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to Reach New Heights



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# 行政總裁的話 CEO Message



各位同事：

公司於1月30日公布2017年度全年業績，喜見中國內地及香港零售市場持續復甦。前景亮麗，這是我們振翅高飛的時刻！

若非恒隆的一員，或許未能了解到過去六、七年，公司所面對的重重困難。內地經濟增長受到環球金融危機的影響，經濟表現持續下滑，可幸各同事始終堅守目標，成功克服種種難題，達成多項艱鉅的業務指標。我在此要感謝同事的努力，全憑各位全力以赴、盡心專注，公司才能獲此佳績。

當然，公司不能單在市場向好時才展現佳績，不論市場環境順逆，我們都必須竭盡所能，向高峰持續推進！過去數年公司曾面臨重重難關，但每位同事謹守崗位，令每一個項目租出率及銷售額均有上升，且在相同條件下，大部分商場更見證收入增長。我堅信，公司在朝正確方向發展，惟市況改善需一段時間才能反映在業績上，因此我們必須趁此機會，在各方面加倍努力。

2017年，公司達成多項目標。首先，公司在上海、香港，以至瀋陽、無錫、昆明、武漢的資產優化計劃及建設進度如期，更成功平衡安全、品質與開支多方要求。另外，公司在項目管理的營運與支援方面，亦大有改進。

其次，公司的租賃物業組合的整體收入錄得增長。上海的恒隆廣場創下新高，其零售額按年大幅增長26%；團隊在去年12月更打破

單一月份銷售額。在香港，隨着京士頓街9號優化工程竣工，標誌Fashion Walk已換上新裝，以更豐富的時尚生活品牌與特色餐廳，為顧客帶來更佳體驗。在今明兩年，山頂廣場亦將逐步完成優化工程，以全新面貌示人。

內地的各商場已提升整體裝潢，加入全新品牌，優化租戶組合。集團租務部為旗下商場帶來更多知名品牌，提升各商場的定位。內地辦公樓組合的表現亦令人滿意，收益達內地的總收入的三分之一。隨着市況回暖，我們必須再加把勁，以保持這方面的優勢！

第三，公司已鞏固營運基礎，有助我們邁向更高峰，當中包括去年推出顧客關係管理項目、強化危機管理意識及預防措施，落實設施管理系統以節省開支等等。在來年，更多舉措將陸續推出。

第四，公司規模不斷擴展，我們必需在人事、管理系統及架構方面精益求精。為此，人力資源部推出多項策略措施，涵蓋建立人才庫、整理人事架構、提升僱主品牌、強化集團文化等多個範疇。公司明白企業文化是核心價值的體現，因此將全力推展企業文化至公司各個層面。

除此以外，職位繼任規劃也是不可忽略的一環，因此我們必須確保公司持續發展，以確保公司有新動力、新人才，推動業務邁進未來。這是良好的管理和企業管治的核心。

我們亦在企業管治、可持續發展、投資者關係、企業傳訊、市場營銷、設計與工程、綠色建築、人力資源管理、客戶服務等各方面，贏取多個獎項。如此驕人的表現，足證公司發展方向正確無誤。

各位同事身為恒隆大家庭的一員，充分了解公司核心價值實在責無旁貸。為此，我們正編撰一本記錄公司歷史的書籍，不單為蒐集公司的故事，亦以傳承企業文化，講述企業價值的目的，正因我相信，正面文化是構築成功企業的元素。部分故事已在《連繫恒隆》內出現過，還請密切留意歷史書的推出日期！

我相信，隨着公司迎接2018年以至更長遠未來，困難仍會陸續出現，但經驗告訴我們，危與機是一體兩面的。恒隆將以頂尖地產發展商為定位，持續優化香港及內地的發展策略。憑今日公司展現的持續發展優勢，令我堅信我們在明日必能再創新猷。在此，我鼓勵各位同事繼續在各方面秉持「只選好的 只做對的」的理念，積極進取，為公司創下更佳業績。

讓我再次感謝各位的不懈努力，亦讓我們一同向成為備受尊崇的全國性商業地產發展商的目標，再走近一步！

**行政總裁**

**陳南祿**

Dear Colleagues,

It's time to shine! We reported our 2017 Annual Results on 30 January. As reported, we are seeing the signs of spring in the mainland China and Hong Kong retail markets.

People outside of Hang Lung might not appreciate how difficult the last six or seven years have been. China's economy was affected by global financial crisis after decades of rapid growth, the prolonged economic impact was evident. With our hard work and clear focus, however, we have hit a number of our demanding targets and overcome various challenges. Thank you very much for all your great efforts, we would not have been able to achieve these positive results without your dedication and commitment.

Success cannot depend solely on the market upturn. We must win whatever the market conditions – the only question should be, by how much! Success is for those who strive hard. The last several years have not been at all easy, but each one of us has worked hard and each one of our malls is seeing growth in terms of occupancy and retail sales, and most have seen an increase in revenue, comparing like with like. I believe the Company is on the right track, but it takes time to translate market recovery into good results and we need to continue pushing harder.

2017 saw many achievements. Firstly, the asset enhancement programs across our portfolio of properties in Shanghai and Hong Kong plus all our projects in Shenyang, Wuxi, Kunming and Wuhan are all progressing as scheduled, and most importantly on budget and with due emphasis on quality and safety. The corporate functions and support on the project front are much stronger and better too.

Secondly, on the leasing front, we have achieved growth in general. Plaza 66 in Shanghai has reached new heights with retail sales growth of 26% year-on-year and, in another astonishing result, the team has broken their sales turnover record in December. In Hong Kong, with the renovation of 9 Kingston Street completed, we now see a rejuvenated Fashion Walk with more to offer, from lifestyle brands to hot F&B choices. We will also welcome a new look of Peak Galleria in 2018 and 2019 with the phased completion of its renovation.

Our malls in the Mainland have improved their overall ambience and their appeal with new brands and a refreshed tenant mix. With the concerted effort of our central leasing team, we are attracting more renowned brands to our malls and enhancing their positioning. Our office portfolio is also doing very well and is now contributing one third of our total revenue on the Mainland. With the market warming up, we need to work doubly hard to stay ahead of our competition!

Thirdly, we have built a springboard from which we can aim much higher. For example, we have launched the CRM project, increased awareness and preparedness in crisis management, and implemented new facilities

management systems to optimize cost savings, to name but a few. There are many more initiatives in the pipeline.

Fourthly, as the Company continues to grow, there is a need to reinforce the quality of our people, our management systems and organization structure. The Human Resources Department has produced a strategy covering the building of a talent pool, alignment of the organization structure, and enhancement of our employer branding, strengthening the corporate culture, amongst other things. We are committed to nurturing our culture, for it is corporate culture - which stems from our core values - that forms the heart of our Company.

Furthermore, we must emphasize the importance of succession planning. It is important to make sure that the Company can always be sustained and will continue to have new energy and impetus with the right people to propel us forward. It is a core concept of good management and strong governance.

We have also won many awards across many areas including corporate governance, sustainability, investor relations, corporate communications, marketing, design and construction, green building, human resources management, and customer service. The results have been dazzling and should be taken as an encouragement that we are on the right track.

As members of this Company, of this Hang Lung family, we owe it to ourselves to understand and uphold our core values. As one of the initiatives to this end, we are in the process of producing a book chronicling the history of the Company. This project is not simply a collection of stories about the Company; it is about narrating and expounding the values which forms our culture. I believe that successful organizations must have a strong positive culture. You might have already read some of the interesting stories in Connections, so do stay tuned for the book launch!

There will still be challenges in 2018 and going forward, but as you have seen, all challenges bring opportunities. As a top tier property developer, Hang Lung will constantly refine and enhance our strategy in both Hong Kong and mainland China. The Company today is in a very strong position for sustained growth. I am confident that we will prosper in the years to come. With our **We Do It Right** philosophy at the heart of everything we do, we will achieve even greater results, as long as we work hard to get those.

Once again, may I thank you for all your great efforts. Our goal of becoming the most admired commercial developer in China is within reach!

**Chief Executive Officer**  
**Philip Chen**



恒隆蓄勢待創新高

Hang Lung Poised to Reach New Heights



▲（左起）執行董事陳文博、行政總裁陳南祿、董事長陳啟宗及首席財務總監何孝昌  
(From left) Executive Director Adriel Chan, Chief Executive Officer Philip Chen, Chairman Ronnie C. Chan and Chief Financial Officer H.C. Ho

恒隆集團及恒隆地產在1月30日（星期二）舉行業績發布會，公布截至2017年12月31日止的年度業績。  
On January 30 (Tuesday), Hang Lung Group and Hang Lung Properties announced financial results for the full year ended December 31, 2017.

2017年度全年業績概要：

|            | 恒隆地產 |   |           | 恒隆集團 |   |           |
|------------|------|---|-----------|------|---|-----------|
| 總收入        | -14% | 至 | 111.99億港元 | -14% | 至 | 117.74億港元 |
| 租金收入       | +1%  | 至 | 77.79億港元  | -    | 至 | 83.54億港元  |
| — 內地       | -1%  | 至 | 39.58億港元  | -1%  | 至 | 43.72億港元  |
| — 香港       | +2%  | 至 | 38.21億港元  | +2%  | 至 | 39.82億港元  |
| 物業銷售收入     | -36% | 至 | 34.20億港元  | -36% | 至 | 34.20億港元  |
| 總營業溢利      | -11% | 至 | 79.10億港元  | -11% | 至 | 83.12億港元  |
| — 物業租賃     | -1%  | 至 | 56.72億港元  | -1%  | 至 | 60.74億港元  |
| — 物業銷售     | -30% | 至 | 22.38億港元  | -30% | 至 | 22.38億港元  |
| 股東應佔純利     | +31% | 至 | 81.24億港元  | +43% | 至 | 53.14億港元  |
| 股東應佔基本純利   | -13% | 至 | 55.30億港元  | -12% | 至 | 33.14億港元  |
| 每股股息總計（港幣） | -    | 至 | 7角5仙      | -    | 至 | 8角0仙      |
| — 中期（已派發）  | -    | 至 | 1角7仙      | -    | 至 | 1角9仙      |
| — 末期（建議）   | -    | 至 | 5角8仙      | -    | 至 | 6角1仙      |

2017 Annual Performance at a Glance:

| In HK\$ Million                                    | Hang Lung Properties |    |        | Hang Lung Group |    |        |
|--|----------------------|----|--------|-----------------|----|--------|
| Total Revenue                                      | -14%                 | to | 11,199 | -14%            | to | 11,774 |
| Rental Revenue                                     | +1%                  | to | 7,779  | -               | to | 8,354  |
| - Mainland China                                   | -1%                  | to | 3,958  | -1%             | to | 4,372  |
| - Hong Kong  | +2%                  | to | 3,821  | +2%             | to | 3,982  |
| Property Sales Revenue                             | -36%                 | to | 3,420  | -36%            | to | 3,420  |
| Total Operating Profit                             | -11%                 | to | 7,910  | -11%            | to | 8,312  |
| - Property Leasing                                 | -1%                  | to | 5,672  | -1%             | to | 6,074  |
| - Property Sales                                   | -30%                 | to | 2,238  | -30%            | to | 2,238  |
| Net Profit Attributable to Shareholders            | +31%                 | to | 8,124  | +43%            | to | 5,314  |
| Underlying Net Profit Attributable to Shareholders | -13%                 | to | 5,530  | -12%            | to | 3,314  |
| Total Dividends Per Share (HK\$)                   | -                    | to | 0.75   | -               | to | 0.80   |
| - Interim (Paid)                                   | -                    | to | 0.17   | -               | to | 0.19   |
| - Final (Proposed)                                 | -                    | to | 0.58   | -               | to | 0.61   |



受惠於上海及香港多項資產優化項目竣工帶來的貢獻，香港及內地核心物業租賃業務表現保持平穩。恒隆地產的租賃物業租金收入增加至港幣77.79億元，而恒隆集團則持平於港幣83.54億元。

董事長陳啟宗說：「於2017年，我們看見香港及內地的零售市場持續復甦，這現象在內地一線城市的奢侈品零售市場更為明顯。整體而言，政府持續刺激個人消費，促進了『新零售』市場的進一步發展，亦變得多元化。透過考慮周詳的資產優化計劃，我們為租賃物業改善租戶組合，同時提升設施和服務，從而把握市場上升的趨勢，為租賃物業組合建立更穩固的基礎。我相信憑藉管理層努力不懈，持續優化業務，公司在未來的日子將蓬勃發展，業績創出新高。」

內地方面，倘剔除因翻新而關閉的可租賃面積，我們所有物業的零售額均錄得增長，當中以上海的恒隆廣場的增長尤其顯著。隨着該商場的翻新計劃完工，上海的恒隆廣場鞏固了其作為中國奢侈品品牌集中地（Home to Luxury）的定位。陳啟宗表示：「20多年前，我們選擇在上海投資，開展恒隆在內地市場發展的時代。自此，我們已成功在內地多個城市建立甚具代表性的地標項目。上海的恒隆廣場在完成優化工程後，其零售額強勢增長26%，證明項目已成功蛻變成現代高端零售的象徵，重塑中國零售市場的形勢。」上海的港匯恒隆廣場於2017年年初啟動為期三年的大型優化計劃，工程分階段進行，並預計將於2019年年中完成。翻新工程不僅加強商場的長久競爭力，亦將進一步鞏固恒隆於內地經營高端商場的領導地位。

在香港，恒隆集團及恒隆地產的租金收入均按年增長2%。銅鑼灣京士頓街9號的翻新計劃已於2017年下半年完成。這個面積達10萬平方呎的零售地段已煥然一新，為顧客提供獨特精彩的現代時尚生活體驗，同時標誌着Fashion Walk正式完成整個資產優化計劃，成為城中標誌性的購物樞紐。恒隆亦繼續推進香港各項精心策劃的資產優化工程，其中山頂廣場第一期的翻新工程已於2017年3月動工，翻新部分預計於2018年底前重新開放，為香港這個最具代表性的旅遊景點引進新的購物及消閒概念。

恒隆將繼續採取審慎穩健的財務管理策略，支持長遠發展、滿足資本承擔及繼續業務擴張計劃。



▲ 上海的恒隆廣場的資產優化計劃已經完成，圖為2017年9月舉行的盛裝派對  
Enhancement works for Plaza 66 have been completed, pictured is the Home to Luxury party in Shanghai held in September 2017

▼ Fashion Walk全新時尚生活區域Kingston隆重登場  
Fashion Walk expands lifestyle footprint at Kingston



▼ 上海的港匯恒隆廣場持續進行資產優化  
Grand Gateway 66 continues with its asset enhancement program



Our core property leasing business across Hong Kong and the Mainland held their ground, mainly contributed by the completion of various asset enhancement initiatives in Shanghai and Hong Kong. Rental revenue from our leasing portfolio for Hang Lung Properties increased to HK\$7,779 million and that of Hang Lung Group was stable at HK\$8,354 million.

Chairman Ronnie C. Chan said, "In 2017, we witnessed continuous signs of recovery in retail sales for both the Hong Kong and Mainland markets. This was especially obvious in the luxury sector in tier-one cities on the Mainland. The government's continued stimulation of private consumption in general has given rise to diversification and expansion in 'new retail' sectors. Our leasing properties were able to capture the upward trend through vigilant asset enhancement initiatives in optimizing tenant mix and upgrading facilities and services, aiding the further build-up of the solid ground of the leasing portfolio. I am confident that with management's untiring efforts to achieve continuous improvements, our performance is destined to flourish and reach new heights for many years to come."

On the Mainland, when excluding the leased areas under renovation, all our properties recorded growth in retail sales, which is especially evident at Plaza 66 in Shanghai. With the completion of its renovation program, Plaza 66 has strengthened its positioning as the Home to Luxury in China. Chan added, "More than 20 years ago, we chose to kick-start Hang Lung's development in mainland China by investing in Shanghai. Since then we have been successful in establishing iconic landmarks in different Mainland cities. Plaza 66 today has successfully transformed itself into the true epitome of modern luxury and redefined the retail landscape in China, which was demonstrated by its strong growth in retail sales of 26% after the completion of its upgrading works." Grand Gateway 66 in Shanghai commenced its three-year major upgrading program in early 2017. The work will be carried out in phases until mid-2019. The renovation will not only strengthen the mall's long-term competitiveness but also reaffirm Hang Lung's leading market position in operating high-end malls in mainland China.

In Hong Kong, rental revenue increased 2% year-on-year for both Hang Lung Group and Hang Lung Properties. The renovation program at 9 Kingston Street in Causeway Bay was completed in the second half of 2017. The 100,000 square feet of rejuvenated retail space provides a unique and inviting experience of stylish contemporary living for customers. It also completes the revitalization of Fashion Walk as an iconic shopping hub in the city. The carefully planned asset enhancement works continued in Hong Kong with phase one of The Peak Galleria's renovation works commencing in March 2017. The area will be re-opened before the end of 2018, introducing new shopping and leisure concepts to Hong Kong's most iconic tourist attraction.

Hang Lung will continue to adopt a prudent and sound financial management strategy to support its long-term growth, meet its capital commitments and continue its program of expansion.



# 管理層會見濟南市市長

## Management Members Meet with Mayor of Jinan



2月8日（星期四），行政總裁陳南祿、首席財務總監何孝昌、執行董事陳文博、執行董事陳家岳、執行董事程鼎一等高級管理人員與濟南市委副書記兼市長王忠林及一眾政府官員會面，總結濟南的恒隆廣場2017年的營運情況，雙方亦就歷下區的交通配套及發展情況交換意見。

On February 8 (Thursday), Chief Executive Officer Philip Chen, Chief Financial Officer H.C. Ho, Executive Director Adriel Chan, Executive Director Norman Chan, Executive Director Dane Cheng along with senior executives met with Deputy Secretary of the CPC Jinan Municipal Committee and Mayor of Jinan, Wang Zhonglin, and a group of government officials, to brief them on the operations of Parc 66 in 2017. They also exchanged views on Lixia District's public transportation network and other developments in the district.

◀ 陳南祿（左）與王忠林（右）會面  
Philip Chen (left) meets with Wang Zhonglin (right)

# 與員工分享公司業績 促進交流

## Enhance Communications with Staff



香港 Hong Kong

公司於公布全年業績後在香港及內地舉行五場員工匯報會。行政總裁陳南祿、首席財務總監何孝昌、執行董事陳文博、陳家岳及程鼎一親自向同事講解業績及回答提問，分享在營運、管理和財政等方面的表現和未來發展。

陳南祿在員工匯報會上表示，儘管經濟環境艱難，公司仍然在租賃業務上錄得增長，實有賴同事的努力。他又鼓勵同事強化和裝備自己，因為市場會汰弱留強，我們將是甚少數的贏家之一。



# 管理層親自闡述恒隆發展

## Briefing on Hang Lung's Latest Developments

為了與持份者建立有效的雙向溝通，同時保持高透明度的管治，公司於公布全年業績後，隨即舉行業績發布會及分析員會議，並由董事長陳啟宗、行政總裁陳南祿、首席財務總監何孝昌及執行董事陳文博親自闡述公司的業務發展，以及對整體經濟環境和物業市場的看法。

To uphold a high level of transparency and maintain effective two-way communication with stakeholders, the Company held a press conference and an analyst presentation session after the announcement of the Company's annual results. Chairman Ronnie C. Chan, Chief Executive Officer Philip Chen, Chief Financial Officer H.C. Ho, and Executive Director Adriel Chan attended the sessions to share their insights on the Company's development, the macro economy, and the overall property market.



▲ 陳啟宗（右二）、陳南祿（左二）、何孝昌（右一）及陳文博（左一）出席分析員會議  
Ronnie C. Chan (2<sup>nd</sup> from right), Philip Chen (2<sup>nd</sup> from left), H.C. Ho (right) and Adriel Chan (left) attend an analyst presentation

### 香港 Hong Kong



The Company held five staff briefing sessions in Hong Kong and the Mainland after the results announcement. Chief Executive Officer Philip Chen, Chief Financial Officer H.C. Ho, Executive Directors Adriel Chan, Norman Chan, and Dane Cheng explained the results and answered colleagues' questions. They also shared views on the Company's development from the perspective of operations, management and finance, among other areas, as well as future plans.

Chen thanked colleagues for their hard work. The Company was able to achieve satisfactory results despite the unfavorable economic environment. The relentless efforts of the team in achieving new heights is indeed the most important factor. He encouraged colleagues to grasp each opportunity to equip themselves for the future.



上海 Shanghai



濟南 Jinan



大連 Dalian





## 管理層連走三地 C-suites on the Road

行政總裁陳南祿、首席財務總監何孝昌、執行董事陳文博、陳家岳、程鼎一及其他高級管理人員於2月6日至9日馬不停蹄前往上海、濟南和大連，主持員工匯報會，向各地同事闡述公司的未來發展和業務策略。

作為公司的重要溝通舉措，管理層每半年都會於公布業績後到內地項目與員工交流，建立良好的溝通橋樑。

一連四天的行程，往來香港及內地三個城市共4,400公里就相等於完成了104個馬拉松賽事。

▼ 陳南祿（右二）、何孝昌（右一）、董事－租務及物業管理彭兆輝（左一）與同事一同於員工餐廳共進午餐  
Philip Chen (2<sup>nd</sup> from right), H.C. Ho (right), Director – Leasing & Management Derek Pang (left) have lunch with colleagues at staff canteen



▲（左起）程鼎一、陳文博、陳南祿、董事－總法律顧問及公司秘書甄嘉雯、總經理－人力資源潘舜雅、陳家岳、何孝昌及董事－集團傳訊及投資者關係關則輝  
(From left) Dane Cheng, Adriel Chan, Philip Chen, Director – General Counsel & Company Secretary Margaret Yan, General Manager – Human Resources Janet Poon, Norman Chan, H.C. Ho and Director – Corporate Communications & Investor Relations C.F. Kwan

So here they are again – all the C-suites embarking on a hectic trip to visit various Mainland cities with the objective of explaining the Company's outlook and business strategy to colleagues of different developments.

The Company fosters proactive communications with staff through an important initiative that sees members of the management conducting briefing sessions for Mainland colleagues twice yearly, following the announcement of results.

From February 6 to 9, Chief Executive Officer Philip Chen, Chief Financial Officer H.C. Ho, Executive Directors Adriel Chan, Norman Chan, and Dane Cheng, as well as other senior executives, are on a four-day trip to visit Shanghai, Jinan and Dalian. The total distance of the whole journey, which is about 4,400 kilometers, is the equivalent of running 104 marathons.

## 恒隆勇奪兩項「我最喜愛商場活動」殊榮 Hang Lung Takes Home Two My Favorite Shopping Mall Events



▲ 蔡碧林（右四）、羅欣琪（左四）及吳鎧廷（右三）出席頒獎典禮  
Bella Chhoa (4<sup>th</sup> from right), Katherine Lo (4<sup>th</sup> from left), and Victor Ng (3<sup>rd</sup> from right) attend the presentation ceremony

Fashion Walk和雅蘭中心連續第三年贏取由《香港經濟日報》主辦的「我最喜愛商場選舉」，分別憑聖誕節活動Joy of Lights及農曆新年活動「清仔『型』新春」，成為公眾心目中的「全港25大我最喜愛商場活動」之一，肯定了推廣團隊的創意及努力。董事－租務及物業管理蔡碧林、總經理－租務及物業管理羅欣琪、吳鎧廷以及Fashion Walk和雅蘭中心的推廣團隊，一同出席在1月16日（星期二）舉行的頒獎禮。

「我最喜愛商場選舉」由專業評審及公眾投票選出，旨在表揚深受市民歡迎的商場，以及讓公眾了解優秀商場的經營之道。

For three consecutive years, Hang Lung's malls in Hong Kong have taken home awards at the My Favorite Shopping Mall Awards, organized by the *Hong Kong Economic Times*. This year, Fashion Walk's Christmas Joy of Lights event and Grand Plaza's Ching Chai's New Year Blessings earned recognition to become one of the Top 25 My Favorite Shopping Mall Events. The presentation ceremony was held on January 16 (Tuesday), Director – Leasing & Management, Bella Chhoa, General Managers – Leasing & Management, Katherine Lo and Victor Ng, together with marketing colleagues of Fashion Walk and Grand Plaza attended the ceremony.

The My Favorite Shopping Mall Awards are decided by a judging panel together with votes from the public to recognize malls that are most popular with Hong Kong people. It also gives the public insights into the initiatives of the most outstanding malls.



# 首屆「恒隆商戶服務獎」圓滿舉行

## 與國際品牌攜手推動優質服務文化

### Inaugural Hang Lung Retail Service Award

### Partnering with International Brands to Promote Service Excellence

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觀看影片



▲ 執行董事陳文博（前排中）、執行董事陳家岳（前排左二）、董事——租務及物業管理彭兆輝（前排右二）、上海的恒隆廣場總經理胡惠雅（前排左一）及港匯恒隆廣場總經理葉志強（前排右一）出席首屆「恒隆商戶服務獎」頒獎典禮，與所有得獎者合照  
Executive Directors Adriel Chan (front row, center) and Norman Chan (front row, 2<sup>nd</sup> from left), with Derek Pang, Director – Leasing & Management (front row, 2<sup>nd</sup> from right), Vera Wu, General Manager of Plaza 66 (front row, left), and Rico Yip, General Manager of Grand Gateway 66 (front row, right), pose for a group photo with all the winners at the inaugural Hang Lung Retail Service Award Presentation Ceremony

恒隆地產非常重視優質服務，銳意將這元素注入租賃及營運策略中。為建立恒隆的優質服務標記，公司於2014年推出「綠寶石客戶服務獎」，表揚在客戶服務方面表現出色的前線員工，今年更將優質服務文化推廣至租戶層面，進一步鞏固並提升公司的服務水準。於1月10日（星期三）假上海舉行了首屆「恒隆商戶服務獎」頒獎典禮，頒發26項「個人卓越獎」及「企業團隊卓越獎」，表彰在恒隆旗下物業提供卓越服務的租戶及其員工。

獲嘉許的卓越服務獎個案，繼續秉承了「綠寶石客戶服務獎」中「多做一點 前瞻一里」的精神，前線服務員能夠為客人多想一步，提供超乎預期的服務。且看以下精選得獎個案，了解他們如何用心服務，為客人提供全方位的優越體驗，為品牌建立專業的形象。

Hang Lung Properties has long been devoted to promoting service excellence through its leasing and operational strategies. In its efforts to nurture a spirit of service excellence, Hang Lung launched the Emerald Award in 2014 to recognize frontline staff with excellent performance in customer service. This year, Hang Lung achieved another milestone in this front by organizing the inaugural Hang Lung Retail Service Award to encourage the culture of service excellence at the highest levels by working closely with its tenants. The Presentation Ceremony was held in Shanghai on January 10 (Wednesday). A total of 26 awards were presented in Individual and Group Award categories, recognizing the outstanding efforts of the malls' tenants and their staff.

All the award-winning entries demonstrated the spirit of **Go the Extra Mile**, which lies at the very heart of the Hang Lung Emerald Award for which frontline staff go to great lengths to provide service that is beyond customer expectations. Let's have a look at the selected winning cases below, and see how the awardees offer service from the heart with a shared belief in delivering a holistic and unparalleled experience to contribute to the brand's professional image.



## 精選得獎個案 Selected Winning Cases

## 個人卓越獎 Individual Award

馮先梅 — 哈根達斯 (Häagen-Dazs)  
Lily Feng, Häagen-Dazs

在2016年的最後一天，港匯恒隆廣場哈根達斯店的馮先梅正準備結束營業回家吃年夜飯。這時店內走進一位年老的婦人和一位老爺爺，他們表示女兒沒能回家過年，所以二人想出來外面吃點蛋糕甜點。馮先梅聽到後主動延長了當天的營業時間，陪兩位老人在店內吃了年夜飯。也因為這樣，馮先梅錯過了和家人吃年夜飯的時間，但她並不後悔。因為她認為，真正的優質服務，就是以同理心去面對顧客。馮先梅的做法給了我們最好的榜樣。

On the last day of 2016, Lily Feng was ready to wrap up her day's work at Häagen-Dazs at Grand Gateway 66 and go home for New Year's Eve dinner when an old couple walked in. The pair told her that since their daughter could not come home for the New Year, they might as well celebrate with some desserts by themselves. In an act of pure empathy, Feng extended the business hours of the shop and sat down with them for a sweet New Year's Eve Dinner.

As a result, Feng was absent for her family dinner but she has no regrets about this as she believes empathy is key to excellent service, a perfect example of which she has set through her generous actions.

陳潔 — 卡地亞 (Cartier)  
Emma Chen, Cartier

一對快將結婚的情侶來到卡地亞上海恒隆廣場店鋪挑選戒指，細心的店員陳潔聽女顧客對男朋友喃喃細語：「這樣就算結婚啦，連求婚也沒有嗎？」陳潔將這句話記在心裡，事後主動聯繫男顧客，給了他一些建議，策劃一個讓未婚妻終生難忘的求婚方案。陳潔和相關同事溝通之後迅速擬定了一套方案，把求婚地點定在上海恒隆廣場的卡地亞店鋪內。在求婚之日，陳潔和男顧客安排以再看訂婚戒指的名義把女顧客約到店內，最終店鋪所有同事見證了這對情侶的求婚過程，令他們畢生難忘！

A couple soon-to-be-married visited Cartier at Plaza 66 for wedding rings, and sales executive Emma Chen overheard the lady customer muttering that she had not received a proper marriage proposal from her fiancé. On hearing the woman, Chen took the initiative along with her colleagues to think up a memorable proposal plan for the male customer and told him about it. On the day that the proposal was to be made, Chen arranged for the couple to meet in the Cartier shop, ostensibly to choose engagement rings but in fact, to stage the memorable marriage proposal, which was duly made and witnessed by all the staff at the shop.

## 企業團隊卓越獎 Group Award



## 輕實 EasyLab

2016年11月下旬的一個晚上，EasyLab輕實的員工正忙着收市，廚房的員工已經下班離開了店。只剩下店長劉健文、領班陳小燕及水吧席其兵。這時突然走進來兩位顧客，手上拿着大包小包，原來兩位外賓是專門下飛機後就直接過來，行李都沒來得及放下，而且滿臉倦容，於是店長做了一個決定，讓他們先看餐牌選餐，然後盡量給他們做菜。考慮要求廚師返回店內實在太晚了，於是劉健文擔任廚師，在席其兵的協助下，由廚師透過電話指導製作幾道簡單的熱菜。經過近30分鐘的烹煮，顧客終於吃上了熱乎乎的飯菜，而且給予很高的評價，三位員工也都會心微笑了。

It was a late November night in 2016 when EasyLab received two customers just as it was about to close. The pair, who looked exhausted and hungry, had just arrived by plane and was carrying lots of luggages. The kitchen staff had already left the restaurant, leaving only the shop manager Ken Liu, supervisor Chen Xiaoyan and bartender Xi Qibing. Nonetheless, the shop manager asked the customers for their orders as he was determined to find a way to give them their much-needed meal.

Since it would take too long for the chef to come back, Ken went into the kitchen with Xi as his assistant and, following the chef's instructions over the phone, prepared some simple hot dishes. Half an hour later, the customers were happily devouring their hot meals, which delighted them as well as the three temporary kitchen staff members who had prepared it.

## 恒隆廣場·上海 Plaza 66, Shanghai

## 個人卓越獎 Individual Award



▲ 執行董事陳文博（左六）頒發獎項予個人卓越獎得獎者（左起）葆蝶家 (Bottega Veneta) 于歆毅、卡地亞 (Cartier) 陳潔、思琳 (Celine) 許仲佑（代領）、昆庭 (Christofle) 奚蕊玲、迪奧 (Dior) 于鈺、傑尼亞 (Ermenegildo Zegna) 張燕、喬治阿瑪尼 (Giorgio Armani) 姜知棟、伯爵 (Piaget) 張玲智、塔思琦 (TASAKI) 夏俊及緯圖 (VERTU) 徐華俊  
Executive Director Adriel Chan (6<sup>th</sup> from left) presents individual awards (From left: Candy Yu from Bottega Veneta, Emma Chen from Cartier, Edward Hsu from Celine (received by another representative), Feeling Xi from Christofle, Joanna Yu from Dior, Summer Zhang from Ermenegildo Zegna, Jimmy Jiang from Giorgio Armani, Ivy Zhang from Piaget, Amy Xia from TASAKI, and Jim Xu from VERTU)

## 企業團隊卓越獎 Group Award



▲ 執行董事陳文博（前排右四）頒發獎項予寶格麗 (Bulgari)、迪奧 (Dior)、波傲 (Bang & Olufsen) 及輕實的代表  
Executive Director Adriel Chan (front row, 4<sup>th</sup> from right) presents certificates to representatives from Bulgari, Dior, Bang & Olufsen, and EasyLab



## 港匯恒隆廣場·上海 Grand Gateway 66, Shanghai

## 個人卓越獎 Individual Award



▲ 執行董事陳家岳（右五）頒發獎項予個人卓越獎得獎者（左起）寇依（Chloe）任懿、登喜路（Dunhill）周佳（代領）、鼎泰豐楊平、古馳（Gucci）劉方立、哈根達斯（Häagen-Dazs）馮先梅、茱莉蔻（Jurlique）胡平、三宅一生（PLEATS PLEASE）時佳雯、蘇浙匯劉建波及STACCATO盧建軍

Executive Director Norman Chan (5<sup>th</sup> from right) presents individual awards (From left: Emily Ren from Chloe, Vivian Zhou from Dunhill (received by another representative), Barry Yang from Ding Tai Fung, James Liu from Gucci, Lily Feng from Häagen-Dazs, Hu Ping from Jurlique, Ayaka Ye from PLEATS PLEASE, Jianbo Liu from Su Zhe Hui, and Brian Lu from STACCATO)

## 企業團隊卓越獎 Group Award



▲ 執行董事陳家岳（右三）頒發獎項予港麗茶餐廳（Charme）、麥克斯·馬勒（Max Mara）及蒂芙尼（Tiffany & Co.）的代表

Executive Director Norman Chan (3<sup>rd</sup> from right) presents certificates to representatives from Charme, Max Mara, and Tiffany & Co.

## 商戶看「服務」 “Service” in the Words of Tenants

除恒隆多位高級管理層外，頒獎典禮同時邀請了多個國際品牌管理層和代表、零售業界領導、金融、專業服務領域的精英等逾百名嘉賓出席，一同為高端零售服務加冕。部分嘉賓更分享了在現今的消費趨勢下，他們對「服務」的看法。

The Presentation Ceremony was attended by Hang Lung's top management and over a hundred guests including management members and representatives of a number of international brands, retail leaders, and elites in financial and professional services. Some of the guests also shared their views on “service” in the face of changing consumer trends.



伯爵（Piaget）區域商務總監許心慈  
Catherine Hii, Regional Commercial Director of Piaget

恒隆對提升服務水平的理念，亦與我們品牌的信念一致，我們很高興能與作為內地奢侈品集中地的恒隆廣場攜手，共同推動服務水平的提升。「恒隆商戶服務獎」讓我們能夠與商場業主有更深入的合作，也鼓勵了我們的前線人員，意識到服務水平的重要性。

Both Hang Lung and Piaget share the same vision of enhancing service levels. We are glad to partner with Plaza 66 – the Home to Luxury in China – to scale new heights in the provision of excellent service in the years to come. The Hang Lung Retail Service Award allows both brands to collaborate more closely, and our frontline staff to be more aware of the importance of consistently high levels of service.



塔思琦（TASAKI）董事總經理屠雷  
Yusuki Mori, Managing Director of TASAKI

「恒隆商戶服務獎」讓我們肯定了恒隆對服務水平的重視，促使我們要加緊提升服務水平，與市場看齊，讓所有顧客無論本身懷着甚麼心情進入商場及店舖，也能享受一趟愉快的體驗，心滿意足地離開。

The Hang Lung Retail Service Award allows us to understand Hang Lung's emphasis on service excellence. This inspires us to enhance our service level as well, so as to benchmark it with the wider market. We hope that no matter what a customer's mood may be when he or she enters our shop, the customer can experience a pleasant time with us and feel good when the customer leaves.



麥克斯·馬勒（Max Mara）總經理吳錯  
Terry Wu, General Manager of Max Mara

作為一個已有超過60年歷史的經典品牌，我們愈來愈注重顧客的消費模式。千禧一代消費者對個性化服務的需求，促使我們加強與顧客的互動和接觸。我們相信朝這方向發展，才能在無損提升銷售量、鞏固市場定位及擴闊顧客層面上，在未來取得勝利。

As a renowned brand with more than 60 years of history, we have been paying increasing attention in analyzing our customers' shopping behaviors. The demand for personalized services from Millennials encourages us to be more proactive in interacting and engaging with them. We believe that winning the trust of the Millennials will lead to better sales, brand positioning, and expanding our customer portfolio in the long run.



港麗茶餐廳（Charme）董事長陳卓明  
Patrick Chan, Chairman of Charme

面對激烈的市場競爭，我們明白除了要不斷提升食物的質素，服務水平也是能否贏得顧客信心的關鍵。而今日的服務水平已不只局限於待客的態度，顧客更期望前線服務人員能專業地介紹每一道菜的用料、製法等，推薦合乎他們口味的菜式。

In view of the fierce competition in the market, we understand that on top of continuous improvement in food quality, customer service is another key element in gaining their trust. We believe service is not only about attitude but also about professional knowledge. Customers expect each frontline staff member to be professional and be able to explain the ingredients and cooking methods of each dish, and to make recommendations that will suit their preferences.



## 立體訪談 Management Dialogue

# 何孝昌：恒隆首席財務總監的日常

## H.C. Ho: A Day in the Life of the CFO

**要**勝任首席財務總監一職，會計及財務上的專業知識固然必要，更須對公司運作與業界狀況瞭如指掌，方能維持公司財務穩健，與對手在市場上爭一長短。今期，我們就走入何孝昌的數字世界，從他身為恒隆首席財務總監的角度，了解他的日常工作。

早上8時正，中環早上一片寧靜，部分行人仍睡眠惺忪，何孝昌卻已經安坐辦公室，埋首處理由財務團隊準備的每週及每月財務報表。這類財務報表會將公司表現與一系列主要表現指標（KPI）作出評比，並提交予董事會及管理層，令他們能及時而迅速瞭解公司財務狀況。一邊審閱，他一邊解說：「管理層全憑這些數據跟進各項業務的進展與關注重點，因此必須快而準。」當然，分析財務報表只是首席財務總監日常工作的一小部分。

首席財務總監的主要功能是甚麼？何孝昌認為這視乎公司的發展階段，正擴充的公司和已成熟公司優次有別。但離不開四個主要角色：資金籌集與財資管理、財務報告及策劃、財務風險管理、監管與合規。由此可見，他今早需要處理的工作，絕不只桌上那數頁的財務報表。

前往開會的途中，他談起管理公司資產的重要性：「過去10年，恒隆在中國內地投資龐大，要有效管理財務風險，安排財務資本以實現公司的擴展計劃，融資及投資管理自然至關重要。」當然，要穩妥管理龐大資產，先要條件是充分認識風險管理的重要性，而隨後會議的內容正正是與此有關。

會議集中討論主要的財務風險管理及預防措施，他在會中分析公司面對的風險：「當今全球營商環境繁雜，面對的風險分可預見的及不可預見兩種。恒隆需要訂立審慎的財務風險管理框架，一方面要符合各規定和條例，另一方面改善決策，如在管理匯率及息率風險，以及分析宏觀經濟趨勢等方面，提升表現。」他續說，許多風險都是已知悉，包括政治和經濟因素等系統性風險，但是不知道會何時發生。「要應付此類風險，需要利用壓力測試確保公司承受力足夠。然而，公司決策不應受短期利益影響，而是須秉持長遠目標。」

回到辦公室，何繼續處理來自法律及秘書部的通告，他邊閱覽邊說道：「規管環境瞬息萬變，新法規隨時出現，而由於公司在不同地區須按照不同法規營運，讓合規變得更複雜。正因如此，我們不但要緊貼最新法規要求，更須預視未來發展，上市規例就是一例。」他強調，決策時視野必須廣泛，甚至連社會和道德責任也要一併考慮：「說到底，我們做事必須堅守正道。」

縱使下午的會議排得密密麻麻，何孝昌也須抽一點時間吃個短午飯，而我們就藉此機會向他請教他的管理哲學。對於成功的管理之道，他有兩點看法：「量力而為」與「未雨綢繆」。他認為，只有誠實且謹慎評估新投資的風險，方能透徹了解公司所得利益，從而規避風險。何孝昌亦提及為一切狀況做好準備的重要，尤其是應對資本市場的波動和投資機遇：「舉例說，在2011年我們首度發行中期票據，至去年申請成立發行熊貓債券平台，即在岸人民幣債券，協助公司增添銀行借貸之外的籌集資金渠道。我們必須早作準備，全面運用資本市場優勢籌集資金，即使投資機會出現，也不致因資本不足而白白錯失良機。」

單從他下午的日程表，我們也略能了解到首席財務總監職務之廣。除與財務及資金部開會外，他亦須與中央採購部、物業銷售部、行政部、資訊科技部等屬他管轄的部門開會。被問及他如何處理眾多職責之時，他對公司上下的團隊精神讚不絕口。他指以過往幾年從管理香港物業銷售中，為公司套現超過300億現金的業績為例：「全賴團隊上下通力合作，我們才能成功達標，獲取足夠現金以支持公司在內地的擴展，更成功套現非核心投資物業，獲取流動資金。」在推行資訊科技方面，何亦充滿熱忱，他充分了解核心資訊科技系統對公司日常運作的重要，亦讚揚團隊在推行公司的EST計劃（Experience體驗、Services服務、Technology科技）所作的努力。「資訊科技團隊在協助公司抵禦網絡攻擊方面功不可沒。網絡攻擊無處不在，更日見精密，因此我們需要更積極管理網絡風險，提升使用者的安全意識。」當然，資訊科技團隊的工作遠不止內部管理，正如何孝昌解釋道：「通過與不同部門合作，從中扮演技術顧問及協調角色，團隊締造有利落實創意科技的環境，令各部門得以通過EST計劃，為客戶提供具吸引力的科技應用。」

隨著繁忙的一日臨近尾聲，我們對首席財務總監的角色了解更深，亦令我們了解到自身角色能如何與公司管治理念契合，帶領公司業績再創高峰。

Being a Chief Financial Officer (CFO) means having more than just professional knowledge of accounting and financial concepts, it also means having a thorough understanding of how the entire company works as well as of the wider industry so as to help the company maintain its competitive edge and remain financially sound. In this issue, we delve into H.C. Ho's world of numbers and figures and see things through his eyes as Hang Lung's CFO.

It's 8am and Central is just waking up to a new business day, but Ho is already at his desk reviewing weekly and monthly reports prepared by the Finance team. Those included reports that will be presented to the Board and the management and gives a timely and relevant snapshot of the company's performance against a list of key performance indicators (KPIs). "Speed and accuracy are so important," says Ho as he studies the pages, "management relies on this data to keep abreast of progress and concerns across all areas of our operations." But financial reporting is only one aspect of a CFO's daily work.

When asked about the key functions of a CFO, Ho remarked that depending on the Company's stage of development. The priorities of a rapidly expanding company or a maturing company are different. The role of its CFO revolves around four key functions: capital and treasury management, financial reporting and planning, financial risk management and regulatory compliance. The report on his desk is a priority but is not the only task that awaits this morning.

On the way to a meeting, Ho discusses the importance of managing the Company's capital, "Hang Lung has made huge investments on the Mainland over the past decade, so the raising of capital and its management is critical in terms of managing the financial risks and allocating financial resources to meet expansion plans of our Company." Of course, when it comes to managing the huge investments that the company makes, a knowledge of risk management is of utmost importance, and this is what the next meeting is about.

This meeting is focused on defining key controls and risk mitigations and Ho pauses to talk about the risks that the Company faces, "We work in a complex world and risks can be classified as foreseeable and unforeseeable. Hang Lung needs a robust financial risk management framework that satisfies compliance demands and also contributes to better decision-making while enhancing performance in areas such as managing the foreign currency and interest rate risks, and analysing the macroeconomic trend." Many risks are known, he explains, include systemic risks like political and economic factors but we will not know when would they crystallise. "We need stress tests to ensure that we can handle such risks, however, we should never lose sight of our long-term goals by letting short-term gains affect our decisions."

Back at his desk, Ho is greeted with updates from Legal & Secretarial Department. He says, "The regulatory environment is constantly evolving with new rules, and this is compounded by the fact that we operate under many different jurisdictions and regulatory rules. It's important that we not only keep abreast of but also go beyond legal and regulatory requirements, like these listing rules, for example." He emphasizes the importance of integrating broader perspectives into the decision-making process, including concerns such as social and ethical responsibilities. "Ultimately, we have to do what's right," he says.

There's only time for a short but necessary lunch break before an afternoon stacked with meetings, and we used the time to ask Ho about the principles that underpin the successful management of the Company. He cites two maxims, "never overextend oneself" and "prepare for a rainy day". Ho talks about the importance of being prepared for any eventuality, especially capital market volatility and investment opportunities, "For instance, we launched the first MTN program back in 2011 and submitted the application to set up the Panda Bond Program, onshore RMB bond issuance last year so that we have other channels for raising funds apart from taking loans from banks. We need to set up and gain exposure to the capital market before we need to raise funds, so that the Company will not miss investment opportunities because of lack of funds

In addition to meeting with the Finance and Treasury departments, Ho has meetings lined-up with the Central Purchasing Department, the Property Sales Department, the Administration Department, and the Information Technology (IT) Department, all of which are under his purview. When asked about how he manages so many responsibilities, Ho was full of praise for the spirit of teamwork in the Company. Citing the example of his work overseeing the sale of Hong Kong properties and generated over HK\$30 billion in cash over the past few years, he said, "a great team effort meant that over the past few years we have successfully met our objective to cash out that amount for the Company to support our expansions on the Mainland, and even managed to sell non-core investment properties to free up more cash for redeployment." Ho is also enthusiastic about his role in IT and points to the systems that are integral to the Company's daily operations as well as the contribution of the team to the Company's EST initiatives. "The IT team protects us from the real and imminent risk of cyber-attacks. With their pervasiveness and evolution into far more complex attacks, we really need to be more assertive in our management of cyber risks and increase the awareness of our users, so they will be more alert," he explains. But the work of the IT team is not just limited to internal operations, as Ho explains, "By working closely with different departments we can create an environment for innovative adoption of technologies that will offer compelling applications to our customers as a part of the EST initiative, for which the team has an important role as a technical advisor and implanter."

As our time with H.C. Ho comes to an end, we can say that it has given us fresh insight into the role of a CFO, and a great deal to think about in terms of how our own roles can align with the management paradigms that have lead the company to success after success.



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恒隆這樣走過來 Retracing the Hang Lung Path

# 因義得財——格蘭酒店的緣起

## The Grand Hotel – A Grand Gesture to Help a Friend

上回提及當年格蘭酒店地牢的維京餐廳無人不識，那麼格蘭酒店還在嗎？

In the last issue, we talked about the very famous restaurant, "The Viking" at the Grand Hotel in the old days. But then, is the Grand Hotel still in existence?



▶ 格蘭酒店門口  
Entrance of the Grand Hotel

恒隆的酒店業務可追溯至60年代中期。恒隆的附屬公司——恒隆（旅業）有限公司，於1966年開始，負責管理及經營位於九龍加拿芬道之格蘭酒店。六年後，1972年10月，恒隆因一個契機而收購了整幢酒店。根據陳譚慶芬女士（陳曾熙夫人）憶述，當年，陳曾熙先生的一位朋友原打算購買格蘭酒店，付了訂金後卻出現了資金周轉的問題。至成交當日，這位朋友在十萬火急下致電給陳曾熙先生。陳曾熙先生當時雖然身體抱恙，但為免朋友被逼「撻訂」，仍急忙趕到格蘭酒店，為朋友完成交易。因為一個「義」字，造就了恒隆拓展酒店業務。

於1987年加入公司的高級經理——綜合服務歐陽應韶表示，當年香港只有20多家酒店，格蘭酒店是當時有志加入酒店業人士理想工作的地方。

80年代中期可算是恒隆酒店業務的輝煌時期，除了格蘭酒店外，公司當時還坐擁位於彌敦道的雅蘭酒店及鰂魚涌的康蘭酒店（現為康蘭居）。之後，由於愈來愈多新酒店落成，市場競爭激烈，而恒隆亦希望集中業務，因此於1991年結束格蘭酒店，並重建為現時的商業項目——格蘭中心。為擴大公司旗下租賃物業組合，恒隆於2003年將格蘭酒店集團私有化，把雅蘭酒店改建為辦公室，成為現時雅蘭中心的一部分。

把酒店改建成商業用途以取得更高、更穩定的回報是董事長陳啟宗先生上任後的一項重要舉措。

The history of Hang Lung's hotel business can be traced back to the mid-1960s. In 1966, Hang Lung (Hotel Management) Ltd., a wholly-owned subsidiary of Hang Lung, started to manage the Grand Hotel on Carnarvon Road in Kowloon. Six years later, in October 1972, Hang Lung purchased the hotel and its land outright under quite special circumstances. As recalled by Mrs. T. H. Chan, it was one of Mr. T. H. Chan's friends who had wanted to acquire the hotel and its assets, but he was unable to complete the deal due to financial issues closer to the transaction date. On the day the transaction was due to go through, this friend sought the help of the late Mr. T. H. Chan to close the deal so that he would not have to forfeit the deposit. Though sick in bed, Mr. T. H. Chan still dashed to the hotel and had the property purchased. The resulting sale expanded Hang Lung's interest in the hotel business, all because of the close bonds of friendship between these two friends.

Recalling the old days, Senior Manager – Service Delivery, Tom Au Yeung, who joined the Company in 1987, mentioned that there were only around 20 plus hotels in Hong Kong at that time. "Working at Grand Hotel was like a dream for many people who wanted to join the hotel industry," he said.

The 1980s can be described as a period of prosperity for Hang Lung's hotel business. Apart from the Grand Hotel, the Company's portfolio also included the Grand Tower Hotel on Nathan Road and the Grand Plaza Hotel (the existing Kornhill Apartments) in Quarry Bay. As the market saw more new hotels coming on stream and competition becoming more furious, Hang Lung decided to close the Grand Hotel in 1991 and turned it into a commercial property – Grand Centre. To further expand the Company's leasing portfolio, Hang Lung privatized the Grand Hotel Group in 2003. The Grand Tower Hotel was later rebuilt into an office building, which is now part of Grand Plaza.

Changing the use of properties from hotels into commercial buildings so as to yield higher and steadier returns was one of the important moves that Mr. Ronnie C. Chan took after he became Chairman.

▼ 格蘭酒店集團旗下三間酒店的位置圖  
Map showing the three hotels under Grand Hotel Group



▲ 在電腦還未普及的年代，同事需要攜帶一本重重的銷售文件，到東南亞、澳洲、歐洲等國家路演，推廣格蘭酒店

In a time when computers were not yet commonly used, colleagues brought heavy sales kits to countries in Southeast Asia, Australia, and Europe to promote the Grand Hotel

星級服務專區 HL Star Service

## 你的一小步，服務一大步

## A Little Step You Take, A Big Step Up in Service



有時候，多問一句，多走一步去關心身邊的人、事、物，可能已經能夠拯救一個人，甚至一個家庭的命運。2017年綠寶石客戶服務獎優異得主之一，瀋陽的市府恒隆廣場的高級賓客體驗專員劉茜，就是憑着這宗旨，主動去關心坐在樓梯間神色凝重的顧客，才發現她心臟病復發，並幸好即時為她找來藥物，讓她保住性命，其後該名顧客的丈夫趕到，亦感激劉茜的幫助。所以有時候，若大家都多走一步，世界定必會更美好。

Please don't hesitate to show more concern for the people around you. It may even change their life. One of the Hang Lung Emerald Award merit winners, Casey Liu, who is a Senior Guest Experience Ambassador at Forum 66, demonstrated this caring spirit for her customers. She took the initiative to take care of a woman who was sitting on the stairs. She was suffering on the brink of a relapse of a heart attack. Luckily, she promptly found the pills needed and prevented her from having a heart attack. When the woman's husband arrived, he thanked Liu for her care and attentiveness. So, you see, if everyone takes one more step, the world is bound to be a more beautiful place.

◀ 市府恒隆廣場的總經理陳慧芬（左）及高級賓客體驗專員劉茜（右）  
Forum 66's General Manager Jennifer Tan (left) and Senior Guest Experience Ambassador Casey Liu (right)



# 第五屆 TEAMS Day 甄選管理人才

## Budding Management Trainees Join Fifth TEAMS Day

恒隆自2014年起引進創新和高互動性的遴選活動 TEAMS Day，以甄選富潛能的管理人才參與「管理培訓生計劃」。第五屆 TEAMS Day 於1月17日（星期三）圓滿舉行，吸引近200位來自香港及海外不同院校的精英參加。

每年的 TEAMS Day 都會加入新元素，今年採用了人工智能機械人擔任大會司儀及應用至任務中，藉此讓參加者更了解恒隆的 EST 計劃——運用科技提供嶄新服務以豐富購物者的體驗。同時，任務中亦加入了有關綜合服務的題目，以彰顯提供優質服務在恒隆企業文化中的重要性。參加者需要前往恒隆旗下物業完成一系列指定任務，以評估他們在才能 (T)、活力 (E)、分析力 (A)、主動性 (M) 及明智 (S) 的表現。

▼ 總經理—人力資源潘舜雅（左）與兩位大會司儀—人工智能機械人及2017管理培訓生屈鳳廉（右）

Janet Poon (left), General Manager - Human Resources, with the two emcees – Pepper, the Artificial Intelligence (AI) robot and Maryellen Wat (right), a 2017 Management Trainee



▲ 參加者前往恒隆旗下物業完成一系列指定任務

Participants complete a series of tasks in different Hang Lung projects

▲ 人工智能機械人應用至任務中 Artificial intelligence (AI) robots are used in the tasks

Since 2014, Hang Lung has hosted the annual TEAMS Day – an innovative and highly interactive assessment program – to help select talented graduates to join the Company's Management Trainee Program. The fifth TEAMS Day was successfully held on January 17 (Wednesday), attracting around 200 university students from Hong Kong and overseas to participate.

Innovative elements are a big part of every year's TEAMS Day. This year, Artificial Intelligence (AI) robots were adopted to be the emcee and an integral component in the tasks, in order to give participants a better understanding of Hang Lung's EST Program, which uses technology to provide services that enrich the shopping experience in our malls. The topic of Service Delivery was another new addition to the tasks this year, to demonstrate the importance of service excellence in Hang Lung's corporate culture. Participants are assessed in terms of five key attributes – being Talented (T), Energetic (E), Analytical (A), Motivated (M), and Sensible (S) – through a series of tasks in different Hang Lung projects.

▲ 今年的 TEAMS Day 吸引近200位來自香港及海外不同院校的精英參加  
Around 200 university students from Hong Kong and overseas participate in this year's TEAMS Day



### 商場聚焦 Eye on HL Malls

雅蘭中心 Grand Plaza

## 深水埗·「心水寶」 Create Your Sham Shui Po

▲ 總經理——租務及物業管理吳鑑廷（左）與籌備委員會主席林力山博士一同欣賞得獎作品

General Manager - Leasing & Management Victor Ng (left) and organizing committee Sr Dr Lesly Lam admire the winning models together



▲ 冠軍作品——順德聯誼總會梁銑琚中學四學生設計的「心水寶」模型

The winning model - a group of Form 4 students of Shun Tak Fraternal Association Leung Kau Kui College

香港測量師學會於去年11月首次舉辦「區區有特色」地區發展創作比賽，以歷史文化豐富的深水埗為主題，讓中學生透過自選形式發揮小宇宙，呈現理想的深水埗社區。同學們透過工作坊及導賞團了解測量師的工作並將學到的加以運用於模型制作。比賽冠軍由順德聯誼總會梁銑琚中學四學生設計的「心水寶」模型奪得，作品注重地區的環保和活化，藉此改善區內居民的生活質素和經濟收入水平。是次活動獲雅蘭中心作場地贊助，得獎作品於上月在雅蘭中心展出。

The Hong Kong Institute of Surveyors (HKIS) inaugurated the first Create Your District Competition in November last year, allowing local secondary school students to use their own initiative to bring to life their ideal picture of a living community, this time with the focus on Sham Shui Po, a district with a rich history and culture. Students attended a workshop and a tour in order to get a sense of what a surveyor does to help them better utilize what they had learned in the model-making process. The winners of this competition are students from Shun Tak Fraternal Association Leung Kau Kui College, their model focused mainly on environmental friendliness and conservation of historical sites, aiming to improve the living standard of people in Sham Shui Po and their income level. The winning models were showcased last month at Grand Plaza, the venue sponsor of this exhibition.

更多作品相片和資料可參閱此網站：  
More photos and descriptions of models are available on this website:





# 群星齊集

## Kingston at Fashion Walk

Catching the Eyeball -

Kingston Grand Launch Celebration Party /

# 慶祝派對

為慶祝Kingston（京士頓街9號）以新形象登場，Fashion Walk於1月17日（星期三）舉行了「Kingston at Fashion Walk慶祝派對」，由來自邁阿密的人氣女神Celine Farach、香港IG女神倪晨曦（Elva）、行政總裁陳南祿及執行董事陳家岳主持揭幕禮。當日，一眾嘉賓亦聯同泰國街頭塗鴉王Rukkit Kuanhawate為其於Kingston全新2,000平方呎Pop-up Gallery舉辦的香港首個藝術展剪綵。城中逾百名KOL亦有出席慶祝派對，試玩迷你高爾夫遊戲及欣賞DJ打碟表演，一起感受全新時尚生活區域Kingston的潮流氣氛。

To celebrate the launch of Kingston, Fashion Walk hosted the Kingston Grand Launch Celebration Party on January 17 (Wednesday) with guests of honor Celine Farach, international rising star from Miami; Elva Ni, famous Hong Kong Instagrammer; Philip Chen, Chief Executive Officer and Norman Chan, Executive Director. The guests also kicked off the debut exhibition of the contemporary artist and graffiti king from Thailand Rukkit Kuanhawate at the 2,000-square-foot brand new Pop-up Gallery in Kingston. Over a hundred KOLs, also joined the party and enjoyed mini golf and DJ performance together to feel the fashion-forward and lifestyle atmosphere that the new lifestyle footprint Kingston brings to Causeway Bay.

「醒獅紮作之王」許嘉雄師傅將Rukkit Kuanhawate設計的獅子王塗鴉化作全港首隻街頭風塗鴉醒獅，於Kingston慶祝派對上與市民見面 Incorporating Rukkit Kuanhawate's design into Chinese culture, local lion dance costume maker Master Hung crafted the first-ever graffiti-style lion heads which meet the audience at the Party



陳南祿（右二）、陳家岳（左二）以及來自邁阿密的人氣女神Celine Farach（右一）和香港IG女神倪晨曦（左一）為醒獅點睛，象徵着優化後的Kingston已重新登場

Philip Chen (2<sup>nd</sup> from right), Norman Chan (2<sup>nd</sup> from left), international rising star from Miami Celine Farach (right) and famous Hong Kong Instagrammer Elva Ni (left) attend the eye-dotting ceremony at the Celebration Party to unveil the new look of Kingston after asset enhancement

Celine Farach與調酒師即席比拼調酒技術 Celine Farach and the mixologist show off their skills in making cocktail drinks



Celine Farach親身感受室內迷你高爾夫球的樂趣 Celine Farach experiences the fun from indoor mini-golf



恒隆管理層、Celine Farach（後排右五）、倪晨曦（後排左六）及泰國街頭塗鴉王Rukkit Kuanhawate（後排右一）參與「Kingston at Fashion Walk慶祝派對」，見證Kingston 全新形象的誕生 Hang Lung management members, Celine Farach (back row, 5<sup>th</sup> from right), Elva Ni (back row, 6<sup>th</sup> from left) and graffiti king from Thailand Rukkit Kuanhawate (back row, right) attend the Kingston Grand Launch Celebration Party to experience the new Kingston

Rukkit Kuanhawate除了在Fashion Walk展出多件塗鴉作品，他更為Fashion Walk新年主題活動設計以萬獸之王獅子為主題，結合傳統舞獅打造成「Fashion Walk彩獅King城慶新春」新年佈置。而Fashion Walk更特別邀請了來自本土的「醒獅紮作之王」許嘉雄師傅將Rukkit Kuanhawate設計的獅子王塗鴉化作全港首隻街頭風塗鴉醒獅，於慶祝派對上首次亮相，讓大家全情投入熱鬧新奇的新春派對！

Apart from exhibiting a number of graffiti art works at Fashion Walk, Rukkit Kuanhawate specially designed the ground-breaking works of art, as inspired by the king of beasts, the lion and the collaboration with local lion dance, into the Kaleidoscopic King Colors Fashion Walk for Chinese New year decoration. Fashion Walk especially invited local lion dance costume maker Master Hung to craft Hong Kong's first ever graffiti-style lion head which met the public for the first time in the party, providing a unique Chinese New Year celebration for them.



# 歌劇零距離

## Get Acquainted with Opera

歌劇文化源遠流長，藝術成分極高，相比流行歌曲的演唱會或舞台劇，一般普羅大眾較少主動接觸。其實，欣賞歌劇不一定是藝術之士的專利！

為推廣歌劇文化，公司最近與香港歌劇院合作，於淘大商場和山頂廣場分別舉辦了兩場表演，演出多首歌劇名曲，包括來自《卡門》中的「鬥牛士之歌」，《杜蘭朵》中的「今夜無人入睡」等，讓市民與歌劇來一場零距離接觸，親身感受歌劇帶來的聽覺衝擊。

Opera is a key part of the Western classical music tradition. Compared to modern music concerts and stage shows, it seems that there is less opportunity for the general public to get acquainted with opera. Yet, operas weren't written for a select few in society but for everyone to enjoy!

In order to promote opera, the Company partnered with Opera Hong Kong to stage operatic performances at Amoy Plaza and The Peak Galleria. Opera Hong Kong performed a series of arias from various famous operas including the "Toreador Song" from Carmen and "Nessun Dorma" from Turandot, creating opportunities for the public experience opera and appreciate the music.



恒隆廣場·上海 Plaza 66

## 寶詩龍首家中國精品店揭幕

### China's First Boucheron Boutique Opens



▲ (左起) 寶詩龍行政總裁 Hélène Poulit-Duquesne、周冬雨、胡惠雅出席剪綵儀式  
(From left) Boucheron Chief Executive Officer Hélène Poulit-Duquesne, Zhou Dongyu, and Vera Wu attend the ribbon-cutting ceremony

國際珠寶品牌寶詩龍 (Boucheron) 首家中國精品店於1月26日 (星期五) 在上海的恒隆廣場正式開幕！金馬影后周冬雨身穿一襲紫色長裙，並佩戴品牌的Lierre de Paris巴黎常春藤系列珠寶，盡顯自然魅力。周冬雨以亞洲首位代言人的身份，與寶詩龍行政總裁 Hélène Poulit-Duquesne，上海的恒隆廣場的總經理胡惠雅共同出席剪綵儀式。新店承襲總店的經典巴黎建築風格，與市民一同見證來自巴黎的高級珠寶傳奇！

Boucheron opened its first boutique in China on January 26 (Friday) at Plaza 66! The Golden Horse Awards Best Actress, Zhou Dongyu, made an appearance in a purple gown and adorned with exceptional pieces from the brand's Lierre de Paris collection, a picture of perfection radiating natural charisma. Zhou attended the event as the first brand representative in Asia with Boucheron Chief Executive Officer, Hélène Poulit-Duquesne, and General Manager of Plaza 66, Vera Wu. The design of the new store takes on the classic Parisian architectural style of the iconic Paris store, and welcomes citizens to learn more about the story behind this high-end jewelry brand.



市府恒隆廣場·瀋陽 Forum 66

## 與男神有個約會

### A Date with My Hero

影視紅星黃曉明到瀋陽的市府恒隆廣場宣傳新電影，百麗宮影院一早公布了詳情，引起搶票熱潮。

Movie star Huang Xiaoming visited Forum 66 to promote his new movie. Palace cinema announced the special event in advance and fans swapped to get tickets.





剛迎接過2018年的來臨，農曆新年又逼近！恒隆在香港和內地的商場已準備了不同形式的主題活動，與各地市民共迎喜慶狗年外，也為大家送上新年祝福。而部分商場亦有舉行情人節活動，讓市民可以一次過與家人、情人歡度佳節。濟南、天津及大連的恒隆廣場均擺放結合傳統年畫的「吉占娃娃」裝置，新潮有趣；而無錫的恒隆廣場則承接2017年上海的恒隆廣場「情繫於粉」的情人節主題，為大家帶來甜蜜的氣氛。

We have just welcomed New Year 2018 and now the Lunar New Year is just around the corner. Hang Lung malls across Hong Kong and the Mainland have just the right programs for you to celebrate the start of the Year of the Dog in style and share moments of New Year happiness with family and friends. Some shopping malls are also hosting Valentine's Day activities, allowing customers to make the most of this festive time with their families and loved ones. Parc 66, Riverside 66, and Olympia 66 are showcasing installations that takes inspiration from traditional Chinese New Year paintings, while Center 66 is taking-up the Valentine's Day theme from Plaza 66's hugely successful campaign last year. Together, across our portfolio of malls, Hang Lung is bringing the best of the season's delights for customers to enjoy.



長長久久慶新年

Everlasting Year of the Dog

1.12  
|  
3.4淘大商場  
Amoy Plaza

# 恒隆與你 賀新歲

Happy Lunar New Year!

1.17  
|  
3.4

Fashion Walk

Fashion Walk彩獅King城慶新春  
Kingston Launch and CNY Campaign -  
Kingston the New Kingdom

花開盛世

2.1  
|  
3.4雅蘭中心、荷李活商業中心及家樂坊  
Grand Plaza, Hollywood Plaza & Gala Place運轉滋味「型」新春  
Twist For Good Fortune1.26  
|  
3.2康怡廣場  
Kornhill Plaza1.26  
|  
3.2山頂廣場  
The Peak Galleria山頂廣場 X  
Yana Beylinson  
「春暖·花開」  
The Peak Galleria X  
Yana Beylinson  
Wishing Blossoms –  
A Prosperous  
New Year康怡廣場 X UPUP 步步高升賀新年  
Celebration with the Taiwanese  
Animated Character UPUP



1.26  
|  
3.2

恒隆廣場・無錫  
Center 66

情繫於粉



1.28  
|  
3.2

恒隆廣場・上海  
Plaza 66



1.26  
|  
3.4

恒隆廣場・天津  
Riverside 66



潮拜吉年

2.2  
|  
3.2

恒隆廣場・濟南  
Parc 66



潮FUN吉年

1.20  
|  
3.4

恒隆廣場・大連  
Olympia 66

潮FUN吉年



1.20  
|  
3.2

港匯恒隆廣場・上海  
Grand Gateway 66



旺年迎春Molly送福

1.26  
|  
3.4

皇城恒隆廣場・瀋陽  
Palace 66

2018皇家派對



1.19  
|  
2.25

市府恒隆廣場・瀋陽  
Forum 66

臻粉新年





綠色行動 Green Actions

# 慈善環島行

## Make Hiking Green Again



▲「恒隆一心義工隊」身體力行支持綠色行山  
The Hang Lung As One volunteer team joins Green Power Hike to promote green practices

近年，行山遠足的風氣愈來愈盛，但部分行山人士缺乏環保意識，導致垃圾遍佈山頭，而環境教育在此扮演著重要角色。

「恒隆一心義工隊」的15名義工於2月3日（星期六）參加「綠色力量環島行」慈善行山比賽，除了身體力行鼓勵大眾認識及欣賞大自然外，同時亦為綠色力量的環境教育工作籌款，一同實踐「自己垃圾自己帶走」、垃圾分類回收及減少使用資源的行山模式。

下次行山時除了欣賞優美大自然，記緊把自己的垃圾帶走。

The growth in the popularity of hiking has seen a spike in the amount of litter across the countryside due to a lack of awareness about environmental protection among hikers. Stepping-up environmental education is clearly something that needs attention!

On February 3 (Saturday), 15 volunteers from the Hang Lung As One volunteer team took part in the Green Power Hike, to inspire the public to learn about and appreciate Hong Kong's natural beauty, to raise funds for Green Power's environmental education projects, and also to promote green practices such as "Take Your Litter Home", waste separation and recycling, as well as reducing the use of resources.

On your next hiking trip, please remember to "Take Your Litter Home".

潮動社區 Hi! Community

## 溫暖傳遍老人院

### Spread the Warmth at a Local Nursing Home

▶ 小朋友們表演了歡樂活潑的節目  
The children give a cheerful and lively performance

天津的「恒隆一心義工隊」於去年12月28日（星期四）及今年1月27日（星期六）到訪天津長壽老人院，除了為長者包餃子及送上貼心的保暖衣物，亦為工作人員送上從扶貧計劃採購的精品蘋果。於新春佳節來臨之際，為了增加節日氣氛，義工們在老人院內掛上賀年裝飾，小朋友們則表演了歡樂活潑的節目。

On December 28, 2017 (Thursday) and January 27, 2018 (Saturday), members of the Riverside 66 Hang Lung As One volunteer team, visited a local nursing home. In addition to making dumplings and presenting the elderly residents with warm clothing, the volunteers also brought delicious apples purchased from the poverty-relief program for staff members. In order to increase the festive atmosphere in preparation for the Lunar New Year, volunteers decorated the nursing home, while the children gave a cheerful and lively performance.

▶ 義工送上從扶貧計劃採購的精品蘋果  
The volunteers present the elderly with delicious apples purchased from the poverty-relief program





綠色·恒隆 HL Sustain

# 齊過 惜食 新年

## Eat Wiser this Lunar New Year

**農**曆新年將至，家家戶戶定必大排筵席，與親友共度佳節。但當我們大快朵頤之際，世界上其實有很多人正飽受飢餓。根據聯合國糧食及農業組織資料顯示，全球飢餓人口高達8.15億，情況較嚴峻的地區有尼日利亞東北部、南蘇丹、索馬里及也門等。

隨着氣候變化、人口膨脹和過度開墾等問題浮現，全球糧食產量較過去存在更多不確定因素。世界銀行更於近年指出，發展中國家將有很大機會於未來5至10年為搶奪農地而發動戰爭，影響全球穩定。因此，要長遠解決糧食問題，需要各國共同制定及實踐可持續發展方針，穩定糧食產量，確保糧食能公平分配。

居住於發達地區的我們雖然沒有面對過嚴重的糧食問題，但也有責任減少浪費食物。為了推廣惜食文化，公司積極響應香港環境局的「惜食香港運動」，簽署「惜食約章」，承諾制定計劃減少廚餘，並向持份者推廣珍惜食物的良好習慣。

With Chinese New Year approaching, many families are busy preparing New Year feasts. But while we are enjoying our food, a lot of people are actually suffering from hunger. According to The Food and Agriculture Organization of the United Nations, 815 million people are affected by food shortages with places such as northeastern Nigeria, Southern Sudan, Somalia and Yemen in dire conditions.

In the face of issues such as climate change, population explosion, and over-farming, uncertainties have risen concerning the issue of global food supply. As stated by the World Bank recently, it is highly likely wars will be fought in developing countries over the next five to 10 years in order to secure arable land for food-crop farming, which will further impact global stability. Therefore, to solve the food security issue in the long-term, it is essential for every nation to implement and work towards common sustainable goals, so that the global food supply can be stabilized and food distributed in a fair manner.

Living in developed places, we do not have severe food supply issue. But we should recognize this problem and reduce food waste. To promote a culture of consuming food wisely, Hang Lung has responded to the Food Wise Hong Kong Campaign, launched by the Environment Bureau, by becoming a signatory of the Food Wise Charter. Action plans are being implemented to reduce food waste and to promote the good habit of cherishing food.

潮動社區 Hi! Community

## 同心·同樂

### A Day Out with Children

為了讓一眾有語言障礙的學生在新年前盡情玩樂，無錫的恒隆廣場的「恒隆一心義工隊」一行21人於2月3日（星期六）帶領來自無錫特殊教育學校的學生參觀商場，義工們與學生一同製作甜甜圈和享用西式午餐，並舉辦了一場陶笛表演，鼓勵他們一展才能，建立自信。



It's nearly the Lunar New Year, a time when children, especially, should be happy. With the intention to bring a smile to the faces of students with speech disorder from Wuxi Special Education School, 21 members of the Center 66's Hang Lung As One volunteer team took a group of them on a day trip to the mall on February 3 (Saturday). The students had a great day, which included making donuts and enjoying a Western-style lunch. They also gave an Ocarina performance, which boosted their confidence.

◀ 義工們與學生一同製作甜甜圈  
Volunteers and students make donuts together







# 奔跑吧！恒隆馬拉松健兒

## Keep Running, Hang Lung Marathon Runners!

渣打香港馬拉松2018（渣馬）於1月21日（星期日）舉行，為鼓勵同事挑戰自己，公司今年全額資助11位同事參與全馬、半馬和10公里的賽事。

長跑會亦有向同事提供定期的跑步訓練，邀請專業教練提供指導，讓同事能更有效地備戰。



- 第五次參加10公里賽事的杜晉璋表示來年會再作準備，創造更好成績

Justin To, participating in 10km race for the fifth year, will strive for better results next year

- 11位同事獲得公司全額資助參與全馬、半馬和10公里的賽事  
The Company fully subsidizes the participation of 11 staff members in the marathon, half marathon, and the 10km race

第五次參加10公里賽事的2017管理培訓生杜晉璋表示：「今年進行比賽訓練時，特別注意個人配速及節奏，以應付東區走廊不同的暗斜位置。是次未能打破個人最佳紀錄，來年會再作準備，創造更好成績。」

The Standard Chartered Hong Kong Marathon 2018 was held on January 21 (Sunday). To encourage our staff to achieve their personal best, the Company fully subsidized 11 members of staff participating in the marathon, half marathon, and the 10km race.

The Runners' Club also provides regular training sessions with professional guidance from trainers, so that our runners can better prepare for the race.

Justin To, a 2017 Management Trainee who had participated in the 10km race for the fifth year shared his training tips, "While preparing for the race, I placed emphasis on speed distribution and rhythm, especially for the multiple hidden slopes along the Island Eastern Corridor. Although I am only close to posting my personal best, I will definitely strive for better results next year."

# 不容忽視的風險

## The Risks You Need to Know



為了讓員工更了解公司營運期保險保障範圍，公司早前舉辦了一場講座，邀請了保險顧問向香港同事講解各種保險承保範疇及索償流程，並引用了不同的實例作解釋，協助員工們在這方面有更深入的了解。

To enhance staff's understanding of the basic coverage of the operational insurance policies, the Company organized a talk and invited an insurance consultant to introduce the terms and conditions of the different insurance policies and claims procedures. Through the effective use of actual case studies, participants gained a better understanding of the issue.

- 公司舉辦了恒隆地產營運期保險講座2018。  
Colleagues participate in a talk entitled, "Hang Lung Properties Insurance Seminar 2018 - Property Related".



# HANG LUNG'S GOT TALENT

## 恒隆明星賽 2018

恒隆臥虎藏龍，每位員工的才藝都深不可測，為讓各隱世高手盡展所長，公司舉辦了一年一度的「恒隆明星賽」！各區同事都出盡法寶參加了地區的遴選，以下是部分花絮。

Hang Lung is full of talented people! The annual "Hang Lung's Got Talent" competition provides a chance for talented colleagues to perform. The regional competitions were held, the following are some of the highlights.

Plaza 66  
恒隆廣場·上海



Forum 66  
市府恒隆廣場



Olympia 66  
恒隆廣場·大連



Grand Gateway 66  
港匯恒隆廣場



Spring City 66  
恒隆廣場·昆明



Hong Kong  
香港





FM知多啲 Facilities Management Fun Facts

# 「小心撞頭」好幫手

## Safety Features on Escalators

**搭** 扶手電梯時，你有沒有留意到電梯旁總懸掛著兩個透明的三角型吊牌？它們又有什麼作用？它們不是廣告板，而是防止我們「撞頭」的防護擋板。

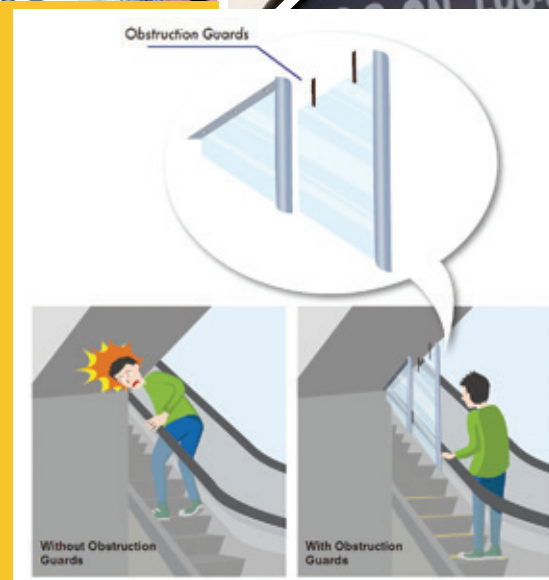
自1998年起，香港機電工程署規定必須在扶手電梯與樓層之間的交叉位，裝設一塊最少400毫米高的固定防護擋板，並在該固定防護擋板前懸掛另一塊不少於600毫米高的防護擋板，以封閉危險的「三角區」，防止使用者被夾於樓層與自動梯之間的交叉位而受傷。

作為一間有責任感的商場營運者，恒隆旗下管理的物業的所有扶手電梯均設置安全裝置，並安排承辦商定期進行保養和檢驗，以減少意外發生。

Have you ever noticed two transparent panels fixed at the intersection of the escalators with the next floor? Do you know the function of these panels? In fact, they are not advertisement boards but obstruction guards to reduce the possibility of trapping a passenger's head or upper limbs.

Since 1998, the Electrical and Mechanical Department in Hong Kong has stipulated that a set of fixed guards of at least 400mm in length and suspended guards of no less than 600 mm must be installed at all floor intersections and on crisscross escalators to prevent injuries.

Hang Lung considers Customer Health and Safety to be one of the top priorities in our business. All our escalators are fitted with obstruction guards whenever appropriate to provide a safe shopping environment for our shoppers.



▲ Fashion Walk扶手電梯的防護擋板  
A fixed and suspended guard installed for one of Fashion Walk's escalators

App+

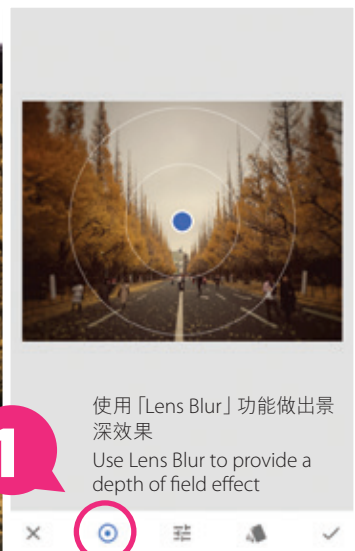
# 隨時隨地執相無難度

## Photo-editing Anytime, Anywhere

原圖  
The original photo



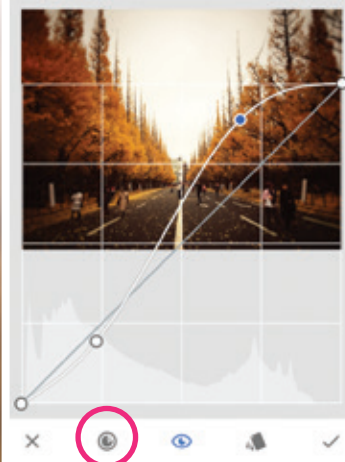
1



使用「Lens Blur」功能做出景深效果  
Use Lens Blur to provide a depth of field effect

2

使用「Curve」功能調整相片的光亮度和色溫  
Use Curve to modify the lighting, temperature, and color saturation



3

使用「Healing」功能塗掉雜質，例如相中的途人  
Use Healing to remove objects you don't want, like this pedestrian in the photo



修圖後  
The edited photo



智能手機內置鏡頭愈來愈專業，令人人輕鬆拍到好照片，但有時候現場環境，例如途人、色溫和光線等未能配合的話，就未必能順利拍出滿意的作品。坊間已有不少手機應用程式應運而生，專業的程度可媲美電腦軟件，讓你隨時隨地可以執相「呢like」。今期我們就先介紹擁有超過20個修圖功能的「Snapseed」，即使要執走一個途人都易如反掌。

The built-in lenses in smartphones have become more and more professional. Users can easily take good quality photos with them. However, environmental factors such as unwanted objects in frame or the color, temperature, and lighting, can negatively affect the composition of the photos. There are already many photo editing apps in the market. This issue, we will introduce one of them called "Snapseed". It provides more than 20 functions and is easy to use even for complicated tasks like removing pedestrians from a photo.



潮聖地 Fashionista Garden

# 型男之選

## Men With *Style*

換

季絕對不是女生的專利！今期《潮聖地》分別為男士們搜羅不同類型的服飾，希望各位男士趁著新一季，由頭到腳為自己打造一個全新的形象，讓你搖身一變成為型男。

It's not only girls that need to refresh their wardrobes from time to time! This issue of Fashionista Garden introduces fashionable choices for menswear and accessories, so that all the guys can start the new season with a brand new look from head to toe!



## Comme Des Garçons

### Comme Des Garçons

地址 Location :

銅鑼灣Fashion Walk百德新街 51號地下A及C舖

Shops A & C, G/F, 51 Paterson Street, Fashion Walk, Causeway Bay

1. Patchwork Maintain Parka  
**HK\$10,899**
2. Junya Watanabe MAN  
Carhartt Duffle Coat  
**HK\$ 9,999**
3. Junya Watanabe MAN  
Carhartt Molskin Work Jacket  
**HK\$ 7,299**

## Ted Baker



### Ted Baker

地址 Location :

銅鑼灣Fashion Walk記利佐治街11-19號  
地下8及21號舖、1樓6號舖

Shops 8 & 21, G/F & Shop 6, 1/F, 11-19 Great George Street,  
Fashion Walk, Causeway Bay



1. Brazila Rubber-look Backpack  
**HK\$ 2,195**
2. Newmex Rubber-look Holdall  
**HK\$ 2,450**
3. Swipes Red Nubuck Holdall  
**HK\$ 2,350**
4. Duuke Brogue Detail Trainers  
**HK\$ 1,750**

## McQ Alexander McQueen



### MCQ Alexander McQueen

地址 Location :

銅鑼灣Fashion Walk百德新街 51號地下B及D舖

Shop B & D, G/F, 51 Paterson Street, Fashion Walk, Causeway Bay

1. Antique Florals Shields Shirt  
**HK\$ 2,899**
2. Cobra Club Classic Backpack  
**HK\$ 4,299**
3. Swallow Plimsolls High  
**HK\$ 1,899**

## Nike



### Nike

地址 Location :

銅鑼灣Fashion Walk京士頓街9號地下及1樓4號舖

Shop 4, G/F & Portion of 1/F, 9 Kingston Street,  
Fashion Walk, Causeway Bay

1. Nike Air Zoom Mariah Flyknit Racer  
**HK\$ 1,099**
2. Nike Air VaporMax Flyknit  
**HK\$ 1,599**



## 築跡 City Contour

# 上環

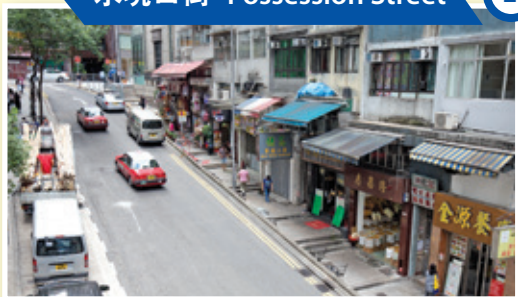
## 華人足跡

### Sheung Wan: Retracing the Footsteps of the Early Chinese

#### 水坑口街 Possession Street

水坑口街在香港開埠時已經存在，原稱大坑口，為香港最古老的街道之一，開埠之前有坑水經此地流入維多利亞港內，其英文名稱保留了英軍在此地登陸，並佔領香港的歷史。

Possession Street, originally known as "Tai Hang Hau", is a street of the greatest historical importance in Hong Kong. Before Hong Kong opened up as a port, pit water flowed through the street into the harbor. The English name of the street is derived from the landing of British troops and the history of Hong Kong's colonization.



#### 磅巷 Pound Lane

磅巷的「磅」指牲口的圍欄，當年英軍佔領港島後，就在水坑口附近設有臨時圍欄安放糧草及牲口。就算是臨時圍欄，一樣好看，磅巷的石牆以客家砌牆法建成，兩牆壁間留下的空隙造就石牆樹的生長。

The word "pound" of "Pound Lane" means "lairage" in Chinese. The street was named after the British troops erected barriers to store livestock and army provisions during the occupation of Hong Kong Island. The stone walls next to the lane were built in a Hakka style, leaving spaces between walls for vegetation to grow.



#### 香港醫學博物館 Hong Kong Museum of Medical Sciences

香港醫學博物館，就是以前細菌的集中地……無錯，其原址是香港細菌學院，1906年興建，用以預防及控制在香港爆發的鼠疫，如今博物館仍然保留屬於愛德華時期建築的荷蘭式山牆、紅磚牆及橫向灰泥裝飾。

The Hong Kong Museum of Medical Sciences is housed in the Old Pathological Institute, which was inaugurated in 1906 to prevent and control plague outbreaks in Hong Kong. It is an Edwardian-style building with symbolic Dutch-style gables, red brick walls, and horizontal plaster decorations.



#### 香港中華基督教青年會必列者士街會所 Chinese YMCA of Hong Kong Bridges Street Centre

必列者士街會所於1918年建成，今年已經100歲了！它擁有全港第一個室內游泳池及木製跑道，建築物揉合美國芝加哥建築風格及中式琉璃瓦建築元素，中西融和，不比一眾新會所遜色。

Built in 1918, the century-old YMCA Bridges Street Centre featured Hong Kong's first indoor swimming pool and a wooden running track. Combining Chicago School architecture with Chinese glazed roof tiles, the building showcases a blend of East and West influences.



上環是歷史悠久的華人居住區域，不同建築串連起各時代的華人故事。由當日熙來攘往的西港城，走到紀念流落異地孤魂的廣福義祠，處理民間糾紛的文武廟，以及因鼠疫肆虐而生的醫學博物館，再從基督教青年會的紅磚建築尋訪魯迅蹤跡，最後沿19世紀所建的山牆而行，在前警察宿舍細數上環舊歲月。

Sheung Wan was where Chinese migrants first settled in the newly-founded Victoria City. It is here that we find the Western Market, which back in the day was a hive of activity for the local community. Further uphill, Kwong Fook I Tsz may be found, which once sheltered the sick and dying, as well as Man Mo Temple, where disputes were arbitrated. The same district is also home to the Hong Kong Museum of Medical Sciences to prevent and control plague outbreaks. Nearby stand the elegant, red brick YMCA building and the utilitarian former Police Married Quarters built on the 19th century granite platforms. Collectively, these buildings tell the stories of old Sheung Wan.

#### 1 西港城 Western Market

原為舊上環街市北座的西港城建於1906年，為愛德華時代建築的代表，當中的紅磚及拱形窗戶為該時代建築裝飾的標誌。

Western Market (The North Block of former Sheung Wan Marketplace) was built in 1906 in the Edwardian style featuring brickwork and arched windows.



#### 3 廣福義祠 Kwong Fook I Tsz

廣福義祠就是一間讓市民安放先僑靈位的廟宇，與傳統寺廟一樣贈醫施藥和救濟貧民，時至今日，它已被列為二級歷史建築，但同時保存著當年死者的神位，非常有意義！

Kwong Fook I Tsz is a temple for honoring the spirits of Mainland Chinese who worked and died in Hong Kong. It played the same roles as many temples do in Hong Kong, including offering medical services and helping those in need. The temple is now a Grade Two historic building, preserving ancestral tablets inside.



#### 5 卜公花園 Blake Garden

卜公花園的原址為華人聚居的地方，花園於1894年鼠疫爆發後興建，目的是改善空氣流通及華人居住環境。

The site of Blake Garden was originally a living area for the Chinese. Aiming at improving the air flow and living conditions of the Chinese population, the Garden was built in 1894 following a plague outbreak.



#### 7 樓梯街 Ladder Street

被評為一級歷史建築的樓梯街建於1841年至1850年間，是一條由皇后大道中至堅道以樓梯為主的街道，原本的梯階由花崗石鋪成，現時大部分已被鋪上混凝土，但仍保存舊式護土牆、樹牆、護欄等歷史痕跡。

Ladder Street was built between 1841-1850 to connect Queen's Road Central with Caine Road. Originally built out of granite, most of the steps are now paved with concrete slabs, keeping the historical retaining wall, tree walls, and parapet. It is listed as a Grade One historic site.



#### 9 文武廟 Man Mo Temple

上環文武廟早於1847至1862年間興建，當年是為華人的議事中心。屋脊上的石灣陶塑目不暇給，例如可見寶珠、蝙蝠、南瓜等吉祥圖案。

Constructed between 1847 and 1862, Man Mo Temple served as a meeting place for dealing with matters related to the Chinese community. The ridge of the roof is decorated with exquisite Shiwan ceramic ornaments in the form of jewels, bats, pumpkins, and other auspicious objects.



#### 10 元創方 PMQ

文青很喜歡流連的地方——元創方本來是中央書院舊址，後來改建成荷里活道已婚警察宿舍。這座建築由無數個小單位組成兩座平行大廈，各個單位以功能為主，沒有額外隔格盡用空間，展示現代建築強調功能的一面。難怪改建為元創方後，依法人氣十足！

PMQ, where art enthusiasts like to hang out, was home to the former Police Married Quarters on Hollywood Road and the original location of the Central School. The site is occupied by two parallel blocks comprising numerous living units. Each unit is functional in its minimalism, following modernist codes with no compartments, for maximum use of space.





識飲識食 Food Hunter

STROKES

美食 X 玩樂新體驗  
A Venue of Great Fun & Great Food

全港首間集迷你高球場和餐廳於一身的俱樂部，在銅鑼灣心臟地帶京士頓街9號正式開幕！俱樂部設施眾多，當中包括兩個9洞高爾夫推杆球場、多用途活動空間、生活用品零售及展覽區等。至於餐廳方面，則主打健康的創意美食，亦提供健康果茶，及多款特色酒精飲品，讓你與一眾好友舉杯同樂，無論是工餘消閒、飲食享受、交友聚舊，都為你帶來一站式吃喝玩樂的社交體驗。

Strokes, a new restaurant at the heart of Causeway Bay is now open. It is Hong Kong's first restaurant that combines a nine-hole mini golf course, lifestyle workshops, hobby classes, plus a chic venue for parties and events with green and guilty food options. Another unmissable item is the well-stocked bar which is a great venue for after-work relaxation with friends. Come check it out!

▲ 椰菜花牛肉漢堡  
Cauliflower beef burger  
\$155

▼ You Are My Cup Of Tea  
(Cocktail / 雞尾酒)  
\$120

▲ The Gentleman  
Waiting For The Lady  
(Cocktail / 雞尾酒)  
\$135

店舖資料 Shop Info : Strokes  
地址 Address :  
銅鑼灣Fashion Walk 京士頓街9號1樓  
G2-3號舖  
Shop G2-3, 1/F, 9 Kingston Street,  
Fashion Walk, Causeway Bay

▶ 海鮮墨西哥玉米餅  
Sole Fillet, Popcorn Shrimp  
& Mango Salsa Tacos  
\$110

◀ Strokes創辦人陳家亨  
Edwin Chan, Co-founder of Strokes

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#### 材料

|                                      |         |
|--------------------------------------|---------|
| 忌廉                                   | 1 1/4杯  |
| 全脂牛奶                                 | 1 1/4 杯 |
| Piment d'espelette或辣椒粉<br>(預留小部分作裝飾) | 1/2茶匙   |
| 幼砂糖                                  | 2/3杯    |
| 無糖可可粉                                | 1/2杯    |
| 粟粉                                   | 1/4杯    |
| 鹽                                    | 1/4茶匙   |
| 雲呢拿醬或油                               | 1茶匙     |
| 黑朱古力(可可含量70%<br>以上)，切碎               | 4盎司     |
| 法式忌廉或酸忌廉(作裝飾之用)                      | 適量      |

#### Ingredients

|   |            |
|---|------------|
| Heavy cream   | 1 1/4 cups |
| Whole milk  | 1 1/4 cups |
| Piment d'espelette or cayenne pepper<br>(plus more for garnish, optional) | 1/2 tsp    |
| Sugar   | 2/3 cup    |
| Unsweetened cocoa powder  | 1/2 cup    |
| Cornstarch  | 1/4 cup    |
| Salt  | 1/4 tsp    |
| Vanilla paste or essence  | 1 tsp      |
| Dark chocolate (70 percent<br>cacao), chopped                             | 4 ounces   |
| Crème fraîche or sour cream,<br>(for serving)                             | As desired |

請教盧師傅 Chef Lo's Kitchen

## 情人節之選：火辣朱古力布丁 Spice Up Your Valentine's Day: Piment Chocolate Mousse

#### 做法 Directions

1. 將忌廉、牛奶和辣椒粉混合，以中火加熱至起泡。
2. 用小火熬煮15分鐘，用紗布過濾後，再將牛奶倒回鍋內。
3. 把糖、可可粉、粟粉和鹽混合過篩後，倒入牛奶中，以中火熬煮約三至四分鐘直到細嫩滑溜。
4. 轉小火，加入雲呢拿醬和切碎的巧克力，繼續攪拌，至光滑質感。
5. 將巧克力糊倒入容器中。讓巧克力糊待涼15分鐘後，用保鮮紙覆蓋並冷藏至少四小時以上，直至完全凝固。
6. 最後，以法式忌廉作點綴，並灑上小許辣椒粉作裝飾。

1. Combine the cream, milk and piment d'espelette in a medium saucepan over medium-high heat. Heat until the mixture just starts to bubble around the edges.
2. Reduce the heat to low and simmer for 15 minutes to infuse the liquid. Strain through a fine sieve and return to the saucepan.
3. Mix the sugar, cocoa, cornstarch, and salt and sieve out any lumps. Add the dry ingredients into the milk. Cook over medium heat, whisking constantly for three to four minutes until it thickens.
4. Reduce the heat to medium-low. Add the vanilla paste and chopped chocolate and continue to whisk until the mixture is smooth.
5. Transfer the chocolate mixture to a bowl or individual pots. Cool for 15 minutes, then cover with plastic film and refrigerate for at least four hours until set.
6. To serve, top with some crème fraîche and a sprinkling of piment d'espelette to give it more color.

貼士  
Tips

- 如果不喜歡吃太辣的人，可以將巧克力糊放在雪櫃內多放一晚，辣味就會更淡
- 製作過程避免使用水分較多的食材，因此，本食譜使用辣椒粉及全脂奶，而不是新鮮辣椒及脫脂奶
- If you don't like eating food that is too spicy, you can let the chocolate mixture set in the refrigerator overnight so that the spiciness will be reduced
- It is not recommended to use ingredients that are high in water content, which is why we use cayenne pepper and full cream milk, instead of fresh chilies and skimmed milk in this recipe



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「建」多識廣 ArchiFun

# 米蘭主教座堂的建築史(下)

## History of Duomo di Milano (Part II)

文：高級經理—成本及監控張宇翔 By Senior Manager—Cost &amp; Controls Eugene Chang

延續上一期的故事，米蘭大教堂的建築工程雖然於1480年後復工，然而進度一直緩慢，工程人員僅完成建築裝飾與內部細節。至1564年，在布洛米奧（Carlo Borromeo）出任米蘭大主教後，他聘用工程師佩裡格裡尼（Pellegrino Pellegrini）重啟工程，佩裡格裡尼迅即提出在各個項目上採納意大利文藝復興風格。然而，該提議一直待至布洛米奧於1584年身故後，方得以落實。

大教堂的建築工程於17世紀繼續，新立面的建築參照里契尼（Francesco Maria Richini）及曼貢（Fabio Mangone）的建築風格，卻以巴洛克（Baroque）形式展現。至1649年，在布奇（Carlo Buzzi）接任項目的主建築師後，再度修改其建築風格，回歸至起始的哥德式建築。在數百年的建築歷程間，大教堂糅合不同的建築風格，直至1682年屋頂終於竣工，主立面卻被完全拆毀，推倒重來。

大教堂經歷了一個十分漫長而複雜的建築過程，從1386年起，在時任米蘭統治者維斯康提公爵（Duke Gian Galeazzo Visconti）主導下始動；至數百年後，在另一位統治者的指示下，項目才取得重大進展。1797年，拿破崙揮軍意大利北部並取得米蘭控制權，為向當地居民示好，他決定完成於百年前拆掉的教堂立面。立面的建築工程於1805至1813年間進行，由法國全數出資，風格則採用古哥德式混搭新哥德式元素。無獨有偶，1805年拿破崙就選址米蘭大教堂舉行加冕儀式，成為意大利國王。

要數米蘭大教堂最引人入勝的設計，非屋頂的黃金聖母像莫屬。該金像在1762年建造，高4.16米，離地108.5米，為教堂多達3,400個人像，135個石像雨漏及700個雕塑帶來聚焦點。黃金聖母像由科羅切（Francesco Croce）設計，用壓花鍍金銅片打製而成。值得一提的是傳統上，城內的建築物皆不可高於黃金聖母像，因此每當米蘭有新建的最高建築物，該建築的頂部必定裝上黃金聖母像的複製品。

大教堂的建築工程一直延續至20世紀，不斷加入染色玻璃、門拱及尖塔等元素。當教堂最後一扇大閘於1965年1月6日啟用，標示該建築在長達六個世紀的建造、拆卸、復修間，經歷眾多建築師與數位統治者的參與，混融哥德式、文藝復興、巴洛克式風格後，終於宣告完成。

Continuing from last issue, while the construction of Milan Cathedral resumed after 1480, the progress remained slow with only decorative elements and interior details being built. By 1564, when Carlo Borromeo became the archbishop of Milan, he hired Pellegrino Pellegrini, also known as Tibaldi, to reactivate the project. Pellegrini immediately proposed to continue the Duomo and other projects in the Italian Renaissance style of architecture. However, the work did not continue after Borromeo passed away in 1584.

In the 17<sup>th</sup> century, construction work at the cathedral restarted again. New facade were built referencing the architecture of Francesco Maria Richini and Fabio Mangone, however, in the Baroque style. And by 1649, when Carlo Buzzi was hired as the new chief architect for the job, he decided to covert the facade back to the original Gothic Style. As the construction of the cathedral took over a few centuries, different architecture styles were added and mixed into the cathedral from time to time. Then, by 1682, the main facade had been totally demolished and the roof was finally completed.

The construction took centuries to complete. It was initiated by Duke Gian Galeazzo Visconti in 1386, then ruler of Milan, yet it took another emperor centuries later to provide one major touch to the Cathedral. Napoleon, who conquered the whole of northern Italy and entered Milan in 1797, decided to complete the demolished facade as a gesture of goodwill to the people of Milan. The work on the facade was executed from 1805 to 1813, entirely financed by the French state, and under the old gothic design with neo-gothic elements. Not by coincidence, Napoleon was actually crowned King of Italy in the Cathedral in 1805.

Of course, one of the most dramatic designs of the cathedral is to be seen from its roof. The famous Madonnina statue, built in 1762 and standing 4.16m tall at 108.5m from the ground, was the crowning glory for the 3,400 other statues, 135 gargoyles, and 700 figures that decorated the Milan Cathedral. Sitting atop the cathedral, the statue was designed by Francesco Croce and built in embossed and glided copper plates. Interestingly, by tradition, no building was allowed to be higher than the Madonnina. So when a new tallest building was built in Milan, a new replica statue of the Madonnina was added to the top of the building.

Construction works at the cathedral continued into the 20<sup>th</sup> century, with stained glass, arches and a spire added. Finally, when the last gate of the cathedral was inaugurated on January 6, 1965, it also signified the completion of the project — a six-century effort including construction, demolition and renovations, in mixed architectural styles from gothic, Renaissance to Baroque, and involving many architects, and some of the most famous rulers in European history.



▲ 大教堂的主立面  
The new facade of the Cathedral



► 米蘭主教座堂  
Duomo di Milano

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