，因此能提升商场的客流及价值。

除此以外，要真正了解客户想法，就必须直接与客户建立联系。公司推出客户关系管理(CRM)计划，建立专属客户资料库，从而针对客群推出专享服务、优惠、送礼贴士及针对性的市场推广活动等等，见证公司业务正从与租户联系(B2B)的模式，逐步延伸至与顾客建立直接互动关系(B2C)的领域。

Constant Improvement

Over the past six years, the Company has upgraded our properties in Hong Kong and Shanghai. Chan said, "We started our Asset Enhancement Initiative (AEI) in 2012 and have invested over HK\$2 billion since then. To stand out from the crowd and become first-tier shopping malls on the Mainland, we need to have the best hardware. We took advantage of the economic down-cycle and took steps to enhance our competitive advantage." Plaza 66 has already reaped the benefits with unprecedented growth, and in Hong Kong, Grand Plaza and Fashion Walk have also completed their enhancement works with pleasing results. Grand Gateway 66 and The Peak Galleria are now in the process of their AEI. When complete, Chan said it will further add to the Company's competitive advantage.

"We have been actively managing our portfolio to suit changing consumer demands and have worked closely with our tenants as business partners. The key element is customer experience," said Chan. He explained that our strategy is to capture the types of stores and dining experiences our target consumers will respond to, and to be at the forefront of market trends. In addition to having key tenants that drive traffic and sales, we are also seeing a new emphasis on smaller specialty stores that bring new experiences and add a sense of novelty. Also, some malls are making greater use of temporary, flexible spaces that can accommodate new retail ideas for shorter, pre-defined periods. Pop-up stores, product introduction spaces and kiosks provide customers with a sense of the unexpected and give them a reason to treasure hunt. We have applied this strategy to our malls in both Hong Kong and the Mainland, from the most recent Prada Spirit pop-up store at Plaza 66 in Shanghai, a collaborative event with T-Mall during the Double 11 at Riverside 66 in Tianjin, to the Campbell Soup event at Gala Place in Mongkok.

When asked about how online shopping has affected the shopping mall business, Chan explained that e-commerce would not replace quality shopping malls. People are by nature social beings, requiring interaction and sense of community. A mall that is rich in content and services plays an important role in people's life. Online shopping offers speed and convenience, widening choices and expanding overall consumption. With good planning and execution, on- and off-line collaboration (O2O) can produce multiple winners. It in fact also presents new opportunities for our malls to engage consumers. Chan used Apple and Xiaomi as examples. Consumers will go to our stores to experience and purchase the products, then place order online or end up going back to the stores to buy more, thus bringing traffic and value to the mall they visit.

Apart from this, in order to understand what consumers want, we need to reach out to our customers directly. We have launched Customer Relationship Management (CRM) initiatives to build our own consumer database and to present customized offers, gift ideas, and other targeted marketing collateral. The Company has made headway in transforming from B2B to B2C.



中央化部门架构提升效率

从公司架构图可见，除项目营运外，还划分集团租赁部、集团办公楼租赁部、业务策划部、集团市场部等，各个部门的职责为何？陈家岳表示，要掌握竞争优势，有效管理多元化的租赁物业组合，需要集团的团队负起统筹角色。“我们一共有2,000多个业务伙伴，其中不少租户于不同项目均有商铺，因此需要有一个中央的联络点。”此架构能提升业务效率，加强与业务伙伴的沟通，有助与租户维持长远关系和信任。除租务外，集团市场部的功能包括搜索及提供国际化的市场推广元素质量管理，以提升协同效应。至于业务策划部的团队就是市场调研及策略的幕后脑袋，他们分析业务的各个层面，包括商场客户组合、竞争对手、市场趋势等，协助管理层根据资料数据作出精准判断。

是次访谈让我们得以瞥见租务及物业管理团队的内部运作，如何凭他们锲而不舍的心思，在每一个决策都考虑周详，为公司每一个项目订立无比精确的市场定位。

访问完结前，我们向陈家岳请教他的管理哲学。他表示用人是关键——以人为本，用人唯才。团队合作固然重要，亦须掌握个人优点，发掘他们的潜力。此外，当同事表现卓越，就应把握时机，尽量即时给予赞赏。每当有改进空间的时候，也应立即提供指引，给予清晰的方向。

Centralized Departments to Increase Efficiency

Going through the department organization chart, apart from mall management and operations, you would notice departments like Central Leasing, Central Office Leasing, Business Planning and Central Marketing. What are their functions and what does their work entail? Chan said in order to manage our diversified leasing portfolio, we need a central team to guide, coordinate and negotiate multiple deals. "We have over 2,000 business partners, with quite a number of them being common tenants across the portfolio. We would serve our own interest and that of our partners best if we can have a central point of contact." The structure enhances our efficiency, improves interaction with business partners, and helps to develop long-term relationship and trust between ourselves and our tenants. With these aims, we also created the Central Marketing team to source and introduce international elements, provide quality control and generated synergy. As for Business Planning, they are the eyes and ears behind our strategies. The team conducts thorough analyses of every aspect of our business including demographics, competition, market trends, and more, so that Management can make informed decisions.

We were able to get a glimpse of what actually goes on in the Leasing & Management Department in this interview. Nothing is too trivial and the team leaves no stones unturned. Positioning is all it boils down to at the end of the day.

When asked about his management philosophy, Chan said it is all about people, our colleagues. We need to discover and engage the right talent in the right roles. It's about teamwork and also letting each person's individual potential shine. Never forget to give them a pat on the back in a timely manner for a job well-done or in situations where there is uncertainty or room for improvement, provide direction and guidance with clarity and speed.



星级服务专区 HL Star Service

高水平服务的关键

The Key to Achieving Top Service Quality

高水平服务不只在在于我们提供了什么给顾客，更在于理解顾客的需要。

恒隆明白，提供服务的过程亦是与客人交流的宝贵经验，故成立综合服务部，以增加部门与顾客沟通和互动的机会，并可见成效。部门亦会推行更多举措，以提升留客率和顾客的忠诚度。其中，由综合服务部优质管理团队主导的“顾客满意度调查”已在内地的商场全面推行，并将于本年度推广至部分香港项目。

管理综合服务部的执行董事程鼎一表示：“掌握顾客需求尤为重要。恒隆旗下的购物商场除了为顾客提供世界级设施，亦为他们设计了最佳的顾客体验；这是让顾客满意及巩固其忠诚度的关键。”程鼎一认为，顾客的宝贵意见有助进一步提升服务素质，遂领导其团队推行此项调查。他补充：“透过调查，我们可针对各个商场和团队的整体表现，获得更多有用的资料。”

为了加强报告的可信性和效益，调查以三种方式进行。除了由礼宾部前线员工与顾客进行面对面访问外，顾客亦可通过扫描二维码登入调查网站，或在各个商场的微信网页留言，以表达意见。去年，公司已进行超过7,600个调查。副总经理—优质服务梁伟霖表示：“调查结果令人鼓舞。顾客不但对我们多个方面的服务表示满意，亦同时就如何持续提升服务素质，提供了具体和具建设性的建议。此调查同时亦是一个有效的方法和工具，推动前线同事主动接触顾客和提供服务。从长远来看，我们希望能透过这种每天接触顾客的习惯，建立主动服务的文化。”他还表示，团队将继续进行调查，收集客人的宝贵意见。

《连系恒隆》的“星级服务专区”将继续分享体现公司高服务水平的范例，请继续密切留意，以了解我们如何精益求精，令服务尽善尽美！



◀ 执行董事程鼎一
Executive Director Dane Cheng



▶ 礼宾部前线员工与顾客进行面对面访问
Frontline concierge staff conduct face-to-face interviews with customers



Service is not only about what we give to customers, indeed, it's more about what our customers need from us.

Hang Lung truly understands that the process of providing service is a valuable exchange between customers and the service provider, and has thus established its Service Delivery Department to maximize opportunities to interact and communicate with customers. Positive results have already been achieved, while more initiatives to improve customer retention and loyalty are ongoing. One of these initiatives is the Customer Engagement Survey initiated by the Service Delivery Department's Service Quality Team, which was launched at all shopping malls in Mainland China, and will be rolled out at selected shopping malls in Hong Kong later this year.

Executive Director Dane Cheng, who oversees the Service Delivery Department, said, "Getting a clear picture of customer desires is critical. In Hang Lung's shopping malls, we provide customers with world-class facilities as well as the best customer experience. This is the key to achieving customer satisfaction and loyalty." Cheng understands that customer feedback is always valuable to further enhance service quality. Therefore, he led the team to deploy the Customer Engagement Survey. "Through the survey, we can collect more useful information about the service performance of individual properties and teams," Cheng added.

In order to validly and reliably measure the results, the survey was conducted in three ways. In addition to face-to-face interviews with customers conducted by frontline concierge staff, customers were also able to access the survey portal by scanning a QR code, or give feedback on each mall's WeChat page. In 2017, the Company conducted over 7,600 surveys. Deputy General Manager – Service Quality, Ray Leung, said, "The results are quite encouraging. Customers showed good levels of satisfaction in many areas. They also provided very solid and constructive suggestions about how we may continuously seek to improve our services. The survey has also proved to be an invaluable initiative and tool for us to enable our frontline colleagues to proactively reach out to customers and provide service. By setting up a habit of reaching out to customers daily, we'd like to build up a proactive service culture in the long run." He added that the team will continue to conduct the surveys to collect customer feedback.

To enable colleagues to learn from examples of stellar service, *HL Star Service* in Connections will share cases that epitomize the Company's quality service paradigm. Do stay tuned to find out how we are continuously raising the bar in service delivery!



◀ 顾客可通过扫描二维码登入调查网站，或在各个商场的微信网页留言表达意见
Customers could access the survey portal by scanning a QR code, or give feedback on each mall's WeChat page

恒隆这样走过来 Retracing the Hang Lung Path

陈曾熙和胡应湘——对合和中心的远见

T.H. Chan and Gordon Wu – Their Far-Sightedness about Hopewell Centre

位于湾仔的合和中心，楼高66层，当中有接近50层为写字楼。每天早上，附近一带车水马龙，有不知多少人在这里上班。

如果，合和中心不是写字楼，又有没有现在的川流不息？

“当年很多人都不看好我这个概念，不相信这个写字楼会成功，惟独是熙哥。”

现年82岁的合和实业董事长胡应湘爵士接受恒隆历史书的访问，在回顾与恒隆创办人陈曾熙先生的点滴时，想起了在1972年，与他的对话。

“我告诉他想把地皮用来建楼高几十层的写字楼。他没有说什么，却亲身走到地盘，从头到尾走了一圈。然后跟我说：‘你把这个起好以后，晚上什么地方也不用去了！’”

当时胡爵士对陈曾熙先生的说话不明所以，后来才明白，其实就是说写字楼会很成功，有了它，什么地方也不用去了。

胡爵士表示，他于1969年开始，用了三年时间，逐步购入了13幅地皮。至1972年合和上市前一个月，他完成所有收购。当他向友人透露起写字楼的想法时，有很多人都不看好。有些建议他兴建住宅，有些只说不会成功。惟陈曾熙先生话也不说，自己亲身走了一趟后，得出说话一句。

还看今朝。合和中心写字楼，就是空前成功。

“他就是这样有远见。”胡应湘爵士说。



▲ 图片来源：互联网/网上照片
http://twpcentre.weshare.hk/oceandeep3000/articles/756885

Every morning, countless numbers of people flock to work at the 66-story Hopewell Centre in Wanchai. Almost 50 floors of this skyscraper are designated for office tenants.

If Hopewell Centre had not been an office building, would we witness this same bustling scene every morning?

“Many people were not positive about my office concept, and they didn't believe that it could succeed. That is except for brother Hsi (alias of the late T.H. Chan).”

Recalling his fond memories of the late T.H. Chan, the 82-year-old Sir Gordon Wu remembered the conversation they had back in 1972.

“I told him that I would like to build a multi-story office building. Without saying a word, he simply went to the site and walked through it. Afterwards he said to me, ‘there's nowhere you could go at night after this is built.’”

At first Sir Gordon did not get the point. It was only later that he realized that T.H. Chan was hinting that the office building would be a great success.

According to Sir Gordon, it was in 1969 that he started to purchase the 13 plots of land in Wanchai. The purchases were completed one month before Hopewell Holdings was publicly listed. When Sir Gordon revealed his thoughts about constructing an office building to his friends, they poured cold water on the idea. Some suggested that he should build a residential development, while others dimly dismissed his suggestion, saying it would never work. It was T.H. Chan, following his visit to see the site for himself, who drew the correct conclusion.

Looking back now, there is no doubt whatsoever that Hopewell Centre is simply a triumph.

“He was just so far-sighted,” Sir Gordon said.



▲ 插画：麦东记
Illustration by: Don Mak

“型·聚旺角” 营造独特购物体验

A Unique Shopping Experience at the Place WHERE TRENDS MEET

公司自2012年起持续有序地展开资产优化计划，致力提升香港的核心物业组合的竞争力。继雅兰中心完成提升后，另外两个坐落旺角的物业——家乐坊及荷李活商业中心亦即将进行优化，工程包括翻新外墙、升降大堂、停车场出入口等，以营造更优质的营商环境。雅兰中心、荷李活商业中心及家乐坊更以“型·聚旺角”为策略定位，积极引入多个国际潮流品牌旗舰店，并定期开设期间限定店，成功为这个传统购物地区注入新动力。

过去两年，旺角的物业组合引入多个品牌并开设其在香港的首间旗舰店，当中包括6IXTY8IGHT及迪卡侬。此外，出前一丁的清仔、充满香港特色的美食车，以及来自日本九州的熊本熊亦先后进驻家乐坊开设期间限定店，并推出一系列崭新的推广，为顾客带来全新的购物体验，巩固公司物业在区内的地位。三大物业将打造强势铁三角，发挥更大的协同效应。

由4月1日起（星期日），栢裕商业中心将与毗邻九龙区最大的H&M概念旗舰店及星巴克特色店将统一称为家乐坊，以确立其区内的主要地标的角色。



◀ 栢裕商业中心与毗邻九龙区最大H&M概念旗舰店及星巴克特色店将于2018年4月起统一称为家乐坊
Starting from April 2018, the Park-In Commercial Centre, together with the adjacent H&M flagship store and Starbucks specialty store will be renamed Gala Place

商场聚焦 Eye on HL Malls

Since 2012, the Company has carried out its Asset enhancement initiatives (AEI) in phases to enhance the competitiveness of its Hong Kong core asset portfolios. After the completion of the enhancement work at Grand Plaza, the Company's other properties in Mongkok, Gala Place and Hollywood Plaza, are ready to kick start their AEI works, which will include the renovation of the external wall, lift lobby, and car park entrance, to create a better business environment. Carrying the brand, WHERE TRENDS MEET, Grand Plaza, Hollywood Plaza and Gala Place have successfully injected new elements into the traditional shopping district by introducing various international flagship stores and regularly bringing-in pop-up stores.

Over the past two years, the Mongkok portfolio has debuted brand flagships such as 6IXTY8IGHT and Decathlon in Hong Kong. Ching Chai by Demae Icho, food trucks offering a variety of local delicacies, and Kumamon from Kyushu in Japan have all opened pop-up stores at the open area at Gala Place while simultaneously launching promotion campaigns under the same theme. The series of brand new promotion activities has brought excitement to shoppers and further strengthened the Company's position in the district. Looking ahead, the three properties will continue to work together to create greater synergy in the district.

Starting from April 1 (Sunday), the Park-In Commercial Centre, together with the adjacent H&M flagship store and Starbucks specialty store will be renamed Gala Place to reconfirm the landmark position of the property in the district.

新年、新店、新气象！ New Year, New Stores, New Beginings!

踏入新一年，Fashion Walk继续有新气象，多家人气商店和食店陆续开幕！日本人气品牌Kura Chika by Porter及来自台湾并以水果茶闻名的“一芳”于2月登陆Fashion Walk的Paterson；而来自新加坡的“天天海南鸡饭”及主打手工啤酒的The Artist House亦接力于3月开幕。

Stepping into the New Year, more new stores are opening at Fashion Walk! In February, Japanese brand Kura Chika by Porter opened its store at Paterson. In addition, Yifang, which is famous for its Taiwanese fruit tea, opened an outlet there. In March, Tian Tian from Singapore, which sells Hainanese Chicken Rice, and The Artist House, which is famous for its draft beer, will also make their debuts at Fashion Walk!



Kura Chika by Porter

铜锣湾Fashion Walk百德新街42-48号
地下A铺
Shop A, G/F, 42-48 Paterson Street,
Fashion Walk, Causeway Bay

情人节碰上春节，正好用爱为狗年揭开序幕！恒隆旗下多个商场举办了不同的春节及情人节庆祝活动，希望大家在爱的季节，感受一个与别不同的新年！

With Chinese New Year and Valentine's Day in the same week, the start of the Year of the Dog was overwhelmed with love. Hang Lung malls across Hong Kong and the Mainland have celebrated with various festive activities, wishing all our customers a remarkable Chinese New Year in the season of love!

当春节遇上情人节 A Romantic Chinese New Year



淘大商场
Amoy Plaza



康怡广场
Kornhill Plaza

雅兰中心、
荷李活商业中心及家乐坊
Grand Plaza,
Hollywood Plaza &
Gala Place



山顶广场
The Peak Galleria



Fashion Walk

一芳
Yifang Taiwan Fruit Tea

铜锣湾Fashion Walk记利佐治11-19号
1楼F-17号铺
Shop F-17, 1/F, 11-19 Great George
Street, Fashion Walk, Causeway Bay



The Artist House

铜锣湾Fashion Walk京士顿街9号
一楼G4铺
Shop G4, 1/F, 9 Kingston Street,
Fashion Walk, Causeway Bay



天天海南鸡
Tian Tian Hainanese Chicken Rice

铜锣湾Fashion Walk京士顿街9号
地下H2铺
Shop H2, G/F, 9 Kingston Street,
Fashion Walk, Causeway Bay



市府恒隆广场·沈阳
Forum 66



港汇恒隆广场·上海
Grand Gateway 66



恒隆广场·大连
Olympia 66



皇城恒隆广场·沈阳
Palace 66

恒隆广场·无锡
Center 66



恒隆广场·天津
Riverside 66



恒隆广场·上海
Plaza 66



恒隆广场·济南
Parc 66



捕捉吧！ 恒隆 X 携程AR游戏

Got Cha! Hang Lung x Ctrip AR game



继去年10月，公司与内地著名在线旅游服务公司“携程旅行网”合作推广万圣节活动后，Fashion Walk、家乐坊、荷李活商业中心和雅兰中心在2月9日至28日期间亦与“携程旅行网”合作，推出为农历新年而设的扩增实境游戏“捉King有奖”，将推广结合科技，吸引更多游客到访，认识我们旗下商场的玩乐好去处，从而推动O2O (Online to Offline) 的发展，带动商户的销售。

Hang Lung is partnering with Ctrip, a famous travel app in China, following the success of the Halloween campaign last year on the Mainland. With an aim to assist travelers in becoming better acquainted with our Hong Kong shopping malls, Fashion Walk, Gala Place, Hollywood Plaza, and Grand Plaza have launched an exclusive joint promotion, Catch the King to Win, with Ctrip, via their app's AR game from February 9 to 28. That the new initiative will also help to drive O2O (Online to Offline) initiative to boost footfall and sales at the malls.



▶ 玩家集齐特定贴纸组合便可换取商户优惠
Players can get a tenant offer or gift e-coupon when they collect a specific collection of stickers and redeem them in our malls

恒隆广场·上海
Plaza 66

什么是Prada Spirit? What is Prada Spirit?



Prada Spirit旨在提供另类购物体验，以及于独一无二的位置提供独特产品，好让顾客在轻松舒适的气氛中分享和交流。

Prada Spirit期间限定店以时尚优雅的经典意大利咖啡店为概念，展出一系列独家的皮包及配饰。店内摆放着红色天鹅绒沙发和黑色咖啡桌，顾客可以在舒适的环境中浏览产品目录。店内中央则以酒吧设计的展示区展出产品，透明的陈列柜枱，配上高脚凳，让顾客犹如置身酒吧中并得以好好放松。

Prada Spirit于2月3日（星期六）在上海的恒隆广场举办开幕酒会，著名模特儿刘雯、秦舒培、王弘宇、陈燃和Linda惊喜亮相，一同欣赏Prada新春限定系列。

- ◀ Prada Spirit期间限定店以时尚优雅的经典意大利咖啡店为概念
The main concept of the Prada Spirit pop-up store is a trendy yet elegant Italian coffee shop
- ▼ 店内中央则以酒吧设计的展示区展出产品
A bar that is set in place at the middle of the store showcases all the products

Prada Spirit aims to offer alternative shopping experiences while presenting an exclusive product selection of leather goods in an unusual retail space, which allows customers to socialize in a relaxed, luxurious atmosphere.

The Prada Spirit pop-up store resembles a trendy and luxurious Italian café, showcasing a range of exclusive handbags and accessories. The lounge corner features red velvet sofas and small black coffee tables, where customers can relax while flipping through the product catalog. A bar set in place at the middle of the store exhibits all the products in its transparent display counters. With high wooden stools completing the space, the store has successfully created a perfect bar-like environment for customers to relax and unwind.

To unveil the pop-up store, a ceremony was held on February 3 (Saturday) – with special appearance from top models Liu Wen, Qin Shupe, Wang Hong-Yu, Chen Ran and Linda. They took a sneak peak of the Prada's latest collection.

- ◀ 秦舒培以浅蓝色上衣搭配印花裙与大衣外套，将优雅与前卫结合得恰到好处
Qin Shupe has demonstrated the combination of elegant and chic with a light blue top, a printed skirt and a reefer jacket from the latest collection





潮动社区 | 恒隆·筑迹 — 年轻建筑师计划 Hi! Community | Hang Lung Young Architects Program

恒隆年轻建筑师探索城市设计与规划

Hang Lung Young Architects Explore Concepts of Urban Design and Planning

超过300名对建筑充满热诚的中学生于3月3日（星期六）再次聚首一堂，参加了第二个“恒隆·筑迹——年轻建筑师计划”（下称“计划”）讲座暨工作坊。大会邀得2015年青年建筑师奖得主梅诗华女士担任题为“旧瓶新酒：世界旧建筑的创意大变身”的主讲嘉宾，获得全场同学的不少掌声。

当天最具挑战性的环节非工作坊莫属了。不同组别的同学需要以九龙东为蓝本，作出適切规划，并为该区设计一座地标。同学们扭尽六壬，为该区的发展提出了多项建议，包括将之规划成旅游点、购物点或平民住宅区等。大会评判根据他们的创意、所运用的知识及团队精神选出了头三名的组别，赢取一张特别的世界地图，以鼓励他们用自己的足迹探索世界。

第一届的“计划”即将进入最后的冲刺阶段，各组别正密锣紧鼓为“建筑路线设计比赛”做准备。透过比赛，他们将自行设计建筑路线，并于稍后成为导赏员，亲自带领大会评审走过自设路线，以赢得于暑假期间前往海外参与建筑导赏团的机会。

“计划”于去年10月推出，透过一系列的互动工作坊、讲座、导赏团及路线设计比赛，鼓励300多名中学生了解香港建筑的特色、其背后的故事，以及建筑与人之间的关系。

▼ 总经理——集团传讯罗淑雯（右）与活现香港共同创办人陈智远（左）颁发予其中一队在工作坊中得奖的学生 General Manager – Corporate Communications Betty Law (right) and Co-founder of Walk In Hong Kong Paul Chan (left) present the prize to one of the winning teams at the workshop



▲ 学生在工作坊学到城市设计与规划的理论后，透过合作设计模拟城市及理想中的地标
Students get hands-on experience in designing their own city and iconic landmark after learning about the concepts of urban planning and design at the workshop

▼ 本地年轻女建筑师梅诗华女士与学生分享如何为旧建筑进行创意大变身
Young local architect Ms. Sarah Mui shares on how to bring about change in cities that have historic buildings



More than 300 young enthusiasts of Architecture gathered on March 3 (Saturday), for the second lecture cum workshop held under the innovative Hang Lung Young Architects Program (the Program).

Ms. Sarah Mui, recipient of the HKIA Young Architect Award 2015, delivered a talk on the theme of *New Wine In Old Bottles: Creative Transformation Of Heritage Buildings In The World*. Prior to the lecture, students took part in a half-day workshop at which they learned about how a city functions and the concepts of urban planning and design. The most challenging part of the day came when they were asked to design their own town based on the current blueprint for Kowloon East and to build an iconic landmark that will stand out in the zone. Making the most of their creativity and imagination, and using to the full the information they have learned, the students came up with a wide array of imaginative design ideas, including turning the site into a tourism spot, a shopping center and a zone for grass-roots people, among many others. The three groups judged to be the best based on their creativity, application of architectural knowledge plus their team spirit, won a special worldmap to encourage them to explore the world by themselves.

The Program is entering its final phase in which the teams strive their utmost in the Architecture Tour Design Competition. After designing the route for their architecture tour and giving it a special theme, the students are required to act as docents and introduce their routes to judges. The winners will be rewarded with an architecture study tour overseas during the summer.

The Hang Lung Young Architects Program was launched in October last year, with the objective of inspiring secondary school students with the beauty and the stories behind Hong Kong's architecture and also exploring the relationship between architecture and our community.

请即扫描 QR code 观看影片



绿色行动 Green Actions

不一样的体验 提升室内空气质量

A Refreshing Experience Awaits Customers as Hang Lung Raises the Bar on Indoor Air Quality

你经常到访哪一个商场？经常逛该商场的原因又是什么？

商场设计时尚、定位鲜明、店铺吸引，这些硬件部分，固然是吸引客流的重要原因；硬件以外，软件部分的客户体验更是商场的致胜关键。贴心的顾客服务、适中的室内温度、乾净清新的洗手间，全都是顾客所考虑的范畴。恒隆地产更多行一步，就连室内空气质量也细心照顾。

恒隆地产建造及营运旗下物业时，一直以人为本，积极推出改善环境及关注健康的举措。我们自2017年起投放超过港币4,000万元，分阶段提升旗下在内地的商场及办公楼的空气净化装置，为员工、商户、顾客及市民大众提供一个更健康舒适的生活空间。

恒隆的提升室内空气质量计划特别为旗下的内地物业环境需要而设，采用高端的设备包括达医院级的高效袋式过滤器、紫外线杀菌灯、静电除尘器及光触媒过滤器等。计划可为恒隆地产旗下物业过滤高达八成的空气污染物包括PM2.5，让场内空气质量超越一般甲级商业大楼的标准。

计划首阶段已于内地三个项目——即上海的恒隆广场、无锡的恒隆广场及济南的恒隆广场完成，并将于本年度陆续在其他城市包括沈阳、天津及大连的项目推行第二阶段工作，让各地顾客及租户走进我们的物业时，都有不一样的舒适体验。



What makes a mall a favorite among the people?

Stylish design, notable market position, attractive portfolio of brands ... these are part of the hardware that a shopping center uses to increase footfall, but it is the software of customer experience that is central these days. Caring service, pleasant ambient temperature, and clean restrooms are some of customers' main concerns in this area, but Hang Lung goes one step further by improving indoor air quality for the benefit of its customers.

Championing a people-centric approach in the construction and operation of its projects, Hang Lung strives to improve the environment and public health through various endeavors. Since 2017, the Company has invested over HK\$40 million in upgrading all air purifying devices at its malls and office towers across mainland China. The aim has been to create an even more invigorating and comfortable environment for staff, tenants, and the community.

For all its properties to exceed the highest standards among Grade A commercial properties, the Clean Air Initiative has acquired a specialized system that fits the needs of our premises on the Mainland. Our system consists of hospital-grade high efficiency bag filters, germicidal UV lamps, electrostatic precipitators, and photocatalytic filters. With this combination of hi-tech devices, we can remove up to 80% of airborne pollutants, including PM2.5 particulates.

The first stage of the initiative has been implemented in three Mainland projects, Plaza 66 in Shanghai, Center 66 in Wuxi, and Parc 66 in Jinan, while the second stage is slated to roll out this year at our other projects in Shenyang, Tianjin, and Dalian.

潮动社区 | 恒隆广场·天津 Hi! Community | Riverside 66

寒冬中的一点暖 Warmth in the Cold

遇上寒冷的天气，同事们大可以安坐于公司，但消防员仍需要坚守在前线，以看守所属的区域。有见及此，天津的“恒隆一心”义工队于2月12日（星期一）带同饮品到和平消防支队劝业场中队，希望在严冬为消防队送上一份温暖，以感谢他们一直以来所提供的协助。

We have the luxury of sitting comfortably in our offices during the bitter winter months, but there is no such option for our fire fighters as they need to be there and ready in case of any emergency. With this in mind, six volunteers from the Riverside 66 Hang Lung As One volunteer team brought along some drinks to visit the regional fire department on February 12 (Monday), as a gesture of esteem and gratitude to the fire fighters who work tirelessly in extreme weather conditions to provide support to the local district.



绿色·恒隆 HL Sustain

气候危局新出路?

What do you know about Climate Change?

自工业革命以来，频繁的商业活动排放大量温室气体。根据国际能源署数据显示，全球于2016年的二氧化碳总排放量高达32.1亿吨¹，使气候变化日趋严重。全球气温的上升将导致极端天气现象的发生机率以倍数增加，衍生大量环境及社会问题。持续增强的热浪、干旱及热带气旋、冰川溶化导致极地生物缺乏栖息地、因天灾被迫迁移居住地而衍生的气候难民等，只是气候变化带来之后果的冰山一角。

联合国195个成员国于2015年12月就《巴黎协议》内容达成共识，目标为将全球平均气温升幅控制在工业革命前水平以上低于摄氏2度之内，并致力限制升幅于摄氏1.5度之内²，并同时于2050年把全球二氧化碳总排放量较2010年减少49%。由2023年起，所有签署国包括中国每隔五年都会各自评估和报告有关抑制气候变化科技、配套及措施带来的整体成效。此协议依赖每一个人共同朝着同一目标进发，而恒隆亦为对抗气候变化积极兴建绿色建筑，为下一代建构更可持续的未来。

Since the Industrial Revolution, the increase in commercial activities has caused a massive amount of greenhouse gas emissions. According to data published by International Energy Agency, global carbon dioxide emissions reached 32.1 gigatonnes¹ in 2016, further worsening the problem of climate change. Rising global temperatures will greatly increase the probability of extreme weather phenomenon, which could have tremendous environmental and social impacts. Intensifying heat waves, droughts and tropical cyclones, reduced habitat for polar creatures due to melting glaciers, and increasing numbers of climate refugees due to destruction and changes in the natural environment are all examples of the countless consequences of climate change.

With a consensus reached by 195 United Nations members in December 2015, the Paris Agreement sets out a target to hold the increase in global average temperature to well below 2°C above pre-industrial levels, and to pursue efforts to limit the increase within 1.5°C²; a target of 49% reduction in global carbon dioxide emissions by 2050, as compared to the 2010 baseline, was also set. From 2023 onwards at an interval of five years, all participating countries, including China, shall individually assess and report the effectiveness of their climate-resilient technologies, facilities, and solutions. While the Agreement relies on the collective effort of individuals all around the world, Hang Lung is taking the initiative to construct green buildings to combat climate change, aspiring to create a sustainable future for the generations to come.

Reference:

1. <https://www.iea.org/newsroom/energysnapshots/global-carbon-dioxide-emissions-1980-2016.html>
2. http://unfccc.int/paris_agreement/items/9485.php



员工动态 Staff Focus



工作累了?
开怀大笑一下吧!
Let's Smile!

都市人生活节奏急促，在繁忙的工作中，往往承受了过多的压力也不察觉，忽略了心灵健康。公司当然关注同事的情绪健康，特此推出“雇员身心健康计划”，透过一连串的活动，从办公室的布置，以至举行大笑瑜伽工作坊等，落力保护恒隆每一位员工最真切的笑容和最宝贵的心灵。

People have a fast pace of life and we can easily become bogged down under too much pressure from everyday work without even being aware of it. In order to protect the mental health of employees, the Company has launched the Employee Wellness Program with a series of activities in the pipeline to create a happy workplace. Delightful decorations were put up around the offices in Hong Kong and on the Mainland to remind colleagues to smile and enjoy their time at work and a Laughter Yoga Workshop was also held to spread joy and positive energy.



Fashion Walk 团队分享如何化解“针织装饰”的危机

Knit Art Incident Sharing by Fashion Walk Team

社交媒体及平台大行其道，要识得“玩”绝对需要了解现时的网上生态。近百位同事于2月21日（星期三）参与由Fashion Walk团队主持的午间讲座，分享在刚过去的圣诞节，如何化解“针织装饰”事件，交流处理网上危机的经验。

讲座中，董事—租务及物业管理蔡碧林、总经理—租务及物业管理罗欣琪及Fashion Walk团队分享如何与政府部门、区议员及其他持份者沟通，寻找解决方案，最终避免事件演变成危机。“事件发生当日网民群情汹涌，媒体纷纷从不同渠道查询，Fashion Walk团队及负责公司危机管理的集团传讯部即时商量应对策略。”蔡碧林说。

董事—集团传讯及投资者关系兼集团危机管理经理关则辉表示：“完整的纪录对危机处理极为重要，可以成为有力的理据，为公司提供保障。就个别恶意言论，同事亦无需过分反应，反而要冷静思考应对策略。在瞬息万变的世代，团队合作更为重要。”



▲ 执行董事陈家岳（左四）、关则辉（左一）、蔡碧林（右四）、罗欣琪（右三）与Fashion Walk推广部及集团传讯部同事在“针织装饰”事件中分工合作
Executive Director Norman Chan (4th from left), C.F. Kwan (left), Bella Chhoa (4th from right), Katherine Lo (3rd from right) and colleagues from Fashion Walk team and CCD work together to resolve the “knit art incident”

Social media has become an essential part of life today, but a single social media post can turn into a PR nightmare. On February 21 (Wednesday), around 100 colleagues attended a lunch talk hosted by the Fashion Walk team during which they shared how they resolved the “knit art incident” over Christmas, and exchanged tips on how to handle social media crises.

During the talk, Director – Leasing & Management Bella Chhoa, General Manager – Leasing & Management Katherine Lo, and members of the Fashion Walk team shared how they communicated with government departments, district councilors, and other stakeholders and prevented the incident from turning into a crisis. “As the incident evolved, the Fashion Walk team and the Corporate Communications Department, which is responsible for the Company’s crisis management, immediately formed a task force to plan countermeasures as netizens actively expressed their views and media enquires came flooding in.” Chhoa said.

Director – Corporate Communications & Investor Relations and the Company’s Crisis Manager, C.F. Kwan, said, “It is very important to maintain proper records as an incident develops, as this can help to defend the Company’s image and provide support for its actions and intentions. When dealing with malicious comments, colleagues should remain calm and not overreact. In a generation in which things change and move quickly, teamwork becomes even important.”

我们的法律防线

Our Legal Guardian

同事们可能还未有机会详细了解法律及秘书部的工作。先简单介绍一下：秘书部需要处理公司在香港持有的228间子公司，以及内地超过100间子公司的大小事宜；而香港和内地的法律部除了需要处理公司整个资产组合的法律问题之外，同时还要应付保险、商标注册和监督等事务……

为了让同事了解更多法律及秘书部的工作，公司于3月2日（星期五）举办了一场午间讲座，由董事—总法律顾问及公司秘书甄嘉雯、法律主管（香港）谢育华、总经理—法务（内地）张云和高级经理—公司秘书谢佩玉，详细讲解所属部门的运作，并回答同事的提问，加深同事对法律及秘书部的了解。



▲ 甄嘉雯详细讲解法律及秘书部的运作
Margaret Yan gives an overview of the operation of the Legal & Secretarial Department

Colleagues may not have had a chance to fully understand the work of the Legal & Secretarial Department. Here are some fast facts: the Company Secretarial Service Team needs to handle tons of operational matters for 228 subsidiaries in Hong Kong and over 100 subsidiaries in mainland China; besides handling issues for our entire portfolio on the legal front, Hong Kong and PRC Legal Teams also need to handle and monitor all insurance-related matters as well as trademark registrations...

During a lunch talk held on March 2 (Friday), Margaret Yan, Director – General Counsel & Company Secretary; Rebecca Tse, Head of Legal (Hong Kong); Zhang Yun, General Manager – Legal (Mainland); and Cherry Tse, Senior Manager – Company Secretarial Service, gave an overview of the operation of the Legal & Secretarial Department and the challenges that they face every day. They also answered questions from colleagues in attendance. Everyone left with a deeper understanding of the operation of the department.



恒隆绿“惜”迎新春

Hang Lung's Green Spring for the New Year

每逢大节前后都是弃置废物的日子，故公司特别推出以“恒隆绿‘惜’迎新春”为主题的三个活动，包括让同事以物易物，送出闲置物品的“新春大笪地”；由同事发挥创意，创作宣传减废信息挥春的“绿‘惜’挥春比赛”；以及给予利是封重生机会的“利是封回收重用大行动”，鼓励同事在庆祝新年的同时，亦要减少弃置废物，为环保出一分力。

Many people dispose of unwanted items before and after festive periods. To create the awareness of "use less, waste less" among our colleagues, the Company launched three activities around the theme, *Hang Lung Green Spring*. The Hang Lung Spring Barter gave colleagues the chance to exchange items that were gathering dust yet are still usable at home. The Green Spring Couplets Competition encouraged colleagues to use their creativity to compose spring couplets that promote green messages. The Red Packet Reuse Program collected used red packets for reuse and recycling. During this festive time with everyone celebrating Chinese New Year, it was good to get a reminder through these activities to throw away fewer items and to work together to contribute to environmental protection.



新春大笪地 Hang Lung Spring Barter

连续第二年举行的“新春大笪地”二手易物活动收集了近400件由同事捐出的物品，为这些旧物寻找新的主人。

It was the second year for the Hang Lung Spring Barter and nearly 400 items were collected from colleagues.

▲ 同事从旧物中寻宝，既可减少浪费，又可满足需要
Colleagues get their desired items while at the same reducing wastage



绿“惜”挥春比赛 Green Spring Couplets Competition

除了让旧物重生外，公司在香港多个办公室放置了文房四宝，让同事动动脑筋，创作与环保有关的新年贺词，并由董事——租务及物业管理兼可持续发展委员会副主席蔡碧林及可持续发展组成员选出六个最具创意及切题的挥春。

Apart from giving a second life to disused items, the Company also placed Chinese calligraphy boxes at Hong Kong offices so that colleagues could compose their own spring couplets with a green message. Bella Chhoa, Director – Leasing & Management and Vice-Chairperson of Sustainability Steering Committee, together with members from the Sustainability Team selected, six couplets that are most creative and best match the theme.



冠军得主
Champion

▲ 绿“惜”挥春比赛冠军得主——租务及物业管理林世雄
The Champion of Green Fai Chun Competition, Lam Sai Hung, Leasing & Management



▲ 董事——项目管理劳建亮(左)及董事——集团审计曾殿科(右)把旧利是封放进收集箱
Director – Project Management Adrian Lo (left) and Director – Corporate Audit Ricky Tsang put used red packets into the collection box

利是封回收重用大行动 Red Packet Reuse Program

另外，管理层派发开工利是给员工后亦身体力行，支持回收利是封的活动，给予利是封新生机会。

In addition, after giving out red packets to colleagues, our management encouraged everyone to recycle them in support of the Red Packet Reuse Program to give them a second life.

优异奖得主 Merit Award Winners



▲ 租务及物业管理江惠珊
Vincci Kong, Leasing & Management



▼ 发展及设计康杏旋
Ann Hong, Development & Design



▲ 综合服务(工程)苏柏儿
Peony So, Service Delivery (Technical)



▼ 租务及物业管理陈励如
Chan Lai Yu, Leasing & Management



▲ 租务及物业管理黄靚
Wong Lan, Leasing & Management



2018恒隆龙舟队启航

Hang Lung Dragon Boat Team 2018 Sets Sail



距离端午节还剩四个月，恒隆龙舟队已急不及待展开今年的首次集训！新一届队员于2月24日（星期六）不惧寒冷天气，在专业教练的指导下于沙田城门河训练，学习划龙舟的技术，为今年端午节的龙舟竞渡赛努力备战！

With four months to go until the Tuen Ng Festival, members of the Hang Lung Dragon Boat Team embarked on the first training session of the year at Sha Tin Shing Mun River on February 24 (Saturday), battling against the cold weather. They paddled under the guidance of professional coaches to master the dragon boat racing skills and are all set to practice hard for the upcoming races during the Tuen Ng Festival.



原图
The original photo

APP +

素颜拍照一样得

The Perfect Selfie without Makeup

修图后
The edited photo



Youth

使用Youth功能回复青春肌肤
Use the Youth function to get youthful appearing skin

使用Puffy和Makeup功能改善眼型及化上眼妆
Use the Puffy and Makeup functions to enhance eye shape and apply eye makeup

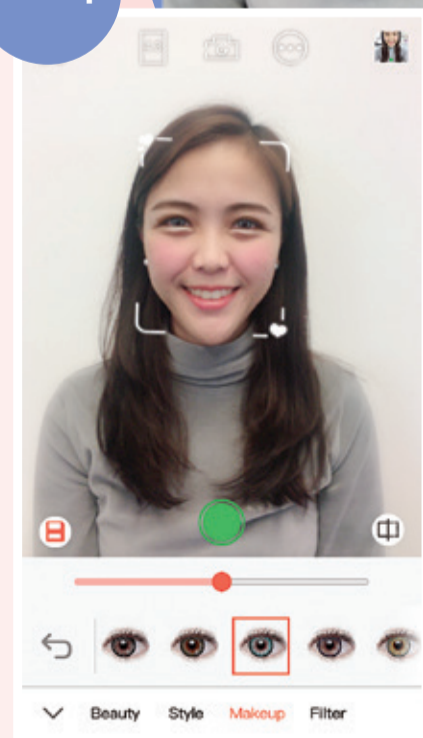
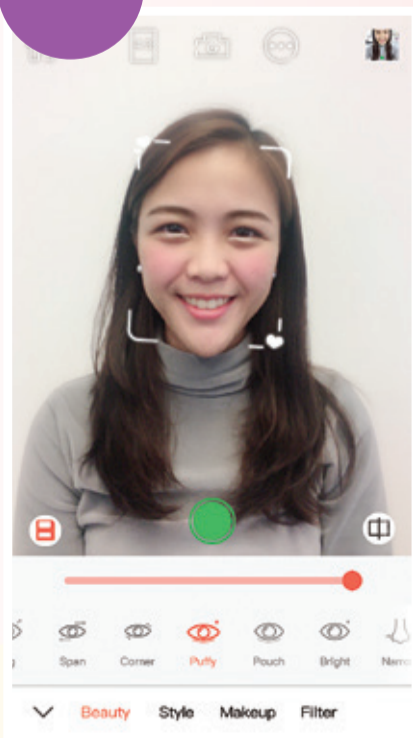
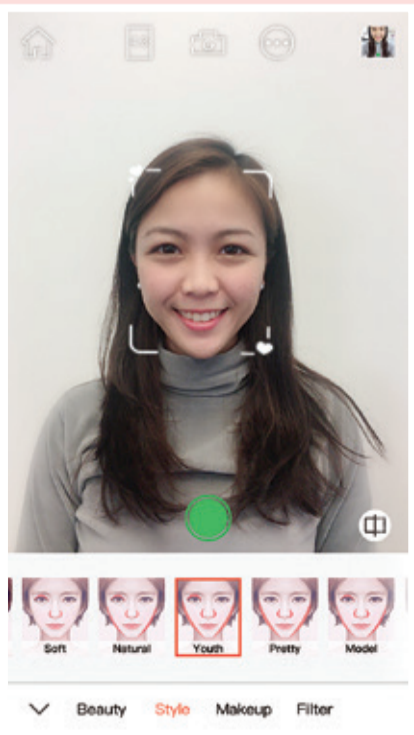
Puffy

Makeup

承接上一期的介绍，今期主打人像摄影。坊间已不少的彩妆App，可以瞬间拍出亮丽的美照。素颜拍照根本没有难度。今次介绍的是设置专属美颜效果的“无他相机”，小至眼型眼妆，大至脸型全妆都可轻松调教，更能轻按一键回复青春，让你随时都能拍出完美照片。

Tired of having to put on makeup before taking a photo?

Here's an easy solution! There are many beauty and makeup apps which allow you to take the perfect selfie instantly. This issue we look into the functions of WutaCam, you can give yourself a full virtual makeover – from eye shape and eyelashes, to face shape and skin condition – so that you can take the perfect selfie straight from phone's camera!



型品屋 Chic Corner

最新最潮 修身法

Latest Tips for Keeping Fit

无法抵挡各式各样贺年美食的引诱，不小心过了一个“肥年”，迎接狗年来临的同时亦迎来了数十磅的肥肉？今期“型品屋”请来Goji Studios运动及科学总监李韦煜博士为大家介绍最新最潮的健身理念，集健身计划、营养咨询及设计健康美味膳食于一身，希望各位可以健康轻松地减磅，在夏季前塑造美好身形。

No worries if you just gained pounds of fat while welcoming the Year of the Dog with irresistible festive food. In this issue of *Chic Corner*, we have invited Goji Studios' Director of Sports and Science, Dr. Justin Lee, to introduce the latest All-In-One personalized fitness training method with individualized coaching program, nutrition consultation and meal plan, so that you can healthily regain your summer body before the holidays!



30/70黄金规律

The Golden 30/70 Rule

部分人对于正确而且有效的健康减肥方法有误解，认为做运动就能有效减肥，但其实控制饮食更为重要。李博士与我们分享：“控制体重的黄金方程式，运动只占三成，另外七成靠饮食。不少满有决心减肥的朋友勤奋做运动，但却没有控制饮食和选择对的食物，令减肥徒劳无功。”他举出案例，一位体重约60公斤中等身形的女士，每星期运动约三至四小时，只要每天进食大约1,200至1,500卡路里，便可以有效减少脂肪的积聚。如配合减少进食碳水化合物、糖、酒精和奶类产品，修身效果更为显著。

Some people may overestimate the importance of exercise in effectively losing weight. In fact, what you eat matters more. Lee shared, "30% of fitness results come from what you do at the gym, while the remaining 70% is from what you eat. Many determined gym-goers workout hard but achieve no progress in weight-loss because they neither control their diet nor pay attention to food quality and nutrition." A lady weighing about 60 kg who exercises between three and four hours per week can effectively lose weight by consuming about 1,200-1,500 calories per day. The effect will be more significant with a reduction in the consumption of carbohydrates, sugars, alcohol, and dairy products.

专属私人健身课程

Personalized Training Program

最近流行“个人化”，原来健身课程亦要个人化！李博士指出，专业私人健身教练可以因应健身者的身体状况和需要而定立针对性的训练计划。例如需要在结婚前瘦身减磅的女士与因为健康问题需要控制体重的男士，所需要的训练和膳食计划截然不同。另外，教练亦会定期为健身者作评估及营养咨询，适时修订训练计划以确保计划达至满意的效果。

Personalization has recently been the trend and one-on-one personal coaching is available in the market. Lee pointed out, "A professional personal trainer can design a suitable training program according to different physical conditions and training goals. For example, the training program for a lady who wants to lose weight before getting married is different from that for a man who needs weight control due to health issues." In addition, a personal coach can regularly assess progress and conduct nutrition consultation, in order to ensure that satisfactory results are achieved.



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Goji Studios 运动及科学总监
Goji Studios' Director of Sports and Science

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筑迹 City Contour

铜锣湾：中西交融

集 购物与娱乐于一身的铜锣湾，其历史文化背景深厚，沿途不难发现形形色色的建筑风格。既有半八角形的传统中式庙宇、中国文艺复兴式的教堂，亦有新古典主义建筑风格的华人福利团体总部。中西合璧的建筑，新旧并存的城市景致，每一处都记载了香港由殖民地时期至今的演变过程。

Causeway Bay is not just about shopping and entertainment. In fact, there is a surprisingly rich amount of history and culture in the delightful variety of architecture the district offers. Causeway Bay is home to an array of interesting structures, from an octagonal Chinese temple, an impressive Chinese renaissance-style church, to a Neo-Classical structure that houses the headquarters of a prominent local charity. The interplay between Chinese and Western styles, together with the juxtaposition of the old with the new in the cityscape, combine to chart the evolution of Hong Kong from its colonial past to the present day.



1 莲花宫 Lin Fa Temple

莲花宫建于1863年，其八角型建筑是香港中式庙宇之中独一无二的。这里亦是一年一度大坑舞火龙传统的起站。

Built in 1863, Lin Fa Temple stands out among its Chinese temple peers with its unique octagonal shape. It is also the starting point of the annual fire dragon dance in Tai Hang.



1



2 励德村 Lai Tak Tsuen

公屋设计，通常都是Y型或H型，圆筒型你又见过吗？那么，你一定要到访励德村！它落成于1975年，其中励洁楼和德全楼采用独特的圆筒形设计，每个单位图则呈扇形，设计有助采光及空气对流。

Many public housing estate buildings are of Y or H design, have you ever seen a cylindrical design? Built in 1975, Lai Kit Lau and Tak Chuen Lau's Lai Tak Tsuen are the only two public housing estate buildings of their kind in Hong Kong. The cylindrical design with fan-shaped units enhances natural lighting and ventilation.

浣纱街的“浣纱”指昔日当地居民可在毗邻的水坑洗衣，如今其北段部分已被复盖为“火龙径”，成为一年一度大坑舞火龙传统仪式的其中一个主要场地。

The Chinese name of Wun Sha Street literally means "silk washing", referring to a nearby nullah where residents used to wash silk. The northern part of the street is now known as Fire Dragon Path, as it became one of the main venues for the fire dragon dance, which takes place in Tai Hang every year.

3 浣纱街 Wun Sha Street



4 书馆街十二号前孔圣义学 Hung Shing Yi Hok, No. 12 School Street

前孔圣义专收容贫穷子弟，所以建筑风格也尽量朴实，它采用立方体外型、平屋顶设计、白色墙身等元素。现址重建于1949年，被评为三级历史建筑。

Formerly a school for underprivileged students, Hung Shing Yi Hok exhibits a rustic cubic structure with white walls and a flat roof. It underwent a revamp in 1949 and is now listed as a Grade III historic building by the government.



5 香港中央图书馆 Hong Kong Central Library

香港中央图书馆于2001年启用，为全港最大的公共图书馆，属后现代主义风格，室外立面以混合仿希腊柱式、仿文艺复兴窗扉及现代玻璃幕墙为设计特色，室内仿效港式商场设中庭及子弹升降机。

Hong Kong Central Library opened in 2001 and is the largest public library in Hong Kong. It was designed in a postmodern style, with the outer walls giving a nod to the Renaissance, combining Grecian columns and modern glass curtain walls, while the central courtyard and bullet elevator are reminiscent of Hong Kong's shopping malls.

6 圣玛利亚堂 St. Mary's Church

圣玛利亚堂在1937年落成，属中国文艺复兴建筑风格，是香港岛所独有。

Sheng Kung Hui St. Mary's Church was constructed in 1937 in a Chinese Renaissance style, rich in Chinese architectural features, making it one-of-a-kind on Hong Kong Island.



7 基督君王小堂 Christ the King Chapel

如今要找到战前古典复兴风格建筑，果真买少见少。建于1930年的基督君王小堂，优雅而庄严，最突出是，这里以圆形顶盖设计配上柱顶雕花的格林多柱。有趣的是，圣堂内部没有任何阻碍视线的柱梁，全部建于室外，换句话说，一眼就可以看尽整座建筑的特色！

The 1930-built Christ the King Chapel is a rare archetype of Pre-WWII Renaissance architecture: With the ornate Corinthian columns and a majestic dome on the exterior, it features an indoor space unobstructed by supporting structures, with were also place outside, making all characteristics of the building visible.



8 怡和街环形行人天桥 Pedestrian Footbridge in Yee Wo Street

“兜过几个圈，看木马旋转……”铜锣湾这座环形天桥，远看已经够独特。1985年兴建的原因，全为了方便途人游走交通繁忙的怡和街。环形的设计独特，是当时香港

第一座环形天桥，吸睛度之高连《攻壳机动队》真人版电影都来取景！

Constructed in 1985, this unique pedestrian structure is the very first footbridge in town with a circular shape that resembles a carousel. Hung strikingly above the bustling Yee Wo Street in Causeway Bay, it was a shooting location of the sci-fi action film *Ghost in the Shell*.



商场也是景点？是的！Fashion Walk位于铜锣湾核心地带，集四条街道于一身，包括记利佐治街、百德新街、京士顿街及加宁街。Fashion Walk以前是日资百货公司的集中地，包括大丸百货公司（现时室内购物中心）及松坂屋（现时的恒隆中心）。香港的第一间麦当劳，当年也开设在恒隆中心呢！如果你有留意，以往搭乘小巴的时候，通常会叫“大丸有落”，亦即是现在的Fashion Walk了。

Situated at the heart of Causeway Bay, Fashion Walk is a tourist destination that stretches across the four streets of Great George, Paterson, Kingston and Cleveland. The area once housed a few Japanese department stores, including Daimaru – which had a minibus stop right at its front door and is now transformed into an indoor shopping center – and Matsuzakaya, which was based in Hang Lung Centre, the commercial block where McDonald's opened its very first outlet in Hong Kong.

9 Fashion Walk



请教卢师傅 Chef Lo's Kitchen



三色咕嚕肉 Sweet and Sour Pork



卢师傅教路 Chef Lo's Tips

- A** 酱汁方面，用山楂水代替白醋味道更佳。
For the sauce, it's better to use Hawthorn water instead of white vinegar.
- B** 最后落镬炒，应先将所有配料及酱汁炒好埋芡后，才将猪肉落镬快炒数下即上碟，以保持肉质鲜嫩。
To complete the dish, fry all the other ingredients, except the pork, with the sauce first to keep the pork crispy.



◀ 管理培训生谭国希 (右)
Management Trainee Kevin Tam (right)

做法 Directions

腌制猪肉 Preparation of the Pork

- 1** 先将猪肉洗干净，用厨房纸印干并切粒。
Rinse the pork and pat dry with a kitchen towel. Cut into small chunks.
- 2** 将腌料、蛋和生粉加到肉粒中并拌匀。
Add the marinade, an egg and some potato starch to the pork and mix well.
- 3** 将肉雪藏一小时。
Refrigerate for an hour before cooking.
- 4** 从雪柜取出猪肉，加入生粉并轻轻用力扼成球形。
After marinating for an hour, use potato starch to coat the pork and form it into a spherical shape.

炸猪肉 Pan Fry the Pork

- 5** 中火将油加热，当油加热至起泡后，将猪肉落镬。
Heat the oil in a pan on a medium heat. When small bubbles emerged from the heated oil, switch to low heat and add the pork into the pan.
- 6** 炸大概10分钟至金黄色后可上碟。
Pan fry them for about 10 minutes until they become golden brown. Then, remove from heat.
- 7** 将油再次加热，倒入炸好的猪肉，进行第二次翻炒约3分钟。
Reheat the oil and wait until bubbles reemerged. Then, pan fry them again for 3 minutes.

酱汁 Sauce **A**

- 8** 将番茄酱、白醋、糖及水混合。
Mix the tomato sauce, white vinegar, sugar, and water in a small bowl.

上碟 Complete the Dish **B**

- 9** 预备一个平底镬，倒入甜酸汁、炸好的猪肉、三色椒及菠萝片炒匀。
Heat a pan with oil and toss the fried pork, peppers, and pineapple in the sauce.
- 10** 加入生粉芡。
Add potato starch mixed with a little water to thicken the sauce.
- 11** 待酱汁变得黏稠，炒匀即成。
Stir fry till the sauce thickens and coats everything. Serve while hot.

材料 Ingredients

梅头 Pork shoulder	400克 400g
三色椒 (切片) Bell peppers (red, yellow, and green) (sliced)	各半个 Half of each color
菠萝片 (切片) Pineapple (sliced)	1罐 1 Can
生粉 Potato starch	适量 Enough to coat the pork

腌料 Marinade

绍酒 Shaoxing wine	1茶匙 1 Teaspoon
生抽 Soya sauce	1茶匙 1 Teaspoon
糖 Sugar	1茶匙 1 Teaspoon
盐 Salt	1茶匙 1 Teaspoon
胡椒粉 Pepper	适量 To taste
鸡蛋 Egg	1
生粉 Potato starch	1茶匙 1 Teaspoon

酱汁 Sauce

番茄酱 Tomato sauce	3茶匙 3 Teaspoons
白醋 White vinegar	2茶匙 2 Teaspoons
糖 Sugar	2.5茶匙 2.5 Teaspoons
水 Water	2茶匙 2 Teaspoons



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进击的数据中心

Rise of the Data Center

文：高级经理—成本及监控张宇翔 By Senior Manager – Cost & Controls Eugene Chang

今时今日，不论在地铁上、餐厅内、甚或走在街上，处处都是机不离手，眼中只有智能手机屏幕的“低头族”。益普索市场研究集团发现，年龄届乎15至24岁的香港人中有超过八成拥有智能手机，而在50岁以上的群体中亦有33%为智能手机用户。此外，据研究机构高德纳估计，全球有超过84亿部连接至互联网的装置，至2020年更将激增至204亿部。利用数据服务，即使是来自南美的韩迷也轻易可欣赏到地球另一端的韩星现场演出；同时，电竞运动亦随数据网络发展兴起，更将在2022年首度成为于中国举办的亚运会项目之一。网上游戏、视像串流、流动装置合共占有全球60%的网络与数据频宽，令数据中心等基础设施需求日增，同时带来庞大的电力消耗。

数据中心可算是由电脑组成的巨大数据仓库，能支持不同行业交易、营运之用。数据中心一般设置有网络架构及伺服器，每日24小时不间断运作。以一般的数据中心来说，单是散热系统，已占总电力消耗的40%之多。今日，数据中心已成为建造商最常兴建的建筑类型之一。全球两座最大型的数据中心就位于中国及美国，分别占地720万及630万平方呎。单计2017首半年，环球企业及基金已投资多达182亿美元在美国本土兴建数据库，为2016年同期的两倍。随着数据中心规模与数量不断增长，消耗的电能也同步上升。2015年，全球数据中心总电力消耗为416兆瓦，达全球电力消耗的3%，比整个英国的消耗量还要多40%，碳排放亦达全球总排放量的2%——相等于航空业的排放！

全球最大的网络企业如谷歌（Google）、Facebook与亚马逊（Amazon）等都致力减少数据中心消耗的电力。美国与挪威合资的数据企业Kolos就提议于北极圈内兴建全球最大的数据中心，利用当地寒冷、干燥的空气，配合海水作自然冷却用途，让数据中心无须安装耗能的空调装置。此数据中心也利用潮汐发电供电，以可再生能源代替产生碳排放的化石燃料。

与此同时，自2016年起微软正试验海底的数据中心，称为Project Natick。该数据中心处于加州中部30呎深的水底之下，是一个阔8呎、内置伺服器的防水钢制金属箱，外连数条喉管抽取海水作降温用途。因为海洋的温度很少会高于摄氏15度，所以作降温之用，既稳定又减省了成本。另外，圆形的金属箱亦是抵御水压的最佳形状，而金属箱亦可依从海浪及潮汐能中获取能量使用。

经初步成功试验，微软下一步的目标为设立“独立式水底数据中心”，可无须任何维修自行运作五年之久。

The Smartphone “zombies”, or “the heads-down tribe”, are everywhere. Either on the MTR, in restaurants, or on the streets, there are more and more people restlessly using their smartphones and oblivious to the world surrounding them. According to research company Ipsos Group, more than 80% of Hong Kong people aged between 15 to 24 own a smartphone, while 33% of those aged over 50 possess a smartphone. Moreover, analyst firm Gartner estimates that there were 8.4 billion devices connected to the Internet in 2017 across the globe, and they expect that number to balloon to 20.4 billion by 2020. Today, video streaming allows a fan from South America to enjoy watching his K-pop idol from the other side of the planet through a data connected device. The popularity of eSports, an official medal sport at the 2022 Asian Games in China, is continuing to grow around the world. Video streaming, together with online gaming and mobile devices account for 60% of all data traffic nowadays. However, the rapid rise of data connection usage has resulted in a growing demand for data center infrastructure and a huge consequential increase in electricity consumption.

Data centers can be described as computer warehouses that store large amounts of data to meet the transaction needs of different businesses and users. It contains servers for the collection of data and network infrastructure for the utilization and storage of the data. They usually run 24/7 and all year round. In general, the cooling system alone may account for 40% of the total electricity consumption of a typical data center. Today, data centers have become one of the fastest growing building types. Two of the largest data centers in the world, one in China and the other in the U.S., occupy as much as 7.2 million and 6.3 million square feet respectively. Companies and funds invested over USD18.2 billion on data centers in the U.S. last year, double the value in 2016. As the number and the size of data center continues to grow, data center energy consumption is also increasing globally, accounting for 3% of global electricity consumption, and 2% of global CO2 emission – on par with the aviation industry! To put this into perspective, its estimated 416-terawatt of electricity consumption is nearly 40% more than the consumption of the entire United Kingdom!

With this challenge in mind, some of the biggest internet companies such as Google, Facebook, and Amazon have been working hard to reduce the amount of energy consumed by their data centers. An American-Norwegian data company, Kolos, has proposed to construct one of the world's largest data centers within the Arctic Circle to benefit from the cold climate and low humidity. They are planning to use natural air and sea water for cooling, instead of relying on power-hungry air conditioners. Moreover, instead of relying on fossil fuels to generate electricity, the site has access to an unlimited supply of sea water which it will convert into hydropower to power the facilities.

Meanwhile, since 2016, Microsoft has been working on a prototype data center that works completely under the sea. Called Project Natick and located 30 feet below sea level off the coast of California, engineers have installed servers inside an 8-foot watertight steel container, with several tubes poking through the case to cool the heated servers inside using sea water.

As ocean temperatures are rarely over 15°C, it provides a constantly cool environment and reduces the cooling cost. The round container is the best shape for resisting water pressure, it is also drawing power in the form of hydrokinetic energy from waves and tides.

After initial success, their goal is to develop a standalone underwater data center that can run for at least five years without any maintenance.



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