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# Interview with **Ronnie C. Chan** 專訪陳啟宗

董事長陳啟宗先生自1991年起親筆撰寫年報內的《致股東函》（函件），一直開誠布公，將公司的業務發展策略，以及自己對香港、內地和環球經濟的看法，一一收錄在函件內，與讀者分享。為了更深入剖析最新一份函件的內容，並了解陳啟宗更多獨特的想法和見解，《連繫恒隆》安排了一次訪談，邀請他闡釋部分重點。

Chairman Mr. Ronnie C. Chan has personally penned his *Letters to Shareholders (the Letter)* in the Annual Reports since 1991. In these much-anticipated Letters, he shares with readers his candid views not only about the Company's development strategies, but also his insights into the Hong Kong, Chinese and global economies. *Connections* invited Ronnie for an interview to gain a better understanding about the highlights of this year's Letters.

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## 恒隆的傳承與未來

陳啟宗去年首次談及管理層繼任的安排，並於今年3月宣布委任新行政總裁的消息。

他在本年函件中表示「需要委任更多年輕和深諳科技的人士加入董事局」，當問及所指的是不是即將加入恒隆的盧韋柏先生，他回答：「Weber（盧韋柏）雖然只有47歲，但他在P&G（寶潔香港有限公司）、Coca-Cola（可口可樂中國有限公司）、花旗銀行有廿多年的管理經驗，是相當成功的。我認為這（管理經驗）對公司很重要。」

說着，陳啟宗回想起公司在2010年時的營運狀況：「今日的情況與2010年有很大分別，公司內部當時有極大的不確定因素，今日的相當小。」陳啟宗所指的不確定因素，除了管理層變動外，還有公司的業務在八年間發展至內地八個城市，他續說：「公司增加了很多物業，起樓多了，租務又多了，營運不確定性極度高，（20）09、（20）10、（20）11，那兩、三年最不穩定。在Philip（現任行政總裁陳南祿先生）帶領下的過去八年，（我們）做了很多基礎工作。」

隨着恒隆大部分項目的先後落成，公司的營運策略已由「買地起樓」及與租戶聯繫（B2B），轉為重視管理和營運、客戶服務和與顧客聯繫（B2C）的租賃業務，故公司將來的領導人一定要在管理方面表現出色。提到這一點，相信大家都想知道，陳啟宗期望「新拍擋」——盧韋柏和陳文博——將會為公司帶來怎樣的改變。

「他們（盧韋柏和陳文博）比較幸運，最『不幸』的就是Philip，Nelson（袁偉良先生）的年代都是困難。」陳啟宗續說：「盧韋柏、陳文博，他們要做的，就是將這架車（恒隆）做到世界級，可以去F1方程式。」回顧去年4月，陳啟宗亦曾在《連繫恒隆》的訪問中表示，只要把車調校得好，不僅可以省油，更重要是可以減低磨損，並一直行駛暢順，拿取一級方程式賽車大獎。



這間公司將來的接任人一定比我們幸運。

Compared to us, our successors are more fortunate.

## The Future of Hang Lung

Last year, Ronnie talked about the Company's succession plans for the first time, and in March this year the Company announced the appointment of the new CEO.

He said in his latest Letter, "It makes sense to have more younger and tech-savvy people on the Board." When asked if Mr. Weber Lo, who will join Hang Lung in May, is the type of person he was referring to, he answered, "Although Weber is only 47 years old, he has already gained over 20 years of management experience from P&G, Coca-Cola and Citi Bank. I think this is important for the Company."

Recalling the situation of the Company back in 2010, Ronnie said, "The situation is totally different now. Back then there was a very high level of uncertainty when compared with that of today." The uncertainties that Ronnie referred to included the changes in management and the expansion of the Company's business to eight Mainland cities within eight years. He added, "The Company built more properties which of course boosted our leasing business, yet that also led to a high level of operational uncertainty. The years (20)09, (20)10 and (20)11 were the most uncertain times. Under the leadership of Philip (CEO Mr. Philip Chen), we have worked very hard over the past eight years to tackle these issues."

As most of Hang Lung's projects are reaching completion, the Company's strategy has transformed from being one "to acquire and build" and focusing on business-to-business (B2B) into becoming a model that leans more on leasing and management, customer services and business-to-customer (B2C). Hence, the Company's future leaders must have excellent management capabilities. The questions that now come to mind are: how will the new partners of Hang Lung, Weber Lo and Adriel Chan, be able to achieve success and what are Ronnie's expectations of them?

"They (Weber and Adriel) are the fortunate ones while Philip is the most unfortunate. Nelson (Mr. Nelson Yuen) also had a difficult time." Ronnie added, "For Weber and Adriel, what they need to do is to tune up this car (Hang Lung) to a world-class standard and join the Formula 1 (F1) race." Ronnie also referred to Hang Lung as being like a racing car back in an interview he gave *Connections* in April 2017. He said then that if a car is tuned up properly, it not only saves fuel but, most importantly, wear and tear is reduced and it can travel a greater distance smoothly. In the F1 race, it can be in pole position.



## 過度自由的影響

鮮有人有挺身敢言的道德勇氣，去指出大眾普遍認為是對，但事實上明顯是錯的事情。

Few have the moral courage to speak up even when something commonly accepted to be true is actually patently false.

陳啟宗認為，這正正是「現代奴隸思想」。他以往曾經提出過，可能引致世界大亂的八個原因（自然災害、氣候變化、流行病、恐怖主義、網絡戰爭、戰爭、經濟崩潰、科技發展帶來的不能預知後果），當被問到「現代奴隸思想」會不會是第九個原因時，他表示：「不是，它是隱藏在八個原因背後的推動力。」

陳啟宗口中的「現代奴隸思想」是由於「過分自由」而起的，他在本年的函件中指出，「任何人膽敢道出忌諱，指出我們已有足夠甚或太多自由，均會受大眾遣責。在這方面，我們似乎沒有自主思考和自主發聲的自由，思想和言論由社會規範。人人必須完全政治正確。」這套思想不僅在中國出現，在西方社會更加「來得更隱晦卻更有力」。他認為「東方社會大部分人即使順應社會風氣而行，又或許被政府潛移默化，心底裏卻明白自己可能是錯的。在西方社會，大部分人根本不知道自己是錯的。」

## The Effects of Too Much Freedom

In Ronnie's view, there are eight reasons (natural disaster, climate change, pandemics, terrorism, cyber war, hot war, financial collapse and the unintended consequences of technology) that can lead to world disorder. When asked if the "modern slavery of the mind" was the ninth reason, he replied, "No. It is the root cause behind the eight reasons."

Ronnie is also of the opinion that the rise of the "modern slavery of the mind" is the result of people having too much freedom. In this year's Letter, he wrote, "Anyone who ventures to utter the unutterable, i.e. that we already have sufficient or even too much freedom, will be publicly condemned. On this issue, it seems that no one has the freedom to freely think and speak. Social norms dictate what one can think or speak. One must be totally politically correct."



我不是反對自由思想，而是反對過度自由思想。  
I do not object to having freedom - but just not too much

陳啟宗進一步解釋：「假如團體社會中的人想要越來越自由的生活方式，而體制卻越來越權力分散，人的思維過度自由，就會失去平衡、制衡。」他認為，當自由思潮一旦過度，出現太多自由，就會變得難以管制，成為可能引致世界大亂的八個原因的背後動力。陳啟宗續說：「我不是反對自由思想，而是反對過度自由思想。」

談及「自由思潮」對「資本市場」的影響，陳啟宗認為「太多自由」是令環球市場有機會再次出現動盪的其中一個原因（另一個是「資金過剩」）。

他表示，當過分發展的自由思潮應用到資本市場上，就會變成愈大愈好、愈快愈好、愈多愈好、愈自由愈好，及至沒人能管制的地步，變成「冇枉管」（廣東話俗語）的「怪獸」。

Ronnie elaborated, “The ever-increasing demand for freedom in society and the diffused power of a system will give too much freedom of the mind to people, and that causes a loss of control and balance.” He pointed out that it is difficult to have checks and balances when there is too much freedom of the mind. This is the force behind the eight reasons that cause world disorder. Ronnie added, “I do not object to having freedom – but just not too much.”

About the influence of freedom of the mind on the capital market, Ronnie is of the view that “too much freedom” is one of the two elements that give rise to a potentially dangerous environment for the global economy (the other element is the over-abundance of capital).

He opined that when too much freedom of the mind is applied to the capital market, it takes on the form that bigger is better, faster is better, more efficiency is better, more freedom is better and gain as much of it as possible. Consequently, the market operates in the absence of restraints and becomes a “monster”.

## 中國與美國的平衡局勢

現在世界只有兩個經濟體、兩個國家有綜合實力——美國和中國。  
There are only two economies and countries in the world  
that have actual power – the U.S. and China.

翻看去年的函件，陳啟宗曾說中國高達2.1米，而美國則是2.3米。一年已過，被問到這個差距有沒有改變時，他說：「距離會愈來愈近。」

當問到會否預計中國有一天高過美國時，陳啟宗表示：「我看不容易。」他續說：「只要不打架就可以。中國強大是對世界好，因為大家（美國和中國）就不想打……這是好事，不是壞事，世界平衡一點。」他指出，世界現在只有美國和中國是有綜合實力的經濟體，而由廿多個國家組成的歐盟總是有很多「裂縫」、「裂痕」，不容易聯合行動。

## Checks and Balances between China and the U.S.

In last year’s Letters, Ronnie described China as being 2.1 meters tall while the U.S. is 2.3 meters tall. A year later, has the height difference changed? He replied, “The difference is getting smaller.”

When asked about the prediction that one day China will be “taller” than the U.S., Ronnie said, “I don’t think it’s easy.” He added, “As long as there is no fighting. A strong China is good for the world because they (the U.S. and China) will not fight with each other... This is good for the balance for the world.” He pointed out that only the U.S. and China are economies that have actual power while the European Union, comprising over 20 countries, has many cracks and fissures that hamper attempts at joint action.



我們不怕黑天鵝，甚至可以說：『來也不錯』。  
We are not afraid of a black swan, we can even say, ‘It may not be a bad thing’.

在今年的函件中，陳啟宗說中國的體制易於出現「黑天鵝」，而政府政策出了亂子更會令他「徹夜難眠」。對此，陳啟宗笑着回應：「這件事又不至於會（使我）徹夜難眠……西方人喜歡說 What keeps you up at night? 中文翻譯就是徹夜難眠，要不然該怎樣譯？」

中國的經濟雖然存在不能遇見的情況，但陳啟宗對恒隆的前景仍然很樂觀，並認為投資內地是正確的決定。他說：「台灣有三分之一的經濟體是灰色經濟，在當地做地產難以成功；香港雖然市道良好，但投資者和資金都多；在內地，懂得經營商業房地產的內地公司不多，反而香港公司卻有幾間。考慮全部因素之後，在內地做高檔商業房地產是一個很可以接受的風險。」

至於「黑天鵝」問題，陳啟宗認為只要能妥善管理財務，基本上就沒有問題，他更說：「黑天鵝來可能是好的，說不定是買地的機會。」

In this year’s Letter, Ronnie said the Chinese system is prone to “black swan” events, and Government policy mishaps keep him “awake at night”. When asked to elaborate, Ronnie smiled and said, “As the Western saying goes, ‘what keeps you up at night?’ This does not really wake me up at night.”

Although unexpected conditions and developments occur in the Chinese economy, Ronnie is optimistic about Hang Lung’s future, and he remains confident that the decision to invest in the Mainland was the right one. He said, “One third of the Taiwanese economy is a grey economy. It is difficult to succeed in its real estate industry. Hong Kong market is good but there are too many investors and too much capital. On the Mainland, not many Mainland companies know how to operate the real estate business but several Hong Kong companies do. Taking into consideration all factors, it is an acceptable risk to run a high-end commercial real estate business on the Mainland.”

About “black swans”, Ronnie is of view that they pose no problem in principle as long as we manage our financials well. He even said, “It may be good to have a black swan. That may be the time to buy land.”



陳啟宗於2015年開始，加強中期報告的《致股東函》的內容，好讓股東及投資者能更適時瞭解公司的發展和策略，但這並不表示會削弱年終報告的內容。於2017年年報內的《致股東函》，陳啟宗便就零售銷售的市況、中國的經濟發展，以及環球市況作出深入分析。而今次的訪問內容，只是就着當中幾點與陳啟宗一起更深入探討。讀者可到恒隆網站，詳閱新出版的《致股東函》，以瞭解陳啟宗的個人想法。



In 2015, Ronnie has devoted more effort to talking about the Company's plans and strategies in the Letters of the Interim Reports. This will enable more timely communication with shareholders and investors so they can understand more about the Company, but will not affect the content of the Letters in the Annual Reports. In the Letter in the 2017 Annual Report, Ronnie analyzes in detail the retail environment plus the Chinese and global economies. In this interview, we focus on only a few areas. If readers are interested in finding out more, please view the full version of the Letters on Hang Lung's website.



## 恒隆2017財政年度年報出版 2017 Annual Reports Published

恒隆集團和恒隆地產以「根深・業茂」為主題的2017財政年度年報已經出版。

恒隆集團兼恒隆地產董事長陳啟宗先生秉承公司一貫高度透明的管治作風，連續第28年親筆以英文撰寫兩本年報中的《致股東函》。陳啟宗在今年的函件中，深入闡析內地中產階層崛起及個人消費迅速成為中國經濟支柱，如何帶動零售銷售在經歷六年的寒冬後復甦。他指出，現時翻新中及在建中的項目，將會顯著壯大恒隆在內地的投資組合，為公司做好準備，迎接下一個增長階段；另一方面，陳啟宗亦從多角度剖析環球市場情況，提醒市場人士必須對爆發全球金融危機的可能性保持警惕。



Hang Lung Group and Hang Lung Properties have published their Annual Reports themed *Strong Roots for Growth* for the 2017 financial year.

Upholding a high level of transparency in corporate governance, Chairman of Hang Lung Group and Hang Lung Properties, Mr. Ronnie C. Chan, once again pens his *Letters to Shareholders* in this year's Annual Reports, a practice he has maintained for the past 28 years. In this year's Letters, Ronnie analyzes in detail how the rise of the middle class and private consumption in mainland China have boosted its economy and become among the country's most important economic pillars. Both have helped the economy to recover after the six-year winter. He believes that the asset enhancement initiatives coupled with the completion of new developments will significantly enlarge and improve Hang Lung's investment portfolio on the Mainland and drive another growth phase. Ronnie also examines the global market conditions from multiple perspectives and reminds the market to be alert to the possibility of another global financial crisis.

年報已置於恒隆官方網站，歡迎隨時瀏覽和下載。

The Annual Reports are now available for downloading from the Hang Lung corporate website.

Hang Lung Group  
Annual Report



Hang Lung Properties  
Annual Report



恒隆集團年報



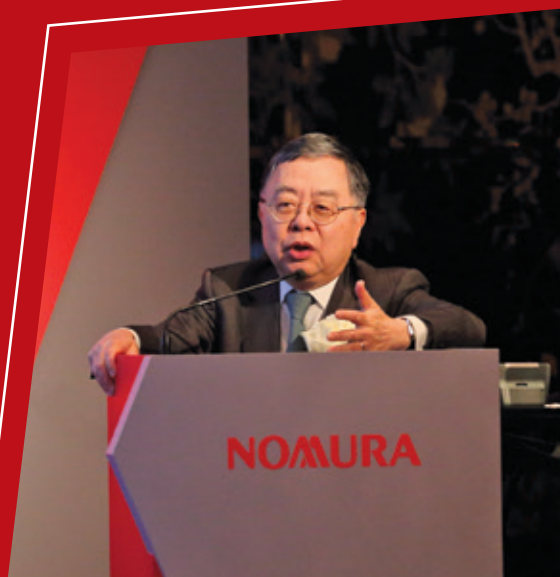
恒隆地產年報





# 陳啟宗於日本論壇演講 Ronnie C. Chan Speaks at a Forum in Japan

The Nomura Global Real Estate Forum 2018 was held in Tokyo, Japan, in late February. Chairman Mr. Ronnie C. Chan attended to share the Company's strategy and business outlook with around 130 Japanese and overseas investors. Ronnie was one of the keynote speakers of the forum. He was invited to speak on the topic, *Thriving the Turmoil-Outlook of Property Markets in Hong Kong/China*, to share his insights with the participants.



▲► 陳啟宗在野村環球房地產論壇2018上分享看法  
Ronnie speaks at the Nomura Global Real Estate Forum 2018



野村環球房地產論壇2018 (Nomura Global Real Estate Forum 2018) 於2月下旬在日本東京舉行，董事長陳啟宗先生應邀出席，並與大約130位日本及海外投資者分享公司的業務策略和發展。陳啟宗同時出任論壇的其中一位主講嘉賓，題目為 *Thriving the Turmoil-Outlook of Property Markets in Hong Kong/China*。

## 義務工作交流會2018 CSR Conference 2018

公司於3月17日(星期六)在香港舉行義務工作交流會，邀請了超過30位來自內地不同城市並負責籌劃義務工作的同事參加。透過講座及兩個互動性的體驗活動，所有參加者進行了一次深入的交流。

當日，同事在社會企業「歷耆者」的帶領下進行「高齡體驗活動」。他們穿上逾10磅的體驗衣及戴上仿老花眼鏡，親身體驗長者在行動上的不便和困難，好讓他們將來在長者義工服務時，更能了解長者的需要。此外，集團傳訊部亦分享了「恒隆年輕建築師計劃」的活動概念，鼓勵各地義工隊舉辦建築導賞團，連繫青少年及社區。

► 同事穿上裝有鉛塊的「重磅」衣物，體驗佝僂長者蹣跚步伐的感受

This colleague cannot help but stoop after wearing the elderly simulation suit with strategically placed lead bars in the pockets



The CSR Conference 2018 was held in Hong Kong on March 17 (Saturday). More than 30 colleagues from different Mainland projects, who are responsible for the planning of volunteer activities, exchanged their views and experiences about volunteering through a talk and two interactive experiential activities.

During the conference, under the guidance of Eldpathy, a social enterprise, our colleagues have hands-on experience about what it's like to be an elderly. Participants donned special bodysuits weighing over 10 pounds and put on blurry goggles to simulate the physical challenges that elderly people face in their daily lives. This exercise made colleagues more aware of the physical constraints that the elderly live under. It is hoped that the experience would help them to be more attentive to the needs of senior citizens when providing volunteer services for the elderly.

The conference also gave the Corporate Communications Department an opportunity to introduce the Hang Lung Young Architects Program to all participants, encouraging them to organize architectural tours in their own cities, with the aim of bringing young people to a deeper integration with country.



# 綜合服務部舉行大型工作會議

## SDD Large-scale Conference



綜合服務部於去年7月成為獨立部門，同時加入了不同的功能小組，包括保安服務及體驗・服務・科技。為使同事了解不同組別的運作及分享達致高水平服務的成功之道，綜合服務部在3月中，齊集了60名來自綜合服務部及香港和內地項目的同事，召開了首個大型工作會議。行政總裁陳南祿先生、執行董事陳家岳先生、董事——租務及物業管理蔡碧林女士、涂家輝先生和姚永聰先生都有到場支持。

陳南祿在會上表示，公司十分重視顧客的體驗，認為今次的會議提供了難得的機會，讓同事交流意見，互相學習。相信透過大家的努力，有信心恒隆可以提供首屈一指的顧客服務。

作為綜合服務部的統帥，執行董事程鼎一先生補充指，安排是此會議為使大家可以對彼此的工作有更深入的了解。公司的業務橫跨香港和內地八個城市，部門有需要加強日常管理，以達到公司的目標。程鼎一希望其團隊可以與各項目緊密合作，將營運和服務維持於高水平。

The Service Delivery Department became an independent department in July last year and added different functional teams, including Security and EST. To enable colleagues to better understand the functions of different groups and share lessons learned from daily operations as well as how to excel in service delivery, the Company gathered 60 colleagues from the Service Delivery Department and local project teams across Hong Kong and the Mainland for the first time in mid-March to convene a large-scale conference. CEO Mr. Philip Chen, Executive Director Mr. Norman Chan, Directors – Leasing & Management Ms. Bella Chhoa, Mr. Joseph To, and Mr. William Yiu attended sessions to show their support.

At the meeting, Philip reiterated that the Company puts customer experience at the core of our business strategy. The conference provided a good opportunity for colleagues to exchange their views and learn from each other. He was confident that the Company could provide second-to-none customer service.



As the commander of the Service Delivery Department, Executive Director Mr. Dane Cheng added that, through this conference, colleagues were able to have a better understanding of each other's work. With our portfolio spanning across Hong Kong and eight Mainland cities, there is a need to strengthen daily management to align with

the Company's expectations. He hoped that his teams can work together with the local teams to maintain the operational and service standards of each site at the highest levels.

# 新思維 新突破

## Making Breakthroughs



守舊不可取，我們很多時候都需要激發新思維。公司於3月15及16日齊集了來自各項目共75位同事參與2018人力資源年度會議，藉以加強同事的聯繫、提升策略性思維，並探討如何提升工作績效。總經理——人力資源潘舜雅女士在會上表示：「年度會議提供了一個互相分享的平台，讓參加者就面對的工作挑戰進行自由討論及交流。現時我們在招聘和管理人才方面，均面臨挑戰，因此需要投放更多資源。行業急速發展，就業市場亦不斷變化，我們必須想辦法留住人才。」

在會議中，參加者集中討論人才管理、薪酬與福利、培訓和發展，以及如何更好地利用科技範疇。公司更邀請了SGS管理學院的鄭俊偉博士主持這兩天的會議，通過案例研究和分享激勵同事作出新的突破。

Shaking things up every now and then is a good way to break up the day-to-day routine and inspire new ideas. The Human Resources Conference 2018 held in Hong Kong on March 15 and 16 was exactly about that. Participated by 75 colleagues from Hong Kong and all Mainland projects, the conference aimed to enhance communications between colleagues, improve their strategic thinking, and explore ways to enhance work performance. General Manager – Human Resources Ms. Janet Poon said, "The Conference provides a platform where we can gather to discuss the challenges we face each day. Today there is a myriad of challenges in hiring and managing our workforce, which requires a lot more resources. In our fast-paced industry and with the changing job market, we must think of new ways to retain our talents and excel."

Participants discussed the key tasks for 2018, including talent management, compensation and benefits, learning and development, and how to better utilize technology. The Company also invited Dr. Michael Kwong from SGS Academy to facilitate the two-day conference to inspire colleagues through case studies and sharing sessions.





# 程鼎一： 贏取顧客的心

Dane Cheng:  
Winning the Hearts  
of Our Customers



現在隨處可見都是大型的高檔商場，大家有的品牌租戶都差不多。那麼為甚麼客人要選擇到我們恒隆的商場來？我們要打敗對手，就是要贏取顧客的心，要讓他們感覺來到恒隆，有不一樣的，更好的體驗。

These days, large shopping malls are everywhere and they all share similar brands and tenants. So why would customers choose to visit Hang Lung malls? To win in the market, we must first win the hearts of our customers.



去年7月加盟恒隆的執行董事程鼎一先生，肩負起提升顧客體驗的重任，其掌舵的綜合服務部，不只要做好物業硬件配套，提供的軟件，也就是服務方面，更是區分我們和競爭對手的重要一環。

程鼎一強調：「除了風、火、水、電等基本配套設施要保持在最佳水平以外，我們更加需要提升服務質素，為客人為租戶提供最佳的體驗。」

Mr. Dane Cheng, Executive Director of Hang Lung Properties, who joined the Company last July, oversees the Service Delivery Department. The department does not just take care of the daily operation and maintenance of the hardware but, most important of all, the software – the service that we provide, in elevating the customer experience, is the key to differentiate Hang Lung from other competitors.

Dane stressed, “Apart from ensuring different facilities at our properties from electrical to mechanical at the highest quality and standard, we need to improve on the service quality at all contact points to provide our customers, including our tenants, with the best experience.”

## 搭建橋樑

要掌握甚麼是最佳體驗，殊非易事。因此，釐定（define）和設計（design）便非常重要。程鼎一口中的define和design，是指要確切瞭解顧客的需要（define），再設計出他們欣賞的服務（design），最終提升顧客的體驗。

要做好這點，首先要加強內部溝通。程鼎一非常重視綜合服務部的「橋樑」作用。「我們需要和其他部門，例如項目管理和租務的團隊搭好橋樑，針對顧客需要，做好硬件和軟件的工作，相互配合，確保每個物業都暢順營運。」

程鼎一多次提到，要加強公司內部的溝通，才能將最準確的信息，一層一層傳遞。因此，綜合服務部於今年3月，舉辦了一場大型會議。「我們首次齊集了來自香港和內地綜合服務部的高管同事，一起分享各自遇到的困難和挑戰，重新檢視過去半年的工作，並就如何提升顧客體驗交流了意見，激發創新思維。」



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觀看影片





## 掌握大數據

在數碼化的年代，要創新，總會涉及大數據。程鼎一指出，市場競爭激烈，顧客的行為不斷改變，要求亦更高；同時，數碼化和手機化正革命性地改變顧客的消費模式。他說：「要突圍而出，便需要結合大數據和新科技，更準確掌握顧客的消費模式和需要。」

「其實我們的商場一直有從不同的渠道，收集各式各樣的數據，我們要好好加以利用。」程鼎一舉例建議，現在可以透過人工智能科技，更詳細追蹤顧客在商場內的活動，配合其他的消費數據，便可以精確地掌握到他們的購物模式。

綜合服務部旗下的EST（體驗・服務・科技）小組，正是擔當這個重要的角色，小組負責協調不同部門，包括市場推廣、資訊科技、客戶關係管理和租務等，結合各類數據，再就如何提升顧客體驗一同出謀獻策。

## Mastering Big Data

In this digital era, innovation requires the use of big data. Dane pointed out that market competition is fierce and customers continue to have higher expectations. At the same time, new technology and in particular popular use of mobile devices is revolutionizing consumer behavior and spending patterns. "To achieve a breakthrough, we need to make use of big data and new technology to more accurately understand the consumer needs and their habits," Dane explained.

"Our shopping malls have actually been collecting different kinds of data through different channels all along. We need to organize ourselves better to make use of these data." Dane explains how the new artificial intelligence technology could be harnessed to collect data from customers as they visit the malls. From customers' traffic data inside the mall, spending data, shopping patterns and preferences emerge, these can be used and analyzed in collaboration with different teams.

The Service Delivery Department's EST (Experience, Service, Technology) team is responsible for this crucial role. Coordinating between different departments including marketing, information technology, customer relationship management, and leasing, the EST team takes the lead in working out what kind of data is required and how to interpret them to provide counsel on how to enhance customer experience.



## 從心出發

在過去九個月，程鼎一努力與不同的部門同事溝通，深入了解並分析每項工作，在提升顧客服務方面為公司制定更清晰的藍圖。在過程中，他抱着謙虛的態度聆聽不同的意見。

「近年我經常提醒自己，『君子聞過則喜』。對我來說，任何意見和批評都是寶貴的。我們都需要不斷學習，不斷嘗試，才能不斷進步。」看來，程鼎一能贏取的不只是顧客的心，也是其團隊的心。

## Leading from the Heart

Over the past nine months, Dane has worked hard to communicate a clearer blueprint for the Company to enhance the customer experience. In the process of communicating with departments throughout the organization, Dane has sought to better understand the scope of each team's work and has listened to different opinions and perspectives with humility.

"In recent years, I have often reminded myself of an old Chinese saying, 'a true gentleman is always pleased to take criticism'. For me, any comment and input is precious. We are all in a continuous process of learning and making improvement." It would seem that Dane is not only going to win the hearts of customers, but also the heart of his team.



## Building Bridges

What constitutes the best experience? It is not easy to grasp. This makes "define and design" a principle of key importance. From Dane's point of view, defining and designing is about understanding the needs of customers precisely and then tailor-made service and elements that will finally enhance the whole customer experience.

To achieve this, we must first strengthen in better internal communication to work as one team. Dane stated an important role of the Service Delivery Department is to act as a "bridge". "We need to bridge the gap with other departments like project management and leasing, to work in unison on enhancing both hardware and software, to meet customer needs by ensuring optimal running of each property."

Dane has often spoken of the need to improve internal communication to ensure understanding through different levels and parts across the Company. It was with this in mind that the Service Delivery Department organized a large-scale conference in March. "We gathered together SD senior colleagues in Hong Kong and the Mainland for the first time, to share the problems and challenges that we face, review the work of the past six months, and to exchange ideas to stimulate innovative thinking on how to do our job better in enhancing the customer experience."





## 項目新資 Project Updates

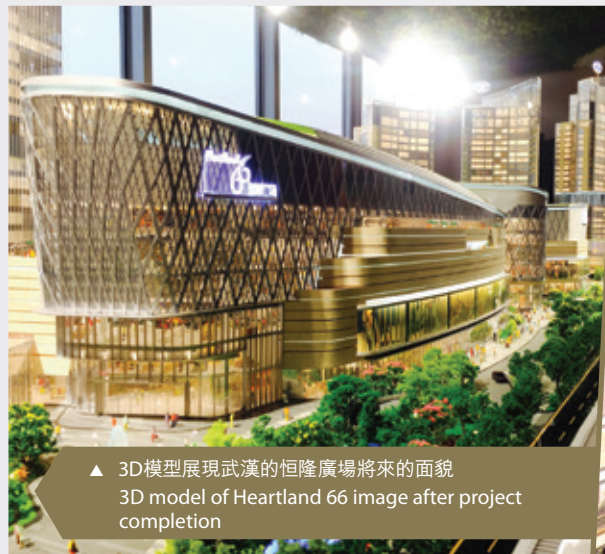
# 武漢的恒隆廣場工程全速推進

## Construction Work at Heartland 66 in Full Swing

武漢的恒隆廣場工程正進行得如火如荼，地庫樓層的工程已於去年11月進展至地面，現時商場部分的建築工程已達第六層施工、辦公樓部分已施工至28層，整個項目預計於2019年起分階段落成。

面積達177,000平方米的商場已開始招租，以引獨特的租戶組合，涵蓋奢侈零售商、食肆、生活時尚、體驗及娛樂選擇等，滿足當地顧客的需求和期望，項目勢將成為武漢市以至湖北省的高端生活時尚、購物及休閒集中地。

總樓面面積約460,000平方米的武漢的恒隆廣場將為武漢提供一座世界級的商場、一幢甲級辦公樓、服務式寓所及停車位。



▲ 3D模型展現武漢的恒隆廣場將來的面貌  
3D model of Heartland 66 image after project completion

▼ 武漢的恒隆廣場工程正全速推進  
Construction work at Heartland 66 is in full swing

The construction work at Heartland 66 in Wuhan is in full swing. The basement levels reached up to the Ground Level in November last year, and currently, the construction of the mall superstructure has reached to the Level 6 and office tower typical floors reached to the Level 28. The project is scheduled on staged completion in 2019.

Leasing activities for the 177,000-square-meter mall have already commenced, aiming to introduce a tenant mix that includes luxury retailers, a broad range of food and beverage outlets as well as lifestyle, experience and entertainment options to accommodate the needs and aspirations of our target customers. The project strives to be the high-end lifestyle, shopping and leisure hub for the city and the province.

Covering a total gross floor area of 460,000 square meters, Heartland 66 will house a world-class mall, a Grade A office tower, serviced apartments, and car parking facilities.

# 樂成行榮獲綠建環評既有建築2.0版「卓越」評級

## Baskerville House Achieves EXCELLENT Grade of BEAM Plus Existing Buildings V2.0

恒隆重視可持續發展，一直堅守「建造可恆又持有的建築物」的營運模式。我們致力於各個營運項目中落實環保及節能措施，並提高公眾對可持續建築的認識。

繼渣打銀行大廈（恒隆總部）勇奪由香港綠色建築議會頒發的「綠建環評1.2版（既有建築）最終鉑金級認證」，恒隆的另一幢商業辦公樓樂成行亦在「綠建環評2.0版（既有建築）」的「能源使用」範疇中，榮獲最高評級別的「卓越」評級，證明這幢辦公樓在「能源管理」、「能源分析」、「能源效益實踐及措施」、「能源指標」和「能源效益成果及減碳證書」這五個評估項目中，均表現理想。

坐落中環的樂成行建於1975年，是一幢甲級商業辦公樓。為了提升這幢大樓的營運效益，並維持其長遠的競爭力，公司早前投放港幣1,200萬元，全面更換製冷機組及照明系統，使辦公樓在2013至2017年間的耗電量減少26.8%，從而達到提高能源效益的目標。

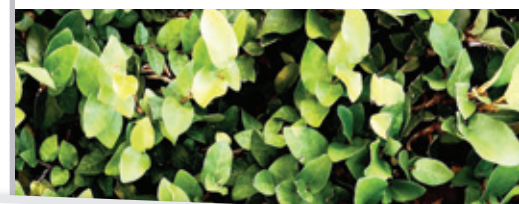
「綠建環評（既有建築）」是一個為評定樓宇的實際表現及物業管理公司的管理模式而設的評級系統，旨在推動既有建築減低對環境的影響，同時改善環境質素及提升使用者的滿意度。

Steadfastly upholding the Company's business model of *Build to Own and Build to Last*, Hang Lung recognizes and values sustainable development. We are deeply committed to incorporating environmentally friendly measures throughout our operations and also to raising the public's awareness of the need to build sustainably.

Following in the footsteps of the Standard Chartered Bank Building (Hang Lung's Headquarters), which received the Final Platinum under the Building Environmental Assessment Method (BEAM) Plus for Existing Buildings V1.2 from the Hong Kong Green Building Council, another Hang Lung building, Baskerville House, has also earned the EXCELLENT Grade, the highest rating, in the Energy Use aspect of the BEAM Plus Existing Buildings V2.0. This accolade proves that the building has achieved the highest standards in the five criteria set for the assessment, including Energy Management, Energy Analysis, Energy Efficient Practices and Measures, Energy Benchmarking and Achievement of Energywise and Carbon Reduction Certificate.

Baskerville House, built in 1975, is a Grade-A commercial-office building located in Central. To improve the building's operating efficiency and maintain its long-term competitiveness, the Company invested HK\$12 million in providing new chiller plants and lighting systems. During 2013-2017, we effectively reduced the building's energy use by 26.8%, thereby meeting the target set for energy efficiency improvements.

BEAM Plus for Existing Buildings is a rating system that evaluates the actual performance of the building, covering its management, operation and maintenance. The system aims to reduce the environmental impacts of existing buildings whilst improving quality and user satisfaction.





# 恒隆參與論壇 分享誠信理念

## Hang Lung Shares Insights at the ALB Hong Kong Anti-Corruption Forum 2018

恒隆貫徹「只選好的 只做對的」的營運理念，並將「誠信」視為重要的元素，積極在香港及內地建立高標準的誠信文化。3月22日（星期四），董事——總法律顧問及公司秘書甄嘉雯女士應邀出席由ALB（Asian Legal Business）舉辦的反貪論壇，向出席者介紹公司政策和紀律守則，並分享處理誠信案例的最佳實踐做法。

甄嘉雯說：「恒隆以『誠』為本，一直以來對任何有違行為守則的事件均採取零容忍政策。」

Integrity is an integral part of Hang Lung's business philosophy, **We Do It Right**. The Company strictly requires staff members across Hong Kong and the Mainland to conduct themselves with a high standard of integrity. On March 22 (Thursday), Director – General Counsel & Company Secretary, Ms. Margaret Yan, was invited to share her views at the ALB Hong Kong Anti-Corruption Forum 2018 on the topic, *How can In-House Counsels Work Better by Learning from Best Anti-Corruption Practices*. She briefed the participants on Hang Lung's policies and Code of Conduct as well as the Company's best practices for handling cases involving integrity issues.

Margaret said, "Hang Lung takes integrity as its core principle and operates with a zero-tolerance policy with regard to any breach in our Code of Conduct."

▶ 甄嘉雯（右二）出席論壇，分享公司處理誠信案例的最佳實踐做法  
Margaret Yan (2<sup>nd</sup> from right) shares the Company's best practices for handling cases involving integrity issues



恒隆這樣走過來 Retracing the Hang Lung Path

## 康怡下的秘密隧道

位於港島東的康怡花園，依山而建，環境清幽，成為了超過六千多個家庭的安樂窩。

但有誰會想到，這個依山而建的項目當年在建造的時候其實面對很大的挑戰？

前恒隆地產董事總經理，現恒隆獨立非執行董事的袁偉良先生向我們分享這個項目的故事。袁偉良表示，恒隆於80年代開始積極發展康怡項目，項目依山而建，因此亦涉及了很多巨大的建築問題。

由於康怡花園的前身是一座石山，政府拿這塊地出來拍賣時，由於地價需要反映成本，因此地價可以很低，不過，恒隆卻要負擔非常高昂的建築成本。

「不過，這對我們仍然是有利的，因為我們是第一次投得地價不高的土地，之後整理地盤時還可分期，即整理好一部分的地皮，就建一部分的樓。」

高昂的建築成本，源於要「採礦」。「由於那是一整座石山，我們做的前期工作便像是採礦一樣，要用很多炸藥去爆石，同時要將那些石粉碎運出去。」在運送過程中，由於不可以使用主要幹線英皇道，因此便惟有在康山的底部興建一條隧道，一直通往鯉景灣。而隧道內還建了一條鐵路，用炸藥爆了石以後，放到碎石機，一路拉出鯉景灣，就在那裏填海。

現在回看，袁偉良笑說：「可以說，鯉景灣的地盤是我們有份幫忙填平的！」

單是整個爆石和運送的過程，便用了兩、三年的時間。可惜，隧道已經封了，不能窺探內裏情況。

羅馬不是一天建成，相信就是這個意思。

## A Secret Tunnel Built Under Kornhill

On a tranquil hillside in the Eastern District of Hong Kong Island rises Kornhill, home to 6,000-plus families.

Who would have imagined that the project once faced tremendous challenges during its construction?

Mr. Nelson Yuen, former Managing Director and current Independent Non-Executive Director of Hang Lung Properties, shares the story behind the project: when Hang Lung commenced the development of Kornhill in the 1980's, the area was plagued by a substantial number of critical construction issues.

Originally a rocky mountain, the land parcel upon which Kornhill now stands came under the hammer at a discounted price, one that hinted at the high construction cost that the winner would have to bear.

"The odds were still in our favor, though; it was the first inexpensive land we had won in an auction, and the site facilitated construction in phases, which meant buildings could be erected progressively on different portions of the land subject to readiness."

The high construction cost was largely due to the "mining" procedure, Yuen explains. "Developing the rocky hill entailed a preliminary phase that resembles mining, in which massive explosives were used to crush the rocks with the remains being carted away." With access to the major thoroughfare of King's Road denied, Hang Lung built a railway tunnel beneath the hill to Lei King Wan, where boulders to be sent for reclamation.

"You could say that we contributed to the reclamation of Lei King Wan's construction site," says Yuen with a smile.

The entire process spanned almost three years. It's a pity that the tunnel has been buried and with the completion of the project, erasing every trace of its extraordinary past.

Isn't this a convincing testament to the proverb, "Rome wasn't built in a day"?





星級服務專區 HL Star Service

# 助人不求回報

## Helping Others Unconditionally

常言道，助人要從日常小事做起，不因善小而不為。2017綠寶石客戶服務獎優異獎得主之一，大連的恒隆廣場的高級賓客體驗專員李寧，正好表現了這種精神。李寧於一次巡邏時，在商場內發現一部手機，但他沒有起貪念，反而將它充滿電，靜待失物的主人來電認領。失物主人終於來電，並表示當天晚上有急事必須取回電話，但因為要照顧小孩而不能離家。李寧聽到失主心急如焚，即使已經是夜深，亦堅持親自將電話送到失主家中。為答謝李寧的幫忙，失主準備了酬金，但他堅拒收下。李寧這個細心和窩心的舉動，讓我們知道甚麼是不求回報的付出。



home to look after her children. Ning could sense that the owner was pressed for time. Even though it was already very late in the evening, he insisted on delivering the phone to the owner's home. And even when the owner offered him money out of gratitude, Ning refused to accept it. From Ning's every caring and heart-warming act, we truly see what it means to give for no return.

As the saying goes, helping people starts with the everyday little things, expecting nothing in return is the way to go. One of the Hang Lung Emerald Award merit winners, Li Ning, Senior Guest Experience Ambassador at Olympia 66, demonstrated this spirit. Ning found a mobile phone while he was on patrol at the mall. Not motivated by greed, he chose to recharge the phone and wait for the owner to call. The owner finally called and told Ning that although she needed to get the phone back due to urgent matters, she also needed to stay at

### 商場聚焦 Eye on HL Malls

#### 淘大商場 Amoy Plaza

淘大商場與本港原創玩具品牌TinBot鐵寶奇盒合作，推出「讓玩具復活」主題活動，使鐵寶奇盒機械人再生，同時與社企「再生玩具店」舉辦同樂日及工作坊，讓顧客重拾童年樂趣之餘，亦學習到延續玩具生命的理念。

Amoy Plaza collaborated with TinBot™ to bring the fantasy world of tin box robots to life with the Toys Reborn extravaganza. Through the Old Toys Revival Fun Day and a series of workshops on how to “recycle” and “rebirth” old toys, which were held by social enterprise, Anew Toys, customers had a taste of childhood joy with their small boxes of delight and at the same time got the chance to learn how to refurbish their own old toys that have been loved into disrepair.



▲「新手爸爸」黎諾懿出席啟動禮，分享陪兒子玩玩具的樂趣  
New Dad Lai Lokyi joins the kick-off ceremony and shares some of the precious moments he had with his baby boy

## 我要復活！ Let's Revive!

復活節除了是宗教節日，更是許多「打工仔」夢寐以求的長周末。在這個充滿歡樂的假期，恒隆用心為顧客帶來精彩的活動，讓大家從沉悶忙碌的生活中「復活」過來！

Easter is not only a religious festival but also a long weekend that most people yearned for. Thus, Hang Lung prepared a variety of fun activities for our customers, so as to “revive” everyone from the boredom and business of daily life!

#### 山頂廣場 The Peak Galleria

山頂廣場與本地美術插畫創作品牌HosannArt合作，帶夢想家翱翔天際。HosannArt設計的大眼小女孩，化身復活兔，以七彩奪目的飛機、滑翔傘、氣球和翅膀，為顧客送上一次充滿童真的星空巡遊。

The Peak Galleria teamed up with local illustration brand, HosannArt, for a journey to the skies with shoppers. An iconic bright-eyed girl transformed into a bunny-styled explorer was ready to discover the world in colorful planes, paragliders, balloons, and wings, and took dreamers with her to the skies!



康怡廣場



# 無伴奏合唱快閃恒隆商場

## A Cappella Flash Mob at Hang Lung's Malls

誰說一定要運用樂器才能奏出悅耳樂曲？無伴奏合唱便是在沒有樂器伴奏下，憑人聲演奏的表演方式。為推廣這種獨特的表演，公司邀請了三支來自「香港國際無伴奏合唱節」的合唱團，於3月24日（星期六）到旗下多個商場進行快閃演出。三支無伴奏合唱團各具特色，包括主打爵士和聲的Accent成員來自法國、瑞典、加拿大、英國和美國六個國家；來自新加坡的The Apex Project擅長流行及爵士曲目；而成立於美國波士頓的東北大學的The Nor'easters屢獲殊榮，更曾獲邀於白宮為美國總統演出。他們精彩演出及精湛的技巧吸引大批市民圍觀，一起感受音樂的奇妙之處。

「香港國際無伴奏合唱節」由香港青年協會主辦，透過不同的外展活動，推動本地無伴奏合唱發展，為青年人提供文化藝術交流的機會。

You don't need musical instruments to make great music. The performance style, "a cappella" (Italian for, in the chapel) means singing without the accompaniment of musical instruments. To shine the spotlight on this rare musical performance genre, the Company invited three a cappella groups from the Hong Kong International a cappella Festival to give flash mob performances at its malls on March 24 (Saturday). The three a cappella groups each present their own unique style. Accent, whose members come from France, Sweden, Canada, the United Kingdom and the United States, is known for their jazz harmonies. The Apex Project from Singapore performs from a repertoire of pop and jazz numbers. The Nor'easters, from Northeastern University in Boston, have won several awards and have been invited to perform for the President of the United States at the White House. Their impressive performance attracted huge crowds to marvel their amazing skills.

Organized by Hong Kong Federation of Youth Groups, the Hong Kong International a cappella Festival hosts a series of outreach programs to promote a cappella in Hong Kong and offer an opportunity for cultural exchange among youths.



▲ 三支無伴奏合唱團分別到公司旗下商場進行快閃演出  
Three a cappella groups give flash mob performances at various Hang Lung malls



山頂廣場 The Peak Galleria



康怡廣場 Kornhill Plaza



荷李活商業中心 Hollywood Plaza



淘大商場 Amoy Plaza



Fashion Walk



### 恒隆廣場·天津 Riverside 66

天津的恒隆廣場以「復活節狂歡繪」為主題，放置大型填色板，讓顧客發揮藝術天分和創意，設計復活蛋上的圖案與色彩。

Riverside 66 installed a large board printed with blank Easter eggs, allowing customers to unleash their art talent and creativity by drawing in colors and unique designs.



### 恒隆廣場·大連 Olympia 66

巨型的復活蛋和兔仔裝置為大連的恒隆廣場添上色彩，顧客除了在可愛的裝置前拍照留念外，更可參加換領復活蛋活動，把幸運復活蛋帶回家。

An Easter egg and bunny installation added vivid colors to Olympia 66. Apart from taking photos in front of the lovely installations as mementoes, customers also brought home lucky Easter eggs from a redemption activity.



### Kornhill Plaza

康怡廣場帶來本地設計師創作的Rabbit Mint，在薄荷綠色的夢幻樂園內放滿活潑又善良的兔子裝置，與顧客合創夢幻開心之旅。

Kornhill Plaza transformed into a mint green wonderland to present the energetic and kind Rabbit Mint, created by a local brand, offering a fantastic and joyful journey to customers.



近年香港掀起一股街頭賣唱 (Busking) 熱潮，而很多擁有藝術天分的年青人都在等待一個發光發亮的機會，23歲女生羅凱鈴 (Judas Law) 便是其中一位。Judas是位擁有唱歌天賦年青人，希望以歌聲「治療」聽眾。Fashion Walk為表支持，特意於3月18日 (星期日) 邀請Judas到百德新街為港島區的Busking愛好者演出多首情歌，包括《約定》、《下一站天后》及Judas的成名作《一天一天》，吸引大批音樂愛好者駐足圍觀。

Busking is getting more and more popular in Hong Kong and there are a lot of very talented street performers waiting patiently for a chance to shine. The 23-year-old girl, Judas Law, is one of them. She is an extremely talented singer and uses her voice to heal her audience. In order to show support for Judas, Fashion Walk invited her to perform a few romantic ballads on March 18, 2018 (Sunday) on Paterson Street, her performance attracted many music lovers to stop and listen.

▼ 羅凱鈴 (Judas Law) 於Fashion Walk街頭賣唱，吸引大批音樂愛好者駐足圍觀  
Judas Law busking at Fashion Walk, attracting a huge crowd of music lover

請即掃描 QR code 觀看影片





# 女士的專屬節日

## An Exclusive Day for Women



▲ 女士顧客學習護膚技巧  
Female customers learn skin-care techniques

3月8日(星期四)是國際婦女節，趁着這個女士的專屬節日，無錫的恒隆廣場及瀋陽的皇城恒隆廣場於3月舉辦了一系列的慶祝活動，讓女士顧客成為最受寵的一群。

In celebration of International Women's Day on March 8 (Thursday), Center 66 in Wuxi and Palace 66 in Shenyang launched a variety of activities in March to make their female customers feel valued and special.

恒隆廣場·無錫  
Center 66, Wuxi

皇城恒隆廣場·瀋陽  
Palace 66, Shenyang



▲ 型男向女士顧客派發氣球  
Gentlemen deliver balloons to female customers  
▼ 魔術表演吸引顧客駐足觀看  
The magic show attracts the gazes of customers



▲ 外籍樂隊現場表演  
Live performance by overseas band



▲ 女士顧客使用來自玻利維亞的羊駝毛製作手工藝  
Female customers get hands-on with Bolivian alpaca hair

▲ 女士顧客一邊製作香氣手工藝，一邊享用美味的下午茶  
Female customers enjoy a delicious afternoon tea while making fragrant handicrafts

恒隆廣場·濟南 Parc 66

## 「撞」出早春時尚 Creating Style for Spring

潮流就是要大膽實驗，並深入發掘各種搭配，濟南的恒隆廣場開設Parc Style Lab潮流實驗室，讓10個潮流品牌互相碰撞，包括PORTS、DEBRAND、D-HARRY、Marisfrolg.SU、MEDECOO、MO&Co.、PEACEBIRD MAN、YINGER FASHION CLUB、ZUCZUG、tanni，「撞」出最完美的化學反應。

今次活動亦破格打造六角形裝置，以薑黃色、鮮檸色、亮橙色、濃郁紫、少女粉、湖水綠，六種高飽和鮮豔色彩，填滿內部的整個牆面，勢以色彩光譜打造最佳潮流社交聖地。

Fashion trends are created by bold experiments in mixing and matching. Parc 66 set up a Style Lab which invited 10 brands – PORTS, DEBRAND, D-HARRY, Marisfrolg.SU, MEDECOO, MO&Co., PEACEBIRD MAN, YINGER FASHION CLUB, ZUCZUG, and tanni – to “collide” with each other to create perfect “chemical reactions” of style.

The hexagonal Lab exuded vibrant colors with saffron yellow, lime green, bright orange, purple, pink, and turquoise calling out in inviting tones and providing the perfect backdrop for sharing on social media.



## Tesla電動車進駐恒隆廣場 Tesla Motor Cars Enter Hang Lung's Malls

恒隆與電動車品牌特斯拉(Tesla)再度攜手，於3至8月期間在天津、大連、濟南的恒隆廣場及瀋陽的皇城恒隆廣場舉辦巡迴展覽，介紹首次於亞洲亮相的Tesla Powerwall系統及推廣可持續生活方式的理念。此外，品牌亦安排產品專家為顧客作詳細講解，並每天為限額15位顧客提供試駕體驗。

Hang Lung has once again collaborated with US motor vehicle brand Tesla to arrange national roadshow exhibitions from March to August, touring Riverside 66, Palace 66, Olympia 66, and Parc 66, to introduce the debut of the Tesla Powerwall system in Asia and promote sustainable lifestyle and concepts. In addition, several workshops have been arranged for the duration of the roadshow with the brand's product specialists on hand to explain the product details to customers, as well as a Tesla test drive for 15 customers each day.

巡迴展覽時間如下 Dates of the exhibitions :

3.27 – 4.16	恒隆廣場·天津 Riverside 66, Tianjin	6.4 – 6.24	恒隆廣場·大連 Olympia 66, Dalian
5.12 – 6.1	皇城恒隆廣場·瀋陽 Palace 66, Shenyang	8.11 – 8.31	恒隆廣場·濟南 Parc 66, Jinan





港匯恒隆廣場 Grand Gateway 66

# 奈良美智藏品分享展

## Yoshitomo Nara Exhibition

上海的港匯恒隆廣場於3月14日至4月8日舉辦《遇見自己—奈良美智藏品分享展》，在商場中庭搭建「奈良的小屋」，並把屋內劃分三個空間，分別為「顛覆傳統的浮世繪」、「四季的心路」及「櫻花隨想」，展出合共30多幅奈良美智早期作品的手稿和版畫。

奈良美智的作品經常出現小女孩、白色的小狗及身穿綿羊裝的兒童，當中那個擁有一雙大眼睛並帶點邪惡眼神的小女孩，更代表了不向現實低頭、不為困難折服的人生態度。

Shanghai's Grand Gateway 66 was proud to present the Yoshitomo Nara Exhibition from March 14 to April 8. At the center of the exhibition was Nara's Little Hut, built in the mall's atrium to showcase over 30 manuscripts and prints of Nara's early artistic creations. The hut was a journey through Nara's creative genius in three sections: Overturning the Traditional Ukiyo-e; The Heart of the Four Seasons; and Sakura's Thoughts.

A little girl, a white puppy, and a kid dressed in sheep's clothing are Nara's signatures, while a representation of a girl with malevolent big eyes reflects the attitude of living in fierce opposition to life's harsh realities.

▼「奈良的小屋」內展示了不同類形的作品

Different kinds of artwork are displayed in Nara's Little Hut

▼活動邀請了藝評家分享對奈良美智作品的看法

Art critics are invited to share their views on Yoshitomo Nara's artwork



企業責任 Corporate Responsibility

# 恒隆趣味數學班2018啟動

## Launch of Hang Lung Fun Math Tutorial Classes 2018

「恒隆趣味數學班2018」正式啟動！香港的恒隆一心義工隊今年再次聯同歷屆恒隆數學獎參加者和香港中文大學（中大）數學系學生，推出免費的數學補習班，將學習數學變成樂趣。

「恒隆趣味數學班」今年已是第四年推出，義工將於3至6月期間的星期六，為來自基層家庭的小學生提供免費的數學功課輔導，並通過輕鬆有趣的遊戲，提升他們學習數學的興趣。

今年的第一課已於3月10日（星期六）舉行，義工帶學生走出課室，到淘大商場進行體驗活動，把數學應用於生活中，學習做個精明的消費者。

The Hang Lung Fun Math Tutorial Classes 2018 have kicked off! Once again the Hang Lung As One Volunteer Team in Hong Kong is partnering with the Hang Lung Mathematics Awards (HLMA) participants and students from The Chinese University of Hong Kong (CUHK) to launch the classes that make math a pleasure.

This year is the 4<sup>th</sup> series of the HLMA Fun Math Tutorial Classes. On selective Saturdays from March to June, the volunteers will give free math tutorial classes and bring fun math games to students from underprivileged families to stimulate their interest in this discipline.

In the first class of this year, held on March 10 (Saturday), the volunteers took the students to Amoy Plaza for an experiential learning session. By applying math concepts in a real-life context they learned how to be a smart shopper.



恒隆  
數學獎  
HANG LUNG  
MATHEMATICS AWARDS



## 綠色行動 Green Actions

# 熄燈一小時 讓自然閃亮發光

## Lights Out 60 Minutes Let Nature Shine



**環**保並不是口號，更是生活的一部分。公司一直積極建造一個可持續發展的未來，今年亦繼續參加由世界自然基金會舉辦的「地球一小時」活動，旗下大部分在香港及內地的物業都加入行動，於3月24日關掉所有非必要的燈光，透過這個簡單動作傳遞節約能源這一個重要信息，實行將環保概念融入於日常工作及生活當中。

### 超越「60分鐘」的思考

「地球一小時」是世界自然基金會應對全球氣候變化所提出的一項全球性節能活動，提倡於每年3月的最後一個星期六當地時間晚上八時半，家庭及商界用戶關上不必要的電燈及耗電產品一小時，使公眾認識保護地球的重要性，以此來表明他們對應對氣候變化行動的支持。公司以「地球一小時」活動為起點，持續、有效引導消費者意識和行為的轉變，並倡議超越「60分鐘」的思考和行動，把為地球生態環境健康和人類未來所要做的努力，轉變成一種日常的生活方式。

### ◀ 荷李活商業中心 Hollywood Plaza

Environmental protection is not just a slogan. It should be a real part of our lives. The Company is committed to sustainable development and continued its participation in Earth Hour this year, a global initiative organized by the WWF. Most of our properties in Hong Kong and cities across mainland China went dark on March 24 (Saturday). Through this simple action, we would like to deliver the important message that saving energy and integrating environmental awareness into daily life and work is essential.

### Think Beyond the "60 Minutes"

Earth Hour is the world's largest movement for the environment by WWF. The campaign unites families and companies across the world, who switched off their lights for one hour on the last Saturday of March every year at 8:30p.m., local time. The spirit of Earth Hour is not only about switching the lights off, but also about encouraging and influencing people to make lifestyle changes for a sustainable future.

Hang Lung uses Earth Hour as a catalyst for continuously and effectively leading change in consumer awareness and behavior, and guiding the public to think beyond the "60 minutes". Let's protect nature through making lifestyle changes today!

請即掃描 QR code  
觀看更多照片



### ▼ 市府恒隆廣場·瀋陽 Forum 66



## 綠色行動 Green Actions

# 為地球添上一抹綠

## Greening the Earth



無錫 Wuxi





潮動社區 Hi! Community

# 接待視障人士 認識無障礙措施

## Welcome the Blind to Experience Barrier-free Facilities

早前陪同視障學生參觀導盲犬培訓基地後，大連的恒隆一心義工隊於3月31日（星期六）帶領一班聾盲學生、導盲犬訓練員及五隻導盲犬參觀大連的恒隆廣場，親身體驗商場內的無障礙設施，以及認識導盲犬在生活中的實際應用。

大連的恒隆廣場是全市唯一榮獲「無障礙示範商業中心」的項目，除了提供無障礙設施，商場亦歡迎視障人士攜導盲犬進入室內範圍。

▼ 義工親身體驗視障人士的困難  
A volunteer experiences the difficulties of being visually-impaired



▲ 視障學生在導盲犬的引領下行過障礙賽物  
A visually-impaired student passes through obstacles with the help of a guide dog

Following a visit to a training camp for guide dogs with visually-impaired students, the Hang Lung As One Volunteer Team in Dalian accompanied a group of blind and deaf students, together with the guide dog trainers and five guide dogs to visit Olympia 66 on 31 March (Saturday), enabling them to experience the barrier-free facilities in the mall, and the services provided by the guide dogs in real-life situations.

Olympia 66 is the sole commercial Property in Dalian honored for Best Barrier-free Facilities. In addition to providing user-friendly facilities for disabled people, the mall welcomes blind people to bring their guide dogs indoors.

為了響應植樹節，無錫及武漢的恒隆一心義工隊，分別與無錫第一學府江南大學及武漢市江漢區常青公園合作舉辦植樹活動，身體力行，為地球添上一抹綠。

In support of Arbor Day, the Hang Lung As One Volunteer Teams of Center 66 and Heartland 66 organized tree-planting activities with Wuxi's Jiangnan University and Wuhan's Changqing Park respectively, greening the earth with trees that will support the natural environment.



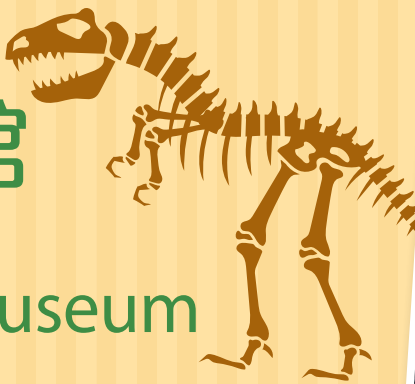
武漢 Wuhan





綠色行動 Green Actions

# 探秘自然博物館 An Adventure at The Natural History Museum



成長在石屎森林中，我們與大自然的關係似乎越來越疏離。

為了推廣環保信息，讓新一代認識大自然，天津的恒隆一心義工隊於3月11日（星期日）為「伴你成長」青少年發展中心的兒童，安排了參觀自然博物館活動，一同探索自然的奧秘。活動中，他們除認識了不同種類的陸地和海洋動物外，還通過繪畫分享自己最喜愛的動物，及就如何在日常生活中推動環保，提出實際可行的建議。

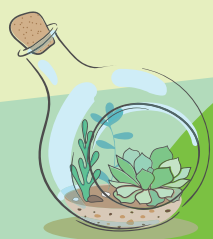


Growing up in the concrete jungle, we have a more alienated relationship with nature.

On March 11 (Sunday), Riverside 66's Hang Lung As One Volunteer Team embarked on an adventure to The Natural History Museum with the children from a local youth development center to explore the mystery of nature. During their journey through the exhibits, the children not only got a better understanding of different kinds of land and sea animals, but also painted their favorite creatures and shared what they do to protect the environment, so as to raise environmental awareness.

綠色行動 Green Actions

# 親手打造綠色生活 Build a Green Environment



綠色植物除了可以淨化空氣，還會對人的大腦產生一種良好刺激，使緊張的情緒得到放鬆，並舒緩眼睛疲勞。港匯恒隆廣場的恒隆一心義工隊與虹橋路小學合作，於3月23日（星期五）為超過20位小學三年級學生籌劃「DIY微景觀盆栽」活動，通過緊張刺激的搶答環節，以及親手製作微景觀盆栽，豐富他們對綠色生活的瞭解。

Plants are nature's air purifier but they can also positively stimulate our brain, release emotional stress, and soothe eye fatigue. With this in mind, volunteers from the Grand Gateway 66's Hang Lung As One Volunteer Team organized a DIY terrarium activity together with more than 20 primary school students from the Hongqiao Road Primary School on March 23 (Friday). With the help of a fun question and answer session and hands-on "do-it-yourself" activities, students' appreciation of the important role of green plants in the environment has been enhanced.





# 清新天團 O<sub>2</sub>登場

## Cheers for the Fresh New Heartthrob – O<sub>2</sub>

O<sub>2</sub>是個耳熟能詳的代號；O<sub>2</sub>是個清新可愛小團體的名字；O<sub>2</sub>是個為你帶來舒適生活空間的元素。

O<sub>2</sub>由66個樣子趣怪的空氣小分子成員組成，他們每一個都性格活潑好動，表情多多，亦充滿幽默感和正能量。他們是伴隨着恒隆地產旗下的「提升空氣質素計劃」而登場的天團，此計劃分階段提升恒隆在內地的商場及辦公樓的空氣淨化裝置，為商戶、顧客及市民提供一個更健康舒適的生活空間。經提升的空氣淨化裝置能過濾高達八成連同PM2.5在內的空氣污染物，讓大家在恒隆廣場有更舒適的體驗。

O<sub>2</sub>將會率先登陸上海的恒隆廣場、無錫的恒隆廣場及濟南的恒隆廣場，並會在微信表情包上線。密切留意着我們公布，趕快下載特別版O<sub>2</sub>表情包，除了撒嬌賣萌，也可以在這個小清新的環境聊天！

O<sub>2</sub> – a symbol which is familiar to all of us in our daily lives! It is the name of a cute little group of fresh new faces, and it is also the element that brings comfort and coziness to our space.

O<sub>2</sub> consists of 66 fun-loving members, the cute air particles come together each with its own facial expression and personality. They jump out from their surroundings to invade ours with good humor, positive energy, and above all, clean and fresh air that will put a smile on everybody's face!

They are part of the Hang Lung's latest Clean Air Initiative, an air quality improvement endeavor that will see the incremental installation of air purifying devices at Hang Lung's malls and office towers across mainland China. The goal is to create a more comfortable and pleasant environment for staff, tenants, customers and the general public. With the state-of-the-art devices, we can remove up to 80% of airborne pollutants, including PM2.5 particles, for the benefit of all who visit Hang Lung's properties.

The first stops in O<sub>2</sub>'s invasion include Plaza 66 in Shanghai, Center 66 in Wuxi, and Parc 66 in Jinan. Please stay tuned for our special O<sub>2</sub> WeChat sticker series that will make their endearing expressions go viral, and don't miss out on the O<sub>2</sub> WeChat channel that will refresh your lives!

▶ 閃閃惹人愛，給你好空氣和好心情的O<sub>2</sub>  
The new bling-bling that brings fresh air and good moods

綠色·恒隆 HL Sustain

## 甚麼是「碳中和」？

## What Do You Know about Carbon-neutrality?

自工業革命以來，人類的經濟活動大量使用化石燃料，每天排放數以千萬噸計的溫室氣體，使氣候變化持續加劇。為改善全球氣候，全球各國以至各大企業已陸續開始控制溫室氣體排放。基於我們生活的需要，部分溫室氣體排放仍是無可避免的，故此便衍生了「碳中和」的概念，透過投資減少碳排放的項目，如發展再生能源和植林等，藉以抵銷其他經濟活動所產生的碳排放，達致淨零碳排放量。

「恒隆周年晚宴2018」（年宴）便是一項被認證的「碳中和活動」。我們委託低碳亞洲為我們計算整個年宴所產生的碳排放，得出年宴總碳排放量相等於7.8噸的二氧化碳，故公司購買相應的碳排放額，以支持位於中國甘肅省瓜州縣的100兆瓦太陽能發電項目，從而抵銷年宴的碳排放。雖然，碳抵銷能減少對環境的負面影響，但我們仍須從個人做起，在生活各方面努力減排，為保護環境略盡綿力。

Ever since the Industrial Revolution, all economic activities require the consumption of fossil fuels and hence emit massive amounts of greenhouse gases every day, significantly aggravating the climate change phenomenon. Nations and corporations are starting to control their greenhouse gas emission in order to decelerate climate change but many carbon emissions are still inevitable due to our everyday necessities and needs. As such, the concept of carbon neutrality arises. This refers to compensating for carbon emissions by funding projects that could lead to carbon reduction, such as renewable energy development and afforestation, so as to achieve net zero carbon emissions.

The Hang Lung Annual Dinner 2018 is a certified carbon-neutral event. We worked with Carbon Care Asia to calculate the total carbon emissions for the event, amounting to the equivalent of 7.8 tonnes of carbon dioxide. We then purchased the corresponding quantity of carbon credits to support a 100MW solar power project in Guazhou, Gansu Province, China, which has offset the carbon emissions of the Annual Dinner. Nonetheless, while carbon-offsetting is able to reduce the detrimental environmental impact of carbon emissions, we should also help reduce emissions in our daily lives and try our very best to protect the environment.





# 恒隆周年晚宴2018

## Hang Lung Annual Dinner 2018

動畫電影Zootopia的兔子Judy說：「任何人都能成為他想成為的」，意思是每個人都可以彰顯自己的價值。這句話不僅成為電影中的金句，更是恒隆周年晚宴2018的主題TOGETHER, WE MAKE HANG LUNG A UTOPIA的背後想法，鼓勵同事發揮天賦和才能，共同為公司創造更高成就。

"Anyone can be anything," the bunny Judy said in the movie, Zootopia. It means that everyone is capable of demonstrating their own value. This saying not only became a quotable quote from the movie but also the idea behind the Hang Lung Annual Dinner 2018, themed *TOGETHER, WE MAKE HANG LUNG A UTOPIA* – a motif that encouraged colleagues to fully utilize their multifaceted talents to enhance their potential value proposition and build achievements with the Company.

▼ 董事局成員及公司的高級管理層出席恒隆周年晚宴2018  
Directors of the Board and the Company's senior management attend the Hang Lung Annual Dinner 2018



▲ 公司的管理層全情投入演出多首經典歌曲，將全場氣氛推至高潮  
The Company's management members unleash their music potential on the stage



# 周年晚宴精彩時刻

## Precious Moments of the Night

### 長期服務獎

#### Long-service Award



▲ 租務及物業管理部陳金城 (左)  
Chan Kamshing,  
Leasing & Management (left)



◀ 租務及物業管理部鄺偉傑 (左)  
Ricky Kong, Leasing & Management (left)



◀ 租務及物業管理部梁錦明 (左)  
Leung Kamming,  
Leasing & Management (left)



► 董事辦公室關碧儀 (左)  
Ella Kwan, Director's Office (left)



◀ 租務及物業管理部王力生 (左)  
Wong Liksang,  
Leasing & Management (left)



### Lucky Draw

#### 頭獎 Grand Prize

行政部趙瑞琪 (右)  
Suki Chiu from  
Administration (right)





# 千人狂歡 玩轉年會

## Carnivals Across the Mainland



上海 Shanghai



濟南 Jinan



無錫 Wuxi







大連 Dalian



天津 Tianjin



瀋陽 Shenyang



昆明 Kunming



武漢 Wuhan





## 最佳衣著獎

## Best Outfit Award

最佳衣著獎  
Best Outfit Award

麥殷萍 (右) Peggy Mak (right)  
集團市場部 (客戶關係管理)  
Central Marketing (CRM)

最佳衣著獎  
Best Outfit Award

吳鎧廷 (左) Victor Ng (left)  
租務及物業管理部  
Leasing & Management

最佳衣著獎  
Best Outfit Award

集團市場部 Central Marketing



## 恒隆明星賽2018得獎者

## 2018 Hang Lung's Got Talent Winners

冠軍—恒隆廣場·昆明  
Champion – Spring City 66



亞軍—恒隆廣場·大連  
1<sup>st</sup> runner-up – Olympia 66



季軍—香港  
2<sup>nd</sup> runner-up – Hong Kong



築跡 City Contour

# 西營盤 Sai Ying Pun: A Jaunt in 'City West' 城西趣遊

**西**營盤屬於本港較早期發展的區域，依山而建，區內不同的建築展示了香港的歷史軌跡及華人生活的轉變。在這個大街小巷及斜道交錯的地區內，教會、學校、醫療衛生建築林立。當中矗立在山坡上，具愛德華巴洛克建築風格的香港大學本部大樓更是當區地標。近年扶手電梯與港鐵站的出現，為城市格局帶來新的面貌。

One of the first areas to urbanise in old Hong Kong, hilly Sai Ying Pun is characterized by alleys, stairways, and terraces. Its charm also lies in the area's many churches, schools and medical facilities, which have witnessed Hong Kong's development over the century. Architecturally, the Edwardian baroque-style Main Building of the University of Hong Kong is a top local landmark. In recent years, gentrification has set in with the Centre Street escalators and the arrival of the MTR station.

## 2 英皇書院 King's College

英皇書院校舍於1926年建成，屬新古典主義風格建築，主要以紅磚建成，具英式庭園的對稱幾何設計，與花崗石及灰塑外牆形成視覺上一大對比。

Completed in 1926, the red-brick campus of King's College, in its Neo-Classical style, embodies the art of symmetry typical of English Gardens, while its granite and plaster façade exhibits a stark contrast.



## 1 香港大學本部大樓 Main Building of The University of Hong Kong

香港大學本部大樓建於1912年，是香港大學最歷物，採用古典復興式建築風格，大樓由多條愛奧尼式花崗石柱作支柱，散發英式學院韻味。

Main Building of The University of Hong Kong is the oldest building on the campus, constructed in 1912 in Classic Revival style. The structure is supported by granite columns in Ionic style with the flair of a traditional British campus.



## 3 救恩堂 Tsung Tsin Mission of Hong Kong Kau Yan Church

救恩堂是香港首間客家教會，建於1852年，1932年重建。大樓以混凝土及石塊建造，配合哥德式尖拱窗及都鐸式門廊，屬混合哥德式及都鐸式的復興式建築，集各家之大成！

Constructed in 1852 and rebuilt in 1932, the Tsung Tsin Mission of Hong Kong Kau Yan Church, designed in concrete and stone, is the first church of the Hakka congregation in Hong Kong. Its arched windows and porticus are hybrids of the Gothic and Tudor Revival styles.

## 5 第二街公共浴室 Second Street Bath House

第二街公共浴室建於1904年，乃當時殖民政府為改善華人的衛生環境而設，至今仍然運作，是全港唯一不設公廁的公共浴室。

The Second Street Bath House was built in 1904 by the British government to improve sanitary conditions among Chinese communities. It is still in operation as the only public bathhouse without toilets in Hong Kong.



## 4 西區社區中心 Western District Community Centre

西區社區中心屬新古典主義建築，風格屬於愛德華時期，屬香港一級歷史建築！1922年落成，牆底基礎採用粗面大麻石，牆身為紅磚，佈局左右對稱，現為社區中心。

Completed in 1922 and revamped as the Western District Community Centre, this Grade I historic building in an Edwardian Neoclassical style took on symmetry with a red brick façade on a rustic granite base.



## 6 福德祠 Fuk Tak Temple

西營盤很多地方都是百年歷史建築，坐落在常豐里的福德祠就是表表者，它由紅色鐵皮搭建而成，廟內供奉土地神祇，每年在福德正神土地公的誕辰及盂蘭勝會，都會大事慶祝。

Sai Ying Pun is dotted with historic buildings, one example is the Fuk Tak Temple on Sheung Fung Lane. Inside this iron-clad structure is a revered shrine dedicated to the Chinese Earth God, Tudigong. The shrine hosts annual celebrations on Tudigong's birthday and the Chinese Ghost Festival for the good of worshippers and local residents.



## 7 正街 Centre Street

「正街」是全港斜度最高的道路，斜度達1比4，素有「長命斜」之稱。為方便居民出入，2013年政府在正街建成接駁第三街至般咸道的扶手電梯系統。

Notorious for its steep incline, Centre Street is the steepest street in Hong Kong with a gradient of 1:4. Escalators connecting Third Street and Bonham Road were completed in 2013 for the convenience of pedestrians.



## 9 佐治五世紀念公園 King George V Memorial Park

想找細葉榕樹，可來到佐治五世紀念公園。公園建於1936年，高高的外牆由古老大麻石建成，以維持地面水平，入口的圓孔石雕欄杆保留了傳統英式設計，以紀念當年逝世的英皇佐治五世。

Built in 1936, King George V Memorial Park is worth a visit for its Banyan trees and to take a step into the territory's past. Hemmed in by massive granite walls to balance the height difference between its two bordering streets, the park features stone balustrades at the entrance, with a traditional English design commemorating King George V who passed away in the same year.



## 10 西營盤社區綜合大樓 Sai Ying Pun Community Complex (the Old Mental Hospital)

前身為「舊高街精神病院」，俗稱為「高街鬼屋」。建築早於1892年落成，採用了大量早期巴洛克式細節，包括寬闊拱形遊廊和粗琢花崗石塊，直至2001年改建成西營盤社區綜合大樓，只保留花崗石立面。

Completed in 1892, the Old Mental Hospital is widely known as "High Street Haunted House". The early baroque details including the arched verandas and massive granite stone slabs were preserved until the building was dismantled and converted into Sai Ying Pun Community Complex in 2001, with only the original granite façade preserved.



## 8 餘樂里唐樓 Yu Lok Lane Tenement Houses

屈指一算，餘樂里唐樓快要達到百歲之齡了！以紅磚而建，金字型的屋頂木結構，蓋以中式屋瓦，一樓樓板同樣是木結構，屬香港現存唐樓中較早期的磚木結構，建築風格樸實，堅固長壽！

Now celebrating the centenary of its completion, the Yu Lok Lane Tenement Houses were constructed with red bricks, wooden flooring and Chinese tiles atop pitched timber roofs in "hard mountain style". This array of homespun yet sturdy housing represents the early design of the city's tenement houses.





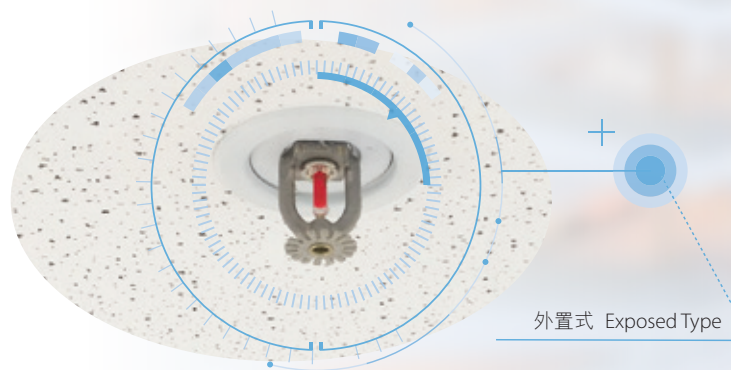
FM知多啲 Facilities Management Fun Facts

# 會救火的「星星」 “Stars” that Help to Extinguish a Fire

**萬**一發生火警，室內的消防設備是阻止火勢蔓延的第一道防線，而「頭頂」上的花灑系統更是救命關鍵！

抬頭望望，你可能會看見星形的花灑頭，但也可能只見到燈和天花，因為花灑頭已被隱藏在花灑蓋下。無論花灑頭是外置，還是隱藏，它都能有效地感應室內的溫度，並在火警發生時馬上啟動灑水系統，阻止火勢蔓延。可是，由於每一個花灑所能覆蓋的範圍有限，故裝置的位置、距離和佈局都必須清楚量度，以確保室內每吋空間都能覆蓋。

香港消防處自1987年起，規定綜合樓宇的商業建築（除住宅用途）安裝自動花灑系統。



隱藏式 Concealed Type

外置式 Exposed Type

Touch wood, when a fire breaks out, the fire services installations in a property will be able to extinguish it before it spreads! And the first line of defense is the sprinkler system.

Hidden above our heads and often unnoticed, a sprinkler system is a real lifesaver in the event of a fire. The star-shaped sprinkler heads, which can either be exposed or concealed behind a cover plate, are sensitive to heat, and when they detect the heat of a fire in the area, they activate and discharge water to extinguish the fire. Because the coverage of each sprinkler head is limited, they need to be placed in carefully measured patterns to leave no area uncovered.

Because of their important role in saving lives, the Hong Kong Fire Services Department has, since 1987, made it mandatory for the commercial portions of composite building other than the domestic parts to have an automatic sprinkler system installed.

識飲識食 Food Hunter

## 京士頓街的手工啤狂熱！ Enthusiasm for Craft Beer Bubbles-over at Kingston!



**若**你是手工啤酒迷，一定不可以錯過位於銅鑼灣京士頓街，新開張的 The Artist House! 主打比利時手工啤酒的The Artist House，不單照顧你對啤酒的渴求，還帶給你360度啤酒新體驗：全港首個餐廳水耕種植場和香氣實驗室，讓你挑選自己喜愛的食用花卉、草藥，或香水，製作專屬你自己的手工啤酒！除此之外，顧客還可以透過虛擬實境（VR）儀器，來一趟比利時3D啤酒廠之旅！

Craft beer enthusiasts now have a not-to-be-missed opportunity to savor some truly unique tastes at The Artist House, the latest addition to the pageant of hip new eateries and retail shops at Kingston in Causeway Bay! The Artist House, which specializes in Belgian craft beers, promises to not only quench your thirst with some of the finest connoisseur beers, but also provide a fresh, new 360-degree beer experience as the first bar in Hong Kong with a hydroponic aqua farm and a fragrances laboratory, allowing you to choose your favorite edible flowers, herbs, or perfumes to create your very own beer! In addition, customers can also enjoy a 3D tour of a Belgian brewery with the help of VR technology!

The Artist House | 地址：Fashion Walk 京士頓街9號一樓G4店  
Address: Shop G4, 1/F, 9 Kingston Street, Fashion Walk



請即掃描 QR code  
觀看影片





App+

# 名畫背後 The Story behind a Masterpiece

參觀位於紐約的現代藝術博物館，雖然知道眼前名畫是梵高的《星夜》，但卻說不出背後的故事；去挪威參觀位於首都奧斯陸的孟克美術館，看見經常被二次創作的《吶喊》，但卻說不出畫家愛德華·孟克的名字。現在，你只需下載谷歌的免費 Arts & Culture 應用程式，便可隨時隨地獲得收藏在全球70個國家，逾1,200間藝術博物館、畫廊和學院的珍藏品的資訊，不用再做「藝術盲」。

未有機會到其他國家，但又想認識世界名畫？你可通過 Arts & Culture 應用程式的「虛擬實境博物館」，輕鬆走進世界各地的藝術博物館，仿如置身現場，慢慢欣賞各類藝術作品。

Arts & Culture 應用程式最近新增「好玩」的元素，用戶只需上傳自拍照，便可從超過7,000幅著名肖像畫中找出與自己最相似的一幅。此功能吸引大批用戶，因而使這個應用程式再度成為焦點，惟這項功能目前只適用於部分國家。

Visiting The Museum of Modern Art in New York, people might recognize Van Gogh's *The Starry Night* but not familiar with the story behind this famous painting. Going to The Munch Museum in Oslo, people might be thrilled to see the masterpiece, *The Scream*, which they have seen so many times before without ever knowing that the artist's name is Edvard Munch. If those situations sound familiar to you, then maybe it's time to brush-up your knowledge of art by downloading the free Google Arts & Culture application and put the artworks from over 1,200 art museums, galleries, and institutions in 70 countries into the palm of your hand.

No time to travel around to see the master pieces? This Arts & Culture application offers a "virtual reality tour" which enables users to visit different museums, as if they were there in person, to appreciate famous works of art from around the world without any disturbance.

Recently, a new and fun feature was added to this Arts & Culture application. The new feature matches users' selfies with over 70,000 portraits from art galleries around the world and identifies the ones with the closest resemblance. The new feature attracted a number of users and drew users' attention to the app again. However, the new feature is only available in particular countries.



只要輸入藝術家的名字便可看到相關作品及資料  
All related artworks and information will be shown by simply entering the artist's name



用家可通過「虛擬實境」進入世界各地的博物館（圖為大英博物館）  
Users can "walk" into different museums using the Virtual Reality Tour feature (The British Museum in London is pictured)

## 材料 Ingredients

豬扒 Pork chop	450克 450g
韓式泡菜 Kimchi	100克 100g
蒜頭（拍扁） Garlic cloves	2粒 2 Pieces
洋蔥 Onion	1
水 Water	2湯匙 2 Tablespoons
蔥段 Scallion	裝飾用 For garnish

茄汁 Ketchup	2茶匙 2 Teaspoons
韓式泡菜 Kimchi	100克 100g
生抽 Soya sauce	1茶匙 1 Teaspoon
糖 Sugar	1茶匙 1 Teaspoon
鹽 Salt	1茶匙 1 Teaspoon
韓國辣椒醬 Korean chili sauce	1湯匙 1 Tablespoon
味醂 Mirin	2茶匙 2 Teaspoons

## 醬汁 Sauce

茄汁 Ketchup	2茶匙 2 Teaspoons
韓國辣椒醬 Korean chili sauce	1茶匙 1 Teaspoon
糖 Sugar	1茶匙 1 Teaspoon
水 Water	1-2茶匙 1-2 Teaspoons

## 醃料 Marinade

## 請教盧師傅 Chef Lo's Kitchen

### 盧師傅教路 Chef Lo's Tips

可按個人喜好，選擇不同部位的豬扒：豬扒頭脂肪分佈均勻，口感軟身；梅頭比較少筋，比較軟滑。五層腩比較爽口，油脂味道更甘香。

According to personal preferences, select different parts of the pig. Pork chop has an even distribution of fat and hence it tastes softer. Pork shoulder has fewer tendons and a smoother texture. Pork belly meat tends to be more refreshing and the taste of grease is more pleasant.

要測試豬扒生熟程度，可運用不同手指輕按拇指，以拇指下方肌肉的軟硬度作參考，與豬扒的肉質相似。食指：一分熟、中指：三分熟、無名指：五分熟、尾指：全熟

When testing the degree of doneness of the pork chop, you can use different fingers to gently press the fleshy part of your thumb and palm. The feeling of softness of the muscle under your thumb is similar to the maturity of the pork chop. Index finger: rare. Middle finger: medium rare. Ring finger: medium. Tail finger: well done



### 做法 Directions

#### 醃製豬扒 Preparation of the Pork Chop

- 用刀背輕力剝鬆豬扒後，用醃料拌勻，放到雪櫃裏醃約1小時。  
Use the back of the knife to tenderize the pork chop. Mix the pork chop with marinade and refrigerate for 1 hour before cooking.
- 把洋蔥切片和蔥切粒。  
Slice onion and scallion.

#### 煎豬扒 Pan Frying the Pork Chop

- 燒熱油鑊，用中火爆香蒜頭，放入豬扒，醃料留用。  
Heat the oil in a pan and fry the garlic on a medium heat. Add the pork chop into the pan and keep the marinade.
- 用中至大火把豬扒煎至兩面微黃色（約4分鐘），盛起備用。  
Fry both side of the pork chop in medium to high heat, until they become golden brown (Around 4 minutes). Set aside.
- 將油再次加熱，倒入炸好的豬肉，進行第二次翻炸約3分鐘。  
Reheat the oil and wait until bubbles reemerged. Then, pan fry them again for 3 minutes.

#### 醬汁 Sauce

- 用2湯匙水把醃料拌勻，和洋蔥倒入鑊中煮滾。  
Mix the marinade with two tablespoons of water. Heat the sauce in the pan with sliced onion until boiled.
- 把泡菜加入醃料拌勻。  
Add Kimchi into the sauce and stir fry.

#### 上碟 Complete the Dish

- 加入豬扒，繼續煮至汁收乾黏在豬扒上面。  
Add in pork chop. Stir fry until the sauce thickens and coats the pork chop.
- 灑上蔥段裝飾，即成。  
Add in scallion for garnish. Serve while hot.

請即掃描 QR code  
觀看影片





「建」多識廣 ArchiFun

# 阿布扎比羅浮宮 Louvre Abu Dhabi

文：高級經理—成本及監控張宇翔

By Senior Manager – Cost &amp; Controls Eugene Chang

阿布扎比是阿拉伯聯合酋長國的首都，人口接近200萬，經濟貢獻達4,000億美元，佔全國總額三分之二。這個城市曾經是游牧民族聚居的沙漠，自1962年首度發現石油後發展為國際大都會，現在更成為國內政治、經濟和工業核心。隨着阿聯酋北部城市杜拜已發展成奢華生活和旅遊勝地，阿布扎比於邁向21世紀時，矢志增強文化和旅遊特色。2007年，該市宣布斥資270億美元，發展旅遊和文化事業，包括興建三家世界級博物館，以及一所著名大學。

2017年11月8日，阿布扎比羅浮宮經過為期10年的籌備和興建工程後正式開幕，為三家擬建的博物館打響頭炮。這個項目於2007年開始動工，其時阿布扎比政府與法國羅浮宮博物館簽訂價值5.25億美元的協議，以後者的名義展出其藝術藏品30年，並額外注資7.5億美元引進其博物館管理專業知識。是項合共耗資逾10億美元的協議，曾在法國引起「博物館是非賣品」的抨擊，而其後有關虐待和剝削建築工人的事件亦引起社會關注。項目延期五年後，耗資7.15億美元的建館工程終告竣工，由法國總統馬克龍、杜拜酋長阿勒馬克圖姆（Sheikh Mohammed bin Rashid Al Maktoum），以及阿布扎比儲君阿勒納哈揚（Mohammed bin Zayed al-Nahayan）主持開幕典禮。

獲委任設計阿布扎比羅浮宮的法國建築師努維爾（Jean Nouvel）曾獲普立茲獎，多家舉世知名的博物館均出自其手筆，包括巴黎的布朗利河岸博物館、馬德里的索菲亞王后國家藝術中心博物館，以及紐約的現代藝術博物館擴建項目。阿布扎比羅浮宮的設計概念直接明快，博物館廣場由一條主要道路貫通，55棟設計方正的藝廊和建築物夾道而立。不過，博物館最奪目的特徵，是長180米、重7,500噸的雕塑狀拱頂，營造「懸浮」於四條巨型隱形支柱上空30米的視覺效果。為了對阿拉伯歷史和當地文化致敬，圓頂採用八層鋼材結構，塑造7,850顆獨特星形圖案，覆蓋佔地6,400平方米的藝廊空間。是項設計借鑑傳統阿拉伯屏風mashrabiya，以及源自10世紀、展現伊斯蘭建築的室內裝飾精髓的muqamas，能夠遮擋陽光，令室內溫度降低近攝氏五度，營造寧謐恬靜的室內空間，可聽見啾啾鳥鳴。

博物館現時展出逾620件藝術作品，包括300件借出作品，網羅馬諦斯、莫奈和梵高的畫作，以及出土自約旦Ain Ghazal遺跡、可追溯至公元前6500年的「雙頭碑雕像」（Monumental Statue with Two Heads），和約在公元900年製成的「藍色可蘭經頁」（Page of the Blue Quran），是現存最古老的《可蘭經》手稿之一。2017年12月，博物館宣布以超過建館資金一半的4.503億美元，購入全球最價值不菲的畫作——達文西的《救世主》，再度成為時事熱話。阿布扎比無疑已備受藝術和建築愛好者注目，成為藝術和文化的新地標。

Abu Dhabi is the capital of the United Arab Emirates, accounting for two-third of the country's USD400 billion economy with a population of nearly two million people. Once a desert inhabited by nomadic tribes, the city has transformed into a metropolis since the first discovery of oil there in 1962, becoming the country's political, economic and industrial center. With Dubai in the north having already established itself as a luxurious lifestyle and tourist destination, Abu Dhabi is charging through the Twenty-first Century determined to add strong cultural and tourist components under its belt. In 2007, they announced a USD27 billion tourist and cultural development including three world class museums and a renowned university.

On 8 November 2017, the Louvre Abu Dhabi, the first of the three planned museums, opened to the public after a decade of planning and construction. Back in 2007, the project got underway when the government of Abu Dhabi reached an USD525 million agreement with France's Louvre Museum to use its brand name and to exhibit its art collections for 30 years, plus another USD750 million for its expertise in museum management. While the over USD1 billion agreement raised eyebrows in France with arguments that "museums are not for sale", and concurrent concerns regarding abuse and exploitation of construction workers, the opening ceremony of the USD715 million museum was opened by French President Emmanuel Macron, Dubai's ruler Sheikh Mohammed bin Rashid Al Maktoum, and Abu Dhabi Crown Prince Mohammed bin Zayed al-Nahayan, after a five-year project delay.

French architect Jean Nouvel, a Pritzker Prize winner who has designed some of the world's most renowned museums from Quai Branly in Paris and the Reina Sofia Museum in Madrid, to the MoMA extension in New York, was asked to design the Louvre Abu Dhabi. The parti of the design was rather straight forward – a main street cutting the museum plan in half, bringing the audience to the heart of the museum plaza, with a series of 55 box-like galleries and buildings scattered along the path. But it is the 180-meter wide and 7500-ton sculptural dome, visually "floating" 30 meters above four largely invisible supporting struts, that is a marvel to the eyes. To pay tribute to Arabic heritage and the local context, the dome is composed of 7,850 unique stars under eight layers of steel structure, covering the full 6,400 m<sup>2</sup> of gallery space. The design is a tribute to both the mashrabiya (a traditional Arabian screen) and muqamas (the quintessentially Islamic form of interior decoration in architecture since the Tenth Century), and filters sunlight, reducing inside temperatures by almost five degrees Celsius and creating a peaceful and calm interior environment with birds chirping.

Today, the museum exhibits over 620 art pieces, including 300 loaned works, from paintings by Matisse, Monet, and Van Gogh, to the Monumental Statue with Two Heads (discovered in Ain Ghazal, Jordan and dating back to 6500 B.C.E.), and the Page of the Blue Quran (one of the oldest fragments of the Quran dating from around 900 C.E.). In December 2017, the museum made the headlines again when it announced the purchase of the world's most expensive painting, Salvador Mundi by Leonardo Da Vinci, at USD450.3 million (more than half the museum's building cost!). No doubt Abu Dhabi has captured the attention of art and architecture followers around the world and become a new destination for art and culture.



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